

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF TRUSTEES**

June 1, 2022

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 837 1771 8814

Password: 829901

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Our Mission and Vision](#) Marty Kelsey
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Action)* Taylor Jones
- III. [Minutes](#) *(For Action)* Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. [Threshold Criteria](#) *(For Action)* Kerry Downs, *Director of Medical Staff Services*
 - B. [Introductory and Probationary Period Policy](#) *(For Action)* Suzan Campbell, *In House Counsel*
- VI. New Business *(Review and Questions/Comments)* Taylor Jones
 - A. [Spending Authority Matrix](#) *(For Review)* Suzan Campbell
 - B. [Performance Improvement and Patient Safety \(PIPS\) Plan](#) *(For Review)* Kara Jackson,
Director of Quality, Accreditation, Patient Safety, & Risk
 - C. [FY 2023 PIPS Priorities](#) *(For Review)* Kara Jackson
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
 - A. [Quality Committee](#) Barbara Sowada
 - B. [Human Resources Committee](#) Barbara Sowada
 - C. [Finance & Audit Committee](#) Ed Tardoni
 - 1. [Capital Expenditure](#) *(For Action)*
 - 2. Bad Debt *(For Action)*
[May Committee Meeting Information](#)
 - D. [Building & Grounds Committee](#) Marty Kelsey
 - E. Foundation Board Taylor Jones
 - F. [Compliance Committee](#) Marty Kelsey
 - G. [Governance Committee](#) Taylor Jones
 - H. Executive Oversight and Compensation Committee Taylor Jones
 - I. Joint Conference Committee Taylor Jones
- IX. Contract Review Suzan Campbell
 - A. Contract Consent Agenda *(For Action)*
 - 1. [WyoRadio](#)

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- | | |
|---|--|
| X. Board Education | Barbara Sowada |
| XI. Medical Staff Report | Dr. Brianne Crofts, <i>Medical Staff President</i> |
| XII. Good of the Order | Taylor Jones |
| XIII. Executive Session (W.S. §16-4-405(a)(ix)) | Taylor Jones |
| XIV. Action Following Executive Session | Taylor Jones |
| XV. Adjourn | Taylor Jones |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

*To be our community's trusted
healthcare leader.*

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

**MINUTES FROM THE REGULAR MEETING
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
BOARD OF TRUSTEES**

May 4, 2022

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on May 4, 2022, at 2:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

Mr. Jones called the meeting to order and announced there was a quorum. The following Trustees were present online at the call to order: Mr. Taylor Jones, Mr. Marty Kelsey, Ms. Kandi Pendleton, Dr. Barbara Sowada, and Mr. Ed Tardoni.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Dr. Brianne Crofts, Medical Staff President; Mr. Geoff Phillips, Legal Counsel.

Pledge of Allegiance

Mr. Jones led the attendees in the Pledge of Allegiance.

Our Mission and Vision

Ms. Pendleton read aloud the mission and vision statements.

Mission Moment

Ms. Richardson read aloud a message shared with her by Ms. Karali Plonsky, Quality Analyst, taken from Press Ganey patient survey comments regarding a recent Emergency Department visit.

AGENDA

The motion to approve the agenda was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the April 6, 2022, regular meeting as presented was made by Ms. Pendleton; second by Dr. Sowada. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

There was no old business.

NEW BUSINESS

Threshold Criteria

Ms. Kerry Downs, Director of Medical Staff Services, said the reason for the revision is so it matches the new bylaws.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson reported we went live with Cerner April 18. She thanked staff and department leaders who worked very hard to make it a very successful go-live. We are well on our way to making this an excellent conversion and this will be excellent for our patients. Ms. Richardson said budget work continues. Our budget was presented to the Board of County Commissioners. The Foundation Board conducted a successful retreat. Unidine conducted a town hall meeting with nutrition services staff. Ms. Richardson said we are excited to partner with them. Person-Centered Care workshops continue. The next Patient and Family Advisory Council meeting is May 9 via Zoom. The Hospital celebrated Patient Experience Week with themes, challenges, and fun activities. Ms. Richardson introduced Mr. Terry “TJ” Thompson, Director of Information Technology. She said he is a welcome addition to our hospital team. We celebrated our amazing Volunteers in April and are so happy to have them back onsite. Hospital Week is May 9-15 with many fun activities. A service dinner is planned May 10. A Town Hall via Zoom is scheduled May 13 at 10 AM and will be recorded. Ms. Richardson has requested presenting the hospital annual report to the Board of County Commissioners June 21. We continue preparing for The Joint Commission lab survey. Ms. Richardson said we continue following OSHA and CDC guidelines and require masks for all staff and visitors at MHSC. We are moving forward with our special purpose tax project plans. Ms. Richardson said we are hosting an after-hours meet and greet May 11 at the Holiday Inn and the community is invited to attend. The Wyoming Hospital Association (WHA) is hosting a trustee education session in Riverton May 19. Dr. Sowada will be presenting on a panel. Ms. Richardson said the WHA annual meeting is scheduled September 6 – 8 in Laramie. A recent Becker’s article featured the challenges hospitals are facing due to the pandemic. Ms. Richardson would like to discuss the information with the full Board in a finance workshop where we can also review the budget prior to the July meeting. Ms. Richardson thanked the staff and physicians for all of their hard work and thanked the Board for their support.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said the minutes are in the meeting packet. She said a large packet of information is also available in the portal.

Human Resources Committee

Dr. Sowada said a proposal to change one sentence in the Introductory and Probationary Period Policy will be brought to the Board in June. Dr. Sowada said the meeting minutes are in the packet.

Finance and Audit Committee

Mr. Tardoni said his comments and the financial information are in the meeting packet. He said capital is frozen but we have one per the Chief Financial Officer that qualifies for reimbursement from the County so we are moving it forward. A motion to approve capital expenditure request FY22-37 for a bulk oxygen upgrade project for \$296,729 was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

Bad Debt: The motion to approve the net potential bad debt of \$1,128,284.95 as presented was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried.

Building & Grounds Committee

Mr. Kelsey said his report and the minutes are in the meeting packet.

Foundation

Ms. Tiffany Marshall, Foundation Executive Director, reported on the recent retreat. She said she will e-mail notes to participants. A highlight is community education and she would love to have another follow-up discussion with both boards. Ms. Marshall thanked the Trustees for participating. Mr. Kelsey said he thought the consultant was very good and brought some great ideas.

Compliance Committee

Mr. Kelsey said the Committee did not meet.

Governance Committee, Executive Oversight and Compensation Committee and Joint Conference Committee

Mr. Jones said there are no updates for Governance, Executive Oversight and Compensation, and Joint Conference Committees.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Suzan Campbell, In House Counsel, presented a lease between MHSC and the University of Utah for space they utilize when onsite. Mr. Jones said it will also need to go to the Board of County Commissioners for their approval. Mr. Tardoni noted there will be some work done in the area and Ms. Campbell said the U of U will pay for the work. The motion to approve the lease agreement as presented was made by Ms. Pendleton; second by Mr. Tardoni. Motion carried.

Contracts Approved By CEO Since Last Board Meeting

Mr. Kelsey asked about the HMR Staffing agreement for the dialysis director. Ms. Campbell said she will get answers and send to the full Board. Mr. Kelsey asked about the threshold amount. Mr. Jones said we could always come to the Board for approval. Mr. Tardoni said we might give some thought to raising that limit for the CEO in the future. Dr. Sowada asked about the pharmacy services agreement. Dr. Kari Quickenden, Chief Clinical Officer, said it is an amendment to our agreement for remote orders and this extends that agreement by one year.

MEDICAL STAFF REPORT

Dr. Crofts reported it is the general consensus of the physician that Cerner is a good thing.

GOOD OF THE ORDER

Mr. Jones noted the hard work by the Board, staff, and hospital to have things in order and be prepared. Mr. Tardoni said the information is on the hospital website for anyone to see. Mr. Jones said we have transparency.

EXECUTIVE SESSION

Mr. Jones said there would be an executive session. He said the Board would leave the current meeting, go to another link, and then return to the original meeting for actions taken following executive session. The motion to go into executive session was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried.

RECONVENE INTO REGULAR SESSION

At 5:21 PM, the motion to leave executive session and return to regular session was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the list of practitioners for privileges and appointments to the medical staff as provided by Ms. Downs in Executive Session was made by Dr. Sowada; second by Ms. Pendleton. Motion carried.

Credentials Committee Recommendations from April 19, 2022

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Cameron Kesler, Hospitalist
 - Dr. Mark Stowers, OB/GYN
2. Initial Appointment to Consulting Staff
 - Dr. Christopher Leoni, Tele Radiology (VRC)
 - Dr. Michael Seymour, Tele Radiology (VRC)
 - Dr. Richard Mitchell, Tele Radiology (VRC)

3. Initial Appointment to Non-Physician Provider Staff (1 year)
 - Deseriee Padilla, Adult-Gerontology Nurse Practitioner
4. Reappointment to Active Staff (2 year)
 - Dr. William Sarette, Pediatrics
 - Dr. David Liu, Otolaryngology
5. Reappointment to Consulting Staff (2 years)
 - Dr. John Ryan, Cardiovascular Disease (U of U)
 - Dr. Vivek Reddy, Tele Stroke (U of U)
 - Dr. Erin Clark, Maternal/Fetal Medicine (U of U)
 - Dr. Krishnan Kartha, Tele Radiology (VRC)
 - Dr. Thomas Boden, Tele Radiology (VRC)
 - Dr. Jennifer Ngo, Tele Radiology (VRC)

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 5:22 PM.

Mr. Taylor Jones, President

Attest:

Mr. Marty Kelsey, Secretary

Cindy Nelson

From: Kerry Downs
Sent: Wednesday, April 27, 2022 2:59 PM
To: Cindy Nelson
Cc: Janice Varley
Subject: Threshold Criteria for Board Approval
Attachments: 20220427145302643.pdf

Cindy,
Hi! Credentials Committee approved new threshold criteria as part of the medical staff application. This was approved by MEC last night (4/26) and also by Credentials Committee on 4/19. I've attached the old version and the new version to this email. It is also listed on the board report that Janice will be sending you, but I wanted to send the old version and the new version and explain that the threshold criteria were changed so that they match the information that is in the new bylaws.

If you have any questions, please let me know.
Thank you!

Kerry Downs
Director of Medical Staff Services
Direct 307-352-8334, Fax 307-352-8502
kdowns@sweetwatermemorial.com
Main 307-362-3711, Fax 307-352-8180
1200 College Drive, Rock Springs, WY 82901 www.sweetwatermemorial.com

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-----Original Message-----

From: scan2email@sweetwatermemorial.com <scan2email@sweetwatermemorial.com>
Sent: Wednesday, April 27, 2022 2:53 PM
To: Kerry Downs <kdowns@sweetwatermemorial.com>
Subject: Message from "RNP58387959C30F"

This E-mail was sent from "RNP58387959C30F" (IM C3000).

Scan Date: 04.27.2022 14:53:02 (-0600)
Queries to: scan2email@sweetwatermemorial.com

Old Version



Dear Applicant,

Thank you for your interest in Memorial Hospital of Sweetwater County. If you meet the threshold criteria (below) then you are eligible to complete the attached application for medical staff membership and privileges. If you do not meet the criteria, please provide an explanation on a separate sheet.

We appreciate your interest in our organization. Thank you!

Minimum Threshold Credentialing Criteria

1. Applicant holds a current, unrestricted license to practice medicine in Wyoming and has never had a license to practice revoked or suspended by any state licensing agency.
2. Has completed a residency program or training program:
 - a. approved by the ACGME, AOA, ADA, CCNE, HLC, CHEA, ARC-PA, or Council on Podiatric Medical Education,
 - b. In the specialty in which the applicant seeks privileges
3. Is board certified, if not board certified, must achieve board certification within seven (7) years of completing residency or fellowship training.
4. Holds a current, unrestricted DEA.
5. Holds a current, unrestricted Wyoming Controlled Substance Registration (CSR).
6. Has never been convicted of Medicare, Medicaid, or other governmental or private payer fraud or program abuse, and has never been required to pay civil monetary penalties for the same.
7. Has never been convicted or entered a plea of guilty or no contest to a felony related to controlled substances, illegal drugs, insurance or health care fraud or abuse, or a misdemeanor or felony related to violence or abuse of a vulnerable population.
8. Has never had employment, appointment, clinical privileges, or status as a participating provider denied, revoked, or terminated for reasons related to clinical competence or conduct.
9. Has never resigned employment, appointment, or privileges during an investigation, or in exchange for no investigation.
10. A Medical Staff member applying for appointment or reappointment and clinical privileges, who has received a final adverse decision or who has resigned or withdrawn an application for appointment or reappointment and clinical privileges while under investigation or to avoid an investigation, is not eligible to reapply to the Medical Staff for a period of five (5) years from the date of the notice of the final adverse decision or the effective date of the resignation or application withdrawal.

After reviewing the above criteria, I certify that I am eligible to apply for initial appointment to the Memorial Hospital of Sweetwater County (MHSC) Medical Staff. I understand that as a condition of consideration for appointment and continued appointment, any misstatement in, or omission from the application is grounds for MHSC to stop processing the application. If appointment has been granted prior to the discovery of a misstatement or omission, appointment and privileges may be deemed to be automatically relinquished. In either situation, there shall be no entitlement to a hearing or appeal.

An initial applicant cannot reapply for Medical Staff membership for a period of five (5) years.

Signature: _____

Date: _____

Print Name: _____



Memorial Hospital
OF SWEETWATER COUNTY

**Intended Practice Plan
For Physicians Only**

Applicant name, title (please print): _____

Clinical Specialty: _____

Anticipated Office Address: _____

I Will be Practicing as: ☐ Solo Practitioner ☐ Group Practitioner ☐ Employed
Provider

If With a Group, list Group Name: _____

If solo, have you contacted anyone to assist in your coverage? ☐ Yes ☐ No

If Yes, Please Explain: _____

I will admit patients in need of hospitalization to Memorial Hospital of Sweetwater County. ☐ Yes
☐ No

If no, to what institution(s) will you be admitting your patients? _____

If yes, approximately how many patients per month will you admit? _____

I will perform procedures at Memorial Hospital of Sweetwater County (MHSC). ☐ Yes ☐ No

I will provide consultation at the request of other physicians at MHSC. ☐ Yes ☐ No

If no, please explain: _____

List the physician(s) with whom you will share continuing coverage for your patients (must be physician(s) on active staff at MHSC in the same specialty, with similar privileges): _____

I understand my answers to the above questions will be considered by MHSC and that appointment, if offered, will be contingent on adherence to this practice plan.

Physician Signature: _____ Date: _____

Print Name: _____

New
Version



Dear Applicant,

Thank you for your interest in Memorial Hospital of Sweetwater County (MHSC). If you meet the minimum qualifications (below) then you are eligible to complete the attached application for medical staff membership and privileges. If you do not meet the qualifications, please provide an explanation on a separate sheet.

We appreciate your interest in our organization. Thank you!

Qualifications for Membership and Clinical Privileges

1. Current unrestricted Wyoming license to practice medicine;
2. A record that is free from Medicare/Medicaid sanctions and is not on the Office of Inspector General (OIG) List of Excluded Individuals/Entities;
3. A record that is free of felony convictions or pleas of "guilty" or "no contest" or its equivalent; and a record that is free of misdemeanors involving the practice of medicine; and a record that is free of a conviction of moral turpitude in any jurisdiction within the last five (5) years; and a record that is free of felonies involving violence or sexual abuse for his or her lifetime;
4. Certification by the applicable medical or surgical specialty board for any clinical privileges applied for which he/she has applied, or be eligible for certification for such board; and
5. A current, valid, unrestricted drug enforcement administration (DEA) number;
6. A current, valid, unrestricted Wyoming Controlled Substance Registration certificate (CSR); and
7. Proof of current, adequate professional liability coverage as determined by the Governing Board.
8. Information concerning previously successful or currently pending challenges to any licensure or registration (state or district, DEA) or the voluntary relinquishment of licensure or authority to practice;
9. Information concerning voluntary or involuntary termination of medical staff or similar membership, and concerning voluntary or involuntary limitation, reduction, or loss of clinical privileges, at all other medical facilities at which the individual has practiced.

After reviewing the above criteria, I certify that I am eligible to apply for initial appointment to the Memorial Hospital of Sweetwater County (MHSC) Medical Staff. I understand that as a condition of consideration for appointment and continued appointment, any misstatement in, or omission from the application is grounds for MHSC to stop processing the application. If appointment has been granted prior to the discovery of a misstatement or omission, appointment and privileges may be deemed to be automatically relinquished. In either situation, there shall be no entitlement to a hearing or appeal, and applicant cannot reapply for Medical Staff membership for a period of five (5) years.

Signature: _____

Date: _____

Print Name: _____



Memorial Hospital
OF SWEETWATER COUNTY

Intended Practice Plan For Physicians Only

Applicant name, title (please print): _____

Clinical Specialty: _____

Anticipated Office Address: _____

I Will be Practicing as: ☐ Solo Practitioner ☐ Group Practitioner ☐ Employed Provider

If With a Group, list Group Name: _____

If solo, have you contacted anyone to assist in your coverage? ☐ Yes ☐ No

If Yes, Please Explain: _____

I will admit patients in need of hospitalization to Memorial Hospital of Sweetwater County. ☐ Yes ☐ No
If no, to what institution(s) will you be admitting your patients? _____

If yes, approximately how many patients per month will you admit? _____

I will perform procedures at Memorial Hospital of Sweetwater County (MHSC). ☐ Yes ☐ No

I shall be available to Hospital within 30 minutes of Hospital's first attempt to contact me regarding an issue with care of my inpatient. ☐ Yes ☐ No

I will provide consultation at the request of other physicians at MHSC. ☐ Yes ☐ No

If no, please explain: _____

List the physician(s) with whom you will share continuing coverage for your patients (must be physician(s) on active staff at MHSC in the same specialty, with similar privileges): _____

I understand my answers to the above questions will be considered by MHSC and that appointment, if offered, will be contingent on adherence to this practice plan.

Physician Signature: _____

Date: _____

Print Name: _____



EMPLOYEE POLICIES - INTRODUCTORY AND PROBATIONARY PERIODS

Purpose

To establish the length of time new employees hired after January 1, 2022 must serve as an Introductory Period at Memorial Hospital of Sweetwater County (MHSC) and to outline the period of time current MHSC employees, who transfer to a new position, must serve a Probationary Period.

Policy

A. Introductory period.

1. For newly hired employees (hired after January 1, 2022) the Introductory Period will be one (1) year from date of hire. ~~Introductory Period employees are not eligible to apply for internal transfers until after completion of the Introductory Period.~~
2. Introductory Period employees are at-will employees which means the employee may be terminated for any non-discriminatory reason without notice during this Introductory Period. This at-will employment status is in place until the Introductory Period ends.
3. During this period, the employee is considered to be in training and under observation and evaluation by supervisors, team leaders and others. Evaluation of the employee's adjustment to work tasks, conduct with others, attendance and discharge of job responsibilities will be conducted during the Introductory Period.
4. This period gives the employee an opportunity to demonstrate satisfactory performance for the position and also provides an opportunity to determine if the employee's abilities and the requirements of the position are sufficiently compatible. It also provides an opportunity for the employee to determine if the employment at the Hospital meets the expectations of the employee.

B. Probationary Period

1. Current employees who transfer internally will be required to serve a 90-day Probationary Period in the new position. Probationary Period employees are at-will employees. Transfer is

defined as a movement of an employee from a current position to vacant position with a different job description for which the employee qualifies.

2. This Probationary Period is a time to evaluate the employee in the new position. This evaluation could include the employee's adjustment to new work tasks, the employee's conduct with others, ability to supervise staff, attendance, discharge of new job duties and responsibilities and other applicable areas for evaluation.
3. This Probationary Period may be extended for 30 days by the HR Department for any non-discriminatory reason and upon the recommendation of the employee's leader if such an extension is necessary for further evaluation. The 30 day extension continues the at-will status of the probationary period.
4. At any time during the Probationary Period, the Hospital's CEO, upon a staff recommendation, may decide to terminate the employee. As an alternative to termination, the Hospital may, in its sole discretion, consider transferring the employee to a vacant position for which the employee qualifies. If this occurs, the Hospital may, in its sole discretion, require the employee to serve a Probationary Period of 90 days. Absent a termination or transfer action described above, should the employee determine that the new position is not suitable, the employee may voluntarily resign from Hospital employment.

Approved: Board 6.6.18 Revised and approved by Board with changes December 1, 2021 Revised policy effective Jan 1, 2022

Approval Signatures

Step Description	Approver	Date
HR Committee	Irene Richardson: CEO	01/2022
	Amber Fisk: HR Director	12/2021
	Suzan Campbell: General Legal Counsel	12/2021



Board

of Trustees

STATEMENT OF PURPOSE:

The purpose of this policy is to establish rules and guidelines with respect to spending authority for employees of Memorial Hospital of Sweetwater County (Hospital). The dollar amount and nature of the expenditure ultimately determines the level of approval required.

TEXT:

- I. Policy
- A. Statutory authority for the purchase of goods and services for Hospital resides with its Board of Trustees (Board).

1. This policy delegates spending authority for items \$50,000 or less than \$25,000 to the Chief Executive Officer (CEO) and/or the Chief Financial Officer (CFO).

B. Through the Spending Authority Matrix, the policy also sets forth guidelines for the procurement of goods and services that are equal to or greater than \$25,000 \$50,000
- II. Definitions
- A. **Providers** are the two (2) groups of practitioners listed in the Hospital Medical Staff Bylaws (Physicians and Non-Physician Providers).

B. **Purchased Services** are any service contracted for and performed by a third party rather than a hospital's in-house staff.

C. **Capital Purchases** are buildings and equipment that cost more than > \$2,000 and have a life of at least one year.

D. **Real Estate** is property consisting of land and the buildings on it.

E. **Legal Settlements** are the resolutions of disputed matters between Hospital and a person or entity without going to trial.
- III. Procedure
- A. The rules and guidelines of the Spending Authority Matrix shall be followed in delegating spending authority.

Type of Transaction	Legal Review	Leader Approval	Board Approval
Providers			
Acquisition of Practice	Yes	CEO	Yes

Type of Transaction	Legal Review	Leader Approval	Board Approval
Employment > \$100,000	Yes	CEO	Yes
Consulting Agreement > \$25,000 \$50,000	Yes	CEO	Yes
Purchased Services			
PO or check requests up to \$1,000	No	Dept. Director	No
PO or check requests up to \$2,500	No	Senior Leader	No
PO or check requests up to \$25,000	No	CFO	No
PO or check requests > \$25,000 \$50,000	No	CEO, CFO	No
Management agreements up to \$25,000 \$50,000	Yes	CEO, CFO	No
Management agreements > \$25,000 \$50,000	Yes	CEO, CFO	Yes
Consulting agreements up to \$25,000 \$50,000	Yes	CEO, CFO	No
Medical services up to \$25,000 \$50,000	Yes	CEO, CFO	No
Medical services > \$25,000 \$50,000	Yes	CEO, CFO	Yes
Service contracts up to \$25,000 \$50,000	Yes	Dept. Director	No
Service contracts > \$25,000 \$50,000	Yes	CEO, CFO	No
Capital Purchase			
Unbudgeted items up to \$10,000	No	Dept. Director	No
Budgeted items up to \$10,000	No	CEO, CFO	No
Budgeted items up to \$25,000 \$50,000	Yes	CEO, CFO	No
Budgeted items > \$25,000 \$50,000	Yes	CEO, CFO	Yes
Real Estate			
Real estate acquisitions	Yes	CEO, CFO	Yes
Real estate leases	Yes	CEO, CFO	Yes
Leases			

Type of Transaction	Legal Review	Leader Approval	Board Approval
Leases	Yes	CEO, CFO	Yes
Legal Settlements			
w/insurance up to \$25,000- \$50,000	Yes	CEO	Yes
w/insurance > \$25,000 \$50,000	Yes	CEO	Yes

- B. Departments must purchase goods and services as economically as possible according to the specified standards of quality and service while giving responsible suppliers fair consideration.
- C. Whenever appropriate, purchased goods and services shall occur through a competitive bid process that is publicly accountable, ethical, fair, and transparent.
- D. There may be occasions when a "sole source" provider is necessary, or highly desirable, which precludes the need for a competitive bid.
- E. Regardless of the situation, an individual cannot delegate authority down to another employee. Authority can only be delegated up to the individual's supervisor or Chief Officer.
- F. Payment will be processed only for items purchased according to the above Matrix.
- G. All contracts with Providers must be signed by the CEO and approved by the Board.
- H. Any medical malpractice settlements, regardless of the amount, will go through professional liability insurance, and will be approved by the Board.
- I. Except for the purchases that require the CEO's signature, either the CEO or the CFO may sign for all other expenses.
- J. All designated signers for payment must complete a signature card; the original will be kept on file at the local financial institution(s) and a copy will be kept on file in the Finance Department.
- K. Payment for goods and services shall be made via checks drawn against Hospital demand deposit accounts, or electronic funds transfer, as authorized by the Hospital administration and its Board.
- L. In accordance with Hospital policy, the Hospital is responsible for the maintenance and storage of all contracts associated with these purchases.

Original adoption: May 4, 2011

Board of Trustees Approval: 8/4/21 (Pres. Jones, Sec. Kelsey)

Revised to increase authority of CEO/CFO from \$25,000 to \$50,000 Board approved



Approved N/A
Review Due N/A

Document General -
Area Housewide
Reg. CMS A-0263,
Standards CMS A-0273,
CMS A-0283,
CMS A-0286,
CMS A-0297,
CMS A-0308,
CMS A-0309,
CMS A-0411,
CMS A-0508,
TJC
LD.01.03.01,
TJC
LD.01.05.01,
TJC
LD.02.01.01,
TJC
LD.02.02.01,
TJC
LD.02.04.01,
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TJC
LD.03.06.01,
TJC
LD.03.07.01,
TJC
LD.03.09.01,
TJC
LD.03.10.01,
TJC
PI.01.01.01,
TJC
PI.02.01.01,
TJC
PI.03.01.01,

Performance Improvement and Patient Safety (PIPS) Plan

Mission

Compassionate care for every life we touch

Vision

To be our community's trusted healthcare leader

Values

Be Kind, Be Accountable, Be Respectful, Embrace Excellence, Work Collaboratively

Introduction

Memorial Hospital of Sweetwater County (MHSC) is committed to providing compassionate, high-quality care with a strong culture of safety for the best patient outcomes. Our objective is to support a culture of safety for our patients and workers. This culture allows us to consistently identify opportunities to improve performance and increase safety while maintaining a commitment to responsible stewardship of resources as aligned with MHSC's mission, vision, values, and strategic objectives.

Definitions

Performance improvement – The systematic process of detecting and analyzing performance problems, designing and developing interventions to address the problems, implementing the interventions, evaluating the results, and sustaining improvement.

Patient safety - The prevention of errors and adverse effects to patients that are associated with health

care. Patient Safety Plan

Quality - A person-centered commitment to excellence, consistently using best practice to achieve the best outcomes for our patients and community.

MHSC uses the following terminology interchangeably: quality improvement and performance improvement.

Purpose

The Performance Improvement and Patient Safety (PIPS) plan provides guidelines for collecting, analyzing, and using data to identify, address, and monitor performance to continually improve the quality of care provided by the hospital. The PIPS Plan encompasses a multidisciplinary and integrated approach, and is designed to include Leadership, Medical Staff, employees, and the Board of Trustees to collaboratively identify, plan, implement and sustain improvement. The previously identified parties assess processes, initiate peer review activities, and take appropriate actions that will improve the processes and/or systems, in an effort to improve outcomes within the organization. The PIPS plan is approved annually by the Board of Trustees. Functions of the PIPS plan include expressing the foundational concepts that form the basis for MHSC's performance improvement and patient safety efforts. In addition, the PIPS Plan outlines the structure and processes that MHSC has developed as a framework for participation in performance improvement across the organization.

Scope

The PIPS Plan is organization wide and applies to all departments, care, treatment, and services settings (including those services furnished under contract or arrangement). This includes Hospital inpatient and outpatient services, as well as Sweetwater Memorial Clinics. (Appendix 1 – FY 2023 PIPS Committee Reporting Calendar)

Objectives

The objective of the PIPS plan is to allow for a systematic, coordinated, and continuous approach for improving performance. (Appendix 4 – PIPS Documentation Tool)

- I. To guide development and implementation of data collection processes that support performance improvement. Data are fundamental components of all performance improvement processes. Data can be obtained from internal sources (for example, documentation, records, staff, patients, observations, risk assessments) or from external sources (for example, regulatory organizations, insurers, the community). The purpose of data collection is to ensure that data necessary to identify, address, and monitor areas for improvement are available.
- II. To guide development and implementation of data analysis processes that support performance improvement. Collected data must be analyzed to be useful. The purpose of data analysis is to determine the status of the hospital's quality of care and to inform any plans for improvement.
- III. To guide development and implementation of performance improvement processes that

increase safety and quality. All performance improvement activities must be based on relevant data collected and analyzed according to hospital policies and procedures. Performance improvement is a continual process. The purpose of performance improvement is to ensure that the safest, highest-quality care is provided to all patients at all times.

Organization and Accountability

The PIPS Plan shall involve the coordinated efforts of the Board of Trustees, Senior Leadership Team, Medical Staff, Department Directors, Supervisors, Clinical Coordinators, and front line staff of the various MHSC departments and committees. Every employee is responsible for participating in performance improvement activities, as appropriate to their job duties. Engagement in quality improvement activities is an expectation at MHSC. Activities are prioritized by the PIPS Committee and Medical Staff, with input from the Quality Committee of the Board.

Board of Trustees

- I. The responsibilities of the Board of Trustees as they relate to the PIPS Plan include:
 - A. Oversee that quality and safety are at the core of the organization's mission
 - B. Oversee that quality and safety values are embedded in guiding the organization's strategic plan
 - C. Oversee that adequate resources (staff, time, information systems, and training) are allocated to data collection and performance improvement
 - D. Oversee the Hospital's ongoing monitoring, maintenance, and improvement efforts for safe, high quality, and efficient medical care that is in accordance with all applicable laws and accrediting bodies
 - E. Monitor appropriate data collection processes, including methods, frequency, and details
 1. By approving the PIPS Plan and accepting dashboard reports and other reports addressing specific metrics, the Board approves data definitions and frequency and detail of data collection. The Board authorizes applicable quality oversight committees to adjust data definitions and data frequency as deemed necessary so long as revisions ensure performance improvement processes are in no way hindered and applicable definitions and frequency are consistent with national, state, or local reporting requirements. Based on its oversight responsibilities and at its discretion, the Board, may at any time require changes in either frequency or detail of data collection.
 - a. Frequency of data collection and reporting is determined on a case-by case basis with consideration to improvement priorities, sample size necessary for adequate review, and resource consideration
 - F. Assess the effectiveness of the PIPS Plan
 - G. Review and approve PIPS Plan annually
 - H. Participate in education regarding the methods of quality management and

performance improvement

- I. Receive reports of indicators and performance of processes as outlined in this plan
- J. Receive regular reports regarding all departments with direct and indirect patient care services and ensure these are monitored, problems are identified and prioritized, and appropriate action is implemented

Senior Leadership Team

- I. The Senior Leadership Team is comprised of the Chief Executive Officer (CEO), Chief Medical Officer (CMO), Chief Nursing Officer (CNO), Chief Clinical Officer (CCO), and Chief Financial Officer (CFO).
- II. Oversight of a PIPS plan capable of continuous improvement is a task accomplished in an environment fostered by Senior Leadership support. The Senior Leadership Team's commitment includes taking accountability for the effectiveness of the PIPS Plan and ensuring the integration of the PIPS Plan requirements into organizational processes. In addition, the commitment includes recognizing the importance of meeting patient needs and the various requirements of statutes and regulations that surround and permeate the organization.
- III. The responsibilities of the Senior Leadership Team as they relate to the PIPS Plan include:
 - A. Support the implementation, execution, and oversight of this quality framework
 - B. Set the scope, priorities, guidelines and parameters for the PIPS Plan
 - C. Align the PIPS Plan with strategic priorities
 - D. Set expectations for using data and information
 - E. Set priorities for and identify the frequency of data collection and performance improvement that include but are not limited to the following:
 - 1. High-volume processes
 - 2. High-risk processes
 - 3. Problem-prone processes
 - F. Set priorities for performance improvement based on the following considerations:
 - 1. Incidence
 - 2. Prevalence
 - 3. Severity
 - G. Prioritize and ensure that adequate resources (staff, time, information systems, and training) are allocated to data collection and performance improvement
 - H. Updates this plan to reflect any changes, including but not limited to changes in the following:
 - Strategic priorities
 - Internal or external environment (such as patient population, community health metrics, and so on)
 - I. Ensure the PIPS Plan is cohesive and feasible
 - J. May periodically approve flexibility and variation in department and committee

- scheduled reports, in extenuating circumstances
- K. Ensure accreditation standards adherence
- L. Motivate and support staff to achieve PIPS objectives
- M. Evaluate the effectiveness of the hospital's use of data and information
- N. Monitor the effectiveness of the PIPS Plan and the achievement of results
- O. Ensure appropriate follow up of identified corrective actions not resulting in expected or sustained improvement
- P. Communicate the PIPS Plan to workers and the community

Quality Department

- I. The responsibilities of the Quality Department as they relate to the PIPS Plan include:
 - A. Serve as a resource for performance improvement, patient safety, patient experience, and regulatory information
 - B. Educate MHSC staff about the performance improvement process, patient safety, and patient experience
 - C. Support staff, including Medical Staff, Leadership, and project leaders in the development and implementation of performance improvement activities, including team building and data analysis
 - D. Assist with and assure data gathering efforts are valid, reliable, and comprehensive
 - E. Attend designated Medical Staff committee meetings and facilitate performance improvement processes
 - F. Provide accurate and reliable data for Ongoing Professional Practice Evaluation (OPPE) profiles for assessment of Medical Staff members
 - G. Promote consistency in performance improvement activities

Medical Staff

- I. The Medical Staff provides expertise on meeting appropriate clinical goals, objectives, and initiatives for patient care. The responsibilities of the Medical Staff as they relate to the PIPS plan include:
 - A. Provide clinical input for targets related to clinical outcomes
 - B. Carry out tasks to meet the objectives of the PIPS plan
 - C. Reviews reports to ensure measures are reaching agreed upon targets in Medical Staff meetings
 - D. Act upon identified areas for improvement
 - E. Provide effective mechanisms to measure, assess, and improve the quality and appropriateness of patient care, and the clinical performance of all individuals with delineated clinical privileges, accomplished through Ongoing Professional Practice Evaluations (OPPE), Focused Professional Practice Evaluations (FPPE), and Peer Review Process (refer to Professional Practice Review Process – Medical Staff Peer Review)

Leadership Team

- I. The Leadership Team is comprised of department directors, supervisors, and clinical coordinators. The responsibilities of the Leadership Team as they relate to the PIPS Plan include:
 - A. Utilize performance improvement processes to support MHSC's mission, vision, and values
 - B. Participate in the collection and analysis of relevant departmental data
 - C. Foster a climate of continuous improvement through measurement, data analysis, identification, and implementation of changes needed to improve and ensure sustainment
 - D. Monitor processes known to jeopardize the safety or clinical outcomes of patients
 - E. Implement and maintain processes to ensure compliance with applicable requirement(s) or standard(s)
 - F. Ensure services provided are consistent with MHSC's values and goal of consistently providing person-centered care
 - G. Document improvement initiatives and progress (Appendix 4 - PIPS Documentation Tool)
 - H. Present department performance improvement project updates to PIPS Committee as requested and/or scheduled (Appendix 5 - PIPS Reporting Presentation Template)

Project Teams, Department Employees and Volunteers

- I. The responsibilities of the Project Teams, Department Employees, and Volunteers as they relate to the PIPS Plan include
 - A. Participate in data collection and analysis activities as well as performance improvement activities
 - B. Identify and utilize approaches for improving processes and outcomes to continuously improve the quality and safety of patient care
 - C. Performance improvement project teams may be formed according to employee identification of improvements and prioritization
 - D. Document improvement initiatives and progress (Appendix 4 - PIPS Documentation Tool)
 - E. Report improvement initiatives to PIPS Committee as requested or scheduled (Appendix 5 - PIPS Reporting Presentation Template)

PIPS Committee Functions

- I. The PIPS Committee oversees the establishment, implementation, and monitoring of the PIPS Plan. The core PIPS Committee shall be comprised of Senior Leadership, Director of Clinic, Director of Acute Care Services, Director of Emergency Services, Director of Infection Prevention, Director of Surgical Services, Director of Medical Imaging, Director of Women's Health, Director of Pharmacy, Director of Cardiopulmonary, Director of Environmental Services, Director of Lab, Director of Nutrition Services, Director of Rehab Services, Director of Care

Management, Director of Education, Director of Dialysis, Director of Cancer Center, Quality Department, Medical Staff Representative, Security/Emergency Management, and Patient Safety Representative. Other representatives may attend based on identified priorities.

- A. Provide an organization wide program to systematically measure, assess, and improve performance to achieve optimal patient outcomes in a collaborative, multidisciplinary, cross-departmental approach
- B. Support activities to promote patient safety and encourage a reduction in preventable harm, in collaboration with the Patient Safety Committee
- C. Provide a mechanism to foster collaborative efforts for performance improvement, feedback, and learning throughout the organization while assigning responsibilities and authority for these processes
- D. Implement all Centers for Medicare and Medicaid Services (CMS) and other regulatory bodies' quality management and performance improvement standards and maintain accreditation and required certifications
- E. Oversee compliance with accreditation standards and support resolution of noncompliance through action plans in coordination with Continual Survey Readiness Committee
- F. Coordinate schedule for department and committee reports
- G. Prioritize improvement projects to address processes based on the following:
 - 1. Focus on high-risk, high volume, or problem prone areas
 - 2. Consider the incidence, prevalence, and severity of problem in those areas
 - 3. Affect health outcomes, patient safety, and quality of care
 - 4. Additional factors include: resource allocation and accreditation/regulatory requirements
 - 5. Utilizes a prioritization scoring tool. This will assist in determining the distinct number of improvement projects annually (Appendix 3 - Proposed Performance Improvement Project Decision Checklist)
- H. Ensure performance improvement projects incorporate the needs and expectations of patients and families
- I. Monitor the status of identified and prioritized performance improvement projects and action plans by ensuring additional data collection and analysis is performed to assure improvement or problem resolution on a sustained basis
- J. Identify corrective actions not resulting in expected or sustained improvement
- K. Ensure proper continuation of the cycle of creating, implementing, monitoring, and evaluating improvement efforts
- L. Identify annual data elements collected on an ongoing basis to prioritize focus areas for performance improvement
- M. Review and approve the PIPS Plan each year prior to submitting to the Quality Committee of the Board
- N. Oversee annual evaluation of performance improvement project priorities and goals

- O. Oversee annual evaluation of PIPS Plan objectives, scope, and effectiveness, and evaluate progress towards strategic plan goals related to quality, safety and patient experience
- P. Communicate information concerning quality, patient safety, and patient experience to departments when opportunities to improve exist
- Q. Reports, in writing, to leadership on issues and interventions related to adequacy of staffing, including nurse staffing. This occurs at least once a year.
- R. Report appropriate information regarding quality, patient safety, patient experience, and accreditation to Senior Leadership, Medical Executive Committee (MEC), Quality Committee of the Board, and the Board of Trustees to provide leaders with the information they need in fulfilling their responsibilities concerning the quality and safety of patient care
 - 1. Specifically, the committee provides data on Multidrug-resistant organism (MDRO), Central Line-associated Blood Stream Infection (CLABSI), and Surgical Site Infection (SSI) to key stakeholders, including but not limited to the following:
 - a. Leaders
 - b. Licensed independent practitioners
 - c. Nursing staff
 - d. Other clinicians
- S. Provide reports to the Quality Committee of the Board regarding results of performance improvement activities

Risk/Compliance

- I. Risk Management is undertaken by the Quality Department, in collaboration with multiple other departments, to identify, evaluate and reduce risk or loss to patients, employees, visitors, and the hospital. The PIPS Committee may assist with quality improvement opportunities identified for risk reduction and performance improvement.

Safety

- I. MHSC is committed to encouraging, promoting, and supporting a culture of safety throughout the organization. The purpose of the organizational Patient Safety Program is to improve patient safety and reduce risk to patients through an environment that encourages:
 - A. Recognition and acknowledgment of risks to patients of medical/health care errors
 - B. Initiation of actions to reduce these risks
 - C. Internal reporting of what has been found and the actions taken
 - D. Focus on processes and systems
 - E. Minimization of individual blame or retribution for involvement in a medical/health care error
 - F. Organizational learning about medical/health care error

- G. Support for the sharing of knowledge to effect behavioral changes in itself and other health care organizations
 - H. Appropriate communication and transparency to our patients and families
- II. Please refer to the Patient Safety Plan for further information. [Patient Safety Plan](#)

Methodology

Memorial Hospital of Sweetwater County utilizes processes outlined by the Institute for Healthcare Improvement (IHI) Model for Improvement, developed by Associates in Process Improvement. This model for improvement includes forming a team, setting aims, establishing measures, selecting changes, testing changes, implementing changes, and spreading changes. The Plan, Do, Study, Act (PDSA) Model is used to guide tests of change within and throughout the organization. Specific, Measurable, Achievable, Realistic, and Time-bound (S.M.A.R.T) goals are encouraged to be utilized when appropriate in setting aims and smart objectives. (See Appendix 4-PIPS Documentation Tool and Appendix 7 – IHI's Model for Improvement)

- I. Performance improvement project teams will collect, analyze, document, and report improvements using Lean principles and methodologies (Appendix 4 – PIPS Documentation Tool)
- II. Performance improvement project teams will use data to determine how action plans are developed and will define the frequency of data collection

Data

MHSC continually seeks to identify changes that will lead to improved quality and patient safety. Annually and coinciding with the fiscal year, each department/discipline shall develop indicators for performance improvement. Whenever possible, data collection is a shared activity involving staff. The collected data may be organized and analyzed with the assistance of the Quality Department, if necessary.

- I. By approving the PIPS Plan and accepting dashboard reports and other reports addressing specific metrics, the Board approves data definition, along with frequency and detail of data collection. The Board authorizes applicable quality oversight committees to adjust data definitions and data frequency as deemed necessary so long as revisions ensure performance improvement processes are in no way hindered and applicable definitions and frequency are consistent with national, state, or local reporting requirements. Based on its oversight responsibilities and at its discretion, the Board, may at any time require changes in either frequency or detail of data collection.
 - A. Frequency of data collection and reporting is determined on a case-by case basis with consideration to improvement priorities, sample size necessary for adequate review, and resources consideration
- II. Data Collection
 - A. The PIPS Committee has identified acceptable data sources for use in performance monitoring and improvement activity. Data sources and mechanisms of identifying

opportunities for improvement include, but are not limited to:

1. Risk Assessments
2. Reports and/or alerts from governmental agencies (for example, Centers for Disease Control and Prevention, Occupational Safety and Health Administration, Food and Drug Administration)
3. Accreditation reports
4. Regulatory rounds and tracers
5. Culture of Safety survey
6. Occurrence reports and good catches identifying patient safety concerns and trends
7. Staff reporting safety or process concerns to their leaders
8. RCA (Root Cause Analysis)
9. FMEA (Failure Mode Effects Analysis)
10. Patient complaints/grievances
11. Patient perception of safety and quality
12. Peer review
13. Ongoing medical record review
14. Audit of clinical contracts
15. Internal audits identifying improvement opportunities
16. Sentinel event reports and Joint Commission Sentinel Event alerts
17. Hospital Quality Improvement Contractor (HQIC)

B. The PIPS Committee collaborates with department managers to perform the following activities:

1. Collect data required by CMS Conditions of Participation and The Joint Commission including measures from:
 - a. Inpatient Quality Reporting
 - b. Outpatient Quality Reporting
 - c. Value Based Purchasing
 - d. Hospital Readmission Reduction Program
 - e. Hospital Acquired Condition Reduction Program
 - f. Quality Payment Program – Merit Based Incentive Payment
 - g. Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)
 - h. The Joint Commission ORYX Core Measures
2. Collect data on the following:
 - a. Improvement priorities, as identified by leadership

- b. Transfers to other facilities
- c. Selected outcome indicators (mortality, readmissions, etc.)
- d. Procedures, including operative procedures, that place patient at risk of disability or death
- e. All significant discrepancies between preoperative and postoperative diagnoses
- f. Blood and blood components use
- g. Use of restraints
- h. Use of seclusion
- i. Patient safety issues (ex: falls, self harm)
- j. Resuscitative services, including the following elements:
 - i. Number and location of cardiac arrests
 - ii. Outcomes of resuscitation, such as return of spontaneous circulation (ROSC) and/or survival to discharge
 - iii. Transfer to higher level of care
- k. Pain assessment and pain management
- l. Rapid response to change or deterioration in a patient condition
- m. Care or services to high-risk populations (patient falls)
- n. National Patient Safety Goals
- o. CMS preventable conditions (Hospital-Acquired Conditions)
- p. Healthcare-associated infections (SSI, CLABSI, CAUTI, MRSA, MDRO, C.diff)
- q. AHRQ Patient Safety Indicators (PSI)
- r. Reported and confirmed transfusion reactions
- s. Changing internal or external (e.g. Joint Commission Sentinel Event Alerts) conditions
- t. MRI incidents/injuries
- u. Significant adverse drug reactions
- v. Significant medication errors
- w. Adverse events or patterns of adverse events during moderate or deep sedation and anesthesia
- x. Complications of care

- 3. Collect data on topics in the following areas:
 - a. Environment of care
 - b. Infection prevention and control

- c. Medication management system
 - d. Resuscitation performance, including but not limited to the following elements:
 - i. Frequency of early warning signs being present prior to cardiac arrest
 - ii. Timeliness of staff response to cardiac arrest
 - iii. Quality of cardiopulmonary resuscitation (CPR)
 - iv. Post-cardiac arrest care processes
 - v. Outcomes following cardiac arrest
 - e. Organ procurement program (conversion rates)
 - f. Adequacy of staffing, including nurse staffing, in relation to undesirable patterns, trends, or variations in performance
 - g. Incidents related to overexposure to radiation during diagnostic computed tomography examinations and, if applicable, provision of fluoroscopic services
4. Include the following information when recording data:
- a. Data source
 - b. Collection frequency
 - c. Reporting frequency
 - d. Report audience
 - e. Responsible department(s)
 - f. Indicators for intervention

III. Data Reliability and Validity

- A. Collected data need to be accurate, complete, and reliable. The PIPS Committee has established the following expectations for any data used to monitor or improve hospital performance:
 - 1. Data samples will undergo auditing
 - 2. Data sources will be regularly checked using established procedures
 - 3. Re-abstraction will occur on a data sample

IV. Data Analysis

- A. The PIPS Committee does the following:
 - 1. Engages the assistance of relevant departmental management and/or staff to collect and analyze data
 - 2. Develops goals and benchmarks in conjunction with stakeholders with attention to past performance, national performance data, external benchmarks, or comparative databases
 - 3. Compares internal data over time to identify levels of performance, pattern

or trends in performance, and variations in performance

4. Utilizes statistical tools and techniques to measure, analyze, and display data (e.g., run charts, flow charts and control charts). Preferred PIPS data displays include dashboards, run charts, and control charts, as applicable
5. Analyzes data using methods that are appropriate to the type of data and the desired metrics, which include but are not limited to:
 - a. Benchmark: a comparison and measurement of a health care organization's metrics against other national health care organizations. MHSC utilizes the National Average when available.
 - b. Target Goal (SMART Goal): targeted goals define interim steps towards the stretch goal. Target goals may change frequently as progress is made toward stretch goal. Target goals help form a concrete plan of action in order to make the stretch goal a reality.
 - c. Stretch Goal: inspires us to think big and reminds us to focus on the larger picture. This goal should exceed the benchmark. MHSC utilizes the National Top 10% when available.
6. Analyzes aggregate data to draw conclusions about opportunities for improvement and actions to improve the quality of processes

Communication

- I. To communicate changes made based on data analysis, and to sustain improvements, performance improvement is communicated through the following resources (Appendix 6 - Communication Plan):
 - A. Quality Committee of the Board
 - B. PIPS Committee
 - C. Leadership meetings
 - D. Medical Staff meetings
 - E. Staff meetings
 - F. Department white boards, electronic communication, and communication books may be utilized to display results of monitoring and internal performance improvement activities

Confidentiality

- I. WY Stat 35-2-910. Quality management function for health care facilities; confidentiality; immunity; whistle blowing; peer review. Subsection A.
- II. All quality and patient safety data, materials, and information are private and confidential, shall be considered the property of Memorial Hospital of Sweetwater County, and as such is protected by state and federal health care quality statutes.

- III. Confidentiality shall be maintained, based on full respect of the patient's right to privacy and in keeping with hospital policy and state and federal regulations governing the confidentiality of quality and patient safety work.
- IV. Information, data results, reports and minutes generated by all quality management activities will be handled in a manner ensuring strict confidentiality
- V. Confidential information may include but is not limited to: Medical Staff committee minutes, organizational quality improvement committee minutes, electronic data gathering and reporting, and incident/occurrence reporting
- VI. Quality improvement activities will occur in ways that preserve confidentiality of information consistent with policy and established law

References

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Approval:

Performance Improvement and Patient Safety Committee – April 12th, 2022

Quality Committee of the Board – April 20th, 2022

Medical Executive Committee –

Board of Trustees –

Attachments

[Appendix 1 - Reporting Calendar](#)

[Appendix 2 - Committee Reporting Structure](#)

[Appendix 3 - Proposed Performance Improvement Project Decision Checklist](#)

[Appendix 4 - PIPS Documentation Tool](#)

[Appendix 5 - PIPS Reporting Presentation Template](#)

[Appendix 6 - Communication Plan](#)

[Appendix 7 - IHI Model for Improvement.pdf](#)

[Appendix 8 - FY 2023 PIPS Priorities](#)

Approval Signatures

Step Description	Approver	Date
Board of Trustees	Ann Clevenger: CNO	11/2021
Quality Committee of Board	Kari Quickenden: Chief Clinical Officer	11/2021

History

Draft saved by Jackson, Kara: Director Quality on 5/18/2022, 11:57AM EDT

Memorial Hospital of Sweetwater County
Performance Improvement and Patient Safety Priorities
Fiscal Year 2023

I. FY 2023 Priorities

2023 Priorities	Measurement/Metric	Baseline	Benchmark/Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
<p>Sepsis</p> <ul style="list-style-type: none"> - Improvement of Sepsis bundle compliance <p><u>Responsibility</u></p> <ul style="list-style-type: none"> - Chief Medical Officer - Chief Nursing Officer - Director of Emergency Department - Medical Director of Emergency Department <p><u>Oversight Committee</u> PIPS Committee Reporting Frequency: Monthly</p> <p><u>Sepsis Team Members</u></p> <ul style="list-style-type: none"> - Chief Nursing Officer - Chief Clinical Officer - Chief Medical Officer - Medical Director of Emergency Department - Director of Emergency Department - Clinical Coordinator of Emergency Department - Trauma Coordinator - Director of Acute Care Services - Clinical Coordinator of Acute Care Services - Hospitalist - Infection Prevention - Medical Director of Lab - Quality Analyst - Quality Analyst RN - Director of Education 	<p>Core Sep – 1: Sepsis Bundle Compliance</p> <p>Process Metrics:</p> <ul style="list-style-type: none"> - Initial lactate - Blood cultures prior to antibiotics - Broad-spectrum antibiotics - IV Fluid- 30ml/kg - 2 sets vital signs within 1 hour of fluids - Repeat lactate within 4 hours (if initial greater than 2) - Reassess hypotension after fluids - Physician focus exam after fluids - MD reassessment of perfusion <p>Report Format:</p> <ul style="list-style-type: none"> - Sepsis Dashboard 	<p>FY 2022 July 2021 – Feb 2022</p> <p>Sepsis Bundle Compliance 50.84%</p>	<p>Benchmark: 57% (Care Compare National Hospital Average)</p> <p>-Target Goal: 59% (Care Compare Wyoming Hospital Average)</p> <p>-Stretch Goal: 70%</p>	<p><u>AIM Statement</u> By June 30th, 2023, the Sepsis Team at MHSC will implement measures to improve Sepsis Bundle Compliance to 70% to benefit patients with severe sepsis and/or septic shock diagnoses.</p>	<p><u>AIM Statement</u> June 30th, 2023</p> <p>Planning phase completion date: July 1, 2022</p> <p>Will include SMART Objectives</p>	<p>FY 2023 July 2022 to date</p> <p>___%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>

Memorial Hospital of Sweetwater County
Performance Improvement and Patient Safety Priorities
Fiscal Year 2023

2023 Priorities	Measurement/Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
Patient Experience <u>Responsibility</u> - All Leadership <u>Oversight Committee</u> PIPS Committee Reporting Frequency: TBD <u>Team</u> - All Leadership	Likelihood to Recommend KPI	FY 2022 July 2021 to April 2022 Likelihood to Recommend 63.85% (25 th percentile)	Likelihood to Recommend KPI Target Goal: 50 th percentile (68.1%% as of 4/13/22) Stretch Goal: 75th percentile (75.8%, as of 4/13/22)	<u>AIM Statement</u> By June 30 th , 2023, MHSC will implement measures to improve "Likelihood to Recommend" to the 75 th percentile to benefit patients' perception of their care at MHSC.	<u>AIM Statement</u> June 30 th , 2023 Planning phase completion date: July 1 st , 2022 Will include SMART Objectives	LTR for FY, (as of ____): ____ percentile On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?

Memorial Hospital of Sweetwater County
Performance Improvement and Patient Safety Priorities
Fiscal Year 2023

2023 Priorities	Measurement/Metric	Baseline	Benchmark/Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
Medication Safety - Barcode Scanning and Medication Overrides Improve patient and medication barcode scanning and reduce pyxis overrides <u>Responsibility</u> Director of Pharmacy <u>Oversight Committee</u> PIPS Committee Reporting Frequency: Monthly <u>Medication Safety Team</u> - Chief Nursing Officer - Chief Clinical Officer - Chief Medical Officer - Director of Pharmacy - Director of Emergency Department - Clinical Coordinator for Emergency Department - Director of Acute Care Services - Clinical Coordinator for Acute Care Services - Director of Women's Health - Clinical Coordinator for Women's Health - Director of Dialysis - Director of Oncology - Clinical Coordinator for Oncology - Director of Cardiopulmonary - Director of Education - Cerner SMEs and Super Users (frontline staff)	% overrides from pyxis % compliance with barcode scanning of patient wrist band and medication	Pyxis Overrides April 18 th – May 13 th , 2022 4% May 1 – May 11 2022 All units* Patient Scan 93.34% Med Scan 91.75% *All units except ED and ED Hold ED and ED Hold Patient scan 46.52% Med scan 51.36%	Pyxis Overrides Target Goal: < 3 % Stretch Goal: <1% All Units* Patient Scan Target Goal: 95 % Stretch Goal: 100% Med Scan Target Goal: 95% Stretch Goal: 98% *All units except ED and ED Hold ED and ED Hold Units Patient Scan Target Goal: 85% Stretch Goal: 90% Med Scan Target Goal: 70% Stretch Goal: 80%	<u>AIM Statement</u> By June 30 th , 2023, the medication safety workgroup will implement measures improve barcode scanning and reduce medication overrides, to improve patient safety reduce the likelihood of medication errors. <u>Pyxis Overrides:</u> <u>SMART Objective</u> Decrease medications that are overridable by 80% by August 31 st , 2022 Make associated changes on Pyxis server (based on the updated overridable medication list) by Sept 30 th , 2022 Director of Pharmacy to set up automated pyxis override reports, to be reviewed and evaluated by pharmacy and appropriate nursing directors starting October 15 th , 2022. <u>Patient and Medication Barcode Scanning:</u> <u>SMART Objective</u> By July 31 st , 2022, Director of Pharmacy will set up automated individual unit reports for medication and patient scanning KPI. Directors will evaluate for opportunities and appropriateness By September 30 th , 2022, will create policy and procedure around "order and document" Cerner workflow for urgent and emergent medication administration. Informatics to create step by step screenshots. Nursing staff to be assigned and complete	<u>AIM Statement</u> June 30 th , 2023 Planning phase completion date: July 1, 2022 Will include finalized SMART Objectives	FY to date: (as of ____): ____% On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?

Memorial Hospital of Sweetwater County
Performance Improvement and Patient Safety Priorities
Fiscal Year 2023

2023 Priorities	Measurement/Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
				education for new policy & procedure, as well as new workflow, by September 30 th , 2022.		

**Additional project teams may be added as necessary.

Present: **Voting Members:** Kara Jackson (Quality Director), Dr. Barbara Sowada (Quality Board Chair), Ed Tardoni (Quality Board Member), Ann Marie Clevenger (CNO), Leslie Taylor (Clinic Director), Irene Richardson (CEO), Dr. Melinda Poyer (CMO), Tami Love (CFO), Dr. Alicia Gray, Dr. Kari Quickenden (CCO)

Non-voting Members: Jennifer Rogers, Valerie Boggs, Cindy Nelson, Karali Plonsky, Noreen Hove

Guests: Taylor Jones (Board of Trustees Chair)

Absent/Excused: **Voting Members:**

Non-voting Members: Corey Worden, Kalpana Pokhrel,

Guests: Kandi Pendleton (Board of Trustees Chair), Marty Kelsey (Board of Trustees)

Chair: Dr. Barbara Sowada

Approval of Agenda & Minutes

Meeting was called to order at 8:15 am. Dr. Sowada presented the Agenda for approval. Mr. Tardoni motioned to approve, Dr. Poyer seconded. Motion carried. Dr. Sowada then presented the April 16, 2022 Minutes for approval. Dr. Poyer motioned to approve and Ms. Jackson seconded. Motion carried.

Old Business

Ms. Jackson presented and reviewed the Control Charts and Summaries. Ms. Jackson noted benchmarks and target goals have been added to the summaries. The control charts help to highlight out of control processes or data points that are out of the expected, but can also be used to compare to our benchmark to see how we are doing. Improvement work has also been included in the summaries. The committee members thanked the Quality team for a comprehensive and easily readable and understandable summary.

New Business

Ms. Jackson gave an update on the Cerner conversion which occurred on April 19th. All the prepping and hard work showed in how well the conversion went. It is still an adjustment to workflows, so some processes may take a little longer, but everyone is adjusting well. Ms. Richardson agreed with Ms. Jackson, noting that for the most part systems are working with the exceptions of a few glitches in coding and billing, but that we continue to have weekly meetings with the Cerner team. Ms. Love noted some "mapping" issues have been found and corrected, coding is a little backed up, and they are still working on credit card machines, but we are already seeing a slight increase in revenue as charting is better being captured, which is how CERNER works, by better capturing documentation. Dr. Clevenger stated staff is appreciative of the new EMR, and scanning is easier, plus gave a shout-out to Informatics for being on-call and assisting with this transition. Dr. Quickenden seconded Dr. Clevenger's observations. Dr. Gray stated from a physician stand point they "loved" it! It is easier to use and

accessible from different devices. Ms. Taylor agreed with previous comments, but did note the new admission process is slowed down as we transition over, but once people are in it should improve and that workflows after check-in have gone very well.

Ms. Jackson presented the 2023 PIPS Priorities. The PIPS Committee met a few weeks ago to determine which 2-3 priorities to focus on for 2023, taking into consideration highest risk to patient, or most urgent. The PIPS Committee approved the following priorities: Sepsis, Patient Experience, Medication Safety: Barcode Scanning and Medication Overrides. There were no objections from the committee on this plan.

Ms. Jackson next presented the Culture of Safety Survey Update, first giving some background on the process. We are due again in June 2022, and the Quality department began exploring vendors in January. Of the 5 vendors explored we decided to go with Press Ganey who provided a less arduous survey, with less negatively worded questions – which were sometimes difficult to understand and interpret. We also learned that Press Ganey's Culture of Safety Survey can pair with the Work Force Engagement Survey, then you can layer the results of the data, to work on improvement projects together, not separately or siloed. Amber Fisk, HR Director liked the demo for the future. We are already contracted to do a Work Force Survey in August (and it will open for 3-4 weeks), and per Press Ganey recommendations the Culture of Safety Survey should be spaced out by 4 weeks, putting our timing for survey in October 2022. We will plan to combine in 2024.

Medical Staff Update

Dr. Poyer started her Update with an Alert. We are currently in a national supply shortage for CT IV contrast. This week we received only 10 of the 100 doses ordered. Incident Command has been reestablished with Tracie Soller, MI Director as Incident Commander, with a focus on conserving our contrast. Every scan requiring contrast is first being reviewed by the Radiologist. Contrast comes from Shanghai, which went into a COVID lock down, sending workers home. Dr. Poyer wanted to give a shout out to Jonathan Beattie, Pharmacy Director, who came with the skill sets to split Nuclear Med kits, making them last longer and use as an alternate modality.

The Quality department has helped to develop a Mortality form which we have trialed and will be using to capture mortality data. We now also have Sepsis "cheat sheet", created by Corey Worden, one side for physicians and one side for nursing. We will be starting with Sepsis as our first educational module for all of Medical staff, starting with MEC next week.

Cerner has been going reasonably well, available options are being chosen and hammered out and everyone is working really well to make those happen.

Dr. Poyer closed with a compliment coming from 2 years of leading Incident Command and what an incredible staff that is able to think on their feet, switch on the fly, work together with what we have, and the skill set of our staff continues to surprise and amaze!

Mr. Tardoni reiterated an incident that highlighted what good Providers we have!

Informational Items for Review/Discussion

Dr. Sowada provided the Information Items for Review and Discussion. Dr. Sowada invited Ms. Plonsky to give an update on HCAHPS. We receive quarterly percentile ratings, which we can compare ourselves against other facilities. This quarter we saw a lot of percentages drop for

everyone, which tells us many are struggling. CMS is proposing to provide relief again to hospitals for the 2021 Performance HCAHPS scores, in the 5 healthcare associated infection safety measures – they are proposing to again pause them and not include them, but without them there is not enough data to give us an update. The 2023 value-based purchasing would remain a neutral adjustment, but CMS will continue to provide us with our data and feedback reports, and the data will be publicly reported. Press Ganey anticipates CMS will resume normal data gathering for the 2024 year.

Ms. Richardson echoed again everything that has been said, the staff is working hard in a unified way to make improvements. A shout out to Sr. leaders and leaders for their hard work and commitment – we want to be the trusted healthcare leader.

Mr. Tardoni restated again what a good team we are at the hospital, it's impressive and inspiring!

Respite Time

Dr. Sowada gave us the gift of time – do catch up, take a walk, get some sunshine! We finished up 30 minutes early.

Ms. Richardson closed the meeting with a statement to the strength and resilience of our staff, thanking both the staff, our providers and our Board.

Meeting Adjourned

The meeting adjourned at 9:18 am

Next Meeting

June 15, 2021 at 08:15 am via ZOOM.

Respectfully Submitted,

Robin Fife, Recording Secretary

To: Board of Trustees
From: Barbara J. Sowada, Chair
Re: Human Resources Committee Meeting
Date: May 16, 2022

The Human Resources Committee met May 16th from 3:00 to 4:00 pm by Zoom.

Major discussion items were as follows:

- ✓ Turnover is normalizing, approaching pre-Covid levels.
- ✓ Contract and open positions are coming down.
- ✓ Employee Policies – Introductory and Probationary Periods was revised, eliminating prohibition of internal transfers within the first year. Eliminating this sentence will improve recruiting and retention efforts.
- ✓ Employee Policies – Telecommuting policy and supporting documents were returned to staff to give more internal stakeholders the opportunity to review the policy. This will be presented again at the June HR Committee meeting.
- ✓ Special Workforce Report presented by Tami Love. The report compared MHSC labor expenses to national labor expenses given in a Kaufman Hall report. MHSC labor expenses increased 5.3 times the rate from pre-pandemic levels, and median wage rate for nurses rose more than 5 times of employed nurses. Overall, MHSC labor expenses increased 22.6% from pre-pandemic levels; whereas, nationally, labor expenses increased by more than 33%. Full report is included in HR Committee report in June BOT packet.
- ✓ Wage Presentation—Irene reviewed a plan to increase wages for FY 23. Plan is to increase wages by not more than \$2.378 million. Purpose of increase is to become competitive in the market—which we are not now. It's estimated that increase costs will be offset by reduction in contract labor costs. More competitive wages will also reduce turnover and recruitment costs, as well as making it easier to fill open positions and retain good employees. Plan will be presented to May F&A Committee.

For more detail, see the reports and minutes of this meeting that are included in the June Board packet.

Next HR meeting will be June 20th.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting – Minutes Draft
Monday – May 16, 2022

Zoom

Trustee Members Present by Zoom: Barbara Sowada, Kandi Pendleton

Voting Members Present by Zoom: Amber Fisk, Irene Richardson, Suzan Campbell

Non-Voting Members & Guests Present by Zoom: Tami Love, Kari Quickenden, Ann Clevenger, Shawn Bazzanella, Edward Boggs, Cindy Nelson

Barbara called the meeting to order, welcomed everyone, and thanked them for their time.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Irene, second by Kandi. Motion carried.

APPROVAL OF MINUTES

The motion to approve the April meeting minutes was made by Amber, second by Kandi. Motion carried.

ROUTINE REPORTS

Turnover

Amber said we are seeing steady turnover with nothing out of the ordinary. Suzan suggested changing the less than 90-day heading and data to less than one year to match the suggested policy changes.

Open Positions

Amber reported we still have quite a few positions open. Barbara asked about the clinical coordinator openings. Ann gave an update and said her theory is if people enjoy patient care more, they don't show interest in the coordinator openings.

Contract Staffing

Amber reviewed the list of current contract staff. She said our open positions are in-line with where we have our contract staff. Barbara noted the list is smaller than previous months. Amber said we are renegotiating the rates based on the data provided by Medical Solutions. Irene said our goal continues to be hiring our own staff and eliminating the contracts. Barbara asked if we are hiring new graduates from Western Wyoming Community College and Ann said we have a number of new grads interviewing.

OLD BUSINESS

Employee Policies – Introductory and Probationary Periods

Suzan said the policy will go to the Board for approval following approval by the Committee. She said this will hopefully help us fill some positions. The motion to approve the policy to forward to the Board in their June packet was made by Kandi, second by Irene. Motion carried.

Employee Policies - Telecommuting

Suzan said it has been about two years since the policy was approved. She said we had the policy in place but the agreement and application did not match the language in the policy. Barbara asked for confirmation Senior Leaders and HR personnel had reviewed and approved the proposed changes. Kandi suggested the Senior Leaders take the time to review as a package and then bring back to the Committee in June. Tami said she would like the new IT Director to review the information.

NEW BUSINESS

Special Workforce Report

Tami reviewed pandemic labor expense information. Barbara thanked Tami for gathering the information and putting in such a concise report. She said it shows the pressures through the past two years. Barbara asked for the report to be in the June packet with the meeting minutes.

Wage Presentation

Irene said she, Tami, Ann, and Amber have been talking about some of their plans in place to move to regular staff instead of contract staff. They gathered information from other hospitals in Wyoming. Irene said they are being very diligent in their review of wages. She said turnover is expensive. Any proposals will be budgeted and presented to the Finance and Audit Committee.

The next meeting is scheduled Monday, June 20 at 3:00 PM.

Pandemic Labor Expense

- Nationally, hospital labor expense increased by more than one-third from pre-pandemic levels. Our salary & wage expense **increased by 14%** from pre-pandemic levels. When we include salary & wage, benefits and contract labor, the **increase is 22.6%** from pre-pandemic levels.
 - Brought in additional staffing for door monitoring, testing and vaccines
 - Some departments doubled their staffing levels during the peak COVID inpatient influx – nursing, respiratory, hospitalists
 - Crisis pay and incentives paid to assure adequate staffing levels
 - Retention bonuses paid in an attempt to retain staff
 - Crisis bonuses for staff who worked throughout the pandemic
- Contract labor as a percentage of total labor expenses increased more than five times the rate from pre-pandemic levels. Our contract labor expense increased **5.3 times** the rate from pre-pandemic levels. Contract labor expense was \$881,000 in FY2020 and is currently projecting to **\$5.9 million** for FY2022.
 - In 2020, about 30 nursing unit staff and 10 other clinical staff left employment
 - In 2021, about 60 nursing unit staff and 20 other clinical staff left employment
 - In 2022, about 20 nursing unit staff and 5 other clinical staff have left employment currently
- As of March 2022, the median wage rate for contract nurses had risen to more than three times that of employed nurses. We saw the median wage rate for contract nurses **rise to more than 5 times** of employed nurses. We have also seen an increase in other contract clinical positions.
 - ED nurse hourly rates increased from \$78 in 2019, \$120 in 2020, \$125 in 2021 and \$160 in 2022
 - ICU nurse hourly rates increased from \$78 in 2019, \$125 in 2020, \$180 in 2021 and \$210 in 2022
 - Respiratory hourly rates increased from \$65 in 2019, \$78 in 2020, \$115 in 2021 and \$165 in 2022
 - Laboratory hourly rates increased from \$61 pre-pandemic to \$110 currently
- Human Resources receives a weekly report from Medical Solutions that details current position openings and adjusted rates nationally.
 - **As of 05/07/22:**
 - RN, ED: \$135 – down 16% from January 2022
 - RN, ICU: \$137 – down 35% from January 2022
 - RRT: \$119 – down 28% from January 2022
 - Lab (MT): \$105 – down 5% from January 2022

F&A COMMITTEE CHAIR REPORT TO THE BOARD May , 2022 meeting

Chair – Ed Tardoni

The Finance and Audit Committee met in Zoom format this month. All voting members were present.

F&A DATA FOR THE MONTH

The usual (APRIL) F&A reports are included in the Board packet. Board member attention is directed to days cash on hand. Inflation, contract labor rates and Cerner go live impacts are the causes. Hospital staff will discuss the Cerner impacts, which were anticipated, at the June Board meeting.

CAPITAL EXPENDITURE FOR BOARD CONSIDERATION.

Hospital staff and the F&A Committee continue to recommend that capital expenditures remain frozen. The only exception would be for emergent items, this month the F&A Committee, by unanimous consent, is sending one such item for Board consideration.

FY 22-39 \$41,600 (County Maintenance Fund Item) MOB Air Handler Coil Replacement.

The Chair of the B&G Committee was copied on the request and concurs with movement of the request to the Board for consideration. Three quotes were obtained and the request document contains all required signatures. The copper coil of this air handler was damaged by a freeze some time ago. Repairs have been made from time to time but the metal has embrittled and current repairs have been ineffective. Replacement is the only alternative left.

OTHER BUSINESS

The CEO briefed the committee on efforts to turn around the downward economic trends. The payback of the Medicare advanced funds should complete in August or September. Documentation concerning recent wage adjustments may be found in the Financial Packet. This initiative is part of the effort to attract permanent, rather than contract, staff.

NEXT MEETING.

A number of special meetings will be required centered around Budget development and approval. Scheduling of the June F&A meeting was left open so that it could confirm with budget development and review flow.

Capital Request Summary

Capital Request #

FY22-39

Name of Capital Request:

COIL REPLACEMENT MOB AIR HANDLER

Requestor/Department:

JIM HORAN/FACILITIES

Sole Source Purchase: Yes or No

Reason:

☐ This Quote/Bid/Proposal contains discount pricing which parties agree not to disclose other than is required by law or court order.

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	HARRIS MECHANICAL	SALT LAKE CITY, UT	\$41,660.00
2.	IHS	WEST VALLEY CITY, UT	\$60,935.00
3.	VAUGHN'S	ROCK SPRINGS, WY	\$60,500.00

Recommendation:

HARRIS MECHANICAL - \$41,660.00

Memorial Hospital

OF SWEETWATER COUNTY

# Assigned: FY 22 - 39	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
Department: Facilities	Submitted by: Gerry Johnston Date: 5/17/2022
Provide a detailed description of the capital expenditure requested: Coil replacement for MOB air handler.	
Preferred Vendor: Harris Mechanical	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation 2. Equipment 3. Installation 4. Shipping 5. Accessories 6. Training 7. Travel costs 8. Other e.g. interfaces	\$ \$ \$ 35,780.00 \$ \$ \$ \$ 5,880.00 \$ 41,660.00 Total Costs (add 1-8)
Does the requested item:	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: like for like
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
Total Annual Expenses	\$
Net Income/(loss) from new service	\$
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO
# of bids obtained? 3 <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:	
5-25-22 5-19-22 5-24-22	

OTHER CONSIDERATIONS

The upper coil in MOB penthouse air handler has seen significant metal fatigue. We believe this is due to freezing a couple of years ago when we lost the upper coil on 3rd floor air handler. (When copper freezes, it expands, causing weak spots thus creating leaks). We have tried repairing the penthouse coil with no luck, we fix one leak and one or two others pop up. We have isolated the upper coil to give us 50% cooling capacity, but with outside temps rising, I'm not sure how much longer we will be able to maintain comfortable temps.

The quotes we received were from 3 different contractors with Harris being the lowest. The other 2 bids were received from Vaughn's and IHS. Harris would not have to mobilize as they are already on-site doing our BAS upgrade. The price includes labor to remove and dispose of old coil, install new coil, fill and pressure test.

The quote showed current date price. As of May first, this price increased 5% due to material costs. I believe we won't be able to maintain temperature during the 4-5 week coil lead time and should add the expedited option of \$5,880 by doing this, the coil will built in 10-12 working days plus shipping, putting us at roughly 3 weeks lead time. Once scheduled, it will take roughly 2 days to install. The installation will take place late on a Friday and finish Saturday.

I suggest we get this done sooner rather than later with our outside temperatures increasing.

We can use FY23 County Maintenance funds to reimburse this cost.

Submitted by: Signature

Date

5-25-22



1193 W 2200 S Ste A
Salt Lake City, Utah 84119
P 801.956.0465 F 801.956.0466

DATE: 5/19/2022
PREPARED FOR: Gerry Johnston
COMPANY: MHSC
PROJECT: AHU Coil Replacement

QUOTATION AND B.O.M.

PREPARED BY: Jarvis Hoffines

Replace Cooling Coil In Rooftop AHU

- 1 Replacement Cooling Coil (25 day production 1 week to ship)
- 1 Crane services (T&M allowance estimated at \$2000-2500) (T&M NTE \$3500)
- 1 Provide and assemble overhead steel and trolley hoist (leave in place)
- 1 Remove existing UV lighting and re-install
- 1 Provide necessary rigging
- 1 Remove existing coil and replace with new and fill
- 1 Dispose of old coil
- 1 Reinstall freeze stats
- 1 Weekend labor
- 1 Mobilization

Package Total \$35,780

- 1 Expedited Delivery 10-15 day ADD \$5880

Accepted for construction by: _____

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
FINANCE & AUDIT COMMITTEE AGENDA**

Wednesday~ May 25, 2022 2:00 p.m. Teleconference

Voting Members:

Ed Tardoni, Chair
Kandi Pendleton, Trustee
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

Ron Cheese Kari Quickenden
Angel Bennett Dr. Israel Stewart
Ann Clevenger Dr. Ben Jensen
Brad Kowalski Terry Thompson

Guests:

Leslie Taylor

James Horan

- | | | |
|-------|---|------------------|
| I. | Call Meeting to Order | Ed Tardoni |
| II. | Approve Agenda | Ed Tardoni |
| III. | <u>Approve April 28, 2022 Meeting Minutes</u> | Ed Tardoni |
| IV. | <u>Capital Requests FY 22</u> | |
| V. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. <u>Narrative</u> | Tami Love |
| | 2. <u>Financial Information</u> | Tami Love |
| | 3. <u>Self-Pay Report</u> | Ron Cheese |
| | 4. <u>Preliminary Bad Debt</u> | Ron Cheese |
| VI. | Old Business | |
| | A. Special Purpose Tax projects | Irene Richardson |
| VII. | New Business | |
| | A. <u>Wage Adjustments</u> | Tami Love |
| | B. Budget Workshop | Tami Love |
| | C. Financial Forum Discussion | Ed Tardoni |
| VIII. | Next Meeting – | Tami Love |
| IX. | Adjournment | Ed Tardoni |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO APRIL 2022 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for April was a loss of \$1,418,319, compared to a gain of \$76,347 in the budget. This yields a -17.04% operating margin for the month compared to .93% in the budget. The year-to-date loss is \$4,645,383, compared to a gain \$845,054 in the budget. The year to date operating margin is -5.35%, compared to 1.03% in the budget.

The total net loss for April is \$1,183,548, compared to a gain of \$33,122 in the budget. Year-to date, the total net loss is \$2,088,099, compared to a total net gain of \$412,808 in the budget. This represents a YTD profit margin of -2.40% compared to budget of .51%.

REVENUE. Revenue for the month came in under budget at \$16,144,564, under budget by \$660,825. Inpatient revenue is under budget by \$6,528, hospital outpatient revenue was under budget by \$405,282 and the Clinic was under budget by \$249,015. Revenue remains over budget by \$7.5 million year to date.

VOLUME. Inpatient volumes were down slightly from March. The average daily census (ADC) decreased to 11.3, close to pre-pandemic levels. Average length of stay (LOS) is at 3.1, right at budget. Outpatient volumes were under budget for April due to planned lighter schedules for Cerner Go-Live.

Annual Debt Service Coverage came in at 2.24. Days of Cash on Hand decreased to 119 as daily cash expense increased to \$282,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are 49.7% in April and 51.1% year to date, remaining under budget. Total collections for the month came in at \$7,405,972. The repayment of the Medicare Advanced Payment began in April 2021 and through April 2022 we have paid back \$5.25 million of the \$7.4 million received.

Net days in AR remained at 52.9 days. We continue to see an increase in Commercial and Medicaid aging AR but continue to meet the goals for AR greater than 90 days for all other Payers.

EXPENSES. Total expenses in April remained high at \$9,742,343, over budget by \$1,579,335. Expenses are over budget \$10,696,379 year to date. The following line items were over budget in April:

Salary and Wage – Salary and Wage remains over budget in April with the additional staffing and the accelerated expense of retention bonuses.

Contract Labor – We did have some overlap of March/April invoices in April of \$100,000 increasing April expenses. Due to continuing staffing shortages in clinical areas there are currently contract labor staff in Med/Surg, ICU, Labor &

Delivery, Surgery, Emergency Room, Laboratory, Ultrasound, Respiratory Therapy, Behavioral Health and Social Services. We continue to see contract labor rates as much as 175% higher than pre COVID. We have begun to negotiate these rates with renewing contracts. We are also working on timelines for decreasing travelers as we fill open positions.

Purchased Services – Advertising, Bank card fees, Pharmacy Management fees and Pathologist fees are over budget in April. We also had expenses for patient record archiving in April.

Supplies – Oxygen, Drugs, Minor equipment, Food, Maintenance supplies and Outdates. We continue to see price increases in all supplies with nationwide inflation.

Utilities – Fuel is over budget in April. We have seen a continued rise in natural gas prices over the last year. Length between meter readings has also caused this expense to fluctuate over the last several months.

Repairs and Maintenance – Expenses over budget include contract licenses due to the delay in Cerner as we continue to pay for both systems. We also had the expense from the frozen sprinkler repairs.

Leases and Rentals – Equipment rent lease is over budget.

PROVIDER CLINIC. Revenue for the Clinics came in under budget at \$1,790,204. Year to date gross revenue is \$18,961,465, under budget by \$939,728. The bottom line for the Clinics in April is a loss of \$487,695 compared to a loss of \$480,815 in the budget. The year to date loss is \$5,047,219, compared to a budgeted loss of \$4,040,255. Clinic volumes were down in April at 5,038 as provider schedules were lightened for the Cerner Go-Live. Visits remain over budget year to date with 55,222 visits. Total Clinic expenses for the month are \$1,697,004, over budget by \$38,655. Wages, Benefits, Purchased Services and Repairs & Maintenance are over budget for April.

OUTLOOK FOR MAY. Gross patient revenue for May is projecting higher at \$16.7 million, which is right at budget. We continue to see lower volumes and have lighter schedules through May as clinical staff become more familiar with Cerner. The average daily census is at 16.30 over the last 30 days, and average length of stay is at 2.95 days.

As expected, collections for May are projecting low at \$4.6 million. With the conversion to Cerner, we expected to see an increase in Days in AR and lower collections as we work through the new billing interfaces and learn the new system. Deductions of revenue are expected to come in similar to April. Expenses will remain high in May due to continued staffing shortages and the need for contract labor. The bottom line for May is estimated at another \$1 million loss.

We continue to project FY22 year-end financials. We are watching all expenses as we near year end as our goal is to not violate our bond covenants. We recommend to continue the freeze on capital unless it is emergent.

FY2023 BUDGET. We continue to work on preparing the FY2023 operating budget. We believe Cerner will bring an increase in revenue with charges now being captured through clinical documentation. We are working with the departments on plans to decrease contract labor expenses in the new year as we recruit and hire staff to fill these positions. We are also working with directors on our productivity model to ensure FTE levels coincide with the volume levels. We will see a decrease in contract maintenance for our software systems as we terminate agreements with our legacy systems. Supply chain issues and rising inflation costs will continue to impact the budget in the new year. Fuel, freight and overall supply costs are expected to continue to impact the bottom line.

COVID RELIEF FUNDS. The Governor and State Legislature approved the allocation of \$85 million in capital & construction funds to healthcare facilities. The proposed rules have been released and are open for public comment through May 25. The rules do include the 1:1 match of the funds but it is expected to be a discussion at the June SLIB meeting. We expect the application process to begin in late June or early July. We have been working with Plan/One Architects to finalize the estimates and are working on the narrative of the project to be ready once the application timeline opens.

Year to date we have received just under \$3 million in assistance from WHA and federal funds. These funds have been reconciled against ongoing COVID related expenses, retention and recruitment and to assist with contract staffing. These funds are all accounted for under non-operating revenue on our income statement.



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

Unaudited Financial Statements

for

Ten months ended April 30, 2022

Certification Statement:

To the best of my knowledge, I certify for the hospital that the attached financial statements do not contain any untrue statement of a material fact or omit to state a material fact that would make the financial statements misleading. I further certify that the financial statements present in all material respects the financial condition and results of operation of the hospital and all related organizations reported herein.

Certified by:

Tami Love

Chief Financial Officer

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

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

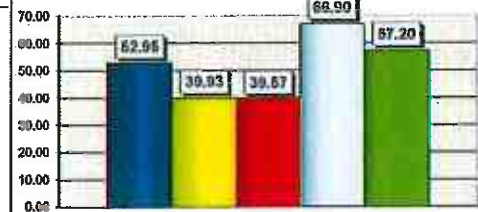
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Ten months ended April 30, 2022

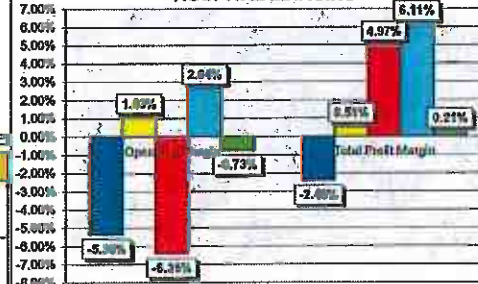
BALANCE SHEET

	YTD 4/30/2022	Prior FYE 6/30/2021
ASSETS		
Current Assets	\$29,774,066	\$28,361,282
Assets Whose Use is Limited	26,812,380	38,038,595
Property, Plant & Equipment (Net)	69,639,318	68,424,357
Other Assets	1,436,539	210,003
Total Unrestricted Assets	127,662,303	135,034,237
Restricted Assets	445,999	395,362
Total Assets	\$128,108,302	\$135,429,599
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,573,460	\$10,645,170
Long-Term Debt	26,663,333	27,742,755
Other Long-Term Liabilities	3,511,401	6,644,104
Total Liabilities	39,748,194	45,032,029
Net Assets	88,360,108	90,397,570
Total Liabilities and Net Assets	\$128,108,302	\$135,429,599

NET DAYS IN ACCOUNTS RECEIVABLE

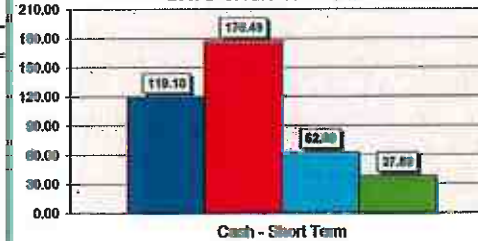


HOSPITAL MARGINS

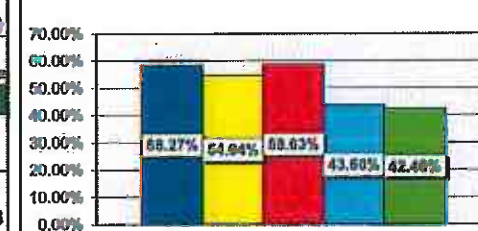


STATEMENT OF REVENUE AND EXPENSES - YTD				
	04/30/22 ACTUAL	04/30/22 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$16,144,564	\$16,805,389	\$173,839,118	\$166,328,567
Deductions From Revenue	(8,019,124)	(8,735,317)	(88,765,484)	(86,521,071)
Net Patient Revenues	8,125,441	8,080,073	85,073,634	79,807,496
Other Operating Revenue	198,584	159,282	1,795,569	1,855,765
Total Operating Revenues	8,324,024	8,239,355	86,869,203	81,663,261
Expenses:				
Salaries, Benefits & Contract Labor	5,989,583	4,544,259	53,325,990	44,620,196
Purchased Serv. & Physician Fees	780,690	776,652	8,132,642	7,945,045
Supply Expenses	1,271,366	1,215,806	14,304,072	12,051,753
Other Operating Expenses	1,098,482	891,388	9,953,595	9,301,302
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	602,022	734,903	5,798,287	6,899,912
Total Expenses	9,742,343	8,163,008	91,514,586	80,816,207
NET OPERATING SURPLUS	(1,418,319)	76,347	(4,645,383)	846,054
Non-Operating Revenue/(Exp.)	234,771	(43,225)	2,557,284	(432,246)
TOTAL NET SURPLUS	(\$1,183,548)	\$33,122	(\$2,088,099)	\$412,808

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	04/30/22 ACTUAL	04/30/22 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	338	337	4,388	3,709
Average Acute Length of Stay	3.1	2.9	3.6	3.3
Total Emergency Room Visits	1,134	1,190	12,493	10,939
Outpatient Visits	6,615	7,409	90,600	80,322
Total Surgeries	155	157	1,346	1,615
Total Worked FTE's	473.41	450.97	461.88	450.97
Total Paid FTE's	508.51	494.77	507.92	494.77
Net Revenue Change from Prior Yr	-4.46%	-5.43%	11.17%	4.51%
EBIDA - 12 Month Rolling Average			-1.39%	9.48%
Current Ratio			3.11	
Days Expense in Accounts Payable			27.36	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Budget	04/30/22
Prior Fiscal Year End	06/30/21
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - (0.23)

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2022

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- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Year to Date 4/30/2022	Budget 6/30/2021	Speculative Grade Rating	BBB Credit Rating	Prior Fiscal Year End 06/30/21	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:							
Operating Margin	-5.35%	1.90%	1.60%	-1.00%	-6.36%	2.64%	-0.73%
Total Profit Margin	-2.40%	0.76%	2.60%	1.30%	4.97%	6.11%	0.21%
Liquidity:							
Days Cash, All Sources **	119.10	129.76	103.40	228.00	176.49	62.00	37.80
Net Days in Accounts Receivable	62.95	60.02	62.40	51.80	39.57	66.90	57.20
Capital Structure:							
Average Age of Plant (Annualized)	15.20	12.58	14.00	13.80	14.81	9.50	12.40
Long Term Debt to Capitalization	23.68%	25.75%	36.60%	22.30%	24.02%	16.80%	10.00%
Debt Service Coverage Ratio **	2.24	3.97	2.80	2.50	5.03	N/A	2.64
Productivity and Efficiency:							
Paid FTE's per Adjusted Occupied Bed	8.21	8.43			8.81	6.60	4.63
Salary Expense per Paid FTE	\$100,300	\$88,892			\$85,218	\$82,438	\$48,150
Salary and Benefits as a % of Total Operating Exp	58.27%	56.43%			58.63%	43.80%	42.40%

Note 1 - 2017 Ingenix report (2016 median data), for all hospitals within the state regardless of size.

Note 2 - 2017 Ingenix report (2016 median data), for all U. S. hospitals that match this type and size.

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2022

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	Current Month 4/30/2022	Prior Month 3/31/2022	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2021
Current Assets					
Cash and Cash Equivalents	\$7,502,406	\$9,360,246	(\$1,857,840)	-19.85%	\$10,302,741
Gross Patient Accounts Receivable	31,101,728	31,005,716	96,013	0.31%	22,751,139
Less: Bad Debt and Allowance Reserves	(16,533,848)	(17,077,440)	543,592	3.18%	(12,710,326)
Net Patient Accounts Receivable	14,567,880	13,928,275	639,605	4.59%	10,040,814
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,873,501	1,438,645	434,856	30.23%	2,073,519
Inventories	3,778,135	3,782,502	(4,367)	-0.12%	3,774,659
Prepaid Expenses	2,052,144	2,317,674	(265,530)	-11.46%	2,169,549
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	29,774,066	30,827,341	(1,053,275)	-3.42%	28,361,282
Assets Whose Use is Limited					
Cash	17,933	(26,392)	44,325	-167.95%	145,904
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	320,957	78,043	242,914	311.26%	3,015,531
Trustee Held Funds - SPT	28,010	28,010	0	0.00%	26,503
Board Designated Funds	11,413,360	11,410,932	2,428	0.02%	19,921,794
Other Limited Use Assets	15,032,120	15,031,618	502	0.00%	14,928,863
Total Limited Use Assets	26,812,380	26,522,211	290,169	1.09%	38,038,595
Property, Plant, and Equipment					
Land and Land Improvements	4,215,925	4,215,925	0	0.00%	4,025,159
Building and Building Improvements	41,105,102	41,105,102	0	0.00%	41,947,846
Equipment	115,461,851	115,445,498	16,353	0.01%	114,615,271
Construction In Progress	9,211,421	9,114,263	97,158	1.07%	7,220,982
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	169,994,299	169,880,788	113,511	0.07%	167,809,258
Less: Accumulated Depreciation	(100,354,981)	(100,041,137)	(313,845)	-0.31%	(99,884,901)
Net Property, Plant, and Equipment	69,639,318	69,839,651	(200,334)	-0.29%	68,424,357
Other Assets					
Unamortized Loan Costs	1,436,539	1,444,701	(8,162)	-0.56%	210,003
Other	0	0	0	0.00%	0
Total Other Assets	1,436,539	1,444,701	(8,162)	-0.56%	210,003
TOTAL UNRESTRICTED ASSETS	127,662,303	128,633,905	(971,602)	-0.76%	135,034,237
Restricted Assets	445,999	442,553	3,445	0.78%	395,362
TOTAL ASSETS	\$128,108,302	\$129,076,459	(\$968,157)	-0.75%	\$135,429,599

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2022

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2021
	Current Month 4/30/2022	Prior Month 3/31/2022	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,909,731	\$4,535,370	(\$374,362)	-8.25%	\$5,787,069
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,246,942	927,806	(319,135)	-34.40%	1,555,117
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,654,574	2,627,460	(27,114)	-1.03%	2,537,177
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	232,069	241,086	9,017	3.74%	319,366
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	530,144	287,231	(242,914)	-84.57%	446,442
Total Current Liabilities	9,573,460	8,618,952	(954,508)	-11.07%	10,645,170
Long Term Debt					
Bonds/Mortgages Payable	26,895,402	27,076,086	180,684	0.67%	28,062,121
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	232,069	241,086	9,017	3.74%	319,366
Total Long Term Debt (Net of Current)	26,663,333	26,835,000	171,667	0.64%	27,742,755
Other Long Term Liabilities					
Deferred Revenue	2,187,380	2,739,846	552,465	20.16%	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	1,324,021	1,342,450	18,430	1.37%	146,106
Total Other Long Term Liabilities	3,511,401	4,082,296	570,895	13.98%	6,644,104
TOTAL LIABILITIES	39,748,194	39,536,248	(211,946)	-0.54%	45,032,029
Net Assets:					
Unrestricted Fund Balance	88,046,962	88,046,962	0	0.00%	83,129,665
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	442,126	438,681	(3,445)	-0.79%	391,489
Net Revenue/(Expenses)	(2,088,098)	(804,531)	N/A	N/A	4,917,296
TOTAL NET ASSETS	88,360,108	89,540,210	1,180,103	1.32%	90,397,570
TOTAL LIABILITIES AND NET ASSETS	\$128,108,302	\$129,076,459	\$968,157	0.75%	\$135,429,599

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2022

	CURRENT MONTH				Prior Year 04/30/21
	Actual 04/30/22	Budget 04/30/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,329,718	\$3,336,247	(\$6,528)	-0.20%	\$2,899,022
Outpatient Revenue	11,024,642	11,429,923	(405,282)	-3.55%	11,180,916
Clinic Revenue	1,511,759	1,713,058	(201,299)	-11.75%	1,588,815
Specialty Clinic Revenue	278,446	326,162	(47,716)	-14.63%	298,056
Total Gross Patient Revenue	16,144,564	16,805,389	(660,825)	-3.93%	15,966,809
Deductions From Revenue					
Discounts and Allowances	(6,674,512)	(7,384,546)	720,034	9.74%	(6,661,972)
Bad Debt Expense (Governmental Providers Only)	(1,128,374)	(1,132,543)	4,170	0.37%	(476,207)
Medical Assistance	(216,239)	(198,228)	(18,011)	-9.09%	(249,982)
Total Deductions From Revenue	(8,019,124)	(8,725,317)	706,193	8.09%	(7,390,160)
Net Patient Revenue	8,125,441	8,080,073	45,368	0.56%	8,576,648
Other Operating Revenue	198,584	159,282	39,301	24.67%	135,982
Total Operating Revenue	8,324,024	8,239,355	84,669	1.03%	8,712,630
Operating Expenses					
Salaries and Wages	3,824,834	3,558,018	(266,817)	-7.50%	3,492,562
Fringe Benefits	1,090,848	971,866	(118,982)	-12.24%	1,070,954
Contract Labor	1,073,901	14,375	(1,059,526)	-7370.62%	380,228
Physicians Fees	331,304	379,307	48,003	12.66%	248,548
Purchased Services	449,586	397,345	(52,241)	-13.15%	493,446
Supply Expense	1,271,366	1,215,806	(55,560)	-4.57%	1,442,417
Utilities	105,551	89,182	(16,369)	-18.35%	117,576
Repairs and Maintenance	639,594	467,990	(171,604)	-36.67%	478,494
Insurance Expense	52,269	48,783	(3,486)	-7.15%	45,990
All Other Operating Expenses	228,221	230,703	2,482	1.08%	220,960
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	72,847	54,730	(18,116)	-33.10%	64,239
Depreciation and Amortization	602,022	734,903	132,881	18.08%	569,609
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,742,343	8,163,008	(1,579,335)	-19.36%	8,625,022
Net Operating Surplus/(Loss)	(1,418,319)	76,347	(1,494,665)	-1957.73%	87,609
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	11,223	16,877	(5,654)	-33.50%	13,895
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	390
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(79,409)	(109,312)	(29,903)	27.36%	(107,629)
Other Non-Operating Revenue/(Expenses)	302,957	49,210	253,747	515.65%	863,035
Total Non Operating Revenue/(Expense)	234,771	(43,225)	277,996	-643.14%	769,692
Total Net Surplus/(Loss)	(\$1,183,548)	\$33,122	(\$1,216,670)	-3673.28%	\$857,300
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$1,183,548)	\$33,122	(\$1,216,670)	-3673.28%	\$857,300
Operating Margin	-17.04%	0.93%			1.01%
Total Profit Margin	-14.22%	0.40%			9.84%
EBIDA	-9.81%	9.85%			7.55%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2022

	YEAR-TO-DATE				Prior Year 04/30/21
	Actual 04/30/22	Budget 04/30/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$40,558,593	\$33,312,466	\$7,246,127	21.75%	\$32,103,277
Outpatient Revenue	114,319,060	113,114,908	1,204,152	1.06%	106,893,441
Clinic Revenue	16,139,179	16,539,578	(400,399)	-2.42%	13,968,075
Specialty Clinic Revenue	2,822,286	3,361,615	(539,329)	-16.04%	3,047,355
Total Gross Patient Revenue	173,839,118	166,328,567	7,510,551	4.52%	156,012,148
Deductions From Revenue					
Discounts and Allowances	(77,194,216)	(73,213,383)	(3,970,853)	-5.42%	(67,688,241)
Bad Debt Expense (Governmental Providers Only)	(10,248,660)	(11,325,432)	1,076,773	9.51%	(10,210,566)
Medical Assistance	(1,332,608)	(1,962,275)	649,667	32.77%	(2,080,163)
Total Deductions From Revenue	(88,775,484)	(86,501,071)	(2,244,413)	-2.59%	(79,978,962)
Net Patient Revenue	85,073,634	79,807,496	5,266,138	6.60%	76,033,156
Other Operating Revenue	1,795,569	1,855,765	(60,197)	-3.24%	2,107,323
Total Operating Revenue	86,869,203	81,663,261	5,205,941	6.37%	78,140,480
Operating Expenses					
Salaries and Wages	37,094,421	34,536,652	(2,557,769)	-7.41%	35,652,099
Fringe Benefits	10,895,738	9,376,884	(1,518,855)	-16.20%	9,718,997
Contract Labor	5,335,831	706,660	(4,629,171)	-655.08%	1,286,882
Physicians Fees	3,637,549	3,688,662	51,113	1.39%	2,668,857
Purchased Services	4,495,093	4,256,383	(238,710)	-5.61%	4,040,628
Supply Expense	14,304,072	12,051,753	(2,252,320)	-18.69%	12,663,889
Utilities	969,959	943,244	(26,716)	-2.83%	948,313
Repairs and Maintenance	5,767,948	5,206,246	(561,702)	-10.79%	4,926,315
Insurance Expense	539,994	487,831	(52,163)	-10.69%	405,642
All Other Operating Expenses	2,079,976	2,094,677	14,701	0.70%	1,777,387
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	595,718	569,304	(26,414)	-4.64%	623,110
Depreciation and Amortization	5,798,287	6,899,912	1,101,625	15.97%	5,695,702
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	91,514,586	80,818,207	(10,696,379)	-13.24%	80,387,820
Net Operating Surplus/(Loss)	(4,645,383)	845,054	(5,490,437)	-649.71%	(2,247,340)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	107,867	168,775	(60,908)	-36.09%	175,736
Tax Subsidies (Except for GO Bond Subsidies)	1,507	0	1,507	0.00%	13,546
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(979,860)	(1,093,116)	113,256	-10.36%	(1,094,799)
Other Non-Operating Revenue/(Expense)	3,427,770	492,096	2,935,674	596.57%	9,196,984
Total Non Operating Revenue/(Expense)	2,557,284	(432,246)	2,989,530	-691.63%	8,291,528
Total Net Surplus/(Loss)	(2,088,099)	\$412,808	(2,500,908)	-605.83%	\$6,044,187
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,088,099)	\$412,808	(2,500,908)	-605.83%	\$6,044,187
Operating Margin	-5.35%	1.03%			-2.88%
Total Profit Margin	-2.40%	0.51%			7.74%
EBIDA	1.33%	9.48%			4.43%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 4/30/2022	Actual 3/31/2022	Actual 2/28/2022	Actual 1/31/2022	Actual 12/31/2021	Actual 11/30/2021
Gross Patient Revenue						
Inpatient Revenue	\$3,329,718	\$3,977,177	\$3,678,754	\$3,563,344	\$3,901,947	\$3,635,525
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$11,024,842	\$11,545,845	\$11,321,452	\$11,144,237	\$12,775,161	\$11,200,991
Clinic Revenue	\$1,511,759	\$1,701,127	\$1,734,823	\$1,482,429	\$1,987,053	\$1,822,838
Specialty Clinic Revenue	\$278,445	\$433,489	\$170,396	\$315,855	\$357,797	\$254,859
Total Gross Patient Revenue	\$16,144,564	\$17,657,638	\$16,803,394	\$16,505,665	\$19,001,958	\$16,713,813
Deductions From Revenue						
Discounts and Allowances	\$8,574,512	\$8,147,341	\$7,828,096	\$7,888,958	\$8,555,249	\$7,294,927
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,128,374	\$813,526	\$1,205,992	\$1,242,529	\$1,000,088	\$1,129,581
	\$218,238	\$311,522	\$8,688	\$27,295	\$235,454	\$18,194
Total Deductions From Revenue	8,019,124	9,272,389	8,827,400	9,158,782	9,790,791	8,406,294
Net Patient Revenue	\$8,125,441	\$8,385,250	\$7,975,994	\$7,346,883	\$9,211,166	\$8,307,519
Other Operating Revenue	198,584	496,170	156,988	227,298	176,824	80,825
Total Operating Revenue	\$8,324,024	\$8,881,419	\$8,132,982	\$7,574,181	\$9,387,990	\$8,388,344
Operating Expenses						
Salaries and Wages	\$3,834,834	\$3,736,770	\$3,548,337	\$3,679,506	\$3,657,198	\$3,723,066
Fringe Benefits	\$1,080,848	\$1,083,304	\$1,456,793	\$1,052,886	\$973,861	\$1,085,893
Contract Labor	\$1,073,901	\$818,922	\$632,212	\$623,830	\$458,979	\$410,170
Physicians Fees	\$331,304	\$443,520	\$377,123	\$402,704	\$408,140	\$364,978
Purchased Services	\$449,588	\$420,057	\$519,599	\$549,353	\$390,784	\$461,277
Supply Expense	\$1,271,388	\$1,581,159	\$1,282,845	\$1,118,897	\$1,085,777	\$1,435,569
Utilities	\$105,551	\$118,195	\$91,746	\$107,027	\$105,780	\$92,733
Repairs and Maintenance	\$639,594	\$558,833	\$627,377	\$543,950	\$531,372	\$731,037
Insurance Expense	\$52,269	\$53,274	\$49,545	\$51,700	\$51,204	\$51,204
All Other Operating Expenses	\$228,221	\$198,212	\$204,267	\$188,162	\$188,727	\$241,518
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$72,847	\$82,298	\$59,814	\$47,650	\$50,397	\$55,342
Depreciation and Amortization	\$602,022	\$624,934	\$581,401	\$580,556	\$580,355	\$621,714
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$8,742,343	\$9,717,827	\$9,427,882	\$8,943,889	\$9,083,535	\$9,254,501
Net Operating Surplus/(Loss)	(\$418,319)	(\$836,407)	(\$1,294,898)	(\$1,369,619)	\$304,255	(\$866,267)
Non-Operating Revenue:						
Contributions						
Investment Income	11,223	11,674	7,177	8,304	10,129	14,102
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	26	28	189	13	147
Interest Expense (Governmental Providers Only)	(\$9,499)	(\$1,590)	(\$38,879)	(\$240,795)	4,870	(\$11,555)
Other Non-Operating Revenue/(Expenses)	\$91,537	\$55,183	\$13,084	\$1,759,876	\$88,732	\$14,604
Total Non Operating Revenue/(Expense)	\$233,352	\$55,263	(\$16,808)	\$1,537,385	\$303,644	(\$32,803)
Total Net Surplus/(Loss)	(\$1,184,967)	(\$780,814)	(\$1,311,606)	\$167,646	\$607,799	(\$899,160)
Change in Unrealized Gains/(Losses) on Investments						
Increase/(Decrease in Unrestricted Net Assets	(\$1,184,967)	(\$780,814)	(\$1,311,606)	\$167,646	\$607,799	(\$899,160)
Operating Margin	-17.04%	-8.41%	-16.92%	-18.00%	3.24%	-10.33%
Total Profit Margin	-14.24%	-8.46%	-18.13%	2.21%	6.47%	-11.32%
EBIDA	-8.81%	-2.36%	-8.77%	-10.42%	9.42%	-2.92%

Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021
\$6,080,930	\$6,033,540	\$3,340,697	\$3,108,961	\$2,685,411	\$3,057,995
\$10,574,893	\$10,541,547	\$11,806,073	\$12,385,219	\$11,118,723	\$10,958,305
\$1,898,739	\$1,419,719	\$1,520,968	\$1,481,938	\$1,448,830	\$1,308,880
\$230,626	\$375,846	\$171,175	\$234,229	\$343,674	\$181,882
\$18,593,188	\$18,370,651	\$16,837,901	\$17,210,347	\$15,595,439	\$15,485,052
\$7,994,841	\$7,661,983	\$7,548,034	\$7,790,266	\$8,867,239	\$8,890,213
\$809,293	\$722,948	\$1,039,023	\$1,057,325	\$1,119,785	\$783,338
(\$17,814)	\$802,179	\$23,400	\$58,415	\$394,216	\$280,208
8,887,120	8,887,120	8,610,457	8,906,008	8,381,239	7,933,760
\$9,706,068	\$9,483,531	\$8,227,443	\$8,304,341	\$7,215,200	\$7,551,292
137,282	80,543	112,967	126,489	105,054	101,440
9,843,350	9,564,074	8,340,410	8,432,830	7,320,254	7,652,732
\$4,105,038	\$3,770,223	\$3,570,615	\$3,480,834	\$5,328,842	\$3,563,709
\$1,318,416	\$1,079,997	\$766,740	\$1,088,022	\$869,361	\$988,282
\$361,687	\$354,888	\$293,704	\$306,728	\$285,959	\$322,046
\$382,983	\$809,701	\$295,756	\$321,340	\$512,548	\$303,865
\$359,836	\$433,583	\$364,402	\$546,836	\$839,880	\$387,299
\$1,394,987	\$1,677,803	\$1,981,763	\$1,476,093	\$1,174,639	\$1,314,104
\$91,857	\$88,009	\$84,680	\$86,421	\$91,804	\$70,553
\$612,137	\$538,318	\$514,286	\$476,044	\$513,875	\$518,603
\$51,404	\$50,846	\$75,848	\$52,793	\$52,887	\$52,519
\$222,475	\$189,267	\$180,435	\$238,671	\$199,196	\$152,472
\$56,923	\$54,088	\$52,822	\$63,758	\$57,770	\$84,630
\$625,962	\$661,412	\$681,377	\$658,504	\$557,387	\$673,690
\$9,483,525	\$9,102,915	\$8,142,405	\$8,016,853	\$10,383,228	\$8,291,874
\$359,825	\$461,159	\$198,005	(\$183,123)	(\$3,062,975)	(\$639,142)
11,918	12,634	9,845	10,961	19,538	103,889
933	105	428	21	(1,795)	488
(107,774)	(113,388)	(187,625)	(107,927)	(114,925)	(107,628)
\$33,411	11,883	8,743	319,585	2,361,377	(40,457)
\$438,188	(\$87,477)	(\$88,811)	\$222,720	\$2,287,193	(\$43,805)
\$797,933	\$374,012	\$108,385	\$39,597	(\$775,282)	(\$482,950)
				(17,877)	(138,434)
\$797,933	\$374,012	\$108,385	\$39,597	(\$793,669)	(\$619,434)
3.86%	4.82%	2.37%	-2.17%	-41.84%	-8.35%
8.11%	3.91%	1.31%	0.47%	-10.68%	-8.92%
9.00%	10.69%	9.10%	4.45%	-34.23%	-0.86%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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Ten months ended April 30, 2022

	CASH FLOW	
	Current Month 4/30/2022	Current Year-To-Date 4/30/2022
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$1,183,548)	(\$2,088,099)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	602,022	5,798,287
(Increase)/Decrease in Net Patient Accounts Receivable	(639,605)	(4,527,067)
(Increase)/Decrease in Other Receivables	(434,858)	200,018
(Increase)/Decrease in Inventories	4,367	(3,476)
(Increase)/Decrease in Pre-Paid Expenses	265,530	117,405
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	374,362	(877,337)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	346,249	(190,778)
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	242,914	83,702
Net Cash Provided by Operating Activities:	(422,566)	(1,487,346)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(401,688)	(7,013,247)
(Increase)/Decrease in Limited Use Cash and Investments	(245,844)	11,098,244
(Increase)/Decrease in Other Limited Use Assets	(44,325)	127,971
(Increase)/Decrease in Other Assets	8,162	(1,226,536)
Net Cash Used by Investing Activities	(683,695)	2,986,431
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(180,684)	(1,166,719)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(570,895)	(3,132,703)
Net Cash Used for Financing Activities	(751,579)	(4,299,421)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(0)
Net Increase/(Decrease) in Cash	(1,857,840)	(2,800,336)
Cash, Beginning of Period	9,360,246	10,302,741
Cash, End of Period	\$7,502,406	\$7,502,406

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2022

Current Month				Year-To-Date				
Actual 04/30/22	Budget 04/30/22	Positive/ (Negative) Variance	Prior Year 04/30/21	STATISTICS	Actual 04/30/22	Budget 04/30/22	Positive/ (Negative) Variance	Prior Year 04/30/21
Discharges								
108	117	(9)	117	Acute	1,208	1,140	68	1,140
108	117	(9)	117	Total Adult Discharges	1,208	1,140	68	1,140
30	34	(4)	34	Newborn	335	335	0	326
138	151	(13)	151	Total Discharges	1,543	1,475	68	1,466
Patient Days:								
338	337	1	319	Acute	4,388	3,709	679	3,537
338	337	1	319	Total Adult Patient Days	4,388	3,709	679	3,537
38	64	(26)	55	Newborn	529	582	(53)	492
376	401	(25)	374	Total Patient Days	4,917	4,291	626	4,029
Average Length of Stay (ALOS)								
3.1	2.9	0.2	2.7	Acute	3.6	3.3	0.4	3.1
3.1	2.9	0.2	2.7	Total Adult ALOS	3.6	3.3	0.4	3.1
1.3	1.9	(0.6)	1.6	Newborn ALOS	1.6	1.7	(0.2)	1.5
Average Daily Census (ADC)								
11.3	11.2	0.0	10.6	Acute	14.4	12.2	2.2	11.6
11.3	11.2	0.0	10.6	Total Adult ADC	14.4	12.2	2.2	11.6
1.3	2.1	(0.9)	1.8	Newborn	1.7	1.9	(0.2)	1.6
Emergency Room Statistics								
108	136	(28)	130	ER Visits - Admitted	1,247	1,236	11	1,182
1,026	1,054	(28)	1,048	ER Visits - Discharged	11,246	9,703	1,543	9,649
1,134	1,190	(56)	1,178	Total ER Visits	12,493	10,939	1,554	10,831
9.52%	11.43%		11.04%	% of ER Visits Admitted	9.98%	11.30%		10.91%
100.00%	116.24%		111.11%	ER Admissions as a % of Total	103.23%	108.42%		103.68%
Outpatient Statistics:								
6,615	7,409	(794)	8,363	Total Outpatients Visits	90,600	80,322	10,278	89,862
0	89	(89)	89	Observation Bed Days	1,251	1,024	227	982
4,608	4,604	4	4,604	Clinic Visits - Primary Care	50,438	41,709	8,729	41,709
430	529	(99)	529	Clinic Visits - Specialty Clinics	4,784	5,262	(478)	5,262
27	22	5	22	IP Surgeries	235	258	(23)	241
128	135	(7)	135	OP Surgeries	1,111	1,357	(246)	1,297
Productivity Statistics:								
473.41	450.97	22.44	456.71	FTE's - Worked	461.88	450.97	10.91	442.06
508.51	494.77	13.74	493.44	FTE's - Paid	507.92	494.77	13.15	486.06
1.4653	1.3336	0.13	1.3336	Case Mix Index - Medicare	1.6483	1.6099	0.04	1.5052
0.8274	1.0354	(0.21)	1.0354	Case Mix Index - All payers	0.8648	1.1672	(0.30)	1.1995

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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04/30/22

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	54.70	44.49
Net Days in Accounts Receivable	52.95	39.57
Number of Gross Days in Unbilled Revenue	13.06	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.63%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.34%	1.18%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.77%	1.19%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.99%	6.74%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.90%	6.81%
Collections as a Percentage of Net Revenue - Current Month	91.15%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	93.61%	100% or >
Percentage of Blue Cross Receivable > 90 Days	4.99%	< 10%
Percentage of Insurance Receivable > 90 Days	18.46%	< 15%
Percentage of Medicaid Receivable > 90 Days	27.76%	< 20%
Percentage of Medicare Receivable > 60 Days	2.37%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2022

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Monthly Variances in excess of \$10,000 as well as in excess of 10% explained below.
Year-To-Date Variances in excess of \$30,000 as well as in excess of 5% explained below.

	Current Month Amount	%	Year-to-Date Amount	%
Gross Patient Revenue	(660,825)	-3.85%	7,510,551	4.52%

Gross patient revenue is under budget for the month and over budget year to date. Patient statistics under budget include OP surgeries.
Average Daily Census is 11.3 in April which is right on budget

Deductions from Revenue	706,193	8.09%	(2,244,413)	-2.59%
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Deductions from revenue are under budget for April and under budget year to date.
They are currently booked at 49.7 for April and 51.1% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	4,170	0.37%	1,076,773	9.51%
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Bad debt expense is booked at 7.0% for April and 5.9% year to date.

Charity Care	(16,011)	-9.08%	649,667	32.77%
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Charity care yields a high degree of variability month over month and is dependent on patient needs.
Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	39,301	24.67%	(60,197)	-3.24%
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Other Operating Revenue is over budget for the month and is under budget year to date.

Salaries and Wages	(266,817)	-7.58%	(2,557,769)	-7.41%
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Salary and Wages are over budget in April and are over budget year to date.

Paid FTEs are over budget by 13.74 FTEs for the month and over 13.15 FTEs year to date.

Fringe Benefits	(118,982)	-12.94%	(1,518,855)	-16.20%
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Fringe benefits are over budget in April and over budget year to date.

Contract Labor	(1,059,526)	-7370.62%	(4,629,171)	-855.08%
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Contract labor is over budget for April and over budget year to date. Med/surg, ICU, OR, L&D, Ultrasound, PACU, ER, Lab, Respiratory Therapy, Emergency Mgmt and Social Services are over budget.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2022

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Monthly Variances in excess of \$10,000 as well as in excess of 10% explained below.
Year-To-Date Variances in excess of \$30,000 as well as in excess of 5% explained below.

	Current Month Amount	%	Year-to-Date Amount	%
Physician Fees	48,003	12.66%	51,113	1.39%
Physician fees under budget in April and under budget year to date. ER & Emergency Mgmt and Locums Clinic are over budget in April.				
Purchased Services	(52,241)	-13.15%	(238,710)	-5.61%
Purchased services are over budget for April and over budget year to date. Expenses over budget are Dept. Mgmt Service, Bank Card Fees and Other Purchased Services				
Supply Expense	(55,560)	-4.57%	(2,252,320)	-18.69%
Supplies are over budget for April and over budget year to date. Line items over budget include oxygen, food, drugs, outdates and maintenance supplies.				
Repairs & Maintenance	(171,604)	-36.67%	(561,702)	-10.79%
Repairs and Maintenance are over budget for April and over budget year to date.				
All Other Operating Expenses	2,482	1.08%	14,701	0.70%
This expense is under budget in April and under budget year to date. Other expenses over budget are Physician recruitment, license & taxes, freight and employee recruitment.				
Leases and Rentals	(18,116)	-33.10%	(26,414)	-4.64%
This expense is over budget for April and is over budget year to date				
Depreciation and Amortization	132,881	18.08%	1,101,625	15.97%
Depreciation is under budget for April and is under budget year to date due to the delay of Cerner				
BALANCE SHEET				
Cash and Cash Equivalents	(\$1,857,840)	-19.95%		
Cash decreased in April. Cash collections for April were \$7.4 million. Days Cash on Hand decreased to 119 days.				
Gross Patient Accounts Receivable	\$96,013	0.31%		
This receivable increased in April due to lower collections				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2022

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Monthly Variances in excess of \$10,000 as well as in excess of 10% explained below.
Year-To-Date Variances in excess of \$30,000 as well as in excess of 5% explained below.

	Current Month Amount	%	Year-to-Date Amount	%
Bad Debt and Allowance Reserves	543,592	3.18%		
Bad Debt and Allowances decreased.				
Other Receivables	434,856	30.23%		
Other Receivables increased in April due to county and occ med invoices.				
Prepaid Expenses	(265,530)	-11.46%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	290,169	1.09%		
These assets increased.				
Plant Property and Equipment	(200,334)	-0.29%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(374,362)	-8.25%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(319,135)	-34.40%		
This liability increased in April. The payroll accrual for April was 6 days.				
Accrued Benefits	(27,114)	-1.03%		
This liability increased in April with the normal accrual and usage of PTO				
Other Current Liabilities	(242,914)	-84.57%		
This liability increased for April due to the accrued interest on the bonds				
Other Long Term Liabilities	570,895	13.98%		
This liability decreased due the payback of medicare accelerated				
Total Net Assets	1,180,103	1.32%		
The net loss from operations for April is \$1,418,319				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Ten months ended April 30, 2022

Certification Statement:

To the best of my knowledge, I certify for the hospital that the attached financial statements do not contain any untrue statement of a material fact or omit to state a material fact that would make the financial statements misleading. I further certify that the financial statements present in all material respects the financial condition and results of operation of the hospital and all related organizations reported herein.

Certified by:

Tami Love

Chief Financial Officer

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Key Financial Ratios**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 2****ROCK SPRINGS, WY****Ten months ended April 30, 2022****- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	Month to Date 4/30/2022	Year to Date 4/30/2022	Prior Fiscal Year End 06/30/21	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-40.33%	-45.71%	-47.17%	-36.58%
Total Profit Margin	-40.33%	-45.71%	-47.17%	-36.58%
Contractual Allowance %	35.34%	44.60%	45.42%	
Liquidity:				
Net Days in Accounts Receivable	40.27	42.58	34.46	39.58
Gross Days in Accounts Receivable	58.59	53.38	44.23	72.82
Productivity and Efficiency:				
Patient Visits Per Day	153.60	165.91	137.99	
Total Net Revenue per FTE	N/A	\$187,344	\$151,830	
Salary Expense per Paid FTE	N/A	\$196,311	\$167,434	
Salary and Benefits as a % of Net Revenue	121.10%	122.90%	129.06%	91.26%
Employee Benefits %	19.01%	17.29%	17.03%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Ten months ended April 30, 2022

	CURRENT MONTH				Prior Year 04/30/21
	Actual 04/30/22	Budget 04/30/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,511,759	1,713,058	(201,299)	-11.75%	1,588,815
Specialty Clinic Revenue	278,446	326,162	(47,716)	-14.63%	298,056
Total Gross Patient Revenue	1,790,204	2,039,219	(248,915)	-12.21%	1,886,871
Deductions From Revenue					
Discounts and Allowances	(632,610)	(914,977)	282,367	30.86%	(869,032)
Total Deductions From Revenue	(632,610)	(914,977)	282,367	30.86%	(869,032)
Net Patient Revenue	1,157,594	1,124,242	33,352	2.97%	1,017,838
Other Operating Revenue	51,716	53,292	(1,577)	-2.96%	58,845
Total Operating Revenue	1,209,310	1,177,534	31,775	2.70%	1,076,684
Operating Expenses					
Salaries and Wages	1,230,525	1,137,329	(93,196)	-8.19%	1,037,659
Fringe Benefits	233,976	225,080	(8,896)	-3.95%	206,715
Contract Labor	0	0	0	0.00%	0
Physicians Fees	70,817	115,857	45,039	38.87%	46,485
Purchased Services	14,588	4,003	(10,586)	-264.47%	12,175
Supply Expense	14,832	17,211	2,380	13.83%	19,891
Utilities	980	1,878	898	47.80%	1,872
Repairs and Maintenance	20,459	17,608	(2,851)	-16.19%	16,968
Insurance Expense	15,114	14,816	(298)	-2.02%	13,611
All Other Operating Expenses	82,628	112,224	29,596	26.37%	134,676
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,462	3,348	(114)	-3.41%	3,037
Depreciation and Amortization	9,622	8,986	(636)	-6.95%	12,986
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,697,004	1,658,349	(38,655)	-2.33%	1,506,056
Net Operating Surplus/(Loss)	(487,695)	(480,815)	(6,880)	1.43%	(429,373)
Total Net Surplus/(Loss)	(487,695)	(480,815)	(6,880)	1.43%	(429,373)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(487,695)	(480,815)	(6,880)	1.43%	(429,373)
Operating Margin	-40.33%	-40.83%			-39.88%
Total Profit Margin	-40.33%	-40.83%			-39.88%
EBIDA	-39.53%	-40.07%			-38.67%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2022

	YEAR-TO-DATE				Prior Year 04/30/21
	Actual 04/30/22	Budget 04/30/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	16,139,179	16,539,578	(400,399)	-2.42%	13,968,075
Specialty Clinic Revenue	2,822,286	3,361,615	(539,329)	-16.04%	3,047,355
Total Gross Patient Revenue	18,961,465	19,901,193	(939,728)	-4.72%	17,015,430
Deductions From Revenue					
Discounts and Allowances	(8,457,694)	(9,058,563)	600,870	6.63%	(7,831,868)
Total Deductions From Revenue	(8,457,694)	(9,058,563)	600,870	6.63%	(7,831,868)
Net Patient Revenue	10,503,771	10,842,630	(338,858)	-3.13%	9,183,762
Other Operating Revenue	538,771	532,920	5,851	1.10%	690,293
Total Operating Revenue	11,042,542	11,375,550	(333,008)	-2.93%	9,874,055
Operating Expenses					
Salaries and Wages	11,571,089	10,598,316	(972,782)	-9.13%	10,930,818
Fringe Benefits	2,000,357	1,946,938	(53,419)	-2.74%	1,869,042
Contract Labor	0	0	0	0.00%	0
Physicians Fees	647,017	1,027,987	380,950	37.06%	875,725
Purchased Services	139,296	138,546	(750)	-0.54%	130,199
Supply Expense	166,824	173,531	6,707	3.86%	152,057
Utilities	12,190	18,780	6,590	35.09%	13,995
Repairs and Maintenance	167,264	176,012	8,748	4.97%	195,682
Insurance Expense	151,377	148,156	(3,221)	-2.17%	132,002
All Other Operating Expenses	1,097,243	1,055,557	(41,687)	-3.95%	950,395
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	34,730	32,402	(2,328)	-7.19%	31,318
Depreciation and Amortization	102,363	99,601	(2,763)	-2.77%	177,583
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	16,089,761	15,415,806	(673,956)	-4.37%	15,458,815
Net Operating Surplus/(Loss)	(5,047,219)	(4,040,256)	(1,006,963)	24.92%	(5,584,760)
Total Net Surplus/(Loss)	(5,047,219)	(4,040,256)	(1,006,963)	24.92%	(5,584,760)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(5,047,219)	(4,040,256)	(1,006,963)	24.92%	(5,584,760)
Operating Margin	-45.71%	-35.52%			-56.56%
Total Profit Margin	-45.71%	-35.52%			-56.56%
EBIDA	-44.78%	-34.64%			-54.76%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 4/30/2022	Actual 3/31/2022	Actual 2/28/2022	Actual 1/31/2022	Actual 12/31/2021
Gross Patient Revenue					
Clinic Revenue	\$1,511,759	\$1,701,127	\$1,734,823	\$1,482,429	\$1,967,053
Specialty Clinic Revenue	\$276,446	\$433,489	\$170,366	\$315,655	\$357,797
Total Gross Patient Revenue	\$1,790,204	\$2,134,616	\$1,905,189	\$1,798,083	\$2,324,849
Deductions From Revenue					
Discounts and Allowances	(\$632,610)	(\$1,125,782)	(\$823,617)	(\$816,054)	(\$1,025,029)
Total Deductions From Revenue	(\$632,610)	(\$1,125,782)	(\$823,617)	(\$816,054)	(\$1,025,029)
Net Patient Revenue	\$1,157,594	\$1,008,834	\$1,081,572	\$982,029	\$1,299,820
Other Operating Revenue	\$61,716	\$61,196	\$51,288	\$52,606	\$55,210
Total Operating Revenue	1,209,310	1,070,029	1,132,860	1,034,635	1,355,030
Operating Expenses					
Salaries and Wages	\$1,230,525	\$1,182,615	\$1,091,367	\$1,129,240	\$1,165,634
Fringe Benefits	\$233,976	\$245,542	\$280,636	\$236,456	\$165,260
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$70,817	\$98,915	\$87,003	\$70,129	\$52,499
Purchased Services	\$14,588	\$15,775	\$13,725	\$13,724	\$13,553
Supply Expense	\$14,832	\$13,148	\$11,127	\$17,580	\$16,630
Utilities	\$980	\$1,872	\$982	\$981	\$985
Repairs and Maintenance	\$20,459	\$14,155	\$15,198	\$14,146	\$14,375
Insurance Expense	\$15,114	\$15,114	\$15,037	\$14,998	\$15,527
All Other Operating Expenses	\$82,628	\$94,038	\$136,187	\$101,264	\$119,107
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,462	\$2,404	\$4,362	\$2,559	\$3,864
Depreciation and Amortization	\$9,622	\$9,622	\$9,622	\$9,545	\$9,763
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,697,004	\$1,693,201	\$1,665,247	\$1,610,624	\$1,567,196
Net Operating Surplus/(Loss)	(\$487,695)	(\$623,172)	(\$532,387)	(\$575,989)	(\$212,166)
Total Net Surplus/(Loss)	(\$487,695)	(\$623,172)	(\$532,387)	(\$575,989)	(\$212,166)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$487,695)	(\$623,172)	(\$532,387)	(\$575,989)	(\$212,166)
Operating Margin	-40.33%	-58.24%	-46.99%	-55.67%	-15.66%
Total Profit Margin	-40.33%	-58.24%	-46.99%	-55.67%	-15.66%
EBIDA	-39.53%	-57.34%	-46.15%	-54.75%	-14.94%

Actual 11/30/2021	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021
\$1,622,638	\$1,896,739	\$1,419,718	\$1,520,956	\$1,481,938	\$1,448,630	\$1,308,860	\$1,588,815
\$254,659	\$230,626	\$375,846	\$171,175	\$234,229	\$343,674	\$161,892	\$298,058
\$1,877,297	\$1,927,365	\$1,795,564	\$1,692,131	\$1,716,167	\$1,792,304	\$1,470,752	\$1,886,871
(\$833,463)	(\$859,090)	(\$801,974)	(\$757,972)	(\$782,101)	(\$814,085)	(\$701,579)	(\$869,032)
(\$833,463)	(\$859,090)	(\$801,974)	(\$757,972)	(\$782,101)	(\$814,085)	(\$701,579)	(\$869,032)
\$1,043,832	\$1,068,275	\$993,590	\$934,159	\$934,067	\$978,219	\$769,173	\$1,017,838
\$50,360	\$54,717	\$51,015	\$56,240	\$54,422	\$46,757	\$59,125	\$58,845
1,094,192	1,122,992	1,044,605	990,399	988,489	1,024,977	828,299	1,076,684
\$1,157,127	\$1,211,905	\$1,142,180	\$1,137,088	\$1,123,497	\$1,081,614	\$940,167	\$1,037,659
\$157,402	\$200,865	\$181,343	\$137,188	\$171,689	\$149,134	\$184,169	\$206,715
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$73,082	\$35,691	\$39,947	\$52,965	\$65,959	\$146,371	\$114,521	\$46,485
\$15,431	\$14,885	\$11,585	\$14,504	\$11,526	\$15,910	\$13,208	\$12,175
\$18,225	\$20,033	\$15,849	\$14,325	\$26,074	\$21,987	\$15,954	\$19,891
\$997	\$652	\$1,328	\$1,873	\$1,543	\$2,404	\$1,933	\$1,872
\$21,438	\$15,128	\$19,156	\$16,272	\$16,937	\$16,834	\$16,580	\$16,988
\$15,527	\$15,527	\$14,844	\$14,844	\$14,844	\$13,611	\$13,611	\$13,611
\$94,760	\$127,049	\$107,037	\$95,119	\$140,054	\$63,557	\$82,775	\$134,676
\$3,844	\$3,593	\$2,635	\$4,755	\$3,252	\$4,093	\$4,022	\$3,037
\$10,523	\$10,371	\$11,086	\$11,086	\$11,123	\$12,936	\$12,937	\$12,986
\$1,568,367	\$1,655,700	\$1,546,906	\$1,500,019	\$1,585,497	\$1,508,431	\$1,390,867	\$1,506,056
(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)
0	0	0	0	0	0	0	0
(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)
-43.34%	-47.44%	-48.09%	-51.46%	-60.40%	-47.17%	-69.01%	-39.86%
-43.34%	-47.44%	-48.09%	-51.46%	-60.40%	-47.17%	-69.01%	-39.86%
-42.37%	-46.51%	-47.02%	-50.34%	-59.27%	-45.91%	-67.44%	-38.67%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2022

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
04/30/22	04/30/22	Variance	04/30/21		04/30/22	04/30/22	Variance	04/30/21
Outpatient Statistics:								
4,608	4,604	4	4,047	Clinic Visits - Primary Care	50,438	41,709	8,729	41,760
430	529	(99)	470	Clinic Visits - Specialty Clinics	4,784	5,262	(478)	5,095
Productivity Statistics:								
67.34	64.25	3.09	62.21	FTE's - Worked	63.13	64.25	(1.12)	72.84
78.59	70.60	7.99	68.27	FTE's - Paid	70.77	70.60	0.17	79.40

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR APRIL 22**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	595	7,819,468.99
CAPITAL EQUIPMENT (PLANT FUND)	8	377,182.30
CONSTRUCTION IN PROGRESS (BUILDING FUND)	6	435,558.91
PAYROLL APRIL 14, 2021	N/A	1,589,110.16
PAYROLL APRIL 28, 2021	N/A	1,542,721.16
TOTAL CASH OUTFLOW		<u>\$8,632,210.20</u>
CASH COLLECTIONS		7,406,271.00
INCREASE/DECREASE IN CASH		-\$1,225,939.20

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2022**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001122	7/8/2021	PLAN ONE/ARCHITECTS	14,699.53	MEDICAL IMAGING RENO		
001123	7/8/2021	ST+B ENGINEERING (SPACEK TI	82,507.79	HVAC PROJECT		
001128	7/9/2021	GROATHOUSE CONSTRUCTION,	209,015.00	HVAC PROJECT		
001129	7/9/2021	GROATHOUSE CONSTRUCTION,	1,057,454.00	HVAC PROJECT		
WF DEBT	7/14/2021	WF DEBT SERVICE	111,433.37	WF DEBT SERVICE		
JULY TOTALS					1,475,109.69	1,475,109.69

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001130	8/5/2021	CACHE VALLEY ELECTRIC CO.	1,538.30	MEDICAL IMAGING RENO		
001131	8/12/2021	PLAN ONE/ARCHITECTS	11,024.66	MEDICAL IMAGING RENO		
001131	8/12/2021	PLAN ONE/ARCHITECTS	17,998.75	SULENTICH REMODEL		
WF DEBT	8/17/2021	WF DEBT SERVICE	111,433.37	WF DEBT SERVICE		
AUGUST TOTALS					141,995.08	1,617,104.77

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001132	9/2/2021	WESTERN ENGINEERS & GEOLO	3,124.25	BULK O2 PROJECT		
001133	9/9/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001134	9/23/2021	INSULATION INC.	4,711.15	MEDICAL IMAGING RENO		
001135	9/23/2021	WESTERN ENGINEERS & GEOLO	4,268.75	HVAC PROJECT		
WF DEBT	9/30/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
SEPTEMBER TOTALS					125,887.09	1,742,991.86

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001136	10/7/2021	CACHE VALLEY ELECTRIC CO.	433.78	MEDICAL IMAGING RENO		
001137	10/7/2021	GROATHOUSE CONSTRUCTION,	161,221.00	HVAC PROJECT		
001138	10/7/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001139	10/7/2021	GROATHOUSE CONSTRUCTION,	17,913.00	HVAC PROJECT		
001140	10/28/2021	CHEENEY LANDSCAPING, INC	9,610.00	WATER LINE REPLACEMENT		
WF DEBT	10/18/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
OCTOBER TOTALS					302,960.72	2,045,952.58

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001141	11/4/2021	GROATHOUSE CONSTRUCTION,	15,611.00	HVAC PROJECT		
001142	11/4/2021	GROATHOUSE CONSTRUCTION,	140,499.00	HVAC PROJECT		
001143	11/11/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
WF DEBT	11/16/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
NOVEMBER TOTALS					269,892.94	2,315,845.52

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001144	12/2/2021	INSULATION INC.	7,911.00	MEDICAL IMAGING RENO		
001145	12/2/2021	GROATHOUSE CONSTRUCTION,	46,725.00	HVAC PROJECT		
001146	12/2/2021	GROATHOUSE CONSTRUCTION,	420,520.00	HVAC PROJECT		
001147	12/9/2021	PLAN ONE/ARCHITECTS	2,808.45	CHEMO MIXING ROOM		
001147	12/9/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001148	12/16/2021	CITY OF ROCK SPRINGS	889.00	SULENTICH REMODEL		
DECEMBER TOTALS					481,058.38	2,796,903.90

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001149	1/6/2022	PLAN ONE/ARCHITECTS	2,808.45	MEDICAL IMAGING RENO		
001150	1/13/2022	INSULATION INC.	6,911.00	CHEMO MIXING ROOM		
001151	1/20/2022	GROATHOUSE CONSTRUCTION,	61,256.00	HVAC PROJECT		
001152	1/20/2022	GROATHOUSE CONSTRUCTION,	551,306.00	HVAC PROJECT		
WF DEBT	1/21/2022	WF DEBT SERVICE	28,716.64	WF DEBT SERVICE		
JANUARY TOTALS					650,998.09	3,447,901.99

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001153	2/10/2022	PLAN ONE/ARCHITECTS	2,808.45	CHEMO MIXING ROOM		
001154	2/25/2022	GROATHOUSE CONSTRUCTION,	399,553.00	HVAC PROJECT		
001155	2/25/2022	GROATHOUSE CONSTRUCTION,	44,395.00	HVAC PROJECT		
WF DEBT	2/16/2022	WF DEBT SERVICE	28,716.64	WF DEBT SERVICE		
FEBRUARY TOTALS					475,473.09	3,923,375.08

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001156	3/11/2022	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001157	3/24/2022	ST+B ENGINEERING (SPACEK TI	1,054.25	HVAC PROJECT		
001158	3/31/2022	WESTERN ENGINEERS & GEOLO	5,853.14	HVAC PROJECT		
WF DEBT	3/15/2022	WF DEBT SERVICE	71,246.93	WF DEBT SERVICE		
MARCH TOTALS					80,359.25	4,003,734.33

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001159	4/8/2022	WASATCH CONTROLS (HARRIS .	161,975.00	BUILDING AUTOMATION		
001160	4/21/2022	CACHE VALLEY ELECTRIC CO.	27,909.00	MEDICAL IMAGING RENO		
001161	4/21/2022	PLAN ONE/ARCHITECTS	1,685.07	CHEMO MIXING ROOM		
001162	4/28/2022	WESTERN ENGINEERS & GEOLO	1,076.25	HVAC PROJECT		
WF DEBT	4/19/2022	WF DEBT SERVICE	85,833.33	WF DEBT SERVICE		
WF DEBT	4/18/2022	WF DEBT SERVICE	157,000.26	WF DEBT SERVICE		
APRIL TOTALS					435,558.91	4,439,293.24

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2022**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002441	7/8/2021	CERNER CORPORATION	16,897.05	CERNER		
002442	7/15/2021	CARDINAL HEALTH	5,480.86	ORTHO WORKSTATION WITH ID-TPMASTER		
002443	7/15/2021	MEDIPINES CORP	9,758.91	NON-INVASIVE GAS EXCHANGE MONITORS		
002444	7/22/2021	KRISTI CLARK	694.71	CERNER		
002445	7/22/2021	ROCK SPRINGS WINNELSON CO	27,277.65	HOT WATER HEATER EXCHANGER		
002446	7/22/2021	STAXI CORPORATION	22,028.26	WHEELCHAIRS		
002447	7/22/2021	DELL COMPUTER CORPORATION	164,734.80	DESKTOPS AND MONITORS		
002448	7/29/2021	CARDINAL HEALTH	78,730.00	ORTHO VISION AUTOMATED BLOOD BANK SYSTEM		
JULY TOTALS					325,602.24	325,602.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002449	8/5/2021	ENTRY SYSTEMS INC.	8,940.00	REPLACE LOADING DOCK DOOR		
002450	8/5/2021	P3 CONSULTING LLC	7,500.00	HMM/HTML5		
002451	8/12/2021	CERNER CORPORATION	35,823.72	CERNER		
002452	8/12/2021	DNV GL USA, INC.	10,685.40	SYNERGY LIFE		
002453	8/12/2021	VARIAN MEDICAL SYSTEMS, INC	5,144.50	STEREOTACTIC CONE SYSTEM		
002454	8/19/2021	CERNER CORPORATION	104,421.95	CERNER		
002455	8/19/2021	KARL STORZ ENDOSCOPY-AMERI	12,464.00	ENT SCOPE		
002456	8/19/2021	VYAIR MEDICAL 211 INC.	24,999.00	CERNER INTERFACE TO CARDIOPULMONARY (VYAIR)		
002457	8/26/2021	RESPIRONICS	15,000.00	CERNER INTERFACE TO SLEEP LAB (PHILLIPS)		
AUGUST TOTALS					224,978.57	550,580.81

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002458	9/9/2021	CERNER CORPORATION	18,939.52	CERNER		
002459	9/9/2021	DNV GL USA, INC.	6,240.00	SYNERGY LIFE		
002460	9/9/2021	TRI-ANIM HEALTH SERVICES INC	6,299.98	PARAPAC ADULT VENT		
002461	9/16/2021	CERNER CORPORATION	104,421.95	CERNER		
002462	9/16/2021	KRISTI CLARK	2,300.00	CERNER		
002463	9/16/2021	P3 CONSULTING LLC	10,000.00	CERNER INTERFACE FOR REV CYCLE & REFUNDS		
002464	9/23/2021	CERNER CORPORATION	76,792.62	CERNER		
002465	9/23/2021	CONVERGEONE, INC.	521,150.43	REPLACE NETWORK SWITCHES		
002466	9/30/2021	R & D SWEEPING & ASPHALT MAI	4,986.00	CONCRETE SEAL AND REPLACE		
002467	9/30/2021	DNV GL USA, INC.	1,176.21	SYNERGY LIFE		
SEPTEMBER TOTALS					752,306.71	1,302,887.52

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002468	10/7/2021	GE PRECISION HEALTHCARE LLC	122,390.00	ULTRASOUND MACHINE		
002469	10/7/2021	TELEFLEX MEDICAL INC.	271.30	NEPTUNE HEATED HUMIDIFIERS		
002470	10/14/2021	CERNER CORPORATION	135,705.33	CERNER		
002471	10/14/2021	DELL COMPUTER CORPORATION	15,525.20	DESK TOPS AND MONITORS		
002472	10/14/2021	DNV GL USA, INC.	26,160.00	SYNERGY LIFE		
002473	10/14/2021	TELEFLEX MEDICAL INC.	4,000.00	NEPTUNE HEATED HUMIDIFIERS		
002474	10/14/2021	HIGH DESERT CONSTRUCTION, LP	287,897.00	WATERLINE REPLACEMENT		
002475	10/28/2021	CERNER CORPORATION	123,392.62	CERNER		
OCTOBER TOTALS					715,341.45	2,018,228.97

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002476	11/11/2021	CERNER CORPORATION	45,162.83	CERNER		
002477	11/18/2021	CONVERGEONE, INC.	12,288.00	FY21-63 REPLACE NETWORK SWITCHES		
002478	11/18/2021	DNV GL USA, INC.	6,480.00	SYNERGY LIFE		
002479	11/18/2021	STRYKER MEDICAL	26,673.74	ED GURNEYS (17)		
002480	11/24/2021	AVANOS MEDICAL, LLC	26,132.56	AVANOS CONTRAK CENTRAL ACCESS SYSTEM		
002481	11/24/2021	CERNER CORPORATION	191,077.69	CERNER		
002482	11/24/2021	SCOTTCARE CORPORATION	14,788.00	SCOTTCARE TELEREHAB MONITORING		
002483	11/24/2021	STRYKER MEDICAL	137,490.26	ED GURNEYS (17)		
002484	11/24/2021	SIEMENS HEALTHCARE DIAGNOS	18,556.16	UNIFOC AND EDM INTERFACE WITH CERNER		
002485	11/24/2021	MARTIN-RAY LAUNDRY SYSTEM	2,780.00	LARGE WASHER MOTOR		
NOVEMBER TOTALS					481,429.24	2,499,658.21

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002486	12/2/2021	CDW GOVERNMENT LLC	30,650.30	CERNER - END USER COMPUTER EQUIPMENT		
002487	12/2/2021	HOLOGIC, INC.	19,200.00	CERNER - END USER COMPUTER EQUIPMENT		
002488	12/2/2021	KARL STORZ ENDOSCOPY-AMERI	15,049.50	CERNER - END USER COMPUTER EQUIPMENT		
002489	12/9/2021	CDW GOVERNMENT LLC	34,576.35	CERNER - END USER COMPUTER EQUIPMENT		
002490	12/9/2021	CERNER CORPORATION	4,173.23	CERNER		
002491	12/16/2021	CERNER CORPORATION	191,077.69	CERNER		
002492	12/22/2021	CDW GOVERNMENT LLC	37,005.30	CERNER - END USER COMPUTER EQUIPMENT		
002493	12/22/2021	CERNER CORPORATION	425,967.42	CERNER		
002494	12/22/2021	DUDE SOLUTIONS INC.	6,126.00	WORXHUB		
002495	12/22/2021	STAPLES	153,586.93	HOSPITAL FURNITURE		
002496	12/30/2021	WASATCH CONTROLS (HARRIS A	4,574.00	PHARMACY RENO		
DECEMBER TOTALS					921,986.72	3,421,644.93

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002497	1/6/2022	CDW GOVERNMENT LLC	1,130.30	CERNER END-USER COMPUTER EQUIPMENT		
002498	1/6/2022	CERNER CORPORATION	4,040.65	CERNER		
002499	1/6/2022	COVIDIEN SALES LLC, DBA GIVE	4,500.00	COVIDIEN 980 VENTILATORS (3)		
002500	1/6/2022	GE PRECISION HEALTHCARE LLC	19,200.00	GE ULTRASOUND MACHINE		
002501	1/13/2022	KARL STORZ ENDOSCOPY-AMERI	13,434.15	VIDEO CYSTOSCOPE		
002502	1/13/2022	TURF EQUIPMENT & AGRONOMIC	26,514.00	SIDEWALK SNOW REMOVAL VEHICLE		
002503	1/13/2022	VISIONEX, LLC	13,000.00	VIDEO CYSTOSCOPE		
002504	1/27/2022	MEDTRONIC, USA	36,725.75	PT EYE SYSTEM/THYROID LOCATOR		
002505	1/27/2022	SYSCO INTERMOUNTAIN FOOD	38,102.33	FOOD SERVICE LINE		
JANUARY TOTALS					156,647.18	3,578,292.11

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002506	2/10/2022	CERNER CORPORATION	36,560.15	CERNER		
002507	2/17/2022	APPLIED STATISTICS & MANAGEI	25,000.00	MD STAT SOFTWARE		
002508	2/17/2022	CDW GOVERNMENT LLC	17,245.50	CERNER END-USER COMPUTER EQUIPMENT		
002509	2/17/2022	COVIDIEN SALES LLC, DBA GIVE	4,500.00	COVIDIEN 980 VENTILATORS (3)		
002510	2/17/2022	CERNER CORPORATION	191,077.69	CERNER		
FEBRUARY TOTALS					274,383.34	3,852,675.45

CHECK NUMBER	DATE	PAYER	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002511	3/11/2022	CERNER CORPORATION	9,516.37	CERNER		
002512	3/11/2022	KARL STORZ ENDOSCOPY-AMERI	1,527.16	VIDEO CYSTOSCOPE		
002513	3/11/2022	PHILIPS HEALTHCARE	127,282.98	PHILIPS EPIQ ELITE DIAGNOSTIC ULTRASOUND SYSTEM		
002514	3/11/2022	ST+B ENGINEERING (SPACEK TIM	28,584.90	HVAC UPGRADE		
002515	3/24/2022	CERNER CORPORATION	191,077.69	CERNER		
002516	3/24/2022	WASATCH CONTROLS (HARRIS A-	15,200.00	BUILDING AUTOMATION		
002517	3/31/2022	CDW GOVERNMENT LLC	18,084.80	CERNER END-USER COMPUTER EQUIPMENT		
002518	3/31/2022	CERNER CORPORATION	17,093.75	CERNER MDR VIDEO TOUCH 4K		
MARCH TOTALS					408,367.65	4,261,843.10

CHECK NUMBER	DATE	PAYER	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002519	4/8/2022	CDW GOVERNMENT LLC	1,130.30	CERNER END-USER COMPUTER EQUIPMENT		
002520	4/8/2022	CERNER CORPORATION	13,530.13	CERNER		
002521	4/14/2022	CERNER CORPORATION	219,160.19	CERNER		
002522	4/21/2022	B BRAUN MEDICAL INC.	133,306.72	DIALYSIS MACHINES		
002523	4/21/2022	HILL-ROM	10,054.96	MEDICAL IMAGE PROJECT		
APRIL TOTALS					377,182.30	4,638,225.40

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Check Number	Date	Vendor Check Name	Amount	Description
185805	4/28/2022	BIG THICKET BROADCASTING	3,189.00	Advertising
185482	4/8/2022	PILOT BUTTE BROADCASTING	650.00	Advertising
185486	4/8/2022	ROCKET MINER	300.00	Advertising
185634	4/14/2022	ROCKET MINER	220.78	Advertising
185876	4/28/2022	ROCKET MINER	150.00	Advertising
185488	4/8/2022	ROYAL FLUSH ADVERTISING	571.25	Advertising
185751	4/21/2022	SCOMPION HEALTHCARE LLC	6,295.30	Advertising
185895	4/28/2022	SWEETWATER NOW, LLC	3,400.00	Advertising
185764	4/21/2022	THE RADIO NETWORK	3,166.65	Advertising
EFT00000007425	4/8/2022	LAMAR ADVERTISING	721.00	Advertising
EFT00000007430	4/8/2022	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT00000007440	4/14/2022	LAMAR ADVERTISING	412.00	Advertising
EFT00000007455	4/21/2022	LAMAR ADVERTISING	721.00	Advertising
EFT00000007467	4/28/2022	GREEN RIVER STAR	755.00	Advertising
185791	4/28/2022	ABILITY NETWORK INC	1,722.54	Billing Services
185830	4/28/2022	EXPRESS MEDICAID BILLING SERV	600.32	Billing Services
185652	4/14/2022	TRUE COMMERCE, INC	116.25	Billing Services
185658	4/14/2022	WAYSTAR HEALTH	4,685.63	Billing Services
185911	4/28/2022	WAYSTAR HEALTH	4,685.63	Billing Services
185508	4/8/2022	VITALANT	4,203.41	Blood
185909	4/28/2022	VITALANT	10,459.30	Blood
185698	4/21/2022	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
185908	4/28/2022	VERIZON WIRELESS, LLC	3,780.47	Cellular Telephone
185510	4/8/2022	WAKEFIELD & ASSOCIATES, INC.	37,600.96	Collection Agency
185416	4/8/2022	CDW GOVERNMENT LLC	3,040.59	Computer Equipment
185571	4/14/2022	CDW GOVERNMENT LLC	433.62	Computer Equipment
185493	4/8/2022	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,020.00	Computer Software
185883	4/28/2022	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	5,007.26	Computer Software
185705	4/21/2022	FIGMD, INC.	17,360.00	Consulting Fees
185659	4/14/2022	WOODARD & CURRAN INC.	2,395.81	Consulting Fees
185809	4/28/2022	BISCOM	664.92	Contract Maintenance
185572	4/14/2022	CERNER CORPORATION	15,837.15	Contract Maintenance
185573	4/14/2022	CHANGE HEALTHCARE SOLUTIONS, LLC	4,226.88	Contract Maintenance
185816	4/28/2022	CHANGE HEALTHCARE SOLUTIONS, LLC	4,236.76	Contract Maintenance
185419	4/8/2022	CLOUDU COMMUNICATIONS INC.	69.00	Contract Maintenance
185686	4/21/2022	CLOUDU COMMUNICATIONS INC.	76.51	Contract Maintenance
185818	4/28/2022	CLOUDU COMMUNICATIONS INC.	78.10	Contract Maintenance
185692	4/21/2022	CONVERGEONE, INC.	9,721.64	Contract Maintenance
185444	4/8/2022	FRONT RANGE MOBILE IMAGING, INC.	4,660.00	Contract Maintenance
185710	4/21/2022	GE HEALTHCARE	985.00	Contract Maintenance
185835	4/28/2022	GE HEALTHCARE	25,043.14	Contract Maintenance
185839	4/28/2022	HARMONY HEALTHCARE IT	25,037.40	Contract Maintenance
185592	4/14/2022	HEALTHSTREAM INC.	2,712.15	Contract Maintenance
185454	4/8/2022	INSIGHT SCREENING LLC	926.30	Contract Maintenance
185449	4/8/2022	IPROTEAN	19,500.00	Contract Maintenance
185611	4/14/2022	MEDNET	120.00	Contract Maintenance
185517	4/8/2022	MERGE HEALTHCARE SOLUTIONS, INC	11,379.38	Contract Maintenance
185475	4/8/2022	NATIONAL BUSINESS INSTITUTE	698.30	Contract Maintenance

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185478	4/8/2022	NUANCE COMMUNICATIONS, INC	208.33	Contract Maintenance
185863	4/28/2022	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
185741	4/21/2022	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
185875	4/28/2022	REMI CORPORATION	2,821.96	Contract Maintenance
185631	4/14/2022	RL DATIX	421.00	Contract Maintenance
185913	4/28/2022	SENCORP WHITE, INC	21,681.00	Contract Maintenance
185492	4/8/2022	SIEMENS MEDICAL SOLUTIONS USA	2,875.42	Contract Maintenance
185638	4/14/2022	SIEMENS MEDICAL SOLUTIONS USA	9,837.33	Contract Maintenance
185753	4/21/2022	SIEMENS MEDICAL SOLUTIONS USA	8,270.09	Contract Maintenance
185882	4/28/2022	SIEMENS MEDICAL SOLUTIONS USA	3,210.00	Contract Maintenance
185755	4/21/2022	SOUTHWESTERN BIOMEDICAL ELECT.	5,250.00	Contract Maintenance
185768	4/21/2022	T-SYSTEM, INC	22,012.87	Contract Maintenance
185769	4/21/2022	UNITED AUDIT SYSTEMS, INC.	1,500.00	Contract Maintenance
185514	4/8/2022	WYCIDATA SECURITY INC.	1,375.00	Contract Maintenance
185779	4/21/2022	WYCIDATA SECURITY INC.	1,305.00	Contract Maintenance
EFT00000007427	4/8/2022	MERGE HEALTHCARE SOLUTIONS, INC	8,896.20	Contract Maintenance
EFT00000007451	4/21/2022	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
W/T	4/14/2022	ORTHO PHREESIA FEE	11.59	Contract Maintenance
W/T	4/26/2022	OPTIMIS	200.00	Contract Maintenance
W/T	4/21/2022	CARE CLOUD	349.00	Contract Maintenance
W/T	4/8/2022	ZENITH	420.42	Contract Maintenance
W/T	4/20/2022	TRIZETTO	5,519.22	Contract Maintenance
W/T	4/14/2022	CLINIC PHREESIA FEE	6,450.96	Contract Maintenance
W/T	4/8/2022	SIEMENS EDI	9,017.12	Contract Maintenance
185557	4/14/2022	AVALIS WAYFINDING SOLUTIONS, INC.	96.53	Contract Personnel
185433	4/8/2022	ELWOOD STAFFING SERVICES, INC	6,618.61	Contract Personnel
185703	4/21/2022	ELWOOD STAFFING SERVICES, INC	6,234.09	Contract Personnel
185442	4/8/2022	FOCUSONE SOLUTIONS LLC	153,296.40	Contract Personnel
185587	4/14/2022	FOCUSONE SOLUTIONS LLC	149,860.03	Contract Personnel
185706	4/21/2022	FOCUSONE SOLUTIONS LLC	111,511.08	Contract Personnel
185782	4/22/2022	FOCUSONE SOLUTIONS LLC	7,187.00	Contract Personnel
185833	4/28/2022	FOCUSONE SOLUTIONS LLC	111,065.38	Contract Personnel
185490	4/8/2022	SARAH ROTH	210.00	Contract Personnel
185637	4/14/2022	SARAH ROTH	180.00	Contract Personnel
185750	4/21/2022	SARAH ROTH	180.00	Contract Personnel
185880	4/28/2022	SARAH ROTH	180.00	Contract Personnel
185495	4/8/2022	SOLIANT HEALTH	13,398.49	Contract Personnel
185754	4/21/2022	SOLIANT HEALTH	70,443.75	Contract Personnel
185866	4/28/2022	PACKAGERUNNER LOGISTICS LLC	869.40	Courier Services
185760	4/21/2022	SUSAN K CROFUTT	294.66	Courier Services
W/T	4/27/2022	UMB BANK PAYMENT	2,426.35	Credit Card Payment
185428	4/8/2022	DELTA DENTAL	34,465.77	Dental Insurance
185775	4/21/2022	VISIONEX, LLC	1,650.00	Dialysis Services
185443	4/8/2022	FRESENIUS USA MARKETING, INC.	5,871.65	Dialysis Supplies
185588	4/14/2022	FRESENIUS USA MARKETING, INC.	2,432.72	Dialysis Supplies
185709	4/21/2022	FRESENIUS USA MARKETING, INC.	3,240.84	Dialysis Supplies
185834	4/28/2022	FRESENIUS USA MARKETING, INC.	475.00	Dialysis Supplies
185451	4/8/2022	HENRY SCHEIN INC	140.50	Dialysis Supplies
185717	4/21/2022	HENRY SCHEIN INC	140.50	Dialysis Supplies

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185841	4/28/2022	HENRY SCHEIN INC	622.75	Dialysis Supplies
EFT000000007438	4/14/2022	HENRY SCHEIN INC	295.38	Dialysis Supplies
EFT000000007469	4/28/2022	HENRY SCHEIN INC	147.42	Dialysis Supplies
185403	4/8/2022	AMERICAN MEDICAL ASSOCIATION	3,175.00	Education & Travel
185450	4/8/2022	HFMA	450.00	Education & Travel
185593	4/14/2022	HFMA	455.00	Education & Travel
185725	4/21/2022	LARRY D. MACY	1,225.00	Education & Travel
EFT000000007428	4/8/2022	MY EDUCATIONAL RESOURCES	270.00	Education Material
185594	4/14/2022	HOLIDAY INN - ROCK SPRINGS	100.00	Employee Recruitment
185718	4/21/2022	HOLIDAY INN - ROCK SPRINGS	1,068.00	Employee Recruitment
185728	4/21/2022	MARQUERITE COOLEY	5,000.00	Employee Recruitment
185777	4/21/2022	WESTERN WY COLLEGE	40.00	Employee Recruitment
EFT000000007444	4/14/2022	SST TESTING +, INC.	440.00	Employee Recruitment
185765	4/21/2022	TJ THOMPSON	8,712.81	Employee Recruitment
185656	4/14/2022	VISION SERVICE PLAN - WY	6,833.07	Employee Vision Plan
185415	4/8/2022	CAREFUSION SOLUTIONS, LLC	21,381.00	Equipment Lease
185693	4/21/2022	COMER & SUPPLY COMPANY	9,440.69	Equipment Lease
185446	4/8/2022	GE HEALTHCARE FINANCIAL SERVICES	10,692.03	Equipment Lease
185626	4/14/2022	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	2,298.96	Equipment Lease
185871	4/28/2022	PITNEY BOWES INC	241.00	Equipment Lease
185491	4/8/2022	SHADOW MOUNTAIN WATER CO ,WY	1,196.30	Equipment Lease
185881	4/28/2022	SHADOW MOUNTAIN WATER CO ,WY	59.94	Equipment Lease
185884	4/28/2022	SIEMENS FINANCIAL SERVICES, INC	24,760.59	Equipment Lease
185505	4/8/2022	US BANK EQUIPMENT FINANCE	771.04	Equipment Lease
185654	4/14/2022	US BANK EQUIPMENT FINANCE	1,332.20	Equipment Lease
185770	4/21/2022	US BANK EQUIPMENT FINANCE	694.83	Equipment Lease
185903	4/28/2022	US BANK EQUIPMENT FINANCE	881.77	Equipment Lease
185426	4/8/2022	DFA DAIRY BRANDS CORP., LLC	291.91	Food
185578	4/14/2022	DFA DAIRY BRANDS CORP., LLC	447.23	Food
185699	4/21/2022	DFA DAIRY BRANDS CORP., LLC	590.52	Food
185823	4/28/2022	DFA DAIRY BRANDS CORP., LLC	498.53	Food
185438	4/8/2022	F B MCFADDEN WHOLESALE	2,678.09	Food
185584	4/14/2022	F B MCFADDEN WHOLESALE	1,861.77	Food
185705	4/21/2022	F B MCFADDEN WHOLESALE	3,057.53	Food
185831	4/28/2022	F B MCFADDEN WHOLESALE	2,981.45	Food
185853	4/28/2022	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	454.80	Food
185477	4/8/2022	NICHOLAS & CO INC	3,034.03	Food
185620	4/14/2022	NICHOLAS & CO INC	2,456.91	Food
185737	4/21/2022	NICHOLAS & CO INC	6,155.07	Food
185862	4/28/2022	NICHOLAS & CO INC	6,810.39	Food
185501	4/8/2022	SYSCO INTERMOUNTAIN FOOD	9,208.65	Food
185647	4/14/2022	SYSCO INTERMOUNTAIN FOOD	848.62	Food
185761	4/21/2022	SYSCO INTERMOUNTAIN FOOD	2,487.61	Food
185896	4/28/2022	SYSCO INTERMOUNTAIN FOOD	188.82	Food
185513	4/8/2022	WESTERN WYOMING BEVERAGES INC	1,057.09	Food
185912	4/28/2022	WESTERN WYOMING BEVERAGES INC	771.64	Food
EFT000000007422	4/8/2022	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	347.00	Food
EFT000000007454	4/21/2022	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	953.00	Food
185585	4/14/2022	FED EX	240.38	Freight

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185767	4/21/2022	TRIOSE, INC	8,008.44	Freight
185504	4/8/2022	UPS STORE	348.00	Freight
185746	4/21/2022	RED HORSE OIL COMPANIES INC	1,248.75	Fuel
EFT00000007447	4/14/2022	WWS - ROCK SPRINGS	3,668.26	Garbage Collection
W/T	4/26/2022	FURTHER FLEX ADM FEE	217.75	Group Health
W/T	4/29/2022	FURTHER FLEX 4/27/22	2,015.33	Group Health
W/T	4/15/2022	FURTHER FLEX 4/13/22	2,731.84	Group Health
W/T	4/8/2022	FURTHER FLEX 4/6/22	3,445.51	Group Health
W/T	4/1/2022	FURTHER FLEX 3/30/22	3,727.60	Group Health
W/T	4/22/2022	FURTHER FLEX 4/20/22	4,393.93	Group Health
W/T	4/1/2022	BLUE CROSS BLUE SHIELD 3/25/22	96,308.91	Group Health
W/T	4/22/2022	BLUE CROSS BLUE SHIELD 4/15/22	104,251.51	Group Health
W/T	4/8/2022	BLUE CROSS BLUE SHIELD 4/1/22	111,559.71	Group Health
W/T	4/29/2022	BLUE CROSS BLUE SHIELD 4/22/22	121,969.31	Group Health
W/T	4/15/2022	BLUE CROSS BLUE SHIELD 4/6/22	302,685.68	Group Health
185677	4/21/2022	BLUFFS HOMEOWNERS ASSN.	1,440.00	Homeowner Dues
185749	4/21/2022	ABBOTT NUTRITION	25.42	Hospital Supplies
185878	4/28/2022	ABBOTT NUTRITION	25.42	Hospital Supplies
185399	4/8/2022	AESCLAP INC	672.96	Hospital Supplies
185795	4/28/2022	ALTA MEDICAL SPECIALTIES	241.06	Hospital Supplies
185670	4/21/2022	AMAZON.COM CREDIT PLAN	2,246.23	Hospital Supplies
185406	4/8/2022	APPLIED MEDICAL	1,151.00	Hospital Supplies
185671	4/21/2022	APPLIED MEDICAL	395.00	Hospital Supplies
185797	4/28/2022	APPLIED MEDICAL	884.00	Hospital Supplies
185555	4/14/2022	ARTHREX INC.	528.00	Hospital Supplies
185408	4/8/2022	B BRAUN MEDICAL INC.	1,022.40	Hospital Supplies
185561	4/14/2022	B BRAUN MEDICAL INC.	2,344.96	Hospital Supplies
185675	4/21/2022	B BRAUN MEDICAL INC.	1,845.33	Hospital Supplies
185673	4/21/2022	BAND PERIPHERAL VASCULAR INC	637.35	Hospital Supplies
185560	4/14/2022	BAXTER BIO SCIENCE	1,531.73	Hospital Supplies
185674	4/21/2022	BAXTER HEALTHCARE CORP/IV	5,123.52	Hospital Supplies
185801	4/28/2022	BAXTER HEALTHCARE CORP/IV	420.84	Hospital Supplies
185802	4/28/2022	BAXTER HEALTHCARE CORPORATION	847.01	Hospital Supplies
185803	4/28/2022	BAYER HEALTHCARE LLC	1,988.00	Hospital Supplies
185563	4/14/2022	BECTON DICKINSON	326.80	Hospital Supplies
185676	4/21/2022	BECTON DICKINSON	1,840.00	Hospital Supplies
185564	4/14/2022	BLUE ENDO	285.07	Hospital Supplies
185678	4/21/2022	BOSTON SCIENTIFIC CORP	1,005.00	Hospital Supplies
185810	4/28/2022	BOSTON SCIENTIFIC CORP	7,247.72	Hospital Supplies
185414	4/8/2022	CARDINAL HEALTH/V. MUELLER	25,764.28	Hospital Supplies
185568	4/14/2022	CARDINAL HEALTH/V. MUELLER	2,683.04	Hospital Supplies
185682	4/21/2022	CARDINAL HEALTH/V. MUELLER	284.16	Hospital Supplies
185813	4/28/2022	CARDINAL HEALTH/V. MUELLER	19,097.34	Hospital Supplies
185814	4/28/2022	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
185575	4/14/2022	COASTAL LIFE SYSTEMS, INC.	390.05	Hospital Supplies
185819	4/28/2022	COASTAL LIFE SYSTEMS, INC.	200.02	Hospital Supplies
185422	4/8/2022	CONE INSTRUMENTS	336.90	Hospital Supplies
185689	4/21/2022	CONE INSTRUMENTS	230.95	Hospital Supplies
185690	4/21/2022	COMMED CORPORATION	60.00	Hospital Supplies

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185821	4/28/2022	CONMED CORPORATION	3,122.66	Hospital Supplies
185423	4/8/2022	CONTROL SOLUTIONS, INC	211.00	Hospital Supplies
185822	4/28/2022	COOK MEDICAL INC.	486.70	Hospital Supplies
185424	4/8/2022	COOK MEDICAL INCORPORATED	2,399.72	Hospital Supplies
185429	4/8/2022	DIAGNOSTICA STAGO INC	211.68	Hospital Supplies
185430	4/8/2022	DJ ORTHOPEDICS, LLC	297.79	Hospital Supplies
185702	4/21/2022	DJ ORTHOPEDICS, LLC	174.09	Hospital Supplies
185825	4/28/2022	DJ ORTHOPEDICS, LLC	38.21	Hospital Supplies
185431	4/8/2022	EDGE PHARMACEUTICALS, LLC	674.79	Hospital Supplies
185579	4/14/2022	EDGE PHARMACEUTICALS, LLC	437.07	Hospital Supplies
185432	4/8/2022	EDWARDS LIFESCIENCES	822.00	Hospital Supplies
185580	4/14/2022	EDWARDS LIFESCIENCES	616.50	Hospital Supplies
185436	4/8/2022	EQUASHIELD LLC	744.33	Hospital Supplies
185828	4/28/2022	EQUASHIELD LLC	1,485.76	Hospital Supplies
185445	4/8/2022	GE HEALTHCARE INC	1,845.00	Hospital Supplies
185589	4/14/2022	GE HEALTHCARE INC	952.68	Hospital Supplies
185711	4/21/2022	GE HEALTHCARE INC	642.06	Hospital Supplies
185447	4/8/2022	GEM MEDICAL SUPPLIES, LLC	13,730.00	Hospital Supplies
185836	4/28/2022	GEM MEDICAL SUPPLIES, LLC	97.93	Hospital Supplies
185590	4/14/2022	GENERAL HOSPITAL SUPPLY CORPORATION	228.00	Hospital Supplies
185838	4/28/2022	GYNEX CORP	61.45	Hospital Supplies
185591	4/14/2022	HEALTHCARE LOGISTICS INC	22.16	Hospital Supplies
185840	4/28/2022	HEALTHCARE LOGISTICS INC	606.30	Hospital Supplies
185452	4/8/2022	HOLOGIC, INC.	876.00	Hospital Supplies
185595	4/14/2022	HOLOGIC, INC.	950.00	Hospital Supplies
185719	4/21/2022	HOLOGIC, INC.	4,149.00	Hospital Supplies
185597	4/14/2022	HULL ANESTHESIA INC	305.00	Hospital Supplies
185457	4/8/2022	J & J HEALTH CARE SYSTEMS INC	13,290.95	Hospital Supplies
185599	4/14/2022	J & J HEALTH CARE SYSTEMS INC	1,751.76	Hospital Supplies
185722	4/21/2022	J & J HEALTH CARE SYSTEMS INC	1,973.12	Hospital Supplies
185844	4/28/2022	J & J HEALTH CARE SYSTEMS INC	17,466.11	Hospital Supplies
185847	4/28/2022	KARL STORZ ENDOSCOPY-AMERICA	350.39	Hospital Supplies
185464	4/8/2022	KCI USA	666.02	Hospital Supplies
185604	4/14/2022	KCI USA	1,501.02	Hospital Supplies
185646	4/14/2022	LEICA BIOSYSTEMS RICHMOND	453.09	Hospital Supplies
185474	4/8/2022	M V A P MEDICAL SUPPLIES, INC.	75.30	Hospital Supplies
185618	4/14/2022	M V A P MEDICAL SUPPLIES, INC.	437.50	Hospital Supplies
185467	4/8/2022	MASIMO AMERICAS, INC.	2,052.00	Hospital Supplies
185730	4/21/2022	MASIMO AMERICAS, INC.	1,744.00	Hospital Supplies
185854	4/28/2022	MASIMO AMERICAS, INC.	880.00	Hospital Supplies
185665	4/15/2022	MCKESSON MEDICAL-SURGICAL	2,010.94	Hospital Supplies
185666	4/15/2022	MCKESSON MEDICAL-SURGICAL	1,489.60	Hospital Supplies
185731	4/21/2022	MCKESSON MEDICAL-SURGICAL	493.24	Hospital Supplies
185855	4/28/2022	MCKESSON MEDICAL-SURGICAL	407.98	Hospital Supplies
185468	4/8/2022	MEDELA LLC	98.30	Hospital Supplies
185856	4/28/2022	MEDELA LLC	99.70	Hospital Supplies
185734	4/21/2022	MEDTRONIC USA INC	324.00	Hospital Supplies
185471	4/8/2022	MERCURY MEDICAL	118.67	Hospital Supplies
185861	4/28/2022	MICROTEK MEDICAL INC.	305.28	Hospital Supplies

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185619	4/14/2022	NANOSONICS, INC	75.00	Hospital Supplies
185479	4/8/2022	OLYMPUS AMERICA INC	352.69	Hospital Supplies
185621	4/14/2022	OLYMPUS AMERICA INC	567.84	Hospital Supplies
185738	4/21/2022	OLYMPUS AMERICA INC	190.93	Hospital Supplies
185864	4/28/2022	OLYMPUS AMERICA INC	227.44	Hospital Supplies
185480	4/8/2022	OWENS & MINOR 90005430	5,913.53	Hospital Supplies
185623	4/14/2022	OWENS & MINOR 90005430	6,311.68	Hospital Supplies
185739	4/21/2022	OWENS & MINOR 90005430	6,995.24	Hospital Supplies
185865	4/28/2022	OWENS & MINOR 90005430	21,065.13	Hospital Supplies
185868	4/28/2022	PELVIC BINDER, INC.	3,025.75	Hospital Supplies
185481	4/8/2022	PERFORMANCE HEALTH SUPPLY INC	141.76	Hospital Supplies
185627	4/14/2022	PERFORMANCE HEALTH SUPPLY INC	44.79	Hospital Supplies
185869	4/28/2022	PERFORMANCE HEALTH SUPPLY INC	57.14	Hospital Supplies
185873	4/28/2022	QUESSET MEDICAL	94.00	Hospital Supplies
185630	4/14/2022	RESMED CORP	425.00	Hospital Supplies
185485	4/8/2022	RESPIRONICS	180.58	Hospital Supplies
185494	4/8/2022	SMITHS MEDICAL ASD	524.69	Hospital Supplies
185643	4/14/2022	STERIS CORPORATION	462.92	Hospital Supplies
185758	4/21/2022	STERIS CORPORATION	1,009.97	Hospital Supplies
185886	4/28/2022	STERIS CORPORATION	4,457.11	Hospital Supplies
185763	4/21/2022	TELEFLEX LLC	1,260.00	Hospital Supplies
185887	4/28/2022	TELEFLEX LLC	72.50	Hospital Supplies
185762	4/21/2022	TELEFLEX MEDICAL INC.	290.00	Hospital Supplies
185502	4/8/2022	TRI-ANIM HEALTH SERVICES INC	967.87	Hospital Supplies
185651	4/14/2022	TRI-ANIM HEALTH SERVICES INC	349.76	Hospital Supplies
185766	4/21/2022	TRI-ANIM HEALTH SERVICES INC	1,941.87	Hospital Supplies
185901	4/28/2022	TRI-ANIM HEALTH SERVICES INC	150.73	Hospital Supplies
185506	4/8/2022	UTAH MEDICAL PRODUCTS INC	618.02	Hospital Supplies
185655	4/14/2022	UTAH MEDICAL PRODUCTS INC	70.38	Hospital Supplies
185772	4/21/2022	UTAH MEDICAL PRODUCTS INC	1,595.69	Hospital Supplies
185905	4/28/2022	UTAH MEDICAL PRODUCTS INC	70.38	Hospital Supplies
185774	4/21/2022	VAPOTHERM INC.	160.00	Hospital Supplies
185906	4/28/2022	VERATHON INC.	567.00	Hospital Supplies
185657	4/14/2022	VYAIR MEDICAL	555.00	Hospital Supplies
185511	4/8/2022	WAXIE SANITARY SUPPLY	1,601.45	Hospital Supplies
185910	4/28/2022	WAXIE SANITARY SUPPLY	5,626.98	Hospital Supplies
EFT00000007421	4/8/2022	BREG INC	237.59	Hospital Supplies
EFT00000007424	4/8/2022	HARDY DIAGNOSTICS	403.32	Hospital Supplies
EFT00000007429	4/8/2022	OVATION MEDICAL	134.85	Hospital Supplies
EFT00000007431	4/8/2022	STRYKER INSTRUMENTS	1,485.62	Hospital Supplies
EFT00000007435	4/14/2022	BREG INC	122.43	Hospital Supplies
EFT00000007437	4/14/2022	HARDY DIAGNOSTICS	570.84	Hospital Supplies
EFT00000007443	4/14/2022	OVATION MEDICAL	1,213.65	Hospital Supplies
EFT00000007445	4/14/2022	STRYKER INSTRUMENTS	1,287.50	Hospital Supplies
EFT00000007448	4/14/2022	ZOLL MEDICAL CORPORATION	1,113.84	Hospital Supplies
EFT00000007452	4/21/2022	BREG INC	590.54	Hospital Supplies
EFT00000007453	4/21/2022	CLINICAL CHOICE	48.93	Hospital Supplies
EFT00000007457	4/21/2022	STRYKER INSTRUMENTS	804.30	Hospital Supplies
EFT00000007459	4/21/2022	ZOLL MEDICAL CORPORATION	556.92	Hospital Supplies

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EFT00000007464	4/28/2022	BREG INC	143.22	Hospital Supplies
EFT00000007465	4/28/2022	BSN MEDICAL INC	273.91	Hospital Supplies
EFT00000007468	4/28/2022	HARDY DIAGNOSTICS	792.18	Hospital Supplies
EFT00000007472	4/28/2022	STRYKER INSTRUMENTS	329.16	Hospital Supplies
EFT00000007475	4/28/2022	ZOLL MEDICAL CORPORATION	42.64	Hospital Supplies
185807	4/28/2022	BIOGENNIX LLC	3,190.00	Implant Supplies
185434	4/8/2022	EMDODY, INC.	3,450.00	Implant Supplies
185625	4/14/2022	PARAGON 28 INC.	5,315.28	Implant Supplies
185551	4/14/2022	ACUITY, A MUTUAL INSURANCE COMPANY	16,350.00	Insurance Premiums
185503	4/8/2022	PROVIDENT LIFE & ACCIDENT	28,037.12	Insurance Premiums
185522	4/8/2022	INSURANCE REFUND	241.00	Insurance Refund
185536	4/8/2022	INSURANCE REFUND	1,484.00	Insurance Refund
185533	4/8/2022	INSURANCE REFUND	244.64	Insurance Refund
185537	4/8/2022	INSURANCE REFUND	51.31	Insurance Refund
185538	4/8/2022	INSURANCE REFUND	1,501.46	Insurance Refund
185529	4/8/2022	INSURANCE REFUND	1,414.48	Insurance Refund
185662	4/14/2022	INSURANCE REFUND	20.00	Insurance Refund
185528	4/8/2022	INSURANCE REFUND	191.23	Insurance Refund
185531	4/8/2022	INSURANCE REFUND	62.70	Insurance Refund
185535	4/8/2022	INSURANCE REFUND	400.00	Insurance Refund
185525	4/8/2022	INSURANCE REFUND	44.94	Insurance Refund
185402	4/8/2022	ALLERMETRIX INC	1,286.00	Laboratory Services
185608	4/14/2022	MAYO COLLABORATIVE SERVICES, INC.	888.76	Laboratory Services
185614	4/14/2022	METABOLIC NEWBORN SCREENING	6,070.84	Laboratory Services
185759	4/21/2022	SUMMIT PATHOLOGY	18,693.62	Laboratory Services
185649	4/14/2022	TECHNICAL SAFETY SERVICES, LLC	720.00	Laboratory Services
EFT00000007462	4/28/2022	ANUP LABORATORIES, INC.	71,604.92	Laboratory Services
185405	4/8/2022	ANAEROBIC SYSTEMS	39.45	Laboratory Supplies
185409	4/8/2022	BECKMAN COULTER, INC	354.12	Laboratory Supplies
185562	4/14/2022	BECKMAN COULTER, INC	839.01	Laboratory Supplies
185404	4/28/2022	BECKMAN COULTER, INC	37.40	Laboratory Supplies
185410	4/8/2022	BIOFIRE DIAGNOSTICS, LLC	8,609.98	Laboratory Supplies
185806	4/28/2022	BIOFIRE DIAGNOSTICS, LLC	8,190.29	Laboratory Supplies
185808	4/28/2022	BIOMERIEUX, INC.	16,316.42	Laboratory Supplies
185413	4/8/2022	CARDINAL HEALTH	9,803.26	Laboratory Supplies
185567	4/14/2022	CARDINAL HEALTH	5,304.80	Laboratory Supplies
185681	4/21/2022	CARDINAL HEALTH	713.90	Laboratory Supplies
185570	4/14/2022	CAREFIELD LLC	232.02	Laboratory Supplies
185418	4/8/2022	CEPH-ED	36,835.04	Laboratory Supplies
185684	4/21/2022	CEPH-ED	76.00	Laboratory Supplies
185815	4/28/2022	CEPH-ED	115.00	Laboratory Supplies
185685	4/21/2022	CIVCO RADIOTHERAPY	2,286.00	Laboratory Supplies
185440	4/8/2022	FISHER HEALTHCARE	9,421.39	Laboratory Supplies
185586	4/14/2022	FISHER HEALTHCARE	4,706.92	Laboratory Supplies
185707	4/21/2022	FISHER HEALTHCARE	1,921.42	Laboratory Supplies
185832	4/28/2022	FISHER HEALTHCARE	2,504.94	Laboratory Supplies
185849	4/28/2022	KURIN INC.	6,000.00	Laboratory Supplies
185607	4/14/2022	LIFELOC TECHNOLOGIES	338.47	Laboratory Supplies
185732	4/21/2022	MEDIVATORS REPROCESSING SYSTEM	227.22	Laboratory Supplies

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185857	4/28/2022	MEDIVATORS REPROCESSING SYSTEM	481.44	Laboratory Supplies
185612	4/14/2022	MERCEDES MEDICAL	60.20	Laboratory Supplies
185860	4/20/2022	MERCEDES MEDICAL	110.40	Laboratory Supplies
185641	4/14/2022	STATLAB MEDICAL PRODUCTS	281.88	Laboratory Supplies
185653	4/14/2022	TYPENEX MEDICAL, LLC	211.63	Laboratory Supplies
EFT00000007420	4/6/2022	BIO-RAD LABORATORIES	1,762.12	Laboratory Supplies
EFT00000007434	4/14/2022	BIO-RAD LABORATORIES	625.01	Laboratory Supplies
EFT00000007446	4/14/2022	SYSMEX AMERICA INC.	2,537.49	Laboratory Supplies
EFT00000007458	4/21/2022	SYSMEX AMERICA INC.	40.76	Laboratory Supplies
EFT00000007463	4/28/2022	BIO-RAD LABORATORIES	2,047.00	Laboratory Supplies
EFT00000007470	4/28/2022	ORTHO-CLINICAL DIAGNOSTICS INC	24,190.00	Laboratory Supplies
EFT00000007471	4/28/2022	PDC HEALTHCARE	390.51	Laboratory Supplies
EFT00000007426	4/8/2022	MARTIN-RAY LAUNDRY SYSTEMS	1,155.36	Laundry Supplies
EFT00000007442	4/14/2022	MARTIN-RAY LAUNDRY SYSTEMS	571.12	Laundry Supplies
185695	4/21/2022	CROWLEY FLECK ATTORNEYS	480.00	Legal Fees
185870	4/28/2022	PHILLIPS LAW, LLC	6,525.00	Legal Fees
185904	4/20/2022	USI INSURANCE SERVICES WYOMING	10,515.00	Liability Insurance
185826	4/20/2022	DNV GL USA, INC.	24,500.00	Licenses & Taxes
185781	4/21/2022	WYOMING DEPT OF HEALTH	1,000.00	Licenses & Taxes
185815	4/28/2022	WYOMING DEPT OF HEALTH	500.00	Licenses & Taxes
185476	4/6/2022	NEW YORK LIFE INSURANCE COMPANY	2,533.00	Life Insurance
185806	4/28/2022	STANDARD TEXTILE	415.68	Linen
185796	4/20/2022	AMERIWATER	280.00	Maintenance & Repair
185558	4/14/2022	AVANTE HEALTH SOLUTIONS	3,200.00	Maintenance & Repair
185696	4/21/2022	CRUM ELECTRIC SUPPLY COMPANY	23.65	Maintenance & Repair
185577	4/14/2022	CSESCO INC	5,189.33	Maintenance & Repair
185697	4/21/2022	CUMMINS ROCKY MOUNTAIN, LLC	834.36	Maintenance & Repair
185459	4/6/2022	JC JACOBS CARPET ONE	5,039.67	Maintenance & Repair
185462	4/8/2022	JIM'S UPHOLSTERY	4,900.00	Maintenance & Repair
185859	4/28/2022	MED ONE EQUIPMENT SERVICES LLC	15,364.22	Maintenance & Repair
185743	4/21/2022	P M AUTO GLASS, INC.	40.00	Maintenance & Repair
185624	4/14/2022	PACIFIC WATER INC	1,229.48	Maintenance & Repair
185626	4/14/2022	PARTSSOURCE	1,242.99	Maintenance & Repair
185740	4/21/2022	PARTSSOURCE	2,672.67	Maintenance & Repair
185867	4/28/2022	PARTSSOURCE	501.69	Maintenance & Repair
185642	4/14/2022	STEALTH TECHNOLOGIES	2,143.34	Maintenance & Repair
185757	4/21/2022	STEALTH TECHNOLOGIES	633.98	Maintenance & Repair
185645	4/14/2022	SUEZ WTS SERVICES USA, INC.	6,533.60	Maintenance & Repair
185892	4/28/2022	SURFACES	111.30	Maintenance & Repair
185916	4/28/2022	WYOMING TRUCKS AND CARS INC	150.00	Maintenance & Repair
EFT00000007456	4/21/2022	SERVCO	4,950.00	Maintenance & Repair
185794	4/28/2022	ALL PRO TURBO LINING & STORAGE	300.00	Maintenance Supplies
185793	4/28/2022	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
185559	4/14/2022	BARD ACCESS SYSTEMS	2,580.47	Maintenance Supplies
185672	4/21/2022	BARD ACCESS SYSTEMS	206.00	Maintenance Supplies
185800	4/28/2022	BARD ACCESS SYSTEMS	930.33	Maintenance Supplies
185411	4/8/2022	BOBCAT OF ROCK SPRINGS	2,680.00	Maintenance Supplies
185420	4/8/2022	CODALE ELECTRIC SUPPLY, INC	22.57	Maintenance Supplies
185576	4/14/2022	CODALE ELECTRIC SUPPLY, INC	267.88	Maintenance Supplies

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185687	4/21/2022	CODALE ELECTRIC SUPPLY, INC	1,039.51	Maintenance Supplies
185820	4/28/2022	CODALE ELECTRIC SUPPLY, INC	1,008.06	Maintenance Supplies
185582	4/14/2022	FASTENAL COMPANY	179.50	Maintenance Supplies
185448	4/8/2022	GRAINGER	298.39	Maintenance Supplies
185712	4/21/2022	GRAINGER	481.75	Maintenance Supplies
185837	4/28/2022	GRAINGER	54.75	Maintenance Supplies
185453	4/8/2022	HOME DEPOT	501.60	Maintenance Supplies
185596	4/14/2022	HOME DEPOT	249.73	Maintenance Supplies
185720	4/21/2022	HOME DEPOT	88.67	Maintenance Supplies
185842	4/28/2022	HOME DEPOT	98.88	Maintenance Supplies
185598	4/14/2022	INSULATION INC.	7,493.44	Maintenance Supplies
185721	4/21/2022	INSULATION INC.	11,722.00	Maintenance Supplies
185603	4/14/2022	KAMAN INDUSTRIAL TECHNOLOGIES	54.91	Maintenance Supplies
185736	4/21/2022	NAPA AUTO PARTS	73.96	Maintenance Supplies
185487	4/8/2022	ROCK SPRINGS WINNELSON CO	706.69	Maintenance Supplies
185635	4/14/2022	ROCK SPRINGS WINNELSON CO	602.75	Maintenance Supplies
EFT000000007432	4/14/2022	ACE HARDWARE	174.18	Maintenance Supplies
EFT000000007439	4/14/2022	HOMAX OIL SALES	249.90	Maintenance Supplies
EFT000000007449	4/21/2022	ACE HARDWARE	11.61	Maintenance Supplies
EFT000000007460	4/28/2022	ACE HARDWARE	99.87	Maintenance Supplies
EFT000000007474	4/28/2022	WHITE MOUNTAIN LUMBER	2,222.00	Maintenance Supplies
185544	4/12/2022	MHSC-FOUNDATION	1,102.92	MHSC Foundation
185787	4/27/2022	MHSC-FOUNDATION	1,097.92	MHSC Foundation
185650	4/14/2022	TERMINIX OF WYOMING	737.00	Monthly Pest Control
185898	4/28/2022	TERMINIX OF WYOMING	462.00	Monthly Pest Control
185799	4/28/2022	A TOUCH OF CLASS	250.00	Non Hospital Supplies
185566	4/14/2022	BROWN INDUSTRIES INC	759.00	Non Medical Supplies
185812	4/28/2022	BROWN INDUSTRIES INC	85.35	Non Medical Supplies
185470	4/8/2022	MEDLINE INDUSTRIES INC	2,250.65	Non Medical Supplies
185610	4/14/2022	MEDLINE INDUSTRIES INC	3,273.90	Non Medical Supplies
185733	4/21/2022	MEDLINE INDUSTRIES INC	752.45	Non Medical Supplies
185858	4/28/2022	MEDLINE INDUSTRIES INC	2,146.48	Non Medical Supplies
185622	4/14/2022	OPTUM360 LLC	365.85	Non Medical Supplies
185827	4/28/2022	ENCOMPASS GROUP, LLC	1,881.15	Office Supplies
185850	4/28/2022	LABELMATCH	236.40	Office Supplies
185638	4/14/2022	STANDARD REGISTER COMPANY	166.91	Office Supplies
185496	4/8/2022	STAPLES BUSINESS ADVANTAGE	5,737.32	Office Supplies
185640	4/14/2022	STAPLES BUSINESS ADVANTAGE	318.02	Office Supplies
185756	4/21/2022	STAPLES BUSINESS ADVANTAGE	329.00	Office Supplies
185807	4/28/2022	STAPLES BUSINESS ADVANTAGE	127.16	Office Supplies
185879	4/28/2022	SANTA FE TRAIL RESTAURANT	400.00	Other Employee Benefits
185515	4/8/2022	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
185465	4/8/2022	QUICK RESPONSE TAXI	45.00	Other Purchased Services
185606	4/14/2022	QUICK RESPONSE TAXI	87.00	Other Purchased Services
185726	4/21/2022	QUICK RESPONSE TAXI	30.00	Other Purchased Services
185852	4/28/2022	QUICK RESPONSE TAXI	15.00	Other Purchased Services
185489	4/8/2022	SABRINA TREVATHAN	108.30	Other Purchased Services
EFT000000007419	4/8/2022	AIRGAS INTERMOUNTAIN INC	525.94	Oxygen Rental
EFT000000007433	4/14/2022	AIRGAS INTERMOUNTAIN INC	234.77	Oxygen Rental

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EFT000000007450	4/21/2022	AIRGAS INTERMOUNTAIN INC	3,539.99	Oxygen Rental
EFT000000007461	4/28/2022	AIRGAS INTERMOUNTAIN INC	207.75	Oxygen Rental
185518	4/8/2022	PATIENT REFUND	482.27	Patient Refund
185519	4/8/2022	PATIENT REFUND	232.75	Patient Refund
185520	4/8/2022	PATIENT REFUND	198.34	Patient Refund
185521	4/8/2022	PATIENT REFUND	20.00	Patient Refund
185541	4/8/2022	PATIENT REFUND	44.41	Patient Refund
185540	4/8/2022	PATIENT REFUND	40.00	Patient Refund
185661	4/14/2022	PATIENT REFUND	149.15	Patient Refund
185524	4/8/2022	PATIENT REFUND	624.72	Patient Refund
185526	4/8/2022	PATIENT REFUND	171.69	Patient Refund
185527	4/8/2022	PATIENT REFUND	89.30	Patient Refund
185530	4/8/2022	PATIENT REFUND	411.19	Patient Refund
185523	4/8/2022	PATIENT REFUND	361.22	Patient Refund
185532	4/8/2022	PATIENT REFUND	38.20	Patient Refund
185534	4/8/2022	PATIENT REFUND	7,391.03	Patient Refund
185539	4/8/2022	PATIENT REFUND	934.14	Patient Refund
185548	4/12/2022	UNITED WAY OF SWEETWATER COUNTY	244.62	Payroll Deduction
185790	4/27/2022	UNITED WAY OF SWEETWATER COUNTY	244.62	Payroll Deduction
185542	4/12/2022	DAVID G. PEAKE	3,484.62	Payroll Garnishment
185785	4/27/2022	DAVID G. PEAKE	3,484.62	Payroll Garnishment
185543	4/12/2022	DISTRICT COURT THIRD JUDICIAL DIST	960.60	Payroll Garnishment
185786	4/27/2022	DISTRICT COURT THIRD JUDICIAL DIST	960.60	Payroll Garnishment
185545	4/12/2022	STATE OF WYOMING DFS/CSES	2,440.28	Payroll Garnishment
185789	4/27/2022	STATE OF WYOMING DFS/CSES	2,428.75	Payroll Garnishment
185546	4/12/2022	SWEETWATER CIRCUIT COURT-RS	369.23	Payroll Garnishment
185549	4/12/2022	SWEETWATER CIRCUIT COURT-RS	309.10	Payroll Garnishment
185783	4/27/2022	SWEETWATER CIRCUIT COURT-RS	320.05	Payroll Garnishment
185784	4/27/2022	SWEETWATER CIRCUIT COURT-RS	358.82	Payroll Garnishment
185793	4/28/2022	SWEETWATER CIRCUIT COURT-RS	349.36	Payroll Garnishment
185547	4/12/2022	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
185789	4/27/2022	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	4/12/2022	PAYROLL 8	1,500,000.00	Payroll Transfer
W/T	4/25/2022	PAYROLL 9	1,500,000.00	Payroll Transfer
185569	4/14/2022	CARDINAL HEALTH PHARMACY MGMT	5,179.20	Pharmacy Management
185683	4/21/2022	CARDINAL HEALTH PHARMACY MGMT	948,882.28	Pharmacy Management
185421	4/8/2022	COMPHEALTH, INC.	35,548.40	Physician Services
185688	4/21/2022	COMPHEALTH, INC.	1,754.26	Physician Services
185512	4/8/2022	WEATHERBY LOCUMS, INC	10,384.19	Physician Services
185776	4/21/2022	WEATHERBY LOCUMS, INC	12,796.75	Physician Services
185552	4/14/2022	ADVANCED MEDICAL IMAGING, LLC	19,212.00	Physician Services
185609	4/8/2022	DRL WAGNER VERONESE	660.81	Physician Services
185723	4/21/2022	JHR MEDICAL ASSOCIATES	27,927.20	Physician Services
185463	4/8/2022	JOHN A. ILIYA, M.D.	33,900.00	Physician Services
185466	4/8/2022	LOCUM TENENS.COM	72,089.10	Physician Services
185727	4/21/2022	LOCUM TENENS.COM	736.25	Physician Services
185473	4/8/2022	MPET HEALTHCARE, LLC	26,305.09	Physician Services
185748	4/21/2022	ROCK SPRINGS MY PLACE, LLC	756.00	Physician Services
185877	4/28/2022	ROCK SPRINGS MY PLACE, LLC	588.00	Physician Services

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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185900	4/28/2022	THE SLEEP SPECIALISTS	8,825.00	Physician Services
185902	4/28/2022	UNIVERSITY OF UTAH (UJHC OUTREACH)	115,106.74	Physician Services
185507	4/8/2022	UTAH PULMONARY ASSOCIATES, LLC	22,296.00	Physician Services
185773	4/21/2022	UTAH PULMONARY ASSOCIATES, LLC	12,708.00	Physician Services
185701	4/21/2022	DEPARTMENT OF EDUCATION	20,625.00	Physician Student Loan
185713	4/21/2022	GRANITE STATE MANAGEMENT & RESOURCES	666.67	Physician Student Loan
185714	4/21/2022	GREAT LAKES	1,666.67	Physician Student Loan
185715	4/21/2022	GREAT LAKES EDUCATION LOAN SERVICES	1,000.00	Physician Student Loan
185700	4/21/2022	MOHELA	1,666.67	Physician Student Loan
185771	4/21/2022	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
185829	4/28/2022	CE BROKER	242.14	Professional Service
185817	4/28/2022	CLEANIQUE PROFESSIONAL SERVICES	3,600.00	Professional Service
185437	4/8/2022	FAVORITE HEALTHCARE STAFFING, INC.	62,431.70	Professional Service
185583	4/14/2022	FAVORITE HEALTHCARE STAFFING, INC.	30,808.43	Professional Service
185704	4/21/2022	FAVORITE HEALTHCARE STAFFING, INC.	27,646.85	Professional Service
185469	4/8/2022	MEDICAL PHYSICS CONSULTANTS, INC	2,125.00	Professional Service
185617	4/14/2022	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
185907	4/28/2022	VERISYS INC.	46.00	Professional Service
185780	4/21/2022	WYOMING DEPARTMENT OF HEALTH	136.00	Professional Service
EFT00000007473	4/28/2022	WESTERN STAR COMMUNICATIONS	111.70	Professional Service
185484	4/8/2022	RADIATION DETECTION COMPANY	10.05	Radiation Monitoring
EFT00000007441	4/14/2022	LANDAUER INC	160.20	Radiation Monitoring
185613	4/14/2022	MERRY X-RAY	139.36	Radiology Film
185735	4/21/2022	MERRY X-RAY	151.91	Radiology Film
185412	4/8/2022	BRACCO DIAGNOSTICS INC	1,989.80	Radiology Material
185565	4/14/2022	BRACCO DIAGNOSTICS INC	1,077.80	Radiology Material
185679	4/21/2022	BRACCO DIAGNOSTICS INC	2,914.40	Radiology Material
185811	4/28/2022	BRACCO DIAGNOSTICS INC	2,642.78	Radiology Material
185843	4/28/2022	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	1,683.00	Radiology Material
185605	4/14/2022	LANTHEUS MEDICAL IMAGING, INC	2,078.00	Radiology Material
185724	4/21/2022	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
185851	4/28/2022	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
185667	4/21/2022	DR. ALICIA GRAY	629.00	Reimbursement - CME
185460	4/8/2022	DR. JEFFREY WHEELER	940.00	Reimbursement - CME
185744	4/21/2022	DR. PRACHI PAWAR	1,844.00	Reimbursement - CME
185745	4/21/2022	DR. RAHUL PAWAR	2,440.00	Reimbursement - CME
185778	4/21/2022	DR. WILLIAM SARETTE	705.00	Reimbursement - CME
185404	4/8/2022	AMY LUCY	16.00	Reimbursement - Education & Travel
185574	4/14/2022	CHRISTIAN ROIDA	47.88	Reimbursement - Education & Travel
185600	4/21/2022	DR. BRYTON LONG	1,118.88	Reimbursement - Education & Travel
185458	4/8/2022	DR. JANIENE GLYN	1,310.91	Reimbursement - Education & Travel
185501	4/14/2022	ESTRELLA LOPEZ-BANDIN	11.40	Reimbursement - Education & Travel
185456	4/8/2022	IRENE RICHARDSON	69.96	Reimbursement - Education & Travel
185601	4/14/2022	JORDAN WUOLLE	14.68	Reimbursement - Education & Travel
185729	4/21/2022	MARK SANDERS	114.00	Reimbursement - Education & Travel
185615	4/14/2022	MINDY BYRD	57.00	Reimbursement - Education & Travel
185742	4/21/2022	PHILLIP FLAKE	417.24	Reimbursement - Education & Travel
185632	4/14/2022	ROBIN SNOWBERGER	22.23	Reimbursement - Education & Travel
185752	4/21/2022	SHELYNN EDWARDS	3,000.00	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2022

185500	4/6/2022	SUZAN CAMPBELL	229.00	Reimbursement - Education & Travel
185648	4/14/2022	TAMMIE HENDERSON	25.08	Reimbursement - Education & Travel
185600	4/14/2022	JANELLE NICKELL	715.18	Reimbursement - Insurance Premiums
185602	4/14/2022	JORDYN BARTON	101.84	Reimbursement - Insurance Premiums
185846	4/28/2022	JOSEPH J. OLIVER, M.D.	886.73	Reimbursement - Insurance Premiums
185461	4/8/2022	JENNIFER CROWELL	18.66	Reimbursement - Office Supplies
185716	4/21/2022	HARLEE LEUIS	50.00	Reimbursement - Payroll Deduction
185845	4/28/2022	JENNY LARGENT	314.96	Reimbursement - Payroll Deduction
185848	4/28/2022	KIMBERLY ENSIGN	540.75	Reimbursement - Payroll Deduction
185899	4/28/2022	TERRANCE WEBB	165.70	Reimbursement - Payroll Deduction
W/T	4/12/2022	ABG 3/31/22	176,503.17	Retirement
W/T	4/26/2022	ABG 4/14/22	191,862.10	Retirement
185497	4/8/2022	STATE OF WYO.DEPT.OF REVENUE	851.06	Sales Tax Payment
185472	4/8/2022	MHSC MEDICAL STAFF	7,291.00	Scholarship
185516	4/8/2022	ZOHIO CORPORATION	1,795.00	Software
185669	4/21/2022	ALZHEIMER'S ASSOCIATION	750.00	Sponsorship
185427	4/8/2022	DEER TRAIL ASSISTED LIVING	350.00	Sponsorship
185441	4/8/2022	FLAMING GORGE DAYS, INC.	5,000.00	Sponsorship
185455	4/8/2022	INTERNATIONAL DAYS, INC.	1,500.00	Sponsorship
185747	4/21/2022	ROCK SPRINGS RENEWAL FUND	400.00	Sponsorship
185894	4/28/2022	SWEETWATER EVENTS COMPLEX	6,000.00	Sponsorship
185616	4/14/2022	MOBILE INSTRUMENT SERVICE	6,760.35	Surgery Equipment
185401	4/8/2022	ALI MED INC	154.46	Surgery Supplies
185553	4/14/2022	ALI MED INC	1,431.39	Surgery Supplies
185668	4/21/2022	ALI MED INC	629.56	Surgery Supplies
185792	4/28/2022	ALI MED INC	100.89	Surgery Supplies
185691	4/21/2022	CONMED LINWATEC	199.50	Surgery Supplies
185425	4/8/2022	COVIDIEN SALES LLC, DRA GIVEN IMAGING	3,187.44	Surgery Supplies
185694	4/21/2022	CR BARD INC	714.00	Surgery Supplies
185885	4/28/2022	SMITH & NEPHEW ENDOSCOPY INC	4,369.00	Surgery Supplies
185488	4/8/2022	STRYKER ENDOSCOPY	1,556.92	Surgery Supplies
185644	4/14/2022	STRYKER ENDOSCOPY	1,065.36	Surgery Supplies
185890	4/28/2022	STRYKER ENDOSCOPY	1,843.82	Surgery Supplies
185499	4/8/2022	STRYKER ORTHOPAEDICS	18,463.00	Surgery Supplies
185891	4/28/2022	STRYKER ORTHOPAEDICS	9,815.00	Surgery Supplies
185660	4/14/2022	ZIMMER BIOMET	143.75	Surgery Supplies
EFT00000007423	4/8/2022	COOPER SURGICAL	86.13	Surgery Supplies
EFT00000007436	4/14/2022	COOPER SURGICAL	1,168.72	Surgery Supplies
EFT00000007466	4/28/2022	COOPER SURGICAL	1,694.62	Surgery Supplies
185550	4/14/2022	ACADEMY OF LYMPHATIC STUDIES	230.20	Surgical Supplies
185872	4/28/2022	PRESS GANEY ASSOCIATES, INC	2,678.01	Survey Expenses
185417	4/8/2022	CS6,LLC	1,166.14	Transcription Services
185554	4/14/2022	ALL WEST COMMUNICATIONS	2,059.05	Utilities
185407	4/8/2022	AT&T	45.38	Utilities
185556	4/14/2022	AT&T	159.67	Utilities
185790	4/28/2022	AT&T	90.29	Utilities
185483	4/8/2022	CENTURY LINK	1,271.91	Utilities
185629	4/14/2022	CENTURY LINK	324.66	Utilities
185874	4/28/2022	CENTURY LINK	22.67	Utilities

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2022

185824	4/28/2022	DISH NETWORK LLC	80.52	Utilities
185664	4/14/2022	DOMINION ENERGY WYOMING	48,369.58	Utilities
185435	4/8/2022	ENVIRO CARE INC.	5,772.76	Utilities
185633	4/14/2022	ROCK SPRINGS MUNICIPAL UTILITY	11,582.38	Utilities
185636	4/14/2022	ROCKY MOUNTAIN POWER	35,152.19	Utilities
185914	4/28/2022	WHITE MOUNTAIN WATER & SEWER DISTRICT	58.35	Utilities
185809	4/28/2022	STERICYCLE, INC.	626.85	Waste Disposal
185439	4/8/2022	FIBERTECH	3,513.00	Window Cleaning
			7,819,468.99	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2022


Amount	Description
20,831.98	Advertising Total
11,810.37	Billing Services Total
14,662.71	Blood Total
3,500.00	Building Lease Total
3,780.47	Celluar Telephone Total
37,600.96	Collection Agency Total
3,474.21	Computer Equipment Total
6,827.26	Computer Software Total
19,696.81	Consulting Fees Total
240,579.04	Contract Maintenance Total
630,463.36	Contract Personnel Total
1,164.06	Courier Services Total
2,428.35	Credit Card Payment Total
34,465.77	Dental Insurance Total
1,650.00	Dialysis Services Total
13,366.76	Dialysis Supplies Total
5,305.00	Education & Travel Total
270.00	Education Material Total
10,360.81	Employee Recruitment Total
6,833.07	Employee Vision Plan Total
73,750.43	Equipment Lease Total
47,180.66	Food Total
8,596.82	Freight Total
1,248.75	Fuel Total
3,668.26	Garbage Collection Total
753,307.08	Group Health Total
1,440.00	Homeowner Dues Total
245,252.27	Hospital Supplies Total
11,955.28	Implant Supplies Total
44,387.12	Insurance Premiums Total
5,655.76	Insurance Refund Total
99,264.14	Laboratory Services Total
147,611.49	Laboratory Supplies Total
1,726.48	Laundry Supplies Total
7,005.00	Legal Fees Total
10,515.00	Liability Insurance Total
26,000.00	Licenses & Taxes Total
2,533.80	Life Insurance Total
415.68	Linen Total
55,040.28	Maintenance & Repair Total
35,077.68	Maintenance Supplies Total
2,200.84	MHSC Foundation Total
1,199.00	Monthly Pest Control Total
9,883.68	Non Hosplal Supplies Total
8,795.96	Office Supplies Total
2,370.00	Other Employee Benefits Total
286.30	Other Purchased Services Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2022

4,508.45	Oxygen Rental Total
11,180.41	Patient Refund Total
489.24	Payroll Deduction Total
15,810.03	Payroll Garnishment Total
3,000,000.00	Payroll Transfer Total
954,061.48	Pharmacy Management Total
400,993.79	Physician Services Total
28,125.01	Physician Student Loan Total
134,384.97	Professional Service Total
170.25	Radiation Monitoring Total
291.27	Radiology Film Total
19,318.44	Radiology Material Total
6,558.00	Reimbursement - CME Total
6,454.34	Reimbursement - Education & Travel Total
1,703.75	Reimbursement - Insurance Premiums Total
18.66	Reimbursement - Office Supplies Total
1,071.41	Reimbursement - Payroll Deduction Total
368,365.27	Retirement Total
851.06	Sales Tax Payment Total
7,291.00	Scholarship Total
1,795.00	Software Total
14,000.00	Sponsorship Total
6,760.35	Surgery Equipment Total
46,624.36	Surgery Supplies Total
230.29	Surgical Supplies Total
2,678.01	Survey Expenses Total
1,166.14	Transcription Services Total
104,989.41	Utilities Total
626.85	Waste Disposal Total
3,513.00	Window Cleaning Total
7,819,468.99	Grand Total

MEMO: May 25, 2022

TO: Finance Committee

FROM: Ronald L. Cheese  Director Patient Financial Services

SUBJECT: Preliminary May, 2022 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 1,492,146.00
Hospital Payment Plans	\$ 8,000.00
Medical Clinic Accounts	\$ 5,000.00
Ortho Clinic Accounts	\$ 00.00
Total Potential Bad Debt	\$ 1,505,146.00

Hospital Accounts Returned	\$ - 211,850.00	
Net Bad Debt Turned		\$1,293,296.00

Hospital Recoveries Collection Agency	\$ - 189,006.93	
Hospital Recoveries Payment Plans	\$ - 20,000.00	
Medical Clinic Recoveries	\$ - 4,400.00	
Ortho Clinic Recoveries	\$ - 3,996.83	
Total Bad Debt Recoveries		\$- 217,403.76

Net Bad Debt Less Recoveries		<u>\$ 1,075,892.24</u>
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MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...May, 2022 Building and Grounds Committee Meeting

Medical Imaging Renovation...Fire doors still need attention as some parts are not in yet. Jim believes the issue will be resolved within a month.

Pharmacy Chemo Mixing Room...Michele Schmidt from Plan One reviewed the three options Plan One provided MHSC staff. Various topics were discussed including exhaust options. By next meeting, we should have closure regarding which option to select.

Dr. Sulentic's Office...still waiting more materials so work can commence.

Building Automation System...Harris and Vaughn's Plumbing and Heating are both on the job. It is estimated the work is about 25% completed.

Bulk Oxygen/Landscaping Project...Contract has been signed by Wylie Construction. The contract states the work is to be done in 120 days. Air Gas will coordinate with Wylie.

Lightning Eliminators...they will be the prime contractor; they are looking for some sub contractors to assist with the work. As of the meeting time...no firm contract amount has been established.

Special Purpose Tax...Irene asked if the Committee believed we should move forward with the proposed \$6-\$7 million lab project. The Committee agreed to move forward. SLIB grant funding was discussed with various matching amounts still being debated at the state level. Ms. Marshall talked to the Committee about how the SLIB grant process works. She said the final requirements will be established in June. She recommended that MHSC submit the lab project for both SLIB and the Special Purpose Tax noting that we can withdraw one at a later time.

Tabled Projects...staff has asked Plan One to move ahead with the OB Shower project as some area hospitals are terminating OB programs.

As usual, for more details...please refer to the minutes of this meeting.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building and Grounds Committee Meeting
May 17, 2022

The Building and Grounds Committee met in regular session via Zoom on May 17, 2022,
at 3:30 PM with Mr. Marty Kelsey presiding.

In Attendance: Mr. Marty Kelsey, *Trustee - Chair*
 Mr. Ed Tardoni – *Trustee*
 Ms. Irene Richardson, *CEO*
 Ms. Tami Love, *CFO*
 Mr. Jim Horan, *Facilities Director*
 Mr. Gerry Johnston, *Facilities Supervisor*
 Ms. Michele Schmidt, *PlanOne Architects*
 Ms. Tiffany Marshall, *Foundation Director*

Mr. Kelsey called the meeting to order.

Mr. Kelsey asked for a motion to approve the agenda. Mr. Tardoni made a motion to approve the agenda. Ms. Richardson seconded; motion passed.

Mr. Kelsey asked for a motion to approve the minutes from the April 19, 2022 meeting. Ms. Love made a motion to approve the minutes. Ms. Richardson seconded; motion passed.

Maintenance Metrics

Mr. Horan presented the maintenance metrics for April. He explained they have seen the number of work orders increase as they are currently short staffed but he is not concerned at this time. They are able to keep their overtime limited but are over budget in expenses with all the projects currently in progress. Mr. Kelsey asked if the new software has been implemented. Mr. Horan said not yet but they hope to have it ready in June.

Old Business – Project Review

Medical Imaging Renovation

Mr. Horan said there was an issue with some of the fire doors but everything else is closed out. He said he should be able to report the completion of the project at the next meeting.

Pharmacy Chemo Mixing Room

Ms. Schmidt reviewed the three options Plan One provided to hospital staff. Ms. Love said there is a meeting next week to make a final decision so we can get architectural estimates on the project prior to the next Building & Grounds meeting. Mr. Horan will confirm the decision to not create a private room in the area as previously wanted by the oncology staff. Mr. Kelsey asked about the exhausting options, interior versus exterior exhaust. ST&B Engineering has weighed in on venting up the side of the building or through the building. Mr. Kelsey would like to see recommendations from staff at the next meeting. Mr. Tardoni asked some questions regarding hoods and the need

for positive pressure ducting. There was discussion regarding the need for an ante room, ventilation needs and the roof fans.

Dr. Sulentic Office

Ms. Schmidt said she talked to the contractor today and there still isn't a schedule set as they are still waiting on some material.

Building Automation System

Mr. Johnston said the Surgery suite portion of the project is almost complete. Harris and Vaughn's are working side by side and notifying staff if any issues arise. He would estimate they are about 25% complete.

Bulk Oxygen

Mr. Horan said the contractor received bonding today and the Wylie agreements were signed this afternoon. They are coordinating with Air Gas and hope to have a kick off meeting later this week or early next week. Mr. Kelsey asked what the anticipated completion date is. Ms. Love said the documents state a 120-day project. Mr. Kelsey suggested we push the contractor to get started so they don't run into weather issues. Ms. Love said the project was sent to the County for reimbursement from the maintenance fund.

Lightning Eliminators

Mr. Horan said Lightning Eliminators was looking for local contractors to work on the project but an out-of-state contractor had a bid more in line with the expected costs. He hoped to have a formal proposal by the end of this week. Mr. Kelsey confirmed Lightning Eliminators would be the prime contractor and this would be a design build project. Ms. Richardson asked if we would meet the timeline set. Mr. Horan said he is very aware of the need to get this done and is trying to move ahead quickly. Mr. Kelsey confirmed the amount of the design estimate was \$150,000

Special Purpose Tax Projects

Ms. Richardson asked the committee their opinion if we should move forward with a SPT project in light of the county survey results. She thinks we should and discussed the project with Commissioner Schoenfield, who agreed we should keep the lab project. There is also the option of doing the lab project through SLIB. Mr. Kelsey asked what the cost of the lab would be. The original estimate was \$6-\$7 million which is in line with what the Commissioners requested. Mr. Tardoni discussed the public meeting regarding the SPT tax and there is a lot of negative publicity. The Commissioners said they may group like projects together and the hospital would be on its own and there is worry it would not pass. We will keep the project as is and see what happens.

Ms. Marshall explained the process and timeline for the SLIB grants for the \$85 million Cares Act funds being allocated by the State of Wyoming. As written, the rules will require a 1:1 match on funding. However, they are allowing public comment through May 25 with the final rules to be set at the June SLIB meeting. She said the application process should open mid-July. The Foundation is working on funding resources for a potential match. These projects have a limit of

\$10 million each and must be COVID related. The funds will be allocated on first come first served basis. She recommends we submit the lab project for both SLIB and SPT and if it is approved by voters, we can pull it back from SLIB as they have a longer deadline.

Tabled Projects

Ms. Love said we have asked Plan One to start looking at the OB Shower project. We would like to prioritize this project next year with the termination of OB services in surrounding areas. Mr. Tardoni reported there have been some changes to the Rotary Club and he doesn't feel there will be an option for their assistance with the Waldner project.

New Business

No new business was discussed.

Other Business

The next meeting will be held June 21, 2022 at 3:30 p.m. Mr. Kelsey adjourned the meeting at 4:25 p.m.

Submitted by Tami Love

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...Compliance Committee Meeting...May, 2022

Short report this month...

Fair Warning Report...April reported that there are technical difficulties regarding this software that are as of yet unresolved and that as a result staff has been unable to navigate the data. The Fair Warning company and the IT Department at the Hospital are working on the problem. Hopefully, the issues will be resolved by the time a June report is prepared.

2022 Audits...Three audits are planned: (1) Physical Resources; (2) Overtime; (3) Cybersecurity. Staff will soon be meeting to discuss/plan audit goals and procedures. Insurance representatives have been at the Hospital to review the Hospital's coverages and related matters. Staff will review the written report from the insurance people. Regarding the overtime audit...the completion deadline is September 1, 2022. Marty stressed the need to begin work as the deadline is a little over 90 days out.

Standing Items...A monthly "Standing Items" report is prepared to update the Committee/Board as to the status of the Compliance Program.

For more detail...see the Committee minutes.



**Board Compliance Committee Meeting
Memorial Hospital of Sweetwater County
May 23, 2022**

Present via Zoom: Irene Richardson, *CEO*, Suzan Campbell, *In House Counsel*, April Prado, *Foundation & Compliance*, Kandi Pendleton, *Trustee*, Marty Kelsey, *Trustee-Chair*

Minutes

Call to Order

The meeting was called to order at 9:00 am by Marty Kelsey.

Agenda

The May agenda was approved as written, Kandi made the motion and Irene seconded it. Motion carried.

Meeting Minutes

The meeting minutes from March 2022 were presented. Suzan made the motion to approve the minutes as written and Kandi seconded. Motion carried.

Old Business

None

New Business

- 1- Toolkit for Boards-Suzan attached this document for the Board to review. She stated that what she uses when looking at Compliance items and how she presents items to this committee. Marty added that this is a good reminder and thanked Suzan for adding it to the meeting.

Standing Items-Reports

- a. HIPAA Monitoring/Fair Warning Report
The April 2022 Fair Warning Effectiveness Report was presented to the committee and April spoke to it. She stated that this was a somewhat generic report and reports only the effectiveness of Fair Warning. She continued that we currently have 9 open investigations and that this means there are 9 “potential” investigations. These could be true breaches or they may turn into nothing. She stated that she is unable to get into Fair Warning due to login issues with the system so she cannot truly report on them. Both Fair Warning and our IT Departments have been involved but the issue has not been resolved. Fair Warning is still collecting data and April will be able to access this data as soon as this is figured out. April added that the reporting capabilities in Fair Warning will give this committee what they are looking for and a better report will be coming in the future. Frustration about this issue was expressed from the committee. Marty also that a statement be submitted further explaining this report for the Board. He stated that he could not submit this report as it was. Suzan stated that this will be added.
- b. Review Standing Items Report
The Standing Items-Report Updates was presented to the committee for review. Suzan spoke to the report and comments were as follows; B. Audits and monitoring per annual work plan, a. We are currently working on audits. April will be scheduling a meeting with Irene, Tami and Suzan to discuss the goals of the audit and form an outline. Kandi asked for clarification on C. Hot-line calls/email activity; she asked if we have ever received anything additional on this anonymous call. Suzan stated that both she and April have tried to contact this person but nothing has been received back. Suzan stated that the call was about

vacation time and that the person did not like how it was being scheduled. April spoke to the fact that this reporting system records all contacts that are made with a date and time stamp so that all can see what has been done with the case.

Additional Comments

Marty asked for additional comments and or questions. Suzan asked if the Fair Warning report and Agenda that were presented worked for this committee. Marty answered yes as well as Kandi. Kandi added that she is anxious to see how Fair Warning reporting will work. Marty stated that the overtime audit is only 90 days out and that we needed to be getting the work done. He also requested that April get the minutes out by tomorrow afternoon at the latest so that he could review them in time for another meeting. April agreed that she could do that.

Next Meeting

The next meeting will be on June 27th, 2022 @9:00 am. Kandi stated that she will be traveling but should be able to phone in.

Adjournment

The meeting adjourned at 9:25 am

Respectfully Submitted,

April Prado, Recording Secretary

Minutes
Governance Committee Meeting
May 24, 2022

Present: Taylor Jones, Barbara Sowada, and Irene Richardson

Call to Order: Irene Richardson called the Zoom meeting to order at 11:00 am

Agenda was approved as written

Minutes had been previously approved

Old Business - None

New Business

1. Board education. Decided that next set of iProtean videos will be strategic planning.
2. Strategic plan was discussed. Irene noted the mission statement may need to be revised. KH report has provided enough material to begin drafting a strategic plan for the next three years.
3. County Commissioners' requirements regarding a sixth penny sale's tax for hospital improvement project was discussed. Decided that Lab remodel should meet Commissioner's requirements. Other possible improvement projects are new windows, the tunnel, and parking around hospital and MOB.
4. Increase CEO spending limit. Governance Committee will bring proposal to June BOT meeting to increase CEO spending limit to \$50,000 from current \$25,000 limit.
5. CEO evaluation for FY 22. Executive Oversight and Compensation Committee will meet with CEO to discuss summarized monthly evaluations and obtain CEO's response to evaluation. Final evaluation will be presented to full Board for approval.
6. Board Self-Assessment survey. Governance Committee recommends the Board approve The Governance Institute survey to be used.
7. Slate of officers for FY 23. Taylor Jones, President; Barbara Sowada, Vice President; Kandi Pendleton, Secretary; and Ed Tardoni, Treasurer. Slate to be presented at the June BOT meeting; nominations will be taken from the floor; voting takes place at the July meeting, at which time Committee assignments will be announced.

Executive Session 12:00 – 12:30

Two personnel issues were discussed. Both issues will be brought to Executive Session of Board.

The meeting was adjourned at 12:30 pm.

Next meeting is Thursday, June 16, 2022, at 11:00 am by Zoom.

Respectfully submitted,

Barbara J. Sowada, Ph.D.

Contract Check List

This check list summarizes the purpose, cost and other contract provisions contained in the contract and assures that the contract has been reviewed by both the CEO and In-House Legal Counsel.

1. Name of Contract: **WyoRadio**
2. Purpose of contract, including scope and description:
Radio Advertising: Two, four-station 5am to 8pm 30-second Keep Local Alive ad packages. One, four-station 5am to 8pm discount 30-second ad package. Resulting Monday-Sunday ad schedule on each WyoRadio station is outlined on contract. Plus, one Wyoming Cowboy/Cowgirl in-game ad sponsorship (down from three in last year's contract).
Digital Advertising: One top of page 800x200 banner spot on Wyo4News.com and one 300x25 embedded digital spot on Wyo4News.com. Four 730x90 px WyoRadio banner ads on each station's landing page. Exclusive Wyo4News Job Board Sponsorship. Four featured/sponsored posts per month. Afternoon weather sponsorship on Wyo4News.
3. Effective Date: **Contract effective date is Aug. 1, 2022.**
4. Expiration Date: **One year after effective date.**
5. Rights of renewal and termination? **Hospital (the advertiser) has right to terminate the contract with written notice 30 days before the termination date. Is this auto-renew? No**
6. Monetary cost of the contract and is the cost included in the department budget? **Contract is in 2022-23 budget. Monthly spend will increase by only \$3 per month – from \$3,189 to \$3,192. TOTAL ANNUAL COST: \$38,304 – a \$36 annual increase.**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not Addressed.**






8. Any confidentiality provisions? **No**

9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **No**

11. Is County Attorney review required? **No**

MASTER AGREEMENT

Date:	3/16/22	Sales Rep:	Jaden Kulaski	WYORADIO				
Client:	Memorial Hospital of Sweetwater County			    		2717 Yellowstone Road PO Box 2128 Rock Springs, WY 82902 RS: (307) 362-3793 GR: (307) 875-5755 Fax: (307) 362-8727		
Agency:	Deb Sutton							
Contact:	1200 College Drive							
Street:	Rock Springs							
City:	Wyoming, 82901							
State / Zip:	dsutton@sweetwatermemorial.com			KSIT		X	KRKK	X
E-Mail:	307-362-3711			KQSW		X	KMRZ	X
Phone:								Web
Fax:								X

BILLING											
<input checked="" type="checkbox"/>	NEW CONTRACT		PURCHASE ORDER #			MONTHLY <input checked="" type="checkbox"/>		BROAD CAST		EOS	
	NEW BUSINESS					TRADE		CASH <input checked="" type="checkbox"/>			
SPONSORSHIP OR PACKAGE:						SPECIAL					
						CONFLICT CODE(S):					
START DATE			END DATE			CO-OP:		No		Yes	
8/1/22			7/31/23								
STATION(S)						STATION(S)					
SCHEDULE	# SPOTS	:15 / :30 / :60	SCHEDULE	# SPOTS	:15 / :30 / :60	SCHEDULE	# SPOTS	:15 / :30 / :60	SCHEDULE	# SPOTS	:15 / :30 / :60
KQSW			KSIT			KMRZ			KRKK		
6A-10A			6A-10A			6A-10A			6A-10A		
10A-3P			10A-3P			10A-3P			10A-3P		
3P-7P			3P-7P			3P-7P			3P-7P		
6A-7P			6A-7P			6A-7P			6A-7P		
5A-8P			5A-8P			5A-8P			5A-8P		
5A-12A			5A-12A			5A-12A			5A-12A		
ROS 12A-12A			ROS 12A-12A			ROS 12A-12A			ROS 12A-12A		

TERMS OF AGREEMENT

Memorial Hospital of Sweetwater County 2022 Proposal
 Radio Marketing
 2 - Four Station 5a-8p Keep Local Alive 30-sec. Ad Packages - \$1,125.00
 1 - Four Station 5a-8p Discount 30-sec. Ad Package - \$ 564.00
 Resulting Mon-Sun ad schedule on each WyoRadio station:
 Mon Tues Wed Thur Fri Sat Sun
 5a-8p 3K 3K 3K 3K 3K 3K 3K
 10a-12a 4K 4K 4K 4K 4K 4K 4K

1 - Wyoming Cowboy/Cowgirl In-Game Ad Sponsorship - \$ 50.00

Total Monthly Radio Cost - \$1,742.00

Digital Marketing

1 - 800x200 Pixel Wyo4News Banner Ad - \$ 450.00

1 - 300x250 Pixel Wyo4News Embedded Ad - \$ 300.00

4 - 730x90 Pixel WyoRadio Banner Ads (each station website) - \$.00

1 - Wyo4News Job Board Sponsorship - \$ 300.00

4 - Wyo4News Feature Ads - \$ 400.00

Total Monthly Digital Cost - \$1,450.00

Total Monthly Package Cost - \$3,192.00

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192	\$3,192

TOTAL AMOUNT:

\$38,304.00

TOTAL SPOTS:

Advertiser Signature:

Jaden Kulaski

Date:

3.24.2022

Advertiser acknowledges that this document is a legal, binding contract. Invoices are due and payable on receipt. Advertiser further agrees to pay collection costs and attorney's fees. Late charges of 1.5% per month may be applied to balances over thirty days past due. Advertiser has right to terminate this contract with 30 days written notice.

NON DISCRIMINATION POLICY: (Licenses) and its station(s) do not discriminate in advertising contracts on the basis of race or ethnicity and will not accept any advertising which is intended to discriminate on the basis of race or ethnicity. Advertiser represents and warrants that it is not purchasing advertising time from (Licenses) or its station(s) that is intended to discriminate on the basis of race or ethnicity.

Rev - 10/2/15