

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
BOARD OF TRUSTEES
Special Finance Workshop Meeting
May 21, 2020
9:00 a.m.
Dial: 301-715-8592
Meeting ID: 863 4974 2969
Password: 442963**

AGENDA

- | | | |
|------|---|------------------|
| I. | Call to Order | Taylor Jones |
| | A. Roll Call | |
| | B. Pledge of Allegiance | |
| II. | Agenda Approval | Taylor Jones |
| III. | Budget Workshop | Irene Richardson |
| IV. | Executive Session (<i>if needed</i>) | Taylor Jones |
| V. | Adjourn | Taylor Jones |





**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY**

Operating Budget and Capital Budget

for the Fiscal Year Ending

June 30, 2021

RECOMMENDATION:

*10% DECREASE IN GROSS REVENUE - COVID
RATE INCREASE 5%
NO WAGE ADJUSTMENTS*

Prepared and Submitted for Board Approval by:

TAMI LOVE

CFO

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

TABLE OF CONTENTS

BUDGET ASSUMPTIONS	PAGE 2
EXECUTIVE SUMMARY	PAGE 6
STATEMENT OF OPERATIONS	PAGE 7
BALANCE SHEET - ASSETS	PAGE 8
BALANCE SHEET - LIABILITIES AND NET ASSETS	PAGE 9
KEY OPERATING STATISTICS	PAGE 10
STATEMENT OF CASH FLOWS	PAGE 12
FULL TIME EQUIVALENT EMPLOYEES (FTE'S)	PAGE 13
FINANCIAL RATIOS AND BENCHMARKS	PAGE 14
CAPITAL BUDGET REQUESTS	PAGE 15

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

- 1) **PATIENT DAYS:**
 BUDGETED AT FY 2020 PROJECTION LESS 10% : 4,272
 FY 2019 PATIENT DAYS: 5,293
 FY 2018 PATIENT DAYS: 5,067
 FY 2017 PATIENT DAYS: 7,029
- 2) **DISCHARGES:**
 BUDGETED AT FY 2020 PROJECTION LESS 10% : 1,742
 FY 2019 DISCHARGES: 2,028
 FY 2018 DISCHARGES: 2,086
 FY 2017 DISCHARGES: 2,484
- 3) **EMERGENCY DEPARTMENT VISITS:**
 BUDGETED AT FY 2020 PROJECTION LESS 10% : 14,278
 FY 2019 ACTUAL VISITS: 16,246
 FY 2018 ACTUAL VISITS: 16,361
 FY 2017 ACTUAL VISITS: 16,583
- 4) **SURGICAL PROCEDURES:**
 BUDGETED AT FY 2020 PROJECTION LESS 10% : 1,700
 FY 2019 ACTUAL PROCEDURES: 1,935
 FY 2018 ACTUAL PROCEDURES: 2,081
 FY 2017 ACTUAL PROCEDURES: 2,198
- 5) **OUTPATIENT VISITS:**
 BUDGETED AT FY 2020 PROJECTION LESS 10% : 83,792
 FY 2019 ACTUAL VISITS: 86,909
 FY 2018 ACTUAL VISITS: 76,842
 FY 2017 ACTUAL VISITS: 82,497
- 6) **CLINIC VISITS**
 BUDGETED AT FY 2020 PROJECTION PLUS ADJUSTED FOR FULL YEAR OF NEW PROVIDERS, LESS 10%: 52,030
 FY 2019 ACTUAL VISITS: 54,497
 FY 2018 ACTUAL VISITS: 53,543
 FY 2017 ACTUAL VISITS: 59,329
- 7) **GROSS REVENUE:**
 6 MONTHS @ 20% DECREASE
 6 MONTHS @ PRE-COVID PROJECTIONS

 1.3% INCREASE FOR NEW SERVICES AND ADJUSTED FOR FULL YEAR OF PRIOR YEAR NEW PROVIDERS
 ORTHOPEDICS - DR. PEDRI
 PEDIATRICS - DR. RYAN AND TAMMY WALKER, NP
 NEUROLOGY - DR. PRACHI PAWAR
 AESTHETICS
WALK-IN CLINIC - POSTPONED

 RATE INCREASE:
 5% AGGREGATE RATE INCREASE
 2% ROOM RATE INCREASE

 FY20 RATE INCREASE: 5%
 FY19 RATE INCREASE: 2%
 FY18 RATE INCREASE: 5%
 FY17 RATE INCREASE: 5%
 FY16 RATE INCREASE: 4%
 FY15 RATE INCREASE: 5%
- 8) **PAYER MIX - INPATIENT AND OUTPATIENT:**
 SELF PAY 8.5% - Increased .3% from prior year
 MEDICARE 37.8% - Decreased 2.4% from prior year
 MEDICAID 8.2% - Decreased 1% from prior year
 BLUE CROSS 24.9% - Increased 2.2% from prior year
 PRIVATE INSURANCE 16.6% - Decreased 1.6% from prior year

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21**

9) CONTRACTUAL ALLOWANCES:

MEDICAL ASSISTANCE BUDGETED AT 1.5%

BAD DEBT BUDGETED AT 6.7%

TOTAL DEDUCTIONS OF REVENUE ARE BUDGETED AT 52%*Budget additional .05% increase in Bad Debt and Medical Assistance for expected increase in Self-Pay due to COVID19 pandemic*

REDUCTION OF REVENUE BUDGET FY20: 48.7%

REDUCTION OF REVENUE ACTUAL FY20: 50.8%

REDUCTION OF REVENUE FY19: 49.3%

REDUCTION OF REVENUE FY18: 46.5%

REDUCTION OF REVENUE FY17: 46.5%

REDUCTION OF REVENUE FY16: 43.1%

REDUCTION OF REVENUE FY15: 42.4%

1% INCREASE IN REDUCTION OF REVENUE = \$1,888,000

COUNTY BUDGET REQUEST: TITLE 25 SUBSIDY \$273,480

10) OTHER OPERATING REVENUE:

COUNTY BUDGET REQUEST: TOTAL MAINTENANCE FUND \$1,448,215

CARES ACT FUNDS CARRIED OVER FROM FY2020 - \$1,800,000

ADDITIONAL CARES ACT FUNDS POSSIBLE BUT NOT BUDGETED

OCCUPATION MEDICINE CONTRACTS

FOUNDATION UNRESTRICTED FUNDS

CAFETERIA SALES

COLLECTION AGENCY INTEREST

11) SALARY AND WAGE

BUDGET INCLUDES NO WAGE ADJUSTMENT FOR EMPLOYEES

CURRENT FTEs: 473.7 YEAR-TO-DATE THROUGH APRIL

FY 2021 BUDGETED FTEs: 475.4**NO NEW FTEs OR VACANT POSITIONS BUDGETED**

NEW PHYSICIANS/PROVIDERS:

HOSPITALIST - DR. RAO

NEUROLOGIST - DR. PRACHI PAWAR

RADIATION ONCOLOGIST - DR. JOSHUA BINKS

UROLOGIST

12) FRINGE BENEFITS**NO NEW BENEFITS FOR NEW OR VACANT POSITIONS****13) CONTRACT LABOR:****TOTAL \$242,971 - DECREASE FROM FY2020 BY ~ \$680,000**

BEHAVIOR HEALTH, ICU, SURGERY, EMERGENCY ROOM AND LABOR & DELIVERY

DECREASE IN CONTRACT LABOR WITH DECREASE IN FTEs**14) OTHER PHYSICIAN FEES:****TOTAL \$2,881,570 - DECREASE FROM FY2020 BY ~ \$1,250,000**

DECREASE IN HOSPITALIST WITH NEW HIRE

DECREASE IN UROLOGY WITH NEW HIRE

DECREASE IN OBSTETRICS WITH NEW HIRE

DECREASE IN RADIATION ONCOLOGY WITH NEW HIRE

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21**

15) OTHER PURCHASED SERVICES:

CONSULTING FEES: HUNTSMAN CANCER CENTER CONSULTING: \$125,000

LEGAL FEES: \$124,000

OTHER PURCHASED SERVICES: INCREASES IN THE FOLLOWING FOR FY2021:

LABORATORY SERVICES

CANCER CENTER GENETIC TESTING

PHYSICIST FEES

16) SUPPLIES:

MED/SURG SUPPLIES: PPE STOCK UP ~ \$50,000

DRUGS: INCREASE DUE TO NEW NEUROLOGY SERVICES

BLOOD: 10% INCREASE IN BLOOD PRODUCTS AND BLOOD SERVICES DUE TO SHORTAGES

OXYGEN: BULK TANK MONTHLY RENTAL FEE INCREASING ~ \$5,000, ANNUAL INCREASE IN CYLINDERS AND NEW INTELLI-OX CYLINDERS

INCLUDES INFLATIONARY INCREASES PER INTALERE GPO CONTRACT

~2% ENVIRONMENTAL SERVICES (CLEANING SUPPLIES, LINEN, SOAP)

~3% FOOD

~1.5% LABORATORY SUPPLIES

~<1% MEDICAL SUPPLIES

~1% OFFICE SUPPLIES

~ 5% PHARMACY DRUGS

~ 1% MAINTENANCE SUPPLIES

*OVERALL DECREASE IN SUPPLIES DUE TO LOWER VOLUMES***17) CONTRACT MAINTENANCE & REPAIRS**

AVERAGE 3% ANNUAL INCREASE ON EXISTING EMR SUPPORT CONTRACTS

6 MONTHS OF NEW EMR HOSTING CONTRACT - \$168,000

MICROSOFT LICENSING INCREASED \$120,000 - TRUE UP EVERY 3 YEARS FOR COMPUTER INVENTORY

NEW SUPPORT CONTRACTS ON NEW EQUIPMENT (CT, PORTABLE X-RAYS, MUSE, LAB) - \$136,000

18) OTHER OPERATING EXPENSES:

LICENSE AND TAXES: HUNTSMAN CANCER CENTER: \$50,000

EDUCATION & TRAVEL: EMPLOYEE TUITION REIMBURSEMENT: \$18,000

NO OFFSITE TRAVEL BUDGETED

PHYSICIAN RECRUITMENT:

PULMONOLOGY

UROLOGY

OBSTETRICS

INCLUDES: MOVING EXPENSES

LIVING EXPENSES 6 MONTHS EACH

RECRUITMENT PLACEMENT FEES

STUDENT LOANS

CONTINUING EDUCATION

SIGN ON BONUS

19) LEASES & RENTALS:

TERMINATION HILLTOP LEASED OFFICE SPACE - STILL HAVE ONE SUITE

END OF RAD ONC CT OPERATING LEASE

20) CAPITAL BUDGET:*FY 2021 CAPITAL BUDGET RECOMMENDATION: EMERGENCY, REGULARATORY AND REVENUE GENERATING EQUIPMENT ONLY*

FY 2021 TOTAL CAPITAL BUDGET REQUESTS: \$ 19,176,029

INCLUDES MAINTENANCE PROJECTS & EQUIPMENT: \$15,737,108 including SPT projects - Surgery and Medical Imaging remodels

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

21) OPERATING MARGIN:

FY 2021 BUDGET: **-5.45%**
 FY 2020 PROJECTION: .22%
 FY2019 ACTUAL: .05%
 FY 2018 ACTUAL: **-1.10%**
 BB+ BENCHMARK: **-1.10%**
 BBB- BENCHMARK: .30%

22) TOTAL MARGIN:

FY 2021 BUDGET: **-5.56%**
 FY 2020 PROJECTION: .20%
 FY2019 ACTUAL: 1.23%
 FY 2018 ACTUAL: 2.75%
 BB+ BENCHMARK: 2.00%
 BBB- BENCHMARK: 1.00%

23) DAYS CASH ON HAND:

FY 2021 BUDGET: **114**
 CURRENT DAYS OF CASH ON HAND: 175
 FY 2020 PROJECTION: 179.6
 FY 2019 ACTUAL: 137
 BB+ BENCHMARK: 108.8
 BBB- BENCHMARK: 129

24) ACCOUNTS RECEIVABLE:

DAYS IN A/R BUDGETED AT: **36**
 FY 2020 PROJECTION: 41
 FY 2019 ACTUAL: 56.68
 FY 2018 ACTUAL: 50.46
 FY 2017 ACTUAL: 51.45
 BB+ BENCHMARK: 52.40
 BBB- BENCHMARK: 51.80

25) AVERAGE AGE OF PLANT:

FY 2021 BUDGET: **13.73**
 FY 2020 PROJECTION: 13.28
 FY2019 ACTUAL: 12.38
 FY2018 ACTUAL: 9.2
 BB+ BENCHMARK: 10.50
 BBB- BENCHMARK: 11.50

26) DEBT SERVICE COVERAGE:

FY2021 BUDGET: **1.35**
 CURRENT DEBT SERVICE COVERAGE: 2.17
 FY2020 PROJECTION: 2.84
 FY2019 ACTUAL: 3.31
 BB+ BENCHMARK: 2.5
 BBB- BENCHMARK: 2.3

27) ELECTRONIC MEDICAL RECORD IN FY2021

AT RISK OF LOSING SUPPORT OF CURRENT SYSTEM IN NEAR FUTURE
 CURRENT SYSTEM WILL NOT MEET CMS PROMOTING INTEROPERABILITY (PI) PROGRAM WHICH WILL RESULT IN PENALTIES

RECOMMENDATION: BOARD APPROVAL OF NEW EMR 1ST QUARTER FY2021
 START IMPLEMENTATION IN JANUARY 2021 WITH ESTIMATED GO LIVE OF FEBRUARY 2022

OPERATING COSTS INCLUDED IN FY2021 BUDGET - \$168,000 FOR 6 MONTHS OF CLOUD HOSTING DURING IMPLEMENTATION
 YEAR 1-5 CAPITAL AND OPERATING - \$9.2 MILLION
 YEAR 6-10 OPERATING - \$5.9 MILLION
 CURRENT SYSTEMS ANNUAL OPERATING SUPPORT EXPENSES - \$1.8 MILLION

10 YEAR PROJECTION ~ \$3.2 MILLION SAVINGS
 ANNUAL SUPPORT CONTRACT FOR ONE SYSTEM VS. MULTIPLE SYSTEMS

28) EXPENSE REDUCTIONS WITH 10% GROSS REVENUE DECREASE

****OPERATING LOSS AT \$8,418,239 WITH 10% DECREASE OF GROSS REVENUE AND REDUCTION OF REVENUE AT 52%**

SALARY & WAGE AND BENEFITS
 CONTRACT LABOR
 DECREASE IN SUPPLIES DUE TO LOWER VOLUMES
 TRAVEL & EDUCATION

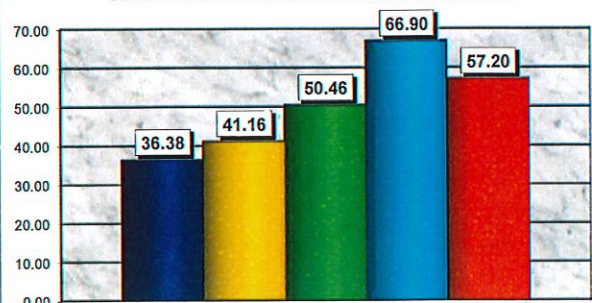
EXECUTIVE FINANCIAL SUMMARY

Budget for the Year Ending 06/30/21

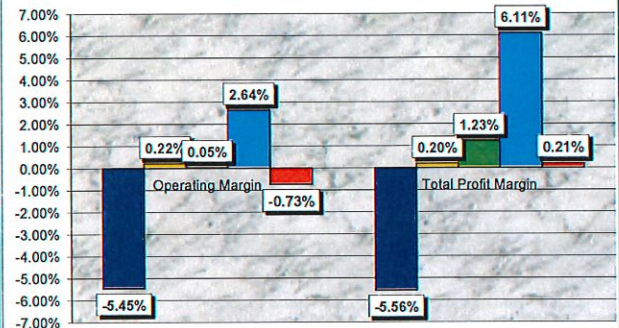
BALANCE SHEET

	Budget 6/30/2021	Projected 6/30/2020
ASSETS		
Current Assets	\$24,200,000	\$27,300,000
Assets Whose Use is Limited	19,740,000	33,440,000
Property, Plant and Equipment (Net)	57,800,000	62,217,000
Other Assets	210,000	222,000
Total Unrestricted Assets	101,950,000	123,179,000
Restricted Assets	500,000	346,000
Total Assets	\$102,450,000	\$123,525,000
LIABILITIES AND NET ASSETS		
Current Liabilities	\$5,608,044	\$6,217,306
Long-Term Debt	27,833,956	27,802,694
Other Long-Term Liabilities	650,000	7,906,021
Total Liabilities	34,092,000	41,926,021
Net Assets	68,358,000	81,598,979
Total Liabilities and Net Assets	\$102,450,000	\$123,525,000

NET DAYS IN ACCOUNTS RECEIVABLE



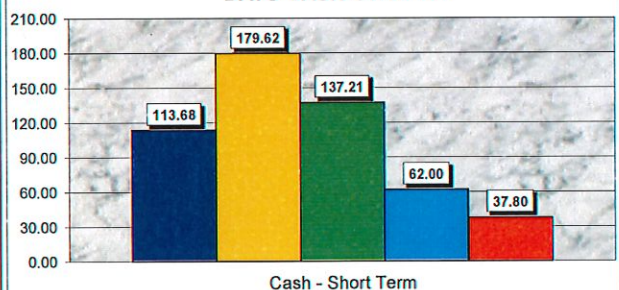
HOSPITAL MARGINS



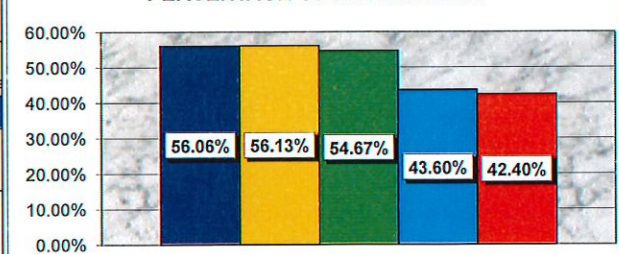
STATEMENT OF REVENUE AND EXPENSES - YTD

	Budget 6/30/2021	Projected 6/30/2020
Revenue:		
Gross Patient Revenues	\$169,313,680	\$169,421,120
Deductions From Revenue	(88,043,114)	(86,065,929)
Net Patient Revenues	81,270,566	83,355,191
Other Operating Revenue	4,322,185	7,772,123
Total Operating Revenues	85,592,751	91,127,314
Expenses:		
Salaries, Benefits & Contract Labor	50,594,160	51,038,604
Purchased Services & Physician Fees	7,800,952	8,988,807
Supply Expenses	14,368,806	14,293,691
Other Operating Expenses	10,521,457	9,886,202
Bad Debt Expense	0	0
Depreciation & Interest Expense	6,972,615	6,714,989
Total Expenses	90,257,990	90,922,293
NET OPERATING SURPLUS	(4,665,239)	205,021
Non-Operating Revenue/(Expenses)	(90,574)	(21,418)
TOTAL NET SURPLUS	(\$4,755,813)	\$183,603

DAYS CASH ON HAND



SALARY AND BENEFIT EXPENSE AS A PERCENTAGE OF NET REVENUE



KEY STATISTICS AND RATIOS - YTD

	Budget 6/30/2021	Projected 6/30/2020
Total Acute Patient Days	3,614	4,016
Average Acute Length of Stay	2.7	2.7
Total Emergency Room Visits	14,279	15,865
Outpatient Visits	83,793	93,103
Total Surgeries	1,700	1,889
Net Revenue Change from Prior Year	-6.07%	5.02%
EBIDA	2.70%	7.61%
Days Expense in Accounts Payable	24.31	
FINANCIAL STRENGTH INDEX - 2.24		
Total Worked FTE's	428.57	424.97
Total Paid FTE's	470.96	466.90
Total Contract Labor	4.40	6.70

Budget for Fiscal Year End	6/30/2021
Projected	6/30/2020
Prior Fiscal Year End	6/30/2019
WYOMING	All Hospitals
National Hospital Benchmark	Rural

Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Statement of Revenue and Expense

PAGE 7

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/21

	Budget 06/30/21	Projected 06/30/20	Budget 06/30/20	Actual 06/30/19	Actual 06/30/18
Gross Patient Revenue					
Inpatient Revenue	\$32,896,925	\$33,619,418	\$38,336,580	\$35,773,430	\$34,175,110
Outpatient Revenue	118,474,735	119,053,118	118,622,645	112,470,048	107,307,650
Clinic Revenue	14,667,987	13,852,882	15,297,812	14,651,051	13,972,715
Specialty Clinic - Ortho Revenue	3,274,033	2,895,702	2,634,882	2,022,011	2,293,788
Total Gross Patient Revenue	<u>169,313,680</u>	<u>169,421,120</u>	<u>174,891,919</u>	<u>164,916,540</u>	<u>157,749,263</u>
Deductions From Revenue					
Discounts and Allowances	(74,159,392)	(73,020,503)	(72,055,471)	(67,828,387)	(62,156,442)
Bad Debt Expense (Governmental Providers Only)	(11,344,017)	(10,673,531)	(11,367,975)	(11,253,830)	(9,004,156)
Medical Assistance	(2,539,705)	(2,371,896)	(1,748,919)	(2,234,140)	(2,218,712)
Total Deductions From Revenue	<u>(88,043,114)</u>	<u>(86,065,929)</u>	<u>(85,172,365)</u>	<u>(81,316,357)</u>	<u>(73,379,310)</u>
Net Patient Revenue	<u>81,270,566</u>	<u>83,355,191</u>	<u>89,719,554</u>	<u>83,600,183</u>	<u>84,369,953</u>
Other Operating Revenue	<u>4,322,185</u>	<u>7,772,123</u>	<u>2,452,598</u>	<u>3,173,482</u>	<u>2,739,634</u>
Total Operating Revenue	<u>85,592,751</u>	<u>91,127,314</u>	<u>92,172,152</u>	<u>86,773,665</u>	<u>87,109,587</u>
Operating Expenses					
Salaries and Wages	38,828,546	39,041,214	39,969,594	37,637,273	37,359,892
Fringe Benefits	11,522,643	11,070,780	10,062,864	9,547,767	9,875,453
Contract Labor	242,971	926,610	1,018,172	1,021,278	1,432,609
Physicians Fees	2,881,570	4,131,670	3,792,061	4,011,304	3,084,279
Purchased Services	4,919,382	4,857,137	4,790,329	4,426,070	5,154,203
Supply Expense	14,368,806	14,293,691	14,118,822	13,044,020	12,811,145
Utilities	1,155,599	1,125,865	1,128,947	1,094,313	1,119,148
Repairs and Maintenance	5,715,605	5,252,369	5,065,614	4,787,481	4,421,777
Insurance Expense	524,525	635,965	625,718	750,288	738,768
All Other Operating Expenses	2,375,410	2,037,233	2,425,381	2,183,827	2,297,931
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0	0
Leases and Rentals	750,318	834,770	846,676	1,020,803	837,070
Depreciation and Amortization	6,972,615	6,714,989	6,674,374	7,208,688	8,064,970
Interest Expense (Non-Governmental Providers)	0	0	0	0	0
Total Operating Expenses	<u>90,257,990</u>	<u>90,922,293</u>	<u>90,518,552</u>	<u>86,733,112</u>	<u>87,197,246</u>
Net Operating Surplus/(Loss)	<u>(4,665,239)</u>	<u>205,021</u>	<u>1,653,600</u>	<u>40,553</u>	<u>(87,659)</u>
Non-Operating Revenue:					
Investment Income	284,000	268,204	160,000	293,052	162,873
Tax Subsidies (Except for GO Bond Subsidies)	0	14,593	0	193,149	3,614,005
Interest Expense (Governmental Providers Only)	(1,222,796)	(1,104,588)	(1,365,882)	(1,285,361)	(1,501,858)
Other Non-Operating Revenue/(Expenses)	848,222	800,373	1,160,048	1,826,766	209,434
Total Non Operating Revenue/(Expense)	<u>(90,574)</u>	<u>(21,418)</u>	<u>(45,834)</u>	<u>1,027,606</u>	<u>2,484,453</u>
Total Net Surplus/(Loss)	<u>(4,755,813)</u>	<u>\$183,603</u>	<u>\$1,607,766</u>	<u>\$1,068,159</u>	<u>\$2,396,794</u>
Operating Margin	-5.45%	0.22%	1.79%	0.05%	-0.10%
Total Profit Margin	-5.56%	0.20%	1.74%	1.23%	2.75%
EBIDA	2.70%	7.61%	9.04%	8.56%	12.78%
Cash Flow Margin	2.59%	7.57%	8.99%	9.52%	11.53%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	ASSETS			
	Budget 6/30/2021	Projected 6/30/2020	Actual 6/30/2019	Actual 6/30/2018
Current Assets				
Cash and Cash Equivalents	9,200,000	\$11,000,000	\$10,487,324	\$14,404,653
Gross Patient Accounts Receivable	18,000,000	20,650,000	24,217,308	21,199,648
Less: Bad Debt and Allowance Reserves	(9,900,000)	(11,250,000)	(11,984,053)	(9,770,080)
Net Patient Accounts Receivable	8,100,000	9,400,000	12,233,255	11,429,568
Interest Receivable	0	0	0	0
Other Receivables	1,800,000	1,800,000	1,919,165	1,957,332
Inventories	3,000,000	3,000,000	2,917,250	2,829,223
Prepaid Expenses	2,100,000	2,100,000	2,284,926	2,365,112
Due From Third Party Payers	0	0	0	0
Due From Affiliates/Related Organizations	0	0	0	0
Other Current Assets	0	0	0	0
Total Current Assets	24,200,000	27,300,000	29,841,920	32,985,887
Assets Whose Use is Limited				
Cash	40,000	40,000	19,800	12,573
Investments	0	0	0	0
Bond Reserve/Debt Retirement Fund	0	0	0	0
Trustee Held Funds - Project	3,000,000	3,000,000	3,059,212	3,034,341
Trustee Held Funds - SPT	0	0	168	3,452,951
Board Designated Funds	1,800,000	15,800,000	4,752,127	1,300,000
Other Limited Use Assets	14,900,000	14,600,000	14,635,235	8,303,935
Total Limited Use Assets	19,740,000	33,440,000	22,466,542	16,103,800
Property, Plant, and Equipment				
Land and Land Improvements	3,300,000	3,226,000	2,957,673	2,928,057
Building and Building Improvements	41,500,000	41,500,000	38,215,213	38,041,246
Equipment	115,000,000	113,000,000	110,985,975	108,303,077
Construction In Progress	500,000	200,000	762,258	1,010,882
Capitalized Interest	0	0	0	0
Gross Property, Plant, and Equipment	160,300,000	157,926,000	152,921,119	150,283,261
Less: Accumulated Depreciation	(102,500,000)	(95,709,000)	(89,195,017)	(82,058,661)
Net Property, Plant, and Equipment	57,800,000	62,217,000	63,726,102	68,224,600
Other Assets				
Unamortized Loan Costs	210,000	222,000	234,709	247,062
Assets Held for Future Use	0	0	0	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0
Other	0	0	0	0
Total Other Assets	210,000	222,000	234,709	247,062
TOTAL UNRESTRICTED ASSETS	101,950,000	123,179,000	116,269,273	117,561,349
Restricted Assets	500,000	346,000	256,963	426,203
TOTAL ASSETS	\$102,450,000	\$123,525,000	\$116,526,236	\$117,987,552

Balance Sheet - Liabilities and Net Assets**PAGE 9**
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	LIABILITIES AND FUND BALANCE			
	Budget 6/30/2021	Projected 6/30/2020	Actual 6/30/2019	Actual 6/30/2018
Current Liabilities				
Accounts Payable	\$3,000,000	\$2,500,000	\$3,176,158	\$4,934,966
Notes and Loans Payable	0	0	0	0
Accrued Payroll	900,000	900,000	1,481,176	910,902
Accrued Payroll Taxes	0	0	0	0
Accrued Benefits	1,500,000	2,500,000	2,114,225	1,702,057
Accrued Pension Expense (Current Portion)	0	0	0	0
Other Accrued Expenses	0	0	0	0
Patient Refunds Payable	0	0	0	0
Property Tax Payable	0	0	0	0
Due to Third Party Payers	0	0	0	0
Advances From Third Party Payers	0	0	0	0
Current Portion of LTD (Bonds/Mortgages)	0	0	0	1,810,631
Current Portion of LTD (Leases)	208,044	297,306	323,414	0
Other Current Liabilities	0	20,000	397,008	432,632
Total Current Liabilities	5,608,044	6,217,306	7,491,981	9,791,188
Long Term Debt				
Bonds/Mortgages Payable	28,042,000	28,100,000	28,181,654	29,726,614
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	(208,044)	(297,306)	(323,414)	(1,810,631)
Total Long Term Debt (Net of Current)	27,833,956	27,802,694	27,858,240	27,915,983
Other Long Term Liabilities				
Deferred Revenue	0	7,436,021	0	0
Accrued Pension Expense (Net of Current)	0	0	0	0
Other	650,000	470,000	747,408	1,070,720
Total Other Long Term Liabilities	650,000	7,906,021	747,408	1,070,720
TOTAL LIABILITIES	34,092,000	41,926,021	36,097,629	38,777,891
Net Assets:				
Unrestricted Fund Balance	70,554,694	79,036,257	77,035,008	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	1,959,119	1,959,119
Restricted Fund Balance	600,000	420,000	366,321	465,216
Net Revenue/(Expenses)	(4,755,813)	183,603	1,068,159	2,396,794
TOTAL NET ASSETS	68,358,000	81,598,979	80,428,607	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$102,450,000	\$123,525,000	\$116,526,236	\$117,987,552

Budgeted Key Patient Statistics

PAGE 10

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/21

STATISTICS	Budget 06/30/21	Projected 06/30/20	Budget 06/30/20	Actual 06/30/19	Actual 06/30/18
Discharges					
Acute	1,340	1,489	1,603	1,593	1,605
Total Adult Discharges	1,340	1,489	1,603	1,593	1,605
Newborn	402	447	448	45	481
Total Discharges	1,742	1,936	2,051	1,638	2,086
Patient Days:					
Acute	3,614	4,016	4,708	4,597	4,234
Total Adult Patient Days	3,614	4,016	4,708	4,597	4,234
Newborn	658	731	719	696	833
Total Patient Days	4,272	4,747	5,426	5,293	5,067
Average Length of Stay (ALOS)					
Acute	2.7	2.7	2.9	2.9	2.6
Total Adult ALOS	2.7	2.7	2.9	2.9	2.6
Newborn ALOS	1.6	1.6	1.6	15.5	1.7
Average Daily Census (ADC)					
Acute	9.9	11.0	12.9	12.6	11.6
Total Adult ADC	9.9	11.0	12.9	12.6	11.6
Newborn	1.8	2.0	2.0	1.9	2.3
Emergency Room Statistics					
ER Visits - Admitted	1,431	1,590	1,731	1,729	1,669
ER Visits - Discharged	12,848	14,275	14,543	14,517	14,692
ER - Urgent Care Visits	0	0	0	0	0
Total ER Visits	14,279	15,865	16,273	16,246	16,361
% of ER Visits Admitted	10.02%	10.02%	10.63%	10.64%	10.20%
ER Admissions as a % of Total	107.43%	107.43%	108.11%	108.81%	103.92%
Productivity Statistics:					
FTE's - Worked	428.57	424.97	438.83	407.87	398.44
FTE's - Paid	470.96	466.90	482.23	450.22	442.62
Contract Labor	4.40	6.70	6.20	6.14	8.58
Case Mix Index - Medicare	1.3921	1.3921	1.3523	1.2527	1.2976
Case Mix Index - All payers	0.8129	0.8129	0.7756	0.7597	0.8767
Outpatient Statistics:					
Total Outpatients Visits	83,793	93,103	85,406	86,909	76,842
Observation Bed Days	1,256	1,396	1,436	1,466	1,313
Clinic Visits - Primary Care	44,661	49,623	51,271	49,633	48,590
Clinic Visits - Specialty Clinics	5,548	6,164	5,914	4,864	4,953
IP Surgeries	274	304	309	292	351
OP Surgeries	1,427	1,585	1,637	1,643	1,730

Budgeted Key Patient Statistics**PAGE 11****MEMORIAL HOSPITAL OF SWEETWATER COUNTY****ROCK SPRINGS, WY****Budget for the Year Ending 06/30/21**

STATISTICS	Budget 06/30/21	Projected 06/30/20	Budget 06/30/20	Actual 06/30/19	Actual 06/30/18
Ancillary Statistics:					
Laboratory:					
Inpatient	82,265	91,405	86,871	85,233	90,499
Outpatient	370,554	411,727	401,636	405,668	393,374
Radiology					
Inpatient	1,764	1,960	1,833	2,146	2,047
Outpatient	27,861	30,957	28,345	28,839	28,458
Rehab Services (PT, OT, Speech)					
Inpatient	1,206	1,340	1,401	1,438	1,178
Outpatient	4,748	5,276	6,131	5,917	6,012
Cardiac Rehab					
Inpatient	0	0	0	0	0
Outpatient	3,174	3,527	3,338	3,377	4,115
Respiratory Therapy					
Inpatient	11,009	12,232	16,256	16,026	15,673
Outpatient	4,313	4,792	4,752	4,685	5,829
Cardiology					
Inpatient	609	677	663	613	578
Outpatient	4,636	5,151	5,481	5,562	5,642

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	CASH FLOW	
	Budget 6/30/2021	Projected 6/30/2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$4,665,239)	\$205,021
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	6,791,000	6,513,983
(Increase)/Decrease in Net Patient Accounts Receivable	1,300,000	2,833,255
(Increase)/Decrease in Other Receivables	0	119,165
(Increase)/Decrease in Inventories	0	(82,750)
(Increase)/Decrease in Pre-Paid Expenses	0	184,926
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	500,000	(676,158)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,000,000)	(195,401)
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	(20,000)	(377,008)
Net Cash Provided by Operating Activities:	2,905,761	8,525,033
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(2,374,000)	(5,004,881)
(Increase)/Decrease in Limited Use Cash and Investments	13,700,000	(10,973,458)
(Increase)/Decrease in Other Limited Use Assets	0	0
(Increase)/Decrease in Other Assets	(142,000)	(76,328)
Net Cash Used by Investing Activities	11,184,000	(16,054,667)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	31,262	(55,546)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	0	0
Net Cash Used for Financing Activities	31,262	(55,546)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(8,575,740)	965,351
Net Increase/(Decrease) in Cash	5,545,283	(6,619,829)
Cash, Beginning of Period	3,867,495	10,487,324
Cash, End of Period	\$9,412,778	\$3,867,495

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	Budget 6/30/2021	Projected 6/30/2020	Budget 6/30/2020	Actual 6/30/2019	Actual 6/30/2018
600 Medical/Surgical Nursing/OP Svcs	29.5	26.3	27.8	23.6	23.4
605 Behavioral Health	6.5	7.0	9.1	6.5	5.7
610 OB/Delivery/Nursery/LDRP	17.7	18.5	19.3	16.7	17.6
620 Intensive Care Unit	9.6	11.1	11.9	10.9	12.6
630 Surgical Services	19.8	20.7	20.8	19.6	20.6
633 Recovery Room	1.6	2.7	2.1	3.3	2.8
640 Dialysis	10.1	9.6	9.0	8.0	4.8
650 Emergency Department	20.6	24.4	22.4	24.6	24.5
660 Oncology Services	10.7	12.0	12.0	11.3	10.9
700 Laboratory	35.5	34.7	37.1	33.1	32.5
710 Radiology Diagnostic	9.1	8.2	8.2	8.8	9.2
711 Mammography	2.4	1.1	1.6	1.2	1.1
712 Ultrasound/Echo	4.3	3.0	4.5	3.7	3.3
713 Nuclear Medicine/PET	1.7	2.1	2.0	1.8	1.8
714 CT Scan	4.3	5.5	4.9	4.6	4.7
715 MRI	1.2	1.2	1.3	1.2	1.3
720 Respiratory Therapy	7.1	6.9	6.6	6.2	5.5
722 EKG and Sleep Lab	3.0	2.4	4.2	4.2	4.3
723 Cardiac Rehab	2.3	2.3	2.5	2.3	2.3
730 Physical Therapy	3.5	3.5	3.7	3.5	3.5
782 Quality/Compliance/Inf Cntrl	7.8	9.7	10.0	8.7	8.0
781 Social Worker	1.0	1.0	1.0	1.0	1.0
786 Nursing Informatics	4.0	2.9	3.0	3.0	3.0
790 Health Information Management	12.5	13.1	13.7	12.9	12.6
791 Case Management/Care Transition	4.6	4.2	4.3	5.1	4.3
800 Plant Operations/BioMed	15.5	13.0	12.7	12.5	11.7
801 Housekeeping	26.5	24.4	26.0	23.8	23.3
802 Laundry and Linen	5.5	6.3	6.5	6.4	6.3
810 Security/Emer. Mgmt	8.1	8.1	7.2	8.2	7.8
850 Materials Management	9.0	8.0	8.0	8.0	8.0
870 Dietary, Dieticians	17.5	19.0	18.9	19.0	18.1
901 Marketing	1.0	1.0	1.0	1.0	1.0
900 Administration	6.5	6.4	6.0	6.0	5.8
905 Nursing Administration	4.2	4.1	4.3	4.1	5.2
910 Information Systems	5.0	5.0	7.0	7.8	7.3
920 Human Resources	4.0	4.8	4.8	4.5	4.5
930 General Accounting	5.0	4.8	5.0	4.8	4.6
940 Patient Accounting	15.0	13.6	14.0	13.5	14.3
941 Admitting and Outpatient Registration	13.2	15.3	13.3	15.4	14.6
942 Communications	3.0	2.6	3.0	2.9	2.8
943 Central Scheduling	5.0	4.2	4.0	3.8	3.9
950 Orthopedic Clinic (no physician)	5.0	3.4	3.2	3.7	4.7
974 Primary Care Clinic (no physician)	44.4	45.0	52.3	38.0	36.5
All Other (Educ, MedStf, Volunteer, Found, Phys Rec)	7.8	6.9	7.0	6.6	7.2
Sub-Total	431.5	429.9	447.2	415.9	408.8
Physicians/PAs/Nurse Practitioners	39.5	33.3	35.0	34.4	33.8
TOTALS	471.0	463.2	482.2	450.3	442.6
Contract Labor					
Emergency Room	1.0	0.7	0.5	0.7	2.8
Med/Surg	0.0	0.0	0.0	0.0	0.0
OB/Delivery/Nursery/LDRP	0.5	0.3	0.0	0.8	0.5
Special Care Unit (ICU)	1.0	1.6	1.0	0.1	0.5
Surgical Services	1.0	1.1	1.0	2.1	2.8
Ultrasound	0.0	2.0	1.0	1.2	1.0
Laboratory	0.0	0.0	0.1	0.1	0.0
Behavioral Health	0.9	0.2	1.0	1.1	0.4
Infection Control	0.0	0.5	1.0	0.0	0.0
EKG and Sleep Lab	0.0	1.5	0.0	0.2	0.1
Oncology Services	0.0	0.0	0.0	0.0	0.1
Dialysis	0.0	0.0	0.0	0.0	0.4
Maintenance	0.0	0.0	0.1	0.0	0.0
IT	0.0	0.0	0.5	0.0	0.0
Physical Therapy	0.0	0.0	0.0	0.0	0.0
Sub-Total	4.4	8.0	6.2	6.1	8.6
Total Employed FTEs and Contract Labor	475.4	471.2	488.4	456.4	451.2

Key Financial Ratios

PAGE 14

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/21

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Budget 6/30/2021	Projected 6/30/2020	Actual 06/30/19	BB+ Credit Rating Current	BBB- Credit Rating Median	WYOMING All Hospitals (See Note 1)	National Rural <\$90M Net Rev (See Note 2)
Profitability:								
Operating Margin	↑	-5.45%	0.22%	0.05%	0.10%	0.30%	2.64%	-0.73%
Total Profit Margin	↑	-5.56%	0.20%	1.23%	0.80%	1.00%	6.11%	0.21%
Inpatient Gross Revenue Percentage		21.27%	21.61%	23.81%			36.90%	28.70%
Outpatient Gross Revenue Percentage		78.73%	78.39%	76.19%			64.10%	71.70%
Liquidity:								
Days Cash, All Sources	↑	113.68	179.62	137.21	91.30	**129	62.00	37.80
Net Days in Accounts Receivable	↓	36.38	41.16	50.46	52.40	51.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	↓	13.73	13.28	11.38	15.10	11.20	9.50	12.40
Long Term Debt to Capitalization	↓	28.94%	25.41%	25.73%	48.20%	41.60%	16.80%	10.00%
Debt Service Coverage Ratio	↑	1.35	2.84	3.31	1.80	**2.3	N/A	2.64
Productivity and Efficiency:								
Including Providers								
Paid FTE's per Adjusted Occupied Bed	↓	9.33	8.50	7.86			6.60	4.63
Salary Expense per Paid FTE		\$82,961	\$85,603	\$85,866			\$62,436	\$48,150
Excluding Providers								
Paid FTE's per Adjusted Occupied Bed	↓	8.55	7.90	7.26			6.60	4.63
Salary Expense per Paid FTE		\$56,560	\$59,567	\$53,214			\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Expense		56.06%	56.13%	54.67%			43.60%	42.40%
Total Net Revenue per FTE	↑	\$181,741	\$195,175	\$192,736			\$132,369	\$109,053
Employee Benefits %		29.68%	28.36%	25.37%			22.98%	29.27%
Supply Expense Per Adj. Discharge - CMI Adj.	↓	\$2,083	\$1,905	\$1,776			\$1,270	\$713
Inventory Ratio	↑	28.53	30.38	29.75			52.24	49.04
Other Ratios:								
Gross Days in Accounts Receivable	↓	38.80	44.49	50.05				
Net Revenue per Adjusted Discharge	↑	\$ 12,410	\$ 12,144	\$11,816				
Operating Expenses per Adj. Discharge	↓	\$ 13,086	\$ 12,117	\$11,810				

**Bond Covenant ratio is 75 Days Cash on Hand and 1.25 Debt Service Coverage

Note 1 - 2017 Ingenix report (2015 data), for all hospitals within the state regardless of size.

21 of 28 hospitals in Wyoming are Critical Access

Note 2 - 2017 Ingenix report (2015 data), for all U. S. hospitals that match this type and size.

Capital Expenditure Requests

PAGE 15

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget For The Year Ending 6/30/2021

6/30/2021

6/30/2022

6/30/2023

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	Capital Budget	Capital Budget	Capital Budget
BLOOD BANK	BLOOD BANK SYSTEM		YES	1	\$113,500	\$113,500		
BLOOD BANK	BD SERO-PLUGE		YES	1	\$5,520	\$5,520		
BLOOD BANK	HELMER SCIENTIFIC PLATEMENT INCUBATOR AND AGITATOR		YES	1	\$9,260	\$9,260		
BLOOD BANK	-80 DEGREE FREEZER		YES	1	\$8,126	\$8,126		
BLOOD BANK	ELECTRIC BLOOD BANK SYSTEM		YES	1	\$128,870		\$128,870	
CARDIAC AND PULMONARY REHAB	TELE-REHAB MONITORING SYSTEM		YES	1	\$14,788	\$14,788		
CARDIAC AND PULMONARY REHAB	NUSTEP		YES	1	\$5,050	\$5,050		
CARDIAC AND PULMONARY REHAB	RECUMBENT STATIONARY BIKE (10490)		YES	1	\$5,195	\$5,195		
CARDIAC AND PULMONARY REHAB	SCIFT REX RECUMBENT ELIPTICAL (10484)		YES	1	\$6,215	\$6,215		
CARDIAC AND PULMONARY REHAB	SCIFT UPPER BODY EXERCISER (10485)		YES	1	\$5,360	\$5,360		
CARDIAC AND PULMONARY REHAB	TREADMILL		YES	1	\$7,182	\$7,182		\$7,182
CARDIOPULMONARY	CARDIO DAY HOLTER MONITOR SYSTEM		NO	1	\$53,716	\$53,716		
CARDIOPULMONARY	MAC VU 360-EDG MACHINE		NO	1	\$23,529	\$23,529		
CARDIOPULMONARY	MUSE V9 EDO INTEGRATION		NO	1	\$37,954	\$37,954		
CARDIOPULMONARY	NATUS EEG MACHINE-DR. PAWAR REQUEST		NO	1	\$47,244	\$47,244		
CARDIOPULMONARY	EMR VENDOR FOR CADIO DAY AND EDOCS		NO	1	\$27,434		\$27,434	
CENTRAL SCHEDULING	DESKS		NO	1	\$15,531	\$15,531		
CLINIC	NFT MONITOR-OB		NO	1	\$6,500	\$6,500		
CLINIC	EMG-951		YES	1	\$34,441	\$34,441		
CLINIC	TREADMILL-OCC MED		NO	1	\$18,900	\$18,900		
CLINIC	SIGN - WALK IN AND FP		NO	1	\$10,000	\$10,000		
CLINIC	EKG - WALK IN CLINIC		NO	1	\$15,000	\$15,000		
CLINIC	PEDS-TOYS		NO	1	\$7,800	\$7,800		
DIALYSIS	DIALYSIS SPECIFIC EMR		YES	1	\$30,000		\$30,000	
DIETARY	HALO HEAT HOT FOOD TABLE		NO	1	\$6,609	\$6,609		
DIETARY	CONVEYOR BELT DISHWASHER		YES	1	\$51,482	\$51,482		
DIETARY	LARGER SALAD BAR		NO	1	\$11,051	\$11,051		
DIETARY	REFRIGERATED FOOD VENDING MACHINE		NO	1	\$5,511	\$5,511		
DIETARY	CATERING VAN-REFRIGERATED		NO	1	\$32,000	\$32,000		
EMERGENCY ROOM	VITALS CARTS AND MACHINES		NO	15	\$451		\$6,770	
FACILITIES	REPLACE S3 INCLUDING OR RENO		NO	1	\$7,121,961	\$7,121,961		
FACILITIES	REPLACE S6 INCLUDING MED IMAGING RENO		NO	1	\$4,975,824	\$4,975,824		
FACILITIES	NEW ROOF FOR COLLEGE HILL		NO	1	\$98,000	\$98,000		
FACILITIES	TUNNEL ASSESSMENT		NO	1	\$25,000	\$25,000		
FACILITIES	UNDERGROUND STORAGE TANKS		NO	1	\$400,000	\$400,000		
FACILITIES	ENGINEERING FOR GENERATOR BUILDING FIRE SUPPRESSION		NO	1	\$22,000	\$22,000		
FACILITIES	NEW PLOW TRUCK		NO	1	\$62,000	\$62,000		
FACILITIES	RESOLVE AIR PRESSURIZATION FOR LAB/PFS		NO	1	\$215,000	\$215,000		
FACILITIES	ENGINEERING FOR AMBULANCE BAY DRAINS		NO	1	\$17,000	\$17,000		
FACILITIES	SNOW REMOVAL MACHINE		NO	1	\$24,000	\$24,000		
FACILITIES	ENGINEERING FOR WINDOW WELLS		NO	1	\$10,000	\$10,000		
FACILITIES	ENGINEERING FOR EMERGENCY DIESEL GENERATORS		NO	1	\$135,000	\$135,000		

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2021			6/30/2022			6/30/2023		
						Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
FACILITIES	B-LEVEL FLOORING		NO	1	\$100,000	\$100,000								
FACILITIES	SHREDDER SYSTEM FOR AUTOCLAVED HAZ WASTE		NO	1	\$350,000	\$350,000								
FACILITIES	NEW TABLES FOR CLASSROOMS		NO	1	\$13,200	\$13,200								
FACILITIES	KITCHEN DISH ROOM		NO	1	\$130,000	\$130,000								
FACILITIES	3000 COLLEGE DRIVE ASPHALT PATCHING		YES	1	\$82,256	\$82,256								
FACILITIES	1200 COLLEGE DRIVE ASPHALT PATCHING		YES	1	\$105,867	\$105,867								
FACILITIES	REPLACE S1 INCLUDING LAUNDRY UPGRADE		NO	1	\$1,850,000			\$1,850,000						
FACILITIES	PARKING LOT REVISION		NO	1	\$344,000			\$344,000						
FISCAL SERVICES	KRONOS TIME CLOCKS		YES	5	\$2,272	\$11,360								
HIM	CDI SOFTWARE		YES	1	\$127,000			\$127,000						
HISTOLOGY	HISTOCORE BIOCUT		YES	1	\$15,663	\$15,663								
HISTOLOGY	LEICA MULTISTAINER AND COVERSLIPPER		YES	1	\$106,240	\$106,240								
HISTOLOGY	GROSSING STATION		YES	1	\$16,070	\$16,070							\$16,460	
HISTOLOGY	HISTOCORE ARCADIA H+C		YES	1									\$137,559	
HISTOLOGY	HISTOCORE SPECTRA CV + HISTOCORE SPECTRA ST WORKSTATION		YES	1									\$67,208	
HISTOLOGY	LEICA ASP300 S AUTOMATED VACUUM TISSUE PROCESSOR		YES	1									\$30,339	
HISTOLOGY	LEICA CM 1860 UV CRYOSTAT		YES	1										
IT	UPGRADE SIP TRUNKS AND VOIP ROUTERS		YES	1	\$43,462	\$43,462								
IT	AUDIO/VISUAL HARDWARE FOR HOSP CLASSROOMS		NO	1	\$150,000	\$150,000								
IT	REPLACE ALL NETWORK CLOSET SWITCHES		NO	1	\$550,000	\$550,000								
IT	EMAIL ARCHIVE HARDWARE SOLUTION		NO	1	\$100,000	\$100,000								
IT	LAPTOPS		NO	50	\$1,800	\$90,000								
IT	DESKTOP WORKSTATIONS WITH MONITORS		NO	100	\$1,600	\$160,000								
IT	ELECTRONIC HEALTH RECORD		YES	1	\$4,292,650			\$4,292,650						
IT	ARCHIVE SOLUTION FOR LEGACY SYSTEM		NO	1	\$250,000			\$250,000						
LAB	BIOFIRE		YES	2	\$22,500	\$45,000								
LAB	SYSTEMEX UF-5000		YES	1	\$75,716	\$75,716								
LAB	SYSTEMEX UF-2000		YES	1	\$99,883	\$99,883								
LAB	BD PHOENIX M50 SYSTEM		YES	1	\$67,501	\$67,501								
LAB	BRUKER MALDI TOF		YES	1	\$260,500	\$260,500								
LAB	CEPHEID GENXPERT MODULES		YES	2	\$11,465	\$22,930								
LAB	GENXPERT		YES	1	\$101,736	\$101,736								
LAB	2 DOOR CHEMISTRY REFRIGERATORS		YES	2	\$10,931	\$21,863								
LAB	CHEMISTRY FREEZER -20		YES	1	\$6,348	\$6,348								
LAB	-20 FREEZER		YES	1	\$6,125	\$6,125								
LAB	ORTHIO XT		YES	1	\$95,600	\$95,600								
LAB	PICCOLO XPRESS		YES	1	\$12,783	\$12,783								
LAB	STAGO COMPACT MAX		YES	1	\$65,676	\$65,676								
LAB	SIEMENS CHEMISTRY ANALYZER		YES	1	\$138,500	\$138,500								
LAB	SIEMENS CLINTCK ADVANUS SEMI-AUTOMATED URINE ANALYZER		YES	1	\$17,594	\$17,594								
LAB	ORTHO 5600 CHEMISTRY ANALYZER		YES	1	\$233,900	\$233,900								
LAB	SYSTEMEX XN-550		YES	1	\$64,075	\$64,075								
LAB	MICRO-OSMOMETER		YES	1										
LAB	BD AFFIRM VP11L		YES	1				\$30,714						
LAB	MICROSCOPE		YES	1				\$24,120						
LAB	REFRIGERATOR		YES	1				\$8,158						
LAB	FLUORESCENT MICROSCOPE		YES	1				\$17,460						
LAB	VITROS XT 7600		YES	2										\$396,000
LAB	SYSTEMEX XN 3100		YES	1										\$432,618
LAB	MICRO INCUBATOR		YES	1										\$9,450
LAB	BD BACTEC		YES	1										\$15,700
LAB	SYSTEMEX ALIFAX-ROLLER		YES	1										\$9,000
LAB	THERMO-FISHER BIOLOGICAL SAFETY HOOD		YES	1										\$14,710
LAB	ABL BLOOD GAS ANALYZER		YES	1										\$36,541

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	Capital Budget	Capital Budget	Capital Budget
						6/30/2021	6/30/2022	6/30/2023
MEDICAL FLOOR	PUMPS		NO	4	\$3,000	\$12,000		
MEDICAL FLOOR	ALARIS MODULES		NO	10	\$1,495	\$14,950		
MEDICAL IMAGING MRI	ENCORECTAL MRI COIL		YES	1	\$23,650	\$23,650		
MEDICAL IMAGING MRI	MERGE CASTREAM		YES	1	\$44,097	\$44,097		
MEDICAL IMAGING NUCLEAR MED	1" LEAD LINED CABINET FOR MOLYBDENUM GENERATOR		YES	1	\$27,495	\$27,495		
MEDICAL IMAGING ULTRASOUND	GENERAL/VASCULAR ULTRASOUND EQUIP ULTRASOUND A		YES	1	\$191,640	\$191,640		
MEDICAL IMAGING ULTRASOUND	GENERAL/VASCULAR ULTRASOUND EQUIP ULTRASOUND B		YES	1	\$206,238	\$206,238		
MEDICAL IMAGING	C57 SIMPLETECH SW LUC DR		YES	1	\$5,440	\$5,440		
MEDICAL IMAGING	LUMINOCUS AGILE MAX		YES	1	\$538,409	\$538,409		
MEDICAL IMAGING	YSIO MAX - DIGITAL X-RAY SYSTEM		YES	1	\$389,868	\$389,868		
MEDICAL IMAGING	HOLOGIC HORIZON-W DXA SCANNER		YES	1	\$57,155	\$57,155		
MEDICAL IMAGING	UPGRADE TO THE OS SYSTEM FOR PACS		YES	1	\$175,443	\$175,443		
MEDICAL IMAGING	INTERVENTIONAL RADIOLOGY SUITE		YES	1	\$1,275,000		\$1,275,000	
NURSING ADMIN	CARDIAC MONITORING SYSTEM		NO	1	\$1,127,413		\$1,127,413	
OB	CONVERT L&D BATHROOM WHIRPOOL TUBS TO SHOWERS		NO	1	\$142,000	\$142,000		
OUTPATIENT SERVICES	ALARIS PUMPS		NO	3	\$3,000	\$9,000		
PHARMACY	TEMP CONTROLLED CABINET		NO	1	\$8,000	\$8,000		
PATIENT FINANCIAL SERVICES	CHANGE HEALTHCARE		NO	1	\$59,422	\$59,422		
PHYSICAL THERAPY	TRACTION TABLE		YES	1	\$6,599	\$6,599		
PHYSICAL THERAPY	RECLUMBANT BIKE (5903)		YES	1	\$5,195	\$5,195		
PHYSICAL THERAPY	TREADMILL		YES	1	\$5,695	\$5,695		
PHYSICAL THERAPY	NULSTER (10591)		YES	1	\$5,050	\$5,050		
PHYSICAL THERAPY	SCFT UPPER BODY EXERCISER (10474)		YES	1	\$5,195	\$5,195		
PHYSICAL THERAPY	VECTRA GENIUS 4 CHANNEL ELECTRICAL STIMULATION & ULTRASOUND		YES	1	\$5,610	\$5,610		\$5,195
QUALITY	DATA ANALYTIC SOLUTION - REPLACE MIDAS		YES	1	\$100,000		\$	100,000
SURGERY	CONIMED POWER SYSTEM		YES	1	\$47,194	\$47,194		
SURGERY	RADIOLOGIC IMAGING SURGICAL TABLE		YES	1	\$48,213	\$48,213		
SURGERY	LUMENIS MOSES PULSED HOLOMINIUM LASER		YES	1	\$210,000	\$210,000		
SURGERY	BUFFALO FILTER SMOKE EVACUATORS		NO	1	\$15,733	\$15,733		
SURGERY	ENT NAVIGATION SYSTEM		NO	1	\$148,753	\$148,753		
SURGERY	LONG CISTO SCOPE SET - UROLOGY		NO	1	\$23,822	\$23,822		
SURGERY	OLYMPUS CYSTO SET		NO	1	\$35,886	\$35,886		
SURGERY	MINI CARM X-RAY MACHINE		NO	1	\$62,696	\$62,696		
SURGERY	DRYING CABINETS FOR ENDOSCOPES		NO	5	\$2,795	\$13,975		
SURGERY	UROLOGY TOWER		NO	1	\$31,996	\$31,996		
SURGERY	LITHOTRIPTER		NO	1	\$47,465	\$47,465		
SURGERY	NEPTUNE		NO	1	\$14,703	\$14,703		
SURGERY - CENTRAL STERILE	V-PRO MAX STERILIZER		NO	1	\$141,829	\$141,829		
SURGERY	OR OVERHEAD LIGHTS		NO	1	\$85,026		\$85,026	
SURGERY	MONITOR ROOM FOR ENDOSCOPY ROOM		NO	1	\$30,000		\$30,000	
						\$19,176,029	\$10,425,821	\$1,183,572



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY**

Operating Budget and Capital Budget

for the Fiscal Year Ending

June 30, 2021

*GROSS REVENUE AT PRE-COVID PROJECTION
RATE INCREASE 5%
NO WAGE ADJUSTMENTS*

Prepared and Submitted for Board Approval by:

TAMI LOVE

CFO

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21**

TABLE OF CONTENTS

BUDGET ASSUMPTIONS	PAGE 2
EXECUTIVE SUMMARY	PAGE 6
STATEMENT OF OPERATIONS	PAGE 7
BALANCE SHEET - ASSETS	PAGE 8
BALANCE SHEET - LIABILITIES AND NET ASSETS	PAGE 9
KEY OPERATING STATISTICS	PAGE 10
STATEMENT OF CASH FLOWS	PAGE 12
FULL TIME EQUIVALENT EMPLOYEES (FTE'S)	PAGE 13
FINANCIAL RATIOS AND BENCHMARKS	PAGE 14
CAPITAL BUDGET REQUESTS	PAGE 15

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21**

1) PATIENT DAYS:

BUDGETED AT FY 2020 PROJECTION : 4,747
FY 2019 PATIENT DAYS: 5,293
FY 2018 PATIENT DAYS: 5,067
FY 2017 PATIENT DAYS: 7,029

2) DISCHARGES:

BUDGETED AT FY 2020 PROJECTION : 1,936
FY 2019 DISCHARGES: 2,028
FY 2018 DISCHARGES: 2,086
FY 2017 DISCHARGES: 2,484

3) EMERGENCY DEPARTMENT VISITS:

BUDGETED AT FY 2020 PROJECTION: 15,865
FY 2019 ACTUAL VISITS: 16,246
FY 2018 ACTUAL VISITS: 16,361
FY 2017 ACTUAL VISITS: 16,583

4) SURGICAL PROCEDURES:

BUDGETED AT FY 2020 PROJECTION: 1,889
FY 2019 ACTUAL PROCEDURES: 1,935
FY 2018 ACTUAL PROCEDURES: 2,081
FY 2017 ACTUAL PROCEDURES: 2,198

5) OUTPATIENT VISITS:

BUDGETED AT FY 2020 PROJECTION: 93,103
FY 2019 ACTUAL VISITS: 86,909
FY 2018 ACTUAL VISITS: 76,842
FY 2017 ACTUAL VISITS: 82,497

6) CLINIC VISITS

BUDGETED AT FY 2020 PROJECTION PLUS ADJUSTED FOR FULL YEAR OF NEW PROVIDERS: 57,811
FY 2019 ACTUAL VISITS: 54,497
FY 2018 ACTUAL VISITS: 53,543
FY 2017 ACTUAL VISITS: 59,329

7) GROSS REVENUE:

1.3% INCREASE FOR NEW SERVICES AND ADJUSTED FOR FULL YEAR OF PRIOR YEAR NEW PROVIDERS
ORTHOPEDICS - DR. PEDRI
PEDIATRICS - DR. RYAN AND TAMMY WALKER, NP
NEUROLOGY - DR. PRACHI PAWAR
AESTHETICS
WALK-IN CLINIC - 6 Months

RATE INCREASE:

5% AGGREGATE RATE INCREASE
2% ROOM RATE INCREASE

FY20 RATE INCREASE: 5%
FY19 RATE INCREASE: 2%
FY18 RATE INCREASE: 5%
FY17 RATE INCREASE: 5%
FY16 RATE INCREASE: 4%
FY15 RATE INCREASE: 5%

8) PAYER MIX - INPATIENT AND OUTPATIENT:

SELF PAY 8.5% - increased .3% from prior year
MEDICARE 37.8% - Decreased 2.4% from prior year
MEDICAID 8.2% - Decreased 1% from prior year
BLUE CROSS 24.9% - Increased 2.2% from prior year
PRIVATE INSURANCE 16.6% - Decreased 1.6% from prior year

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21**

9) CONTRACTUAL ALLOWANCES:

MEDICAL ASSISTANCE BUDGETED AT 1.4%

BAD DEBT BUDGETED AT 6.3%

TOTAL DEDUCTIONS OF REVENUE ARE BUDGETED AT 51.5%

Budget increase in Bad Debt and Medical Assistance for expected increase in Self-Pay due to COVID19 pandemic

REDUCTION OF REVENUE BUDGET FY20: 48.7%

REDUCTION OF REVENUE ACTUAL FY20: 50.8%

REDUCTION OF REVENUE FY19: 49.3%

REDUCTION OF REVENUE FY18: 46.5%

REDUCTION OF REVENUE FY17: 46.5%

REDUCTION OF REVENUE FY16: 43.1%

REDUCTION OF REVENUE FY15: 42.4%

1% INCREASE IN REDUCTION OF REVENUE = \$1,888,000

COUNTY BUDGET REQUEST: TITLE 25 SUBSIDY \$273,480

10) OTHER OPERATING REVENUE:

COUNTY BUDGET REQUEST: TOTAL MAINTENANCE FUND \$1,448,215

CARES ACT FUNDS CARRIED OVER FROM FY2020 - \$1,800,000

ADDITIONAL CARES ACT FUNDS POSSIBLE BUT NOT BUDGETED

OCCUPATION MEDICINE CONTRACTS

FOUNDATION UNRESTRICTED FUNDS

CAFETERIA SALES

COLLECTION AGENCY INTEREST

11) SALARY AND WAGE

BUDGET INCLUDES NO WAGE ADJUSTMENT FOR EMPLOYEES

1% increase equates to additional expense of \$292,908

2% increase equates to additional expense of \$585,816

CURRENT FTEs: 473.7 YEAR-TO-DATE THROUGH APRIL

FY 2021 BUDGETED FTEs: 500.18

NEW PHYSICIANS/PROVIDERS:

HOSPITALIST - DR. RAO

NEUROLOGIST - DR. PRACHI PAWAR

RADIATION ONCOLOGIST - DR. JOSHUA BINKS

UROLOGIST

NEW DEPARTMENT REQUESTS: WALK-IN CLINIC - 3.5 FTEs (6 MONTHS)

VACANT POSITIONS: 21.3 FTEs

12) FRINGE BENEFITS

6% INCREASE IN TOTAL BENEFITS FOR NEW FTEs

13) CONTRACT LABOR:**TOTAL \$442,971 - DECREASE FROM FY2020 BY ~ \$480,000**

BEHAVIOR HEALTH, ICU, SURGERY, EMERGENCY ROOM AND LABOR & DELIVERY

14) OTHER PHYSICIAN FEES:**TOTAL \$2,881,570 - DECREASE FROM FY2020 BY ~ \$1,250,000**

DECREASE IN HOSPITALIST WITH NEW HIRE

DECREASE IN UROLOGY WITH NEW HIRE

DECREASE IN OBSTETRICS WITH NEW HIRE

DECREASE IN RADIATION ONCOLOGY WITH NEW HIRE

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21**

15) OTHER PURCHASED SERVICES:

CONSULTING FEES: HUNTSMAN CANCER CENTER CONSULTING: \$125,000

LEGAL FEES: \$124,000

OTHER PURCHASED SERVICES: INCREASES IN THE FOLLOWING FOR FY2021:

LABORATORY SERVICES

CANCER CENTER GENETIC TESTING

PHYSICIST FEES

16) SUPPLIES:

MED/SURG SUPPLIES: PPE STOCK UP ~ \$50,000

DRUGS: INCREASE DUE TO NEW NEUROLOGY SERVICES

BLOOD: 10% INCREASE IN BLOOD PRODUCTS AND BLOOD SERVICES DUE TO SHORTAGES

OXYGEN: BULK TANK MONTHLY RENTAL FEE INCREASING ~ \$5,000, ANNUAL INCREASE IN CYLINDERS AND NEW INTELLI-OX CYLINDERS

INCLUDES INFLATIONARY INCREASES PER INTALERE GPO CONTRACT

~2% ENVIRONMENTAL SERVICES (CLEANING SUPPLIES, LINEN, SOAP)

~3% FOOD

~1.5% LABORATORY SUPPLIES

~<1% MEDICAL SUPPLIES

~1% OFFICE SUPPLIES

~5% PHARMACY DRUGS

~1% MAINTENANCE SUPPLIES

17) CONTRACT MAINTENANCE & REPAIRS

AVERAGE 3% ANNUAL INCREASE ON EXISTING EMR SUPPORT CONTRACTS

6 MONTHS OF NEW EMR HOSTING CONTRACT - \$168,000

MICROSOFT LICENSING INCREASED \$120,000 - TRUE UP EVERY 3 YEARS FOR COMPUTER INVENTORY

NEW SUPPORT CONTRACTS ON NEW EQUIPMENT (CT, PORTABLE X-RAYS, MUSE, LAB) - \$136,000

18) OTHER OPERATING EXPENSES:

LICENSE AND TAXES: HUNTSMAN CANCER CENTER: \$50,000

EDUCATION & TRAVEL: EMPLOYEE TUITION REIMBURSEMENT: \$18,000

PHYSICIAN RECRUITMENT:

PULMONOLOGY

UROLOGY

OBSTETRICS

INCLUDES: MOVING EXPENSES

LIVING EXPENSES 6 MONTHS EACH

RECRUITMENT PLACEMENT FEES

STUDENT LOANS

CONTINUING EDUCATION

SIGN ON BONUS

19) LEASES & RENTALS:

TERMINATION HILLTOP LEASED OFFICE SPACE - STILL HAVE ONE SUITE

END OF RAD ONC CT OPERATING LEASE

20) CAPITAL BUDGET:

FY 2021 CAPITAL BUDGET RECOMMENDATION: \$3,000,000

FY 2021 TOTAL CAPITAL BUDGET REQUESTS: \$19,176,029

INCLUDES MAINTENANCE PROJECTS & EQUIPMENT: \$15,737,108 including SPT projects - Surgery and Medical Imaging remodels

MEMORIAL HOSPITAL OF SWEETWATER COUNTY**ROCK SPRINGS, WY****Budget for the Year Ending 06/30/21****21) OPERATING MARGIN:**

FY 2021 BUDGET: 1.62%
FY 2020 PROJECTION: .22%
FY2019 ACTUAL: .05%
FY 2018 ACTUAL: -.10%
BB+ BENCHMARK: -.10%
BBB- BENCHMARK: .30%

22) TOTAL MARGIN:

FY 2021 BUDGET: 1.53%
FY 2020 PROJECTION: .20%
FY2019 ACTUAL: 1.23%
FY 2018 ACTUAL: 2.75%
BB+ BENCHMARK: 2.00%
BBB- BENCHMARK: 1.00%

23) DAYS CASH ON HAND:

FY 2021 BUDGET: 150
CURRENT DAYS OF CASH ON HAND: 175
FY 2020 PROJECTION: 179.6
FY 2019 ACTUAL: 137
BB+ BENCHMARK: 108.8
BBB- BENCHMARK: 129

24) ACCOUNTS RECEIVABLE:

DAYS IN A/R BUDGETED AT : 40
FY 2020 PROJECTION: 41
FY 2019 ACTUAL: 56.68
FY 2018 ACTUAL: 50.46
FY 2017 ACTUAL: 51.45
BB+ BENCHMARK: 52.40
BBB- BENCHMARK: 51.80

25) AVERAGE AGE OF PLANT:

FY 2021 BUDGET: 13.73
FY 2020 PROJECTION: 13.28
FY2019 ACTUAL: 12.38
FY2018 ACTUAL: 9.2
BB+ BENCHMARK: 10.50
BBB- BENCHMARK: 11.50

26) DEBT SERVICE COVERAGE:

FY2021 BUDGET: 3.80
CURRENT DEBT SERVICE COVERAGE: 2.17
FY2020 PROJECTION: 2.84
FY2019 ACTUAL: 3.31
BB+ BENCHMARK: 2.5
BBB- BENCHMARK: 2.3

27) ELECTRONIC MEDICAL RECORD

AT RISK OF LOSING SUPPORT OF CURRENT SYSTEM IN NEAR FUTURE
CURRENT SYSTEM WILL NOT MEET CMS PROMOTING INTEROPERABILITY (PI) PROGRAM WHICH WILL RESULT IN PENALTIES

RECOMMENDATION: BOARD APPROVAL OF NEW EMR 1ST QUARTER FY2021
START IMPLEMENTATION IN JANUARY 2021 WITH ESTIMATED GO LIVE OF FEBRUARY 2022

OPERATING COSTS INCLUDED IN FY2021 BUDGET - \$168,000 FOR 6 MONTHS OF CLOUD HOSTING DURING IMPLEMENTATION
YEAR 1-5 CAPITAL AND OPERATING - \$9.2 MILLION
YEAR 6-10 OPERATING - \$5.9 MILLION
CURRENT SYSTEMS ANNUAL OPERATING SUPPORT EXPENSES - \$1.8 MILLION

10 YEAR PROJECTION ~ \$3.2 MILLION SAVINGS

ANNUAL SUPPORT CONTRACT FOR ONE SYSTEM VS. MULTIPLE SYSTEMS

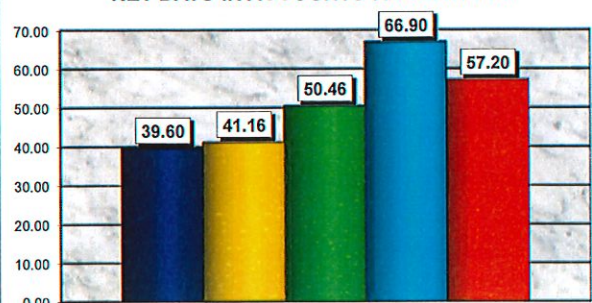
EXECUTIVE FINANCIAL SUMMARY

Budget for the Year Ending 06/30/21

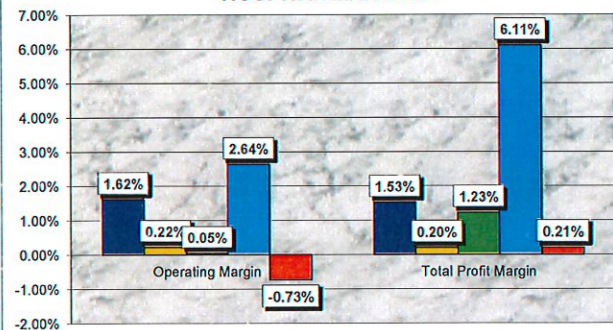
BALANCE SHEET

	Budget 6/30/2021	Projected 6/30/2020
ASSETS		
Current Assets	\$29,800,000	\$27,300,000
Assets Whose Use is Limited	25,740,000	33,440,000
Property, Plant and Equipment (Net)	65,300,000	62,217,000
Other Assets	210,000	222,000
Total Unrestricted Assets	121,050,000	123,179,000
Restricted Assets	500,000	346,000
Total Assets	\$121,550,000	\$123,525,000
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,008,044	\$6,217,306
Long-Term Debt	27,833,956	27,802,694
Other Long-Term Liabilities	650,000	7,906,021
Total Liabilities	35,492,000	41,926,021
Net Assets	86,058,000	81,598,979
Total Liabilities and Net Assets	\$121,550,000	\$123,525,000

NET DAYS IN ACCOUNTS RECEIVABLE



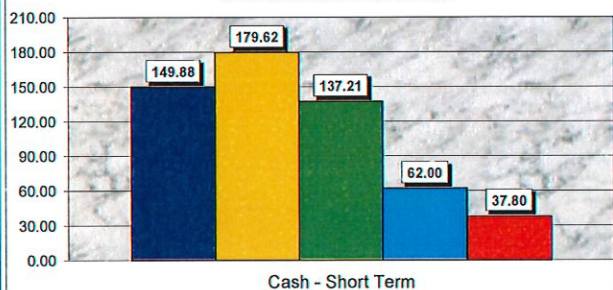
HOSPITAL MARGINS



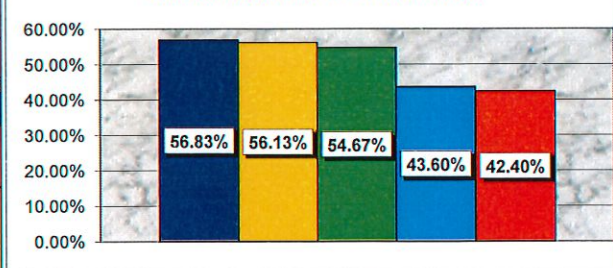
STATEMENT OF REVENUE AND EXPENSES - YTD

	Budget 6/30/2021	Projected 6/30/2020
Revenue:		
Gross Patient Revenues	\$188,126,310	\$169,421,120
Deductions From Revenue	(96,885,050)	(86,065,929)
Net Patient Revenues	91,241,260	83,355,191
Other Operating Revenue	4,322,185	7,772,123
Total Operating Revenues	95,563,445	91,127,314
Expenses:		
Salaries, Benefits & Contract Labor	53,422,160	51,038,604
Purchased Services & Physician Fees	7,800,952	8,988,807
Supply Expenses	15,118,806	14,293,691
Other Operating Expenses	10,696,457	9,886,202
Bad Debt Expense	0	0
Depreciation & Interest Expense	6,972,615	6,714,989
Total Expenses	94,010,990	90,922,293
NET OPERATING SURPLUS	1,552,455	205,021
Non-Operating Revenue/(Expenses)	(90,574)	(21,418)
TOTAL NET SURPLUS	\$1,461,881	\$183,603

DAYS CASH ON HAND



SALARY AND BENEFIT EXPENSE AS A PERCENTAGE OF NET REVENUE



Budget for Fiscal Year End	6/30/2021
Projected	6/30/2020
Prior Fiscal Year End	6/30/2019
WYOMING	All Hospitals
National Hospital Benchmark	Rural

FINANCIAL STRENGTH INDEX - 2.98

Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

KEY STATISTICS AND RATIOS - YTD		
	Budget 6/30/2021	Projected 6/30/2020
Total Acute Patient Days	4,016	4,016
Average Acute Length of Stay	2.7	2.7
Total Emergency Room Visits	15,865	15,865
Outpatient Visits	93,103	93,103
Total Surgeries	1,889	1,889
Net Revenue Change from Prior Year	4.87%	5.02%
EBIDA	8.92%	7.61%
Days Expense in Accounts Payable	24.31	
	Budget 6/30/2021	Projected 6/30/2020
Total Worked FTE's	451.12	424.97
Total Paid FTE's	495.74	466.90
Total Contract Labor	4.44	6.70

Statement of Revenue and Expense

PAGE 7

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/21

	Budget 06/30/21	Projected 06/30/20	Budget 06/30/20	Actual 06/30/19	Actual 06/30/18
Gross Patient Revenue					
Inpatient Revenue	\$36,552,139	\$33,619,418	\$38,336,580	\$35,773,430	\$34,175,110
Outpatient Revenue	131,638,594	119,053,118	118,622,645	112,470,048	107,307,650
Clinic Revenue	16,297,763	13,852,882	15,297,812	14,651,051	13,972,715
Specialty Clinic - Ortho Revenue	3,637,814	2,895,702	2,634,882	2,022,011	2,293,788
Total Gross Patient Revenue	<u>188,126,310</u>	<u>169,421,120</u>	<u>174,891,919</u>	<u>164,916,540</u>	<u>157,749,263</u>
Deductions From Revenue					
Discounts and Allowances	(82,399,324)	(73,020,503)	(72,055,471)	(67,828,387)	(62,156,442)
Bad Debt Expense (Governmental Providers Only)	(11,851,958)	(10,673,531)	(11,367,975)	(11,253,830)	(9,004,156)
Medical Assistance	(2,633,768)	(2,371,896)	(1,748,919)	(2,234,140)	(2,218,712)
Total Deductions From Revenue	<u>(96,885,050)</u>	<u>(86,065,929)</u>	<u>(85,172,365)</u>	<u>(81,316,357)</u>	<u>(73,379,310)</u>
Net Patient Revenue	<u>91,241,260</u>	<u>83,355,191</u>	<u>89,719,554</u>	<u>83,600,183</u>	<u>84,369,953</u>
Other Operating Revenue	<u>4,322,185</u>	<u>7,772,123</u>	<u>2,452,598</u>	<u>3,173,482</u>	<u>2,739,634</u>
Total Operating Revenue	<u>95,563,445</u>	<u>91,127,314</u>	<u>92,172,152</u>	<u>86,773,665</u>	<u>87,109,587</u>
Operating Expenses					
Salaries and Wages	41,228,546	39,041,214	39,969,594	37,637,273	37,359,892
Fringe Benefits	11,750,643	11,070,780	10,062,864	9,547,767	9,875,453
Contract Labor	442,971	926,610	1,018,172	1,021,278	1,432,609
Physicians Fees	2,881,570	4,131,670	3,792,061	4,011,304	3,084,279
Purchased Services	4,919,382	4,857,137	4,790,329	4,426,070	5,154,203
Supply Expense	15,118,806	14,293,691	14,118,822	13,044,020	12,811,145
Utilities	1,155,599	1,125,865	1,128,947	1,094,313	1,119,148
Repairs and Maintenance	5,715,605	5,252,369	5,065,614	4,787,481	4,421,777
Insurance Expense	524,525	635,965	625,718	750,288	738,768
All Other Operating Expenses	2,550,410	2,037,233	2,425,381	2,183,827	2,297,931
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0	0
Leases and Rentals	750,318	834,770	846,676	1,020,803	837,070
Depreciation and Amortization	6,972,615	6,714,989	6,674,374	7,208,688	8,064,970
Interest Expense (Non-Governmental Providers)	0	0	0	0	0
Total Operating Expenses	<u>94,010,990</u>	<u>90,922,293</u>	<u>90,518,552</u>	<u>86,733,112</u>	<u>87,197,246</u>
Net Operating Surplus/(Loss)	<u>1,552,455</u>	<u>205,021</u>	<u>1,653,600</u>	<u>40,553</u>	<u>(87,659)</u>
Non-Operating Revenue:					
Investment Income	284,000	268,204	160,000	293,052	162,873
Tax Subsidies (Except for GO Bond Subsidies)	0	14,593	0	193,149	3,614,005
Interest Expense (Governmental Providers Only)	(1,222,796)	(1,104,588)	(1,365,882)	(1,285,361)	(1,501,858)
Other Non-Operating Revenue/(Expenses)	848,222	800,373	1,160,048	1,826,766	209,434
Total Non Operating Revenue/(Expense)	<u>(90,574)</u>	<u>(21,418)</u>	<u>(45,834)</u>	<u>1,027,606</u>	<u>2,484,453</u>
Total Net Surplus/(Loss)	<u>\$1,461,881</u>	<u>\$183,603</u>	<u>\$1,607,766</u>	<u>\$1,068,159</u>	<u>\$2,396,794</u>
Operating Margin	1.62%	0.22%	1.79%	0.05%	-0.10%
Total Profit Margin	1.53%	0.20%	1.74%	1.23%	2.75%
EBIDA	8.92%	7.61%	9.04%	8.56%	12.78%
Cash Flow Margin	8.83%	7.57%	8.99%	9.52%	11.53%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	ASSETS			
	Budget 6/30/2021	Projected 6/30/2020	Actual 6/30/2019	Actual 6/30/2018
Current Assets				
Cash and Cash Equivalents	13,000,000	\$11,000,000	\$10,487,324	\$14,404,653
Gross Patient Accounts Receivable	22,000,000	20,650,000	24,217,308	21,199,648
Less: Bad Debt and Allowance Reserves	(12,100,000)	(11,250,000)	(11,984,053)	(9,770,080)
Net Patient Accounts Receivable	9,900,000	9,400,000	12,233,255	11,429,568
Interest Receivable	0	0	0	0
Other Receivables	1,800,000	1,800,000	1,919,165	1,957,332
Inventories	3,000,000	3,000,000	2,917,250	2,829,223
Prepaid Expenses	2,100,000	2,100,000	2,284,926	2,365,112
Due From Third Party Payers	0	0	0	0
Due From Affiliates/Related Organizations	0	0	0	0
Other Current Assets	0	0	0	0
Total Current Assets	29,800,000	27,300,000	29,841,920	32,985,887
Assets Whose Use is Limited				
Cash	40,000	40,000	19,800	12,573
Investments	0	0	0	0
Bond Reserve/Debt Retirement Fund	0	0	0	0
Trustee Held Funds - Project	3,000,000	3,000,000	3,059,212	3,034,341
Trustee Held Funds - SPT	0	0	168	3,452,951
Board Designated Funds	7,800,000	15,800,000	4,752,127	1,300,000
Other Limited Use Assets	14,900,000	14,600,000	14,635,235	8,303,935
Total Limited Use Assets	25,740,000	33,440,000	22,466,542	16,103,800
Property, Plant, and Equipment				
Land and Land Improvements	3,300,000	3,226,000	2,957,673	2,928,057
Building and Building Improvements	49,000,000	41,500,000	38,215,213	38,041,246
Equipment	115,000,000	113,000,000	110,985,975	108,303,077
Construction In Progress	500,000	200,000	762,258	1,010,882
Capitalized Interest	0	0	0	0
Gross Property, Plant, and Equipment	167,800,000	157,926,000	152,921,119	150,283,261
Less: Accumulated Depreciation	(102,500,000)	(95,709,000)	(89,195,017)	(82,058,661)
Net Property, Plant, and Equipment	65,300,000	62,217,000	63,726,102	68,224,600
Other Assets				
Unamortized Loan Costs	210,000	222,000	234,709	247,062
Assets Held for Future Use	0	0	0	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0
Other	0	0	0	0
Total Other Assets	210,000	222,000	234,709	247,062
TOTAL UNRESTRICTED ASSETS	121,050,000	123,179,000	116,269,273	117,561,349
Restricted Assets	500,000	346,000	256,963	426,203
TOTAL ASSETS	\$121,550,000	\$123,525,000	\$116,526,236	\$117,987,552

Balance Sheet - Liabilities and Net Assets

PAGE 9

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/21

	LIABILITIES AND FUND BALANCE			
	Budget 6/30/2021	Projected 6/30/2020	Actual 6/30/2019	Actual 6/30/2018
Current Liabilities				
Accounts Payable	\$3,000,000	\$2,500,000	\$3,176,158	\$4,934,966
Notes and Loans Payable	0	0	0	0
Accrued Payroll	1,300,000	900,000	1,481,176	910,902
Accrued Payroll Taxes	0	0	0	0
Accrued Benefits	2,500,000	2,500,000	2,114,225	1,702,057
Accrued Pension Expense (Current Portion)	0	0	0	0
Other Accrued Expenses	0	0	0	0
Patient Refunds Payable	0	0	0	0
Property Tax Payable	0	0	0	0
Due to Third Party Payers	0	0	0	0
Advances From Third Party Payers	0	0	0	0
Current Portion of LTD (Bonds/Mortgages)	0	0	0	1,810,631
Current Portion of LTD (Leases)	208,044	297,306	323,414	0
Other Current Liabilities	0	20,000	397,008	432,632
Total Current Liabilities	7,008,044	6,217,306	7,491,981	9,791,188
Long Term Debt				
Bonds/Mortgages Payable	28,042,000	28,100,000	28,181,654	29,726,614
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	(208,044)	(297,306)	(323,414)	(1,810,631)
Total Long Term Debt (Net of Current)	27,833,956	27,802,694	27,858,240	27,915,983
Other Long Term Liabilities				
Deferred Revenue	0	7,436,021	0	0
Accrued Pension Expense (Net of Current)	0	0	0	0
Other	650,000	470,000	747,408	1,070,720
Total Other Long Term Liabilities	650,000	7,906,021	747,408	1,070,720
TOTAL LIABILITIES	35,492,000	41,926,021	36,097,629	38,777,891
Net Assets:				
Unrestricted Fund Balance	82,037,000	79,036,257	77,035,008	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	1,959,119	1,959,119
Restricted Fund Balance	600,000	420,000	366,321	465,216
Net Revenue/(Expenses)	1,461,881	183,603	1,068,159	2,396,794
TOTAL NET ASSETS	86,058,000	81,598,979	80,428,607	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$121,550,000	\$123,525,000	\$116,526,236	\$117,987,552

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/21

STATISTICS	Budget 06/30/21	Projected 06/30/20	Budget 06/30/20	Actual 06/30/19	Actual 06/30/18
Discharges					
Acute	1,489	1,489	1,603	1,593	1,605
Total Adult Discharges	1,489	1,489	1,603	1,593	1,605
Newborn	447	447	448	45	481
Total Discharges	1,936	1,936	2,051	1,638	2,086
Patient Days:					
Acute	4,016	4,016	4,708	4,597	4,234
Total Adult Patient Days	4,016	4,016	4,708	4,597	4,234
Newborn	731	731	719	696	833
Total Patient Days	4,747	4,747	5,426	5,293	5,067
Average Length of Stay (ALOS)					
Acute	2.7	2.7	2.9	2.9	2.6
Total Adult ALOS	2.7	2.7	2.9	2.9	2.6
Newborn ALOS	1.6	1.6	1.6	15.5	1.7
Average Daily Census (ADC)					
Acute	11.0	11.0	12.9	12.6	11.6
Total Adult ADC	11.0	11.0	12.9	12.6	11.6
Newborn	2.0	2.0	2.0	1.9	2.3
Emergency Room Statistics					
ER Visits - Admitted	1,590	1,590	1,731	1,729	1,669
ER Visits - Discharged	14,275	14,275	14,543	14,517	14,692
ER - Urgent Care Visits	0	0	0	0	0
Total ER Visits	15,865	15,865	16,273	16,246	16,361
% of ER Visits Admitted	10.02%	10.02%	10.63%	10.64%	10.20%
ER Admissions as a % of Total	107.43%	107.43%	108.11%	108.81%	103.92%
Productivity Statistics:					
FTE's - Worked	451.12	424.97	438.83	407.87	398.44
FTE's - Paid	495.74	466.90	482.23	450.22	442.62
Contract Labor	4.44	6.70	6.20	6.14	8.58
Case Mix Index - Medicare	1.3921	1.3921	1.3523	1.2527	1.2976
Case Mix Index - All payers	0.8129	0.8129	0.7756	0.7597	0.8767
Outpatient Statistics:					
Total Outpatients Visits	93,103	93,103	85,406	86,909	76,842
Observation Bed Days	1,396	1,396	1,436	1,466	1,313
Clinic Visits - Primary Care	50,899	49,623	51,271	49,633	48,590
Clinic Visits - Specialty Clinics	6,912	6,164	5,914	4,864	4,953
IP Surgeries	304	304	309	292	351
OP Surgeries	1,585	1,585	1,637	1,643	1,730

Budgeted Key Patient Statistics**PAGE 11****MEMORIAL HOSPITAL OF SWEETWATER COUNTY****ROCK SPRINGS, WY****Budget for the Year Ending 06/30/21**

STATISTICS	Budget 06/30/21	Projected 06/30/20	Budget 06/30/20	Actual 06/30/19	Actual 06/30/18
Ancillary Statistics:					
Laboratory:					
Inpatient	91,405	91,405	86,871	85,233	90,499
Outpatient	411,727	411,727	401,636	405,668	393,374
Radiology					
Inpatient	1,960	1,960	1,833	2,146	2,047
Outpatient	30,957	30,957	28,345	28,839	28,458
Rehab Services (PT, OT, Speech)					
Inpatient	1,340	1,340	1,401	1,438	1,178
Outpatient	5,276	5,276	6,131	5,917	6,012
Cardiac Rehab					
Inpatient	0	0	0	0	0
Outpatient	3,527	3,527	3,338	3,377	4,115
Respiratory Therapy					
Inpatient	12,232	12,232	16,256	16,026	15,673
Outpatient	4,792	4,792	4,752	4,685	5,829
Cardiology					
Inpatient	677	677	663	613	578
Outpatient	5,151	5,151	5,481	5,562	5,642

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	CASH FLOW	
	Budget 6/30/2021	Projected 6/30/2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$1,552,455	\$205,021
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	6,791,000	6,513,983
(Increase)/Decrease in Net Patient Accounts Receivable	(500,000)	2,833,255
(Increase)/Decrease in Other Receivables	0	119,165
(Increase)/Decrease in Inventories	0	(82,750)
(Increase)/Decrease in Pre-Paid Expenses	0	184,926
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	500,000	(676,158)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	400,000	(195,401)
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	(20,000)	(377,008)
Net Cash Provided by Operating Activities:	8,723,455	8,525,033
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(9,874,000)	(5,004,881)
(Increase)/Decrease in Limited Use Cash and Investments	7,700,000	(10,973,458)
(Increase)/Decrease in Other Limited Use Assets	0	0
(Increase)/Decrease in Other Assets	(142,000)	(76,328)
Net Cash Used by Investing Activities	(2,316,000)	(16,054,667)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	31,262	(55,546)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	0	0
Net Cash Used for Financing Activities	31,262	(55,546)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	2,906,566	965,351
Net Increase/(Decrease) in Cash	9,345,283	(6,619,829)
Cash, Beginning of Period	3,867,495	10,487,324
Cash, End of Period	\$13,212,778	\$3,867,495

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/21

	Budget 6/30/2021	Projected 6/30/2020	Budget 6/30/2020	Actual 6/30/2019	Actual 6/30/2018
600 Medical/Surgical Nursing/OP Svcs	30.4	24.9	27.8	23.6	23.4
605 Behavioral Health	6.5	6.1	9.1	6.5	5.7
610 OB/Delivery/Nursery/LDRP	17.7	18.2	19.3	16.7	17.6
620 Intensive Care Unit	11.4	10.8	11.9	10.9	12.6
630 Surgical Services	19.8	19.6	20.8	19.6	20.6
633 Recovery Room	2.1	2.8	2.1	3.3	2.8
640 Dialysis	11.1	9.7	9.0	8.0	4.8
650 Emergency Department	22.4	23.2	22.4	24.6	24.5
660 Oncology Services	11.7	11.9	12.0	11.3	10.9
700 Laboratory	37.0	35.5	37.1	33.1	32.5
710 Radiology Diagnostic	9.2	8.1	8.2	8.8	9.2
711 Mammography	2.4	1.5	1.6	1.2	1.1
712 Ultrasound/Echo	5.3	2.3	4.5	3.7	3.3
713 Nuclear Medicine/PET	1.7	2.0	2.0	1.8	1.8
714 CT Scan	4.3	5.5	4.9	4.6	4.7
715 MRI	1.2	1.2	1.3	1.2	1.3
720 Respiratory Therapy	7.4	5.6	6.6	6.2	5.5
722 EKG and Sleep Lab	3.7	2.3	4.2	4.2	4.3
723 Cardiac Rehab	2.3	2.3	2.5	2.3	2.3
730 Physical Therapy	3.5	3.5	3.7	3.5	3.5
782 Quality/Compliance/Inf Cntrl	7.8	9.0	10.0	8.7	8.0
781 Social Worker	1.0	1.0	1.0	1.0	1.0
786 Nursing Informatics	4.0	3.1	3.0	3.0	3.0
790 Health Information Management	12.5	12.9	13.7	12.9	12.6
791 Case Management/Care Transition	4.6	3.9	4.3	5.1	4.3
800 Plant Operations/BioMed	15.5	13.7	12.7	12.5	11.7
801 Housekeeping	26.5	24.7	26.0	23.8	23.3
802 Laundry and Linen	6.5	6.3	6.5	6.4	6.3
810 Security/Emer. Mgmt	8.1	12.2	7.2	8.2	7.8
850 Materials Management	9.0	8.0	8.0	8.0	8.0
870 Dietary, Dieticians	18.2	18.7	18.9	19.0	18.1
901 Marketing	1.0	1.0	1.0	1.0	1.0
900 Administration	6.5	6.5	6.0	6.0	5.8
905 Nursing Administration	4.2	4.1	4.3	4.1	5.2
910 Information Systems	6.0	5.0	7.0	7.8	7.3
920 Human Resources	4.0	4.5	4.8	4.5	4.5
930 General Accounting	5.0	4.7	5.0	4.8	4.6
940 Patient Accounting	17.0	14.0	14.0	13.5	14.3
941 Admitting and Outpatient Registration	13.2	14.9	13.3	15.4	14.6
942 Communications	3.0	2.5	3.0	2.9	2.8
943 Central Scheduling	5.0	4.5	4.0	3.8	3.9
950 Orthopedic Clinic (no physician)	5.0	3.3	3.2	3.7	4.7
974 Primary Care Clinic (no physician)	53.9	46.2	52.3	38.0	36.5
All Other (Educ, MedStf, Volunteer, Found, Phys Rec)	7.8	7.5	7.0	6.6	7.2
Sub-Total	456.3	428.8	447.2	415.9	408.8
Physicians/PAs/Nurse Practitioners	39.5	38.2	35.0	34.4	33.8
TOTALS	495.7	466.9	482.2	450.3	442.6
Contract Labor					
Emergency Room	1.0	0.8	0.5	0.7	2.8
Med/Surg	0.0	0.0	0.0	0.0	0.0
OB/Delivery/Nursery/LDRP	0.5	0.5	0.0	0.8	0.5
Special Care Unit (ICU)	1.0	1.1	1.0	0.1	0.5
Surgical Services	1.0	0.7	1.0	2.1	2.8
Ultrasound	0.0	1.5	1.0	1.2	1.0
Laboratory	0.0	0.0	0.1	0.1	0.0
Behavioral Health	0.9	0.5	1.0	1.1	0.4
Infection Control	0.0	0.3	1.0	0.0	0.0
EKG and Sleep Lab	0.0	1.4	0.0	0.2	0.1
Oncology Services	0.0	0.0	0.0	0.0	0.1
Dialysis	0.0	0.0	0.0	0.0	0.4
Maintenance	0.0	0.0	0.1	0.0	0.0
IT	0.0	0.0	0.5	0.0	0.0
Physical Therapy	0.0	0.0	0.0	0.0	0.0
Sub-Total	4.4	6.8	6.2	6.1	8.6
Total Employed FTEs and Contract Labor	500.18	473.7	488.4	456.4	451.2

Key Financial Ratios

PAGE 14

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/21

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Budget 6/30/2021	Projected 6/30/2020	Actual 06/30/19	BB+ Credit Rating Current	BBB- Credit Rating Median	WYOMING All Hospitals (See Note 1)	National Rural <\$90M Net Rev (See Note 2)
Profitability:								
Operating Margin	↑	1.62%	0.22%	0.05%	-0.10%	0.30%	2.64%	-0.73%
Total Profit Margin	↑	1.53%	0.20%	1.23%	2.00%	1.00%	6.11%	0.21%
Inpatient Gross Revenue Percentage		21.27%	21.61%	23.81%			36.90%	28.70%
Outpatient Gross Revenue Percentage		78.73%	78.39%	76.19%			64.10%	71.70%
Liquidity:								
Days Cash, All Sources	↑	149.88	179.62	137.21	108.80	**129	62.00	37.80
Net Days in Accounts Receivable	↓	39.60	41.16	50.46	52.40	51.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	↓	13.73	13.28	11.38	10.50	11.20	9.50	12.40
Long Term Debt to Capitalization	↓	24.44%	25.41%	25.73%	45.60%	41.60%	16.80%	10.00%
Debt Service Coverage Ratio	↑	3.80	2.84	3.31	2.50	**2.3	N/A	2.64
Productivity and Efficiency:								
Including Providers								
Paid FTE's per Adjusted Occupied Bed	↓	8.83	8.54	7.86			6.60	4.63
Salary Expense per Paid FTE		\$84,059	\$85,603	\$85,866			\$62,436	\$48,150
Excluding Providers								
Paid FTE's per Adjusted Occupied Bed	↓	8.14	7.85	7.26			6.60	4.63
Salary Expense per Paid FTE		\$59,161	\$59,891	\$53,214			\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Expense		56.83%	56.13%	54.67%			43.60%	42.40%
Total Net Revenue per FTE	↑	\$192,769	\$195,175	\$192,736			\$132,369	\$109,053
Employee Benefits %		28.50%	28.36%	25.37%			22.98%	29.27%
Supply Expense Per Adj. Discharge - CMI Adj.	↓	\$1,973	\$1,905	\$1,776			\$1,270	\$713
Inventory Ratio	↑	31.85	30.38	29.75			52.24	49.04
Other Ratios:								
Gross Days in Accounts Receivable	↓	42.68	44.49	50.05				
Net Revenue per Adjusted Discharge	↑	\$ 12,470	\$ 12,144	\$11,816				
Operating Expenses per Adj. Discharge	↓	\$ 12,267	\$ 12,117	\$11,810				

**Bond Covenant ratio is 75 Days Cash on Hand and 1.25 Debt Service Coverage

Note 1 - 2017 Ingenix report (2015 data), for all hospitals within the state regardless of size.

21 of 28 hospitals in Wyoming are Critical Access

Note 2 - 2017 Ingenix report (2015 data), for all U. S. hospitals that match this type and size.

Capital Expenditure Requests

PAGE 15

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget For The Year Ending 6/30/2021

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2021			6/30/2022			6/30/2023		
						Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
BLOOD BANK	BLOOD BANK SYSTEM		YES	1	\$113,500	\$113,500								
BLOOD BANK	BD SERO-FUGE		YES	1	\$5,520	\$5,520								
BLOOD BANK	HELMER SCIENTIFIC PLATEMENT INCUBATOR AND AGITATOR		YES	1	\$9,260	\$9,260								
BLOOD BANK	-80 DEGREE FREEZER		YES	1	\$8,126	\$8,126								
BLOOD BANK	ELECTROIC BLOOD BANK SYSTEM		YES	1	\$128,870				\$128,870					
CARDIAC AND PULMONARY REHAB	TELE-REHAB MONITORING SYSTEM		YES	1	\$14,788	\$14,788								
CARDIAC AND PULMONARY REHAB	NUTEP		YES	1	\$5,050	\$5,050			\$5,050					
CARDIAC AND PULMONARY REHAB	RECUMBENT STATIONARY BIKE (10490)		YES	1	\$5,195	\$5,195			\$5,195					
CARDIAC AND PULMONARY REHAB	SCIFT REX RECUMBENT ELIPTICAL (10484)		YES	1	\$6,215	\$6,215			\$6,215					
CARDIAC AND PULMONARY REHAB	SCIFT UPPER BODY EXERCISER (10485)		YES	1	\$5,360	\$5,360			\$5,360					
CARDIAC AND PULMONARY REHAB	TREADMILL		YES	1	\$7,182	\$7,182						\$7,182		
CARDIOPULMONARY	CARDIO DAY HOLTER MONITOR SYSTEM		NO	1	\$53,716	\$53,716								
CARDIOPULMONARY	MAC VU 360-EDG MACHINE		NO	1	\$23,529	\$23,529								
CARDIOPULMONARY	MUSE V9 EDO INTEGRATION		NO	1	\$37,954	\$37,954								
CARDIOPULMONARY	NATUS EEG MACHINE-DR. PAWAR REQUEST		NO	1	\$47,244	\$47,244								
CARDIOPULMONARY	EMR VENDOR FOR CADIO DAY AND EDCS		NO	1	\$27,434				\$27,434					
CENTRAL SCHEDULING	DESKS		NO	1	\$15,531	\$15,531								
CLINIC	NFT MONITOR-OB		NO	1	\$6,500	\$6,500								
CLINIC	EMG-951		YES	1	\$34,441	\$34,441								
CLINIC	TREADMILL-OCC MED		NO	1	\$18,900	\$18,900								
CLINIC	SIGN - WALK IN AND FP		NO	1	\$10,000	\$10,000								
CLINIC	EKG - WALK IN CLINIC		NO	1	\$15,000	\$15,000								
CLINIC	PEDS-TOYS		NO	1	\$7,800	\$7,800								
DIALYSIS	DIALYSIS SPECIFIC EMR		YES	1	\$30,000				\$30,000					
DIETARY	HALO HEAT HOT FOOD TABLE		NO	1	\$6,609	\$6,609								
DIETARY	CONVERTOR BELT DISHWASHER		YES	1	\$51,482	\$51,482								
DIETARY	LARGER SALAD BAR		NO	1	\$11,051	\$11,051								
DIETARY	REFRIGERATED FOOD VENDING MACHINE		NO	1	\$5,511	\$5,511								
DIETARY	CATERING VAN-REFRIGERATED		NO	1	\$32,000	\$32,000								
EMERGENCY ROOM	VITALS CARTS AND MACHINES		NO	15	\$451	\$6,770								
FACILITIES	REPLACE S3 INCLUDING OR RENO		NO	1	\$7,121,961	\$7,121,961								
FACILITIES	REPLACE S6 INCLUDING MED IMAGING RENO		NO	1	\$4,975,824	\$4,975,824								
FACILITIES	NEW ROOF FOR COLLEGE HILL		NO	1	\$98,000	\$98,000								
FACILITIES	TUNNEL ASSESSMENT		NO	1	\$25,000	\$25,000								
FACILITIES	UNDERGROUND STORAGE TANKS		NO	1	\$400,000	\$400,000								
FACILITIES	ENGINEERING FOR GENERATOR BUIDING FIRE SUPRESSION		NO	1	\$22,000	\$22,000								
FACILITIES	NEW PLOW TRUCK		NO	1	\$62,000	\$62,000								
FACILITIES	RESOLVE AIR PRESSURIZATION FOR LAB/PFS		NO	1	\$215,000	\$215,000								
FACILITIES	ENGINEERING FOR AMBULANCE BAY DRAINS		NO	1	\$17,000	\$17,000								
FACILITIES	SNOW REMOVAL MACHINE		NO	1	\$24,000	\$24,000								
FACILITIES	ENGINEERING FOR WINDOW WELLS		NO	1	\$10,000	\$10,000								
FACILITIES	ENGINEERING FOR EMERGENCY DIESEL GENERATORS		NO	1	\$135,000	\$135,000								

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2021			6/30/2022			6/30/2023		
						Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
FACILITIES	B-LEVEL FLOORING		NO	1	\$100,000	\$100,000								
FACILITIES	SHREDDER SYSTEM FOR AUTOCLAVED HAZ WASTE		NO	1	\$350,000	\$350,000								
FACILITIES	NEW TABLES FOR CLASSROOMS		NO	1	\$13,200	\$13,200								
FACILITIES	KITCHEN DISH ROOM		NO	1	\$130,000	\$130,000								
FACILITIES	3000 COLLEGE DRIVE ASPHALT PATCHING		YES	1	\$82,256	\$82,256								
FACILITIES	1200 COLLEGE DRIVE ASPHALT PATCHING		YES	1	\$105,867	\$105,867								
FACILITIES	REPLACE S1 INCLUDING LAUNDRY UPGRADE		NO	1	\$1,850,000			\$1,850,000						
FACILITIES	PARKING LOT REVISION		NO	1	\$344,000			\$344,000						
FISCAL SERVICES	KRONOS TIME CLOCKS		YES	5	\$2,272	\$11,360								
HIM	CDI SOFTWARE		YES	1	\$127,000			\$127,000						
HISTOLOGY	HOSTCORE BIOCLUT		YES	1	\$15,663	\$15,663								
HISTOLOGY	LEICA MULTISTAINER AND COVERSLEPPER		YES	1	\$106,240	\$106,240								
HISTOLOGY	GROSSING STATION		YES	1	\$16,070	\$16,070								
HISTOLOGY	HISTOCORE ARCADIA H+C		YES	1								\$16,460		
HISTOLOGY	HISTOCORE SPECTRA CV + HISTOCORE SPECTRA ST WORKSTATION		YES	1								\$137,559		
HISTOLOGY	LEICA ASP900 S AUTOMATED VACUUM TISSUE PROCESSOR		YES	1								\$67,208		
HISTOLOGY	LEICA CM 1860 UV CRYOSTAT		YES	1								\$30,339		
IT	UPGRADE SIP TRUNKS AND VOIP ROUTERS		YES	1	\$43,462	\$43,462								
IT	AUDIO/VISUAL HARDWARE FOR HOSP CLASSROOMS		NO	1	\$150,000	\$150,000								
IT	REPLACE ALL NETWORK CLOSET SWITCHES		NO	1	\$550,000	\$550,000								
IT	EMAIL ARCHIVE HARDWARE SOLUTION		NO	1	\$100,000	\$100,000								
IT	LAPTOPS		NO	50	\$1,800	\$90,000								
IT	DESKTOP WORKSTATIONS WITH MONITORS		NO	100	\$1,600	\$160,000								
IT	ELECTRONIC HEALTH RECORD		YES	1	\$4,292,650			\$4,292,650						
IT	ARCHIVE SOLUTION FOR LEGACY SYSTEM		NO	1	\$250,000			\$250,000						
LAB	BIOFIRE		YES	2	\$22,500	\$45,000								
LAB	SYSTEMEX UF-5000		YES	1	\$75,716	\$75,716								
LAB	SYSTEMEX UF-2000		YES	1	\$99,883	\$99,883								
LAB	BD PHOENIX M50 SYSTEM		YES	1	\$67,501	\$67,501								
LAB	BRUKER MALDI TOF		YES	1	\$260,500	\$260,500								
LAB	CEPHEID GENXPERT MODULES		YES	2	\$11,465	\$22,930								
LAB	GENXPERT		YES	1	\$101,736	\$101,736								
LAB	2 DOOR CHEMISTRY REFRIGERATORS		YES	2	\$10,931	\$21,863								
LAB	CHEMISTRY FREEZER -20		YES	1	\$6,348	\$6,348								
LAB	-20 FREEZER		YES	1	\$6,125	\$6,125								
LAB	ORTHO XT		YES	1	\$95,600	\$95,600								
LAB	PICOLO XPRESS		YES	1	\$12,783	\$12,783								
LAB	STAGO COMPACT MAX		YES	1	\$65,676	\$65,676								
LAB	SIEMENS CHEMISTRY ANALYZER		YES	1	\$138,500	\$138,500								
LAB	SIEMENS CLINTEK ADVANUS SEMI-AUTOMATED URINE ANALYZER		YES	1	\$17,594	\$17,594								
LAB	ORTHO 5600 CHEMISTRY ANALYZER		YES	1	\$233,900	\$233,900								
LAB	SYSTEMEX XN-550		YES	1	\$64,075	\$64,075								
LAB	MICRO-OSMOMETER		YES	1				\$30,714						
LAB	BD AFFIRM VP1L		YES	1				\$24,120						
LAB	MICROSCOPE		YES	1				\$8,158						
LAB	REFRIGERATOR		YES	1				\$5,963						
LAB	FLUORESCENT MICROSCOPE		YES	1				\$17,460						
LAB	VITROS XT 7600		YES	2										
LAB	SYSTEMEX XN 3100		YES	1										
LAB	MICRO INCUBATOR		YES	1										
LAB	BD BACTEC		YES	1										
LAB	SYSTEMEX ALIFAX-ROLLER		YES	1										
LAB	THERMO-FISHER BIOLOGICAL SAFETY HOOD		YES	1										
LAB	ABL BLOOD GAS ANALYZER		YES	1										

Department		Requested Item		Priority	Quote	Number of Units	Unit Cost	Capital Budget	Capital Budget	Capital Budget
MEDICAL FLOOR		PUMPS						6/30/2021	6/30/2022	6/30/2023
MEDICAL FLOOR		ALARIS MODULES								
				NO		4	\$3,000	\$12,000		
				NO		10	\$1,495	\$14,950		
MEDICAL IMAGING MRI		ENOCRECTAL MRI COIL								
MEDICAL IMAGING MRI		MERGE CASTREAM		YES		1	\$23,650	\$23,650		
MEDICAL IMAGING NUCLEAR MED		1" LEAD LINED CABINET FOR MOLYBDENUM GENERATOR		YES		1	\$44,097	\$44,097		
MEDICAL IMAGING ULTRASOUND		GENERAL/VASCULAR ULTRASOUND EQUIP ULTRASOUND A		YES		1	\$27,495	\$27,495		
MEDICAL IMAGING ULTRASOUND		GENERAL/VASCULAR ULTRASOUND EQUIP ULTRASOUND B		YES		1	\$191,640	\$191,640		
MEDICAL IMAGING		C57 SIMPECHECK SW LIC DR		YES		1	\$206,238	\$206,238		
MEDICAL IMAGING		VISO MAX - DIGITAL X-RAY SYSTEM		YES		1	\$5,440	\$5,440		
MEDICAL IMAGING		Hologic Horizon-W DXA Scanner		YES		1	\$389,868	\$389,868		
MEDICAL IMAGING		UPGRADE TO THE OS SYSTEM FOR PACS		YES		1	\$57,155	\$57,155		
MEDICAL IMAGING		INTERVENTIONAL RADIOLOGY SUITE		YES		1	\$175,443	\$175,443		
								\$1,275,000		
NURSING ADMIN		CARDIAC MONITORING SYSTEM		NO		1	\$1,127,413		\$1,127,413	
OB		CONVERT L&D BATHROOM WHIRPOOL TUBS TO SHOWERS		NO		1	\$142,000	\$142,000		
OUTPATIENT SERVICES		ALARIS PUMPS		NO		3	\$3,000	\$9,000		
PHARMACY		TEMP CONTROLLED CABINET		NO		1	\$8,000	\$8,000		
PATIENT FINANCIAL SERVICES		CHANGE HEALTHCARE		NO		1	\$59,422	\$59,422		
PHYSICAL THERAPY		TRACTION TABLE		YES		1	\$6,599	\$6,599		
PHYSICAL THERAPY		RECLUMBANT BIKE (5903)		YES		1	\$5,195	\$5,195		
PHYSICAL THERAPY		TREADMILL		YES		1	\$5,695	\$5,695		
PHYSICAL THERAPY		NUSTEP (10591)		YES		1	\$5,050	\$5,050		
PHYSICAL THERAPY		SCFT UPPER BODY EXERCISER (10474)		YES		1	\$5,195	\$5,195		
PHYSICAL THERAPY		VECTRA GENIUS 4 CHANNEL ELECTRICAL STIMULATION & ULTRASOUND		YES		1	\$5,610	\$5,610		
QUALITY		DATA ANALYTIC SOLUTION - REPLACE MIDAS		YES		1	\$100,000		\$	100,000
SURGERY		CONMED POWER SYSTEM		YES		1	\$47,194	\$47,194		
SURGERY		RADIOLOGENT IMAGING SURGICAL TABLE		YES		1	\$48,213	\$48,213		
SURGERY		LUMENIS MOSES PULSED HOLMIUM LASER		YES		1	\$210,000	\$210,000		
SURGERY		BUFFALO FILTER SMOKE EVACUATORS		NO		1	\$15,733	\$15,733		
SURGERY		ENT NAVIGATION SYSTEM		NO		1	\$148,753	\$148,753		
SURGERY		LONG CISTO SCOPE SET - UROLOGY		NO		1	\$23,822	\$23,822		
SURGERY		OLYMPUS CISTO SET		NO		1	\$35,886	\$35,886		
SURGERY		MINI CARM X-RAY MACHINE		NO		1	\$62,696	\$62,696		
SURGERY		DRIVING CABINETS FOR ENDOSCOPES		NO		5	\$2,795	\$13,975		
SURGERY		UROLOGY TOWER		NO		1	\$31,996	\$31,996		
SURGERY		LITHOTRIPTER		NO		1	\$47,465	\$47,465		
SURGERY		NEPTUNE		NO		1	\$14,703	\$14,703		
SURGERY - CENTRAL STERILE		V-PRO MAX STERILIZER		NO		1	\$141,829	\$141,829		
SURGERY		OR OVERHEAD LIGHTS		NO		1	\$85,026	\$85,026		
SURGERY		MONITOR BOOM FOR ENDOSCOPY ROOM		NO		1	\$30,000	\$30,000		
								\$19,176,029	\$10,425,821	\$1,183,572