



Milford Area Healthcare Service District #3

November 19, 2025

Milford Healthcare Special Service District #3 Regular Meeting will be held on Wednesday, November 19, 2025. Located at the Milford Memorial Hospital Conference Room 850 North Main Milford, Utah at 12:00 P.M.

Topic		
Discussion		
Call to order: Scott Symond	Approve Minutes from October 08, 2025	
ADMINISTRATION REPORT Scott Langford CEO	- Admin Report - UPL Update and Site Visit	
FACILITY AND POLICY UPDATES Guy Dansie COO	- Facilities Update - Staff Christmas Party (December 4, 2025) - Close the Wells Fargo MMH checking and savings - Updates on MMH Employee Handbook/Policies & Procedures - Christmas Considerations - Christmas Hams - Gift Baskets	
MEDICAL STAFF REPORT Dr. Zachary Flinders	Medical Staff Report	
FINANCIAL REPORTS Tyler Moss CFO	Service District Financials - Financial Reports - Bills for Payment 2025 Budget Preparation and Adoption of Tentative Budget - Schedule Budget Hearing - Proposed on December 10, 2025 Hospital Financials - Financial Report	
EXECUTIVE SESSION	- Executive Session (If necessary) - Character, professional competence, or physical or mental health of an individual - Collective bargaining strategy - Litigation strategy and the attorney-client privilege - Purchase or sale of property - Security information - Investigations of criminal misconduct - Discussing commercial information and trade secrets	



Milford Memorial Hospital

Milford Area Healthcare Service District #3

November 19, 2025

Board Business	Recommendation to County Commission for Board Member Appointments	
QUALITY ASSURANCE SAFETY REPORT Amy Contreras CNO	Quality/Safety Report	
Next Meeting	Public Hearing - Proposed for December 10, 2025 at 6:00 PM	

Summary of Handbook Changes - Milford Memorial Employee Handbook

- Edited the language using AI (Gemini) to read more clearly. Did not use AI to change policy intent or substance.
- Incorporated agreement forms from Beaver Valley Hospital for new employees, educational assistance, and PTO cash out.
- Added nepotism policy and uniform policy from Beaver Valley Hospital.
- Added language to define part-time status as 20 hours or more per week to allow 24 for part-time medical staff.
- Added infectious illnesses and guidance for employees in relation to sick leave.
- Changed the sequence of policies for continuity.
- Changed the Table of Contents to reflect new formatting.
- Also, need to adopt a "Service Animal Policy" to be included in the Hospital Policies and Procedures. Service animal policy language adopted from an industry standard template. See attached draft policy.

SUBJECT: Service Animal Policy DEPARTMENT: Patient Care Areas 	REFERENCE #: HOS-xxx
	PAGE: 1 OF: 3
	EFFECTIVE: 11/19/2025
APPROVED BY: Scott Langford, CEO Amy Contreras, Chief Nursing Officer Guy Dansie, COO	REVISED: 11/17/2025

PURPOSE:

- Ensures service animal use at Milford Memorial Hospital is fair, consistent, and safe for patients, staff, and visitors.
- Provides guidance for service animal use and exclusion of non-service animals.
- Provides clarity for expectations and requirements for animals in the hospital.

POLICY:

Access:

- Individuals with disabilities who are accompanied by service animals are permitted access to all areas of the hospital where patients and visitors are allowed to go, including patient rooms, waiting areas, and public areas.
- Service animals must be under the control of their handlers at all times and must be harnessed, leashed, or tethered, unless these devices interfere with the animal's work or the individual's disability prevents using these devices.
- If a patient is unable to control the service animal, arrangements should be made for the animal to be taken care of outside of the patient care areas.

Identification:

- Hospital staff may only ask if the animal is a service animal required because of a disability and what tasks the animal has been trained to perform. They cannot ask about the nature or extent of the person's disability, or for documentation or proof of the animal's certification or training.
- Service animals should be easily identifiable by wearing a harness, vest, or other gear that indicates they are working animals.

Health and Safety:

- Service animals must be kept clean and well-groomed to ensure proper hygiene within the hospital environment.

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- Handlers are responsible for ensuring that their service animals do not pose a threat to the health or safety of others. Any aggressive behavior displayed by the animal may result in the handler being asked to remove the animal from the premises.

Accommodations:

- Reasonable accommodations will be made to ensure that individuals with disabilities who are accompanied by service animals can fully participate in hospital services, programs, and activities.

Responsibilities:

- Hospital staff members are responsible for familiarizing themselves with this policy and providing appropriate assistance and accommodations to individuals with disabilities who are accompanied by service animals.
- Individuals with disabilities who are accompanied by service animals are responsible for ensuring that their animals adhere to the guidelines outlined in this policy.

Non-Compliance:

- Failure to comply with this policy may result in corrective action, up to and including termination of hospital privileges or employment.

Implementation:

- This policy shall be disseminated to all hospital staff members and prominently displayed in areas accessible to patients and visitors.

Review and Revision:

- This policy shall be reviewed periodically and revised as necessary to ensure compliance with applicable laws and regulations and to best serve the needs of individuals with disabilities and their service animals.

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DEFINITIONS OF TERMS:

- A service animal: a dog or, in some cases, a miniature horse that is individually trained to perform tasks or provide assistance to an individual with a disability. Service animals are working animals, not pets. The tasks performed by the service animal must be directly related to the individual's disability.
- Patient: Anyone seeking care in any department of the hospital.
- Visitor: A person other than a Support Person or Primary Visitor who may visit a patient during the course of the patient's stay in the hospital.

Milford Area Health Care Service District #3
Balance Sheet
As of December 31, 2025

	Total
ASSETS	
Current Assets	
Bank Accounts	
200 Utah State Treasury Restricted	20,178.00
202 Wells Fargo Bank	0.00
Utah Independent Bank	123,722.35
Utah State Treasury	1,536,481.18
201 Utah State Treasury-UnRestrict	222,139.65
Total Utah State Treasury	\$ 1,758,620.83
Total Bank Accounts	\$ 1,902,521.18
Accounts Receivable	
210 Accounts Receivable	0.00
220 Lease Receivable	0.00
240 Lease Revenue Bonds	0.00
245 Property Tax Receivable	928,391.00
Lease Payable - EMS Center	-183,864.00
Total Accounts Receivable	\$ 744,527.00
Other Current Assets	
1499 Undeposited Funds	0.00
235 Prepaid Expense	0.00
Total Other Current Assets	\$ 0.00
Total Current Assets	\$ 2,647,048.18
Fixed Assets	
261 Property, Plant and Equipment Right to Use Asset	204,499.62
Property, Plant and Equipment	58,250.65
250 Building - Minersville Clinic	22,500.00
252 Equipment & Improvements	238,102.17
253 Building and Improvements	9,932,939.57
254 Ambulance	455,418.32
255 Land - Milford Hospital	69,203.30
Total Property, Plant and Equipment	\$ 10,776,414.01
Total Fixed Assets	\$ 10,980,913.63
Other Assets	
230 Due from Other Governments	43,592.14
306 Deferred Inflow- Property Taxes	-928,391.00
319 Amount to be Provided for L-T D	5,295,864.00
Total Other Assets	\$ 4,411,065.14
TOTAL ASSETS	\$ 18,039,026.95
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	

Accounts Payable		
300 Accounts Payable		0.00
Total Accounts Payable	\$	0.00
Total Current Liabilities	\$	0.00
Long-Term Liabilities		
2019 Refunded Bonds		4,868,000.00
Loan Payable		0.00
317 2012 Lease Revenue Bond B1208		237,900.02
Total Loan Payable	\$	237,900.02
Total Long-Term Liabilities	\$	5,105,900.02
Total Liabilities	\$	5,105,900.02
Equity		
1110 Retained Earnings		1,901,168.96
259 Investment in Gen. Fxd. Assets		10,980,913.63
3000 Opening Bal Equity		0.00
500 Fund Balance Beg of Year		0.00
Net Income		51,044.34
Total Equity	\$	12,933,126.93
TOTAL LIABILITIES AND EQUITY	\$	18,039,026.95

Wednesday, Nov 12, 2025 09:06:36 AM GMT-8 - Accrual Basis

Milford Area Health Care Service District #3
Bill Payment List
October 6 - November 12, 2025

	Date	Num	Vendor	Amount
Utah Independent Bank				
	11/06/2025	1167	Nedra Kennedy	-600.00
Total for Utah Independent Bank				- \$600.00

Wednesday, Nov 12, 2025 09:08:00 AM GMT-8

Milford Area Health Care Service District #3
Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L
January - October, 2025

	Total	
	Actual	Budget
Income		
Car/Bus, Railcare, Aircraft	15,582.87	
Interest Income	71,828.90	41,666.70
Personal Property Reallocation		16,666.70
Taxes - Current	45,979.85	775,337.50
Taxes - Delinquent	83,018.23	16,666.70
Taxes - Fee In Lieu	16,939.73	25,000.00
UPP Taxes and Fees	631,813.06	433,333.30
Total Income	\$ 865,162.64	\$ 1,308,670.90
Gross Profit	\$ 865,162.64	\$ 1,308,670.90
Expenses		
Advertising		250.00
Capital Outlay - Equipment		322,504.20
CDA Refund	304,004.61	266,666.70
Debt Service	351,382.00	363,333.30
Dues and Subscriptions		833.30
Insurance and Bonding	17,356.00	25,000.00
Interest Zions Bank 2020	77,462.40	
Lease Payment	9,863.70	8,333.30
Miscellaneous - Tax Appeals	90,906.81	25,000.00
Office Supplies	1,137.09	2,500.00
Other Expenses		25,000.00
Other Services	2,700.00	3,000.00
Professional Expense	11,625.00	12,083.30
Transfer for Maintenance		254,166.70
Unapplied Cash Bill Payment Expense	0.00	
Total Expenses	\$ 866,437.61	\$ 1,308,670.80
Net Operating Income	-\$ 1,274.97	\$ 0.10
Other Expenses		
Reconciliation Discrepancies-1	-52,919.31	
Total Other Expenses	-\$ 52,919.31	\$ 0.00
Net Other Income	\$ 52,919.31	\$ 0.00
Net Income	\$ 51,644.34	\$ 0.10

Milford Area Healthcare District #3
Tentative Budget
Year 2026

<u>Taxes</u>	<i>Revenue</i>		
	2025 October Actual	2025 Current Budget	2026 Tentative Budget
Current	\$45,979.85	\$930,405.00	\$930,405.00
Delinquent	\$83,018.23	\$20,000.00	\$20,000.00
Fee-in-Lieu	\$16,939.73	\$30,000.00	\$30,000.00
Total Taxes	\$145,937.81	\$980,405.00	\$980,405.00

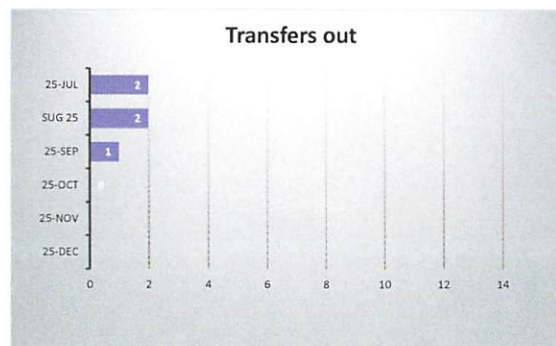
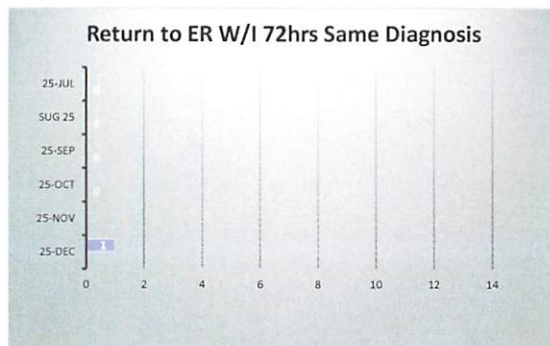
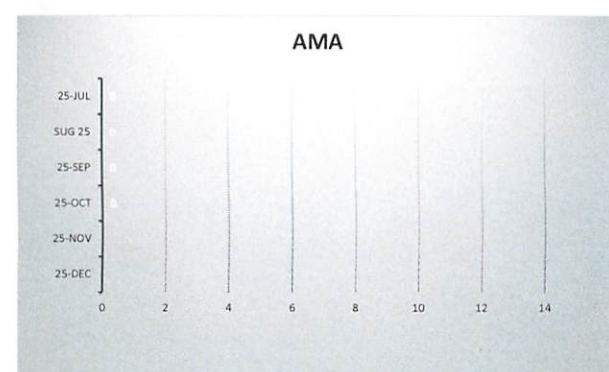
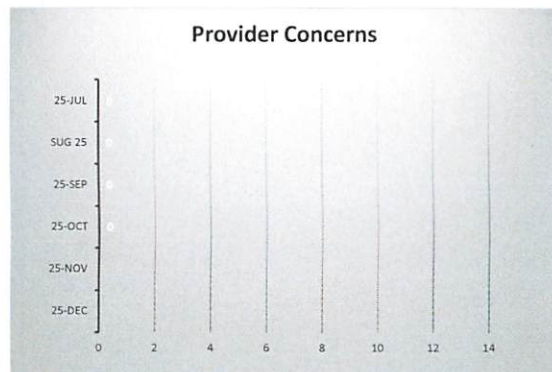
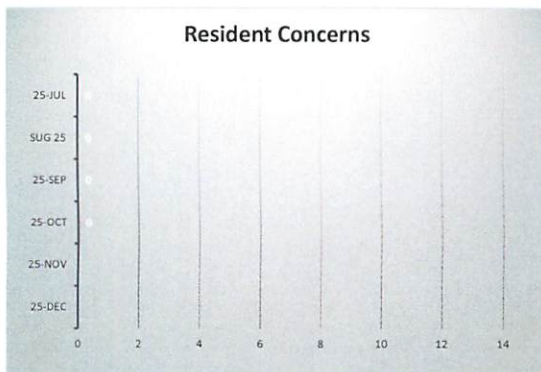
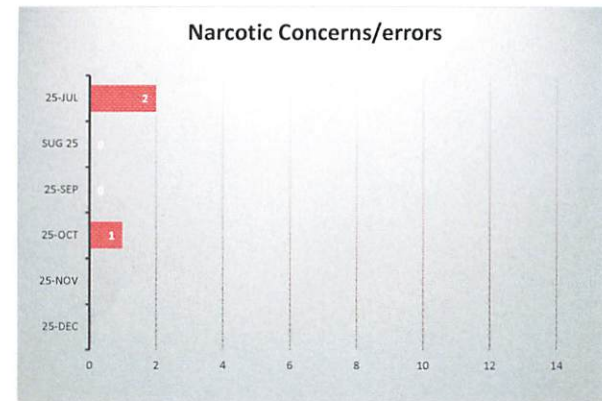
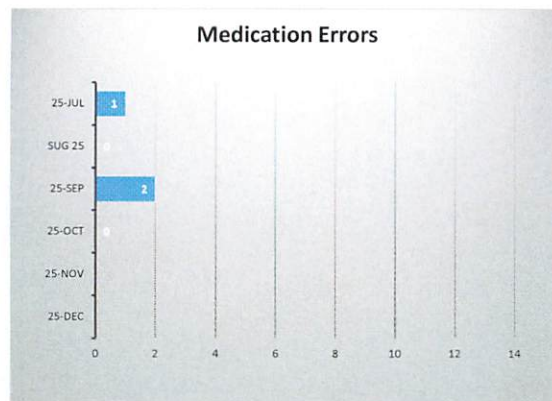
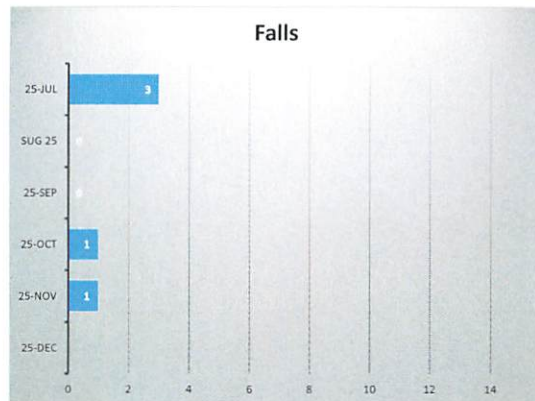
Miscellaneous Revenue

Car/Bus, Railcare, Aircraft	\$15,582.87	\$0.00	\$0.00
Grant Revenue		\$0.00	\$0.00
Interest Income	\$71,828.90	\$50,000.00	\$50,000.00
Loan Proceeds		\$0.00	\$0.00
Miscellaneous Revenue		\$0.00	\$0.00
UPP Taxes and Fees	\$631,813.06	\$520,000.00	\$520,000.00
Personal Property Reallocation		\$20,000.00	\$20,000.00
Appropriation of Capital Res Fund		\$0.00	\$0.00
Other Income		\$0.00	\$0.00
Appropriation of Retained Earnings		\$0.00	\$0.00
Total Miscellaneous Revenue	\$719,224.83	\$590,000.00	\$590,000.00

Revenue Totals	\$865,162.64	\$1,570,405.00	\$1,570,405.00
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Expenditures

Advertising		\$300.00	\$300.00
Beaver County Econ. Dev.		\$0.00	\$0.00
Building Repairs		\$0.00	\$0.00
Capital Outlay		\$387,005.00	\$387,005.00
CDA Refund	\$304,004.61	\$320,000.00	\$320,000.00
Debt Service	\$428,844.40	\$436,000.00	\$436,000.00
Dues and Subscriptions		\$1,000.00	\$1,000.00
Insurance and Bonding	\$17,356.00	\$30,000.00	\$30,000.00
Lease Payment	\$9,863.70	\$10,000.00	\$10,000.00
Miscellaneous - Tax Appeal	\$90,906.81	\$30,000.00	\$30,000.00
Office Employees	\$2,700.00	\$3,600.00	\$3,600.00
Office Supplies	\$1,137.09	\$3,000.00	\$3,000.00
Other Expense		\$30,000.00	\$30,000.00
Professional Expense	\$11,625.00	\$14,500.00	\$14,500.00
Transfer to Capital Funds		\$0.00	\$0.00
Transfer for Maintenance		\$305,000.00	\$305,000.00
Travel and Meals		\$0.00	\$0.00
Total Expenditures	\$866,437.61	\$1,570,405.00	\$1,570,405.00



6 Month Environment Summary Trend as of Monday, 17-Nov-2025

[Download Billing Entity Level Data](#)

Select Billing Entities 

Milford Memorial Hospital 

[Download Facility Level Data](#)

	Historical Avg	May-2025	Jun-2025	Jul-2025	Aug-2025	Sep-2025	Oct-2025	Nov-2025
Charges	\$391,684	\$463,358	\$434,926	\$362,666	\$478,000	\$418,389	\$479,280	\$256,920
Payments	(\$484,511)	(\$295,441)	(\$392,627)	(\$726,979)	(\$294,524)	(\$394,736)	(\$360,116)	(\$198,399)
Adjustments	\$96,608	(\$92,702)	\$61,782	\$197,006	(\$42,020)	(\$82,831)	(\$26,747)	(\$33,403)
Net Change in A/R	\$3,780	\$75,215	\$104,082	(\$167,307)	\$141,455	(\$59,178)	\$92,416	\$25,118
Average Daily Revenue	\$ 12,644	\$12,682	\$12,697	\$12,426	\$13,970	\$12,776	\$15,099	\$14,358
A/R Balance	\$ 837,398	\$788,111	\$892,192	\$724,885	\$866,341	\$807,163	\$899,579	\$924,697
A/R Days	66.56	62.14	70.27	58.34	62.02	63.18	59.58	64.40
A/R > 90 Days	\$ 315,706	\$292,441	\$277,058	\$310,394	\$332,821	\$254,552	\$302,310	\$329,845
A/R > 90 Days %	37.98%	37.11%	31.05%	42.82%	38.42%	31.54%	33.61%	35.67%
DNFB Dollars	\$ 177,886	\$251,712	\$199,128	\$192,403	\$256,240	\$269,799	\$245,007	\$220,422
DNFB Days	13.83	19.85	15.68	15.48	18.34	21.12	16.23	15.35