



**SIERRA VISTA HOSPITAL GOVERNING BOARD
REGULAR MEETING
Elephant Butte Lake RV Resort Center
6-23-26**



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Closed session items will be handed out in closed session.



**AGENDA FOR SIERRA VISTA HOSPITAL
GOVERNING BOARD MEETING AT
ELEPHANT BUTTE LAKE RV
EVENT CENTER**

June 23, 2026

12:00pm

MISSION STATEMENT: Provide high quality, highly reliable and medically proficient healthcare services to the citizens of Sierra County.

VISION STATEMENT: Become the trusted, respected, and desired destination for the highest quality of healthcare in the state of New Mexico; exceed compliance and quality expectations and improve the quality life for our patients and community.

VALUES: Stewardship. Honest. Accountable. Respect. Professional. Kindness. Integrity. Trust.

GUIDING PRINCIPLES: High quality for every patient, every day.

TIME OF MEETING: 12:00pm

PURPOSE: Regular

ATTENDEES:

County:

Bruce Swingle, **Vice Chair**
Jesus Baray, Member

City:

Greg D'Amour, **Secretary**
Edna Trager, Member

Village of Williamsburg:

Serina Bartoo, **Chairperson**

Ex-Officio:

Shauna Cameron, CEO
Amanda Cardona, VCW
Amber Vaughn, CM, SC
Gary Whitehead, CM, TorC
Jim Paxon, JPC Chair

Support Staff:

Ming Huang, CFO
Heather Milton, HR
Zach Heard, PXO, Compliance
Aaron Dow, CIO
Dr. Sonia Seuffer

Ovation: Katie Tinsley

AGENDA	PRESENTER	ACTION REQUIRED
1. Call to Order	Serina Bartoo, Chair	
2. Pledge of Allegiance	Serina Bartoo, Chair	
3. Roll Call	Jennifer Burns, Recorder	Quorum Determination
4. Approval of Agenda "Are there any items on this agenda that could cause a potential conflict of interest for any Governing Board member?"	Serina Bartoo, Chair	Amend/ Action
5. Approval of Minutes A. May 27, 2026 Regular meeting	Serina Bartoo, Chair	Amend/ Action
6. Public Input – 3-minute limit		
7. Old Business None	Serina Bartoo, Chair	
8. New Business A. Medical Staff Report – Sonia Seufer, COS B. Strategic Plan 2026-2028 – Shauna Cameron		Report Action
9. Finance Committee- Bruce Swingle, Chairperson A. May Financial Report- Ming Huang, CFO		Action
10. Board Quality/ Compliance Committee- Greg D'Amour, Chairperson A. Certification of Emergency Mental Health Evaluation and Care (form)		Action
11. Administrative Reports A. Human Resources B. CEO Report • NMHA PAC Committee Funds C. Governing Board	Heather Milton, HR Director Shauna Cameron, CEO Serina Bartoo, Chair	Report Report Action Report

Motion to close the meeting:

12. Executive Session – In accordance with Open Meetings Act, NMSA 1978, Chapter 10, Article 15, Section 10-15-1 (H) 2, 7 and 9 including credentialing under NM Review Organization

Immunity Act, NMSA Section 41-2E (8) and 41-9-5 the Governing Board will vote to close the meeting to discuss the following items:

Order of business to be determined by Chairperson-

10-15-1 (H) 2 – Limited Personnel Matters

- A. Privileges- Shauna Cameron
Provisional:
Grace White, MD (ESS)
Amanda Williams, NP (Walk-in Clinic)
RadPartners Reappointment:
Sunthosh Madireddi, MD
Tony Maung, MD
Nicholas Yurko, MD
Terms:
Dr. Toikus Westbrook (ESS)
Peace Chukwuma, CNP

- B. CEO Evaluation Serina Bartoo
- C. CEO Contract Serina Bartoo
- D. Interim CNO Contract Shauna Cameron

10-15-1 (H) 7 – Attorney Client Privilege/ Pending Litigation

- A. Risk Report Heather Johnson

10-15-1 (H) 9 – Public Hospital Board Meetings

- A. Ovation Report to Board
- B. HUB Insurance Proposal Shauna Cameron
- C. MFP Progress Report Shauna Cameron
- D. EMS Building Shauna Cameron
- E. IT Report Aaron Dow
- F. QAPI Update FY26
- G. CEO Discussion with Board Shauna Cameron

Roll call vote to close meeting:

13. Re-open meeting – As required by **Section 10-15-1 (J), NMSA 1978** matters discussed in executive session were limited to only those items specified in the motion to close the meeting.

10-15-1 (H) 2 – Limited Personnel Matters

- A. Privileges- Action
Provisional:
Grace White, MD (ESS)

Amanda Williams, NP (Walk-in Clinic)

RadPartners Reappointment:

Sunthosh Madireddi, MD

Tony Maung, MD

Nicholas Yurko, MD

Terms:

Dr. Toikus Westbrook (ESS)

Peace Chukwuma, CNP

B. CEO Evaluation	Report/ Action
C. CEO Contract	Report/ Action
D. Interim CNO Contract	Report/ Action

10-15-1 (H) 7 – Attorney Client Privilege/ Pending Litigation

A. Risk Report	Report
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10-15-1 (H) 9 – Public Hospital Board Meetings

A. Ovation Report to Board	Report
B. HUB Insurance Proposal	Action
C. MFP Progress Report	Report/ Action
D. EMS Building	Report/ Action
E. IT Report	Report/ Action
F. QAPI Update FY26	Report/ Action
G. CEO Discussion with Board	Discussion

14. Other

Next meeting – July 28, 2026 Regular/ Annual Meeting

15. Adjournment

Action



SIERRA VISTA HOSPITAL GOVERNING BOARD REGULAR MEETING MINUTES

May 27, 2026

12:00pm

Elephant Butte Lake RV Event Center

1. The Governing Board of Sierra Vista Hospital met May 27, 2026 at Elephant Butte Lake RV Resort Event Center for a regular meeting. Bruce Swingle, Vice-Chairperson, called the meeting to order at 12:00.

2. Pledge of Allegiance –

3. Roll call – Jennifer Burns, Recording Secretary:

County:

Bruce Swingle, **Vice Chair**, Present
Jesus Baray, Present by Webex

City:

Greg D'Amour, **Secretary**, Present
Edna Trager, Present

Village of Williamsburg:

Serina Bartoo, **Chair**, Absent

There is a quorum of voting Governing Board members.

Ex-Officio:

Shauna Cameron, CEO, P
Amanda Cardona, VCW, A
Amber Vaughn, CM, A
Gary Whitehead, CM, TorC, A
Jim Paxon, JPC Chair, P

Support Staff:

Ming Huang, CFO, P
Heather Milton, HR, P
Zach Heard, PXO, P
Dr. Sonia Seufer, COS, P

Ovation:

Karen Iacuone, P

Guest:

Michelle Atwell, SCRDA

4. Approval of Agenda

Bruce Swingle, Vice Chair

Greg D'Amour motioned to approve the agenda. Edna Trager seconded. Motion carried unanimously.

"Are there any items on this agenda that could cause a potential conflict of interest for any Governing Board member?" None

5. Approval of Minutes

Bruce Swingle, Vice Chair

A. April 23, 2023 6 Special meeting

Greg D'Amour motioned to approve the April 23, 2026 special meeting minutes. Edna Trager seconded. Motion carried unanimously.

B. April 28, 2026 Regular meeting

Edna Trager motioned to approve the April 28, 2026 regular meeting minutes. Greg D'Amour seconded. Motion carried unanimously.

6. Public Input – 3-minute limit

7. Old Business

Bruce Swingle, Vice Chair

A. SCRDA Contract- Bruce Swingle stated that the contract came to the board last month. With new board members and a new CEO, it was best to get a better understanding of the contract before approval. Michelle Atwell, director of SCRDA, stated that the contract, generally, is always the same. The amount that each entity pays in is a percentage-based usage. The majority of funding for SCRDA is through our emergency communications GRT which is calculated at \$700,000 for next fiscal year. We do see a significant increase for fiscal year 2028. SVH/ EMS is the third highest contributor based on usage. All contributors had an increase this year due to five-year cycle upgrades for radio communications and other various increases and improvements.

Greg D'Amour motioned to accept the SCRDA contract as presented. Edna Trager seconded. Motion carried unanimously.

8. New Business

A. Medical Staff Report – Sonia Seuffer, COS. All of our providers are extremely happy with the Al scribe system. Using our phones, everything discussed in the visit will go directly into the patient's electronic file record. This eliminates us from having to type on a laptop while the patient is telling us their complaints and gives us a much more accurate account of the patient's visit and needs. The records and notes are very accurate and complete. The system does not include conversation that is not related to their healthcare. It is an amazing system and will save us time and allow us to see more patients.

9. Finance Committee- Bruce Swingle, Chairperson

A. April Financial Report- Ming Huang, CFO, directed board members to page FC 8 of their packets. Total patient days in April were 88, 54 days less than March. Outpatient visits were 918, 11 less than March. The RHC had 587 visits, 27 less than March and the ER had 676 visits, 37 less than March. Days cash on hand at the end of April was 208 days. Accounts receivable net days were 39 and accounts payable days were 12.

Most departments decreased in April. Observation patient days, laboratory, CT and mammograms and sleep studies increased.

Gross patient revenue for April was \$5,489,244. Net patient revenue was \$2,509,591. Other operating revenue was \$816,930 and non-operating revenue was \$304,617 for total operating revenue of \$3,631,138. Total operating expense was \$2,657,553. Supplies and contract services were lower than budget. EBITDA was \$973,585 which is a 27% margin. Year to date, EBITDA is \$9,460,659 which is a 26% margin. This total includes \$7.6 million from HDAA, \$1.5 million from Senate Bill 161 and grants.

Total cash at the end of April was \$18,786,863. When we start using the HDAA money, the balance will come down.

Bruce Swingle motioned based on the recommendation of the Finance Committee. approval of the April finance report. Edna Trager seconded. Motion carried unanimously.

10. Board Quality/ Compliance Committee- Greg D'Amour, Chairperson No Meeting

11. Bylaws Committee- Greg D'Amour & Bruce Swingle

A. Approval of final revised Bylaws. Bruce Swingle stated that all changes discussed at the last few governing board meetings were made to the bylaws including the following:

- All references to Elephant Butte were deleted.
- Governing Board membership was changed to 5 members.
- Committee membership was changed to 2 members.
- The GB CEO Ad hoc committee membership was defined as Chairperson, Vice-chair and secretary of the Governing Board.
- Definition of what can cause censure of a member of the Governing Board was added.
- Verbiage relating to the Organization Chart was revised. (impact on the budget was deleted)
- The word acquire was added to delegated JPC actions as it relates to real estate.
- Item (d) under 4.2 Chairperson was added regarding signatures.
- Under Administration, (g)- a paragraph was added allowing the CEO to execute provider contracts without prior board approval under strict parameters.

Some minor wording was changed at the recommendation of Deb Mann, Sutin Law Firm. The final draft has been reviewed and approved by Deb Mann.

Greg D'Amour motioned to approve the bylaws as presented. Jesus Baray seconded. Motion carried unanimously. Jim Paxon, JPC Chairperson, stated that the JPC will review the bylaws on June 18th at their quarterly meeting. The changes are appropriate and there shouldn't be any problem approving them.

12. Administrative Reports

A. Human Resources - Heather Milton, HR Director. The staffing matrix remains stable with decreases in agency and contract personnel. As international nurses complete their hours, we can move them over to full-time staff and contract numbers will come down. There was a slight uptick in FTE utilization. Everything in the 10-month trend is trending up or down appropriately. There is an increase in vacancies, and our turnover rate is at 8.2%

Updates remain consistent as many projects are wrapping up. De-escalation training is in progress and will wrap up on July 10th. We celebrated an extended hospital week and had something for our staff every day. On gratitude day we handed out gifts to all employees and filled a gratitude board with praise for staff and departments.

We are still trying to fill the Physical Therapist position which is currently held by an agency provider. PTs are very hard to find.

B. CEO Report - Shauna Cameron, CEO. A follow up article did run in the Sentinel two weeks ago clarifying any questions about the baby box. 300 life jackets were handed out over the Memorial Day weekend. 15 jackets were donated to the local swimming pool. The plan for the EMS building has been sent out for official design. The plan itself did not change from what the board saw last time. We are ready to accept bids on construction and get started.

Phil Stubblefield from Ovation will be working with Zach on compliance. Ovation comes in twice per year to give us updates and suggestions. This is part of the Ovation contract.

C. Governing Board - Bruce Swingle, Vice Chair. No report.

Motion to close the meeting:

Greg D'Amour motioned to close the meeting. Edna Trager seconded. Bruce Swingle read the following:

13. Executive Session – In accordance with Open Meetings Act, **NMSA 1978, Chapter 10, Article 15, Section 10-15-1 (H) 2, 7 and 9 including credentialing under NM Review Organization Immunity Act, NMSA Section 41-2E (8) and 41-9-5** the Governing Board will vote to close the meeting to discuss the following items:

Order of business to be determined by Chairperson-

10-15-1 (H) 2 – Limited Personnel Matters

A. Privileges-

Shauna Cameron

Initial:

Charles Peter Pluto, III, MD

RadPartners Reappointments:

Jerry Allen Powell, Jr., MD

Michael Steven La Pointe, MD

Jeffery Allen Walker, MD

Henry Mason Jones, MD

Jose Arjona, MD

Two-year Reappointment:

Estela Rubin, CFNP

Additional privileges: ESS Hospitalist Providers / ER privileges

Ryan Kronen, MD

Matthew Peters, NP

B. Provider Contracts

Shauna Cameron

C. Ovation Interim Director of Quality

Shauna Cameron

10-15-1 (H) 7 – Attorney Client Privilege/ Pending Litigation

A. Risk Report Heather Johnson

10-15-1 (H) 9 – Public Hospital Board Meetings

A. Ovation Report to Board Erika Sundrud
B. IT Security Update Aaron Dow
C. Quality / PXO Summary Karen Iacuone
D. MFP Update Shauna Cameron
E. CEO Discussion with Board Shauna Cameron

Roll call vote to close meeting:

Bruce Swingle – Y Edna Trager – Y
Jesus Baray – Y Greg D’Amour - Y

14. Re-open meeting – As required by **Section 10-15-1 (J), NMSA 1978** matters discussed in executive session were limited to only those items specified in the motion to close the meeting.

10-15-1 (H) 2 – Limited Personnel Matters

A. Privileges-

Initial:

Charles Peter Pluto, III, MD

RadPartners Reappointments:

Jerry Allen Powell, Jr., MD
Michael Steven La Pointe, MD
Jeffery Allen Walker, MD
Henry Mason Jones, MD
Jose Arjona, MD

Two-year Reappointment:

Estela Rubin, CFNP

Additional privileges: ESS Hospitalist Providers / ER privileges

Ryan Kronen, MD
Matthew Peters, NP

Greg D’Amour motioned to approve all privileges listed above. Edna Trager seconded. Motion carried unanimously.

B. Provider Contracts – No action
C. Ovation Interim Director of Quality – No action

10-15-1 (H) 7 – Attorney Client Privilege/ Pending Litigation

A. Risk Report – No action

10-15-1 (H) 9 – Public Hospital Board Meetings

- A. Ovation Report to Board – No action
- B. IT Security Update – No action
- C. Quality / PXO Summary – No action
- D. MFP Update – No action
- E. CEO Discussion with Board – No action

15. Other

Next regular meeting Tuesday, June 23, 2026 at 12:00. Finance Committee will meet at 11:30.
Board Quality/ Compliance will meet on Monday, June 22, 2026 at 10:00.

16. Adjournment

Greg D'Amour motioned to adjourn.

Jennifer Burns, Recording Secretary

Bruce Swingle, Vice-Chairperson

Approved

SIERRA VISTA HOSPITAL & CLINICS 2026 - 2028 STRATEGIC FRAMEWORK

MISSION

Provide high quality, highly reliable, and medically proficient healthcare services to the citizens of Sierra County.

VISION

Become the trusted, respected, and desired destination for the highest quality of healthcare in the state of New Mexico; exceed compliance and quality expectations and improve the quality of life for our patients and the community.



- Drive operational excellence focused on ease of access, reducing cost, and overall performance
- Strengthen SVH culture through intentional focus on communication, collaboration across departments, and just culture and accountability
- Optimize EHR to support high quality care and satisfaction



- Continue to ensure physical safety for staff, providers, and patients
- Sustain positive financial momentum through continued focus on revenue cycle optimization, productivity, and strategic investment
- Strengthen cybersecurity infrastructure and protocols to align with best practices and proactively eliminate threats
- Fortify workforce by strengthening recruitment pipeline, and developing current staff



- Complete and implement a phased master facility plan
- Pursue grants and alternative funding to support local access and community health
- Develop service line plan that defines core services and outlines opportunities for growth
- Build connection with the community through marketing, education, outreach, and PR
- Drive improvement in quality and patient experience through implementation of best practices and frameworks

STABILIZE

ENHANCE

DEVELOP



DRAFT

Strategic Goal: *Stabilize*



Notes from Discussion:

- "Stabilization" carries a different definition depending on the organizational perspective:
 - Leadership perspective: stable leadership involves consistency in personnel, a willingness to listen, and a strong system for accountability.
 - Operational perspective: stability in operations involves sound financial management, attention to departmental-level processes and costs, and efficient and standardized communication processes organization-wide
- While SVH is stable from a financial perspective in part due to assistance from government programs, there is substantial work to be done to achieve stability in quality and employee engagement.
- The group agreed that removing access barriers is a key component of the "stabilize" goal. Barriers identified in the discussion included inconsistencies in personnel (medical staff and leadership), technology and process issues (phone system, lack of patient-facing software, etc.), language barriers in the local population, and unmet organizational capacity.

Strategic Goal: *Enhance*



Notes from Discussion:

- The “Enhance” discussion included conversations around employee engagement strategies, leadership development tactics, and strategies to support recruitment and retention.
- The organization is moving in the right direction with HR leadership and processes. Recent initiatives include revamped engagement surveys, reinstatement of service awards, formal exit interview processes, and building a leadership development program.
- The Board discussed re-designing SVH’s recruitment tactics, with a focus on exploring tuition reimbursement in exchange for years of services, adjusting salary bands to align with market benchmarks, and improving PTO offerings for employees.
- To sustain financial momentum, the board discussed strategies around monitoring employee productivity/overtime costs, departmental revenue against budget, optimizing swing bed program, and utilizing tech/AI solutions to increase capacity, particularly in the RHC.

Strategic Goal: *Develop*



Notes from Discussion:

- “Develop” discussions primarily included topics such as reassessing the master facility plan, communication & marketing strategies, and ideas for improvements to quality, patient experience, and customer service
- Key decisions around the master facility planning process include what to do with the new building (renovation vs. new construction), and the logistics around subsequent relocation of current departments once the MFP initiatives are underway
- Marketing and communication plans should center around consistent, positive messages. “Quality, Safety, and Service” should be the key themes of any external messaging or marketing materials. The Board also discussed equipping team members with the tools and messages to be impactful ambassadors for SVH in the community.
- The Board agreed that quality and building a culture of excellence should be a top priority for SVH over this next strategic planning cycle. SVH leadership highlighted actions and strategies to foster a culture of excellence, including encouraging incident reporting.
- Maintaining high standards of customer service was also discussed as a priority for the Board and Senior Leadership team. The phone system was noted as an opportunity to increase service standards and ensure greater accountability for returning calls and maintaining service standards.



Financial Analysis

May 31st, 2026

Days Cash on Hand for May 2026 are 243 which equals \$22,125,924

Accounts Receivable Net days are 41

Accounts Payable days are 12

Hospital Excess Revenue over Expense

The **Net Income** for the month of May was \$3,223,360 vs. a Budget Income of \$317,982.

Hospital Gross Revenue for May was \$5,586,473 or \$90,224 more than the budget. Patient Days were 153 – 65 more than April, Outpatient visits were 821 – 97 less than April. RHC visits were 528 – 59 less than April and ER visits were 751 – 75 more than April.

Revenue Deductions for May were \$2,706,395. Received Medicare Interim Settlement of \$347,213.

Other Operating Revenue was \$1,778,901, including \$609,298 Pharmacy 340B revenue and \$1,169,200 Healthcare Delivery Access Act (HDAA) receivable.

Non-Operating Revenue was \$2,106,701. Received \$1,215,790 New Mexico Medicaid Twenty Smallest Rural Hospitals (TSRH) grant and \$331,435 Rural Health Care Delivery Fund (RHCDF).

Hospital Operating Expenses for May were \$3,044,456. Salaries were higher because of providers' quarterly productivity incentive. Supplies were higher than budget due to Pharmacy 340B. Other Operating Expenses included recruitment expenses for new provider.

EBITDA for May was \$3,721,223 vs. a Budget of \$774,985. YTD EBITDA is \$13,181,882 vs. a Budget of \$8,374,843.

The Bond Coverage Ratio in May was 594% vs. an expected ratio of 130%.

Sierra Vista Hospital
KEY STATISTICS
May 31, 2026

MONTH				BENCHMARK RANGE				YEAR TO DATE			
Actual	Budget	Variance to	Prior Year	Variance to	QHR 75th	QHR 50th	Actual	Budget	Variance to	Prior Year	Variance to
5/31/26	5/31/26	Budget	5/31/25	Prior Year			5/31/26	5/31/26	Budget	05/31/25	Prior Year
DESCRIPTION											
Growth											
Net Patient Revenue Growth Rate											
					6%	5%	1%				
30	(3)	29	1		825	477	309	363	(54)	300	9
4	1	3	1		94	67	25	33	(8)	30	(5)
34	(2)	32	2		919	544	334	396	(62)	330	4
4.5	1.4	4.2	0.3		3.3	4.0	3.4	3.1	0	3.8	(0.35)
153	41	133	20				1,147	1,232	(85)	1,250	(103)
821	(122)	848	(27)		49,938	28,793	9,600	10,373	(773)	10,407	(807)
528	(227)	817	(289)		21,200	17,254	6,941	8,305	(1,364)	8,390	(1,449)
751	14	735	16		9,514	7,358	7,743	8,107	(364)	8,103	(360)
4%	-0.5%	4%	0%		10%	6%	4%	4%	0%	4%	0%
Profitability											
EBITDA % Net Rev											
55%	40%	4%	51%		7%	4%	30%	15%	15%	27%	4%
48%	33%	-10%	58%		2%	2%	19%	15%	4%	17%	3%
48%	2%	59%	-11%		47%	50%	54%	46%	8%	58%	-4%
12%	10%	11%	1%		2%	6%	10%	2%	8%	11%	-1%
96%		96%			83%	78%	96%			96%	0%
\$ 6,572	\$ 6,327	\$ 6,327	\$ 245				\$ 6,572			\$ 6,327	\$ 245
\$ 3,388	\$ 2,584	\$ 2,584	\$ 804				\$ 3,388			\$ 2,584	\$ 804
43%	3%	55%	-12%		35%	40%	47%	40%	7%	46%	1%
8%	1%	10%	-1%		11%	12%	9%	7%	2%	9%	0%
12%	4%	7%	4%		10%	13%	8%	8%	0%	8%	0%
Cash and Liquidity											
Days Cash on Hand											
243					736	106	243			120	124
65					47	57	65			69	(4)
41					41	53	41			45	(5)
12					30	35	12			13	(1)
10.7					4.3	2.6	10.7			6.7	4.0

Sierra Vista Hospital
 STATISTICS by Month
 May 31, 2026
 (SUBJECT TO AUDIT)

Description	6/30/2026	5/31/2026	4/30/2026	3/31/2026	2/28/2026	1/31/2026	12/31/2025	11/30/2025	10/31/2025	9/30/2025	8/31/2025	7/31/2025
Admissions												
Acute	30	35	27	29	32	29	40	40	31	29	19	21
Swing	4	3	2	4	4	2	-	-	1	2	2	4
Total Admissions	34	38	29	36	36	31	40	40	32	31	21	25
ALOS (acute and swing)	4.5	2.3	4.9	3.5	3.5	4.1	2.5	2.5	3.3	3.2	2.9	3.8
Patient Days (acute and swing)	153	88	142	127	128	128	98	98	106	98	61	95
Outpatient Visits	821	918	929	855	824	824	807	807	669	935	950	886
Rural Health Clinic Visits	528	587	614	649	703	703	568	568	525	669	701	701
ER Visits	751	676	713	650	676	703	845	845	631	704	624	726
ER Visits Conversion to Acute Admissions	4%	5%	4%	5%	4%	4%	5%	5%	5%	4%	3%	3%
Clinic Visits												
RHC & Walk-In	528	587	614	649	703	703	568	568	525	669	701	701
Behavioral Health	322	307	348	304	308	308	301	301	254	349	318	312
Total Visits	850	894	962	953	1,011	1,011	869	869	779	1,018	1,018	1,013
Profitability												
EBITDA % Net Rev	55%	27%	23%	44%	44%	10%	30%	30%	28%	0%	29%	22%
Operating Margin %	48%	15%	18%	34%	34%	-3%	20%	20%	16%	-15%	18%	10%
Rev Ded % Net Rev	48%	54%	52%	37%	37%	61%	51%	51%	57%	67%	47%	60%
Bad Debt % Net Pt Rev	12%	8%	10%	4%	4%	17%	7%	7%	10%	13%	4%	13%
Outpatient Revenue %	96%	97%	96%	96%	96%	96%	97%	97%	97%	96%	98%	98%
Gross Patient Revenue/Adjusted Admission	\$ 6,572	\$ 4,334	\$ 7,810	\$ 5,431	\$ 6,315	\$ 6,315	\$ 4,236	\$ 4,236	\$ 4,444	\$ 6,807	\$ 5,109	\$ 6,874
Net Patient Revenue/Adjusted Admission	\$ 3,388	\$ 1,981	\$ 3,781	\$ 3,431	\$ 2,475	\$ 2,475	\$ 2,082	\$ 2,082	\$ 1,928	\$ 2,264	\$ 2,722	\$ 2,774
Salaries % Net Pt Rev	43%	45%	44%	33%	33%	65%	40%	40%	50%	76%	40%	48%
Benefits % Net Pt Rev	8%	10%	8%	7%	7%	14%	8%	8%	7%	14%	8%	10%
Supplies % Net Pt Rev	12%	7%	6%	6%	11%	11%	8%	8%	8%	12%	6%	9%
Cash and Liquidity												
Days Cash on Hand	243	208	209	187	175	175	189	189	159	154	158	139
A/R Days (Gross)	65	67	62	63	68	68	62	62	66	61	65	64
A/R Days (Net)	41	39	37	39	49	49	37	37	41	37	44	42
Days in AP	12	12	18	15	16	16	14	14	19	19	24	28
Current Ratio	10.7	9.6	9.5	9.8	8.3	8.3	9.7	9.7	9.5	8.0	8.2	7.8

Sierra Vista Hospital
TWELVE MONTH STATISTICS
May 31, 2026
(SUBJECT TO AUDIT)

Description	5/31/2026		4/30/2026		3/31/2026		2/28/2026		1/31/2026		11/30/2025		10/31/2025		9/30/2025		8/31/2025		7/31/2025		6/30/2025			
	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	Month	Month Ending	
Admissions																								
Acute	30	35	27	32	29	40	31	31	29	31	19	19	21	21	16	32								
Swing	4	3	2	4	2	-	1	1	2	2	2	2	4	4	1	-								
Total Admissions	34	38	29	36	31	40	32	32	31	31	21	21	25	17	32									
ALOS (acute and swing)	4.5	2.3	4.9	3.5	4.1	2.5	3.3	3.3	3.2	3.2	2.9	2.9	3.8	3.0	2.9									
Patient Days (acute and swing)	153	88	142	127	128	98	106	98	98	98	61	61	95	51	92									
Outpatient Visits	821	918	929	855	824	807	669	935	935	935	950	950	886	1,006	913									
Rural Health Clinic Visits	528	587	614	649	703	568	525	669	669	669	701	701	701	696	673									
ER Visits	751	676	713	650	703	845	631	704	704	704	624	624	726	720	735									
ER Visits Conversion to Acute Admissions	4%	5%	4%	5%	4%	5%	5%	5%	4%	4%	3%	3%	3%	2%	4%									
Clinic Visits																								
RHC & Walk-In	528	587	614	649	703	568	525	669	669	669	701	701	701	696	673									
Behavioral Health	322	307	348	304	308	301	254	349	349	349	318	312	299	279	279									
Total Visits	850	894	962	953	1,011	869	779	1,018	1,018	1,018	1,019	1,013	995	952	952									
Profitability																								
EBITDA % Net Rev	55%	27%	29%	44%	10%	30%	28%	0%	0%	28%	29%	22%	27%	33%	33%									
Operating Margin %	47.6%	15.2%	17.5%	34%	-3%	20%	16%	-15%	-15%	16%	18%	10%	15%	22.8%	22.8%									
Rev Ded % Net Rev	48%	54%	52%	37%	61%	51%	57%	67%	67%	57%	47%	60%	60%	46%	46%									
Bad Debt % Net Pt Rev	12.1%	8.3%	10.0%	4%	17%	7%	10%	13%	13%	10%	4%	4%	13%	6.3%	6.3%									
Outpatient Revenue %	96%	97%	96%	96%	96%	97%	97%	96%	96%	97%	98%	97%	98%	97%	97%									
Gross Patient Revenue/Adjusted Admission	\$ 6,572	\$ 4,334	\$ 7,810	\$ 5,431	\$ 6,315	\$ 4,236	\$ 4,444	\$ 6,807	\$ 6,807	\$ 4,444	\$ 5,109	\$ 6,874	\$ 6,874	\$ 5,317	\$ 5,317									
Net Patient Revenue/Adjusted Admission	\$ 3,388	\$ 1,981	\$ 3,781	\$ 3,431	\$ 2,475	\$ 2,082	\$ 1,928	\$ 2,264	\$ 2,264	\$ 1,928	\$ 2,722	\$ 2,774	\$ 2,745	\$ 2,856	\$ 2,856									
Salaries % Net Pt Rev	43%	45%	44%	33%	65%	40%	50%	76%	76%	50%	40%	48%	55%	36%	36%									
Benefits % Net Pt Rev	8%	10%	8%	7%	14%	8%	7%	14%	14%	7%	8%	10%	9%	-3%	-3%									
Supplies % Net Pt Rev	12%	7%	6%	6%	11%	8%	8%	12%	12%	8%	6%	9%	8%	7%	7%									
Cash and Liquidity																								
Days Cash on Hand	243	208	209	187	175	189	159	154	154	159	158	139	117	134	134									
A/R Days (Gross)	65	67	62	63	68	62	66	61	61	66	65	64	65	68	68									
A/R Days (Net)	41	39	37	39	49	37	41	37	37	41	44	42	44	44	44									
Days in AP	12	12	18	15	16	14	19	19	19	19	24	28	22	18	18									
Current Ratio	10.7	9.6	9.5	9.8	8.3	9.7	9.5	8.0	8.0	9.5	8.2	7.8	8.8	6.3	6.3									

Sierra Vista Hospital
Detailed Stats by Month
5/31/2026

(SUBJECT TO AUDIT)

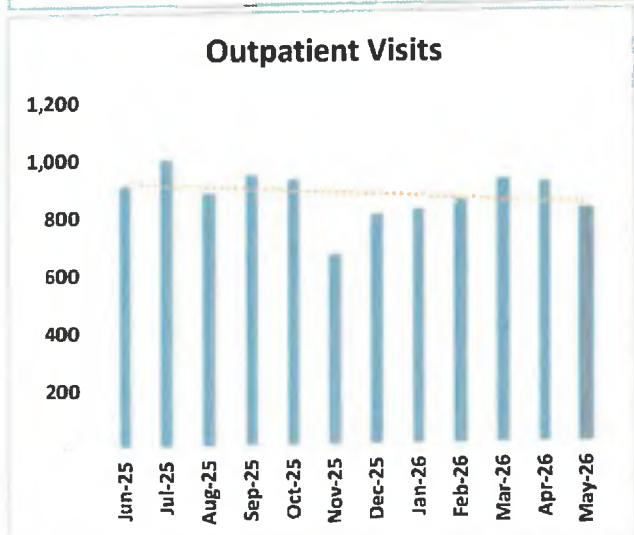
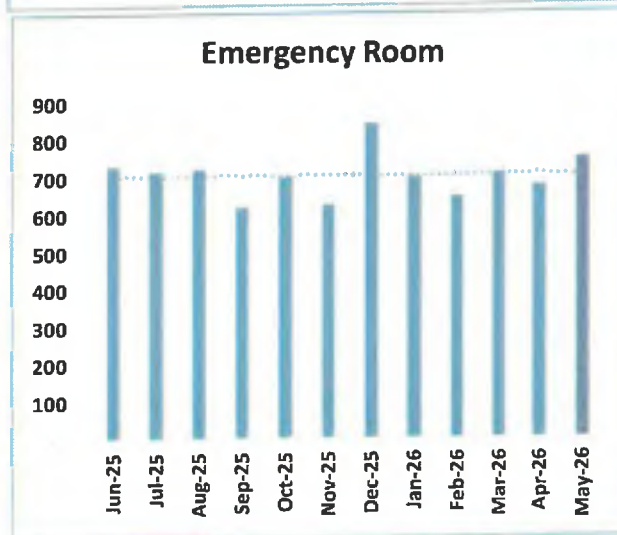
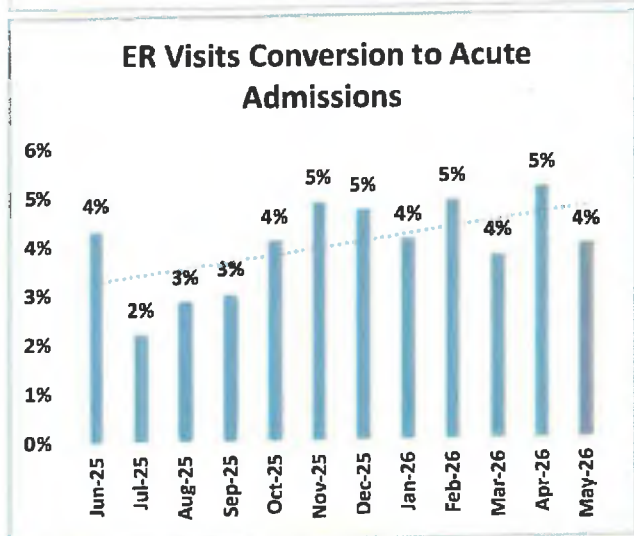
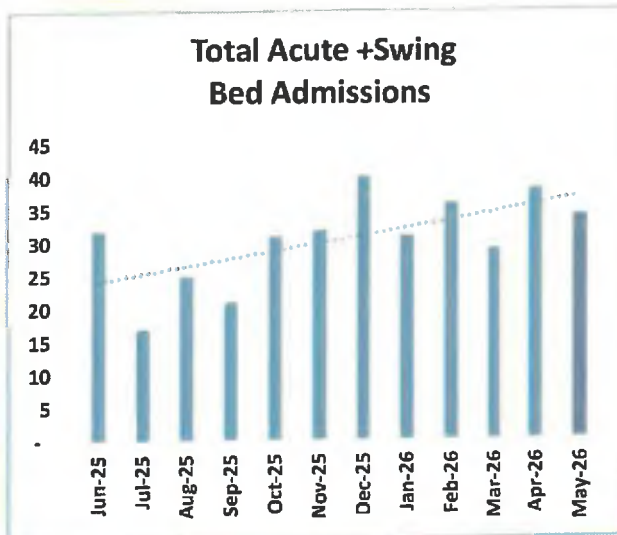
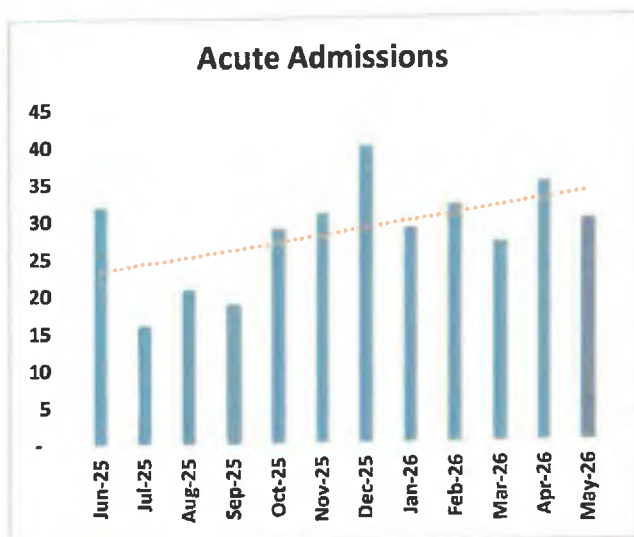
Description	FY2026	Avg FY2026	Month Ending												Month Ending 7/31/2025
			6/30/2026	5/31/2026	4/30/2026	3/31/2026	2/28/2026	1/31/2026	12/31/2025	11/30/2025	10/31/2025	9/30/2025	8/31/2025		
Total Acute Patient Days	903	82	97	103	83	83	125	98	91	65	56	52	51		
Total Swingbed Patient Days	244	22	56	39	44	3	3	15	33	5	43	1,234			
Total Acute Hours (based on Disch Hrs)	21,940	1,995	2,330	2,467	1,990	2,997	2,777	2,030	1,558	1,345	1,234				
TOTAL ACUTE															
Patient Days	903	82	97	103	83	83	125	98	91	65	56	51			
Admits	309	28	30	32	27	40	29	31	29	21	21	16			
Discharges	309	28	32	34	29	28	37	36	30	27	22	17			
Discharge Hours	21,940	1,995	2,330	2,467	1,990	2,997	2,777	2,030	1,558	1,345	1,234				
Avg LOS	2.9	2.9	3.0	3.6	3.0	3.0	3.4	2.7	3.0	2.4	2.5	3.0			
Medicare Acute															
Patient Days	576	52	52	78	61	61	99	60	41	33	26	36			
Admits	178	16	16	23	14	19	19	27	13	15	9	10			
Discharges	178	16	18	17	17	19	27	21	13	14	9	11			
Discharge Hours	14,154	1,287	1,248	1,877	1,463	2,376	1,849	910	789	614	905	873			
Avg LOS	3.2	3.2	2.9	4.6	3.2	3.7	3.2	2.9	3.2	2.4	2.9	3.3			
\$WING - ALL (Medicare/Other)															
Patient Days	244	22	56	39	44	4	3	0	15	33	5	0			
Admits	25	2	4	2	4	1	2	0	1	2	2	1			
Discharges	25	2	5	3	5	1	1	0	1	3	1	0			
Discharge Hours	5,982	544	1,345	1,48	1,049	213	359	782	115	1,036	0				
Avg LOS	9.8	9.8	11.2	13.0	8.8	3.0	#DIV/0!	15.0	11.0	5.0	8.6	#DIV/0!			
Observations															
Patient Days	214	19	13	9	14	11	11	39	18	31	23	23			
Admits	182	17	8	7	8	12	12	28	18	29	25	16			
Discharge Hours	5,130	466	316	207	326	270	942	736	546	529	545				
Emergency Room															
Total ALS/ALS runs	7,743	704	751	713	650	703	703	845	631	704	624	720			
Admitted	246	22	25	24	21	25	25	36	20	19	19	10			
Transferred	754	69	80	62	47	46	80	66	80	73	63	86			
Ambulance															
Total ALS/ALS runs	3,386	308	336	311	236	270	270	310	332	347	263	365			
111 Calls	2,661	242	288	254	191	229	248	261	240	261	198	277			
Transfers	725	66	48	57	45	41	62	92	92	86	65	88			
OP Registrations															
Rural Health Clinic	9,600	873	821	929	855	824	807	935	669	935	950	1,006			
Rural Health Clinic															
Total RHC Visits	6,941	631	528	614	649	703	568	669	701	701	701	696			
Avg Visits per day	332	30	26	27	33	35	28	29	35	32	32	32			
Behavioral Health															
Patients Seen	3,422	311	322	348	304	308	301	349	318	312	312	299			

Sierra Vista Hospital
Detailed Stats by Month
5/31/2026

(SUBJECT TO AUDIT)

	FY2026	Avg FY2026	6/30/2026		5/31/2026		4/30/2026		3/31/2026		2/28/2026		1/31/2026		12/31/2025		11/30/2025		10/31/2025		9/30/2025		8/31/2025		7/31/2025			
			Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending
Medical																												
Inpatient Meals	7,069	643	707	609	748	736	658	788	591	665	464	649	454															
Outpatient Meals	1,368	124	129	144	110	102	112	165	165	145	69	101	126															
Cafeteria Meals	54,996	5,000	5,064	5,163	5,153	4,572	5,008	4,849	4,321	5,217	5,155	4,891	5,603															
Functions	3,198	291	300	264	281	290	341	302	307	297	226	277	313															
Laboratory																												
In-house Testing	206,409	18,764	18,836	18,700	17,834	16,701	17,714	19,925	16,780	19,895	18,392	18,612	23,020															
Sent Out Testing	7,981	726	861	757	646	667	683	727	665	853	785	542	845															
Drugscreens	292	27	20	49	29	14	34	29	29	31	17	27	13															
Physical Therapy																												
PT Tx Units	7,057	642	640	806	748	738	535	567	647	573	506	656	641															
OT Tx Units	2,202	200	192	163	210	191	258	240	179	239	151	239	140															
ST Tx Units	1,108	101	-	-	64	124	168	93	102	108	104	165	180															
Radiology																												
X-Ray Patients	4,981	453	433	455	488	426	440	461	393	484	396	497	508															
CT Patients	4,299	391	414	427	405	358	320	409	347	362	399	418	440															
Ultrasound Patients	1,246	113	112	116	119	102	85	116	82	116	118	135	145															
Mammogram Patients	644	59	55	72	64	68	44	64	46	63	45	49	74															
MRI Patients	512	47	39	48	58	49	25	52	20	45	65	51	60															
Nuclear Medicine Patients	18	2	-	1	1	1	2	1	2	4	3	1	2															
DEXA	306	28	18	38	38	23	17	35	20	31	20	24	42															
Sleep Study																												
Home Testing	20	2	2	1	4	2	1	3	1	1	3	1	1															
Inhouse	67	6	-	13	3	8	3	7	6	9	3	11	4															

Volume Trends



Sierra Vista Hospital
INCOME STATEMENT
May 31, 2026

	MONTH			YEAR TO DATE					
	Actual 5/31/26	Budget 5/31/26	Variance to Budget	Prior Year 5/31/25	Actual 5/31/26	Budget 5/31/26	Variance to Budget	Prior Year 5/31/25	Variance to Prior Year
	\$ 5,586,473	\$ 5,496,248	\$ 90,224	\$ 5,061,742	\$ 59,112,142	\$ 59,394,941	\$ (272,799)	\$ 63,398,165	\$ (-\$4,276,023)
	\$ 2,016,532	\$ 2,541,961	\$ (525,430)	\$ 2,566,661	\$ 25,624,051	\$ 27,469,583	\$ (1,845,532)	\$ 29,930,135	\$ (-\$4,306,084)
	\$ 396,333	\$ 256,628	\$ 139,705	\$ 262,403	\$ 2,946,732	\$ 2,773,233	\$ 173,499	\$ 3,338,274	\$ (-\$391,543)
	\$ 293,531	\$ 335,249	\$ (41,718)	\$ 169,178	\$ 3,364,543	\$ 3,622,850	\$ (258,307)	\$ 3,294,797	\$ 69,745
	\$ 2,706,395	\$ 3,133,838	\$ (427,442)	\$ 2,998,242	\$ 31,935,326	\$ 33,855,655	\$ (1,930,340)	\$ 36,563,206	\$ (-\$4,627,881)
	\$ 1,229	\$ 1,229	\$ (1,229)	\$ 3,827	\$ 38,080	\$ 13,277	\$ 24,803	\$ 31,933	\$ 6,147
	\$ 2,880,077	\$ 2,363,639	\$ 516,438	\$ 2,067,327	\$ 27,224,896	\$ 25,542,553	\$ 1,682,344	\$ 26,866,892	\$ (-\$358,005)
	\$ 1,778,901	\$ 1,001,822	\$ 777,079	\$ 353,270	\$ 10,345,625	\$ 10,826,139	\$ (480,514)	\$ 14,611,650	\$ (-\$4,266,025)
	\$ 2,106,701	\$ 318,112	\$ 1,788,589	\$ 401,868	\$ 5,872,458	\$ 3,437,659	\$ 2,434,800	\$ 4,013,377	\$ 1,859,082
	\$ 6,765,679	\$ 3,683,573	\$ 3,082,106	\$ 2,822,465	\$ 43,442,980	\$ 39,806,350	\$ 3,636,629	\$ 45,491,918	\$ (-\$2,048,938)
	\$ 1,489,452	\$ 1,470,074	\$ 19,378	\$ 1,362,315	\$ 15,616,167	\$ 15,886,287	\$ (270,120)	\$ 15,149,796	\$ 466,371
	\$ 1,237,212	\$ 1,203,793	\$ 33,419	\$ 1,144,644	\$ 12,844,115	\$ 13,008,727	\$ (164,612)	\$ 12,491,502	\$ 352,613
	\$ 238,819	\$ 244,681	\$ (5,862)	\$ 202,156	\$ 2,506,490	\$ 2,644,132	\$ (137,642)	\$ 2,374,878	\$ 131,611
	\$ 13,421	\$ 21,601	\$ (8,180)	\$ 15,516	\$ 265,563	\$ 233,428	\$ 32,134	\$ 283,416	\$ (17,853)
	\$ 337,464	\$ 239,523	\$ 97,941	\$ 150,093	\$ 2,234,751	\$ 2,588,396	\$ (353,645)	\$ 2,232,403	\$ 2,348
	\$ 690,520	\$ 712,139	\$ (21,619)	\$ 725,597	\$ 6,968,840	\$ 7,695,697	\$ (726,857)	\$ 10,534,830	\$ (-\$3,565,991)
	\$ 210,466	\$ 202,752	\$ 7,715	\$ 209,863	\$ 2,258,995	\$ 2,191,026	\$ 67,969	\$ 2,123,374	\$ 135,621
	\$ 2,922	\$ 5,437	\$ (2,515)	\$ 4,185	\$ 48,985	\$ 58,759	\$ (9,774)	\$ 71,151	\$ (-\$22,166)
	\$ 50,022	\$ 45,719	\$ 4,302	\$ 44,982	\$ 500,096	\$ 494,065	\$ 6,031	\$ 495,671	\$ 4,425
	\$ 48,698	\$ 49,426	\$ (728)	\$ 34,800	\$ 617,300	\$ 534,118	\$ 83,181	\$ 658,602	\$ (-\$41,303)
	\$ 151,551	\$ 151,134	\$ 418	\$ 154,946	\$ 1,589,170	\$ 1,633,219	\$ (44,048)	\$ 1,679,114	\$ (-\$89,944)
	\$ 63,361	\$ 32,383	\$ 30,978	\$ 29,289	\$ 426,795	\$ 349,940	\$ 76,855	\$ 484,115	\$ (-\$57,320)
	\$ 3,044,456	\$ 2,908,587	\$ 135,869	\$ 2,716,069	\$ 30,261,098	\$ 31,431,507	\$ (1,170,410)	\$ 33,429,056	\$ (-\$3,167,958)
	\$ 3,721,223	\$ 774,985	\$ 2,946,237	\$ 106,396	\$ 13,181,882	\$ 8,374,843	\$ 4,807,039	\$ 12,062,862	\$ 1,119,020
	55%	21%	34%	4%	30%	21%	9%	27%	4%
	\$ 346,178	\$ 301,975	\$ 44,203	\$ 256,277	\$ 3,204,063	\$ 3,263,275	\$ (59,212)	\$ 3,041,375	\$ 167,688
	\$ 94,718	\$ 97,897	\$ (3,179)	\$ 76,215	\$ 1,054,153	\$ 1,057,919	\$ (3,766)	\$ 828,668	\$ 225,485
	\$ 56,968	\$ 57,132	\$ (165)	\$ 55,341	\$ 562,355	\$ 617,396	\$ (55,041)	\$ 561,674	\$ (-\$53,819)
	\$ 497,863	\$ 457,004	\$ 40,859	\$ 387,833	\$ 4,820,571	\$ 4,938,590	\$ (118,019)	\$ 4,486,217	\$ 334,354
	\$ 2,223,360	\$ 317,982	\$ 1,905,378	\$ (281,438)	\$ 8,361,311	\$ 3,436,253	\$ 4,925,058	\$ 7,576,645	\$ 784,666
	48%	9%	39%	(10%)	58%	9%	11%	17%	3%
					NET INCOME (LOSS)				
					NET Income Margin				
					EBITDA				
					Total Non Operating Expense				
					Interest				
					Tax/Other				
					Depreciation and Amortization				
					Non - Operating Expenses				
					EBITDA Margin				

Sierra Vista Hospital
INCOME STATEMENT by Month
May 31, 2026

Description	6/30/2026	Month Ending 5/31/2026	Month Ending 4/30/2026	Month Ending 3/31/2026	Month Ending 2/28/2026	Month Ending 1/31/2026	Month Ending 12/31/2025	Month Ending 11/30/2025	Month Ending 10/31/2025	Month Ending 9/30/2025	Month Ending 8/31/2025	Month Ending 7/31/2025
Revenues												
Gross Patient Revenue	\$ 5,586,473	\$ 5,562,278	\$ 4,887,668	\$ 4,893,831	\$ 5,647,822	\$ 4,739,735	\$ 5,275,087	\$ 5,364,961	\$ 5,718,007	\$ 5,718,007	\$ 5,718,007	\$ 5,897,037
Revenue Deductions	2,016,532	2,276,888	1,416,986	2,364,170	2,266,003	2,140,343	2,874,405	2,149,035	2,149,035	2,149,035	2,149,035	2,957,705
Contractual Allowances	396,333	117,089	303,690	388,353	218,764	229,673	258,219	130,496	347,559	347,559	347,559	329,828
Bad Debt	293,531	340,611	265,423	223,434	387,967	316,036	387,955	228,545	386,919	228,545	386,919	226,592
Other Deductions	2,706,395	2,979,689	1,799,498	2,975,958	2,872,784	2,686,052	3,520,980	2,560,076	3,451,065	2,560,076	3,451,065	3,514,124
Total Revenue Deductions	0	0	0	0	0	0	0	0	0	0	0	0
Net Patient Revenue	\$ 2,880,077	\$ 2,741,088	\$ 3,088,170	\$ 1,917,874	\$ 2,775,665	\$ 2,056,008	\$ 1,754,507	\$ 2,857,736	\$ 2,311,267	\$ 2,857,736	\$ 2,311,267	\$ 2,332,913
Gross to Net %	52%	48%	63%	39%	49%	43%	33%	53%	40%	53%	40%	40%
Other Operating Revenue	1,778,901	677,362	871,998	984,589	871,800	1,053,020	881,478	635,748	954,057	635,748	954,057	869,741
Non-Operating Revenue	2,106,701	378,865	400,469	311,824	216,800	328,177	319,842	376,662	359,733	376,662	359,733	768,770
Total Operating Revenue	\$ 6,765,679	\$ 3,797,315	\$ 4,310,637	\$ 3,214,287	\$ 3,864,265	\$ 3,437,205	\$ 2,955,827	\$ 3,870,147	\$ 3,623,057	\$ 3,870,147	\$ 3,623,057	\$ 3,971,433
Expenses												
Salaries & Benefits	\$ 1,489,452	\$ 1,458,206	\$ 1,272,469	\$ 1,537,865	\$ 1,366,070	\$ 1,198,263	\$ 1,593,370	\$ 1,407,966	\$ 1,361,986	\$ 1,407,966	\$ 1,361,986	\$ 1,509,302
Salaries	1,237,212	1,203,468	1,025,515	1,255,535	1,115,468	1,022,145	1,327,514	1,133,388	1,115,046	1,133,388	1,115,046	1,278,160
Benefits	238,819	230,241	212,886	266,230	227,504	138,533	247,665	242,697	225,406	242,697	225,406	213,337
Other Salary & Benefit Expense	13,421	24,496	34,068	15,800	26,099	37,585	18,190	31,881	31,881	31,881	31,881	17,805
Supplies	337,464	181,000	157,095	174,806	221,434	163,803	206,937	176,933	208,274	176,933	208,274	189,341
Contract Services	690,520	544,503	501,696	632,927	615,293	652,646	627,604	679,489	728,657	679,489	728,657	714,849
Professional Fees	210,466	210,514	203,574	222,320	196,113	207,101	205,305	206,800	195,433	206,800	195,433	190,394
Leases/Rentals	2,922	4,082	2,912	4,738	4,834	4,493	6,349	4,793	5,074	4,793	5,074	5,924
Utilities	50,022	47,654	38,565	37,754	36,645	43,104	38,129	47,637	54,993	47,637	54,993	57,944
Repairs / Maintenance	48,698	51,624	37,987	43,807	42,173	47,233	72,216	35,678	101,773	35,678	101,773	78,692
Insurance	151,551	151,137	151,554	155,427	137,689	124,655	139,057	137,741	149,270	137,741	149,270	139,535
Other Operating Expenses	63,361	26,337	23,063	28,519	68,156	34,381	55,486	31,564	26,101	31,564	26,101	25,127
Total Operating Expenses	\$ 3,044,456	\$ 2,657,553	\$ 2,406,626	\$ 2,860,621	\$ 2,691,308	\$ 2,475,690	\$ 2,944,453	\$ 2,729,601	\$ 2,831,562	\$ 2,729,601	\$ 2,831,562	\$ 3,311,108
EBITDA	\$ 3,721,223	\$ 973,885	\$ 1,009,185	\$ 333,666	\$ 1,172,957	\$ 961,515	\$ 111,374	\$ 1,140,546	\$ 793,495	\$ 1,140,546	\$ 793,495	\$ 1,060,315
EBITDA Margin	55%	27%	25%	10%	30%	28%	0%	29%	22%	29%	22%	27%
Non - Operating Expenses												
Depreciation and Amortization	\$ 346,178	\$ 289,679	\$ 265,799	\$ 289,486	\$ 253,406	\$ 290,466	\$ 298,662	\$ 290,764	\$ 298,975	\$ 290,764	\$ 298,975	\$ 298,975
Interest	94,718	95,153	95,368	95,583	95,796	96,161	96,219	96,429	96,943	96,429	96,943	96,846
Tax/Other	56,968	58,789	66,569	31,530	57,702	37,089	55,205	50,769	52,856	50,769	52,856	51,186
Total Non Operating Expenses	\$ 497,864	\$ 443,621	\$ 427,736	\$ 416,605	\$ 406,904	\$ 423,717	\$ 451,087	\$ 437,963	\$ 448,774	\$ 437,963	\$ 448,774	\$ 447,007
NET INCOME (LOSS)	\$ 3,223,360	\$ 553,293	\$ 579,559	\$ 817,061	\$ 766,053	\$ 537,808	\$ 484,739	\$ 702,583	\$ 344,722	\$ 702,583	\$ 344,722	\$ 613,308
Net Income Margin	48%	15%	18%	34%	(3%)	16%	(15%)	18%	10%	18%	10%	15%

Sierra Vista Hospital
TWELVE MONTH INCOME STATEMENT
May 31, 2026

Description	Month Ending 5/31/2026	Month Ending 4/30/2026	Month Ending 3/31/2026	Month Ending 2/28/2026	Month Ending 1/31/2026	Month Ending 12/31/2025	Month Ending 11/30/2025	Month Ending 10/31/2025	Month Ending 9/30/2025	Month Ending 8/31/2025	Month Ending 7/31/2025	Month Ending 6/30/2025
Revenues												
Gross Patient Revenue	\$ 5,586,473	\$ 5,489,244	\$ 5,662,278	\$ 4,887,668	\$ 4,893,831	\$ 5,647,822	\$ 4,739,735	\$ 5,275,087	\$ 5,364,961	\$ 5,728,007	\$ 5,847,037	\$ 5,782,787
Revenue Deductions	2,016,532	2,445,397	2,276,888	1,416,986	2,364,170	2,266,003	2,140,343	2,874,405	2,149,035	2,716,587	2,957,705	2,135,450
Contractual Allowances	396,333	226,727	303,690	117,089	388,353	218,764	229,673	258,219	130,496	347,559	329,828	204,655
Bad Debt	293,531	307,529	340,611	265,423	223,434	387,967	316,036	387,955	228,545	386,919	226,592	383,341
Other Deductions	\$ 2,706,395	\$ 2,979,653	\$ 2,921,190	\$ 1,799,498	\$ 2,975,958	\$ 2,872,734	\$ 2,686,052	\$ 3,520,580	\$ 2,508,076	\$ 3,451,065	\$ 3,514,124	\$ 2,723,466
Total Revenue Deductions	0	0	0	0	1	577	2,325	0	851	34,326	0	0
Other Patient Revenue	\$ 2,880,077	\$ 2,509,591	\$ 2,741,088	\$ 3,088,170	\$ 1,917,874	\$ 2,775,665	\$ 2,056,008	\$ 1,754,507	\$ 2,857,736	\$ 2,311,267	\$ 2,332,913	\$ 3,060,118
Net Patient Revenue	52%	45%	48%	63%	39%	49%	43%	33%	53%	40%	40%	52.9%
Gross to Net %												
Other Operating Revenue	1,778,901	816,930	677,362	821,998	984,589	871,800	1,053,020	881,478	635,748	954,057	869,741	794,779
Non-Operating Revenue	2,106,701	304,617	378,865	400,469	311,824	216,800	328,177	319,842	376,662	359,733	768,770	480,337
Total Operating Revenue	\$ 6,765,679	\$ 3,631,138	\$ 3,797,315	\$ 4,310,637	\$ 3,214,287	\$ 3,864,265	\$ 3,437,205	\$ 2,955,827	\$ 3,870,147	\$ 3,625,057	\$ 3,971,423	\$ 4,335,235
Expenses												
Salaries & Benefits	1,488,452	1,418,519	1,458,206	1,272,469	1,537,565	1,369,070	1,198,263	1,593,370	1,407,966	1,361,986	1,509,302	1,147,793
Salaries	1,237,212	1,130,664	1,203,468	1,025,515	1,255,535	1,115,468	1,022,145	1,327,514	1,133,388	1,115,046	1,278,160	1,147,010
Benefits	238,819	263,172	230,241	212,886	266,230	227,504	138,533	247,665	242,697	225,406	213,337	(24,179)
Other Salary & Benefit Expense	13,421	24,683	24,496	34,068	15,800	26,099	37,585	18,190	31,881	21,535	17,805	24,962
Supplies	337,464	181,100	157,095	174,806	217,563	221,434	163,803	206,937	176,933	208,274	189,341	226,131
Contract Services	690,520	544,503	580,655	501,696	632,927	615,293	652,646	627,604	679,489	728,657	714,849	199,831
Professional Fees	210,466	210,973	210,514	203,574	222,320	196,113	207,101	205,305	206,800	195,433	190,394	195,530
Leases/Rentals	2,922	4,032	2,912	2,912	4,738	4,834	4,493	6,349	4,793	5,074	5,974	6,121
Utilities	50,022	47,654	47,650	38,565	37,754	36,645	43,104	38,129	47,637	54,993	57,944	55,976
Repairs / Maintenance	48,698	57,418	51,624	37,987	43,807	42,173	47,233	72,216	35,678	101,773	78,692	74,111
Insurance	151,551	151,554	151,137	151,554	155,427	137,689	124,655	139,057	137,741	149,270	139,535	137,785
Other Operating Expenses	63,361	41,800	28,337	23,063	28,519	68,056	34,381	55,486	32,564	26,101	25,127	68,607
Total Operating Expenses	\$3,044,456	\$2,657,553	\$2,688,130	\$2,406,626	\$2,880,621	\$2,691,308	\$2,475,680	\$2,944,453	\$2,729,601	\$2,831,562	\$2,911,108	\$2,111,884
EBITDA	\$3,721,223	\$973,585	\$1,109,185	\$1,904,011	\$333,666	\$1,172,957	\$961,526	\$11,374	\$1,140,546	\$793,495	\$1,060,315	\$2,223,350
EBITDA Margin	55%	27%	29%	44%	10%	30%	28%	0%	29%	22%	27%	51.3%
Non - Operating Expenses												
Depreciation and Amortization	346,178	281,674	289,679	265,799	289,486	253,406	290,466	298,662	290,764	298,975	298,975	763,696
Interest	94,718	94,936	95,153	95,368	95,583	95,796	96,161	96,219	96,429	96,943	96,846	120,050
Tax/Other	56,968	43,682	58,799	66,569	31,530	57,702	37,089	55,205	50,769	52,856	51,239	61,239
Total Non Operating Expenses	\$497,863	\$420,291	\$443,631	\$427,736	\$416,598	\$406,904	\$423,717	\$450,087	\$437,963	\$448,774	\$447,007	\$944,984
NET INCOME (LOSS)	\$3,223,360	\$553,293	\$665,554	\$1,476,274	(\$82,932)	\$766,053	\$537,809	(\$438,713)	\$702,583	\$344,722	\$613,308	\$1,278,366
Net Income Margin	48%	15%	18%	34%	(9%)	20%	16%	(15%)	18%	10%	15%	29.5%

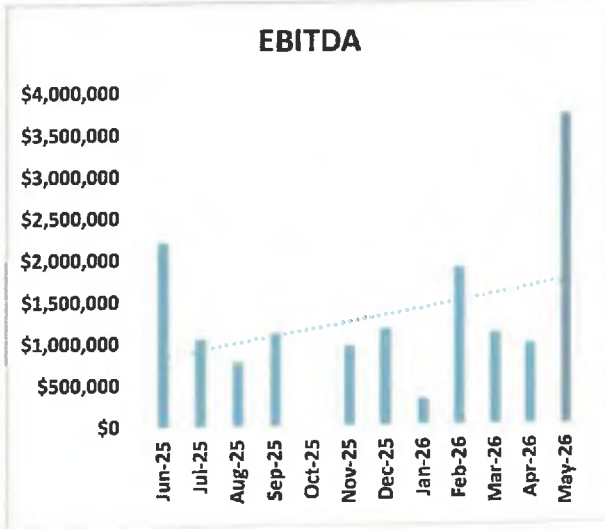
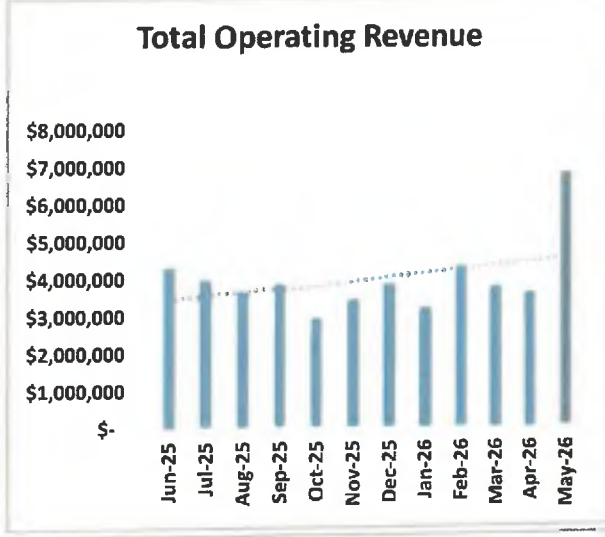
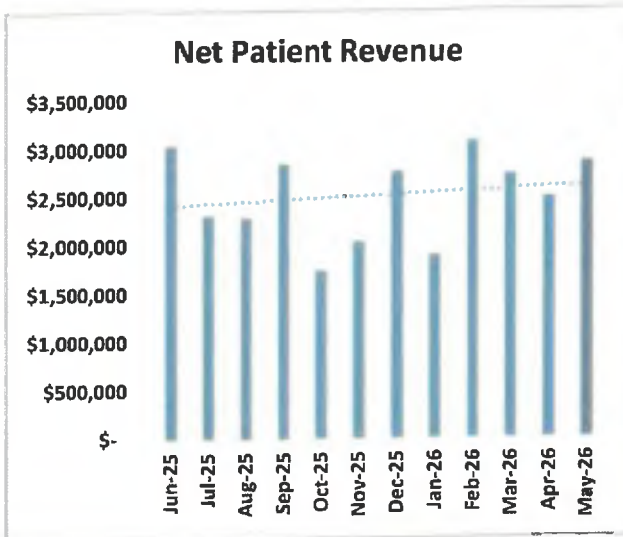
Sierra Vista Hospital
BALANCE SHEET
May 31, 2026

May 31, 2026 (Unaudited)	DESCRIPTION	June 30, 2025
	Assets	
	Current Assets	
\$ 22,081,237	Cash and Liquid Capital	\$ 13,382,416
\$ 44,687	US Bank Clearing	\$ 67,349
\$ 22,125,924	Total Cash	\$ 13,449,765
\$ 11,474,669	Accounts Receivable - Gross	\$ 13,053,445
\$ 8,148,982	Contractual Allowance	\$ 9,448,209
\$ 3,325,687	Total Accounts Receivable, Net of Allowance	\$ 3,605,236
\$ 6,092,623	Other Receivables	\$ 5,740,064
\$ 508,588	Inventory	\$ 420,992
\$ 264,398	Prepaid Expense	\$ 126,593
\$ 32,317,220	Total Current Assets	\$ 23,342,650
	Long Term Assets	
\$ 59,662,500	Fixed Assets	\$ 59,959,550
\$ 25,926,952	Accumulated Depreciation	\$ 23,955,474
\$ 35,078	Construction in Progress	\$ -
\$ 33,770,626	Total Fixed Assets, Net of Depreciation	\$ 36,004,076
\$ 33,770,626	Total Long Term Assets	\$ 36,004,076
\$ 3,344,581	New Hospital Loan	\$ 2,070,015
\$ 69,432,427	Total Assets	\$ 61,416,741
	Liabilities & Equity	
	Current Liabilities	
\$ 514,117	Account Payable	\$ 1,319,408
\$ 1,429,768	Interest Payable	\$ 561,483
\$ 56,968	Accrued Taxes	\$ 61,131
\$ 863,414	Accrued Payroll and Related	\$ 704,168
\$ 150,000	Cost Report Settlement	\$ 151,000
\$ 3,014,267	Total Current Liabilities	\$ 2,797,190
	Long term Liabilities	
\$ 27,076,890	Long Term Notes Payable	\$ 27,533,620
\$ 27,076,890	Total Long Term Liabilities	\$ 27,533,620
\$ -	Unapplied Liabilities	\$ -
\$ 269,643	Capital Equipment Lease	\$ 375,614
\$ 30,360,800	Total Liabilities	\$ 30,706,424
\$ 30,710,316	Retained Earnings	\$ 21,681,305
\$ 8,361,311	Net Income	\$ 9,029,011
\$ 69,432,427	Total Liabilities and Equity	\$ 61,416,741

Sierra Vista Hospital
BALANCE SHEET by Month
May 31, 2026

	Month Ending 6/30/2026	Month Ending 5/31/2026	Month Ending 4/30/2026	Month Ending 3/31/2026	Month Ending 2/28/2026	Month Ending 1/31/2026	Month Ending 12/31/2025	Month Ending 11/30/2025	Month Ending 10/31/2025	Month Ending 9/30/2025	Month Ending 8/31/2025	Month Ending 7/31/2025
Assets												
Current Assets												
Cash and Liquid Capital	22,081,237	18,648,254	18,852,972	15,951,254	16,977,633	14,513,899	14,280,042	14,720,777	13,260,198	11,763,496		
US Bank Clearing	44,687	138,609	110,520	44,761	212,359	73,058	215,589	152,899	16,708	(8,842)		
Total Cash	\$ 22,125,924	\$ 18,786,863	\$ 18,963,492	\$ 16,006,015	\$ 17,189,992	\$ 14,586,957	\$ 14,495,631	\$ 14,873,676	\$ 13,276,906	\$ 11,754,654		
Accounts Receivable - Gross	11,474,669	11,898,766	11,083,116	11,984,360	11,177,962	11,725,323	11,235,398	12,311,990	12,485,107	13,107,691		
Contractual Allowance	8,148,982	8,767,820	7,972,486	8,321,051	8,302,860	8,629,596	8,418,089	8,644,190	9,185,074	9,573,935		
Total Accounts Receivable, Net of Allowance	\$ 3,325,687	\$ 3,130,946	\$ 3,110,630	\$ 3,663,309	\$ 2,875,102	\$ 3,095,727	\$ 2,817,309	\$ 3,667,800	\$ 3,290,033	\$ 3,533,756		
Other Receivables	6,092,623	6,655,068	5,956,285	6,639,851	5,698,867	4,930,151	6,313,333	5,337,842	6,449,125	6,811,737		
Inventory	508,588	509,231	472,001	470,860	471,984	466,206	473,388	467,835	439,232	440,179		
Prepaid Expense	264,398	439,670	675,782	833,787	963,956	1,043,880	1,197,957	1,251,037	1,400,075	1,488,108		
Total Current Assets	\$ 32,317,220	\$ 29,521,778	\$ 27,861,757	\$ 26,672,838	\$ 27,861,757	\$ 25,426,052	\$ 25,297,617	\$ 25,598,189	\$ 24,815,370	\$ 24,028,433		
Long Term Assets												
Fixed Assets	59,662,500	59,114,904	59,108,557	59,101,288	58,790,188	59,441,848	59,831,251	59,800,198	60,125,441	59,964,714		
Accumulated Depreciation	25,926,952	25,580,774	25,009,422	24,743,623	24,454,136	24,724,815	24,820,751	24,522,089	24,553,424	24,254,449		
Construction In Progress	35,078	35,078	28,062	28,062	28,062	0	0	0	0	0		
Total Fixed Assets, Net of Depreciation	\$ 33,770,626	\$ 33,569,208	\$ 34,127,198	\$ 34,385,728	\$ 34,366,114	\$ 34,720,034	\$ 35,010,500	\$ 35,278,109	\$ 35,572,018	\$ 35,710,265		
Total Long Term Assets	\$ -	\$ 33,770,626	\$ 33,569,208	\$ 34,127,198	\$ 34,385,728	\$ 34,720,034	\$ 35,010,500	\$ 35,278,109	\$ 35,572,018	\$ 35,710,265		
New Hospital Loan	\$ 3,344,581	\$ 3,225,411	\$ 3,107,604	\$ 2,985,379	\$ 2,865,051	\$ 2,744,699	\$ 2,625,067	\$ 2,384,527	\$ 2,263,818	\$ 2,191,615		
Total Assets	\$ -	\$ 69,432,427	\$ 66,316,397	\$ 65,784,720	\$ 64,974,334	\$ 63,923,616	\$ 62,771,153	\$ 62,812,972	\$ 62,651,206	\$ 61,930,313		
Liabilities & Equity												
Current Liabilities												
Account Payable	514,117	520,670	802,156	680,692	627,815	865,178	872,021	1,107,884	1,350,859	1,062,782		
Interest Payable	1,429,768	1,350,786	1,271,813	1,192,849	1,034,951	956,016	877,091	798,175	719,268	640,371		
Accrued Taxes	56,988	44,303	66,481	31,530	57,408	36,835	53,797	50,769	52,739	50,169		
Accrued Payroll and Related	863,414	1,219,840	975,771	975,046	844,488	655,968	1,223,968	1,031,759	911,473	839,907		
Cost Report Settlement	150,000	(63,000)	(63,000)	(63,000)	150,000	150,000	151,000	151,000	151,000	151,000		
Total Current Liabilities	\$ 3,014,267	\$ 3,072,598	\$ 3,045,445	\$ 2,852,068	\$ 2,714,662	\$ 2,663,998	\$ 3,177,877	\$ 3,139,587	\$ 3,185,340	\$ 2,744,229		
Long Term Liabilities												
Long Term Notes Payable	27,076,890	27,119,290	27,161,511	27,203,555	27,287,115	27,328,632	27,369,974	27,411,144	27,452,141	27,492,966		
Total Long Term Liabilities	\$ 27,076,890	\$ 27,119,290	\$ 27,161,511	\$ 27,203,555	\$ 27,287,115	\$ 27,328,632	\$ 27,369,974	\$ 27,411,144	\$ 27,452,141	\$ 27,492,966		
Capital Equipment Lease												
Total Liabilities	\$ 0	\$ 30,360,800	\$ 30,468,129	\$ 30,489,746	\$ 30,344,913	\$ 30,770,470	\$ 30,880,756	\$ 30,889,896	\$ 30,982,859	\$ 30,606,689		
Retained Earnings	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316	\$ 30,710,316		
Net Income	\$ 8,361,311	\$ 5,437,951	\$ 4,584,658	\$ 3,919,104	\$ 2,442,830	\$ 1,759,709	\$ 1,221,900	\$ 1,660,613	\$ 958,030	\$ 613,308		
Total Liabilities and Equity	\$ 0	\$ 69,432,427	\$ 66,316,397	\$ 65,784,720	\$ 64,974,334	\$ 63,923,616	\$ 62,771,153	\$ 62,812,972	\$ 62,651,206	\$ 61,930,313		

Financial Trends





CERTIFICATION OF EMERGENCY MENTAL HEALTH EVALUATION FOR EMERGENCY MENTAL HEALTH EVALUATION AND CARE

(Authority: NMSA, 1978, Section 43-1-10)

Name of authorized person requesting emergency evaluation: _____

Name of Patient: _____ Date of Evaluation/Observance: _____

I am Licensed Physician/Psychologist in the State of New Mexico. I have performed a face-to-face evaluation of this patient for _____ minutes and, as a result of this evaluation, it is my opinion that this patient suffers from a mental disorder. I certify to the best of my knowledge and belief that this patient, as a result of a mental disorder, presents a likelihood of serious harm to self, others, or both, and that immediate detention is necessary to prevent such harm. I further certify that the patient is in need of emergency mental health evaluation and care at an evaluation facility, and I believe the patient would benefit from further evaluation or treatment.

Provisional Diagnosis: _____

I am a Peace Officer/Jail/Detention Center Administrator in the State of New Mexico and based on my own observance or investigation I have reasonable grounds to believe that the patient, as a result of a mental disorder, presents a likelihood of serious harm to self and/or others and that immediate detention is necessary to prevent such harm.

1. Is the patient medically stable? Yes No Unknown

2. Nature of Emergency: (Specify behaviors suggestive of serious harm to self or others and/or inability to care for self.)

- a. _____
b. _____
c. _____
d. _____
e. _____

3. Brief Mental Status Examination: (Complete as appropriate)

Appearance & Attitude: Normal/Appropriate Disheveled Poor eye contact Hostile Mute Other:
Psychomotor Activity: Unremarkable Increased/agitated Decreased/slow
Speech: Understandable Normal Abnormal Pressured Slow Slurred Loud Other:
Mood: Patient's Description: Observation: Euthymic Euphoric Depressed Anxious
Irritable Labile Angry Apathetic Other:
Affect: Appropriate Inappropriate Restricted Blunt Flat Labile Over-expansive Other:
Thought Process: Linear Goal-Directed Coherent Incoherent Blocking Circumstantial Tangential Other:
Content of Thought: Unremarkable Endorses Suicidal/Homicidal Ideation/Intent/Plan (Describe)
Endorses Auditory/Visual Hallucinations (Describe)
Delusions (Describe)
Somatic Complaints: None Sleep Disturbance Appetite Disturbance Energy Disturbance Pain Other:
Sensorium & Cognition: Alert Oriented, Person, Place Time Memory: Intact Impaired (Immediate/STM/LTM)
Insight/Judgment: Good Fair Limited Poor Impaired Other:

4. Is there any treatment guardian or other legally empowered representative/agent in place? Yes No Unknown

If yes, Name _____ Telephone Number _____ (Provide copy of supportive document if available)

I am hereby requesting an emergency mental health evaluation and care at an evaluation facility and acknowledge that this certification/request may result in detention for emergency evaluation and care. I understand that this evaluation may not necessarily result in involuntary admission.

Signature

Date

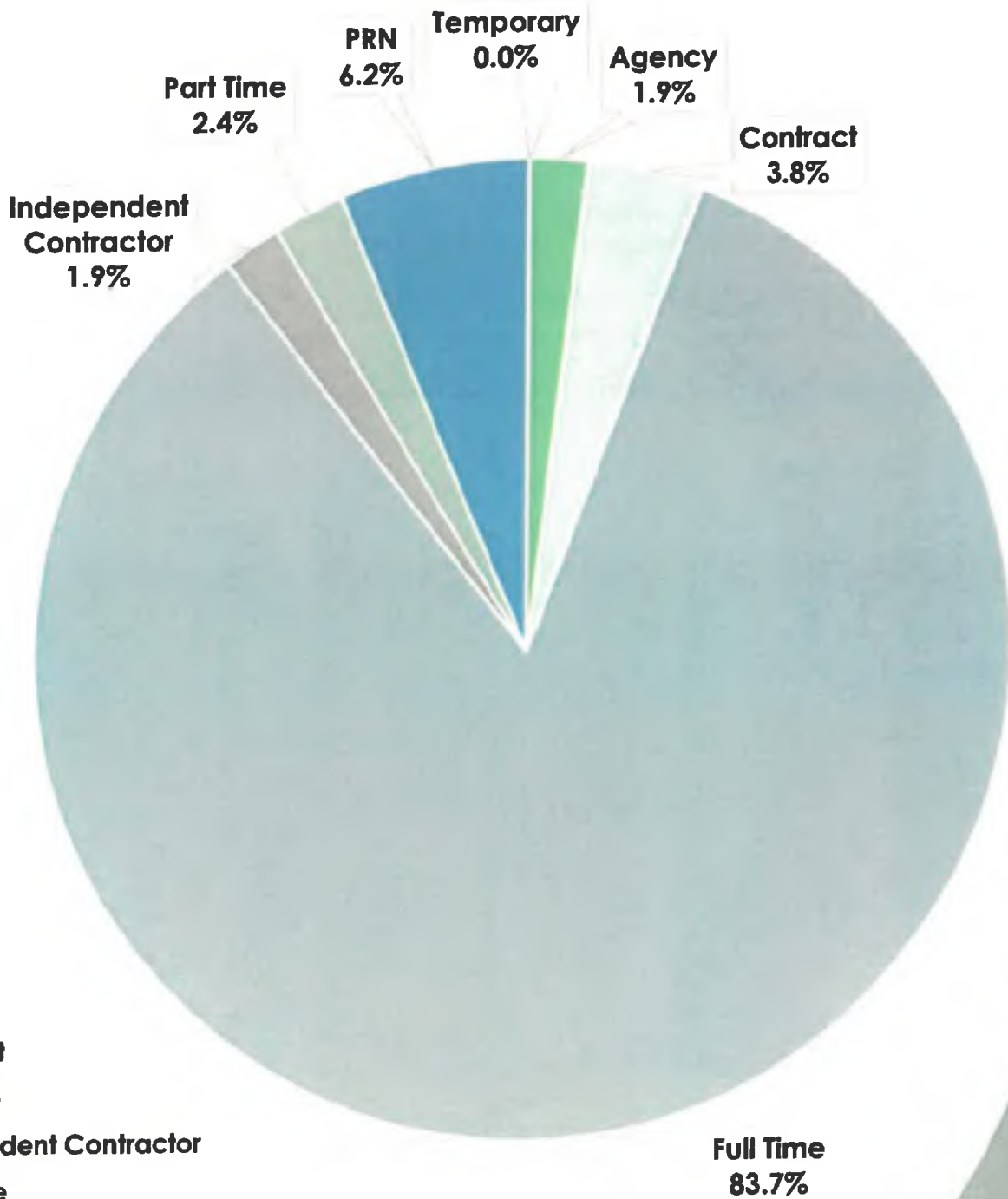
Time



Human Resources Governing Board Report

May 2026

Staffing Matrix

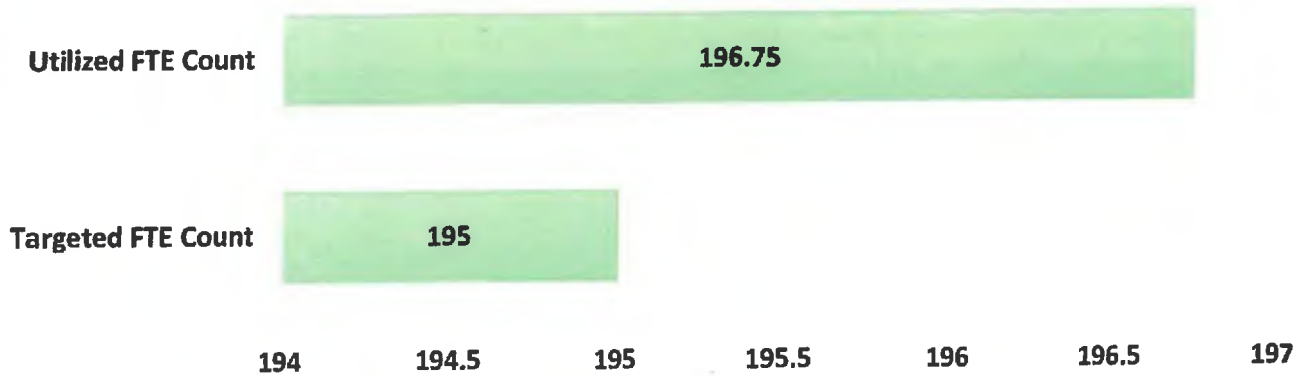


- Agency
- Contract
- Full Time
- Independent Contractor
- Part Time
- PRN
- Temporary



Human Resources Governing Board Report May 2026

FTE Utilization



11 Month Trend By Category

	<u>June '25</u>	<u>May '26</u>	<u>11 Month Trend Change</u>
Agency	7%	1.9%	-5.1%
Contract	5%	3.8%	-1.2%
Full Time	76%	83.7%	7.7%
Independent Contractor	1%	1.9%	0.9%
Part Time	3%	2.4%	-0.6%
PRN	5%	6.2%	1.2%
Temporary	3%	0%	-3%
Utilized FTE	211	196.75	-6.8%



Human Resources Governing Board Report

May 2026

Vacancies (As of 06/16/2026)

FTE Count	Title	Status	Department
1	Acute Care (Med/Surg) Manager	FT	Med/Surg
1	Emergency Department Manager	FT	Med/Surg
3	House Supervisor, RN (Nights & Weekend)	FT	Nursing Administration
1	Respiratory Therapist	FT	Cardiopulmonary
1	Risk & Quality Director	FT	Quality
1	Interim Chief Nursing Officer	FT	Nursing Administration
1	Mammography Technician	FT	Imaging Services
1	Physical Therapist	FT	Rehab Services
1	Cook	FT	Dietary
2	Medical Assistant	FT	Clinic
2	LPN	FT	Clinic
1	Certified Nurse Practitioner	FT	Clinic
1	Pharmacist	FT	Pharmacy

New Hires (May 2026)

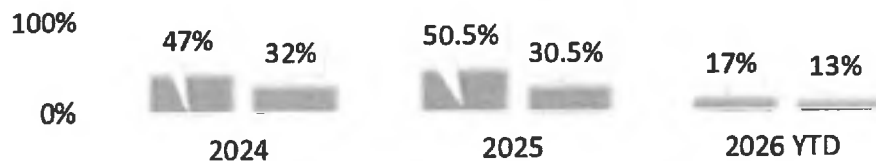
FTE Count	Title	Status	Department
1	Licensed Clinical Social Worker (LCSW)	FT	Clinic
1	Security Guard	FT	Security
.50	Cook	PT	Dietary
1	Certified Medical Assistant (CMA)	FT	Clinic

Turnover (May 2026)

FTE Count	Title	Status	Department
1	Chief Nursing Officer	FT	Nursing Admin
1	Nurse Practitioner	FT	Clinic
1	Pharmacy Technician	FT	Pharmacy
1	LPN	FT	Med/Surg
1	Risk & Quality Manager	FT	Quality
.25	Intern Phlebotomist	Temp	Laboratory
1	Paramedic	FT	Ambulance

Turnover Rate: 8.7%
Based on an average FTE target of 195

First Year Turnover Rate



Agency Included GB 17 Without Agency



Human Resources Governing Board Report

May 2026

Current Projects

- Additional sections of the SVH's Master Personnel Policy will be presented in July 2026 in conjunction with the FY2027 budget process to ensure alignment with proposed organizational and workforce initiatives.
- Annual performance evaluations have been assigned and are due for completion by June 30, 2026.
- Current Response & Action Plans from Employee Satisfaction Survey Feedback
 - ❑ Nursing Leadership Restructure: Implementing a nursing leadership restructure to strengthen operational oversight, accountability, and staff support. The new model transitions from primary reliance on House Supervisors for each 12-hour shift to dedicated Emergency Department and Acute Care Managers providing daily leadership oversight. A total of 3 FTE House Supervisors will provide supervisory coverage during nights and weekends.
 - ❑ De-Escalation Training: Front-line staff de-escalation training, conducted in partnership with the Public Safety Psychology Group, is nearing completion. Beginning June 29, 2026, training will transition to Crisis Intervention Team (CIT) training for designated responders and security personnel to further strengthen workplace violence prevention and response capabilities.
 - ❑ SVH Leadership Training and Development Program: SVH is partnering with Ovation to develop a leadership training and development program aligned with current organizational needs. Update on implementation coming July 2026.
 - ❑ Workplace Culture and Experience of Care Assessment: SVH is collaborating with Ovation and third-party vendors to survey and assess workplace culture and the experience of care. Update on response plan to assessment coming July 2026.

In-Process Improvements

- Evaluating current HR compliance with Joint Commission's 2026 National Performance Goals 11 & 12 and identifying areas for improvement.
 - ❑ Goal 11: The critical access hospital maintains workplace and patient safety.
 - ❑ Goal 12: The critical access hospital is staffed to meet the needs of the patients it serves, and staff are competent to provide safe, quality care.

