

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

October 4, 2023

2:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- I ☐ Call to Order Barbara Sowada
A ☐ Roll Call
☐ Pledge of Allegiance
☐ [Mission and Vision](#) Brai Rood
D ☐ Mission Statement Irene Richardson, Chief Executive Officer
- II ☐ Agenda (For Action) Barbara Sowada
- III ☐ [Minutes](#) (For Action) Barbara Sowada
- I ☐ Community Communication Barbara Sowada
- ☐ Old Business Barbara Sowada
A ☐ Employee Policy – Non Discrimination and Anti-Harassment (For Review) Andi Pendleton
☐ [2023-24 Memorandum of Understanding between](#) Jeff Phillips, Legal Counsel
The Sweetwater County Board of Sweetwater County
Commissioners And The Memorial Hospital of Sweetwater County (For Action)
- II ☐ New Business (Review and Questions/Comments) Barbara Sowada
A ☐ [F23 Audit Report](#) (For Action) Darryn Carvey, CliftonLarsonAllen
☐ [Human Resources Charter](#) (For Review) Andi Pendleton
☐ [Compliance Committee Charter](#) (For Review) Andi Pendleton
D ☐ [Governance Committee Charter](#) (For Review) Barbara Sowada
☐ [Finance & Audit Committee Charter](#) (For Review) Arty Elsey
- III ☐ Chief Executive Officer Report Irene Richardson
- III ☐ Committee Reports
A ☐ [Quality Committee](#) Andi Pendleton
☐ [Human Resources Committee](#) Andi Pendleton
☐ Finance & Audit Committee Arty Elsey
1 ☐ [Capital Expenditure Request](#) (For Action)
2 ☐ [Information Technology Report](#)
3 ☐ Paid Debt (For Action)
4 ☐ [Finance & Audit Committee Meeting Information](#)
- D ☐ [Building Rounds Committee](#) Arty Elsey
☐ [Foundation Board](#) Brai Rood
- F ☐ [Compliance Committee](#) Andi Pendleton
☐ [Governance Committee](#) Barbara Sowada
☐ Executive Oversight and Compensation Committee Barbara Sowada
I ☐ Joint Conference Committee Barbara Sowada

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF TRUSTEES
October 4, 2023
2:00 p.m.
Classrooms 1, 2 & 3

AGENDA

- I Board Education Barbara Sowada
A NR T I Recording – “Healing: Our Path from Mental Illness
to Mental Health” *(For Discussion)*
- Medical Staff Report Dr. Dorianne Crofts, Medical Staff Services President
- II Good of the Order Barbara Sowada
- III Executive Session 10:44-11:00am Barbara Sowada
- III Action Following Executive Session Barbara Sowada
- A Request for Privileges *(For Action)*
- IV Adjourn Barbara Sowada



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**

September 6, 2023

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on September 6, 2023 at 2:00 p.m. in the Sweetwater County Commissioner Meeting Room in Green River Wyoming with Mr. Barbara Sowada President presiding.

CALL TO ORDER

Mr. Sowada welcomed everyone and called the meeting to order.

Mr. Sowada requested a roll call and announced there was a quorum. The following Trustees were present: Mr. Marty Elsey, Ms. Randi Pendleton, Mr. Craig Rood and Mr. Barbara Sowada.

Officially present during the meeting: Ms. Rene Richardson, Chief Executive Officer, Mr. Taylor Jones, County Commissioner Liaison and Mr. Geoff Phillips, Legal Counsel.

Pledge of Allegiance

Mr. Sowada 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 shared a message from a patient's family member who was so grateful for our Lab staff who came out to the patient's car to complete a blood draw because the patient was having difficulty walking. Mr. Sowada shared feedback from a friend who had surgery. She said the patient is still singing the praises of MHSC. The patient told Mr. Sowada the care was exceptional. They have been to other hospitals and said there is no place like home.

AGENDA

The motion to approve the agenda as presented was made by Ms. Pendleton second by Mr. Rood. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the August 2, 2023 regular meeting as corrected by Mr. Elsey was made by Mr. Rood second by Mr. Elsey. Motion carried. The motion to approve the minutes of the August 14, 2023 special meeting as presented was made by Mr. Elsey second by Mr. Rood. Motion carried. The motion to approve the minutes of the August 25, 2023 special meeting as presented was made by Mr. Elsey second by Ms. Pendleton. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Board Policy – Senior Leadership Plan: Filling CEO Absences & Vacancies; Filling Senior Leader Absences & Vacancies; Identifying & Developing Internal Senior Leaders

Mr. Sowada said this is the second reading. She said the content has not changed. The title and formatting did change from the previous policy. The motion to approve the policy with the addition to Section 11B for an alternative proposal made at the discretion of the CEO that the CEO may eliminate the need for reappointment by consolidating Senior Leader positions or assigning duties and responsibilities to other Senior Leaders as discussed was made by Ms. Pendleton second by Mr.elsey. Motion carried.

Board Policy – Executive Compensation Policy

Mr. Sowada said the Governance Committee discussed the policy and with the advice of Mr. Phillips determined the Board cannot encumber future Boards so they have elected to withdraw the policy from consideration.

Health Equity Plan

Mr. Sowada said this is the second reading. The motion to approve the Health Equity Plan as presented was made by Ms. Pendleton second by Mr. Rood. Motion carried.

FY24 Performance Improvement and Patient Safety (PIPS) Priorities

Mr. Sowada said this is the second reading. Mr. Ari Quinden Chief Clinical Officer provided an overview. The motion to approve the PIPS Priorities as presented was made by Ms. Pendleton second by Mr. Rood. Motion carried. Mr. Sowada said three great areas were chosen and thanked staff for the thought that has gone into the plans. She said she is looking forward to updates.

NEW BUSINESS

CEO Evaluation Principles & Procedures (8/21) and CEO Evaluation Policy (3/22)

Mr. Sowada said that in review of the policies we found two related to the CEO evaluation. The motion to archive the 8/21 policy 1004543 and operate under the 3/22 policy 1131541 was made by Ms. Pendleton second by Mr. Rood. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided an update on person-centered care initiatives. She said we have trained over 1000 people in the Planetree experiential workshop and over 100 people have completed the Communicating with empathy workshop. We offer them during new employee orientation.

Ms. Richardson along with Ms. Karen Hove, Director of Surgical Services, Infection Prevention and Grievance Coordinator, and Ms. Cindy Nelson, Patient Experience Coordinator and Executive Assistant, are meeting with all Providers to review our culture and expectations. The Patient and Family Advisory Council added two new members and continues to meet monthly. Ms. Megan Guess, Director of Obstetrics, led the group on a tour of the Labor and Delivery and Nursery area in August. Ms. Richardson invited the Trustees to join us at future meetings. The Person-Centered Care Committee continues work on our certification application. Wellness Wednesdays continue in the front lobby weekly. Ms. Richardson provided an update on our Critical Access Hospital application process. We are developing policies and procedures to be prepared when/if our application is approved. Ms. Richardson said we had a very successful clean, excellent audit by Clifton Arsenault. She thanked Ms. Kami Hove, Chief Financial Officer, Mr. Ron Cheese, Director of Patient Financial Services, Ms. Jan Payne, Controller, and their teams for their hard work all the way through the process. Ms. Richardson said the Foundation put on a wonderful casino night event. She said we are grateful to the Foundation for all they do for the Hospital. We had great participation from MHSC at the recent Wyoming Hospital Association 2023 Annual meeting. Ms. Richardson thanked Mr. Rood for attending. American Hospital Association 2023 topics were discussed by Mr. Rick Pollack from AHA and we heard from Senator Barrasso and Governor Gordon. The AHA is making great strides with legislative efforts. Our hospital was recognized by AHA for our 5th year of membership. Ms. Richardson said she is grateful to be among the participants working to advance healthcare in our community. She recognized Ms. Tara Jackson, Director of Quality Accreditation, Patient Safety and Risk, for being nominated for the Norman S. Holt Excellence Award. Ms. Richardson said Mr. Quicken and Mr. Ann Marie Clevenger, Chief Nursing Officer, wrote a wonderful nomination letter. Ms. Richardson recognized her team for taking the time to attend the AHA event. She said we have positive team dynamics and participation. She is proud of her team for representing us so well. Ms. Richardson said she was grateful to be able to participate on a Merlon panel at the event. She said she will attend the AHA Policy Board Meeting October 13 in Washington, D.C. She invited everyone to attend the MHSC Fall Festival October 19 at the Events Complex from 4:00 – 8:00 p.m. Trustees are invited to attend the Nurse Practitioner and Physician Assistant Day celebration September 14 at 2 p.m. at Santa Fe Trail. Ms. Richardson expressed appreciation to Commissioner Jones and recognized him for his years of service on the Board. She said he has done wonderful things for our community and our hospital. She congratulated him on his appointment as our new County Commissioner. Ms. Richardson said she is excited for him to be our liaison and knows he will do good things. Commissioner Jones said this is one of the hardest decisions he has ever made. He said he has loved every minute of being on the Hospital Board. He recognized the staff who work hard every day, thanked them, and said what they do is terribly important. He said he can see the good attitude and results over the past 7 years. Dr. Sowada echoed Ms. Richardson's and Commissioner Jones' comments. She said we are hearing fewer complaints and more thank you's. She said it is every person who has made a difference and it is significant. Mr. Sowada said she really wishes every person at MHSC could hear it directly from the Board. She said staff have so much to be proud of.

COMMITTEE REPORTS

Quality Committee

Ms. Pendleton said the Quality Committee packet is available for review in the portal and asked Trustees to please review. Mr. Sowada asked Mr. Quicken to share some highlights. Mr.

Quicken reported we had our first meeting with Mr. Rafter the new Physician Director in the Emergency Department. We are working on our stroke protocol. This is one of the mutual measures we are focused on working on with the University of Utah this year. Ms. Richardson gave kudos to the Quality Department for their work on quality measures.

Human Resources Committee

Ms. Pendleton said the Committee minutes are in the packet. She said we are looking at contract staff data. Ms. Richardson said we are moving forward with our goal to decrease contract staff. Ms. Love noted we were under budget in this area for the first time in the past several years.

Finance and Audit Committee

Capital Expenditure Requests Mr. Elsey said the Committee approved three capital expenditure requests from staff. The motion to approve \$24M for \$522.05M for \$1091.20M and \$24.9M for \$99555.9M as presented was made by Mr. Elsey second by Ms. Pendleton. Motion carried.

Information Technology Report – Mr. Elsey thanked Mr. Perry Thompson Director for his report.

Bad Debt – The motion to approve the potential bad debt of \$133413.2 as presented was made by Mr. Elsey second by Ms. Pendleton. Motion carried.

Finance & Audit Committee Meeting Information – Mr. Elsey noted the Committee meeting information and financial reports are included in the packet. Mr. Sowada noted expenses were under budget. Ms. Love said contract labor and physician fees came in under budget and group health was down. Commissioner Jones congratulated staff on being over in revenue. Ms. Richardson said we hope to see the positive trends continue and gave kudos to staff for all of their hard work.

Building and Grounds

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

Foundation

Mr. Sowada said Ms. Tiffany Marshall Foundation Executive Director provided a report. Ms. Marshall reviewed the information. Ms. Pendleton thanked Ms. Marshall for providing a childhood cancer awareness message to the Rock Springs City Council.

Compliance Committee

Ms. Pendleton said the Committee did not meet.

Governance Committee

Mr. Sowada said the Committee information is in the meeting packet.

Executive Oversight and Compensation Committee

Mr. Sowada said the Committee did not meet.

Joint Conference Committee

Mr. Sowada said the Committee has not met.

CONTRACT REVIEW

Contracts Approved By CEO Since Last Board Meeting

Ms. Richardson said she signed an annual renewal agreement with 10 others at a lower rate for the e-library for Providers.

BOARD EDUCATION

The trustees shared feedback on the General Quality Essentials Parts 1-3 education videos. Ms. Pendleton said she thought they were interesting and said she learned 25% of the time on the Board should be spent on quality. She mentioned the SMART dimensions of quality: safe, timely, effective, efficient, equitable, and patient centered. Mr. Rood said his experience has been around quality in an industry setting and he is interested in continuing to learn about what quality means in a hospital and what it means to patients. Mr.elsey said he thinks the Hospital has made many improvements over the years. Dr. Sowada said what jumped out to her was the question, "What are the top five quality issues in your particular hospital?" She asked everyone to be prepared for her to ask that question. She said quality initiatives started with inpatients and she sees it now moving to outpatients because that is where care is moving. Commissioner Jones said he liked the videos and it always made him feel good that he found many things mentioned were things we were already doing. Ms. Richardson said she likes the question of the top five quality priorities we are working on at our hospital.

MEDICAL STAFF REPORT

Ms. Merry owns Medical Staff Services Director reported Mr. Brianne Crofts is on call and asked Ms. owns to report on her behalf. She said the General Medical Staff will meet the following night. She said we are very pleased Mr. Hoffman and Mr. Poundstone have joined us.

GOOD OF THE ORDER

Ms. Pendleton requested calling in for the October meeting due to being out of town on business. Mr. Sowada thanked everyone for attending the meeting.

EXECUTIVE SESSION

The motion to go into executive session at 3:20 p.m. was made by Ms. Pendleton second by Mr. Elsey. Motion carried. Mr. Sowada said there would be a 10-minute break.

RECONVENE INTO REGULAR SESSION

The motion to leave executive session and return to regular session at 4:30 p.m. was made by Ms. Pendleton second by Mr. Rood. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the list of clinical privileges and granting appointments to the Medical Staff as discussed in executive session was made by Ms. Pendleton second by Mr. Rood. Motion carried.

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from August 1, 2023

1. Initial Appointment to Active Staff 2 years
 - Mr. Theodore Hartridge Emergency Medicine 10 of 10
 - Mr. William Moore OB/GYN
2. Initial Appointment to Associate Staff 1 year
 - Mr. Scott Berndt Emergency Medicine 10 of 10
 - Mr. Brent Lapthor Emergency Medicine 10 of 10
 - Mr. Jordan Rode Emergency Medicine 10 of 10
 - Mr. Michaela Uerslin Pediatric Hospitalist
3. Initial Appointment to Consulting Staff 2 years
 - Mr. Jeffrey Hare Tele Radiology 10 RC
 - Mr. Cathleen Wyse Tele Radiology 10 RC
4. Reappointment to Active Staff 2 years
 - Mr. Astrid Haaland Emergency Medicine 10 of 10
5. Reappointment to Consulting Staff 2 years
 - Mr. Safdar Ansari Tele Stroke 10 of 10
 - Mr. Karen Simmons Tele Radiology 10 RC
 - Mr. Maryellyn Wilfeather Tele Radiology 10 RC
 - Mr. Christopher Leoni Tele Radiology 10 RC
 - Mr. Albert Pasco Tele Radiology 10 RC
- Reappointment to Non-Physician Staff 2 years
 - Shawn Rocney Physician Assistant Internal Medicine

The motion to approve the physician contracts reviewed in executive session and authorize the CEO to sign was made by Ms. Pendleton second by Mr. Rood. Motion carried.

ADJOURNMENT

Where being no further business to discuss the meeting adjourned at 4:30 p.m.

Mr. Barbara Sowada President

Test:

Ms. Andi Pendleton Secretary

DRAFT



Memorial Hospital
OF SWEETWATER COUNTY

ORIENTATION MEMO

Board Meeting Date: 10/4/2023

Topic for Old & New Business Items:

2023-24 Memorandum of Understanding between The Sweetwater County Board of Sweetwater County Commissioners And The Memorial Hospital of Sweetwater County

Policy or Other Document:

- ☒ Revision
☐ New

Brief Senior Leadership Comments:

Recommend approval

Board Committee Action:

The Board approved the first draft at their August 14, 2023, special meeting. Following discussion by the County Attorney's office with Board Counsel, the Board of County Commissioners approved the current update.

Policy or Other Document:

- ☐ For Review Only
☒ For Board Action

Legal Counsel Review:

- | | | |
|-------------------------------------|----------|-----------|
| <input type="checkbox"/> | In House | Comments: |
| <input checked="" type="checkbox"/> | Board | Comments: |

Senior Leadership Recommendation:

Recommend approval

**2023-24 MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY
COMMISSIONERS AND
THE MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

1. **PARTIES.** The parties to this Memorandum of Understanding (“MOU”) are the Sweetwater County Board of County Commissioners (“COUNTY”) and the Sweetwater County Board of Trustees of Memorial Hospital of Sweetwater County (“Hospital”) located at 1200 College Drive, Rock Springs, Wyoming 82901.
2. **PURPOSE AND SCOPE.** The parties recognize the value of continuing the collaborative relationship to provide quality healthcare to the Sweetwater County community in accordance with Wyoming law. The parties are entering into this MOU with the specific and mutual goals of working together to ensure the Hospital has the necessary COO funding to be the community’s trusted healthcare leader, address COO funding of the Hospital for the 2023-2024 fiscal year as set forth under Wyoming law, provide information to the Hospital regarding changes to the budgeting methods that will be implemented by COO during the 2023-2024 fiscal year, and ensure the collaborative and productive relationship between the parties continues.
3. **TERM.** The provisions of this MOU shall commence on July 1, 2023, or the date last executed by the duly authorized representatives of the parties to this MOU, whichever is later, and shall terminate on June 30, 2024. See W.S. § 1-4-11(a). There is no right or expectation of extension and any extension will be determined at the discretion of the parties.
4. **PROPERTY.** In accordance with the terms and conditions of Title 1, Chapter 1 of Wyoming Statutes, COO owns the real property, attachments, additions, alterations, improvements and grounds located at:
 - a. Memorial Hospital of Sweetwater County, Rock Springs, Wyoming 82901.The above identified grounds shall be referred to as the “Property.”
5. **SERVICES.** In accordance with the terms and conditions of Title 1, Chapter 1 of Wyoming Statute, the Hospital provides healthcare services to the Sweetwater County community.
6. **THE COMMITMENTS OF THE PARTIES:**
 - a. The parties hereby expressly acknowledge this MOU and the ongoing collaboration between the parties described herein are exclusively governed by the provisions of

Article 1 Chapter 1 of Wyoming Statutes and applicable Wyoming and federal law. Notwithstanding anything contained herein it is the intent of the parties to comply with all the provisions of Article 1 Chapter 1 of Wyoming Statutes and applicable Wyoming and federal law. Any provision of this MOU that is determined to be in conflict with the provisions of Article 1 Chapter 1 of Wyoming Statutes and applicable Wyoming or federal law shall be null and void and in no further force or effect.

- b. As of the date of this MOU the Hospital has submitted a budget request to COBOD in the amount of \$1,503,149.09 for Hospital maintenance. COBOD shall appropriate the budget request of the Hospital for Hospital maintenance in the amount of \$1,503,149.09. The COBOD will take into account prior realized Hospital mill dedications and revenues from taxes such that the budget dedication as of the date of this MOU is \$1,503,149.09. COBOD shall appropriate additional funds in an amount determined by COBOD to compensate the Hospital for Title 25 funding as set forth below in paragraph c.
- c. Title 25: The Hospital provides emergency detention mental health services in accordance with Title 25 of the Wyoming Statutes ("Title 25"). COUNTY is obligated by statute to reimburse the Hospital for certain Title 25 costs as set forth in W.S. §25-10-12. The actual funding required to cover the statutory costs of Title 25 patients during the term of this MOU is dependent on the number of Title 25 patients treated. Based on the Title 25 patient volume from the previous year the estimated cost to treat Title 25 patients during the term of this MOU is \$414,000. The budgeted amount of Title 25 funding in the amount of \$414,000 may increase or decrease depending on the volume of Title 25 patients during the 2023-2024 fiscal year. From time to time during the 2023-2024 fiscal year as the Hospital treats Title 25 patients the Hospital will submit funding requests for the treatment of Title 25 patients to COBOD for approval. If the cost of Title 25 patients exceeds the budgeted amount of \$414,000 County will increase the budgeted amount of \$414,000 to cover the excess cost. If the cost of Title 25 patients is less than \$414,000 COBOD will retain any unexpended funds from the budgeted amount of \$414,000. At the end of the 2023-2024 fiscal year the Title 25 budget amount of \$414,000 will be amended by COBOD to accurately reflect the actual Title 25 funds expended for 2023-2024. The parties shall follow the same procedure used during the 2022-2023 fiscal year to calculate the Title 25 reimbursement amounts submit requests for payment provide Title 25 budget information to COBOD and amend the Title 25 budget.
- d. Said total appropriation including any Title 25 amendments as set forth herein shall satisfy all statutory requirements and the total number of mills dedicated to the Hospital with no amounts owing. Notwithstanding anything contained herein the Hospital in its sole discretion shall be permitted to request funds deemed

necessary by the Hospital or request matching grant funds from COXXXX in excess of the budgeted amounts set forth herein.

- e. The Hospital acknowledges COXXXX will receive prior Hospital dedications and revenues from taxes to be set into the county memorial hospital fund which will then be distributed via voucher reimbursement in the estimated amount of \$1,943,309 subject to the Title 25 budget amendments referenced herein and in accordance with applicable Wyoming law.
- f. COXXXX issued revenue bonds in 2001 and 2002 for the purpose of acquiring, erecting, constructing, reconstructing, improving, remodeling, furnishing or equipping the Property. The same bonds were reissued or converted in 2013, 2021 and 2023.

7. GENERAL PROVISIONS.

- a. No Admission: Neither party will consider, deem or suggest that anything in this MOU constitutes the other party's admission of liability, wrongdoing or violation of law.
- b. Termination: This MOU may be terminated orally either party with thirty (30) days prior written notice to the other party or upon mutual written agreement by both parties.
- c. Amendments: Any changes, modifications, revisions or amendments to this MOU which are mutually agreed upon by the parties to this MOU shall be only by written agreement duly executed by all parties hereto.
- d. Contingencies: The parties certify and warrant no gratuities, kickbacks or contingency fees were paid in connection with this MOU nor were any fees, commissions, gifts or other considerations made contingent upon the execution of this MOU.
- e. COXXXX Governmental/Sovereign Immunity: COXXXX does not waive its Governmental/Sovereign Immunity as provided by any applicable law including W.S. § 1-39-101 et seq. by entering into this MOU. Further, COXXXX fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law based on this MOU.
- f. Hospital Governmental/Sovereign Immunity: the Hospital does not waive its Governmental/Sovereign Immunity as provided by any applicable law including W.S. § 1-39-101 et seq. by entering into this MOU. Further, the Hospital fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law based on this MOU.
- g. Notices: All notices required and permitted under this MOU shall be deemed to have been given if and when deposited in the U.S. Mail properly stamped and addressed to the party for whom intended at such party's address listed herein or when personally delivered to such party. A party may change its address for notice hereunder by giving written notice to the other party.

- h. Counterparts: This MO may be executed in two or more counterparts each of which will together be deemed an original but all of which together shall constitute one and the same instrument. If any signature is delivered by facsimile transmission, electronic mail or a PDF format data file or electronic signature such signature shall create a valid and binding obligation of the party executing or on whose behalf such signature is executed with the same force and effect as if such signature were an original thereof.
- i. Audit and Access to Records: The parties to this MO and their respective representatives shall have access to any books, documents, papers, electronic data and records which are pertinent to this MO ("Records"). A party receiving a request for Records shall immediately upon receiving the request from the requesting party provide said documents to the requesting party or its representative or independent auditor for review and cooperate fully with the same.

THE REMAINDER OF THIS PAGE IS LEFT BLANK INTENTIONALLY

**2023-24 BUDGET MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY
COMMISSIONERS AND
THE MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Signature Page

SWEETWATER COUNTY, WYOMING

By: _____ Date _____
_____est Chairman Sweetwater County Commissioners

____S:

By: _____ Date _____
Cynthia _____ane Sweetwater County Clerk

MEMORIAL HOSPITAL OF SWEETWATER COUNTY DIRECTOR

By: _____ Date _____
_____rene Richardson CO
Memorial Hospital of Sweetwater County

MEMORIAL HOSPITAL OF SWEETWATER BOARD OF TRUSTEES

By: _____ Date _____
Barbara Sowada
President of the Board of Trustees
Memorial Hospital of Sweetwater County

This agreement is effective the date of the last signature affixed to this page.

REPRODUCTION OF THIS DOCUMENT IS PROHIBITED WITHOUT PERMISSION:

By: _____ Date _____
Sweetwater County Attorney

By: _____ Date _____
Attorney for Memorial Hospital of Sweetwater County



We'll get you there.

CPAs | CONSULTANTS | WEALTH ADVISORS

Memorial Hospital of Sweetwater County

2023 Audit Results and Report to the Board of Directors

CPAs | CONSULTANTS | WEALTH ADVISORS

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Executive Summary

Results of Professional Services

Results of Professional Services

Significant Transactions

- Implementation of GASB 96, *Subscription Based Information Technology Arrangements*

Audit Adjustments

- One balance sheet adjustment with no income impact
- No passed adjustments

Subsequent Events

- None noted

Internal Control Results

- Material weaknesses – none identified





Your Business

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Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.

Financial Ratios – Comparative Data Used

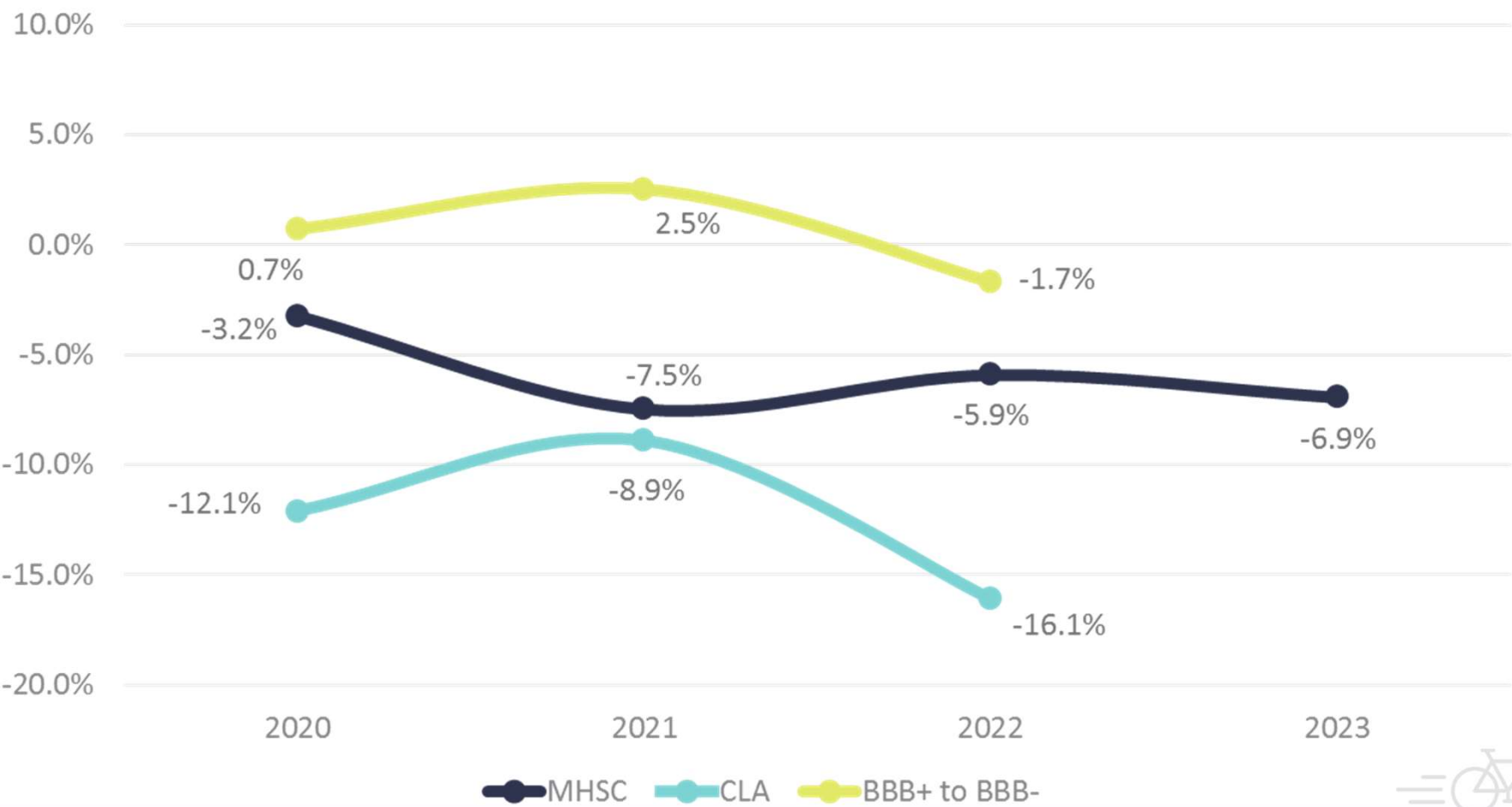
- Memorial Hospital of Sweetwater County (MHSC)
 - \$107.7 Million Net Patient Service Revenue
 - 2020-2023 Data, Based on Audited Combined Financial Statements
- CLA Benchmark (CLA)
 - Median of Similar-Sized Governmental PPS Hospitals, located in the state of Wyoming (3)
- Standards & Poor's (S&P) BBB+ to BBB-
 - Median indicators from a sample of 59 nonprofit hospitals in the United States



Operating Margin

Definition

This ratio is operating income as a percentage of net patient service revenue plus other operating revenues. It is used to report the facility’s return on revenues which relate to the main purpose of operations.



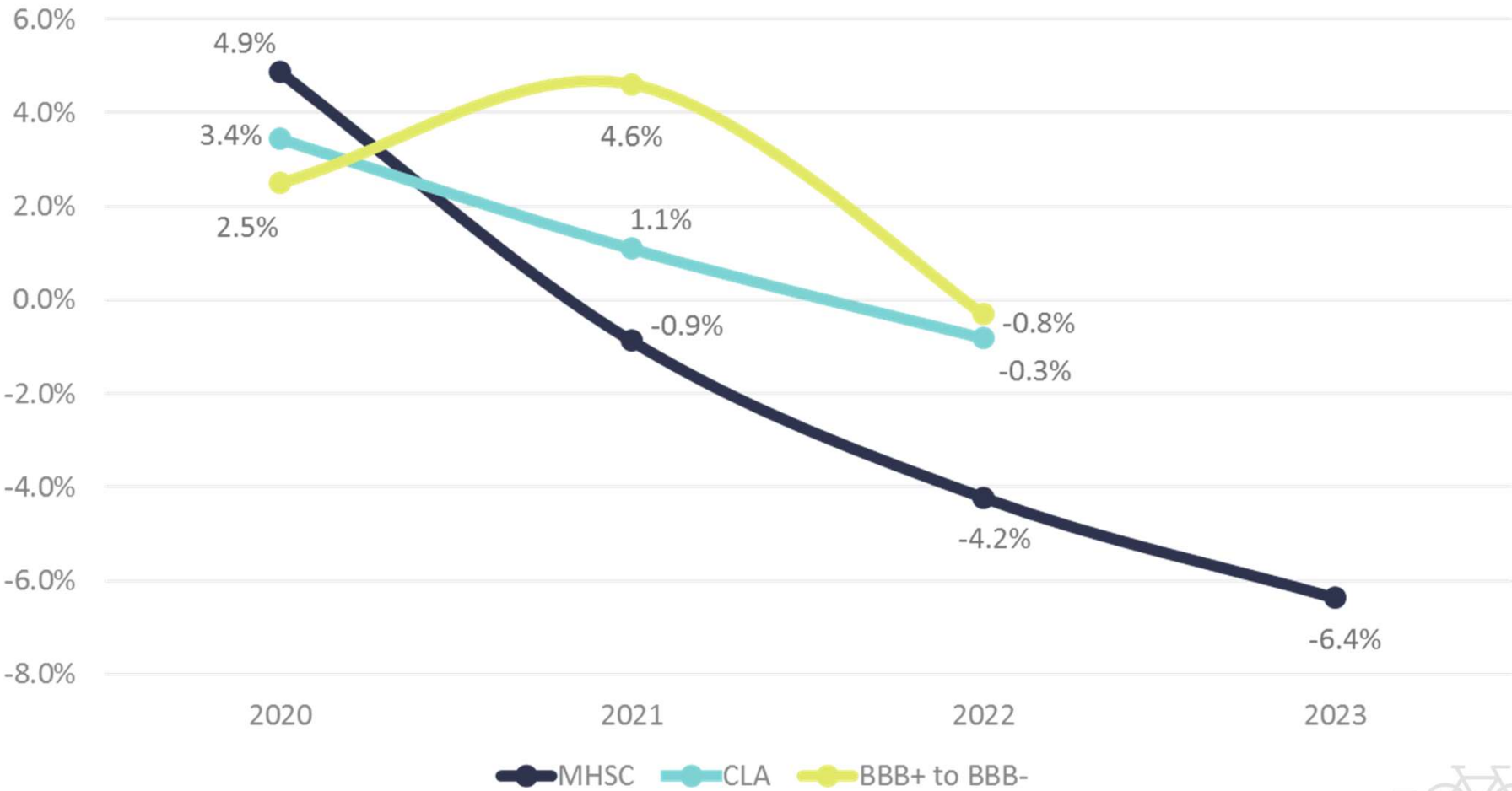
Memorial Hospital of Sweetwater County

Financial Indicators – Profitability Ratios

Total Margin

Definition:

Total margin reflects excess of revenue over expenses as a percentage of total revenues, including nonoperating revenues.



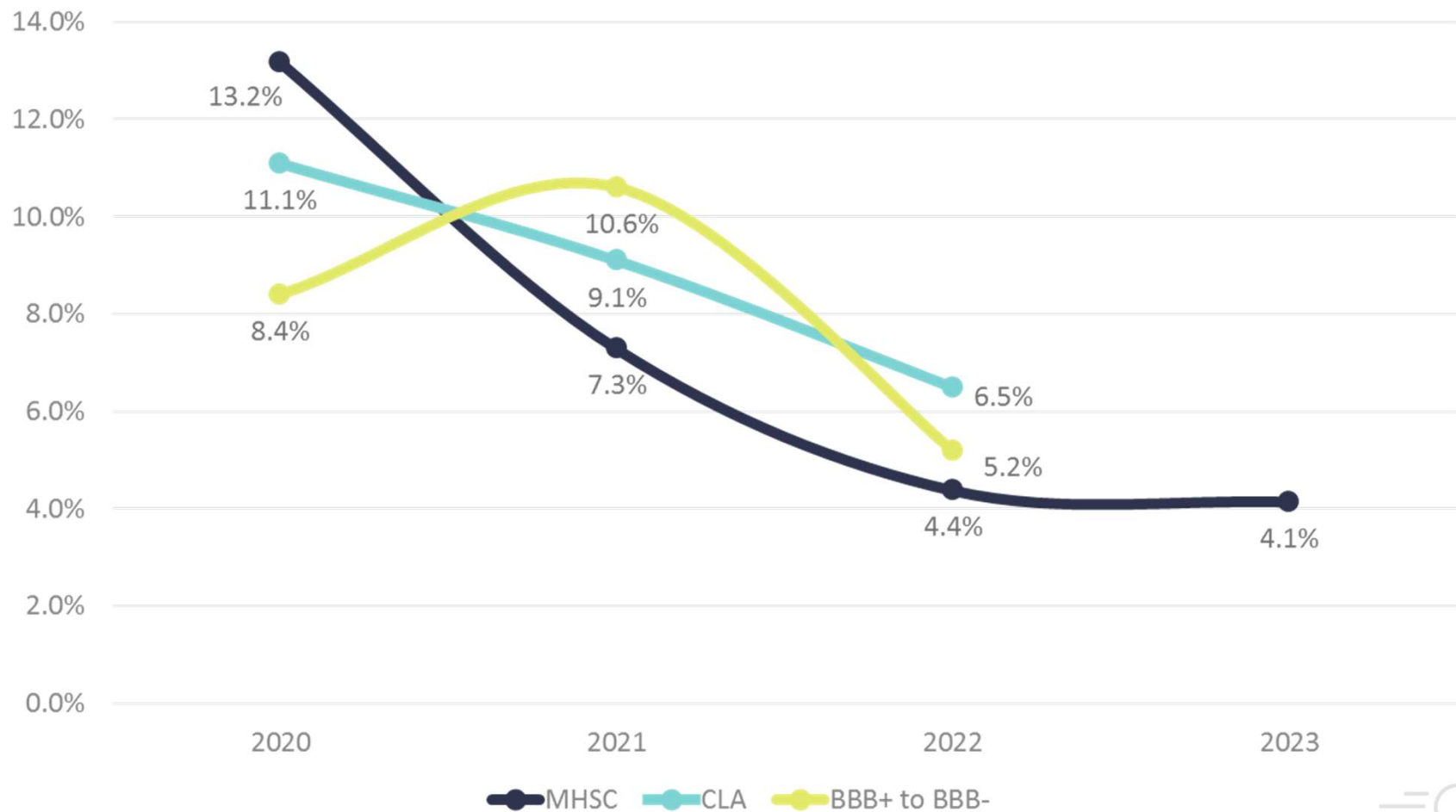
Memorial Hospital of Sweetwater County

Financial Indicators – Profitability Ratios

Total EBIDA Margin

Definition:

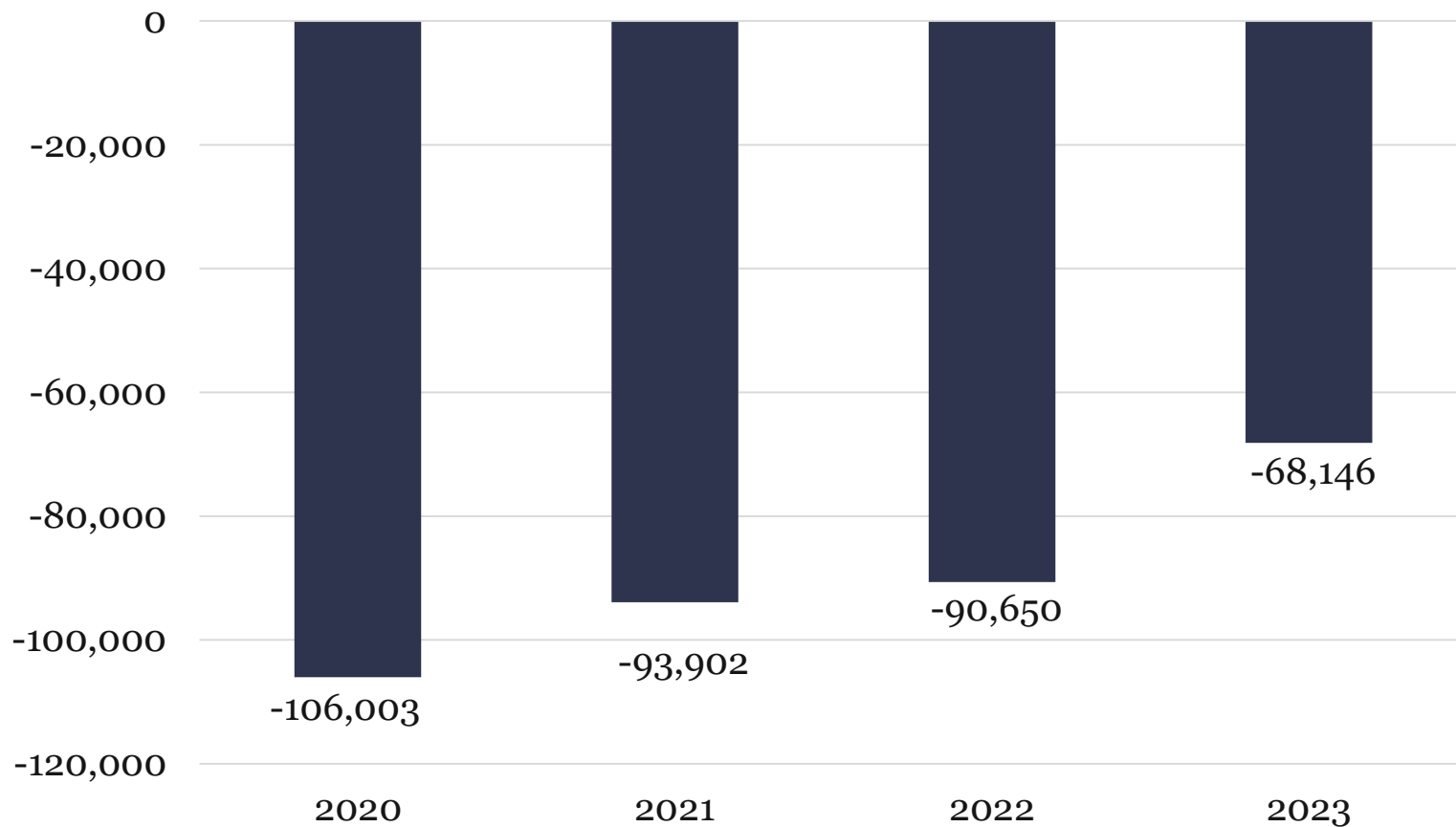
Total EBIDA Margin represents Earnings (total income) Before Interest, Depreciation, and Amortization divided by total revenues. It is used as a rough measure of operation cash flow in a facility. This ratio is often used when evaluating debt capacity.



Operating Loss per Provider FTE

Definition:

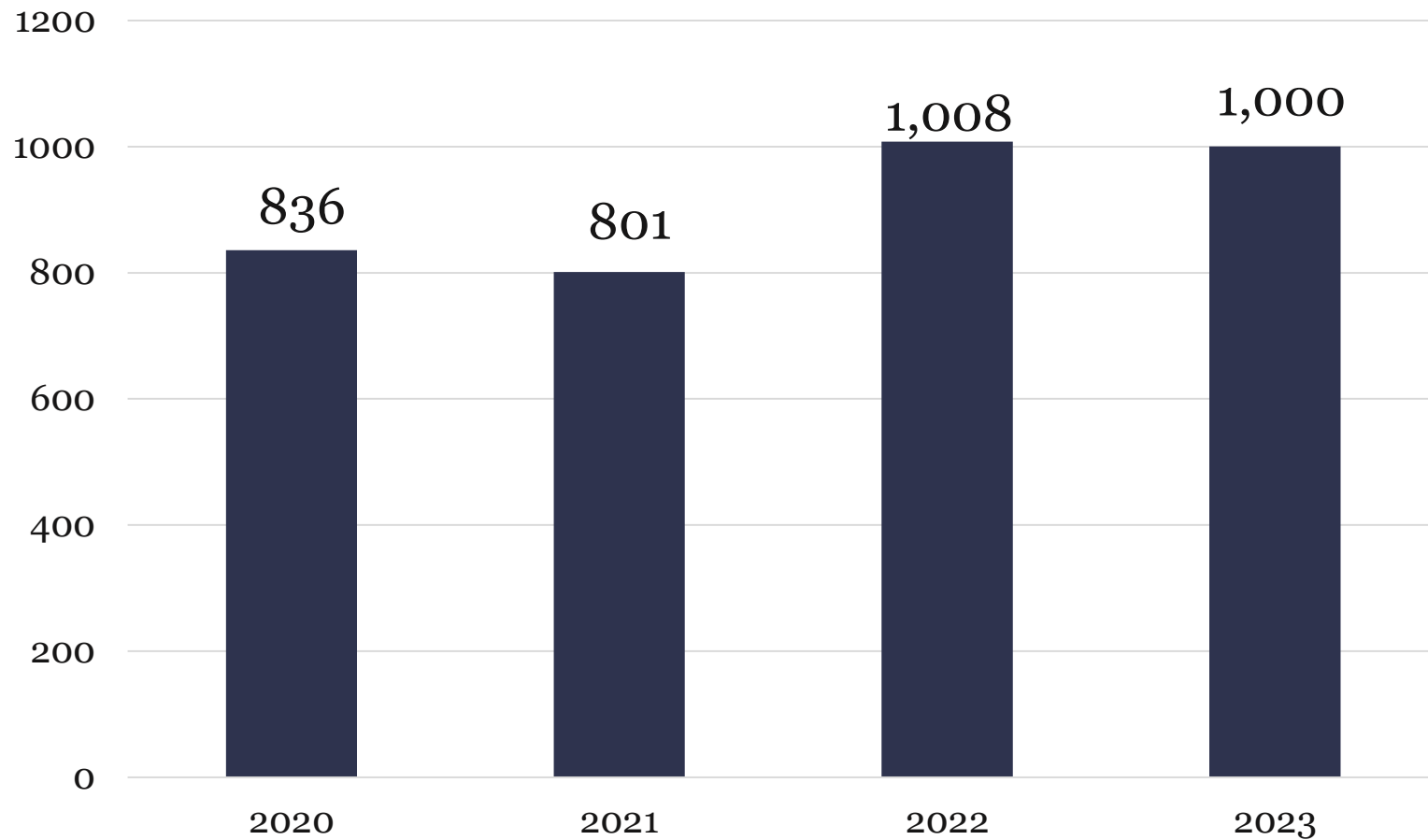
This is measured by dividing the amount of operating losses in the physician practices by the Provider FTE's worked. We would recommend not focusing necessarily on the loss position of the practice but more the trend over a four-year time horizon.



Visits per Provider FTE

Definition:

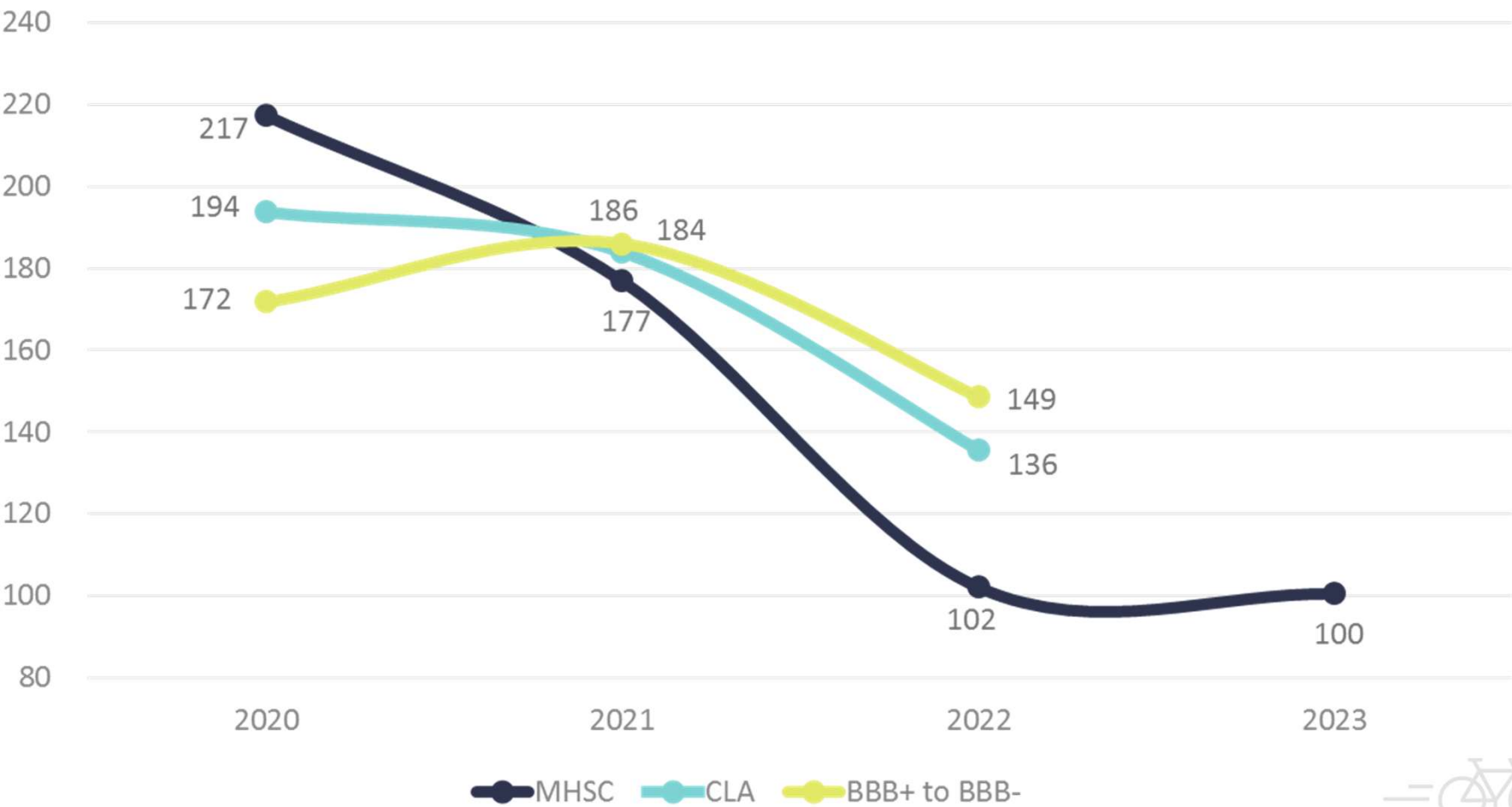
This is measured by dividing the amount of visits (primary care and specialty care) in the physician practices by the Provider FTE's worked.



Days Cash on Hand (All Sources)

Definition:

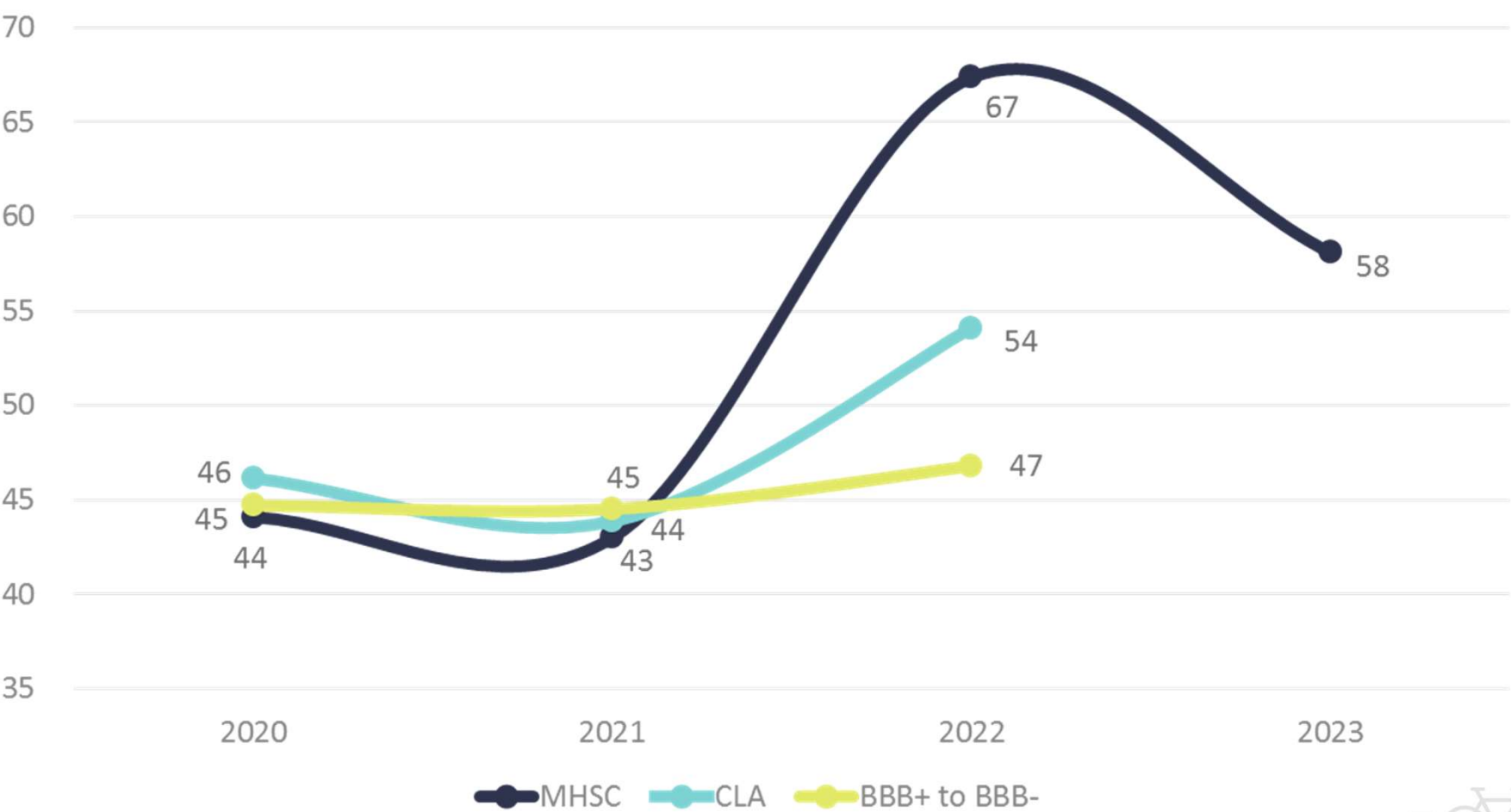
Days Cash on Hand measures the number of days of average cash expenses that the facility maintains in cash and amounts reserved for capital improvements. High values usually imply a greater ability to meet both short-term obligations and long-term capital replacement needs.



Net Days in Accounts Receivable

Definition:

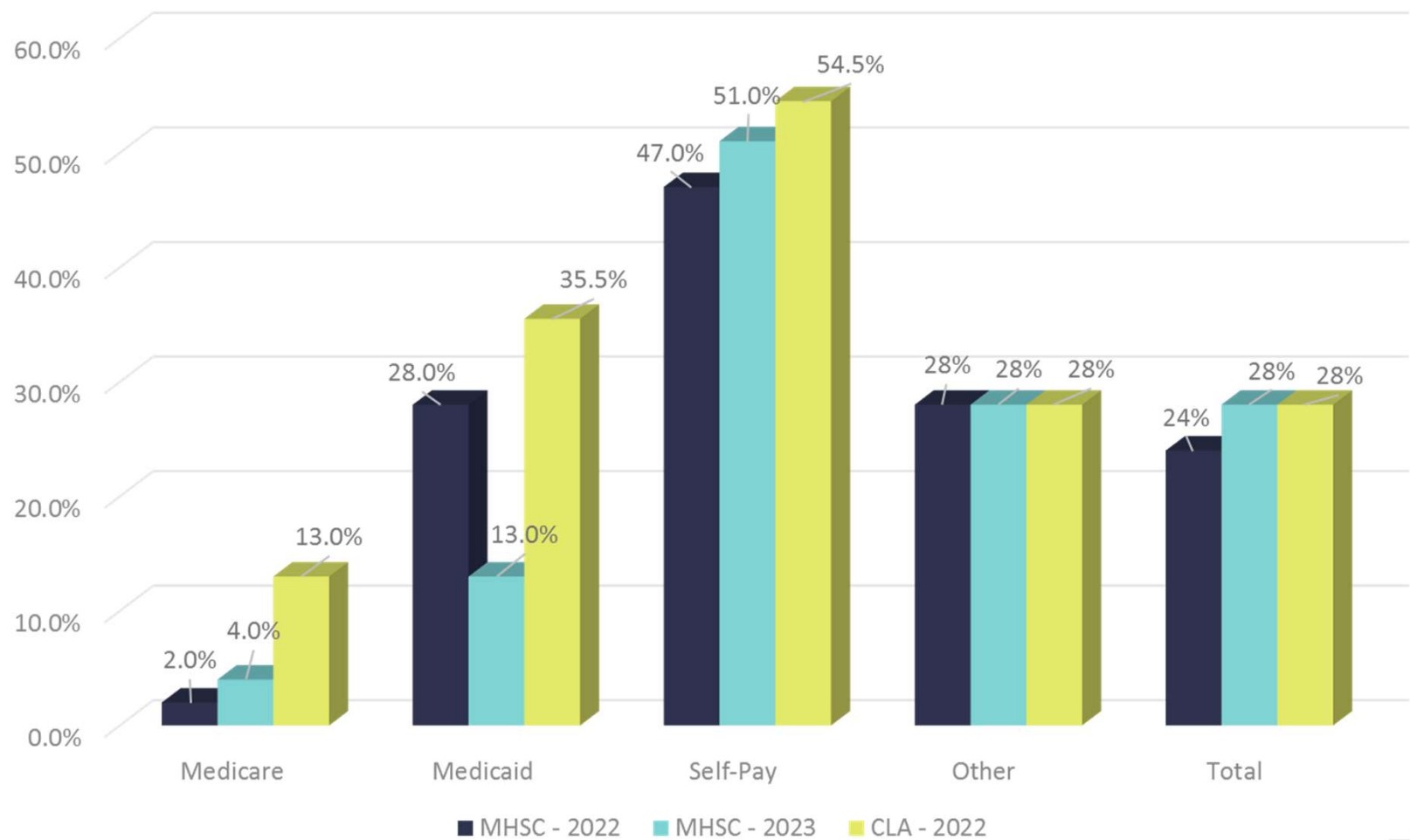
Days in patient accounts receivable is defined as the average time that receivables are outstanding, or the average collection period.



Aging of Accounts Receivable

Definition:

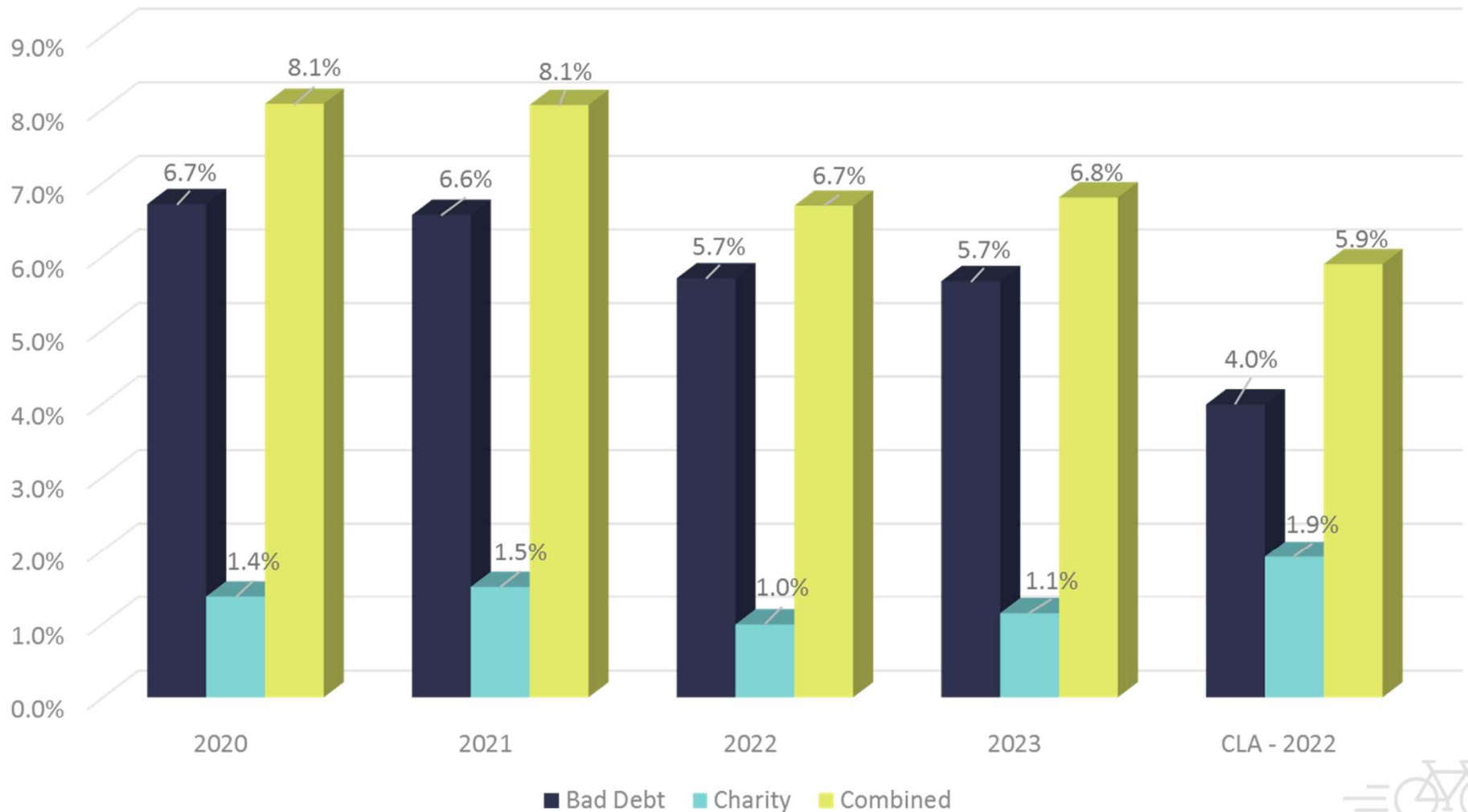
The percentage of accounts receivable within a payor classification, and in total, that is greater than 90 days old based on accounts receivable aging as of June 30, 2023.



Bad Debt and Charity Care as a Percent of Gross Patient Service Revenue

Definition:

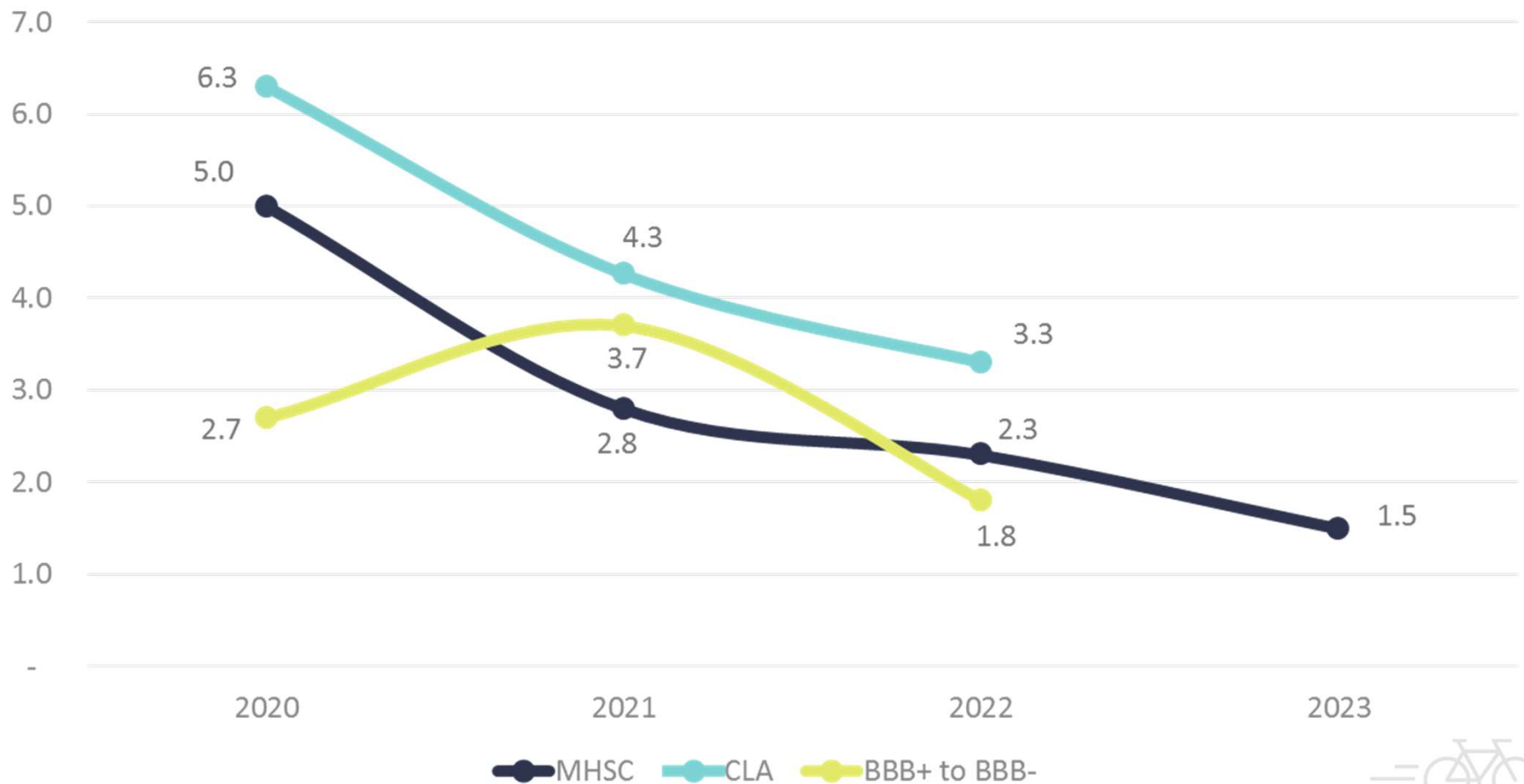
This ratio is calculated by dividing the bad debt and charity care by gross patient service revenue.



Debt Service Coverage

Definition:

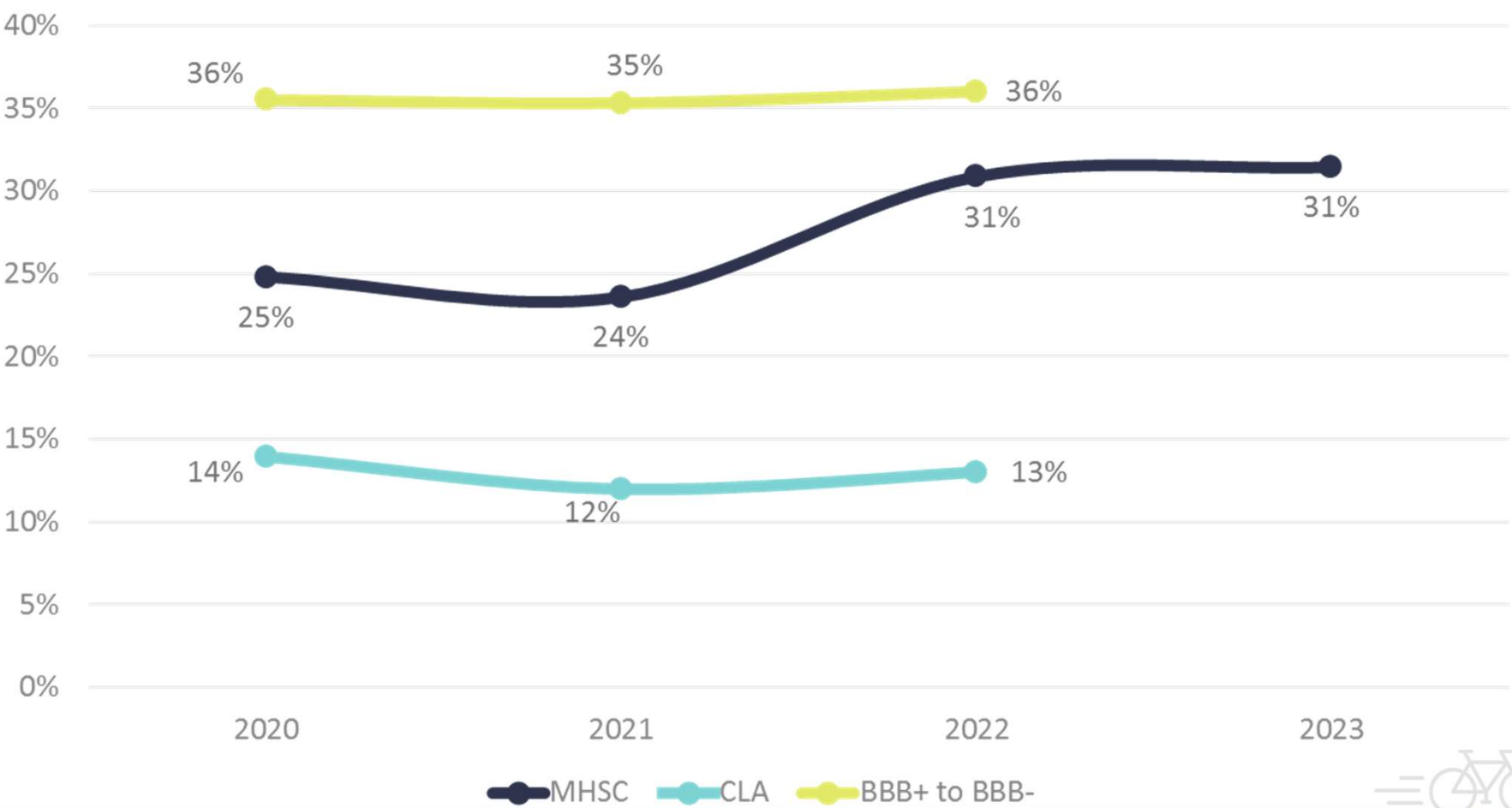
Debt service coverage is calculated as income available for debt service (net income + depreciation and amortization + interest expense) divided by the annual debt service requirements (principal payments made + interest expense).



Debt to Capitalization

Definition:

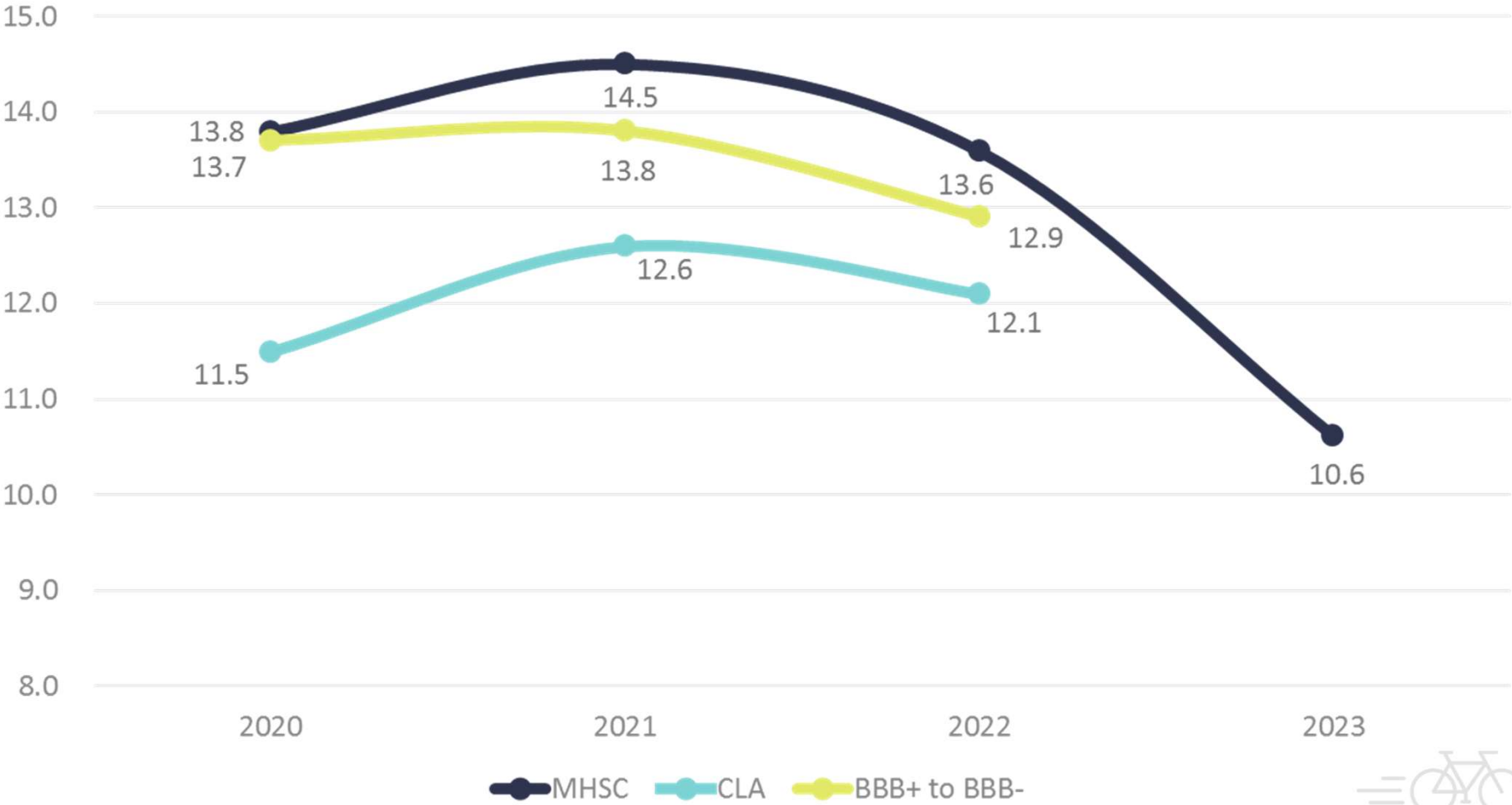
This ratio is defined as the proportion of long-term debt divided by long-term debt plus total net assets. Higher values for this ratio imply a greater reliance on debt financing and may imply reduced ability to carry additional debt.



Average Age of Plant

Definition:

Average age of plant attempts to approximate the average age of an organization’s fixed assets. A low value is considered to be desirable as it indicates a newer facility.





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2023 Industry Trends

Understanding growth in health care spending, and what's at risk for providers in the coming year.



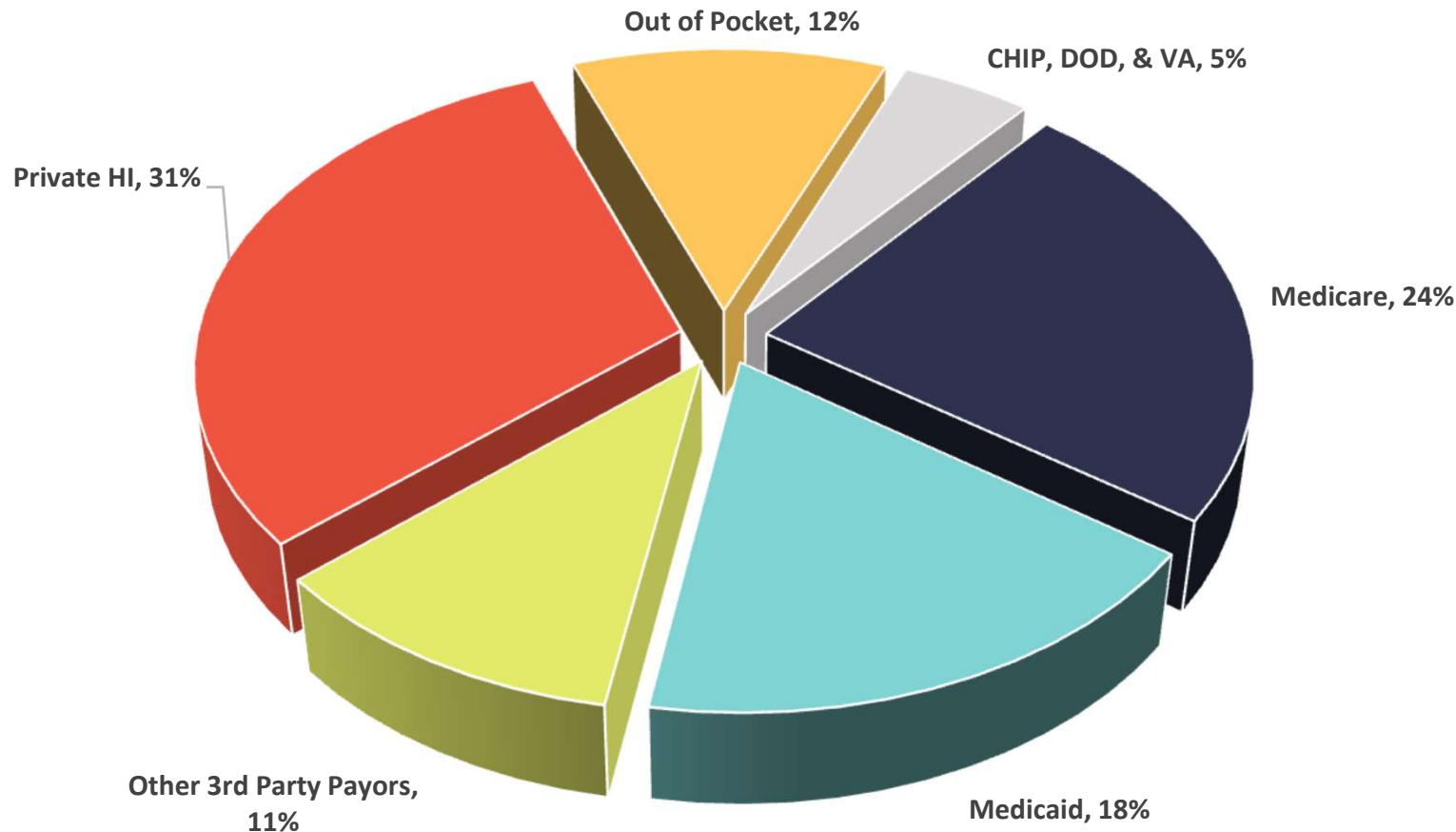
Trends in National Health Care & Medicare FFS Spending

*A Financial Profile of Health Care in
the United States*



Federal Gov't Accounts for 47% of \$3.6T in Health Care Spending in 2021*

Total Health Care Spend \$3.6 Trillion

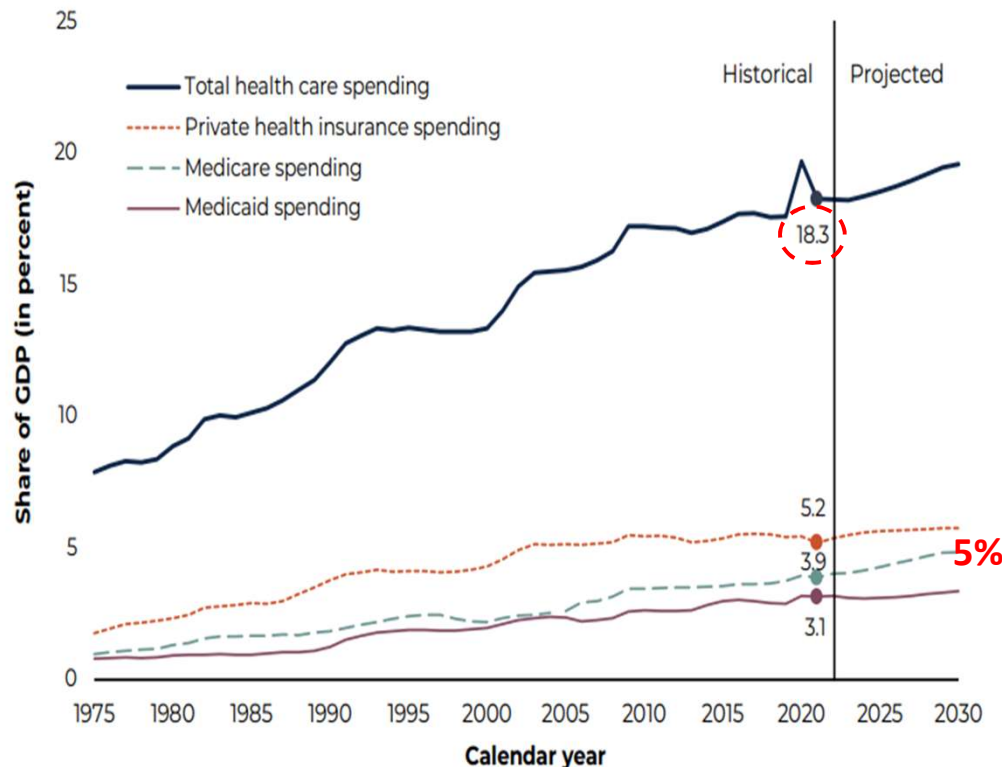


* Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book



Health Care Spending as a Percent of GDP

Chart 1-3 Health care spending has grown as a share of the country's GDP



Note: GDP (gross domestic product). First projected year is 2022. Funds paid to health care providers through the Paycheck Protection Program and the Provider Relief Fund are counted in total health care spending but not counted in Medicare spending.

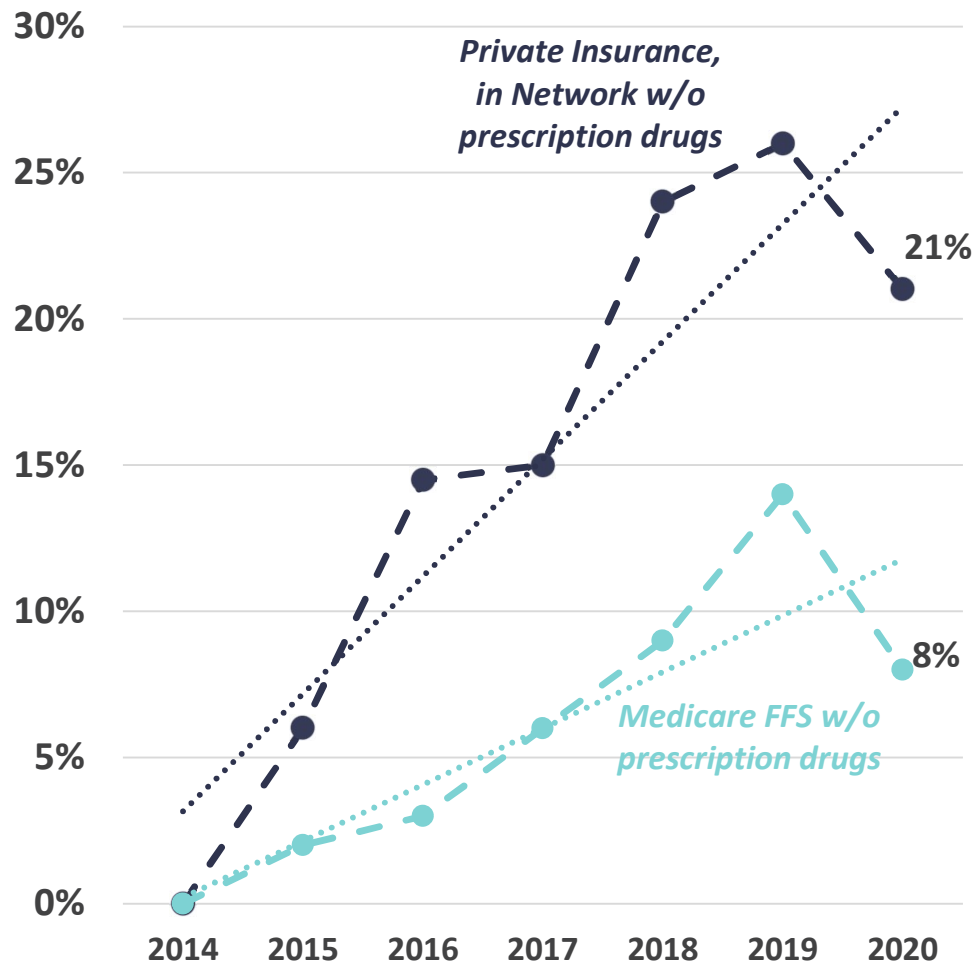
Source: MedPAC analysis of CMS's National Health Expenditure Data (projected data released April 2022 and historical data released December 2022), <https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/NationalHealthExpendData>.

- Health care spending hit a peak of 19.7% of GDP in 2020, due to one-time Gov't payments as a result of COVID-19 Pandemic.
- In 2021, spending dropped to an estimated 18.3% of GDP.
- Medicare spending doubled from 2008 – 2022 from \$455B to \$918B and is projected to double again by 2032 hitting \$1.9T or 5% of GDP.
- By comparison, in 1975 Medicare spending as a percent of GDP was about 1%.
- MedPAC Trustee's estimate the average annual increase in Medicare spending will be about 7.5% over the next 10 years.

* Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book

Health Care Spending Per Enrollee*

Trends in Spending Per Enrollee
Private Insurance vs. Medicare FFS



- Growth in health care spending for those with private insurance has increased proportionately faster than Medicare FFS spending.
- As depicted at left, from 2014 to 2020, private insurance spending per enrollee has grown at a rate of 21% compared to 8% for Medicare FFS**.
- Unlike Medicare FFS which has the ability to administratively set prices for many health care services, private insurance is impacted significantly by changes in price. Price increases were largely responsible for spending growth in private insurance.
- Hospital & physician consolidation is believed to be the cause for high prices as consolidation creates increased provider market power, which in turn leads to greater leverage in contract negotiations.

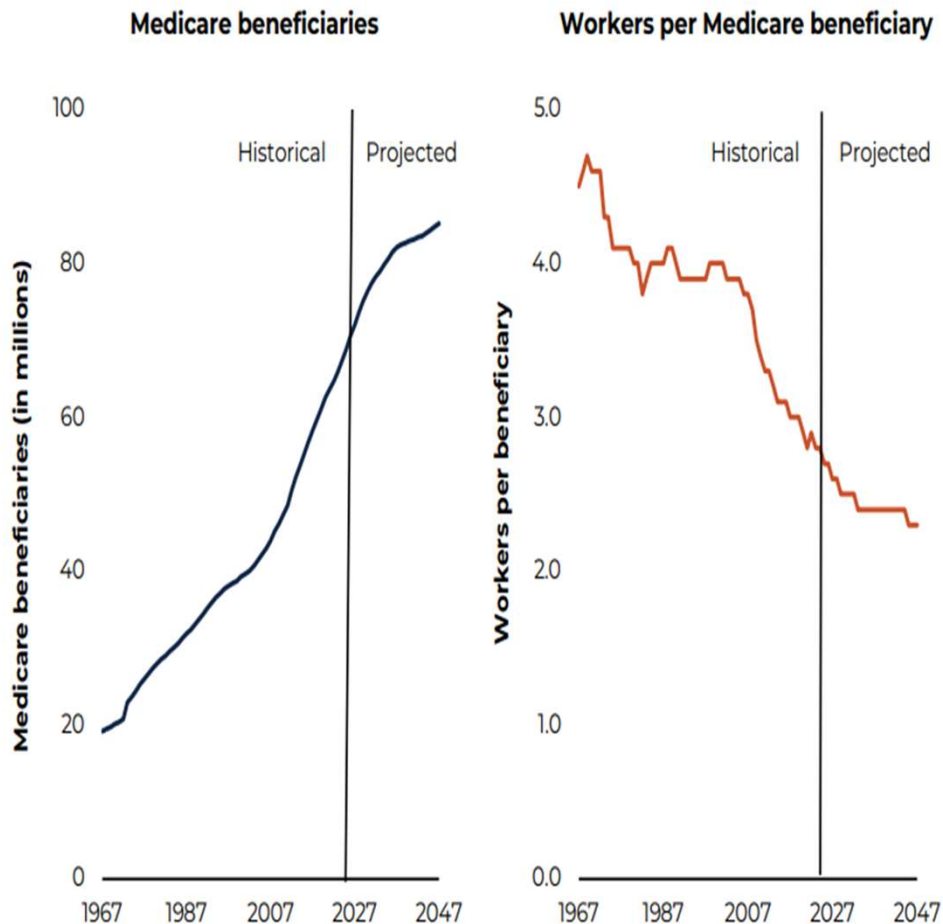
* Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book

** Spending includes payments to providers from health insurance and patients, but not from other sources (e.g., workers compensation or auto insurance. Spending for retail prescription drugs was not available and therefore not included.



DECLINING WORK FORCE VS. GROWTH IN Medicare Population Creates Funding

Chart 1-7 The declining ratio of workers to Medicare beneficiaries threatens the Medicare program's financial stability



- As the baby boomer generation ages, enrollment in the Medicare program is surging.
- By 2029, all baby boomers will have reached the age of eligibility for the Medicare program, and 75 million beneficiaries are expected to have Medicare Part A Hospital Insurance—up from 65 million beneficiaries in 2022.
- While Medicare enrollment is rising, the number of workers per beneficiary is declining rapidly.
- Per beneficiary work force has declined from 4.5 workers (1967) to 2.9 workers per beneficiary in 2022 with projections to decrease further to 2.5 workers by 2029.
- Medicare Part A Hospital Insurance is largely financed by workers' Medicare payroll taxes, so a declining workforce creates significant financial challenges for the program.

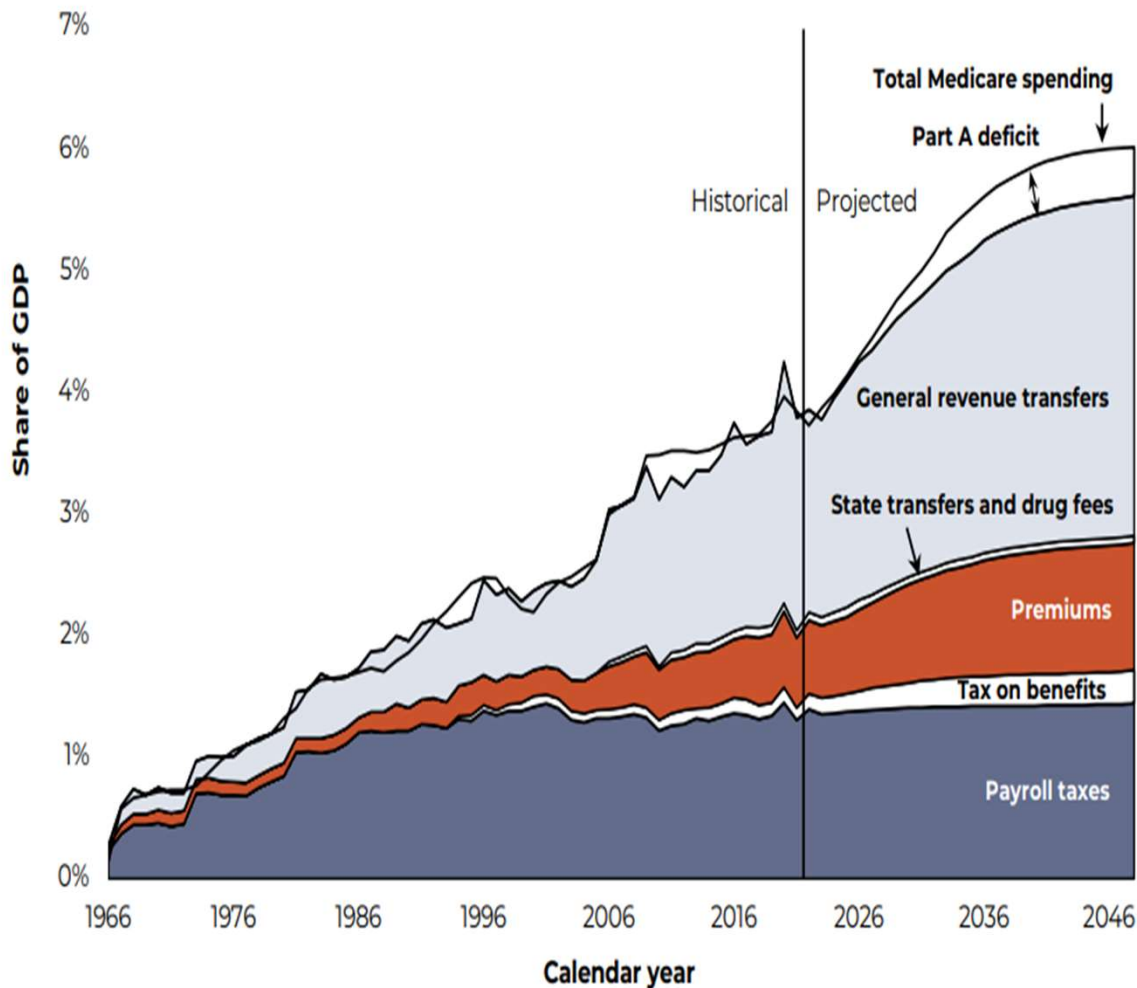
* Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book

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Medicare Part A Solvency Remains Concern

Chart 1-8 General revenues are the largest source of Medicare funding



* Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book

** The Congressional Budget Office (CBO) projects it will take longer for the Trust Fund to become insolvent, sometime after its 10-year budget projection window which goes through 2033.

- Trend of declining workforce, growth in Medicare enrollment and spending has created gaps in funding for Medicare Part A.
- As depicted at left, the Federal Government has had to shift increasing amounts of General Fund Revenues to cover Medicare spending that out paces payroll taxes and premiums paid by beneficiaries. By 2009 these transfers became the largest funding source for Medicare Part A.
- MedPAC estimates that annual deficits in the coming years will cause the Part A Trust Fund to be zero dollars by 2031, leaving Medicare with enough funds to cover approximately 89% of incurred Part A costs in that year**.
- To keep the Trust Fund solvent for the next 25 years, MedPAC believes payroll taxes need to be increased immediately from 2.9% to 3.6% or implement permanent spending reductions of 15.6%, or some combination of the two.





Provider Implications of Rising Health Care Spending

The “Levers” the Federal Government Can “Pull” to Control Spending

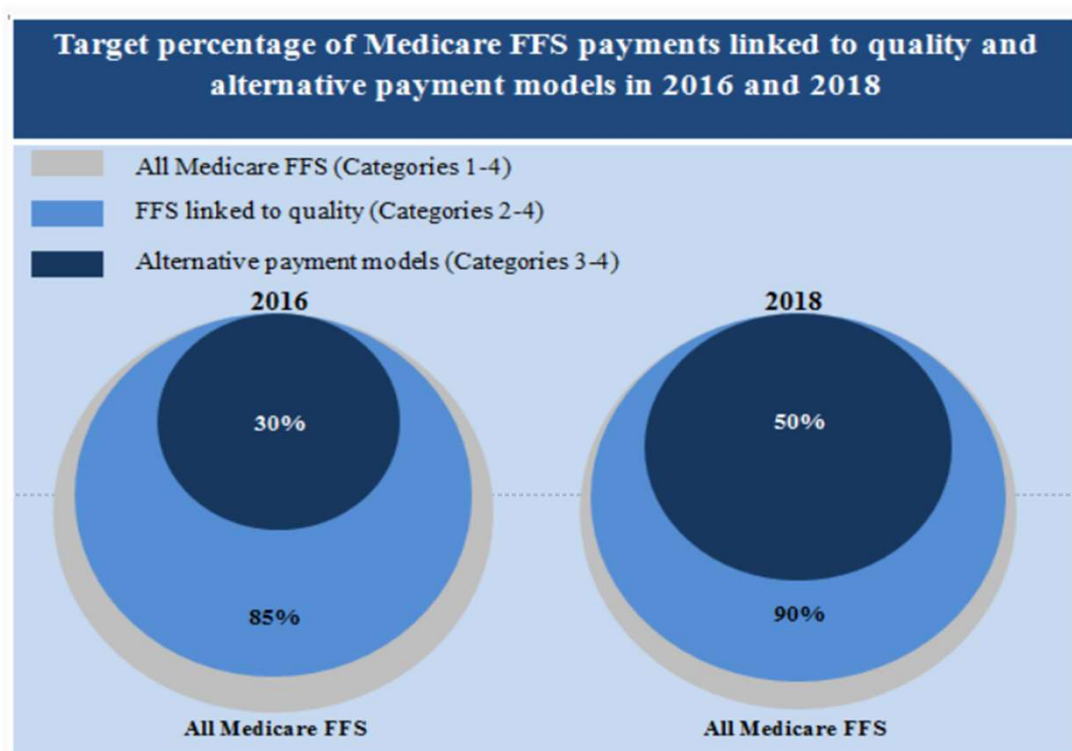


Evolution of Alternative Payment Models

(APM)

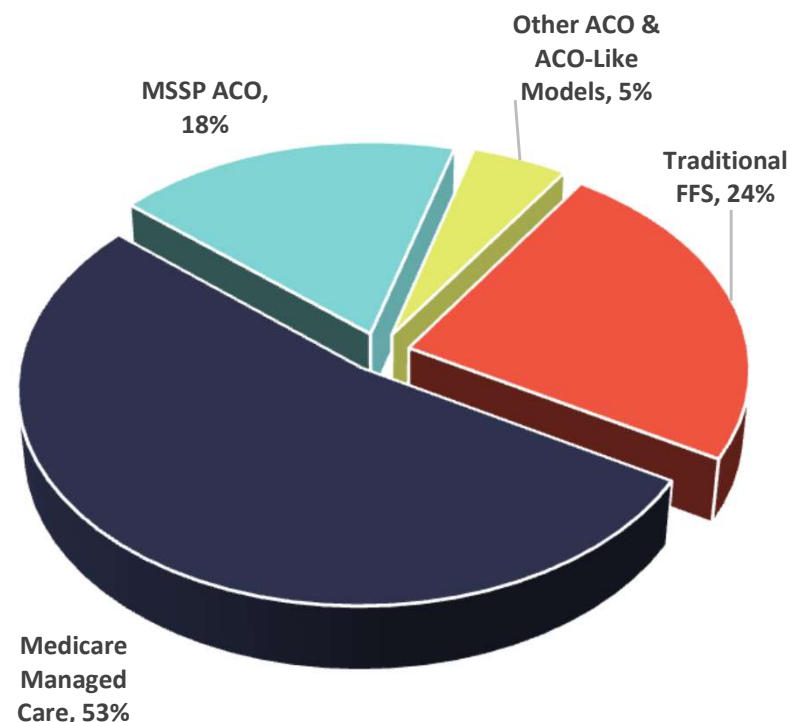
The passage of The Affordable Care Act (ACA) signaled a new direction for health care, with overarching goals of maintaining or improving the quality while reducing the cost of health care.

- In 2015 CMS established a goal of having 90% of Medicare payments linked to some form of “value-based payment” model, with 50% of those payments being in an APM built on FFS architecture or population-based payment.
- As of 2021, of the 59.8 million Medicare beneficiaries 76% of them are in a Medicare Managed Care or an ACO model.
- While not entirely an “apples-to-apples” comparison, it is clear CMS had significantly advanced its VBP payment model strategy since its inception.



*Source: <https://www.cms.gov/newsroom/fact-sheets/better-care-smarter-spending-healthier-people-paying-providers-value-not-volume>

Medicare Beneficiaries in VBP Models **



** Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book



APM Results to Date *

- CMS evaluation of 21 models operating from 2012 – 2020 noting across all models:
 - 14 demonstrated “gross savings” driven by reduced utilization & spending in IP admissions and/or more efficient post-acute care.
 - For models with incentives paid, 6 realized net savings, while 6 incurred net losses.
 - 10 models reduced IP admissions
 - 14 models improved post-acute care
 - 7 reduced ED visits and/or IP readmissions
 - 4 models had unfavorable increases in care
 - Quality of care has remained the same w/a few examples of improvement
 - Patient experience remained largely unchanged based on self-reported data.
- Primary Care & ACOs reflected smaller declines in spending and other outcomes.
- Acute or Specialty Care & Targeted Populations models produced large effects due to high-cost beneficiaries using targeted services.



Primary Care & Population Management models, serving healthier, lower cost beneficiaries, improved less utilization measures in the short-term with half of models reducing gross spending.

	Spending		Utilization			Quality		
	Gross	Net	Inpatient admissions	ED visits	Post-acute care	Readmit	Experience of care	Mortality
ACO Investment Model (Final report)								
Advance Payment ACO Model (Final report)								
Comprehensive Primary Care Initiative (Final report)								
Comprehensive Primary Care Plus (Years 1-4)								
FAI, Washington (Years 1-6)								
Independence at Home Demonstration (Years 1-5)								
Medicare Advantage Value-Based Insurance Design Model (Years 1-3)								
Million Hearts: Cardiovascular Disease Risk Reduction Model (Years 1-4)								
Next Generation ACO Model (Years 1-4)								
Part D Enhanced Medication Therapy Management Model (Years 1-3)								
Pioneer ACO Model (Final)								
Vermont All-Payer ACO Model (Years 1-2)		ACO state			ACO only	State only		



Acute or Specialty Care & Targeted Population models, serving sicker, higher cost beneficiaries, reduced expenditures, admissions, and/or post-acute care with limited improvement in quality.

	Spending		Utilization			Quality		
	Gross	Net	Inpatient admissions	ED visits	Post-acute care	Readmit	Experience of care	Mortality
<u>Bundled Payments for Care Improvement, Model 2 (Final report)</u>	Green	Red		Grey	Green		Red	
<u>Bundled Payments for Care Improvement, Model 3 (Final report)</u>	Green	Red			Green	Grey		
<u>BPCI-A Medical episodes (Years 1-2)</u>	Green	Red				Grey		
<u>BPCI-A Surgical episodes (Years 1-2)</u>	Green	Green				Green		
<u>Comprehensive ESRD Care Model (Final report)</u>		Grey	Green	Grey			Grey	Green
<u>Comprehensive Joint Replacement Model (Years 1-4)</u>				Grey		Green	Grey	
<u>Home Health Value-Based Purchasing Model (Years 1-5)</u>	Green		Green	Grey	Green		Grey	Green
<u>Maryland All-Payer Model (Final report)</u>	Green		Green	Grey			Grey	Green
<u>Medicare Care Choices Model (Years 1-4)</u>		Green	Green	Green		Green	Green	
<u>Oncology Care Model (Years 1-5)</u>	Green	Red	Grey	Grey			Grey	
<u>RSNAT (Final)</u>	Green		Green	Green	Red			

Legend: Improvement at $p < 0.1$ Unfavorable at $p < 0.1$ No change at $p \leq 0.1$ Not relevant/available

ED=emergency department Readmit=inpatient readmissions

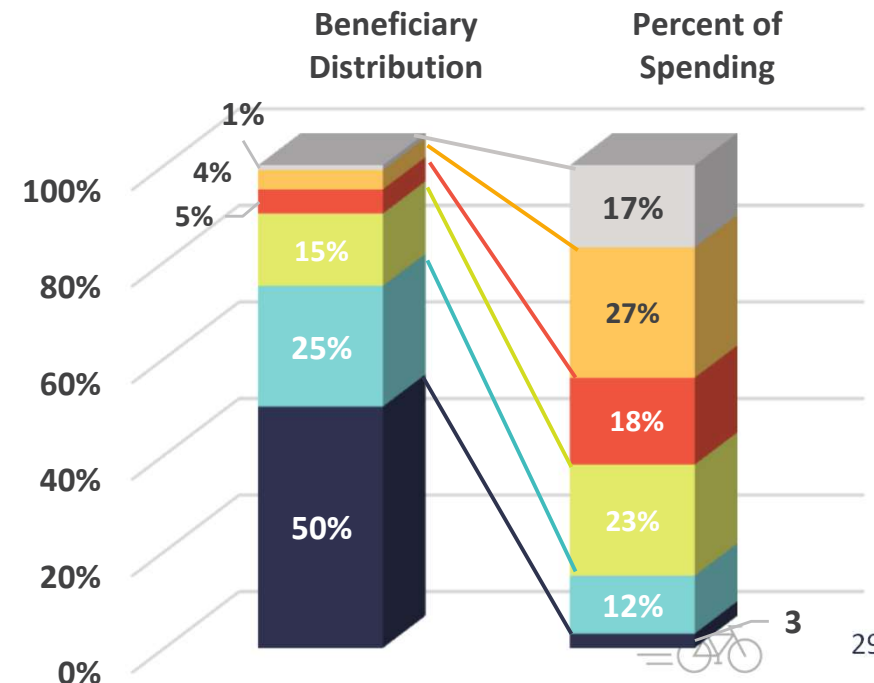
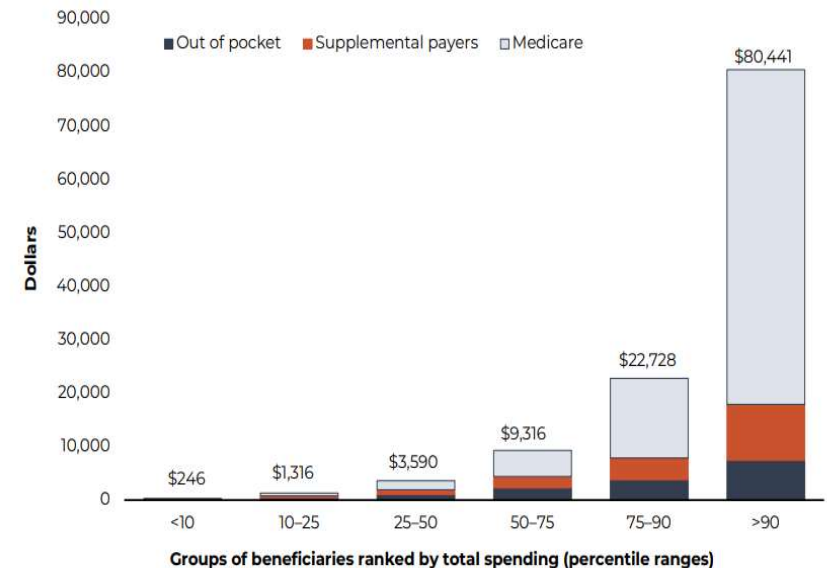
* CMS CMMI “Synthesis of Evaluation Results across 21 Medicare Models 2012-2020” at <https://innovation.cms.gov/data-and-reports/2022/wp-eval-synthesis-21models>

APMIS Make Big Impact on Targeted Populations*

- The graphics at right depict Medicare spending based on beneficiary aging, and percentage of beneficiaries making up the largest spending percentages.
 - Beneficiaries > 90 years old represent ~ 10% of Medicare beneficiaries, and accounted for annual per capita costs of > \$80,000, of which Medicare paid 78% of.
 - The costliest 5% of beneficiaries, account for about 44% of total Medicare spending, while the costliest 25% accounted for 85% of total Medicare spending.
- These are the population of beneficiaries that Targeted APMs are designed for. These APMs focus on improving care coordination and utilization across settings in an effort to reduce IP admissions, ED visits, post-acute utilization, and improved utilization of end-of-life services.

* Source: 2023 MedPAC Data Book, based on 2021 data, available at www.medpac.gov/document-type/data-book

Chart 3-6 Distribution of per capita total spending on health care services among noninstitutionalized FFS beneficiaries, by source of payment, 2020



Final & Proposed 2024 Medicare Rates**

- The table below depicts CMS's proposed payment rate updates for either Federal Fiscal Year or Calendar Year 2024. With the exception of the Physician Fee Schedule, and Home Health, most sectors of health care will see modest increases in payment rates.
- While the payment rate changes are generally positive, they are not keeping pace with the current inflation trends and the end result will be continued downward pressure on operational performance for all health care providers:***
 - July 2023 3.2% inflation over July 2022
 - July 2022 8.5% inflation over July 2021

Description	Hospital IP PPS	Hospital OP PPS	LTACH's	Physician Fee Schedule	Skilled Nursing	Home Health	Hospice	
							Meeting Quality Reporting	Failure to Meet Quality Reporting
Market Basket Increase or Current Conversion Factor	3.3%	3.0%	3.1%	-	3.0%	3.0%	3.3%	3.3%
2023 PFS Conversion Factor	-	-	-	\$ 33.89	-	-	-	-
2024 PFS Proposed Conversion Factor	-	-	-	\$ 32.75	-	-	-	-
Other Payment Rate Adjustment*	-	-	-	-	1.2%	-5.0%	-	-4.0%
Productivity Adjustment	-0.2%	-0.2%	-0.2%	-	-0.2%	-0.2%	-0.2%	-0.2%
Net Payment Change	3.1%	2.8%	2.9%	\$ (1.14)	4.0%	-2.2%	3.1%	-0.9%
Other Key Provisions	\$957M Reduction in DSH & UCP Payments	N/A	N/A	Increase in PC reimbursement w/Modifier; corresponding decrease in various specialties.	N/A	N/A	N/A	N/A

* Other adjustments include Market Basket Forecast Error increase for SKF; 2nd Phase PDPM Payment Phase-In Decrease for SNF; Proposed Prospective Behavior Adjustment for Home Health and failure to meet quality reporting penalty for Hospice.

** CMS proposed payment regulations updates accessed at www.cms.gov

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*** U.S. Bureau of Bureau of Labor Statistics "12-Month Percentage Change, Consumer Price Index" at www.bls.gov/charts/consumer-price-index-by-category-line-chart.



Other Legislative/Regulatory “Levers”: “Site Neutral Payments” A Hot Topic!*

Site Neutral Provision

Medicare site-neutral for all off-campus HOPDs (\$30-\$40 billion)

Medicare site-neutral for all off-campus HOPD drug administration (\$4 billion)

Separate NPI for each off-campus HOPD (\$2 billion)

Commercial market site-neutral HOPD payment caps (\$120 billion)

Legislation

- [Health Care Fairness for All Act](#)
- [SITE Act](#)
- [Health Care Price Transparency Act](#)
- [PATIENT Act](#)
- [Primary Care and Healthcare Workforce Expansion Act](#)
- [Transparency in Billing Act](#)
- [Primary Care and Healthcare Workforce Expansion Act](#)

* Source: Health Policy Source, Inc., Washington, D.C. 8/1/2023



Other Legislative/Regulatory “Levers”

Tax Exempt Designation in the Crosshairs!

“We are alarmed by reports that despite their tax-exempt status, certain nonprofit hospitals may be taking advantage of this overly broad definition of “community benefit” and engaging in practices that are not in the best interest of the patient. These practices – along with lax federal oversight – have allowed some nonprofit hospitals to avoid providing essential care in the community for those who need it most.”

*- Letter from Senators Warren (D-MA.), Warnock (D-GA.), Cassidy (R-LA), Grassley (R-IA)**

Example Cited in Letter:

- 56 NY hospitals filed liens on nearly 5,000 people’s homes w/nearly 80% of liens occurring in counties with incomes < 300% of FPL.
- Mosiac Life, MO, charging full fees for patients who should have received free or reduced fee care.
- Methodist Le Bonheur Hospital, TN brought > 8,300 lawsuits against patients or employees for unpaid medical bills.
- UV Health System filed 36,000 lawsuits for > \$106M over a 6-year period that involved “relentless” debt collection efforts.
- NY Times article reporting that:
 - Providence Health pursued a strategy to “wring money” out of patients to “pressure them to pay” for services when those patients were eligible for free care.
 - Allina Health System, MN reportedly receives \$209M > than was spent on providing charity care, having a policy of denying medical care from patients with unpaid medical bills.

** Source: Bi-Partisan letter to The Honorable Daniel Werfel, Commissioner Internal Revenue Service & The Honorable Edward T. Killen, Commissioner Tax Exempt & Government Entities Division dated August 7, 2023 at www.warren.senate.gov/imo/media/doc/letters.*



Other Legislative/Regulatory “Levers”

*13 New Merger Guidelines from DOJ & FTC **

Health care mergers will get greater scrutiny!

1. Mergers should not significantly increase concentration in highly concentrated markets
2. Mergers should not eliminate substantial competition between firms
3. Mergers should not increase the risk of coordination
4. Mergers should not eliminate a potential entrant in a concentrated market
5. Mergers should substantially lessen competition by creating a firm that controls products or services that its rivals may use to compete
6. Vertical mergers should not create market structures that foreclose competition
7. Mergers should not entrench or extend a dominant position
8. Mergers should not further a trend toward concentration
9. When a merger is part of a series of multiple acquisitions, the Agencies may examine the whole series
10. When a merger involves a multi-sided platform, the Agencies examine competition between platforms, on a platform, or to displace a platform
11. When a merger involves competing buyers, the Agencies examine whether it may substantially lessen competition for workers or other sellers
12. When an acquisition involves partial ownership or minority interests, the Agencies examine its impact on competition
13. Mergers should not otherwise substantially lessen competition or tend to create a monopoly

* U.S. DOJ & FTC Draft Memo with 13 guidelines for Merger & Acquisition Activity dated July 19, 2023 at www.ftc.gov/news-events/news-press-releases



Summary Conclusions

- Total health care spending, including Medicare, is projected to continue to grow substantially over the next decade.
- By 2029 100% of baby boomers will be fully transitioned into Medicare; with this surge and declining ratio of workers to Beneficiaries, revenue streams that support the program will be in a shortfall position.
- The Federal Government will have to “shore-up” these finances, and it has several “levers” that can be pulled to accomplish that:
 - Immediate 24% increase in payroll taxes from 2.9% to 3.6%
 - Permanent spending reductions of 15.6%
 - Some combination of these two
 - Other regulatory/legislative levers
- Given the success with reducing spending in higher risk/higher use rate populations – expect Medicare to double down on these APMs in the coming years.
- Providers **should expect** to see stepped up scrutiny of M&A activity from the FTC, scrutiny of tax-exempt status from the IRS, as well as strong bi-partisan support to accelerate site-neutral payment legislation.





Appendix

Required Communications

Topic	Communication
Our responsibility under Generally Accepted Auditing Standards and Governmental auditing standards	<ul style="list-style-type: none"> Express an opinion on the fair presentation of the combined financial statements in conformity with GAAP Audit also performed under Governmental Auditing Standards Plan and perform the audit to obtain reasonable, nonabsolute assurance that the combined financial statements are free of material misstatement Evaluate internal control over financial reporting Evaluate accounting policies and significant accounting estimates Conclude whether there is substantial doubt about the entity's ability to continue as a going concern Utilize a risk-based audit approach Communicate significant matters to appropriate parties
Planned Scope and Timing of the Audit	<ul style="list-style-type: none"> Performed the audit according to the planned scope and timing previously discussed
Other Information in Documents Containing the Audited Financial Statements	<ul style="list-style-type: none"> Combined financial statements may only be used in their entirety Our approval is required to use our audit report in a client prepared document We have no responsibility to perform procedures beyond those related to the combined financial statements.



Required Communications (Continued)

Topic	Communication
Significant Accounting Policies	<ul style="list-style-type: none"> • Management is responsible for the accounting policies of the organization • Accounting policies are outlined in Note 1 to the combined financial statements • Adopted GASB 96 in fiscal year 2023 • Accounting policies deemed appropriate • No significant unusual transactions occurred
Significant Accounting Estimates	<ul style="list-style-type: none"> • An area of focus under a risk-based audit approach • Significant estimates include: allowance for contractual adjustments and bad debts, useful lives assigned to fixed assets, self-funded health insurance liability, and third-party payor settlement estimates • Estimates determined by management based on their knowledge and experience • No management bias indicated • Estimates were deemed reasonable • Estimate uncertainty is disclosed in the combined financial statements
Significant Financial Statement Disclosures	<ul style="list-style-type: none"> • No sensitive disclosures • No significant subsequent events noted • No significant risk, exposures, or uncertainties • No significant unusual transactions • Disclosures are neutral, consistent, and clear



Required Communications (Continued)

Topic	Communication
Management Representation Letter	<ul style="list-style-type: none">• Management provided signed representation letters prior to finalization of the audit reports
Other	<ul style="list-style-type: none">• No difficulties encountered in performing the audit• No issues discussed prior to retention as independent auditors• No disagreements with management regarding accounting, reporting, or other matters• No Consultations with other independent auditors• No other findings or issues were discussed with, or communicated to, management



Internal Control Matters

Topic	Communication
Purpose	<ul style="list-style-type: none"> Express an opinion on the consolidated financial statements, not on the effectiveness of internal controls. Our consideration of internal controls was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore material weaknesses or significant deficiencies may exist that were not identified. In addition, because of inherent limitations in internal control, including the possibility of management override of controls, misstatements due to fraud or error may occur and not be detected by such controls.
Material Weakness	<ul style="list-style-type: none"> Reasonable possibility that a material misstatement would not be prevented, or detected and corrected on a timely basis.
Significant Deficiencies	<ul style="list-style-type: none"> Less significant than a material weakness, yet important enough to merit the attention of governance.
Restricted Use	<ul style="list-style-type: none"> This communication is intended solely for the information and use of management, the finance committee, and others within the Organization, and is not intended to be, and should not be, used by anyone other than these specified parties.
Results	<ul style="list-style-type: none"> Material weaknesses – none identified.



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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED FINANCIAL STATEMENTS
YEARS ENDED JUNE 30, 2023 AND 2022

DRAFT

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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YEARS ENDED JUNE 30, 2023 AND 2022**

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INDEPENDENT AUDITORS' REPORT

Board of Trustees
Memorial Hospital of Sweetwater County
Rock Springs, Wyoming

Report on the Financial Statements

Opinion

We have audited the accompanying combined financial statements of Memorial Hospital of Sweetwater County (the Hospital), which comprise the combined statements of net position as of June 30, 2023 and 2022, and the related combined statements of revenues, expenses and changes in net position, and cash flows for the years then ended, and the related notes to the combined financial statements.

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the respective combined financial position of the Hospital as of June 30, 2023 and 2022, and the respective changes in its net position and its cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with the auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Hospital and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the combined financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Hospital's ability to continue as a going concern for one year after the date of the combined financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the combined financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the combined financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the combined financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the combined financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Hospital's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the combined financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Hospital's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis be presented to supplement the basic combined financial statements. Such information, although not a part of the basic combined financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic combined financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic combined financial statements, and other knowledge we obtained during our audit of the basic combined financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our REPORT DATE, on our consideration of the Hospital's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the result of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Hospital's internal control over financial reporting and compliance.

CliftonLarsonAllen LLP

Minneapolis, Minnesota
REPORT DATE

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

INTRODUCTION

This is management's discussion and analysis of Memorial Hospital of Sweetwater County's (the Hospital) financial performance and provides an overview of the Hospital's financial activities for the years ended June 30, 2023 and 2022. It should be read in conjunction with the Hospital's combined financial statements, which begin on page 13.

Memorial Hospital of Sweetwater County is a Joint Commission accredited, 99-bed rural acute-care facility located in Southwest Wyoming, which services a region exceeding 10,000 square miles. The Hospital serves a population more than 45,000 in Sweetwater County as well as surrounding areas. The Hospital provides a vast array of inpatient and outpatient services, emergent care, dialysis, occupational medicine, radiation oncology, and hematology oncology services. In addition, the Hospital employs over forty physicians and mid-level providers; successfully building a vibrant list of family, internal and specialty medicine clinics. Memorial Hospital of Sweetwater County continues to maintain a strong, viable presence in the community. Recognizing the need to create a collaborative focus for the future and by identifying the opportunity and accountability in the delivery of healthcare for the communities the Hospital serves, the following goals and objectives continue to serve as our roadmap to guide the Hospital into the future:

Growth in Services and Programs: Being responsive to the needs of the community by maintaining care locally whenever possible by growing service lines and offering new programs, which include:

- Radiation and Hematology Oncology
- Enhanced Orthopedic Surgery
- Pulmonology
- Occupational Medicine
- Telemedicine
- Neurology
- Walk-In Clinic
- Behavioral Health Services
- DaVinci Robotic Surgery

Medical Staff Development Plan: Work to meet the needs of the community by developing a medical staff that will enhance current programs and effectively deliver new services and programs. In recent years, we have added Neurology services, enhanced our OB/Gynecology, Pediatric and Internal Medicine practices, enhanced our cancer center with a full-time Radiation Oncologist and opened a Walk-In Clinic with two new mid-level providers. We have added several mid-levels in different practices to compliment the Physicians and the increasing volumes in our Clinics. In fiscal year 2023, we added to our Hospitalist team to eliminate high-cost locum coverage. Recognizing the need to balance growth with financial stability, the Hospital continues to streamline operations by researching new service lines. We continue recruitment of Physicians to our growing OB/GYN, Pediatric and Urology practices and will be welcoming a new General Surgeon and Adult & Pediatric Hospitalist early in the new fiscal year.

Information Technology: In April of 2022 we successfully implemented our new Electronic Health Record. We continue to adopt cyber security measures within health information technology to improve quality, enhance patient safety and meet required measurements while lowering costs.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

INTRODUCTION (CONTINUED)

Joint Board/Medical Staff Decision Making: Create a culture with the board of trustees and the Medical Staff that is collaborative and will allow the Hospital to move forward with partnerships and/or affiliations that will provide the most comprehensive care for Sweetwater County and its surrounding areas.

Strategic Plan: The Hospital began working on the next 3-5-year strategic plan. The plan will include strategic pillars in Patient Experience, Workplace Experience, Quality & Safety, Growth & Community and Financial Stewardship. The benefit of delivering quality health care and better customer service helps to drive costs down, which creates more value for the patient. Providing the highest value of care to the patient through improved quality and better customer service, all at a lower cost, is our number one priority.

Patient Experience: The Hospital has been diligent in striving to provide our patients with excellent customer service. We have implemented the Planetree initiatives surrounding person centered care and continue to train all our employees and contracted staff in the programs. Our patient satisfaction scores continue to increase with the ongoing efforts of improvement.

Workplace Experience: Through improved communication, professional development and the new person-based culture program, the Hospital strives to be the employer of choice in Sweetwater County.

Quality & Safety: The Hospital continues to meet the increasing quality initiatives. Recognizing that reimbursement is driven by these efforts, we have created a specialized team to ensure our quality measures meet and exceed the standards. We have implemented process improvement plans across the house to help with efficiency and identify waste.

Community & Growth: The Hospital is building on community partnerships by implementing clinic improvements, including better access to care. Involvement of our patients, staff and community will be instrumental in making decisions on new service lines, specialties, and potential new community relationships.

Financial Stewardship: The Hospital strives to provide quality health care at a lower cost by managing expenses and maximizing reimbursement.

These strategies will serve as a compass to help guide us to achieve our Mission, Vision and Values newly adopted in 2018:

Mission: Compassionate care for every life we touch.

Vision: To be our community's trusted health care leader.

Values: Be kind. Be respectful. Be accountable. Work collaboratively. Embrace excellence.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

INTRODUCTION (CONTINUED)

Fiscal year 2023 focused on rebounding from the pandemic and stabilizing our financial position. The new year brought financial challenges to hospitals nationwide including payer compliance, federal regulations and an evolving workforce.

The Hospital's employed physicians can be found in three different locations; including the Hospital, the attached medical office building (MOB) and offsite at the Family and Occupational Medicine Clinic. The Hospital continues to grow its services to local industry in Sweetwater County through our Occupational Health service line established in 2017. During the pandemic, we opened a Walk-In Clinic at the Family Practice building and have seen it steadily grow as we offer this new option to our Community.

Over the last several years the Hospital has been successful in lowering the average age of plant. With the assistance of covid relief funds, we were able to purchase capital equipment that enabled us to take better care of our patients during the pandemic, and into the future. We were able to update our HVAC systems to provide a safer facility during the pandemic and any future health issues impacting our community.

Quality and patient satisfaction will continue to play a role in hospital reimbursement in the future. The Executive Team has been proactive in ensuring that quality outcomes are the best they can be and that patient satisfaction scores are in the top percentile. The Hospital is striving to realize our Vision for the future of providing exceptional patient care by focusing on quality and safety of patient care, providing excellent customer service through teamwork and a positive culture, increasing market share and service growth, and enhanced medical staff development.

Memorial Hospital of Sweetwater County Foundation (Foundation) was created to help support the Hospital. The Foundation was instrumental in assisting the hospital with available grants and assistance during the pandemic. The Foundation's financial statements are included in the combined financial statements. The Hospital and the Foundation are collectively referred to as the Hospital throughout the combined financial statements.

The affiliation with the University of Utah, renewed in 2021, allows the Hospital to expand its service line without investment into full time staff, facilities and equipment for highly specialized procedures and services that would not be economically justifiable given the population size of the primary service area. The affiliation limits outmigration of patients by keeping them close to home, provides a high level of specialty care and allows the Hospital to retain revenue that might have otherwise gone to other hospitals. Through the affiliation, the Hospital and University of Utah provide telemedicine services for stroke, burn, and ICU services, Maternal Fetal Medicine, Cardiology and Vascular services, and Dermatology services. The Hospital staff have the opportunity to gain knowledge and skills through education and shadowing at the University of Utah. The Hospital continues to look at new services that can be offered through the University of Utah. The Hospital also benefits from the affiliations with the Huntsman Cancer Center through the University of Utah.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

COVID-19 PANDEMIC

The financial impact of the COVID-19 pandemic on hospitals will continue years beyond the actual pandemic. It will take time to turnaround the effects of the staffing shortages, inflationary impacts on drugs and supplies, economic impacts on patient collections and payer mix and the overall change in the delivery of healthcare.

Memorial Hospital of Sweetwater County was not isolated from the COVID-19 pandemic. Contract staffing became a necessity to maintain safe staffing levels. As we witnessed nationwide, and have previously reported, we had nurses, respiratory technicians and laboratory technicians leave their jobs to work for traveling wages. We also saw contract traveler rates immediately increase as much as 170%. We never made the decision to lay off or furlough any of our employed staff.

Inflation and supply chain issues put pressure on the bottom line. Pharmacy costs, medical supplies, utilities, and freight expenses increased by more than the reported 8% inflation. Supply chain issues also impacted expenses with some vendors requiring bulk purchases to guarantee any product. This has now become an issue of storage space and expiring supplies. We have also seen the impact of inflation and supply chain issues on our facility and construction projects.

From the economic downfall from the pandemic, we saw changes in payer mix and collection rates as people lost their jobs and health insurance. We have recently seen our payor mix start to move back to pre-pandemic favorable levels.

During the pandemic patients chose to defer care, either because of financial restraints or decreased access. We are now seeing higher acuity patients due to delaying or avoiding care which has resulted in higher volumes, longer lengths of stay and higher average daily census. In fiscal year 2023, we saw our clinic, surgical and ancillary visits rise back to pre-pandemic levels.

REVENUE CYCLE MANAGEMENT

The Hospital implemented Cerner, our new electronic medical record (EMR) and patient billing system at the end of fiscal year 2022. As expected with any major conversion, we experienced delays in charge capture, coding, billing, and collection of patient accounts. This impacted our days in accounts receivable and days cash on hand. Our revenue cycle continued to see these impacts into fiscal year 2023 as we learned the new systems and worked through issues with workflows and processes.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

USING THIS ANNUAL REPORT

The Hospital's combined financial statements consist of three statements – a combined statement of net position; a combined statement of revenues, expenses, and changes in net position; and a combined statement of cash flows. These combined financial statements and related notes provide information about the activities of the Hospital, including resources held by the Hospital, but restricted for specific purposes by contributors, grantors, or enabling legislation.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

- The Hospital recorded an operating loss of \$6,527,234 and an operating loss of \$4,782,310 in 2023 and 2022, respectively.
- The Hospital recorded a decrease in overall net position of \$4,913,964 and \$3,238,565 in 2023 and 2022, respectively.
- The days in net patient accounts receivable are 58 and 67 in 2023 and 2022, respectively.
- The Hospital's favorable payer mix has seen some decline due to the weakening statewide economy and the aging population. We have seen a growth in Medicare and Medicaid with a corresponding decrease in commercial insurance patients.
- In FY2023 we saw our revenues rebound back to pre-pandemic numbers, but we continued to see the growth in expenses from inflationary pressure on pharmacy and medical supplies. However, this resulted in the decrease in our days cash on hand.
- Revenue cycle issues from our new system and external payer requirements impacted denials and prior authorizations.

THE COMBINED STATEMENTS OF NET POSITION AND COMBINED STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

One of the most important questions asked about the Hospital's finances is "Is the Hospital as a whole better or worse off as a result of the year's activities?" The combined statements of net position and the combined statements of revenues, expenses, and changes in net position report information about the Hospital's resources and its activities in a way that helps answer this question. These combined statements include all restricted and unrestricted assets and all liabilities using the accrual basis of accounting. All the current year's revenues and expenses are considered regardless of when cash is received or paid.

These two combined statements report the Hospital's net position and changes in them. You can think of the Hospital's net position – the difference between assets and liabilities – as one way to measure the Hospital's financial health, or financial position. Over time, increases or decreases in the Hospital's net position are one indicator of whether its financial health is improving or deteriorating. You will need to consider other nonfinancial factors, however, such as changes in the Hospital's patient base and measures of the quality of service it provides to the community, as well as local economic factors to assess the overall health of the Hospital.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

THE COMBINED STATEMENTS OF CASH FLOW

The final required statement is the combined statement of cash flows. The combined statement reports cash receipts, cash payments, and net changes in cash resulting from operations, investing, and financing activities. It provides answers to such questions as "Where did cash come from?", "What was cash used for?", and "What was the change in cash balance during the reporting period?"

THE HOSPITAL'S COMBINED NET POSITION

The Hospital's combined net position is the difference between its assets and liabilities reported in the statement of net position. The Hospital's net position has decreased by \$4,913,964 and \$3,238,565 in 2023 and 2022, respectively, as shown in Table 1.

TABLE 1: COMBINED ASSETS, DEFERRED OUTFLOWS, LIABILITIES AND NET POSITION

	2023	2022	2021
ASSETS			
Current Assets	\$ 38,926,215	\$ 35,821,496	\$ 29,313,549
Noncurrent Cash and Investments and Other	19,379,521	22,419,249	38,468,142
Capital Assets, Net of Accumulated Depreciation	79,124,792	83,246,546	84,278,414
 Total Assets	 137,430,528	 141,487,291	 152,060,105
 Deferred Outflow from Long-Term Debt Refinancing	 930,753	 1,028,699	 210,003
 Total Assets and Deferred Outflows	 <u>\$ 138,361,281</u>	 <u>\$ 142,515,990</u>	 <u>\$ 152,270,108</u>
 LIABILITIES			
Current Liabilities	\$ 18,158,757	\$ 16,204,381	\$ 18,307,964
Other Long-Term Liabilities	-	-	1,539,174
Long-Term Debt	37,781,028	38,976,149	41,848,945
 Total Liabilities	 55,939,785	 55,180,530	 61,696,083
 NET POSITION			
Net Investment in Capital Assets	36,539,980	40,441,458	38,829,880
Restricted for Debt Service Reserve	1,515,814	637,426	3,015,531
Restricted by Contributions and Grantors for Capital Acquisition	468,936	433,563	394,721
Unrestricted	43,896,766	45,823,013	48,333,893
 Total Net Position	 <u>82,421,496</u>	 <u>87,335,460</u>	 <u>90,574,025</u>
 Total Liabilities and Net Position	 <u>\$ 138,361,281</u>	 <u>\$ 142,515,990</u>	 <u>\$ 152,270,108</u>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

COMBINED OPERATING RESULTS AND CHANGES IN NET POSITION

In 2023, the Hospital's net position decreased by \$4,913,964 as shown in Table 2. This decrease is made up of the following components:

TABLE 2: OPERATING RESULTS AND CHANGES IN NET POSITION

	<u>2023</u>	<u>2022</u>	<u>2021</u>
OPERATING REVENUE			
Operating Revenues	\$ 109,700,497	\$ 104,992,942	\$ 93,398,642
OPERATING EXPENSES			
Operating Expenses	<u>116,227,731</u>	<u>109,775,252</u>	<u>98,790,256</u>
OPERATING LOSS	(6,527,234)	(4,782,310)	(5,391,614)
Nonoperating Revenues and Expenses, Net	<u>(510,302)</u>	<u>935,450</u>	<u>4,681,617</u>
DEFICIT OF REVENUES OVER EXPENSES	(7,037,536)	(3,846,860)	(709,997)
Other Changes in Net Position	<u>2,123,572</u>	<u>608,295</u>	<u>5,577,219</u>
INCREASE (DECREASE) IN NET POSITION	(4,913,964)	(3,238,565)	4,867,222
Net Position - Beginning of Year	<u>87,335,460</u>	<u>90,574,025</u>	<u>85,706,803</u>
NET POSITION - END OF YEAR	<u><u>\$ 82,421,496</u></u>	<u><u>\$ 87,335,460</u></u>	<u><u>\$ 90,574,025</u></u>

OPERATING INCOME

The first component of the overall change in the Hospital's net assets is its operating income, generally, the difference between net patient service revenue and other operating revenues and the expenses incurred to perform those services. In fiscal year 2023 the Hospital reported an operating loss of \$6,527,234 and in fiscal year 2022 the Hospital reported an operating loss of \$4,782,310.

The Hospital provides charity care to the patients who meet Hospital set guidelines. Charges foregone for charity care of \$2,584,450 and \$2,030,555 were provided in 2023 and 2022, respectively. Because there is no expectation of payment, charity care is not reported as patient service revenues of the Hospital. In 2023 and 2022, assistance funds of \$401,917 and \$331,910, respectively, were received from Sweetwater County to help offset the cost of maintenance in the Hospital.

NONOPERATING REVENUES AND EXPENSES

Nonoperating revenues and expenses consist primarily of rental revenue and expenses from Hospital property, investment income, interest expense and residual amounts still collected from the special purpose sales tax. The sales tax revenues make up approximately 1.7% and 0.1% of the total nonoperating revenue for the years ended June 30, 2023 and 2022, respectively.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

THE HOSPITAL'S CASH FLOWS

Changes in the Hospital's cash flows are consistent with changes in operating gains, nonoperating revenues and expenses, discussed earlier. The Hospital's cash and cash equivalents, including restricted and designated cash and investments, increased from \$15,514,855 in 2022 to \$15,839,550 in 2023.

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital Assets

At the end of 2023, the Hospital had \$79,124,792 invested in capital assets, net of accumulated depreciation. In 2023 and 2022, the Hospital had disbursements of approximately \$2,282,000 and \$6,400,000, respectively, for new equipment and construction-related costs.

Long-Term Debt

Refinancing: The Hospital had two Variable Rate Demand Notes (VRDNs) outstanding in the amount of \$25,550,000. These bonds were originally issued in 2006 and 2008 in the aggregate amount of \$48.6 million for the purpose of the Hospital's major renovation and expansion which was completed in 2009. A portion of the proceeds of the Series 2013 bonds were used to refinance the remaining bonds and convert them to fixed rate bonds.

Financing Plan: The Series 2013 Bonds were comprised of two components: The first was financing the construction and equipping of a medical office building adjacent to the Hospital and the second portion was refinancing the Hospital's approximately \$25 million of Variable Rate Demand Notes outstanding, backed by a bank letter of credit, to a fixed rate.

The financing for the MOB was issued as privately placed variable rate bonds to one or more commercial banks (the Bank Bonds). While on a parity with other indebtedness, these bonds were largely paid from the voter approved Specific Purpose Tax. In November 2012, authorized voters in Sweetwater County approved the enactment of a \$0.01 Specific Purpose Tax (SPT) in the aggregate amount of \$81.8 million for qualifying projects. The portion allocable to the Hospital was \$18.9 million. As part of the structure of the Bank Bonds, the County Treasurer entered into an agreement to send the monthly SPT receipts directly to the Bond Trustee with instructions to pay interest due and to redeem as much principal of outstanding bonds as such collected receipts permit until the Bonds were paid in full. The 2013B Bonds were paid in full as of September 2018.

In fiscal year 2022, the existing Series 2013A bonds were refinanced for the purpose of saving interest costs. The Series 2021 Taxable Hospital Revenue Refunding Bonds (Convertible to Tax -Exempt) were executed in December 2021. The bonds were converted to tax exempt in June 2023.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2023 AND 2022**

2024 OUTLOOK

The outlook for 2024 remains stable. The pandemic greatly impacted 2020 and 2021 and continued into 2022 and 2023. With the Provider Relief Funds received through the CARES Act in FY2020 and FY2022, the hospital remained stable. The plan for 2024 is to remain vigilant of the effects of the pandemic and to focus on revenue cycle management. The fiscal year budget reflects an increase in gross revenue with decreasing costs for contract staffing as we work to hire our own staff. Inflationary impact on drugs and supplies are expected to continue and are built into the budget. Clinic, surgical and ancillary visits will increase, outpacing pre-pandemic levels.

Despite the end of government assistance, the pandemic continues along with the related expenses. We will continue to focus on growing new and established physician practices, physician retention, increasing revenue through new and expanded services and adapting to the change in payer mix by focusing on the revenue cycle. The Executive Team of the Hospital has established a physician recruitment plan to sustain both needed specialties and an adequate number of practices in our area.

The Hospital continues to adjust to the changing landscape of the health care industry. The transition from inpatient care to outpatient care will affect reimbursement which will require continued monitoring and adjusting of expenses and resources. Opportunities to increase outpatient market share and new service lines will be the focus in 2024. The Hospital's goal is to capitalize on the growth in the existing physician practices, while expanding health care services that have been absent in Sweetwater County and Southwest Wyoming. Depending on the ongoing impact of the pandemic, the hospital is in the position to deliver quality patient care, excellent patient satisfaction and continue to increase market share; while striving to be fiscally responsible to achieve a positive operating margin in fiscal year 2024.

CONTACTING THE HOSPITAL'S FINANCIAL MANAGEMENT

This financial report is designed to provide our patients, suppliers, taxpayers, and creditors with a general overview of the Hospital's finances and to the Hospital's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Hospital's Chief Financial Officer at Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, Wyoming 82901.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF NET POSITION
JUNE 30, 2023 AND 2022**

ASSETS	<u>2023</u>	<u>2022</u>
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 11,004,423	\$ 7,504,670
Restricted by Bond Indenture Agreements	1,515,814	637,426
Receivables:		
Patients, Net of Estimated Uncollectibles of Approximately \$8,056,000 in 2023 and \$6,552,000 in 2022	17,144,559	19,010,390
Current Maturities of Notes Receivable	255,739	201,711
Other	3,323,282	2,534,269
Supplies	3,831,106	4,054,218
Prepaid Expenses	1,851,292	1,878,812
Total Current Assets	<u>38,926,215</u>	<u>35,821,496</u>
NONCURRENT CASH AND INVESTMENTS		
Restricted by Contributors and Grantors	468,936	433,563
Board Designated	18,390,901	21,485,576
Total Noncurrent Cash and Investments	<u>18,859,837</u>	<u>21,919,139</u>
CAPITAL ASSETS, NET	79,124,792	83,246,546
OTHER ASSETS		
Rental Property, Net	241,629	268,926
Notes Receivable, Less Current Maturities	201,156	154,285
Other Assets	76,899	76,899
Total Other Assets	<u>519,684</u>	<u>500,110</u>
 Total Assets	 137,430,528	 141,487,291
DEFERRED OUTFLOW FROM LONG-TERM DEBT REFINANCING	<u>930,753</u>	<u>1,028,699</u>
 Total Assets and Deferred Outflows	 <u><u>\$ 138,361,281</u></u>	 <u><u>\$ 142,515,990</u></u>

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF NET POSITION (CONTINUED)
JUNE 30, 2023 AND 2022**

LIABILITIES AND NET POSITION	<u>2023</u>	<u>2022</u>
CURRENT LIABILITIES		
Current Maturities of Long-Term Debt	\$ 4,750,462	\$ 3,706,545
Accounts Payable	7,057,061	5,269,236
Construction Payables	53,322	122,394
Estimated Third-Party Payor Settlements	203,269	231,786
Other Current Liabilities	-	1,255,068
Accrued Expenses:		
Salaries, Wages, and Payroll Taxes	2,077,790	1,787,857
Vacation	3,014,608	2,804,901
Health Insurance Claims	725,000	725,000
Interest	277,245	301,594
Total Current Liabilities	<u>18,158,757</u>	<u>16,204,381</u>
 LONG-TERM DEBT, LESS CURRENT MATURITIES	 <u>37,781,028</u>	 <u>38,976,149</u>
 Total Liabilities	 55,939,785	 55,180,530
 NET POSITION		
Net Investment in Capital Assets	36,539,980	40,441,458
Restricted for Debt Service Reserve	1,515,814	637,426
Restricted by Contributors and Grantors	468,936	433,563
Unrestricted	43,896,766	45,823,013
Total Net Position	<u>82,421,496</u>	<u>87,335,460</u>
 Total Liabilities and Net Position	 <u><u>\$ 138,361,281</u></u>	 <u><u>\$ 142,515,990</u></u>

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF REVENUES, EXPENSES, AND
CHANGES IN NET POSITION
YEARS ENDED JUNE 30, 2023 AND 2022**

	<u>2023</u>	<u>2022</u>
OPERATING REVENUES		
Net Patient Service Revenue (Net of Provision for Bad Debts of Approximately \$12,846,000 in 2023 and \$11,722,000 in 2022)	\$ 107,704,507	\$ 102,961,872
Other Operating Revenues	<u>1,995,990</u>	<u>2,031,070</u>
Total Operating Revenues	109,700,497	104,992,942
OPERATING EXPENSES		
Salaries and Wages	46,102,973	44,570,949
Employee Benefits	14,005,248	12,961,824
Professional Fees - Physicians	3,567,629	4,370,089
Purchased Services	11,784,530	12,380,609
Supplies	20,899,858	17,625,662
Repairs and Maintenance	4,877,207	5,964,482
Insurance	771,739	660,288
Utilities	1,340,054	1,173,797
Leases and Rental	424,332	380,389
Depreciation	10,436,019	7,770,234
Other Expenses	<u>2,018,142</u>	<u>1,916,929</u>
Total Operating Expenses	116,227,731	109,775,252
OPERATING LOSS	(6,527,234)	(4,782,310)
NONOPERATING REVENUES AND EXPENSES		
Interest Income	497,740	243,145
Interest Expense	(1,080,961)	(1,421,459)
Bond Issuance Costs	-	(428,105)
Rent and Other	183,171	146,050
Gain (Loss) on Disposal of Capital Assets	941	(184,392)
Sales Tax Revenues	11,732	1,778
Unrealized Loss on Investments	(158,659)	(587,380)
Grant Revenue	-	3,127,087
Restricted Gifts and Grants	907,484	129,007
Grants Expended for Operations	<u>(871,750)</u>	<u>(90,281)</u>
Nonoperating Revenues and Expenses, Net	(510,302)	935,450
DEFICIT OF REVENUE OVER EXPENSES	(7,037,536)	(3,846,860)
Capital Grants and Contributions	<u>2,123,572</u>	<u>608,295</u>
DECREASE IN NET POSITION	(4,913,964)	(3,238,565)
Net Position - Beginning of Year	<u>87,335,460</u>	<u>90,574,025</u>
NET POSITION - END OF YEAR	<u>\$ 82,421,496</u>	<u>\$ 87,335,460</u>

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF CASH FLOWS
YEARS ENDED JUNE 30, 2023 AND 2022**

	<u>2023</u>	<u>2022</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from and on Behalf of Patients	\$ 109,541,821	\$ 94,651,816
Other Receipts and Payments, Net	(76,372)	(4,135,768)
Cash Paid to Employees	(59,608,581)	(56,707,307)
Cash Paid to Suppliers and Others	(43,645,034)	(43,740,154)
Net Cash Provided (Used) by Operating Activities	<u>6,211,834</u>	<u>(9,931,413)</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Restricted, Gifts, Grants, and Other Changes, Net of Expended for Operations	35,734	3,165,813
CASH FLOWS FROM CAPITAL AND CAPITAL RELATED FINANCING ACTIVITIES		
Construction and Purchase of Capital Assets	(2,282,263)	(6,369,335)
Capital Grants and Contributions	2,123,572	608,295
Sales Tax Revenue	40,013	-
Payment of Issuance Costs	-	(428,105)
Loss on Refinancing of Debt	-	(2,000,101)
Proceeds from Long-Term Debt	-	26,835,000
Principal Paid on Long-Term Debt	(4,224,040)	(28,739,478)
Interest Paid on Long-Term Debt	(1,007,364)	(1,630,601)
Net Cash Used by Capital and Capital Related Financing Activities	<u>(5,350,082)</u>	<u>(11,724,325)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Investment Income	339,081	(344,235)
Rent and Other	183,171	146,050
(Increase) Decrease of Notes Receivable	(100,899)	32,206
Receipts of Notes Receivable	-	6,944
Purchases of Investments	(6,454,930)	(5,277,174)
Proceeds from Sale of Investments	5,460,786	5,657,860
Net Cash Provided (Used) by Investing Activities	<u>(572,791)</u>	<u>221,651</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	324,695	(18,268,274)
Cash and Cash Equivalents - Beginning of Year	<u>15,514,855</u>	<u>33,783,129</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	<u><u>\$ 15,839,550</u></u>	<u><u>\$ 15,514,855</u></u>

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF CASH FLOWS (CONTINUED)
YEARS ENDED JUNE 30, 2023 AND 2022**

	<u>2023</u>	<u>2022</u>
RECONCILIATION OF CASH AND CASH EQUIVALENTS TO THE STATEMENTS OF NET POSITION		
Cash and Cash Equivalents in Current Assets	\$ 11,004,423	\$ 7,504,670
Cash and Cash Equivalents in Restricted by Bond Indenture Agreements	1,515,814	637,426
Cash and Cash Equivalents in Board Designated Cash and Cash Equivalents Restricted by Contributors and Grantors	2,850,377	6,939,196
	<u>468,936</u>	<u>433,563</u>
Total Cash and Cash Equivalents	<u>\$ 15,839,550</u>	<u>\$ 15,514,855</u>
 Total Noncurrent Cash and Investments Included Above	 <u>\$ 3,319,313</u>	 <u>\$ 7,372,759</u>
RECONCILIATION OF OPERATING LOSS TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES		
Operating Loss	\$ (6,527,234)	\$ (4,782,310)
Adjustments to Reconcile Operating Loss to Net Cash Provided (Used) by Operating Activities:		
Depreciation	10,436,019	7,770,234
Provision for Bad Debts	12,846,139	11,722,031
Changes in Operating Assets and Liabilities:		
Receivables	(11,797,602)	(20,925,287)
Supplies	223,112	(279,559)
Prepaid Expenses	27,520	290,737
Accounts Payable	1,787,825	720,913
Accrued Expenses	499,640	825,466
Other Liabilities	(1,255,068)	(5,242,929)
Estimated Third-Party Payor Settlements	(28,517)	(30,709)
Net Cash Provided (Used) by Operating Activities	<u>\$ 6,211,834</u>	<u>\$ (9,931,413)</u>
SUPPLEMENTAL DISCLOSURE OF NONCASH FINANCING ACTIVITIES		
Fixed Assets Included in Accounts Payable	<u>\$ 53,322</u>	<u>\$ 122,394</u>
 Issuance of Lease Obligations	 <u>\$ 3,722,352</u>	 <u>\$ 1,356,407</u>
 Issuance of Subscription-Based Information Technology Arrangements	 <u>\$ 350,484</u>	 <u>\$ -</u>

See accompanying Notes to Combined Financial Statements.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Memorial Hospital of Sweetwater County

Memorial Hospital of Sweetwater County (Hospital) is a 99-bed general acute care facility located in Rock Springs, Wyoming. The Hospital's primary mission is to provide health care to the residents of Sweetwater County through its acute care services. The Hospital is a component unit of Sweetwater County, Wyoming (County) and participates in the County's tax levies. The Hospital, as a component unit of the County, is exempt from income taxes under current regulations.

The Hospital is governed by a board of trustees, which has all of the powers necessary and convenient to provide for the acquisition, betterment, operation, maintenance, and administration of the facilities as the board of trustees determines to be necessary and expedient.

Memorial Hospital of Sweetwater County Foundation (Foundation) is a Wyoming nonprofit corporation that is reported as a blended component unit of the Hospital. The Foundation's sole purpose is to support the Hospital. The Foundation is a nonprofit corporation as described in Section 501(c)(3) of the Internal Revenue Code (IRC) and is exempt from federal income taxes on related income pursuant to Section 501(c)(3) of the IRC. The Foundation has \$3,878,715 and \$3,634,069 of assets and \$1,103,728 and \$510,103 of revenue for the years ended June 30, 2023 and 2022, respectively.

Collectively, Memorial Hospital of Sweetwater County and Memorial Hospital of Sweetwater County Foundation are referred to as the Hospital in the combined financial statements.

Measurement Focus and Basis of Accounting

Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the combined financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The Hospital's combined financial statements are prepared in conformity with accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board (GASB). The accompanying combined financial statements have been prepared on the accrual basis of accounting. Revenues are recognized when earned and expenses are recorded when the liability is incurred.

The Hospital uses enterprise fund accounting. Revenues and expenses are recognized on the accrual basis, using the economic resources measurement focus, based on GASB Codification Topic 1600, *Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting*, as amended.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents include deposits and highly liquid investments with an original maturity of three months or less, unless otherwise designated or restricted.

Patient Receivables

Patient receivables are uncollateralized patient and third-party payor obligations. Payments of patient receivables are allocated to the specific claims identified in the remittance advice or, if unspecified, are applied to the earliest unpaid claim.

The carrying amount of patient receivables is reduced by a valuation allowance that reflects management's estimate of amounts that will not be collected from patients and third-party payors. Management reviews patient receivables by payor class and applies percentages to determine estimated amounts that will not be collected from third parties under contractual agreements and amounts that will not be collected from patients due to bad debts. Management considers historical write-off and recovery information in determining the estimated bad debt provision.

Supplies

Supplies are stated at lower of cost (first-in, first-out) or market.

Noncurrent Cash and Investments

Interest and dividends are included in nonoperating revenues when earned. Interest earnings on borrowed proceeds for capital acquisition are capitalized.

The Hospital's investments are maintained in accordance with Wyoming Statute 9-4-831. This statute limits the types of investments the Hospital may invest in as listed in Section 9-4-831(a). The Hospital has adopted an investment policy as directed under Section 9-4-831(h).

Restricted investments consist of funds restricted in accordance with bond indenture agreements, funds restricted by donor for an endowment and purchase of equipment, and funds restricted by the board for capital improvements. Restricted investments that are available for obligations classified as current liabilities are reported in current assets. All investments are carried at fair value. Fair value is determined using quoted market prices.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Capital Assets

Capital assets acquisitions in excess of \$5,000 are capitalized and recorded at historical cost. Contributed capital assets are reported at their estimated fair value at the time of their donation. All capital assets other than land are depreciated or amortized (in the case of capital leases) using the straight-line method of depreciation using these asset lives:

Land Improvements	5 to 20 Years
Buildings	5 to 40 Years
Moveable Equipment	3 to 20 Years

Notes Receivable

Notes receivable are stated at principal amounts and are uncollateralized. Payments on notes receivable are allocated to the outstanding principal and accrued interest balances. Management reviews all notes receivable periodically and estimates a portion, if any, of the balance that will not be collected.

Deferred Outflow of Resources

Deferred outflow of resources represent a consumption of net position that applies to a future period(s) and will not be recognized as an outflow of resources (expense) until then. Deferred outflow of resources consist of unrecognized items not yet charged to interest expense.

Trust Funds

The Hospital acts as custodian for the funds of Memorial Hospital of Sweetwater County Auxiliary. Trust funds and the related liability are included in cash and accounts payable in the combined financial statements. The balance of these funds was \$115,056 and \$111,688 at June 30, 2023 and 2022, respectively.

Compensated Absences

The Hospital's employees earn paid-time-off and sick leave at varying rates depending on years of service. Paid-time-off and sick leave accumulate up to a specified maximum depending upon length of service. Employees are paid for accumulated paid-time-off upon termination. Sick leave accumulated is forfeited upon termination.

Self-Funded Health Insurance

The provision for estimated health insurance claims includes estimates of the ultimate costs for both reported claims and claims incurred but not reported.

Restricted Resources

When the Hospital has both restricted and unrestricted resources available to finance a particular program, it is the Hospital's policy to use restricted resources before unrestricted resources.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Net Position

Net position of the Hospital is classified in four components. *Net position invested in capital assets* consist of capital assets net of accumulated depreciation and reduced by the current balances of any outstanding borrowings used to finance the purchase or construction of those assets. *Restricted for debt service reserve* and *restricted by contributors and grantors* is the noncapital net position that must be used for a particular purpose, as specified by creditors, grantors, or contributors external to the Hospital. *Unrestricted net position* is the remaining net position that does not meet the definition of *invested in capital assets or restricted*.

Operating Revenues and Expenses

The Hospital's combined statement of revenues, expenses, and changes in net position distinguishes between operating and nonoperating revenues and expenses. Operating revenues result from exchange transactions associated with providing health care services – the Hospital's principal activity. Nonexchange revenues, including taxes, grants, and contributions received for purposes other than capital asset acquisition, are reported as nonoperating revenues. Operating expenses are all expenses incurred to provide health care services, other than financing costs.

Net Patient Service Revenue

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. Payment arrangements include prospectively determined rates, reimbursed costs, discounted charges, and per diem payments. Net patient service revenue is reported at the estimated net realizable amounts from patients, third-party payors, and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods as final settlements are determined.

Charity Care

To fulfill its mission of community service, the Hospital provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Because the Hospital does not pursue collection of amounts determined to qualify as charity care, they are not reported as net patient service revenue.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Relief Funds

In March 2020, the World Health Organization declared the spread of Coronavirus Disease (COVID-19) a worldwide pandemic. Given the significant impact the pandemic had on global markets, supply chains, businesses and communities, the U.S. Department of Health and Human Services (HHS) made available emergency relief grant funds to health care providers. Additionally, the State Loan and Investment Board (SLIB) made available multiple preparedness and response grants. Total grant funds approved and received by the Hospital from these grants was \$-0- and \$2,453,201 for the years ended June 30, 2023 and 2022, respectively. The grant funds are subject to certain restrictions on eligible expenses or uses, and reporting requirements. Of the total amount received, \$-0- and \$2,453,201 is reported as Grant Revenue in the combined statements of revenues, expenses, and changes in net position for the years ended June 30, 2023 and 2022, respectively.

Other Current Liabilities

As part of the Coronavirus Aid, Relief and Economic Security (CARES) Act the Centers for Medicare & Medicaid Services (CMS) administered an Accelerated and Advanced Payment Program to provide additional relief funds to providers. During the year ended June 30, 2020 the Hospital received total advanced funds through the Accelerated and Advanced Payment Program of \$7,436,021, which started being recouped by CMS one year from the date the funds were received. During the years ended June 30, 2023 and 2022, \$1,255,068 and \$5,242,929, respectively, were paid back to CMS. At June 30, 2023 and 2022, respectively, \$-0- and \$1,255,068 of funds are reflected as Other Current Liabilities on the combined statements of net position.

County Support

The Hospital received approximately \$402,000 and \$332,000 or 0.4% and 0.3% of total operating and nonoperating revenue in direct financial support from the County, for the years ended June 30, 2023 and 2022, respectively. The amount received is reported as Other Operating Revenues or Capital Grants and Contributions in the combined statements of revenues, expenses, and changes in net position. The primary source of the funds is from the general funds of the County. The Hospital applies to the County for these funds, which the County distributes through resolution. For both years ended June 30, 2023 and 2022, these funds were used to reimburse the Hospital for maintenance expenses.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Grants and Contributions

From time to time, the Hospital receives grants and contributions from individuals and private organizations. Revenues from grants and contributions (including contributions of capital assets) are recognized when all eligibility requirements, including time requirements, are met. Grants and contributions may be restricted for either specific operating purposes or for capital purposes. Amounts that are unrestricted or that are restricted to a specific operating purpose are reported as nonoperating revenues. Amounts restricted for capital acquisitions are reported after nonoperating revenues and expenses.

Advertising Costs

The Hospital expenses advertising costs as incurred.

Risk Management

The Hospital is exposed to various risks of loss from torts; theft of, damage to, and destruction of assets; business interruption; errors and omissions; employee injuries and illnesses; natural disasters; medical malpractice; and employee health, dental, and accident benefits. Commercial insurance coverage is purchased for claims arising from such matters. Settled claims have not exceeded this commercial coverage in any of the three preceding years.

Reclassifications

Certain items in the prior year financial statements have been reclassified to conform to the current year presentation. These reclassifications had no effect on the Hospital's overall net position.

Fair Value Measurements

To the extent available, the Hospital's investments are recorded at fair value. GASB Statement No. 72 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. This statement establishes a hierarchy of valuation inputs based on the extent to which inputs are observable in the marketplace. Inputs are used in applying the various valuation techniques and take in to account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, interest and yield curve data, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources.

In contrast, unobservable inputs reflect an entity's assumptions about how market participants would value the financial instrument. Valuation techniques should maximize the use of observable inputs to the extent available. A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Fair Value Measurements (Continued)

The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 – Inputs that utilize quoted prices (unadjusted) in active markets for identical assets or liabilities that the Hospital has the ability to access.

Level 2 – Inputs that include quoted prices for similar assets and liabilities in active markets and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument. Fair values for these instruments are estimated using pricing models, quoted prices of securities with similar characteristics, or discounted cash flows.

Level 3 – Inputs that are unobservable inputs for the asset or liability, which are typically based on an entity's own assumptions, as there is little, if any, related market activity.

Adoption of New Accounting Standards

In May 2020, the GASB issued GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*. This standard defines a subscription-based information technology arrangement (SBITA); establishes that a SBITA results in a right-to-use subscription asset (an intangible asset) and a corresponding subscription liability; provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and requires note disclosures regarding a SBITA.

The Hospital adopted the requirements of the guidance effective July 1, 2022 and has applied the provisions of this standard to the beginning of the period of adoption. The implementation of this standard resulted in the Hospital reporting a SBITA asset and a SBITA liability as disclosed in Note 7 and Note 8.

NOTE 2 CHARITY CARE

The Hospital maintains records to identify and monitor the level of charity care it provides. These records include the amount of charges foregone for services and supplies furnished under its charity care policy, and an estimated cost (based on cost to charge ratio) of those services and supplies. The estimated costs and expenses incurred to provide charity care for the years ended June 30, 2023 and 2022, was approximately \$1,168,000 and \$879,000, respectively.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

NOTE 3 NET PATIENT SERVICE REVENUE

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. A summary of the payment arrangements with major third-party payors follows:

Medicare

Acute care services provided to Medicare program beneficiaries were paid at prospectively determined rates per visit. These rates varied according to a patient classification system that was based on clinical, diagnostic, and other factors. The Hospital is entitled to certain additional payments on a sole community provider. The Hospital is reimbursed for these payments after submission of annual cost reports by the Hospital and audits thereof by the Medicare fiscal intermediary. The Hospital's Medicare cost reports have been finalized by the Medicare fiscal intermediary through the year ended June 30, 2018. The Hospital's classification of patients under the Medicare program and the appropriateness of their admission are subject to an independent review by a peer review organization under contract with the Hospital.

Medicaid

Acute care services provided to Medicaid program beneficiaries are paid at prospectively determined rates per discharge. These rates vary according to a patient classification system that is based on clinical, diagnostic, and other factors.

Blue Cross

Inpatient and outpatient services provided to Blue Cross subscribers are paid at established charges except for physician services that are reimbursed based on fee screens.

Revenue from the Medicare and Medicaid programs accounted for approximately 33% and 5%, respectively, of the Hospital's net patient service revenue for the year ended June 30, 2023 and 22% and 8%, respectively, of the Hospital's net service patient revenue for the year ended June 30, 2022. Laws and regulations governing the Medicare and Medicaid programs are extremely complex and subject to interpretation. As a result, there is at least a reasonable possibility that recorded estimates will change by a material amount in the near term.

The Hospital has also entered into payment agreements with certain commercial insurance carriers and other organizations. The basis for payment to the Hospital under these agreements includes charges, prospectively determined rates per discharge, and prospectively determined daily rates.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 3 NET PATIENT SERVICE REVENUE (CONTINUED)

A summary of patient service revenue, contractual adjustments, and provision for bad debts for the years ended June 30, 2023 and 2022 is as follows:

	2023	2022
Gross Patient Service Revenue	\$ 226,981,321	\$ 205,689,842
Adjustments and Discounts:		
Medicare	(52,543,792)	(56,844,224)
Medicaid	(19,990,083)	(12,996,738)
Other Third-Party Payors	(33,896,800)	(21,164,977)
Provision for Bad Debts	(12,846,139)	(11,722,031)
Total Adjustments and Discounts	<u>(119,276,814)</u>	<u>(102,727,970)</u>
Net Patient Service Revenue	<u>\$ 107,704,507</u>	<u>\$ 102,961,872</u>

NOTE 4 DEPOSITS AND INVESTMENTS

Deposits

The Hospital's deposits are subject to, and in accordance with, Wyoming State Statutes. Under these statutes, all uninsured deposits are fully collateralized. The eligible collateral pledged shall be held in custody of any Federal Reserve Bank, or branch thereof, or held in escrow by some other bank in a manner as the banking commissioner shall prescribe be rules and regulations, or may be segregated from the other assets of the eligible public depository and held in its own trust department. All collateral so held shall be clearly identified as being security maintained or pledged for the aggregate amount of public deposits accepted and held on deposit by the eligible public depository. The depository has the right at any time to make substitutions of eligible collateral maintained or pledged and shall at all times be entitled to collect and retain all income derived from those investments with restrictions. The Hospital may legally invest in direct obligations of and other obligations guaranteed as to principal by the U.S. Treasury and U.S. agencies and instrumentalities.

The Hospital's investments are recorded at fair value and consist of cash and cash equivalents and U.S. agency obligations. As of June 30, 2023 and 2022, management believes the investments were in compliance with the defined rating and risk criteria set forth under Wyoming regulations.

The Hospital provides for investment in a variety of investment funds. In general, investments are exposed to various risks, such as interest rate, credit, and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the Hospital's account balances.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 4 DEPOSITS AND INVESTMENTS (CONTINUED)

Investments

The Hospital's investments are reported at fair value as discussed in Note 1. At June 30, 2023 and 2022, the Hospital had the following investments and maturities, all of which were held in the Hospital's name by a custodial bank that is an agent of the Hospital.

2023		Investment Maturity (in Years)			Credit Rating
Investment Type	Fair Value	Less than 1	1 to 5	6 to 10	
Money Market	\$ 1,786,421	\$ 1,786,421	\$ -	\$ -	N/A
Brokered Certificates of Deposit	5,123,383	1,846,079	3,277,304	-	AA+ or AAA
U.S. Treasury	1,305,508	1,305,508	-	-	AA or AAA
Federal Farm Credit Bank Loan	490,498	-	490,498	-	AA+
Federal Home Loan Bank	6,614,829	1,949,465	4,665,364	-	AA+
Federal National Mortgage	219,885	219,885	-	-	AAA
Total Investments	<u>\$ 15,540,524</u>	<u>\$ 7,107,358</u>	<u>\$ 8,433,166</u>	<u>\$ -</u>	

2022		Investment Maturity (in Years)			Credit Rating
Investment Type	Fair Value	Less than 1	1 to 5	6 to 10	
Money Market	\$ 2,330,181	\$ 2,330,181	\$ -	\$ -	N/A
Brokered Certificates of Deposit	5,214,965	2,564,942	2,650,023	-	AA+ or AAA
U.S. Treasury	1,859,774	671,842	1,187,932	-	AA or AAA
Federal Farm Credit Bank Loan	371,354	-	371,354	-	AA or AAA
Federal Home Loan Bank	3,126,882	-	3,126,882	-	AA or AAA
Federal National Mortgage	1,643,224	1,227,699	415,525	-	AA or AAA
Total Investments	<u>\$ 14,546,380</u>	<u>\$ 6,794,664</u>	<u>\$ 7,751,716</u>	<u>\$ -</u>	

The carrying values of deposits shown above are included in the combined statements of net position as follows:

	2023	2022
Carrying Value:		
Deposits	\$ 15,724,451	\$ 15,403,125
WYO-STAR State Pooled Funds	115,099	111,730
Investments	15,540,524	14,546,380
Total Deposits and Investments	<u>\$ 31,380,074</u>	<u>\$ 30,061,235</u>
Included in the Following Balance Sheet Captions:		
Cash and Cash Equivalents	\$ 11,004,423	\$ 7,504,670
Restricted by Contributors and Grantors	468,936	433,563
Restricted by Bond Indenture Agreements	1,515,814	637,426
Designated by Board for Capital Improvements	18,390,901	21,485,576
Total Deposits and Investments	<u>\$ 31,380,074</u>	<u>\$ 30,061,235</u>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 4 DEPOSITS AND INVESTMENTS (CONTINUED)

Fair Value Measurements

The Hospital uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. For additional information on how the Hospital measures fair value refer to Note 1 – Organization and Summary of Significant Accounting Policies. The following table presents the fair value hierarchy for the balances of the assets and liabilities of the Hospital measured at fair value on a recurring basis as of June 30, 2023 and 2022 :

Investment Type	2023			
	Level 1	Level 2	Level 3	Total
Brokered Certificates of Deposit	\$ 5,123,383	\$ -	\$ -	\$ 5,123,383
U.S. Government Agencies	-	8,630,720	-	8,630,720
Total	<u>\$ 5,123,383</u>	<u>\$ 8,630,720</u>	<u>\$ -</u>	<u>\$ 13,754,103</u>

Investment Type	2022			
	Level 1	Level 2	Level 3	Total
Brokered Certificates of Deposit	\$ 5,214,965	\$ -	\$ -	\$ 5,214,965
U.S. Government Agencies	-	7,001,234	-	7,001,234
Total	<u>\$ 5,214,965</u>	<u>\$ 7,001,234</u>	<u>\$ -</u>	<u>\$ 12,216,199</u>

Interest Income

Interest income of \$497,740 and \$243,145 for the years ended June 30, 2023 and 2022, respectively, is made up entirely of interest income from deposits.

NOTE 5 PATIENT ACCOUNTS RECEIVABLE

Patient accounts receivable for the years ended June 30, 2023 and 2022 consists of the following:

	2023	2022
Receivable from Patients and Their Insurance Carriers	\$ 21,300,553	\$ 20,822,695
Receivable from Medicare	3,222,614	3,926,852
Receivable from Medicaid	677,392	812,843
Total Patient Accounts Receivable	25,200,559	25,562,390
Less: Estimated Allowance for Uncollectible Amounts	(8,056,000)	(6,552,000)
Net Patient Accounts Receivable	<u>\$ 17,144,559</u>	<u>\$ 19,010,390</u>

NOTE 6 DESIGNATED NET POSITION

Of the \$43,896,766 and \$45,823,013 of unrestricted net position reported in 2023 and 2022, \$18,390,901 and \$21,485,576, respectively, are reserve funds to be used at the discretion of the Board of Trustees as deemed necessary.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 7 CAPITAL ASSETS

Capital assets additions, retirements, and balances for the years ended June 30, 2023 and 2022 are as follows:

	Balance June 30, 2022	Additions	Transfers Retirements	Balance June 30, 2023
Land	\$ 18,245	\$ -	\$ -	\$ 18,245
Land Improvements	4,224,049	-	-	4,224,049
Buildings	48,913,909	-	334,322	49,248,231
Equipment	130,934,373	4,157,361	465,382	135,557,116
Totals at Historical Cost	184,090,576	4,157,361	799,704	189,047,641
Less: Accumulated Depreciation for:				
Land Improvements	(3,018,292)	(194,415)	-	(3,212,707)
Buildings	(17,435,698)	(1,759,287)	-	(19,194,985)
Equipment	(81,209,612)	(8,453,249)	458,114	(89,204,747)
Total Accumulated Depreciation	(101,663,602)	(10,406,951)	458,114	(111,612,439)
Capital Assets, Net before Construction in Progress	82,426,974	(6,249,590)	1,257,818	77,435,202
Construction in Progress	819,572	2,131,405	(1,261,387)	1,689,590
Capital Assets, Net	<u>\$ 83,246,546</u>	<u>\$ (4,118,185)</u>	<u>\$ (3,569)</u>	<u>\$ 79,124,792</u>

	Balance June 30, 2021	Additions	Transfers Retirements	Balance June 30, 2022
Land	\$ 18,245	\$ -	\$ -	\$ 18,245
Land Improvements	4,006,914	-	217,135	4,224,049
Buildings	41,264,157	-	7,649,752	48,913,909
Equipment	129,870,285	1,711,226	(647,138)	130,934,373
Totals at Historical Cost	175,159,601	1,711,226	7,219,749	184,090,576
Less: Accumulated Depreciation for:				
Land Improvements	(2,954,078)	(187,357)	123,143	(3,018,292)
Buildings	(17,196,225)	(1,279,465)	1,039,992	(17,435,698)
Equipment	(78,847,132)	(6,027,554)	3,665,074	(81,209,612)
Total Accumulated Depreciation	(98,997,435)	(7,494,376)	4,828,209	(101,663,602)
Capital Assets, Net before Construction in Progress	76,162,166	(5,783,150)	12,047,958	82,426,974
Construction in Progress	8,116,248	6,919,970	(14,216,646)	819,572
Capital Assets, Net	<u>\$ 84,278,414</u>	<u>\$ 1,136,820</u>	<u>\$ (2,168,688)</u>	<u>\$ 83,246,546</u>

Construction in progress at June 30, 2023 is related to the bulk oxygen project, building automation project, and oncology suite renovation project. The bulk oxygen project has an estimated total cost of approximately \$433,000 and is expected to be completed during fiscal year 2024. The building automation project has an estimated total cost of approximately \$905,000 and is expected to be completed in September 2023. The oncology suite renovation project has an estimated total cost of approximately \$653,000 and is expected to be completed in September 2023. The projects will be financed with internal funds.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 7 CAPITAL ASSETS (CONTINUED)

Right of use assets and subscription-based information technology arrangements (SBITAs) are as follows as of June 30:

	2023	2022
Equipment	\$ 24,450,660	\$ 20,297,090
Less: Accumulated Amortization	(5,033,575)	(1,855,242)
Total	<u>\$ 19,417,085</u>	<u>\$ 18,441,848</u>

NOTE 8 LONG-TERM DEBT

Long-term debt at June 30, 2023 and 2022 consists of the following:

	Balance June 30, 2022	Additions	Reductions	Balance June 30, 2023	Amount Due Within One Year
Hospital Revenue Bonds:					
Series 2021	\$ 26,835,000	\$ -	\$ (515,000)	\$ 26,320,000	\$ 1,455,000
SBITAs	-	350,484	(90,561)	259,923	91,197
Leases	15,847,694	3,722,352	(3,618,479)	15,951,567	3,204,265
Total SBITA and Lease Obligations	15,847,694	4,072,836	(3,709,040)	16,211,490	3,295,462
Total Long-Term Debt	<u>\$ 42,682,694</u>	<u>\$ 4,072,836</u>	<u>\$ (4,224,040)</u>	<u>\$ 42,531,490</u>	<u>\$ 4,750,462</u>
	Balance June 30, 2021	Additions	Reductions	Balance June 30, 2022	Amount Due Within One Year
Hospital Revenue Bonds:					
Series 2013A	\$ 26,790,000	\$ -	\$ (26,790,000)	\$ -	\$ -
Series 2013A Bond Premium	952,753	-	(952,753)	-	-
Series 2021	-	26,835,000	-	26,835,000	515,000
Total Bonds	26,790,000	26,835,000	(26,790,000)	26,835,000	515,000
Siemen's Note Payable	103,823	-	(103,823)	-	-
Leases	16,335,489	1,356,407	(1,844,202)	15,847,694	3,191,545
Total Notes from Direct Borrowings and Lease Obligations	16,439,312	1,356,407	(1,948,025)	15,847,694	3,191,545
Total	<u>\$ 43,229,312</u>	<u>\$ 28,191,407</u>	<u>\$ (28,738,025)</u>	<u>\$ 42,682,694</u>	<u>\$ 3,706,545</u>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

NOTE 8 LONG-TERM DEBT (CONTINUED)

The terms and due dates of the Hospital's long-term debt at June 30, 2023 are as follows:

- Sweetwater County, Wyoming Taxable Hospital Revenue Refunding Bond (Convertible to Tax-Exempt) Series 2021 (Memorial Hospital Project), dated December 17, 2021. Interest is due semi-annually to September 2036 at a 3.19% rate. Bonds are secured by Hospital revenues.
- Sweetwater County, Wyoming (Memorial Hospital) Hospital Revenue Refunding Bonds Series 2013A, dated June 20, 2013. Interest was due annually to September 2037 at a 5% rate. Bonds were secured by Hospital revenues. Bonds were refinanced in December 2021 with the Series 2021 bonds.
- Siemen's Note Payable, payable in monthly installments of \$8,877, including interest at 4.76%, through June 2022.
- The Hospital leases equipment for various terms under long-term noncancelable lease agreements. The leases expire at various dates through September 2030 and provide for renewal options. The leases are payable in monthly installments ranging from \$204 to \$114,445, with interest rates ranging from 0.70% to 4.75%.
- The Hospital has entered into subscription-based information technology arrangements (SBITAs). The SBITA is payable in monthly installments of \$7,727 with an interest rate of 2.87%. The SBITA expires in 2026 and provides renewal options.

Restrictive Covenants

The Hospital is required to meet certain financial and nonfinancial covenants. Management believes the Hospital was in compliance with the restrictive covenants as of June 30, 2023 and 2022, respectively.

Scheduled principal and interest payments on bonds, leases, and SBITAs are as follows:

Year Ending June 30,	Bonds		Leases		SBITAs		Total Long-Term Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 1,455,000	\$ 690,140	\$ 3,204,265	\$ 200,797	\$ 91,197	\$ 1,527	\$ 4,750,462	\$ 892,464
2025	1,630,000	605,339	3,114,614	158,556	91,837	887	4,836,451	764,782
2026	1,675,000	563,745	2,130,114	121,251	76,889	247	3,882,003	685,243
2027	1,715,000	521,082	1,882,153	90,543	-	-	3,597,153	611,625
2028	1,760,000	477,349	1,912,064	59,204	-	-	3,672,064	536,553
2029 to 2033	9,530,000	1,688,655	3,708,357	35,654	-	-	13,238,357	1,724,309
2034 to 2038	8,555,000	437,799	-	-	-	-	8,555,000	437,799
Total	<u>\$ 26,320,000</u>	<u>\$ 4,984,109</u>	<u>\$ 15,951,567</u>	<u>\$ 666,005</u>	<u>\$ 259,923</u>	<u>\$ 2,661</u>	<u>\$ 42,531,490</u>	<u>\$ 5,652,775</u>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022

NOTE 9 PENSION PLANS

The Hospital has a Section 457 defined contribution pension plan that is available to all qualified Hospital employees. Employees are eligible to participate in the plan upon completion of three months of service. The Hospital's matching contributions are deposited into the 401(a) plan described below.

The Hospital has a Section 401(a) defined contribution pension plan that is available to all qualified Hospital employees. The Hospital's contribution is based on a 100% match of employee contributions up to a maximum of 7% of participant salaries. Employees are eligible to participate in the plan upon completion of one year of service.

The pension expense for the years ended June 30, 2023, 2022, and 2021 was \$1,943,755, \$1,788,966, and \$1,739,138, respectively.

NOTE 10 CONCENTRATION OF CREDIT RISK

The Hospital grants credit without collateral to its patients, most of who are insured under third-party payor agreements. The mix of patient receivables from third-party payors and patients at June 30, 2023 and 2022 was as follows:

	2023	2022
Medicare	25 %	30 %
Medicaid	7	9
Blue Cross	12	13
Other Third-Party Payors	27	28
Patients	29	20
Total	<u>100 %</u>	<u>100 %</u>

NOTE 11 COMMITMENTS AND CONTINGENCIES

Malpractice Insurance

The Hospital has malpractice insurance coverage to provide protection for professional liability losses on a claims-made basis subject to a limit of \$1 million per claim and an annual aggregate limit of \$3 million. There is additional excess coverage above this limit up to \$5 million. Should the claims-made policy not be renewed or replaced with equivalent insurance, claims based on occurrences during its term, but reported subsequently, would be uninsured.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2023 AND 2022**

NOTE 11 COMMITMENTS AND CONTINGENCIES (CONTINUED)

Self-Funded Health Insurance

The Hospital self-funds health benefits for eligible employees and their dependents. Health insurance expense is recorded on an accrual basis. An accrued liability is recorded in the combined financial statements, which estimates the claims incurred but not yet reported and claims reported but not yet paid. The Hospital has stop loss insurance to cover catastrophic claims. The Hospital expensed amounts representing the employer's portion of actual claims paid, adjusted for the actuarially determined estimates of liabilities relating to claims resulting from services provided prior to the respective fiscal period-end. The Hospital recognized approximately \$8,486,000 and \$7,851,000 of expense during the years ended June 30, 2023 and 2022, respectively. The estimated liability relating to self-funded health insurance was \$725,000 as of June 30, 2023 and 2022.

Litigations, Claims, and Disputes

The Hospital is subject to the usual contingencies in the normal course of operations relating to the performance of its tasks under its various programs. In the opinion of management, the ultimate settlement of litigation, claims, and disputes in process will not be material to the combined financial position of the Hospital.

The health care industry is subject to numerous laws and regulations of federal, state, and local governments. Compliance with these laws and regulations, specifically those relating to the Medicare and Medicaid programs, can be subject to government review and interpretation, as well as regulatory actions unknown and unasserted at this time. Federal government activity has increased with respect to investigations and allegations concerning possible violations by health care providers of regulations, which could result in the imposition of significant fines and penalties, as well as significant repayments of previously billed and collected revenues from patient services. Management believes that the Hospital is in substantial compliance with current laws and regulations.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF COMBINED FINANCIAL STATEMENTS PERFORMED IN
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

Board of Trustees
Memorial Hospital of Sweetwater County
Rock Springs, Wyoming

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the combined financial statements of Memorial Hospital of Sweetwater County (the Hospital), which comprise the combined statement of net position as of June 30, 2023, and the related combined statement of revenues, expenses, and changes in net position, and cash flows for the year then ended, and the related notes to the combined financial statements, and have issued our report thereon dated REPORT DATE.

Internal Control Over Financial Reporting

In planning and performing our audit of the combined financial statements, we considered the Hospital's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the combined financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Hospital's internal control. Accordingly, we do not express an opinion on the effectiveness of the Hospital's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Hospital's combined financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the combined financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the Hospital's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Hospital's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

CliftonLarsonAllen LLP

Minneapolis, Minnesota
REPORT DATE



Board Meeting Date:10/4/2023

Topic for Old & New Business Items:
Human Resources Committee Charter

Policy or Other Document:

- ☒ Revision
☐ New

Brief Senior Leadership Comments:
Changes to meeting 'Meeting Schedule' – second page.

Board Committee Action:
Do pass recommendation

Policy or Other Document:

- ☒ For Review Only
☐ For Board Action

Legal Counsel Review:

- ☒ In House Comments:Counsel is a voting member of the HR
Committee
☐ Board Comments:Click or tap here to enter text.

Senior Leadership Recommendation:
Do pass

Board Charter: The Human Resources Committee

Category: Board Committees & Committee Charters

Title: Human Resources Committee

Original Adoption: June 14, 2010

Revision: September 6, 2017; April 1, 2020; February 2, 2022; September 19, 2022

Purpose:

The purpose of the committee is to assist the Board in discharging its duties in respect to the oversight of the Hospital's Human Resources function including, but not limited to, compliance, classification, compensation (including total rewards), policies, employee relations and safety. The creation and maintenance of an organizational culture that fosters a productive, engaged and safe workforce is a primary goal of the Committee.

Authority:

The committee has no expressed or implied power or authority.

Responsibilities:

In fulfilling its charge, the Human Resources Committee is responsible for the following activities and functions:

- Reviews Human Resource policies for compliance with all employment laws and practices, makes recommendations to Senior Leadership as deemed desirable.
- Periodically, reviews the Hospital's employee classification plan and its compensation and benefits packages for market competitiveness of comparable positions and salaries, makes recommendations to Senior Leadership as deemed desirable.
- Reviews the employee satisfaction/engagement survey that is conducted every other year and monitors the implementation of improvement actions based on the survey(s).
- Monitors the monthly employment reports in light of industry standards and Hospital trends.

Composition:

The committee shall consist of two (2) members of the Board, one of whom shall serve as chair, the Legal Executive/General Counsel, Chief Executive Officer and the Human Resources Director. These five (5) committee members shall be the voting members of the committee. Staff to this committee include support personnel from appropriate MHSC departments such as the Chief Nursing Officer, Chief Clinical Officer, Chief Financial Officer, Finance and HR, who will not have voting privileges.

Meeting Schedule:

The committee shall meet at least ~~monthly~~ quarterly, and as needed.

Reports:

The committee will regularly receive and review the following reports, and executive summaries will be reported to the Board:

- Comprehensive personnel turnover reports and including physician turnover
- Contract staff statistics by position
- Vacancy rates by position
- Unexpected sick leave rates and worker's compensation claims
- Employee engagement survey results when available
- Injury and accident statistics
- Workplace Violence statistics



Board Meeting Date:10/4/2023

Topic for Old & New Business Items:

Revised Compliance Committee charter to state that the committee will meet quarterly and as needed. Changed from monthly meetings.

Policy or Other Document:

- ☒ Revision
☐ New

Brief Senior Leadership Comments:

Recommend approval of this change to Compliance Committee Charter

Board Committee Action:

Compliance Committee approved the changes to the Charter.

Policy or Other Document:

- ☒ For Review Only
☐ For Board Action

Legal Counsel Review:

☒ In House Comments:In House Counsel as the Compliance Officer proposed the change to the Compliance Committee.

☐ Board Comments:Click or tap here to enter text.

Senior Leadership Recommendation:

Recommend approval of change to Compliance Charter.



Approved N/A
Review Due N/A

Document Corporate
Area Compliance

Board Compliance Committee Charter

STATEMENT OF PURPOSE:

The purpose of the Board Compliance Committee is to assist the Board of Trustees (Board) in discharging its fiduciary and oversight duties to ensure the compliance activities of Memorial Hospital of Sweetwater County (Hospital) are vigorous, appropriate and continuous.

TEXT

I. Authority:

- A. The Board Compliance Committee has no expressed or implied power or authority.

II. Responsibilities:

- A. In fulfilling its charge, the Board Compliance Committee is responsible for the following activities and functions:
 - 1. Oversee the Hospital's compliance program and monitor its performance.
 - 2. Make recommendations to the Board regarding compliance practices.
 - 3. Review compliance risk areas, based on the compliance audits, and the steps the Hospital has taken to assess, control, and report such compliance risk exposures.
 - 4. Ensure the Board is aware of significant compliance issues (EMTALA, OSHA, CMS, other regulatory/supervisory entities) and the measures taken by the Hospital to address non-compliance.

III. Composition:

- A. The Board Compliance Committee shall consist of four (4) voting members and shall include the Chief Executive Officer, Compliance Officer, and two members of the Board of Trustees, one of whom shall serve as chair. The Compliance Auditor will be a non-voting member of the Committee and may serve as Secretary for meeting

minutes.

B. Meeting Schedule:

1. The Board Compliance Committee shall meet ~~monthly or~~ at least quarterly and as needed.

IV. Reports:

- A. Annual Work Plan
- B. Internal and external investigations
- C. Audits and monitoring per annual work plan; any serious issues identified in audits
- D. Hot-line calls/email activity
- E. Monthly HIPAA monitoring
- F. Monthly exclusion/sanctions report
- G. All allegations of material fraud or senior management misconduct
- H. Significant regulatory changes and enforcement events
- I. Other reports as needed or requested

Approved: FILL IN APPROVAL DATE

Board Charter: The Compliance Committee

Category: Board Committees & Committee Charters

Title: Compliance Committee

Original Adoption: 7/4/2018

Revision: 7/25/2018; 1/29/2020; 4/1/2020; 7/1/2020, 09/17/2021

Approved by MHSC Board of Trustees December 1, 2021

Approval Signatures

Step Description

Approver

Date

ORIENTATION MEMO

Board Meeting Date:10/4/2023

Topic for Old & New Business Items:

Fulfilling the requirement to annually review committee charters, the Governance Committee reviewed its charter and is recommending the following changes be approved by the Board:

- Removal of "Plans and assists senior leadership with new Trustee orientation"
- Removal of "Develops, maintains, and updates any written document...shall be approved by the Board"
- Removal of "Annual board education plan"
- Addition of "As part of the annual July meeting, assures the Hospital's conflict of interest form is signed"
- Capitalization corrections

Policy or Other Document:

- ☒ Revision
☐ New

Brief Senior Leadership Comments:

Recommend approval of this change to the Governance Committee Charter

Board Committee Action:

The Governance Committee approved the changes to the Charter.

Policy or Other Document:

- ☒ For Review Only
☐ For Board Action

Legal Counsel Review:

- ☐ In House Comments:
☐ Board Comments:

Senior Leadership Recommendation:

Recommend approval of changes to the Governance Charter.

Board Charter: Governance Committee

Category: Board Committees & Committee Charters

Title: Governance Committee

Original adoption: June 14, 2010

Revision: 2011; 2017; 2020; 2022; 2023

Purpose:

The purpose of the Committee is to assist the Board of Trustees (Board) in discharging its duties in respect to institutional governance and to Board composition and education.

Responsibilities:

The Governance Committee is responsible for the following activities and functions:

- Prepares and submits to the Board for approval an agenda template to be used for regular monthly meetings of the Board.
- As part of the annual July meeting, assists the Board in electing its officers—president, vice president, secretary, and treasurer—by soliciting potential candidates and presenting a ballot of nominees for Board vote. In addition to the nominees submitted for a Board vote, other nominations may be submitted from the floor by other Board members at the Board meeting.
- In the event an office is vacated, accepts nominees for the open office. The ballot is presented and voted upon within sixty (60) days of the office being vacated.
- ~~Plans and assists senior leadership with new Trustee orientation.~~
- Pursuant to the Board's duty to carry out its fiduciary and strategic responsibilities, periodically reviews Board bylaws, committee charters, and relevant Board policies to ascertain if any need revisions, or if an addition would be beneficial. Submits any suggested additions or revisions to the Board for review and approval.
- Oversees the process whereby Board bylaws, committee charters, and Board policies are systematically reviewed at least every three years. Working with administrative staff and other Board members as appropriate, monitors progress yearly and helps insure that needed reviews are completed and that changes, if any, are presented to the Board for review and approval.
- ~~Develops, maintains, and updates any written document (aside from bylaws, committee charters, and Board policies) which describe the role, duties and responsibilities of the Board as a whole, and its officers and members. Any document (and changes there to) shall be approved by the Board.~~
- As part of the annual July meeting, assures the Hospital's conflict of interest form is signed. Confirms compliance with Hospital's conflict of interest policy.

- Conducts an annual evaluation of the Board’s performance. Shares during Executive session the results of the evaluation with all members of the Board and the Chief Executive Officer (CEO).
- Periodically assesses the educational needs of the Board and encourages the Board members to avail themselves of the large variety of educational opportunities —such as, professional meetings, webinars, board workshops, etc. From time to time, suggests specific videos, webcasts, etc. for Board review and discussion at upcoming meetings of the Board.
- May recommend new Trustee candidates to the County Commissioners, who are charged with appointing Board members. In making such recommendations, the Governance ~~C~~committee shall consider the skills and the attributes of the candidate, the needs of the Board, and representation of the residents of Sweetwater County.

Composition

The ~~C~~committee shall consist of the Board president, another Board member and the CEO.

Meeting Schedule

The ~~C~~committee shall meet monthly, or as needed.

Reports

The ~~C~~committee shall produce and/or receive and review the following reports and present a summary report to the Board:

- Board self-assessment survey and follow up improvement plan.
- ~~Annual board education plan.~~
- In-house Counsel’s and/or the CEO’s report(s) on current legal and regulatory issues affecting governance, plus an analysis of whether any changes to Board bylaws or policies are necessary.

Board Meeting Date:10/4/2023

Topic for Old & New Business Items:

Fulfilling the requirement to annually review committee charters, the Finance and Audit Committee reviewed its charter and is recommending the following changes be approved by the Board:

- Removal of “Annual Standard & Poor’s credit rating review” as MHSC no longer holds a credit rating with the refinancing of the bonds in 2021.

Policy or Other Document:

- ☒ Revision
☐ New

Brief Senior Leadership Comments:

Recommend approval of this change to the Finance & Audit Committee Charter.

Board Committee Action:

The Finance & Audit Committee approved the changes to the Charter on 09/27/2023.

Policy or Other Document:

- ☒ For Review Only
☐ For Board Action

Legal Counsel Review:

- ☐ In House Comments:
☐ Board Comments:

Senior Leadership Recommendation:

Recommend approval of changes to the Finance & Audit Committee Charter.

Board Charter for Finance & Audit Committee

Board of Trustees Orientation Resource Handbook

Category: Finance and Audit Committee

Title: Finance and Audit Committee

Original adoption: June 14, 2010

Revision: 2023, 2020

Purpose

The purpose of the Finance and Audit Committee is to assist the Board of Trustees (Board) in its fiduciary and oversight duties as set forth below.

Authority

The Committee has no expressed or implied power or authority.

Responsibilities

In fulfilling its charge, the Finance and Audit Committee is responsible for the following activities and functions:

- Reviews, monthly, the financial status of the hospital and reports to the Board.
- Reviews the fiscal year operating and capital budgets of the hospital prepared by Senior Leadership; makes recommendations to the Board regarding approval of said budgets.
- Monitors the overall financial performance and risk of the hospital in light of approved budgets, long term trends, and industry standards.
- Reviews on a regular basis hospital financial statements.
- Reviews and recommends to the Board all Capital purchases in excess of the CEO's approval limit.
- Recommends to the Board policies designed to strengthen the financial health of the hospital and clinics.
- Recommends to the Board key financial objectives to be established and monitored.
- Reviews hospital investments; makes recommendations to Senior Leadership as deemed desirable.
- Monitors the hospital's debt obligations; reviews borrowing initiatives proposed by Senior Leadership; makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the poor and uninsured, in compliance with State statute 18-8-106.
- Provides oversight over external auditing matters by:
 - Reviews the Board's external auditing policy; recommends changes if deemed necessary.

- Recommends to the Board external auditors after reviewing the composition of the audit team, proposed compensation, and other relevant matters.
- May meet annually with the external auditors separate from Hospital management to review the annual audit and associated management letter.
- Reviews audit findings and recommends to the Board any action plans that should be taken to strengthen internal controls and to otherwise improve the hospital's accounting and management practices.
- Makes other related recommendations to the Board associated with the auditing function.

Composition

The Finance and Audit Committee consists of two (2) members of the Board, including the Board Treasurer, who functions as Chair, Chief Executive Officer, Chief Financial Officer and Controller serve as voting members of the committee. The Chief Nursing Officer, Chief Clinical Officer, Director of Patient Financial Services, Director of Information Technology, Director of Materials Management serve as non-voting members. Two (2) physicians, as appointed by the Board President, serve as non-voting members of the committee, and may attend as available.

Meeting Schedule

Monthly; additional meetings may be called by the Committee Chair in consultation with the Chief Executive Officer, or as needed.

Reports:

The Committee will receive and review the following reports, and provide the Board with an executive summary:

- For Board approval:
 - ✓ Investment reports, as necessary
 - ✓ Bad Debt report
 - ✓ Annual operating and capital budget
 - ✓ Annual financial audit report and management letter
- For informational purpose:
 - ✓ Financial statements
 - ✓ Key financial ratios
 - ✓ Key operating benchmarks
 - ✓ Payer trend reports
 - ✓ Quarterly bond covenant compliance letter
 - ~~✓ Annual Standard & Poor's credit rating review~~
 - ✓ Chargemaster review summary every three years

Note: As used herein, the term "hospital" includes the "clinics" when such inclusion is appropriate.

To: Board of Trustees

From: Barbara J. Sowada, substituting for Kandi Pendleton, Chair

Re: Quality Committee Meeting

Date: September 20, 2023

The Quality Committee met September 20th from 8:15 to 9:45 am by Zoom.

Major discussion items were as follows:

- ✓ October Care Refresh Star Rating was three stars.
- ✓ Significant improvement in ED 2b: ED Admit Decision to Departure Time.
- ✓ Staff continues to work on Sepsis Bundle and Fall Prevention processes
- ✓ Staff continues to work on improving HCHAPS scores; noted improvements in many categories

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

Next Quality Committee meeting will be October 18th.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting Minutes - Draft
Monday- September 18, 2023

Zoom

Trustee Members Present by Zoom: Andi Pendleton, Craig Rood
Notin Members Present by Zoom: Amber Fish, Irene Richardson, Susan Campbell
Non-Motin Members Guests Present by Zoom: Amy Lucy, Shawn Manella, Rutann Wolfe, Eddie
Boos, Barbara Sowada, Ann Levenier

Andi called the meeting to order at 3:00 p.m. and welcomed everyone.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

One change to the August minutes was to move Barbara Sowada to the guest line. The motion to approve the changes to the August minutes was made by Susan, second by Amber. Motion carried.

ROUTINE REPORTS

Turnover

Amber went over the turnover report with no change changes. She said the rate is 19% which is surprisingly good.

Open Positions

Amy reported we have 44 open positions: 33 full-time, 1 part-time, 5 PRN but not reflected in these numbers are the five positions that she currently has offers for. Amber did note that they put the dates that the jobs were opened and discussed that she feels that some of the reasons for that might be the names of the positions. Susan had mentioned that change in the wording to indicate that the Patient Access Specialists positions are entry level positions so that applicants are not intimidated to apply for those positions.

Contract Staffing

Amber went over the new chart that Amy had put together to reflect the number Travelers and Temp Staff from August of 2022 to August of 2023. All of the members were impressed with the information and Amber said that HR would continue to put that information in for review.

Employee Injury & Illness Reporting

Amber presented the updated data, stating that she did not see anything that she was concerned with.

Old Business

None

New Business

Employee Policies-Non-Discrimination and Anti-Harassment Update

Susan proposed the changes in the wording from the current policy, Romantic/Consensual Relationships to Inappropriate Relationships, all agreed and requested that it be sent to the board in October to be reviewed.

Human Resources Committee Charter Updated

Amber discussed changing the scheduled meetings from monthly to quarterly and asked Susan if she could change the wording to say "will meet at least quarterly and as needed".

Next Meeting

The next meeting is scheduled for Monday, December 1 at 3:00 p.m.

The meeting was adjourned at 3:55 p.m.

Capital Request Summary

Capital Request #

FY24-15

Name of Capital Request:

SIEMENS YSIO XPREE ER XRAY

Requestor/Department:

TRACIE SOLLER/MEDICAL IMAGING

Sole Source Purchase: Yes or No

Reason: Siemens Executive Agreement

☐ 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.	Siemens Medical Solutions	Malvern, PA	\$316,565.00
2.			
3.			

Recommendation:

Siemens Medical Solutions - \$316,565.00

Memorial Hospital

OF SWEETWATER COUNTY

# Assigned: FY <u>24-15</u>	
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.	
***** Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment.	
Department: Medical Imaging	Submitted by: Tracie Soller
Date: 9/14/2023	
Provide a detailed description of the capital expenditure requested: Siemens Ysio X.pree digital x-ray.	
Preferred Vendor:	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$ Amount
2. Equipment	\$ 316,565.00
3. Installation	\$ Amount
4. Shipping	\$ Amount
5. Accessories	\$ Amount
6. Training	\$ Amount
7. Travel costs	\$ Amount
8. Other e.g. interfaces	\$ Amount
Total Costs (add 1-8) \$ 316,565.00	
Does the requested item:	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: Click or tap here to enter text.
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain: Click or tap here to enter text.
Require physical plan modifications? If yes, list to the right: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Electrical \$ Amount HVAC \$ Amount Safety \$ Amount Plumbing \$ Amount Infrastructure (I/S cabling, software, etc.) \$ Amount
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	\$ Amount
Projected gross revenue	\$ Amount
Projected net revenue	\$ Amount
Projected Additional FTE's	
Salaries	\$ Amount
Benefits	\$ Amount
Maintenance	\$ Amount
Supplies	\$ Amount
Total Annual Expenses	\$ Total
Net Income/(loss) from new service	\$ Amount
# of bids obtained? 1 <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: We entered into an executive agreement with Siemens for replacement of our imaging equipment which allows us to secure equipment at a significant discount.	

Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Executive Leader	<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

OTHER CONSIDERATIONS

FY 24 – The Emergency Department's (ED) x-ray equipment will end service in December 2023. When a piece of equipment becomes end of service, parts are no longer available, making repair difficult, if not impossible. GE installed the equipment in the ED in 2009. The vendor's service record is unacceptable; none of their service engineers have been able to fix issues with the equipment satisfactorily. The same issues constantly recur. Approximately 50% of the volumes in x-ray come from the ED; thus, the equipment is vital. As we move forward with equipment replacement, it is crucial to have at least one piece of equipment functioning properly. A team from MHSC met and determined the ED room would be the first x-ray room prioritized for replacement. The ED room has a much larger footprint than the rooms in the core x-ray department and should not need significant construction/remodeling for the new equipment to fit. Volumes in General radiology have been steadily increasing. On average, we perform 611 monthly x-ray procedures in the ED alone compared to 515 in the same period one year ago.

I recommend replacing this equipment with the machine with which we will replace Rad room 2. We will be able to share detectors between rooms. The technologists are familiar with the Siemens platform because we currently have Siemens portables. The technologists will only need to learn one operating system, which enhances their productivity.

Tracie Soller
Submitted by: Signature

9/14/2023
Date

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355

SIEMENS REPRESENTATIVE
Lori Van Hout - +1 (720) 378-3685
lori.vanhout@siemens-healthineers.com

Customer Number: 0000007986

Date: 03/24/2023

MEMORIAL HOSPITAL OF SWEETWATER
1200 COLLEGE DR
ROCK SPRINGS, WY 82901

Siemens Medical Solutions USA, Inc. is pleased to submit the following quotation for the products and services described herein at the stated prices and terms, subject to your acceptance of the terms and conditions on the face and back hereof, and on any attachment hereto.

<u>Table of Contents</u>	<u>Page</u>
YSIO X.pree (Quote Nr. CPQ-769096 Rev. 1).....	3
OPTIONS for YSIO X.pree (Quote Nr. CPQ-769096 Rev. 1).....	6
General Terms and Conditions	8
Software License Schedule.....	15
Trade-In Equipment Requirements	18
Warranty Information	19

Contract Total: 289,771 USD
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 03/31/2023

Estimated Delivery Date: December 2023

Delivery dates and other contractual obligations of Seller may change due to the effects of the Covid-19 epidemic or other epidemic, including delays and disruptions in the supply chain, manufacturing, or execution as well orders by authorities and prioritization of (new and existing) orders of customers which are essential for the public healthcare. The magnitude of such changes cannot be predicted and might be substantial because it depends on the development of the Covid-19 epidemic or other epidemic.

This offer is only valid if a firm, non-contingent order is placed with Siemens and a signed POS contract must accompany the equipment order.

This proposal includes the trade-in of equipment referenced in Trade Sheet Project #2023-0798.

This offer is only valid if firm, non-contingent orders for the following quotes are simultaneously placed with Siemens:

CPQ-534193 Cios Alpha VA30
CPQ-802520 Symbia Pro.specta X3
CPQ-310801 Luminos Agile Max
CPQ-769096 Ysio X.Pree
CPQ-802561 Ysio X.Pree
CPQ-789629 MAGNETOM Sola Fit Upgrade

This quote is based upon standard delivery terms and conditions (e.g., standard work hours, first floor delivery, etc.), basic rigging, mechanical installation and calibration. Siemens Medical Solutions USA, Inc., Project Management shall perform a site-specific assessment to ascertain any variations that are out of scope and not covered by the standard terms (examples such as, but not limited to: larger crane, nonstandard work hours,



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40 Liberty Boulevard, Malvern, PA 19355

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lori.vanhout@siemens-healthineers.com

removal of existing equipment, etc.). Any noted variations identified by Siemens Project Management shall remain the responsibility of the customer and will be subject to additional fees.

Accepted and Agreed to by:

Siemens Medical Solutions USA Inc.

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____

By (sign): _____

Name: Lori Van Hout

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

***By signing below, signor certifies that no modifications or additions have been made to the Quotation.
Any such modifications or additions will be void.***

By (Sign): _____

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40 Liberty Boulevard, Malvern, PA 19355

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lori.vanhout@siemens-healthineers.com

Quote Nr:	CPQ-769096 Rev. 1
Terms of Payment:	00% Down, 80% Delivery, 20% Installation Free On Board: Destination
Purchasing Agreement:	VIZIENT SUPPLY LLC VIZIENT SUPPLY LLC terms and conditions apply to Quote Nr CPQ-769096 Customer certifies, and Siemens relies upon such certification, that : (a) VIZIENT GEN RAD-URO XR0722 is the sole GPO for the purchases described in this Quotation, and (b) the person signing this Quotation is fully authorized under the Customer's policies to choose and indicate for Customer such appropriate GPO.

YSIO X.pree

All Items listed below are included for this system:

Qty	Part No.	Item Description
1	14467693	YSIO X.pree YSIO X.pree is a new kind of X-ray solution. Equipped with next-generation intelligence, it redefines the way you manage your workload. YSIO X.pree offers myExam Companion functionalities - turning data into expertise and leveraging the full potential of both, the technology and its operators. YSIO X.pree comes with a streamlined and easy-to-use interface, a 3D camera for patient positioning and advanced collimation, and a smart image processing engine. Following items are included in the standard delivery: <ul style="list-style-type: none"> - High performance ceiling-mounted carriage and radiography tube with motorized collimator for ergonomic and fast positioning of the system - 10.4" high resolution multitouch color display at tube head for easy and undisturbed operation next to the patient - 23.8" high resolution tiltable multitouch color monitor enabling intuitive workflows - Integrated 3D camera for exact patient supervision and enabling of camera-based AI driven innovations - syngo XR imaging system with an intelligent workflow concept for intuitive and standardized departmental workflows - Compact cabinet with 65 kW generator and system power supply for smooth workflows and small system footprint - Laser line light localizer to form a 90° laser light cross for improved target setting and patient positioning - Grid holder for wall to store replaceable grids - WiFi system components for operating MAX wi-D and MAX mini wireless mobile detectors
1	14467697	Bucky wall stand with MAX static Floor-mounted Bucky wall unit with height-adjustable and tiltable detector tray including a MAX static 43 cm x 43 cm (17" x 17") flat detector for digital acquisitions. With IONTOMAT three-field AEC chamber and Bucky frame. Detector Bucky

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Qty	Part No.	Item Description
		operated from the right side. Vertical height adjustment and detector tilt possible from both sides.
1	14467700	Table for MAX wi-D Height-adjustable patient positioning table in compact design with floating tabletop and detector tray for a wireless MAX wi-D detector* 35 cm x 43 cm (14" x 17"). The tray can be pulled out.
		* Option
1	14436591	MAX wi-D Light, wireless, mobile detector 35 cm x 43 cm (14" x 17"), with handle for comfortable and safe operation. Thanks to the MAXswap function, the detector can be used with all MAX systems. It can be automatically charged in the system's detector holder.
1	14436593	MAX wi-D Clip-on Grid 5/85 F115 Grid (5/85), f 115 cm Highly selective anti-scatter grid for scattered radiation reduction: - Pb 5/85 (grid ratio 5:1, 85 lines/cm) - Grid focusing for SID 115 cm (45")
1	14428861	Transparent grid 13/92, Universal Highly selective anti-scatter grid for scattered radiation reduction.
1	14428860	Transparent grid 13/92, F115 Highly selective anti-scatter grid for scattered radiation reduction.
1	14448930	80 kW Upgrade An upgrade of the high-frequency X-ray generator from 65 kW to 80 kW power, to improve performance and expand the spectrum of possible applications.
1	14467704	Front & rear foot kick switch add-on Foot switch at the table base for hands free table height adjustment and tabletop float release.
1	14467702	Flat table top Radio-translucent tabletop with surface levelled to a flat shape. Flat contour allows easier re-positioning of the patient.
1	08861002	Patient positioning mattress Radiolucent table pad with a heavy-duty, soft, light-colored plastic cover that is easy to clean. The soft cushion allows comfortable patient positioning and repositioning. To prevent the pad from sliding during head-up positions, the straps of the patient table pad can be attached to the grip protection rail at the head end. The soft cushion allows comfortable patient positioning and repositioning.
1	XPRF_YMAX_B D_LV1	Essential Education Level 1 (XPRF)(YMAX) This Essential Education Bundle provides system training in a blended learning environment using training modules (typically 1 hour): 1 hr. live remote session to review workflow and system functionality. Remote configuration of customer specific programs based on the provided RIS worklist. Essential Onsite Training Part 1 - Up to 20 hours of onsite education for up to 8 users. This Educational offering must be completed by the later of (12) months from install end date or purchase date. If training is not completed within the applicable time period, Siemens Healthineers obligation to provide the training will expire without refund.
1	AXD_RIG_DIGR AD_STD	Standard Rigging DigRad
1	PW5P850G	Eaton 5P 850G Tower UPS

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Qty	Part No.	Item Description
		850VA / 600W Input: IEC C14 Output: (6) IEC C13 Dimensions (H x W x D): 9.1" x 5.9" x 13.6" Weight: 23.0 lbs. Run Time @ Full Load: 4 min. Run Time @ Half Load: 14 min. This product is not OSHPD certified. Includes two year limited warranty with depot exchange through Eaton.
1	AS10847102	Mobile detector holder for Max wi-D The versatile holder accommodates computed radiography (CR) cassettes and light portable DR Panels (including the max wi-D detector) with a total weight (including clip-on grid if required) of less than 4.3kg (9.5 lbs). The holder rolls on large locking castors and facilitates examinations in accident and emergency departments, in operating rooms and radiographic rooms. The heavy duty base gives a low center of gravity. Properties: <ul style="list-style-type: none"> • The holder is adjustable for height from floor level to 50 in (measured from its lower edge) • The holder is counterbalanced for easy rising or lowering and can overhang the x-ray or operating table by 24 in. • Supports detectors with a width of 9.6 to 21 in • Maximum detector thickness 1.2 in (including clip-on grid if required) • The holder can be turned & tilted and orientated to suit any examination position • Effective locks keep the holder firmly in place
1	AXD_DEINSTALL_EQ	OUTBOUND Deinstallation of Equipment AXD \$14,281
1	AXD_TRADE_IN_ALLOW	AXD Trade-in-Allowance of GE XP Revolution XR/d, SN 53605HL2, Project Nr 2023-0798, de-install date 10/2023 SCRAP (\$1)
1	AXD_ADDL_RIGGING	INBOUND Additional Rigging AXD \$2,500

System Total

289,771 USD

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OPTIONS on Quote Nr : CPQ-769096 Rev. 1

OPTIONS for YSIO X.pree

All items listed below are **OPTIONS** and will be included on this system **ONLY** if initialed: (See Detailed Technical Specifications at end of Proposal.)

Qty	Part No.	Item Description	Extended Price	Initial to Accept
1	14467710	Virtual collimation Visualization and touch-enabled positioning of the collimator blades on the workstation in the control room - enabled by the myExam 3D Camera.	+ 15,479 USD	<u>ts</u>
1	14467714	Positioning guide Easy access to customizable information about correct patient positioning, especially useful for rarely performed exams or new staff who require training or familiarization with your institutional routines.	+ 3,331 USD	<u>ts</u>
1	14467712	Auto Thorax Collimation Automatic detection of the thorax for examinations at the Bucky wall stand via the myExam 3D Camera.	+ 11,315 USD	<u>ts</u>



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FINANCING: The equipment listed above may be financed through Siemens. Ask us about our full range of financial products that can be tailored to meet your business and cash flow requirements. For further information, please contact your local Sales Representative.

ACCESSORIES: Don't forget to ask us about our line of OEM imaging accessories to complete your purchase. All accessories can be purchased or financed as part of this order. To purchase accessories directly or to receive our accessories catalog, please call us directly at 1-888-222-9944 or contact your local Sales Representative.

COMPLIANCE: Compliance with legal and internal regulations is an integral part of all business processes at Siemens. Possible infringements can be reported to our communication channel "Let Us Know".



March 27, 2023

MEMORIAL HOSPITAL OF SWEETWATER
1200 COLLEGE DR,
ROCK SPRINGS, WY, 82901

Re: Executive Agreement

Dear Customer,

At your request and for your convenience, Siemens Healthineers has prepared this executive agreement (the "Executive Agreement"), to be executed by March 30, 2023 (the "Effective Date") in order to bind the parties to multiple equipment quotations and/or service proposals (each, as listed below with the accurate revision number, a "Quotation", and collectively the "Quotations").

1. **Binding Quotations.** By executing this Agreement, Customer hereby represents that (i) it has received and reviewed each Individual Quotation and the terms and conditions therein; (ii) accepts and agrees to be bound by each Individual Quotation and the terms and conditions contained therein; (iii) each Quotation has been accepted without modification or addition, except where expressly agreed to by the parties; and (iv) agrees to forego executing each individual Quotation and to execute this Agreement as a substitution for signature for each Individual Quotation.

Equipment quotations

Equipment Quotation # (w/ Revision #)	Description	Location	Equipment Quotation Amount
CPQ-534193-0	Cios Alpha	Sweetwater Main	179,879
CPQ-789629-2	Sola Fit	Sweetwater Main	732,717
CPQ-802520-0	Pro Specta	Sweetwater Main	880,000
CPQ-310801-4	Luminos Agile	Sweetwater Main	522,820
CPQ-802561-0	Ysio X Pree	Sweetwater Main	316,373
CPQ-769096-1	Ysio X Pree	Sweetwater ER	289,711
			Total: \$2,921,500

Service Quotations in proposals P-CPQ-766578-0-4, P-CPQ-810963-1-2, P-CPQ-802535-0-3, P-CPQ-811536-0-4, P-CPQ-811547-0-3, and P-CPQ-811561-0-4

Equipment Quotation #	Description	Service Quotation # - Rev #	Coverage Level	Contract Term	Annual Contract Price
CPQ-534193-0	Cios Alpha	CPQ-766578-0	Advance Plan Plus	Warranty +5years	\$21,286
CPQ-789629-2	Sola Fit	CPQ-810963-1	Advance Plan Plus	Warranty +5years	\$119,958
CPQ-802520-0	Pro Specta	CPQ-802535-0	Advance Plan Plus	Warranty +5years	\$100,746
CPQ-310801-4	Luminos Agile	CPQ-811536-0	Advance Plan Plus	Warranty +5years	\$47,671
CPQ-802561-0	Ysio X Pree	CPQ-811547-0	Advance Plan Plus	Warranty +5years	\$38,507
CPQ-769096-1	Ysio X Pree	CPQ-811561-0	Advance Plan Plus	Warranty +5years	\$38,507

- a. Inquiries regarding the quotations listed above should include reference to the specific Quotation Number and be directed to Lori Van Hout via email lori.vanhout@siemens-healthineers.com or phone 1(720) 378-3685.
- b. The pricing set forth in the above tables are specific to the applicable Quotation and Revision for the equipment or items described therein ("Equipment Configuration"). Purchaser may modify the Equipment Configuration of any individual Quotation until Issuance of the Notice to Manufacture Letter, as applicable, and the Quotation Contract Total will change accordingly. The Purchaser agrees to pay any difference resulting from the configuration changes, provided that the same discount is applied to the discountable items on the updated Quotation as was applied to the original Quotation. Purchaser's right to modify the Equipment Configuration under this provision includes conversion of individual Quotations to different models or modalities to address Purchaser's changing circumstances, provided the parties negotiate a commercially reasonable price change, if any, for the different product prior to the conversion. Nothing in this section (a) shall reduce the Purchase Commitment made by Purchaser under this Agreement.
- c. Siemens will not invoice Customer, and Customer is under no obligation to issue any payment related to the purchase of a system, until a PO has been issued, a letter to manufacture has been signed by both parties, and delivery of the system(s) has occurred. This is in accordance with the payment terms documented within each Quotation.

To show their agreement to these terms and intending to be legally bound by this Executive Agreement and the Individual Quotations referenced herein, the parties hereby execute this Executive Agreement as of the Effective Date.

Each person signing below certifies that he or she is authorized to bind their respective party to this Executive Agreement.

Siemens Medical Solutions USA, Inc.

By: Lori Van Hout
Name: Lori Van Hout
Title: Account Executive
Date: 3/27/2023

Memorial Hospital of Sweetwater

By: [Signature]
Name: James Richardson
Title: CEO
Date: 3-28-2023

By: _____
Name: _____
Title: _____
Date: _____

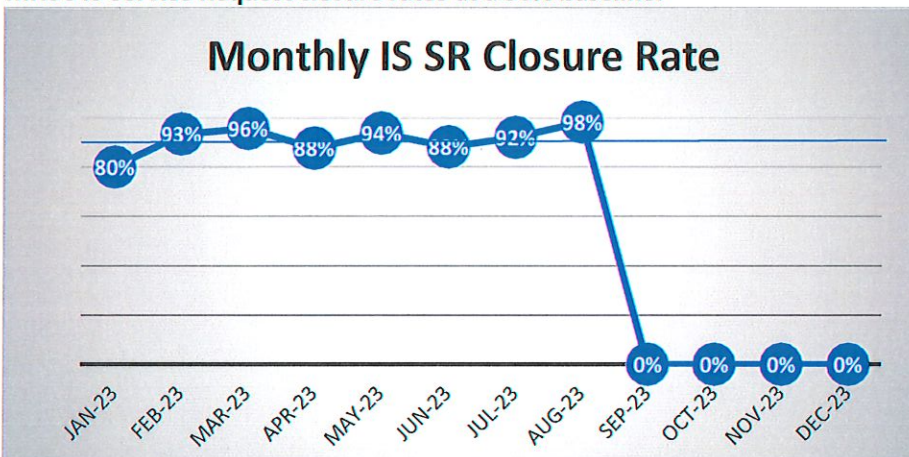
IS Report July 2023

By Terry (TJ) Thompson, IS Director

MHSC IS service environment:

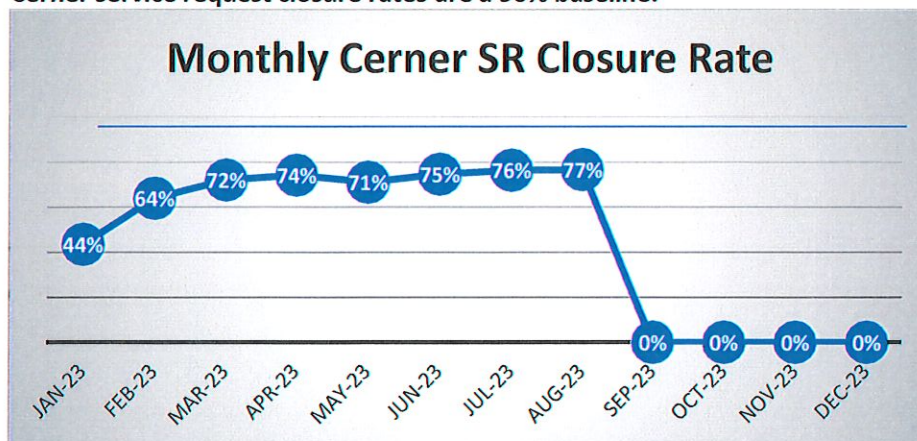
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 UPS

MHSC IS Service Request closure rates at a 90% baseline:



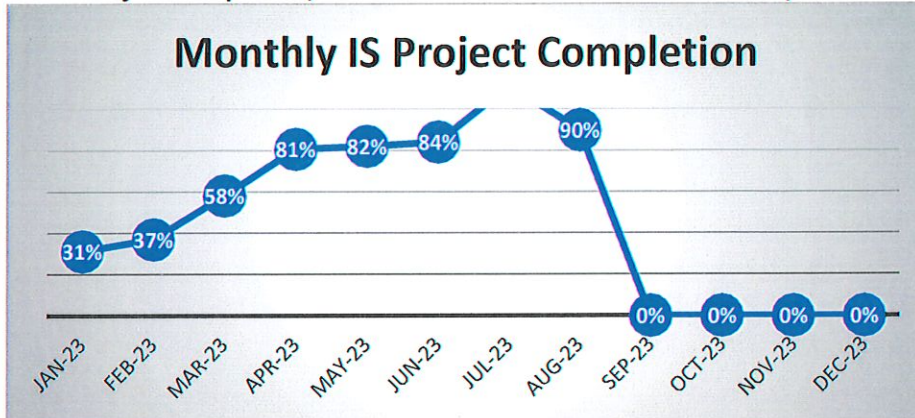
Service Desk Numbers picked back up to 90%, overall 90.14%

Cerner service request closure rates are a 90% baseline:



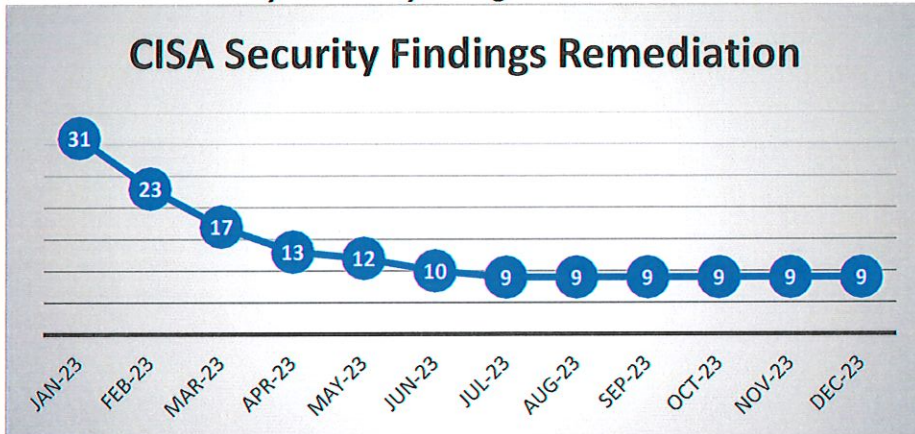
Cerner numbers continue to climb in monthly closure rates! Overall, 77%

MHSC Project Completion, at a 90% closure rate of 80 work stories per month:



We made so progress with projects at 90%, overall 69.14%

Remediation of CISA Cyber Security findings:



We continue to remediate the CISA Cybersecurity findings, however, we are in a heavy-lift area that takes more effort to complete.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. Scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14 services on these hosts. Where two hosts have 3 medium vulnerabilities. We are waiting for AllWest Communications to provide routing information to stand up our Internet Edge project which will remove the last three vulnerabilities, Where All West ETA to complete this request is the end of September 2023

CYBER HYGIENE

REPORT CARD

Memorial Hospital of
Sweetwater County

0

Hosts with
unsupported
software

0

Potentially Risky
Open Services

0%

No Change in
Vulnerable
HostsCISA
CYBER+INFRASTRUCTURE

HIGH LEVEL FINDINGS

LATEST SCANS

June 22, 2023 — September 17, 2023

Host Scans on All Addresses

September 10, 2023 — September 17, 2023

Vulnerability Scans on All Hosts

ADDRESSES OWNED

44

No Change

HOSTS

9

No Change

VULNERABLE HOSTS

2

No Change
22% of hosts vulnerable

ADDRESSES SCANNED

44

No Change
100% of addresses scanned

SERVICES

15

No Change

VULNERABILITIES

3

No Change

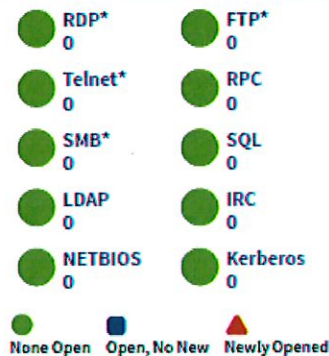
VULNERABILITIES

SEVERITY BY
PROMINENCEVULNERABILITY
RESPONSE TIME

MAX AGE OF ACTIVE CRITICALS



MAX AGE OF ACTIVE HIGHS

POTENTIALLY RISKY
OPEN SERVICES

Service counts are best guesses and may not be 100% accurate. Details can be found in "potentially-risky-services.csv" in Appendix G.

* Denotes the possibility of a network management interface.

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

Wednesday~ September 27, 2023 2:00 p.m. Teleconference

Voting Members:

Marty Kelsey, Chair
Craig Rood, Trustee
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

Ron Cheese Terry Thompson
Angel Bennett Kari Quickenden
Ann Clevenger

Guests:

Leslie Taylor
Tracie Soller

Barbara Sowada
Darryn McGarvey

Taylor Jones
Dan Deyle

- | | | |
|-------|---|-----------------|
| I. | Call Meeting to Order | Marty Kelsey |
| II. | Approve Agenda | Marty Kelsey |
| III. | Approve August 28, 2023 Meeting Minutes | Marty Kelsey |
| IV. | CliftonLarsonAllen FY 23 Audit Presentation | Darryn McGarvey |
| V. | Capital Requests FY 24 | Marty Kelsey |
| VI. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. Narrative | Tami Love |
| | 2. Financial Information | Tami Love |
| | 3. Financial Goals | Tami Love |
| | 4. Self-Pay Report | Ron Cheese |
| | 5. Preliminary Bad Debt | Ron Cheese |
| VII. | Old Business | |
| | A. Critical Access Update | Tami Love |
| | B. Review Committee Charter | Marty Kelsey |
| VIII. | New Business | |
| | A. Financial Forum Discussion | Marty Kelsey |
| IX. | Next Meeting – October 25, 2023 | Tami Love |
| X. | Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
August 28, 2023

Voting Members Present: Mr. Marty Kelsey, *Trustee*
Mr. Craig Rood, *Trustee*
Ms. Irene Richardson, *CEO*
Ms. Tami Love, *CFO*
Ms. Jan Layne, *Controller*

Voting Members Absent: *None*

Non-Voting Members Present: Mr. Ron Cheese, *Director of Patient Financial Services*
Ms. Angel Bennett, *Director of Materials*
Dr. Ann Clevenger, *CNO*
Mr. Terry Thompson, *Director of IT*

Non-Voting Members Absent: Dr. Kari Quickenden, *CCO*

Guests: Dr. Barbara Sowada, *Trustee*
Ms. Leslie Taylor, *Clinic Director*
Mr. Taylor Jones, *Commissioner*
Ms. Carrie Canestorp, *Director of HIM*

Call Meeting to Order

Mr. Kelsey called the meeting to order via teleconference at 2:32 PM.

Approve Agenda

A motion to approve the agenda was made by Ms. Richardson; second by Ms. Layne. Motion carried.

Approve Meeting Minutes

A motion to approve the meeting minutes of June 28, 2023 was made by Ms. Love; second by Ms. Richardson. Motion carried.

Capital Requests

FY24-7 for the UPS System for IT was presented. This was not a budgeted item as we were not aware these units were at end of life for support. This power unit will sustain our IT computer room for up to 1 hour in the case of a power outage. A motion to approve this capital item was made by Mr. Kelsey; second by Ms. Love. Motion carried.

FY24-8 for the UPS System for the Lab was also presented. This is a similar unit as FY24-7 that is used to provide backup power for the Lab equipment. A motion to approve this capital item was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

FY24-9 for the Pure Storage Device was presented. This is a budgeted item. This equipment is a sole source purchase because it works with our existing technology. Our current Pure storage is at 90% capacity. A motion to approve this capital item was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

Financial Report

Ms. Love reviewed the financial information for July. We had an operating gain in July of \$272,909 compared to a budgeted loss of \$543,126. Gross revenue came in at \$21.1 million, over budget by \$1.4 million. Reductions of revenue were 53.1% slightly over the budget of 52.5%. Accounts Receivable increased by \$2.7 million in July. Medicare outpatient accounts increased over \$2 million. This increase in AR added \$1.4 million to our reduction of revenue. Collections were at \$8.2 million which was under budget by \$1.5 million. The annual debt service coverage ratio was 4.74 and days of cash on hand decreased to 93. Net days in AR were 58.6. Expenses for July were \$9.7 million, under the budget by \$308,183. The clinic's revenue came in over budget, at \$2.4 million. The Clinic loss for July was \$447,637. Dr. Sowada asked why the days of cash on hand decreased. Ms. Love said it was due to the lower collections in July and the extra check run for July. Mr. Kelsey noted this July was better than last year.

The revenue projection for August is projected to \$22 million. Inpatient volumes have decreased in August. Collections should be around \$9.9 million. Expenses are expected be under budget in August. The estimated gain for August is \$500,000.

Ms. Love said the auditors were on site the week of August 7th. They presented preliminary results before they left. We still have a few outstanding items to provide them when they become available. The auditors expect to have final results ready to present at the September Finance & Audit meeting and the October Board of Trustees meeting.

Financial Goals

Ms. Love reviewed the financial goals included in the packet. New goals were created for the new fiscal year. The metrics we are tracking this year are Days of Cash on Hand and Days in Accounts Receivable. Ms. Love added two new graphs for this year. We are going to start tracking Cash Collections and Denial Rates. We are currently working with CLA to help track the denial rates. Dr. Sowada asked if we knew what the three top reasons were for the high denial rate. Ms. Love said they were eligibility, missing information and coding. We are kicking off a new piece of Cerner for prior authorizations in September that will help with eligibility problems. We have also signed a statement of work with CLA for an analysis of the front-end and back-end of the revenue cycle. Ms. Richardson asked if we know how much of the denials were rebilled and collected on. Mr. Cheese believes most are rebilled and we have received the funds on. There is no easy way to get this information at this time. Mr. Kelsey asked that we change our graphs to be consistent with colors used.

Self-Pay Report

Mr. Cheese reviewed the self-pay report included in the packet. He said he increased the patient navigators' goal by 10% for the new year. Mr. Kelsey asked Mr. Cheese to provide an explanation as to why the self-pay payments decreased from FY22 to FY23 by \$3.4 million. Mr. Cheese will email explanations to the committee.

Preliminary Bad Debt

The preliminary bad debt, less recovery, is \$1,578,083.94. This will be updated to present at the September Board meeting.

Old Business

Ms. Love provided a critical access update. We submitted the preliminary application to the State and received their response that our application was complete. The State now has 20 days to send their recommendation to the Director of Health. Once we receive approval from the Director of Health we will be surveyed by CMS or the Joint Commission. We continue to work on updating our policies and procedures.

New Business

Committee Charter

The current Finance & Audit Charter was included in the packet. Mr. Kelsey asked the committee to review this charter and come back to the next meeting with any recommended changes.

Financial Forum Discussion

Mr. Kelsey asked Ms. Love if she would ask the auditors to talk about the issues with the revenue cycle and denials when they present the audit.

Next Meeting

The next meeting is September 27, 2023 at 2:00 pm.

Meeting adjourned at 3:54 pm.

Submitted by Jan Layne

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO AUGUST 2023 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for August is a gain of \$505,547, compared to a gain of \$96,034 in the budget. This yields a 4.893% operating margin for the month compared to .92% in the budget. The year-to-date gain is \$778,456 compared to a loss of \$447,091 in the budget. The year-to-date operating margin is 3.83%, compared to -2.25% in the budget.

Year-to-date, the total net gain is \$754,001, compared to a total net loss of \$480,329 in the budget. This represents a profit margin of 3.71% compared to -2.42% in the budget.

REVENUE. Revenue in August came in at \$22,282,184, over budget by \$937,244, the highest revenue month in history. Inpatient revenue is \$3,931,335, under budget by \$222,461 and outpatient revenue is \$18,350,849, over budget by \$1,159,705. Year-to-date, revenue remains over budget by \$2,397,304.

REDUCTION OF REVENUE. Deductions from revenue are estimated at 54.8% for the month, over the 52.5% budget. Total AR increased slightly by \$400,000. We had an increase in Medicare, Commercial, Government and Self-Pay. The biggest impact was a \$1 million increase in Self Pay aging accounts receivable. The increase in accounts receivable caused an increase in the estimated reductions of \$700,000 for August. We reserve Self Pay accounts receivable at 72%, with expected collections of 28%. Total collections for the month came in at \$10,097,375, over budget by \$300,000. Budgeted cash collections are calculated as 47.5% of the average gross revenue of the two prior months.

NET REVENUE. Net revenue was \$10,344,868 in August. Other operating revenue includes occupational medicine revenue and cafeteria revenue plus maintenance funds received from the County for routine maintenance.

RATIOS. Annual Debt Service Coverage came in at 5.19. Days of Cash on Hand decreased by five days to 88.4 days. August included three payrolls and five accounts payable check runs, increasing cash outlays by \$2.5 million. Daily cash expenses are \$289,335 year-to-date. Net days in AR decreased to 56.2 days.

VOLUME. Inpatient admissions were over budget but discharges and patient days for August came in under budget. The average daily census (ADC) decreased to 12.1, under budget, and average length of stay (LOS) came in at 2.4, slightly under budget. Surgeries came in slightly under budget. Births, Emergency Room visits, Outpatient visits, Walk In visits, and Clinic visits came in over budget.

EXPENSES. Total expenses remained under budget in August at \$9,839,321, under budget by \$448,510. Salary, benefits, physician fees, purchased services, drugs, maintenance repairs, other expenses, and depreciation all came in under budget in August. The following line items were over budget in August:

Contract Labor – This expense is over budget in August with the 5-week month, however, remains under budget year-to-date.

Supplies - Patient chargeables, instruments, implants, medical/surgical supplies, contrast, maintenance supplies, and outdated/unused supplies were all over budget in August. Supplies remain under budget year-to-date.

Utilities – Fuel, water and telephone expenses came in over budget in August.

Insurance – Professional liability insurance came in over budget due to changes in how locum tenens physicians are calculated. This expense will continue to be over budget for the fiscal year.

Leases and Rentals – Equipment lease expense is over budget in August.

PROVIDER CLINICS. Revenue for the Clinics came in at \$2,624,096, under budget by \$2,339. The bottom line for the Clinics in August is a loss of \$140,892 compared to a loss of \$365,997 in the budget. The year-to-date loss for the Clinics is \$588,528, compared to a loss of \$889,143 in the budget. Clinic volumes were higher in August, at 6,821 visits. Total Clinic expenses for the month are \$1,689,421, under budget by \$202,937. Year-to-date expenses are under budget by \$262,942. Purchased services, supplies, insurance, and depreciation are over budget for August.

OUTLOOK FOR SEPTEMBER. Gross patient revenue for September is projected to be close to \$22 million again this month, over the budget of \$20.5 million. Inpatient volumes have decreased during the month. LOS has is currently at 2.7 days and the average daily census is currently at 12.6. Births, ER visits, Clinic visits and most Outpatient departments are projecting higher than budget. Surgeries are currently projecting under budget.

Collections are projected to be \$9.8 million, under budget. Deductions of revenue are expected to remain stable with the high revenue month and high collections. We continue to experience issues with denials and changes to preauthorization requirements as trends in payer compliance continue nationwide. Expenses are expected to be under budget in September. With the high revenue month and expenses under budget, the estimated gain for September is \$300,000.

FY2023 Financial Audit. Clifton Larson Allen completed the audit and will be presenting at the October Board of Trustees meeting.

Critical Access. We submitted the preliminary application to the State Office of Rural Health and received their response this week. Our application was considered complete, and we are now waiting for final approval from the Director of Health which is due by October 15. Once we receive the State approval as a CAH designation, we will be surveyed by CMS or Joint Commission. We will then receive our certification and be ready to submit a CAH application to the State licensing division. We continue to meet with the consultant, our auditors, and cost report preparer as we work through the process. Our internal team meets bi-weekly to discuss questions in each area including finance, clinical, policy & procedures and providers. We continue to work with Cerner on changes needed for billing.

Financial Goals. For fiscal year 2024, we have chosen to continue to focus on two main financial metrics for the new fiscal year: Days Cash on Hand and Days in Accounts Receivable. In addition to these main goals, we have set additional goals for corresponding financial metrics impacting the revenue cycle:

- DNFB Days – Discharged Not Final Billed Days
- Total Accounts Receivable aging
- Days in AR by Payer
- Denials
- Cash Collections

The graphs with the fiscal year goals and actual data will be included in the monthly financial packet each month and will be tracked as part of the Financial PIPS priorities for FY2024. The Revenue Cycle Action Team (RCAT) will be prioritizing their focus on denials management. CLA will be onsite the week of September 25th to start the evaluation of front and back-end revenue cycle operations and workflows.

- *Revenue Cycle Data Analytics Quarterly BI Dashboard.* The dashboard explains revenue cycle performance and compares current performance to industry practices and benchmarks. From the initial data sent, we have seen the dashboard for May 2022 – April 2023. Parts of the analysis were shared during the audit exit meeting.
- *Evaluate Front-end and Back-end Operations and workflows.* This will include stakeholder interviews to focus on the effectiveness of revenue cycle operations, staffing levels, workflow tools, work distribution, prioritization, and system utilization.
- *Denial Management Paired Advisory Support.* This will include consulting assistance monthly to reduce the number of avoidable denials, determine volume and fiscal impact of denials, identify preventable rejections, and develop a corrective action plan to improve the level of denials.



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

Unaudited Financial Statements

for

Two months ended August 31, 2023

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
Two months ended August 31, 2023

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

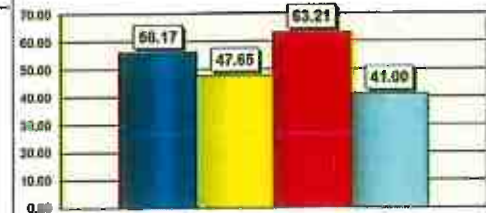
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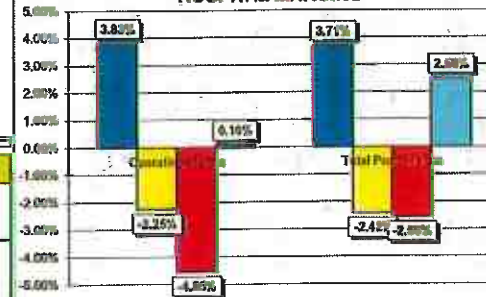
BALANCE SHEET

	YTD 8/31/2023	Prior FYE 6/30/2023
ASSETS		
Current Assets	\$35,162,601	\$36,909,510
Assets Whose Use is Limited	20,388,341	19,968,483
Property, Plant & Equipment (Net)	77,350,415	78,689,479
Other Assets	957,931	930,753
Total Unrestricted Assets	133,859,288	136,498,225
Restricted Assets	469,827	469,827
Total Assets	\$134,329,115	\$136,968,052
LIABILITIES AND NET ASSETS		
Current Liabilities	\$12,817,338	\$15,443,322
Long-Term Debt	24,874,924	25,114,116
Other Long-Term Liabilities	13,461,367	13,989,130
Total Liabilities	51,153,629	54,546,568
Net Assets	83,175,485	82,421,484
Total Liabilities and Net Assets	\$134,329,115	\$136,968,052

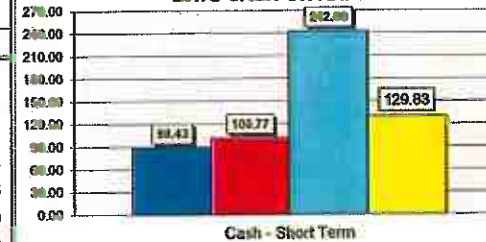
NET DAYS IN ACCOUNTS RECEIVABLE



HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



STATEMENT OF REVENUE AND EXPENSES - YTD

	08/31/23 ACTUAL	08/31/23 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$22,282,184	\$21,344,940	\$43,366,836	\$40,969,532
Deductions From Revenue	(12,218,826)	(11,207,791)	(23,422,938)	(21,517,267)
Net Patient Revenues	10,063,258	10,137,149	19,943,838	19,452,266
Other Operating Revenue	281,610	246,717	390,819	413,539
Total Operating Revenues	10,344,868	10,383,865	20,334,658	19,865,805
Expenses:				
Salaries, Benefits & Contract Labor	5,428,209	5,568,143	10,814,077	11,155,259
Purchased Serv. & Physician Fees	858,678	1,033,283	1,790,915	2,020,308
Supply and Drug Expenses	1,813,537	1,925,337	3,474,139	3,656,103
Other Operating Expenses	868,167	887,824	1,727,185	1,732,966
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	870,730	873,245	1,749,886	1,748,259
Total Expenses	9,839,321	10,287,832	19,556,202	20,312,895
NET OPERATING SURPLUS	505,547	96,034	778,456	(447,090)
Non-Operating Revenue(Exp.)	11,089	(32,760)	(24,455)	(23,235)
TOTAL NET SURPLUS	\$516,636	\$43,274	\$754,001	(\$480,325)

KEY STATISTICS AND RATIOS

	08/31/23 ACTUAL	08/31/23 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	413	415	812	778
Average Acute Length of Stay	2.9	3.8	3.0	3.5
Total Emergency Room Visits	1,301	1,286	2,709	2,659
Outpatient Visits	8,506	7,711	16,041	14,667
Total Surgeries	162	169	311	280
Total Worked FTE's	452.36	491.43	447.10	491.43
Total Paid FTE's	500.56	540.03	500.02	540.03
Net Revenue Change from Prior Yr	6.54%	6.94%	10.95%	8.39%
EBIDA - 12 Month Rolling Average			5.04%	6.55%
Current Ratio			2.74	
Days Expense in Accounts Payable			33.44	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	08/31/23
Prior Fiscal Year End	06/30/23
CLA \$50-\$100M Net Revenue	6/30/2020

FINANCIAL STRENGTH INDEX - (0.94)

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

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Two months ended August 31, 2023

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 8/31/2023	Budget 6/30/2023	Prior Fiscal Year End 06/30/23	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	3.83%	0.24%	-4.55%	0.10%
Total Profit Margin	↑	3.71%	0.31%	-2.56%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	88.43	129.83	100.77	242.00
Net Days in Accounts Receivable	↓	56.17	45.02	63.21	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	11.88	11.32	13.79	12.00
Long Term Debt to Capitalization	↓	23.55%	19.87%	23.77%	27.00%
Debt Service Coverage Ratio **	↑	5.19	2.42	2.41	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	6.94	8.43	7.36	NA
Salary Expense per Paid FTE		\$102,194	\$86,892	\$103,824	NA
Salary and Benefits as a % of Total Operating Exp		55.30%	56.43%	59.07%	NA

Note 1 - 2020 CLA Benchmark-\$50M-\$100M net patient service revenue

**Bond Covenant ratio is 65 Days Cash on Hand and 1.0-1.25 Debt Service Coverage

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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	Current Month 8/31/2023	Prior Month 7/31/2023	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2023
Current Assets					
Cash and Cash Equivalents	\$7,103,669	\$8,366,119	(\$1,262,450)	-15.09%	\$10,941,766
Gross Patient Accounts Receivable	39,749,377	39,349,831	399,547	1.02%	36,590,061
Less: Bad Debt and Allowance Reserves	(22,024,484)	(21,342,775)	(681,707)	-3.19%	(20,161,785)
Net Patient Accounts Receivable	17,724,896	18,007,056	(282,160)	-1.57%	16,428,276
Interest Receivable	0	0	0	0.00%	0
Other Receivables	4,479,261	4,044,429	434,832	10.75%	3,857,071
Inventories	3,963,284	3,920,384	42,900	1.09%	3,831,105
Prepaid Expenses	1,891,491	2,050,797	(159,306)	-7.77%	1,851,292
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	35,162,601	36,388,785	(1,226,184)	-3.37%	36,909,510
Assets Whose Use is Limited					
Cash	82,641	80,050	2,590	3.24%	84,123
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	1,906,655	1,710,744	195,911	11.45%	1,515,814
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	4,374,172	4,358,960	15,211	0.35%	4,343,674
Other Limited Use Assets	14,024,874	14,024,873	1	0.00%	14,024,873
Total Limited Use Assets	20,388,341	20,174,628	213,713	1.06%	19,968,483
Property, Plant, and Equipment					
Land and Land Improvements	4,242,294	4,242,294	0	0.00%	4,242,294
Building and Building Improvements	49,941,666	49,941,666	0	0.00%	49,931,920
Equipment	135,088,521	135,016,830	71,691	0.05%	135,038,660
Construction In Progress	1,795,894	1,669,168	126,726	7.59%	1,531,105
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	191,068,376	190,869,958	198,417	0.10%	190,743,979
Less: Accumulated Depreciation	(113,717,960)	(112,647,230)	(670,730)	-0.77%	(112,154,500)
Net Property, Plant, and Equipment	77,350,415	78,022,728	(672,313)	-0.86%	78,669,479
Other Assets					
Unamortized Loan Costs	957,931	922,591	35,340	3.83%	930,753
Other	0	0	0	0.00%	0
Total Other Assets	957,931	922,591	35,340	3.83%	930,753
TOTAL UNRESTRICTED ASSETS	133,859,288	135,508,732	(1,649,444)	-1.22%	136,498,225
Restricted Assets	469,827	469,827	0	0.00%	469,827
TOTAL ASSETS	\$134,329,115	\$135,978,559	(\$1,649,444)	-1.21%	\$136,968,052

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2023
	Current Month 8/31/2023	Prior Month 7/31/2023	Positive/ Negative/ Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$5,546,851	\$6,022,592	\$475,741	7.90%	\$7,322,373
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,011,406	2,470,754	1,459,348	59.06%	2,077,791
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,839,435	2,880,103	40,668	1.41%	3,014,608
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)	1,557,564	1,557,564	0	0.00%	1,545,418
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	1,862,083	1,672,607	(189,476)	-11.33%	1,483,132
Total Current Liabilities	12,817,338	14,603,621	1,786,282	12.23%	15,443,322
Long Term Debt					
Bonds/Mortgages Payable	26,432,489	26,552,085	119,596	0.45%	26,659,535
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,557,564	1,557,564	0	0.00%	1,545,418
Total Long Term Debt (Net of Current)	24,874,924	24,994,520	119,596	0.48%	25,114,116
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	13,461,367	13,721,568	260,202	1.90%	13,989,130
Total Other Long Term Liabilities	13,461,367	13,721,568	260,202	1.90%	13,989,130
TOTAL LIABILITIES	51,153,629	53,319,709	2,166,080	4.06%	54,546,568
Net Assets:					
Unrestricted Fund Balance	79,996,411	79,996,411	0	0.00%	84,787,454
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	465,955	465,954	(1)	0.00%	465,954
Net Revenue/(Expenses)	754,001	237,365	N/A	N/A	(4,781,043)
TOTAL NET ASSETS	83,175,486	82,658,850	(516,636)	-0.63%	82,421,484
TOTAL LIABILITIES AND NET ASSETS	\$134,329,115	\$135,978,559	\$1,649,444	1.21%	\$136,968,052

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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	CURRENT MONTH				Prior Year 08/31/22
	Actual 08/31/23	Budget 08/31/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,931,335	\$4,153,796	(\$222,461)	-5.36%	\$4,134,624
Outpatient Revenue	15,726,753	14,564,709	1,162,044	7.98%	12,931,953
Clinic Revenue	2,624,096	2,626,435	(2,339)	-0.09%	2,356,988
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	22,282,184	21,344,940	937,244	4.39%	19,423,565
Deductions From Revenue					
Discounts and Allowances	(91,976,122)	(9,529,251)	(1,289,864)	-13.35%	(8,741,452)
Bad Debt Expense (Governmental Providers Only)	(1,282,727)	(1,387,594)	144,867	10.36%	31,920
Medical Assistance	(50,013)	(213,005)	124,992	58.13%	(158,499)
Total Deductions From Revenue	(12,260,862)	(11,209,849)	(1,051,135)	-9.02%	(9,668,031)
Net Patient Revenue	10,063,258	10,137,149	(73,891)	-0.73%	9,555,541
Other Operating Revenue	281,610	246,717	34,893	14.14%	154,077
Total Operating Revenue	10,344,868	10,383,865	(38,997)	-0.38%	9,709,618
Operating Expenses					
Salaries and Wages	3,963,441	4,069,858	106,417	2.61%	3,647,165
Fringe Benefits	1,054,117	1,138,333	84,216	7.40%	1,215,916
Contract Labor	410,651	359,952	(50,699)	-14.09%	527,615
Physicians Fees	271,892	398,726	126,834	31.81%	309,898
Purchased Services	586,766	634,556	47,771	7.53%	565,772
Drug Expense	974,794	1,154,649	179,855	15.58%	943,329
Supply Expense	838,743	770,688	(68,055)	-8.83%	771,872
Utilities	109,628	104,496	(5,132)	-4.91%	101,780
Repairs and Maintenance	405,279	437,871	32,592	7.44%	548,033
Insurance Expense	67,726	61,402	(6,324)	-10.30%	63,788
All Other Operating Expenses	244,956	248,280	3,324	1.34%	234,961
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	40,578	35,775	(4,803)	-13.43%	25,204
Depreciation and Amortization	870,730	873,245	2,515	0.29%	750,061
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,839,321	10,267,832	448,510	4.36%	9,705,394
Net Operating Surplus/(Loss)	505,547	96,034	409,513	426.43%	4,235
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	38,479	19,357	19,122	98.79%	13,586
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	11,745
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(49,338)	(59,734)	(10,396)	47.53%	(29,748)
Other Non-Operating Revenue/(Expenses)	16,549	11,622	4,927	42.40%	17,514
Total Non Operating Revenue/(Expense)	11,089	(22,789)	63,849	-121.02%	(38,908)
Total Net Surplus/(Loss)	\$516,636	\$43,274	\$473,362	1093.85%	(\$34,673)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$516,636	\$43,274	\$473,362	1093.85%	(\$34,673)
Operating Margin	4.89%	0.92%			0.04%
Total Profit Margin	4.99%	0.42%			-0.33%
EBIDA	13.30%	9.33%			7.88%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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	YEAR-TO-DATE				Prior Year 08/31/22
	Actual 08/31/23	Budget 08/31/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$7,882,715	\$7,696,683	\$186,033	2.42%	\$7,571,442
Outpatient Revenue	30,458,854	28,339,122	2,119,732	7.48%	23,928,720
Clinic Revenue	5,025,267	4,933,728	91,539	1.86%	4,156,557
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	43,366,836	40,969,532	2,397,304	5.85%	35,656,718
Deductions From Revenue					
Discounts and Allowances	(20,324,416)	(18,518,754)	(1,805,662)	-9.81%	(16,508,369)
Bad Debt Expense (Governmental Providers Only)	(2,600,143)	(2,569,234)	(30,909)	-11.45%	(1,064,476)
Medical Assistance	(181,840)	(389,889)	208,042	52.08%	(237,483)
Total Deductions From Revenue	(23,106,400)	(21,517,267)	(1,589,133)	-8.86%	(17,804,327)
Net Patient Revenue	19,943,838	19,452,266	491,573	2.53%	17,852,391
Other Operating Revenue	390,819	413,539	(22,720)	-5.49%	475,052
Total Operating Revenue	20,334,658	19,865,805	468,853	2.36%	18,327,444
Operating Expenses					
Salaries and Wages	7,947,387	8,102,546	155,159	1.91%	7,325,229
Fringe Benefits	2,134,278	2,318,809	184,531	7.96%	2,297,127
Contract Labor	732,412	733,904	1,492	0.20%	1,159,454
Physicians Fees	651,119	817,453	166,334	20.35%	638,224
Purchased Services	1,139,796	1,202,855	63,059	5.24%	1,063,169
Drug Expense	1,994,895	2,147,003	152,108	7.08%	1,629,298
Supply Expense	1,479,244	1,509,100	29,857	1.98%	1,371,745
Utilities	212,853	205,161	(7,692)	-3.75%	201,516
Repairs and Maintenance	792,882	867,036	74,214	8.56%	1,094,935
Insurance Expense	133,797	122,803	(10,994)	-8.95%	125,641
All Other Operating Expenses	504,569	466,349	(38,220)	-8.20%	481,726
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	83,066	71,556	(11,510)	-16.11%	50,659
Depreciation and Amortization	1,749,886	1,748,259	(1,627)	-0.09%	1,489,587
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	19,556,202	20,312,895	756,694	3.75%	18,928,311
Net Operating Surplus/(Loss)	778,456	(447,090)	1,225,547	-274.12%	(800,867)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	70,274	38,713	31,561	81.52%	29,036
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	11,754
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(132,433)	(187,084)	35,111	-20.95%	(177,889)
Other Non-Operating Revenue/(Expense)	37,745	95,633	(57,888)	-60.53%	89,872
Total Non Operating Revenue/(Expense)	(24,817)	(53,338)	28,521	-26.43%	(44,250)
Total Net Surplus/(Loss)	\$754,001	(\$400,328)	\$1,234,330	-266.96%	(\$760,126)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$754,001	(\$400,328)	\$1,234,330	-266.96%	(\$760,126)
Operating Margin	3.83%	-2.25%			-3.28%
Total Profit Margin	3.71%	-2.42%			-3.54%
EBIDA	12.43%	6.55%			4.91%

Statement of Revenue and Expense - 13 Month Trend
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 8/31/2023	Actual 7/31/2023	Actual 6/30/2023	Actual 6/31/2023	Actual 4/30/2023	Actual 3/31/2023
Gross Patient Revenue						
Inpatient Revenue	\$3,951,335	\$3,951,360	\$3,536,764	\$4,358,327	\$2,991,123	\$4,218,653
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$15,728,753	\$14,732,101	\$14,165,133	\$13,728,852	\$13,141,571	\$14,677,971
Clinic Revenue	\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$22,282,184	\$21,084,632	\$20,072,234	\$20,514,346	\$18,272,296	\$21,413,654
Deductions From Revenue						
Discounts and Allowances	\$10,876,168	\$9,458,235	\$9,010,157	\$9,844,203	\$8,523,554	\$10,285,189
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,252,727	\$1,644,215	\$1,422,556	\$1,426,492	\$1,977,723	\$1,368,895
	\$80,013	\$101,628	\$551,325	\$138,943	\$101,640	\$548,297
Total Deductions From Revenue	12,218,926	11,204,072	10,984,039	11,209,718	9,702,917	12,192,381
Net Patient Revenue	\$10,063,258	\$9,880,560	\$9,088,195	\$9,304,628	\$8,569,479	\$9,221,274
Other Operating Revenue	281,610	109,210	100,075	107,593	144,856	282,468
Total Operating Revenue	10,344,868	9,989,789	9,188,271	9,412,227	8,714,334	9,503,742
Operating Expenses						
Salaries and Wages	\$3,963,441	\$3,983,946	\$3,871,776	\$3,950,361	\$3,888,530	\$3,908,184
Fringe Benefits	\$1,054,117	\$1,080,161	\$1,208,615	\$1,435,397	\$1,369,904	\$1,134,999
Contract Labor	\$410,661	\$321,761	\$477,181	\$447,220	\$454,168	\$547,722
Physicians Fees	\$271,892	\$379,227	\$312,753	\$302,718	\$283,149	\$263,670
Purchased Services	\$586,788	\$553,011	\$602,444	\$545,825	\$519,259	\$556,897
Drug Expense	\$674,794	\$1,020,101	\$1,318,367	\$809,470	\$827,453	\$1,124,257
Supply Expense	\$638,743	\$640,500	\$881,133	\$842,093	\$637,278	\$613,502
Utilities	\$108,628	\$103,225	\$98,330	\$101,696	\$101,324	\$132,036
Repairs and Maintenance	\$405,279	\$387,603	\$191,167	\$305,197	\$471,430	\$388,765
Insurance Expense	\$67,726	\$66,071	\$66,244	\$67,760	\$63,261	\$64,245
All Other Operating Expenses	\$244,956	\$259,612	\$197,953	\$262,044	\$183,485	\$293,420
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$40,576	\$42,507	\$50,618	\$33,806	\$37,330	\$13,433
Depreciation and Amortization	\$870,730	\$879,156	\$963,997	\$882,532	\$924,151	\$844,640
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$9,839,321	\$9,718,881	\$10,257,979	\$9,785,599	\$9,766,891	\$10,950,710
Net Operating Surplus(Loss)	\$505,547	\$272,909	\$(1,069,708)	\$(621,362)	\$(1,042,557)	\$(1,446,968)
Non-Operating Revenue:						
Contributions						
Investment Income	38,479	91,785	243,819	34,236	27,547	38,410
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	0	110	(\$29)	214	33
Interest Expense (Governmental Providers Only)	(\$3,526)	(\$97,564)	(\$13,409)	(\$94,197)	(\$2,121)	(\$9,766)
Other Non-Operating Revenue(Expenses)	18,549	21,188	401,927	728,019	\$68,576	284,277
Total Non Operating Revenue(Expense)	\$11,002	\$(30,595)	\$532,449	\$677,545	\$54,215	\$232,932
Total Net Surplus(Loss)	\$516,549	\$242,314	\$(537,259)	\$394,183	\$(988,342)	\$(1,214,036)
Change in Unrealized Gain(Losses) on Investments	0	0	(\$69,860)	0	0	0
Increase/Decrease in Unrestricted Net Assets	\$516,549	\$242,314	\$(607,119)	\$394,183	\$(988,342)	\$(1,214,036)
Operating Margin	4.99%	2.73%	-11.64%	-3.97%	-12.81%	-5.76%
Total Profit Margin	4.99%	2.38%	-5.86%	3.23%	-6.11%	-3.98%
EBIDA	13.30%	11.53%	-8.93%	5.41%	-1.49%	3.13%

Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022	Actual 11/30/2022	Actual 10/31/2022	Actual 9/30/2022
\$3,485,435	\$3,973,548	\$4,463,069	\$3,676,885	\$4,277,999	\$3,248,872
\$11,663,453	\$13,732,108	\$12,848,098	\$12,675,454	\$12,884,261	\$12,045,141
\$2,026,043	\$2,443,375	\$2,582,451	\$2,202,509	\$2,345,959	\$2,162,806
\$0	\$0	\$0	\$0	\$0	\$0
\$17,173,931	\$20,149,031	\$19,393,616	\$18,556,828	\$19,508,199	\$18,354,819
\$8,000,115	\$8,989,064	\$9,138,379	\$8,380,018	\$8,828,111	\$9,331,432
\$1,009,559	\$1,546,276	\$945,317	\$1,619,973	\$1,501,395	\$1,121,920
\$105,022	(\$4,178)	\$417,112	\$43,384	\$169,646	\$275,779
9,114,695	10,531,162	10,498,808	10,043,376	10,299,152	9,480,685
\$8,059,235	\$9,617,869	\$9,394,807	\$8,513,453	\$9,209,047	\$8,874,134
144,273	138,146	185,133	152,734	169,093	115,592
8,203,598	9,757,014	9,679,941	8,646,187	9,378,110	8,989,726
\$3,804,999	\$3,898,131	\$3,889,880	\$3,857,380	\$3,948,792	\$3,781,912
\$1,083,678	\$1,138,857	\$1,119,832	\$1,031,468	\$1,163,332	\$1,032,168
\$412,714	\$383,999	\$394,710	\$334,759	\$494,775	\$602,647
\$301,283	\$255,802	\$269,838	\$279,170	\$240,218	\$271,838
\$518,213	\$512,049	\$592,959	\$507,018	\$645,298	\$493,717
\$831,530	\$854,270	\$982,908	\$775,782	\$777,138	\$988,442
\$687,628	\$680,108	\$739,889	\$646,864	\$742,421	\$738,712
\$129,351	\$138,663	\$129,834	\$105,148	\$97,874	\$105,291
\$401,388	\$412,888	\$432,826	\$488,178	\$187,810	\$513,854
\$64,245	\$64,081	\$64,081	\$64,081	\$64,293	\$83,788
\$230,705	\$213,785	\$255,979	\$267,854	\$299,653	\$144,898
\$16,048	\$29,248	\$25,990	\$29,267	\$24,846	\$26,413
\$801,503	\$854,529	\$860,247	\$865,302	\$1,089,478	\$787,028
\$9,343,282	\$9,717,169	\$9,768,771	\$9,338,268	\$9,753,924	\$9,530,904
(\$1,332,774)	\$39,615	(\$108,832)	(\$54,183)	(\$78,502)	(\$541,782)
19,900	28,271	22,675	17,273	19,049	17,483
10	41	7	88	41	14
(\$2,388)	(\$3,120)	(\$1,609)	(\$4,268)	(\$89,452)	(\$22,268)
8,975	28,473	9,997	28,674	14,249	108,044
(\$59,482)	(\$28,347)	(\$59,103)	\$1,264	(\$59,402)	\$43,318
(\$1,091,178)	\$11,418	(\$49,358)	(\$882,127)	(\$49,500)	(\$61,908)
0	0	0	0	0	0
(\$9,881,084)	\$11,418	(\$98,361)	(\$882,127)	(\$49,500)	(\$61,908)
-13.89%	0.41%	-1.97%	-7.91%	-4.91%	-6.82%
-14.57%	0.12%	-2.59%	-7.98%	-4.82%	-5.54%
-3.39%	9.17%	7.91%	3.25%	7.40%	2.73%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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	CASH FLOW	
	Current Month 8/31/2023	Current Year-To-Date 8/31/2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$516,636	\$754,001
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	870,730	1,749,886
(Increase)/Decrease in Net Patient Accounts Receivable	282,160	(1,296,619)
(Increase)/Decrease in Other Receivables	(434,832)	(622,190)
(Increase)/Decrease in Inventories	(42,900)	(132,179)
(Increase)/Decrease in Pre-Paid Expenses	159,306	(40,199)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(475,741)	(1,775,522)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,500,917)	(1,241,558)
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	189,476	378,951
Net Cash Provided by Operating Activities:	(435,182)	(2,225,430)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(198,417)	(410,822)
(Increase)/Decrease in Limited Use Cash and Investments	(211,129)	(421,340)
(Increase)/Decrease in Other Limited Use Assets	(2,590)	1,482
(Increase)/Decrease in Other Assets	(35,340)	(27,178)
Net Cash Used by Investing Activities	(447,476)	(857,857)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(119,596)	(227,046)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(260,202)	(527,763)
Net Cash Used for Financing Activities	(379,798)	(754,809)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(0)
Net Increase/(Decrease) in Cash	(1,262,450)	(3,838,096)
Cash, Beginning of Period	8,366,119	10,941,766
Cash, End of Period	\$7,103,669	\$7,103,669

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Two months ended August 31, 2023

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Current Month				Year-To-Date				
Actual 08/31/23	Budget 08/31/23	Positive/ (Negative) Variance	Prior Year 08/31/22	STATISTICS	Actual 08/31/23	Budget 08/31/23	Positive/ (Negative) Variance	Prior Year 08/31/22
Discharges								
141	109	32	112	Acute	273	224	49	227
141	109	32	112	Total Adult Discharges	273	224	49	227
50	32	18	35	Newborn	87	69	18	70
191	141	50	147	Total Discharges	360	293	67	297
Patient Days:								
413	415	(2)	368	Acute	812	778	34	715
413	415	(2)	368	Total Adult Patient Days	812	778	34	715
81	53	28	54	Newborn	142	116	26	112
494	468	26	422	Total Patient Days	954	894	60	827
Average Length of Stay (ALOS)								
2.9	3.8	(0.9)	3.3	Acute	3.0	3.5	(0.5)	3.1
2.9	3.8	(0.9)	3.3	Total Adult ALOS	3.0	3.5	(0.5)	3.1
1.6	1.7	(0.1)	1.5	Newborn ALOS	1.6	1.7	(0.1)	1.6
Average Daily Census (ADC)								
13.3	13.4	(0.1)	11.9	Acute	13.1	12.5	0.5	11.5
13.3	13.4	(0.1)	11.9	Total Adult ADC	13.1	12.5	0.5	11.5
2.6	1.7	0.9	1.7	Newborn	2.3	1.9	0.4	1.8
Emergency Room Statistics								
132	120	12	116	ER Visits - Admitted	267	225	42	232
1,169	1,166	3	1,225	ER Visits - Discharged	2,442	2,434	8	2,450
1,301	1,286	15	1,341	Total ER Visits	2,709	2,659	50	2,682
10.15%	9.33%		8.65%	% of ER Visits Admitted	9.86%	8.46%		8.65%
93.62%	110.09%		103.57%	ER Admissions as a % of Total	97.80%	100.45%		102.20%
Outpatient Statistics:								
8,506	7,711	795	10,361	Total Outpatients Visits	16,041	14,667	1,374	18,723
127	147	(20)	117	Observation Bed Days	242	305	(63)	235
6,243	5,559	684	5,048	Clinic Visits - Primary Care	11,306	9,464	1,842	9,484
578	554	24	447	Clinic Visits - Specialty Clinics	1,138	960	178	964
53	30	23	19	IP Surgeries	98	48	50	42
109	139	(30)	72	OP Surgeries	213	232	(19)	197
Productivity Statistics:								
452.36	491.43	(39.07)	437.77	FTE's - Worked	447.10	491.43	(44.33)	433.40
500.56	540.03	(39.47)	494.22	FTE's - Paid	500.02	540.03	(40.01)	493.40
1.0700	1.1800	(0.11)	1.4585	Case Mix Index - Medicare	1.1100	1.4896	(0.38)	1.6127
1.1600	1.1800	(0.02)	1.1189	Case Mix Index - All payers	1.1800	0.6731	0.51	1.1773

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

08/31/23

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	57.64	56.57
Net Days in Accounts Receivable	56.17	55.45
Number of Gross Days in Unbilled Revenue	14.08	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	27.53%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.40%	1.01%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.44%	0.98%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.62%	6.55%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.68%	6.34%
Collections as a Percentage of Net Revenue - Current Month	100.34%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	91.82%	100% or >
Percentage of Blue Cross Receivable > 90 Days	7.83%	< 10%
Percentage of Insurance Receivable > 90 Days	31.18%	< 15%
Percentage of Medicaid Receivable > 90 Days	15.48%	< 20%
Percentage of Medicare Receivable > 60 Days	8.86%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Two months ended August 31, 2023

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		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	937,244	4.39%	2,397,304	5.85%
<p>Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget in August were patient days.</p> <p>Average Daily Census is 13.3 in August which is under budget by 0.1</p>				
Deductions from Revenue	(1,041,135)	-0.02%	(1,305,731)	-0.05%
<p>Deductions from revenue are over budget for August and over budget year to date.</p> <p>They are currently booked at 54.8% for August and 54.0% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. More detail included in the narrative.</p>				
Bad Debt Expense	144,807	10.36%	(297,708)	-11.45%
<p>Bad debt expense is booked at 5.6% for August and 6.7% year to date.</p>				
Charity Care	124,992	58.13%	208,242	52.08%
<p>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.</p>				
Other Operating Revenue	34,893	14.14%	(22,720)	-3.49%
<p>Other Operating Revenue is over budget for the month and is under budget year to date.</p>				
Salaries and Wages	106,417	2.61%	155,159	1.91%
<p>Salary and Wages are under budget in August and are under budget year to date.</p> <p>Paid FTEs are under budget by 39.47 FTEs for the month and under 40.01 FTEs year to date.</p>				
Fringe Benefits	84,216	7.40%	184,531	7.96%
<p>Fringe benefits are under budget in August and over budget year to date.</p>				
Contract Labor	(50,895)	-14.09%	1,492	0.20%
<p>Contract labor is over budget for August and under budget year to date.</p> <p>ER and OR are over budget for the month.</p>				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING

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Two months ended August 31, 2023

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		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	126,834	31.81%	166,334	20.35%

Physician fees under budget in August and under budget year to date.

ICU is over budget in August.

Purchased Services	47,771	7.53%	63,059	5.24%
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Purchased services are under budget for August and under budget year to date.

Expenses over budget are legal fee's and bank card fee's.

Supply Expense	(68,055)	-8.82%	29,857	1.98%
----------------	----------	--------	--------	-------

Supplies are under budget for August and under budget year to date. Line items over budget include implants, maintenance supplies and chargeables.

Repairs & Maintenance	32,592	7.44%	74,214	8.56%
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Repairs and Maintenance are under budget for August and under budget year to date.

All Other Operating Expenses	3,324	1.34%	(38,320)	-8.20%
------------------------------	-------	-------	----------	--------

This expense is over budget in August and over budget year to date. Other expenses over budget are education & travel, postage & freight.

Leases and Rentals	(4,803)	-13.43%	(11,828)	-16.11%
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This expense is under budget for August and is over budget year to date

Depreciation and Amortization	2,515	0.29%	(1,827)	-0.09%
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Depreciation is under budget for August and is over budget year to date

BALANCE SHEET

Cash and Cash Equivalents	(\$1,222,450)	-15.09%
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Cash decreased in August. Cash collections for August were \$10.1 million. Days Cash on Hand decreased to 88 days.

Gross Patient Accounts Receivable	\$399,547	1.02%
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This receivable increased in August due to higher revenue.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Two months ended August 31, 2023

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		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(681,707)	-3.13%		
Bad Debt and Allowances increased.				
Other Receivables	434,832	10.75%		
Other Receivables increased in August due to retention bonus' & the county invoice				
Prepaid Expenses	(159,306)	-7.77%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	213,713	1.06%		
These assets increased due to the debt service fund				
Plant Property and Equipment	(672,913)	-0.96%		
The decrease in these assets is due to the normal increase in accumulated depreciation.				
Accounts Payable	475,741	7.90%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	1,459,348	59.06%		
This liability decreased in August. The payroll accrual for August was 4 days.				
Accrued Benefits	40,668	1.41%		
This liability decreased in August with the normal accrual and usage of PTO.				
Other Current Liabilities	(119,474)	-11.30%		
This liability increased for August due to the accrual on the bonds				
Other Long Term Liabilities	260,202	1.90%		
This liability decreased due the payments on the leases				
Total Net Assets	(506,636)	-0.63%		
The net gain from operations for August is \$505,547				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Two months ended August 31, 2023

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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Two months ended August 31, 2023

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Key Financial Ratios**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 2****ROCK SPRINGS, WY****Two months ended August 31, 2023****- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	Month to Date 8/31/2023	Year to Date 8/31/2023	Prior Fiscal Year End 06/30/23	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-9.10%	-20.25%	-30.52%	-36.58%
Total Profit Margin	-9.10%	-20.25%	-30.52%	-36.58%
Contractual Allowance %	43.15%	44.22%	44.16%	
Liquidity:				
Net Days in Accounts Receivable	36.11	38.00	37.74	39.58
Gross Days in Accounts Receivable	33.33	35.10	56.57	72.82
Productivity and Efficiency:				
Patient Visits Per Day	201.39	182.35	193.53	
Total Net Revenue per FTE	N/A	\$223,177	\$219,823	
Salary Expense per Paid FTE	N/A	\$185,524	\$103,824	
Salary and Benefits as a % of Net Revenue	90.47%	97.85%	56.63%	91.26%
Employee Benefits %	17.79%	17.71%	30.38%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Two months ended August 31, 2023

PAGE 3

	CURRENT MONTH				Prior Year 08/31/22
	Actual 08/31/23	Budget 08/31/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	2,624,096	2,626,435	(2,339)	-0.09%	2,356,988
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	2,624,096	2,626,435	(2,339)	-0.09%	2,356,988
Deductions From Revenue					
Discounts and Allowances	(1,132,244)	(1,138,218)	5,974	0.52%	(1,092,387)
Total Deductions From Revenue	(1,132,244)	(1,138,218)	5,974	0.52%	(1,092,387)
Net Patient Revenue	1,491,852	1,488,217	3,635	0.24%	1,329,621
Other Operating Revenue	56,677	38,145	18,532	48.58%	42,453
Total Operating Revenue	1,548,529	1,526,362	22,167	1.45%	1,372,073
Operating Expenses					
Salaries and Wages	1,189,449	1,264,724	75,276	5.95%	1,042,504
Fringe Benefits	211,574	254,476	42,902	16.86%	206,681
Contract Labor	0	0	0	0.00%	0
Physicians Fees	124,955	187,567	62,612	33.38%	59,970
Purchased Services	11,119	3,817	(7,302)	-191.29%	9,056
Supply Expense	20,843	20,014	(829)	-4.14%	19,379
Utilities	946	1,567	621	39.60%	1,907
Repairs and Maintenance	3,298	7,194	3,896	54.15%	13,311
Insurance Expense	20,205	19,841	(364)	-1.83%	16,625
All Other Operating Expenses	97,070	124,095	27,025	21.78%	140,639
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	2,865	3,692	828	22.42%	3,013
Depreciation and Amortization	7,097	5,371	(1,726)	-32.13%	8,110
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,699,421	1,892,359	202,937	10.72%	1,521,195
Net Operating Surplus/(Loss)	(150,892)	(365,997)	225,105	-61.50%	(149,122)
Total Net Surplus/(Loss)	(150,892)	(365,997)	225,105	-61.50%	(149,122)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(150,892)	(365,997)	225,105	-61.50%	(149,122)
Operating Margin	-9.10%	-23.98%			-10.67%
Total Profit Margin	-9.10%	-23.98%			-10.67%
EBIDA	-8.64%	-23.63%			-10.28%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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	YEAR-TO-DATE				Prior Year 08/31/22
	Actual 08/31/23	Budget 08/31/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	5,025,267	4,933,728	91,539	1.86%	4,156,557
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	5,025,267	4,933,728	91,539	1.86%	4,156,557
Deductions From Revenue					
Discounts and Allowances	(2,222,281)	(2,141,546)	(80,735)	-3.77%	(1,804,916)
Total Deductions From Revenue	(2,222,281)	(2,141,546)	(80,735)	-3.77%	(1,804,916)
Net Patient Revenue	2,803,036	2,792,180	10,856	0.39%	2,351,640
Other Operating Revenue	103,107	76,290	26,817	35.15%	84,969
Total Operating Revenue	2,906,143	2,868,470	37,673	1.31%	2,436,609
Operating Expenses					
Salaries and Wages	2,415,831	2,521,235	105,404	4.18%	2,273,410
Fringe Benefits	427,844	498,206	70,362	14.12%	408,521
Contract Labor	0	0	0	0.00%	0
Physicians Fees	255,822	375,133	119,312	31.81%	143,735
Purchased Services	13,920	7,635	(6,285)	-82.33%	16,880
Supply Expense	37,984	38,650	665	1.72%	37,247
Utilities	1,892	3,134	1,242	39.62%	2,898
Repairs and Maintenance	6,511	14,372	7,861	54.70%	27,209
Insurance Expense	40,409	39,682	(727)	-1.83%	33,365
All Other Operating Expenses	270,771	240,567	(30,204)	-12.56%	290,716
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	8,619	7,384	(1,235)	-16.72%	5,617
Depreciation and Amortization	15,068	11,617	(3,451)	-29.71%	16,220
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	3,494,672	3,757,613	262,942	7.00%	3,255,817
Net Operating Surplus/(Loss)	(588,529)	(889,143)	300,615	-33.81%	(819,207)
Total Net Surplus/(Loss)	(588,529)	(889,143)	300,615	-33.81%	(819,207)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(588,529)	(889,143)	300,615	-33.81%	(819,207)
Operating Margin	-20.25%	-31.00%			-33.62%
Total Profit Margin	-20.25%	-31.00%			-33.62%
EBIDA	-19.73%	-30.59%			-32.96%

Statement of Revenue and Expense - 13 Month Trend
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 8/31/2023	Actual 7/31/2023	Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023
Gross Patient Revenue					
Clinic Revenue	\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602
Deductions From Revenue					
Discounts and Allowances	(\$1,132,244)	(\$1,089,987)	(\$959,075)	(\$1,078,751)	(\$929,422)
Total Deductions From Revenue	(\$1,132,244)	(\$1,089,987)	(\$959,075)	(\$1,078,751)	(\$929,422)
Net Patient Revenue	\$1,491,852	\$1,311,184	\$1,404,258	\$1,350,377	\$1,210,180
Other Operating Revenue	\$56,677	\$46,430	\$45,558	\$43,934	\$39,958
Total Operating Revenue	1,548,529	1,357,614	1,449,816	1,394,310	1,250,137
Operating Expenses					
Salaries and Wages	\$1,189,448	\$1,226,882	\$1,313,328	\$1,256,318	\$1,250,382
Fringe Benefits	\$211,574	\$216,269	\$240,597	\$278,825	\$277,921
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$124,955	\$130,867	\$87,845	\$62,293	\$78,390
Purchased Services	\$11,119	\$2,801	\$10,728	\$1,912	\$1,797
Supply Expense	\$20,843	\$17,142	\$23,612	\$14,520	\$9,471
Utilities	\$946	\$946	\$946	\$914	\$972
Repairs and Maintenance	\$3,298	\$3,213	\$4,762	\$2,745	\$3,984
Insurance Expense	\$20,205	\$20,205	\$20,205	\$20,205	\$16,284
All Other Operating Expenses	\$97,070	\$173,700	\$89,444	\$162,897	\$81,612
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$2,885	\$5,764	\$3,154	\$3,586	\$3,608
Depreciation and Amortization	\$7,097	\$7,971	\$8,480	\$8,360	\$8,433
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,669,421	\$1,806,250	\$1,803,001	\$1,812,574	\$1,732,794
Net Operating Surplus/(Loss)	(\$120,892)	(\$448,637)	(\$353,185)	(\$418,264)	(\$482,657)
Total Net Surplus/(Loss)	(\$120,892)	(\$448,637)	(\$353,185)	(\$418,264)	(\$482,657)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease) in Unrestricted Net Assets	(\$120,892)	(\$448,637)	(\$353,185)	(\$418,264)	(\$482,657)
Operating Margin	-9.10%	-32.97%	-24.36%	-30.00%	-38.61%
Total Profit Margin	-9.10%	-32.97%	-24.36%	-30.00%	-38.61%
EBIDA	-8.64%	-32.39%	-23.78%	-29.40%	-37.93%

Actual 3/31/2023	Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022	Actual 11/30/2022	Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022
\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988
(\$1,105,620)	(\$945,497)	(\$1,095,362)	(\$1,134,691)	(\$885,048)	(\$1,111,929)	(\$927,592)	(\$1,027,367)
(\$1,105,620)	(\$945,497)	(\$1,095,362)	(\$1,134,691)	(\$885,048)	(\$1,111,929)	(\$927,592)	(\$1,027,367)
\$1,413,410	\$1,076,545	\$1,346,993	\$1,447,770	\$1,217,461	\$1,233,981	\$1,235,214	\$1,329,621
\$40,995	\$35,492	\$40,919	\$27,776	\$37,200	\$41,354	\$39,391	\$42,453
1,454,405	1,112,037	1,387,912	1,475,545	1,254,662	1,275,335	1,274,605	1,372,073
\$1,221,400	\$1,221,806	\$1,238,970	\$1,261,706	\$1,212,758	\$1,240,750	\$1,263,961	\$1,042,504
\$264,654	\$248,570	\$267,208	\$197,665	\$184,592	\$203,138	\$202,670	\$206,881
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$62,578	\$52,152	\$67,606	\$45,281	\$70,437	\$80,401	\$67,448	\$59,970
\$7,393	\$7,986	\$10,005	\$9,136	\$9,838	\$8,835	\$8,150	\$9,056
\$18,138	\$19,168	\$19,705	\$13,287	\$23,429	\$24,210	\$24,164	\$19,379
\$1,876	\$1,221	\$986	\$982	\$1,010	\$1,010	\$1,905	\$1,907
\$3,056	\$5,842	\$4,118	\$6,266	\$22,234	\$12,337	\$14,326	\$13,311
\$16,284	\$16,237	\$16,238	\$16,625	\$16,625	\$16,625	\$16,625	\$16,625
\$115,488	\$122,180	\$108,716	\$170,453	\$138,818	\$134,434	\$53,151	\$140,639
\$3,310	\$3,432	\$3,660	\$3,035	\$4,310	\$2,360	\$3,264	\$3,013
\$8,433	\$8,091	\$8,091	\$8,110	\$8,110	\$8,110	\$8,110	\$8,110
\$1,722,529	\$1,706,485	\$1,743,302	\$1,732,546	\$1,692,162	\$1,712,211	\$1,663,774	\$1,521,195
(\$268,124)	(\$394,015)	(\$353,350)	(\$267,001)	(\$432,500)	(\$435,474)	(\$389,155)	(\$349,122)
(\$268,124)	(\$394,015)	(\$353,350)	(\$267,001)	(\$432,500)	(\$435,474)	(\$389,155)	(\$349,122)
0	0	0	0	0	0	0	0
(\$268,124)	(\$394,015)	(\$353,350)	(\$267,001)	(\$432,500)	(\$435,474)	(\$389,155)	(\$349,122)
-18.44%	-53.46%	-25.61%	-17.42%	-34.87%	-34.26%	-30.53%	-10.87%
-18.44%	-53.46%	-25.61%	-17.42%	-34.87%	-34.26%	-30.53%	-10.87%
-17.86%	-52.73%	-25.02%	-16.87%	-34.22%	-33.62%	-29.90%	-10.26%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ended August 31, 2023

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Current Month				STATISTICS	Year-To-Date			
Actual 08/31/23	Budget 08/31/23	Positive/ (Negative) Variance	Prior Year 08/31/22		Actual 08/31/23	Budget 08/31/23	Positive/ (Negative) Variance	Prior Year 08/31/22
				Outpatient Statistics:				
6,243	5,559	684	5,559	Clinic Visits - Primary Care	11,306	9,464	1,842	9,464
578	554	24	554	Clinic Visits - Specialty Clinics	1,138	960	178	960
				Productivity Statistics:				
67.63	80.17	(12.54)	66.17	FTE's - Worked	65.39	80.17	(14.78)	65.09
77.19	88.10	(10.91)	77.20	FTE's - Paid	76.66	88.10	(11.44)	75.64

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR AUGUST 23**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	674	11,161,504.46
CAPITAL EQUIPMENT (PLANT FUND)	5	101,787.32
CONSTRUCTION IN PROGRESS (BUILDING FUND)	10	419,799.25
PAYROLL AUGUST 3, 2023		1,726,922.11
PAYROLL AUGUST 17, 2023		1,790,170.98
PAYROLL AUGUST 31, 2023		1,737,136.64
TOTAL CASH OUTFLOW		<u>\$11,683,091.03</u>
CASH COLLECTIONS		\$10,097,635.02
INCREASE/DECREASE IN CASH		-\$1,585,456.01

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2024**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002596	7/6/2023	FISHER HEALTHCARE	6,264.08	TWO DOOR REFRIGERATOR		
002597	7/20/2023	CSESCO INC	7,507.50	CERNER MYDINE SOFTWARE		
JULY TOTALS					13,771.58	13,771.58

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002598	8/3/2023	CERNER CORPORATION	14,250.00	CERNER CLINIC MEDICATION INTEGRATION		
002599	8/17/2023	DELL COMPUTER CORPORATION	14,920.80	DELL LAPTOP MONITOR DOCKING STATION		
002600	8/24/2023	DELL COMPUTER CORPORATION	18,749.90	DELL LAPTOP MONITOR DOCKING STATION		
002601	8/24/2023	STRYKER MEDICAL	44,982.95	GURNEYS		
002602	8/31/2023	HELMER SCIENTIFIC, LLC	8,883.67	PHARMACY REFRIGERATOR		
AUGUST TOTALS					101,787.32	115,558.90

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2024**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001197	7/13/2023	JC JACOBS CARPET ONE	3,593.96	CENTRAL SCHEDULING WALL		
001198	7/13/2023	PLAN ONE/ARCHITECTS	23,704.50	LAB EXPANSION		
001198	7/13/2023	PLAN ONE/ARCHITECTS	2,340.38	ONCOLOGY SUITE RENOVATION		
001199	7/13/2023	WASATCH CONTROLS (HARRIS .	19,000.00	BUILDING AUTOMATION		
001200	7/13/2023	WESTERN ENGINEERS & GEOLO	2,546.75	BUILDING AUTOMATION		
001201	7/20/2023	HAGER INDUSTRIES, LLC	8,276.78	BULK OXYGEN		
001202	7/20/2023	WESTERN ENGINEERS & GEOLO	3,480.75	BULK OXYGEN		
WF DEBT	7/18/2023	WF DEBT SERVICE	189,475.58	WF DEBT SERVICE		
JULY TOTALS					252,418.70	252,418.70

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001203	8/3/2023	WYLIE CONSTRUCTION INC.	44,438.87	BULK OXYGEN		
001204	8/10/2023	PLAN ONE/ARCHITECTS	28,445.40	LAB EXPANSION		
001204	8/10/2023	PLAN ONE/ARCHITECTS	2,875.00	U OF U EXAM ROOM UPGRADES		
001204	8/10/2023	PLAN ONE/ARCHITECTS	2,340.37	ONCOLOGY SUITE RENOVATION		
001205	8/10/2023	WASATCH CONTROLS (HARRIS .	60,990.00	BUILDING AUTOMATION		
001206	8/31/2023	INSULATION INC.	581.16	LAB EXPANSION		
001207	8/31/2023	WASATCH CONTROLS (HARRIS .	45,273.05	BUILDING AUTOMATION		
001208	8/31/2023	WESTERN ENGINEERS & GEOLO	1,967.75	LAB EXPANSION		
001209	8/31/2023	WYLIE CONSTRUCTION INC.	43,412.07	BULK OXYGEN		
WF DEBT	8/17/2023	WF DEBT SERVICE	189,475.58	WF DEBT SERVICE		
AUGUST TOTALS					419,799.25	672,217.95

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

Amount	Description
67,436.91	Advertising Total
11,682.53	Billing Services Total
12,417.99	Blood Total
3,500.00	Building Lease Total
99,218.32	Café Management Total
3,576.59	Cellular Telephone Total
18,807.29	Collection Agency Total
39,266.11	Computer Equipment Total
999.86	Consulting Fees Total
521,276.80	Contract Maintenance Total
409,082.58	Contract Personnel Total
370.80	Courier Services Total
5,930.79	Credit Card Payment Total
23,658.96	Dental Insurance Total
9,739.33	Dialysis Supplies Total
41,313.00	Education & Travel Total
2,110.00	Employee Recruitment Total
13,574.29	Employee Vision Plan Total
159,201.88	Equipment Lease Total
5,987.35	Food Total
6,615.03	Freight Total
636.90	Fuel Total
3,364.26	Garbage Collection Total
740.00	Grant Total
624,727.43	Group Health Total
273,066.02	Hospital Supplies Total
67,253.61	Implant Supplies Total
407.00	Instruments Total
58,331.84	Insurance Premiums Total
2,455.81	Insurance Refund Total
79,890.41	Laboratory Services Total
169,408.60	Laboratory Supplies Total
5,365.62	Laundry Supplies Total
16,875.00	Legal Fees Total
33,510.48	License & Taxes Total
2,524.52	Life Insurance Total
3,100.00	Lithotripsy Services Total
22,707.22	Maintenance & Repair Total
24,228.79	Maintenance Supplies Total
945.00	Marketing & Promotional Supplies Total
6,165.34	MHSC Foundation Total
13,124.52	Minor Equipment Total
1,296.00	Monthly Pest Control Total
153,276.50	Non Medical Supplies Total
16,382.22	Office Supplies Total
8,640.00	Other Employee Benefits Total
11,396.37	Other Medical Surgical Supplies Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

2,388.00	Other Purchased Services Total
10,438.23	Oxygen Rental Total
10,916.90	Patient Refund Total
424.00	Payroll Deduction Total
6,253.36	Payroll Garnishment Total
5,350,000.00	Payroll Transfer Total
17.00	Petty Cash Total
1,272,000.07	Pharmacy Management Total
1,677.70	Physician Recruitment Total
10,000.00	Physician Retention Total
382,499.56	Physician Services Total
14,166.69	Physician Student Loan Total
5,000.00	Postage Total
26,214.50	Professional Services Total
325.00	Radiation Monitoring Total
559.65	Radiology Film Total
17,573.09	Radiology Material Total
21,704.59	Reimbursement - CME Total
13,616.65	Reimbursement - Education & Travel Total
1,290.02	Reimbursement - Insurance Premiums Total
66.86	Reimbursement - Non Hospital Supplies Total
59.69	Reimbursement - Office Supplies Total
227.85	Reimbursement - Payroll Total
592,380.47	Retirement Total
59.33	Scrub Sale Deduction Total
10,881.68	Software Total
4,144.00	Sponsorship Total
233,997.78	Surgery Supplies Total
4,789.33	Surveys Total
1,272.81	Translation Services Total
8,134.13	Unemployment Total
98,906.85	Utilities Total
1,364.80	Waste Disposal Total
2,568.00	Window Cleaning Total
11,161,504.46	Grand Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

Check Number	Date	Vendor Check Name	Amount	Description
193760	8/3/2023	ARVIG MEDIA	2,403.18	Advertising
193866	8/3/2023	GREEN RIVER STAR	927.50	Advertising
193800	8/3/2023	LAMAR ADVERTISING	2,913.00	Advertising
193820	8/3/2023	PILOT BUTTE BROADCASTING	630.00	Advertising
193823	8/3/2023	ROCKET MINER	20.63	Advertising
193935	8/10/2023	ROCKET MINER	1,032.82	Advertising
193936	8/10/2023	SCORPION HEALTHCARE LLC	6,147.13	Advertising
193944	8/10/2023	THE RADIO NETWORK	2,916.65	Advertising
194062	8/17/2023	ALL WORLD PROMOTIONS	646.46	Advertising
193980	8/17/2023	BEST VERSION MEDIA LLC	387.20	Advertising
194078	8/24/2023	BIG THICKET BROADCASTING	3,792.00	Advertising
194018	8/17/2023	LAMAR ADVERTISING	1,273.00	Advertising
194149	8/24/2023	ROCKET MINER	18.34	Advertising
194030	8/17/2023	ROYAL FLUSH ADVERTISING	637.50	Advertising
194152	8/24/2023	SCORPION HEALTHCARE LLC	2,849.00	Advertising
194168	8/24/2023	TRUE NORTH CUSTOM PUBLISHING	35,173.20	Advertising
EFT000000008271	8/10/2023	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000008290	8/24/2023	GREEN RIVER STAR	1,400.00	Advertising
194249	8/31/2023	BIG THICKET BROADCASTING	245.30	Advertising
194253	8/31/2023	BRIDGER VALLEY PIONEER	270.00	Advertising
194296	8/31/2023	KEMMERER GAZETTE	230.00	Advertising
194297	8/31/2023	LAMAR ADVERTISING	424.00	Advertising
194315	8/31/2023	PINEDALE ROUNDTUP	500.00	Advertising
194333	8/31/2023	SWEETWATER NOW, LLC	2,900.00	Advertising
193925	8/10/2023	NORTHWEST SOLUTIONS LLC	2,520.00	Billing Services
193950	8/10/2023	TRUE COMMENCE, INC	103.96	Billing Services
194001	8/17/2023	EXPRESS MEDICAID BILLING SERV	8,959.73	Billing Services
194050	8/17/2023	TRUE COMMENCE, INC	98.84	Billing Services
193956	8/10/2023	VITALANT	7,072.49	Blood
194177	8/24/2023	VITALANT	5,345.50	Blood
194093	8/24/2023	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
194170	8/24/2023	UNIDINE CORPORATION	15,376.57	Cafe Management
194342	8/31/2023	UNIDINE CORPORATION	83,841.75	Cafe Management
193965	8/10/2023	VERIZON WIRELESS, LLC	3,576.59	Cellular Telephone
194347	8/31/2023	VERIZON WIRELESS, LLC	3,576.67	Cellular Telephone
194002	8/17/2023	EXPRESS RECOVERY SERVICES	15,230.62	Collection Agency
194066	8/17/2023	WAKEFIELD & ASSOCIATES, INC.	28,867.55	Collection Agency
193965	8/17/2023	CDW GOVERNMENT LLC	2,526.86	Computer Equipment
194258	8/31/2023	CDW GOVERNMENT LLC	6,288.64	Computer Equipment
194267	8/31/2023	DELL COMPUTER CORPORATION	1,601.86	Computer Equipment
193793	8/3/2023	HOMWOOD SUITES	261.87	Consulting Fees
194182	8/24/2023	WOODARD & CURRAN INC.	738.79	Consulting Fees
193968	8/3/2023	CERNER CORPORATION	205,099.38	Contract Maintenance
193800	8/10/2023	CERNER CORPORATION	16,628.83	Contract Maintenance
193771	8/3/2023	CLOUDLI COMMUNICATIONS INC.	82.13	Contract Maintenance
193969	8/10/2023	CSG, LLC	425.31	Contract Maintenance
193909	8/10/2023	FRONT RANGE MOBILE IMAGING, INC.	6,124.00	Contract Maintenance
193796	8/3/2023	INTOUCH HEALTH	4,898.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

193907	8/10/2023	INTOUCH HEALTH	2,350.00	Contract Maintenance
193799	8/3/2023	KRONOS INCORPORATED	23,209.62	Contract Maintenance
193918	8/10/2023	MEDIALAB, INC	3,418.00	Contract Maintenance
193924	8/10/2023	NETDAIS	5,250.00	Contract Maintenance
193812	8/3/2023	NEUROMONITORING TECHNOLOGIES	300.00	Contract Maintenance
193813	8/3/2023	NUANCE COMMUNICATIONS, INC	208.33	Contract Maintenance
193819	8/3/2023	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
193938	8/10/2023	SIEMENS MEDICAL SOLUTIONS USA	9,543.33	Contract Maintenance
193899	8/3/2023	UNITED AUDIT SYSTEMS, INC.	5,655.00	Contract Maintenance
193953	8/10/2023	VANDERHILT	787.50	Contract Maintenance
193850	8/3/2023	WYODATA SECURITY INC.	1,865.00	Contract Maintenance
193957	8/10/2023	WYODATA SECURITY INC.	1,795.00	Contract Maintenance
193969	8/17/2023	CERNER CORPORATION	4,307.28	Contract Maintenance
194090	8/24/2023	CONSUMER FUSION INC.	1,750.00	Contract Maintenance
194105	8/24/2023	GE HEALTHCARE	33,711.97	Contract Maintenance
194010	8/17/2023	HEALTH MONITORING SYSTEMS, INC	5,000.00	Contract Maintenance
194011	8/17/2023	HEALTHCARESOURCE HR, INC.	9,582.84	Contract Maintenance
194109	8/24/2023	HEALTHCARESOURCE HR, INC.	950.35	Contract Maintenance
194117	8/24/2023	INTOUCH HEALTH	7,249.00	Contract Maintenance
194136	8/24/2023	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
194041	8/17/2023	SIEMENS MEDICAL SOLUTIONS USA	6,615.97	Contract Maintenance
194153	8/24/2023	SIEMENS MEDICAL SOLUTIONS USA	11,695.52	Contract Maintenance
194165	8/24/2023	TRANE U.S. INC.	10,244.68	Contract Maintenance
194052	8/17/2023	UNITED AUDIT SYSTEMS, INC.	1,395.50	Contract Maintenance
194183	8/24/2023	WORLDWASH LLC	1,575.00	Contract Maintenance
EFT000000008255	8/3/2023	LIFELINE SOFTWARE INC	2,215.00	Contract Maintenance
EFT000000008262	8/3/2023	UP TO DATE	29,410.00	Contract Maintenance
EFT000000008283	8/17/2023	STATE FIRE DC SPECIALTIES	150.00	Contract Maintenance
EFT000000008294	8/24/2023	STATE FIRE DC SPECIALTIES	1,991.00	Contract Maintenance
194298	8/31/2023	ALCOR SCIENTIFIC INC	1,700.00	Contract Maintenance
194251	8/31/2023	DISCOM	1,505.73	Contract Maintenance
194271	8/31/2023	DNV GL USA, INC.	260.00	Contract Maintenance
194285	8/31/2023	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
194291	8/31/2023	ISI WATER CHEMISTRIES	2,552.29	Contract Maintenance
194307	8/31/2023	NUANCE COMMUNICATIONS, INC	208.33	Contract Maintenance
194318	8/31/2023	REMI CORPORATION	2,881.14	Contract Maintenance
194338	8/31/2023	THOMSON REUTERS	1,957.82	Contract Maintenance
194351	8/31/2023	WYODATA SECURITY INC.	1,585.00	Contract Maintenance
W/T	8/21/2023	TRIZETTO FEE	237.00	Contract Maintenance
W/T	8/4/2023	ZENITH FEE	420.42	Contract Maintenance
W/T	8/21/2023	TRIZETTO FEE	5,864.66	Contract Maintenance
193834	8/3/2023	MHC HEALTH	47,139.59	Contract Maintenance
194262	8/31/2023	COMPUNET, INC.	30,224.28	Contract Maintenance
193780	8/3/2023	ELWOOD STAFFING SERVICES, INC	1,189.35	Contract Personnel
193886	8/10/2023	ELWOOD STAFFING SERVICES, INC	101.25	Contract Personnel
193782	8/3/2023	FAVORITE HEALTHCARE STAFFING, INC.	4,791.89	Contract Personnel
193887	8/10/2023	FAVORITE HEALTHCARE STAFFING, INC.	1,612.00	Contract Personnel
193785	8/3/2023	FOCUSONE SOLUTIONS LLC	87,814.01	Contract Personnel
193891	8/10/2023	FOCUSONE SOLUTIONS LLC	84,522.02	Contract Personnel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

193999	8/17/2023	ELWOOD STAFFING SERVICES, INC	101.25	Contract Personnel
194101	8/24/2023	FAVORITE HEALTHCARE STAFFING, INC.	3,239.10	Contract Personnel
194005	8/17/2023	FOCUSONE SOLUTIONS LLC	77,421.76	Contract Personnel
194104	8/24/2023	FOCUSONE SOLUTIONS LLC	71,946.00	Contract Personnel
194151	8/24/2023	SARAH ROTH	780.00	Contract Personnel
194272	8/31/2023	ELWOOD STAFFING SERVICES, INC	646.38	Contract Personnel
194274	8/31/2023	FAVORITE HEALTHCARE STAFFING, INC.	3,195.40	Contract Personnel
194277	8/31/2023	FOCUSONE SOLUTIONS LLC	71,727.38	Contract Personnel
194138	8/24/2023	PACKAGERUNNER LOGISTICS LLC	370.80	Courier Services
W/T	8/25/2023	UMB BANK	5,930.79	Credit Card Payment
193995	8/17/2023	DELTA DENTAL	23,658.96	Dental Insurance
193786	8/3/2023	FRESENIUS USA MARKETING, INC.	823.50	Dialysis Supplies
193902	8/10/2023	FRESENIUS USA MARKETING, INC.	1,727.40	Dialysis Supplies
193789	8/3/2023	HACH COMPANY	137.34	Dialysis Supplies
194006	8/17/2023	FRESENIUS USA MARKETING, INC.	3,766.92	Dialysis Supplies
194110	8/24/2023	HENRY SCHEIN INC	262.27	Dialysis Supplies
EFT000000006268	8/10/2023	HENRY SCHEIN INC	156.00	Dialysis Supplies
194279	8/31/2023	FRESENIUS USA MARKETING, INC.	2,865.82	Dialysis Supplies
193761	8/3/2023	ASHE	300.00	Education & Travel
193851	8/3/2023	WYOMING HOSPITAL ASSOCIATION	1,250.00	Education & Travel
193958	8/10/2023	WYOMING HOSPITAL ASSOCIATION	750.00	Education & Travel
194181	8/24/2023	WOLTERS KLUWER LAW & BUSINESS	38,763.00	Education & Travel
194185	8/24/2023	WYOMING HOSPITAL ASSOCIATION	250.00	Education & Travel
EFT000000006272	8/10/2023	SAFE SECURE TESTING INC.	600.00	Employee Recruitment
193973	8/17/2023	ALTITUDE ANALYSIS	65.00	Employee Recruitment
194113	8/24/2023	HOLIDAY INN - ROCK SPRINGS	445.00	Employee Recruitment
194059	8/17/2023	WESTERN WY COLLEGE	1,000.00	Employee Recruitment
193845	8/3/2023	VISION SERVICE PLAN - WY	6,867.48	Employee Vision Plan
194348	8/31/2023	VISION SERVICE PLAN - WY	6,706.81	Employee Vision Plan
193892	8/10/2023	COPIER & SUPPLY COMPANY	67.04	Equipment Lease
193904	8/10/2023	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
193826	8/3/2023	SHADOW MOUNTAIN WATER CO., WY	162.68	Equipment Lease
193937	8/10/2023	SHADOW MOUNTAIN WATER CO., WY	1,025.75	Equipment Lease
193841	8/3/2023	US BANK EQUIPMENT FINANCE	1,064.73	Equipment Lease
193986	8/17/2023	CAREFUSION SOLUTIONS, LLC	26,581.00	Equipment Lease
194092	8/24/2023	COPIER & SUPPLY COMPANY	9,550.41	Equipment Lease
194039	8/17/2023	SHADOW MOUNTAIN WATER CO., WY	394.32	Equipment Lease
194063	8/17/2023	SIEMENS FINANCIAL SERVICES, INC	37,088.85	Equipment Lease
194053	8/17/2023	US BANK EQUIPMENT FINANCE	1,014.14	Equipment Lease
194257	8/31/2023	CAREFUSION SOLUTIONS, LLC	26,581.00	Equipment Lease
194281	8/31/2023	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
194345	8/31/2023	US BANK EQUIPMENT FINANCE	1,024.71	Equipment Lease
193783	8/3/2023	F B MCFADDEN WHOLESALE	1,631.45	Food
193898	8/10/2023	F B MCFADDEN WHOLESALE	70.00	Food
194003	8/17/2023	F B MCFADDEN WHOLESALE	3,879.00	Food
194102	8/24/2023	F B MCFADDEN WHOLESALE	486.90	Food
193889	8/10/2023	FED EX	285.12	Freight
193849	8/10/2023	TRIOSE, INC	870.20	Freight
194049	8/17/2023	TRIOSE, INC	1,462.35	Freight

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

194167	8/24/2023	TRIOSE, INC	1,830.19	Freight
194275	8/31/2023	FED EX	704.13	Freight
194344	8/31/2023	UPS STORE	1,462.00	Freight
193933	8/10/2023	BAILEY ENTERPRISES	636.90	Fuel
194047	8/17/2023	SWEETWATER COUNTY SOLID WASTE	160.00	Garbage Collection
EFT00000000297	8/24/2023	WWS - ROCK SPRINGS	3,204.26	Garbage Collection
193830	8/3/2023	ST. JOHN'S HOSPITAL FOUNDATION	740.00	Grant
W/T	8/22/2023	FURTHER ADMIN FEE	279.50	Group Health
W/T	8/31/2023	FURTHER FLEX 8/30/23	1,694.22	Group Health
W/T	8/24/2023	FURTHER FLEX 8/23/23	2,030.96	Group Health
W/T	8/3/2023	FURTHER FLEX 8/2/23	2,126.85	Group Health
W/T	8/17/2023	FURTHER FLEX 8/16/23	2,919.86	Group Health
W/T	8/10/2023	FURTHER FLEX 8/9/23	3,272.82	Group Health
W/T	8/18/2023	BLUE CROSS BLUE SHIELD 8/11/23	96,067.91	Group Health
W/T	8/25/2023	BLUE CROSS BLUE SHIELD 8/18/23	139,666.81	Group Health
W/T	8/11/2023	BLUE CROSS BLUE SHIELD 8/4/23	165,698.23	Group Health
W/T	8/4/2023	BLUE CROSS BLUE SHIELD 7/28/23	210,970.27	Group Health
193825	8/3/2023	ABBOTT NUTRITION	32.11	Hospital Supplies
193755	8/3/2023	AESCLAP INC	375.28	Hospital Supplies
193871	8/10/2023	AIRCLEAR SYSTEMS	185.00	Hospital Supplies
193759	8/3/2023	APPLIED MEDICAL	78.00	Hospital Supplies
193877	8/10/2023	APPLIED MEDICAL	692.00	Hospital Supplies
193765	8/3/2023	B BRAUN MEDICAL INC.	2,497.00	Hospital Supplies
193880	8/10/2023	BELMONT MEDICAL TECHNOLOGIES	2,030.00	Hospital Supplies
193881	8/10/2023	BIG MEDICAL LLC	5,200.00	Hospital Supplies
193882	8/10/2023	BIDMET SPORTS MEDICINE	2,163.00	Hospital Supplies
193767	8/3/2023	BOSTON SCIENTIFIC CORP	3,626.72	Hospital Supplies
193884	8/10/2023	BOSTON SCIENTIFIC CORP	449.98	Hospital Supplies
193775	8/3/2023	C R BARD INC	958.89	Hospital Supplies
193888	8/10/2023	CARDINAL HEALTH/V. MUELLER	9,337.93	Hospital Supplies
193769	8/3/2023	CAREFUSION 2200 INC	1,677.90	Hospital Supplies
193772	8/3/2023	COASTAL LIFE SYSTEMS, INC.	859.92	Hospital Supplies
193776	8/3/2023	DIAGNOSTICA STAGO INC	2,863.20	Hospital Supplies
193779	8/3/2023	DI ORTHOPEDICS, LLC	74.36	Hospital Supplies
193895	8/10/2023	DI ORTHOPEDICS, LLC	335.36	Hospital Supplies
193791	8/3/2023	HILL-ROM	133.81	Hospital Supplies
193792	8/3/2023	HOLOGIC, INC.	50,046.13	Hospital Supplies
193806	8/10/2023	HOLOGIC, INC.	2,158.25	Hospital Supplies
193797	8/3/2023	I & J HEALTH CARE SYSTEMS INC	2,245.12	Hospital Supplies
193809	8/10/2023	I & J HEALTH CARE SYSTEMS INC	572.27	Hospital Supplies
193912	8/10/2023	KARL STORZ ENDOSCOPY-AMERICA	7,154.03	Hospital Supplies
193913	8/10/2023	KCI USA	2,653.40	Hospital Supplies
193811	8/3/2023	M V A P MEDICAL SUPPLIES, INC.	3.95	Hospital Supplies
193817	8/10/2023	MCKESSON MEDICAL-SURGICAL	1,654.81	Hospital Supplies
193804	8/3/2023	MEDELA LLC	99.70	Hospital Supplies
193806	8/3/2023	MEDTRONIC, USA	288.00	Hospital Supplies
193923	8/10/2023	MEDTECH PRODUCTS, INC	92.80	Hospital Supplies
193815	8/3/2023	OWENS & MINOR 90885430	2,167.68	Hospital Supplies
193826	8/10/2023	OWENS & MINOR 90885430	2,148.13	Hospital Supplies

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193929	8/10/2023	PERFORMANCE HEALTH SUPPLY INC	58.83	Hospital Supplies
193822	8/3/2023	RADIOMETER AMERICA INC	178.58	Hospital Supplies
193932	8/10/2023	RADIOMETER AMERICA INC	1,321.78	Hospital Supplies
193827	8/3/2023	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,020.00	Hospital Supplies
193829	8/3/2023	STERIS CORPORATION	5,750.42	Hospital Supplies
193837	8/3/2023	TRI-ANIM HEALTH SERVICES INC	838.26	Hospital Supplies
193842	8/3/2023	UTAH MEDICAL PRODUCTS INC	315.59	Hospital Supplies
193952	8/10/2023	UTAH MEDICAL PRODUCTS INC	84.66	Hospital Supplies
193954	8/10/2023	VAPOTHERM INC.	1,226.00	Hospital Supplies
193843	8/3/2023	VERATHON INC.	434.00	Hospital Supplies
193847	8/3/2023	WAXIE SANITARY SUPPLY	4,236.28	Hospital Supplies
194150	8/24/2023	ABBOTT NUTRITION	45.00	Hospital Supplies
193974	8/17/2023	APPLIED MEDICAL	550.00	Hospital Supplies
194071	8/24/2023	APPLIED MEDICAL	96.00	Hospital Supplies
194072	8/24/2023	ARGON MEDICAL	554.00	Hospital Supplies
194073	8/24/2023	ARTHREX INC.	2,420.00	Hospital Supplies
193979	8/17/2023	B BRAUN MEDICAL INC.	1,163.50	Hospital Supplies
194076	8/24/2023	B BRAUN MEDICAL INC.	274.62	Hospital Supplies
194075	8/24/2023	BARD PERIPHERAL VASCULAR INC	862.00	Hospital Supplies
193977	8/17/2023	BAXTER BIO SCIENCE	5,078.57	Hospital Supplies
193975	8/17/2023	BAXTER HEALTHCARE CORP/IV	7,294.84	Hospital Supplies
193976	8/17/2023	BAXTER HEALTHCARE CORPORATION	5,950.99	Hospital Supplies
193978	8/17/2023	BAYER HEALTHCARE LLC	356.16	Hospital Supplies
193982	8/17/2023	BOSTON SCIENTIFIC CORP	2,044.23	Hospital Supplies
194081	8/24/2023	BOSTON SCIENTIFIC CORP	2,362.16	Hospital Supplies
193984	8/17/2023	CARDINAL HEALTH/V. MUELLER	7,653.56	Hospital Supplies
194085	8/24/2023	CAREFUSION 2200 INC	1,280.00	Hospital Supplies
193987	8/17/2023	CARSTENS HEALTH INDUSTRIES INC	68.70	Hospital Supplies
193993	8/17/2023	COOK MEDICAL INCORPORATED	276.48	Hospital Supplies
193996	8/17/2023	DIAGNOSTICA STAGO INC	2,202.96	Hospital Supplies
194098	8/24/2023	DIAGNOSTICA STAGO INC	841.17	Hospital Supplies
193998	8/17/2023	DJ ORTHOPEDICS, LLC	113.16	Hospital Supplies
194099	8/24/2023	ETHICON ENDO-SURGERY, INC	1,541.30	Hospital Supplies
194007	8/17/2023	FSI LABEL	31.95	Hospital Supplies
194112	8/24/2023	HILL-ROMA	164.64	Hospital Supplies
194012	8/17/2023	HIOLOGIC, INC.	48.50	Hospital Supplies
194016	8/17/2023	J & J HEALTH CARE SYSTEMS INC	3,809.91	Hospital Supplies
194118	8/24/2023	J & J HEALTH CARE SYSTEMS INC	4,080.55	Hospital Supplies
194017	8/17/2023	KARL STORZ ENDOSCOPY-AMERICA	6,029.50	Hospital Supplies
194161	8/24/2023	LEICA BIOSYSTEMS RICHMOND	331.38	Hospital Supplies
194134	8/24/2023	M V A P MEDICAL SUPPLIES, INC.	341.00	Hospital Supplies
194021	8/17/2023	MARKET LAB, INC	389.95	Hospital Supplies
194125	8/24/2023	MARKET LAB, INC	389.95	Hospital Supplies
194022	8/17/2023	MASIMO AMERICAS, INC.	220.00	Hospital Supplies
194126	8/24/2023	MASIMO AMERICAS, INC.	1,090.00	Hospital Supplies
194127	8/24/2023	MCKESSON MEDICAL-SURGICAL	1,141.52	Hospital Supplies
194128	8/24/2023	MEDI-DOSE INCORPORATED	126.15	Hospital Supplies
194133	8/24/2023	MINDRAY DS USA, INC.	3,950.00	Hospital Supplies
194028	8/17/2023	OLYMPUS AMERICA INC	2,537.50	Hospital Supplies

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194137	8/24/2023	OLYMPUS AMERICA INC	1,266.49	Hospital Supplies
194029	8/17/2023	OWENS & MINOR 90005430	4,380.09	Hospital Supplies
194140	8/24/2023	PATTERSON DENTAL - 408	29.98	Hospital Supplies
194146	8/24/2023	RADIOMETER AMERICA INC	1,951.97	Hospital Supplies
194034	8/17/2023	RESPIRONICS	210.90	Hospital Supplies
194148	8/24/2023	RESPIRONICS	427.00	Hospital Supplies
194042	8/17/2023	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,218.75	Hospital Supplies
194045	8/17/2023	STERIS CORPORATION	373.63	Hospital Supplies
194158	8/24/2023	STERIS CORPORATION	1,749.21	Hospital Supplies
194048	8/17/2023	TRI-ANIM HEALTH SERVICES INC	31.00	Hospital Supplies
194054	8/17/2023	UTAH MEDICAL PRODUCTS INC	111.18	Hospital Supplies
194055	8/17/2023	VERATHON INC	1,104.00	Hospital Supplies
194175	8/24/2023	VERATHON INC	651.00	Hospital Supplies
194170	8/24/2023	WAXIE SANITARY SUPPLY	4,135.91	Hospital Supplies
EFT00000000252	8/3/2023	BREG INC	55.92	Hospital Supplies
EFT00000000254	8/3/2023	HARDY DIAGNOSTICS	832.51	Hospital Supplies
EFT00000000257	8/3/2023	OVATION MEDICAL	513.85	Hospital Supplies
EFT00000000260	8/3/2023	STRYKER INSTRUMENTS	329.16	Hospital Supplies
EFT00000000265	8/10/2023	BREG INC	292.90	Hospital Supplies
EFT00000000267	8/10/2023	HARDY DIAGNOSTICS	106.28	Hospital Supplies
EFT00000000270	8/10/2023	OVATION MEDICAL	47.80	Hospital Supplies
EFT00000000273	8/10/2023	STRYKER INSTRUMENTS	714.66	Hospital Supplies
EFT00000000274	8/10/2023	ZOLL MEDICAL CORPORATION	364.09	Hospital Supplies
EFT00000000277	8/17/2023	BREG INC	235.97	Hospital Supplies
EFT00000000279	8/17/2023	HARDY DIAGNOSTICS	1,325.94	Hospital Supplies
EFT00000000284	8/17/2023	STRYKER INSTRUMENTS	1,429.34	Hospital Supplies
EFT00000000291	8/24/2023	HARDY DIAGNOSTICS	895.08	Hospital Supplies
EFT00000000295	8/24/2023	STRYKER INSTRUMENTS	329.16	Hospital Supplies
194240	8/31/2023	ALLEN MEDICAL SYSTEMS INC	416.96	Hospital Supplies
194241	8/31/2023	APPLIED MEDICAL	1,050.00	Hospital Supplies
194244	8/31/2023	ASPEN SURGICAL	315.34	Hospital Supplies
194245	8/31/2023	B BRAUN MEDICAL INC.	3,800.58	Hospital Supplies
194248	8/31/2023	BIG MEDICAL LLC	2,125.00	Hospital Supplies
194252	8/31/2023	BOSTON SCIENTIFIC CORP	1,595.73	Hospital Supplies
194255	8/31/2023	CARDINAL HEALTH/V. MUELLER	7,909.47	Hospital Supplies
194263	8/31/2023	CONE INSTRUMENTS	97.95	Hospital Supplies
194270	8/31/2023	DJ ORTHOPEDICS, LLC	74.36	Hospital Supplies
194282	8/31/2023	GENERAL HOSPITAL SUPPLY CORPORATION	754.00	Hospital Supplies
194286	8/31/2023	HEALTHCARE LOGISTICS INC	10.30	Hospital Supplies
194287	8/31/2023	HILL-ROM	756.75	Hospital Supplies
194288	8/31/2023	HIOLOGIC, INC.	12,574.00	Hospital Supplies
194289	8/31/2023	HILL ANESTHESIA INC	92.50	Hospital Supplies
194300	8/31/2023	MASIMO AMERICAS, INC.	600.00	Hospital Supplies
194306	8/31/2023	OLYMPUS AMERICA INC	47.70	Hospital Supplies
194310	8/31/2023	OWENS & MINOR 90005430	5,740.11	Hospital Supplies
194313	8/31/2023	PERFORMANCE HEALTH SUPPLY INC	68.55	Hospital Supplies
194317	8/31/2023	RADIOMETER AMERICA INC	280.54	Hospital Supplies
194329	8/31/2023	STERIS CORPORATION	4,339.80	Hospital Supplies
194332	8/31/2023	SUREMARK CO	455.00	Hospital Supplies

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194341	8/31/2023	TRO-ANIM HEALTH SERVICES INC	1,222.41	Hospital Supplies
194349	8/31/2023	WAXIE SANITARY SUPPLY	5,878.13	Hospital Supplies
EFT000000008301	8/31/2023	BREG INC	304.89	Hospital Supplies
EFT000000008302	8/31/2023	BSN MEDICAL INC	737.94	Hospital Supplies
EFT000000008304	8/31/2023	HARDY DIAGNOSTICS	681.62	Hospital Supplies
193776	8/3/2023	CTM BIOMEDICAL, LLC	5,990.00	Implant Supplies
193814	8/3/2023	OSSIO, INC.	9,580.00	Implant Supplies
193836	8/3/2023	TREACE MEDICAL CONCEPTS, INC.	8,130.00	Implant Supplies
193994	8/17/2023	CTM BIOMEDICAL, LLC	5,990.00	Implant Supplies
EFT000000008269	8/10/2023	LIFENET HEALTH	10,512.00	Implant Supplies
EFT000000008292	8/24/2023	LIFENET HEALTH	7,008.00	Implant Supplies
194309	8/31/2023	OSSIO, INC.	7,285.00	Implant Supplies
194311	8/31/2023	PARAGON 28 INC.	1,398.61	Implant Supplies
194340	8/31/2023	TREACE MEDICAL CONCEPTS, INC.	11,360.00	Implant Supplies
194260	8/31/2023	CIVCO MEDICAL INSTRUMENTS	407.00	Instruments
193840	8/3/2023	PROVIDENT LIFE & ACCIDENT	22,885.97	Insurance Premiums
194172	8/24/2023	PROVIDENT LIFE & ACCIDENT	8,276.84	Insurance Premiums
194343	8/31/2023	PROVIDENT LIFE & ACCIDENT	27,169.03	Insurance Premiums
194213	8/24/2023	INSURANCE REFUND	527.36	Insurance Refund
194061	8/17/2023	INSURANCE REFUND	11.31	Insurance Refund
194214	8/24/2023	INSURANCE REFUND	199.04	Insurance Refund
194227	8/24/2023	INSURANCE REFUND	211.39	Insurance Refund
194228	8/24/2023	INSURANCE REFUND	499.49	Insurance Refund
194215	8/24/2023	INSURANCE REFUND	125.96	Insurance Refund
194205	8/24/2023	INSURANCE REFUND	838.66	Insurance Refund
194204	8/24/2023	INSURANCE REFUND	42.60	Insurance Refund
193915	8/10/2023	LGC CLINICAL DIAGNOSTICS, INC.	570.00	Laboratory Services
194160	8/24/2023	SUMMIT PATHOLOGY	23,006.46	Laboratory Services
EFT000000008287	8/24/2023	ARIUP LABORATORIES, INC.	48,394.55	Laboratory Services
194304	8/31/2023	METABOLIC NEWBORN SCREENING	7,239.40	Laboratory Services
194305	8/31/2023	NEOGENOMICS LABORATORIES, INC.	680.00	Laboratory Services
193768	8/3/2023	CARDINAL HEALTH	7,411.06	Laboratory Supplies
193687	8/10/2023	CARDINAL HEALTH	27,519.94	Laboratory Supplies
193770	8/3/2023	CEPHED	3,240.00	Laboratory Supplies
193784	8/3/2023	FISHER HEALTHCARE	1,525.85	Laboratory Supplies
193900	8/10/2023	FISHER HEALTHCARE	1,872.85	Laboratory Supplies
193916	8/10/2023	LIFELIC TECHNOLOGIES	420.00	Laboratory Supplies
193857	8/3/2023	PACE ANALYTICAL SERVICES, LLC	257.30	Laboratory Supplies
193946	8/10/2023	SYSTEMS AMERICA INC.	629.88	Laboratory Supplies
193958	8/3/2023	TYPENEX MEDICAL, LLC	231.06	Laboratory Supplies
193951	8/10/2023	TYPENEX MEDICAL, LLC	231.06	Laboratory Supplies
194070	8/24/2023	ANABIONE SYSTEMS	28.00	Laboratory Supplies
194079	8/24/2023	BIONEUREX, INC.	4,132.08	Laboratory Supplies
194093	8/24/2023	CANCER DIAGNOSTICS, INC.	111.35	Laboratory Supplies
193983	8/17/2023	CARDINAL HEALTH	9,687.66	Laboratory Supplies
194094	8/24/2023	CARDINAL HEALTH	42,082.92	Laboratory Supplies
194086	8/24/2023	CEPHED	26,308.60	Laboratory Supplies
194103	8/24/2023	FISHER HEALTHCARE	15,945.85	Laboratory Supplies
194157	8/24/2023	STATLAB MEDICAL PRODUCTS	151.00	Laboratory Supplies

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194162	8/24/2023	SYSMEX AMERICA INC.	2,641.48	Laboratory Supplies
194169	8/24/2023	TYPENEX MEDICAL, LLC	967.80	Laboratory Supplies
EFT000000008264	8/10/2023	BIO-RAD LABORATORIES	1,115.68	Laboratory Supplies
EFT000000008286	8/24/2023	BIO-RAD LABORATORIES	2,743.47	Laboratory Supplies
194250	8/31/2023	BIOMERIEUX, INC.	4,198.25	Laboratory Supplies
194254	8/31/2023	CARDINAL HEALTH	2,989.97	Laboratory Supplies
194259	8/31/2023	CEPHED	70.00	Laboratory Supplies
194276	8/31/2023	FISHER HEALTHCARE	1,419.89	Laboratory Supplies
194301	8/31/2023	MEDI BADGE INC.	223.39	Laboratory Supplies
194335	8/31/2023	SYSMEX AMERICA INC.	2,183.51	Laboratory Supplies
EFT000000008300	8/31/2023	BIO-RAD LABORATORIES	8,263.09	Laboratory Supplies
EFT000000008305	8/31/2023	IDENTICARD	795.00	Laboratory Supplies
EFT000000008256	8/3/2023	MARTIN-RAY LAUNDRY SYSTEMS	3,193.85	Laundry Supplies
EFT000000008293	8/24/2023	MARTIN-RAY LAUNDRY SYSTEMS	2,171.77	Laundry Supplies
194142	8/24/2023	PHILLIPS LAW, LLC	14,275.00	Legal Fees
194290	8/31/2023	HUSCH BLACKWELL LLP	2,600.00	Legal Fees
194116	8/24/2023	INTERACT INTRANET INC	32,460.48	License & Taxes
194284	8/31/2023	HALL NOBLE & ASSOCIATES P.C.	1,050.00	License & Taxes
194306	8/31/2023	NEW YORK LIFE INSURANCE COMPANY	2,524.52	Life Insurance
194186	8/24/2023	WYOMING UROLOGICAL SERVICES, LP	3,100.00	Lithotripsy Service
193763	8/3/2023	BADGER DAYLIGHTING CORP	604.98	Maintenance & Repair
193802	8/3/2023	LEAF	5,459.83	Maintenance & Repair
193816	8/3/2023	PARTSSOURCE	171.91	Maintenance & Repair
193927	8/10/2023	PARTSSOURCE	250.97	Maintenance & Repair
193933	8/3/2023	TENACORE	295.00	Maintenance & Repair
193971	8/17/2023	AGILITI SURGICAL EQUIPMENT REPAIR INC.	758.80	Maintenance & Repair
194067	8/24/2023	AGILITI SURGICAL EQUIPMENT REPAIR INC.	3,900.00	Maintenance & Repair
194080	8/24/2023	BOBCAT OF ROCK SPRINGS	785.07	Maintenance & Repair
194111	8/24/2023	HERITAGE FORD OF VERNAL	140.10	Maintenance & Repair
194019	8/17/2023	LEAF	2,670.00	Maintenance & Repair
194139	8/24/2023	PARTSSOURCE	98.07	Maintenance & Repair
194044	8/17/2023	STEALTH TECHNOLOGIES	108.49	Maintenance & Repair
194174	8/24/2023	MEOLA WTS SERVICES USA, INC.	3,679.00	Maintenance & Repair
194058	8/17/2023	WELCH ALLYN, INC.	379.00	Maintenance & Repair
194237	8/31/2023	AGILITI SURGICAL EQUIPMENT REPAIR INC.	970.00	Maintenance & Repair
194312	8/31/2023	PARTSSOURCE	87.50	Maintenance & Repair
194346	8/31/2023	MEOLA WTS SERVICES USA, INC.	2,348.10	Maintenance & Repair
193728	8/3/2023	GRAINGER	744.59	Maintenance Supplies
193905	8/10/2023	GRAINGER	385.29	Maintenance Supplies
194069	8/24/2023	ALPINE PURE SOFT WATER	970.20	Maintenance Supplies
193981	8/17/2023	BLOEDORN LUMBER	144.99	Maintenance Supplies
193991	8/17/2023	MCODALE ELECTRIC SUPPLY, INC	667.20	Maintenance Supplies
194003	8/17/2023	GRAINGER	316.39	Maintenance Supplies
194106	8/24/2023	GRAINGER	644.53	Maintenance Supplies
194013	8/17/2023	HOME DEPOT	1,138.27	Maintenance Supplies
194115	8/24/2023	HOME DEPOT	722.59	Maintenance Supplies
194036	8/17/2023	ROCK SPRINGS WINNIELSON CO	272.18	Maintenance Supplies
194080	8/17/2023	WOOL WAREHOUSE	399.32	Maintenance Supplies
EFT000000008258	8/3/2023	ROBERT I MERFILL COMPANY	12,868.00	Maintenance Supplies

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EFT000000008259	8/3/2023	SHERWIN WILLIAMS CO	172.54	Maintenance Supplies
EFT000000008261	8/3/2023	ULINE, INC	320.50	Maintenance Supplies
EFT000000008275	8/17/2023	ACE HARDWARE	356.88	Maintenance Supplies
EFT000000008281	8/17/2023	ROBERT I MERRILL COMPANY	250.00	Maintenance Supplies
EFT000000008285	8/17/2023	ULINE, INC	425.50	Maintenance Supplies
194261	8/31/2023	CODALE ELECTRIC SUPPLY, INC	175.38	Maintenance Supplies
194321	8/31/2023	ROCK SPRINGS WINNELSON CO	3,146.84	Maintenance Supplies
EFT000000008296	8/31/2023	ACE HARDWARE	107.00	Maintenance Supplies
194144	8/24/2023	PURPLE LIZARDS, LLC	945.00	Marketing & Promotional Supplies
193748	8/1/2023	MHSC-FOUNDATION	2,364.44	MHSC Foundation
193807	8/3/2023	MHSC-FOUNDATION	655.68	MHSC Foundation
193966	8/15/2023	MHSC-FOUNDATION	1,495.30	MHSC Foundation
194131	8/24/2023	MHSC-FOUNDATION	1,649.92	MHSC Foundation
194087	8/24/2023	CHEYENNE REGIONAL MEDICAL CENTER	7,157.92	Minor Equipment
193990	8/17/2023	CLAFIN SERVICE COMPANY (CME)	867.90	Minor Equipment
194014	8/17/2023	INNOVATION WIRELESS	1,743.80	Minor Equipment
194179	8/24/2023	WIELAND	3,149.41	Minor Equipment
194324	8/31/2023	SENSONICS, INC	205.49	Minor Equipment
193947	8/10/2023	TERMINIX OF WYOMING	787.00	Monthly Pest Control
194337	8/31/2023	TERMINIX OF WYOMING	509.00	Monthly Pest Control
193805	8/3/2023	MEDLINE INDUSTRIES INC	15,910.56	Non Medical Supplies
193920	8/10/2023	MEDLINE INDUSTRIES INC	21,735.58	Non Medical Supplies
194023	8/17/2023	MEDLINE INDUSTRIES INC	54,504.76	Non Medical Supplies
194129	8/24/2023	MEDLINE INDUSTRIES INC	26,723.64	Non Medical Supplies
194074	8/24/2023	ASPEN MOUNTAIN MEDICAL CENTER LLC	21,619.92	Non Medical Supplies
EFT000000008280	8/17/2023	POSITIVE PROMOTIONS	4,163.00	Non Medical Supplies
194278	8/31/2023	FOLLETT CORPORATION	451.74	Non Medical Supplies
194302	8/31/2023	MEDLINE INDUSTRIES INC	7,669.24	Non Medical Supplies
194326	8/31/2023	SMILEMAKERS	497.58	Non Medical Supplies
193939	8/10/2023	STANDARD REGISTER COMPANY	328.08	Office Supplies
193826	8/3/2023	STAPLES BUSINESS ADVANTAGE	8,263.57	Office Supplies
193940	8/10/2023	STAPLES BUSINESS ADVANTAGE	346.97	Office Supplies
194155	8/24/2023	STANDARD REGISTER COMPANY	277.92	Office Supplies
194043	8/17/2023	STAPLES BUSINESS ADVANTAGE	3,363.23	Office Supplies
194156	8/24/2023	STAPLES BUSINESS ADVANTAGE	833.70	Office Supplies
EFT000000008282	8/17/2023	SMYTH PRINTING	378.00	Office Supplies
194273	8/31/2023	ENCOMPASS GROUP, LLC	2,175.36	Office Supplies
194328	8/31/2023	STAPLES BUSINESS ADVANTAGE	415.39	Office Supplies
193960	8/10/2023	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
194187	8/24/2023	YOUNG AT HEART SENIOR CITIZENS CENTER	6,370.00	Other Employee Benefits
194339	8/31/2023	TRANSFORMATIONS FACE PAINTING, LLC	300.00	Other Employee Benefits
194035	8/17/2023	ROCK SPRINGS LV. CENTER	11,253.78	Other Medical Surgical Supplies
194320	8/31/2023	ROCK SPRINGS LV. CENTER	142.59	Other Medical Surgical Supplies
193909	8/3/2023	QUICK RESPONSE TAXI	175.00	Other Purchased Services
193914	8/10/2023	QUICK RESPONSE TAXI	73.00	Other Purchased Services
194082	8/24/2023	BUSSKOH. BOUNCY HOUSES	495.00	Other Purchased Services
194088	8/24/2023	ECJ SIGNS	420.00	Other Purchased Services
194080	8/17/2023	QUICK RESPONSE TAXI	76.00	Other Purchased Services
194123	8/24/2023	QUICK RESPONSE TAXI	245.00	Other Purchased Services

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194353	8/31/2023	QUICK RESPONSE TAXI	264.00	Other Purchased Services
194323	8/31/2023	R.S. CHAMBER OF COMMERCE	700.00	Other Purchased Services
EFT00000000251	8/3/2023	AIRGAS INTERMOUNTAIN INC	1,360.89	Oxygen Rental
EFT00000000263	8/10/2023	AIRGAS INTERMOUNTAIN INC	181.68	Oxygen Rental
EFT00000000276	8/17/2023	AIRGAS INTERMOUNTAIN INC	3,903.05	Oxygen Rental
EFT00000000286	8/24/2023	AIRGAS INTERMOUNTAIN INC	4,269.19	Oxygen Rental
EFT00000000299	8/31/2023	AIRGAS INTERMOUNTAIN INC	723.42	Oxygen Rental
193852	8/3/2023	PATIENT REFUND	26.42	Patient Refund
193853	8/3/2023	PATIENT REFUND	213.00	Patient Refund
193854	8/3/2023	PATIENT REFUND	69.16	Patient Refund
193855	8/3/2023	PATIENT REFUND	50.00	Patient Refund
193856	8/3/2023	PATIENT REFUND	19.00	Patient Refund
193857	8/3/2023	PATIENT REFUND	4.83	Patient Refund
193858	8/3/2023	PATIENT REFUND	35.00	Patient Refund
193859	8/3/2023	PATIENT REFUND	12.50	Patient Refund
193860	8/3/2023	PATIENT REFUND	18.27	Patient Refund
193861	8/3/2023	PATIENT REFUND	12.00	Patient Refund
193862	8/3/2023	PATIENT REFUND	299.00	Patient Refund
193863	8/3/2023	PATIENT REFUND	300.00	Patient Refund
193864	8/3/2023	PATIENT REFUND	19.99	Patient Refund
193865	8/3/2023	PATIENT REFUND	19.82	Patient Refund
194195	8/24/2023	PATIENT REFUND	22.51	Patient Refund
194196	8/24/2023	PATIENT REFUND	100.00	Patient Refund
194209	8/24/2023	PATIENT REFUND	38.24	Patient Refund
194218	8/24/2023	PATIENT REFUND	517.00	Patient Refund
194190	8/24/2023	PATIENT REFUND	37.62	Patient Refund
194191	8/24/2023	PATIENT REFUND	423.15	Patient Refund
194197	8/24/2023	PATIENT REFUND	39.19	Patient Refund
194217	8/24/2023	PATIENT REFUND	791.17	Patient Refund
194219	8/24/2023	PATIENT REFUND	135.03	Patient Refund
194220	8/24/2023	PATIENT REFUND	373.50	Patient Refund
194221	8/24/2023	PATIENT REFUND	234.00	Patient Refund
194222	8/24/2023	PATIENT REFUND	957.52	Patient Refund
194223	8/24/2023	PATIENT REFUND	252.00	Patient Refund
194224	8/24/2023	PATIENT REFUND	45.50	Patient Refund
194225	8/24/2023	PATIENT REFUND	299.50	Patient Refund
194226	8/24/2023	PATIENT REFUND	34.50	Patient Refund
194212	8/24/2023	PATIENT REFUND	64.60	Patient Refund
194210	8/24/2023	PATIENT REFUND	140.36	Patient Refund
194192	8/24/2023	PATIENT REFUND	33.00	Patient Refund
194198	8/24/2023	PATIENT REFUND	1,004.80	Patient Refund
194199	8/24/2023	PATIENT REFUND	100.00	Patient Refund
194208	8/24/2023	PATIENT REFUND	322.00	Patient Refund
194206	8/24/2023	PATIENT REFUND	769.52	Patient Refund
194193	8/24/2023	PATIENT REFUND	57.00	Patient Refund
194211	8/24/2023	PATIENT REFUND	20.74	Patient Refund
194200	8/24/2023	PATIENT REFUND	121.59	Patient Refund
194216	8/24/2023	PATIENT REFUND	2,000.53	Patient Refund
194207	8/24/2023	PATIENT REFUND	258.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

194194	8/24/2023	PATIENT REFUND	17.56	Patient Refund
194201	8/24/2023	PATIENT REFUND	25.60	Patient Refund
194202	8/24/2023	PATIENT REFUND	363.02	Patient Refund
194203	8/24/2023	PATIENT REFUND	54.60	Patient Refund
194352	8/31/2023	PATIENT REFUND	73.47	Patient Refund
193752	8/1/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
193970	8/15/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
193744	8/1/2023	CIRCUIT COURT 3RD JUDICIAL	225.28	Payroll Garnishment
193745	8/1/2023	CIRCUIT COURT 3RD JUDICIAL	47.07	Payroll Garnishment
193746	8/1/2023	CIRCUIT COURT 3RD JUDICIAL	314.14	Payroll Garnishment
193747	8/1/2023	CIRCUIT COURT 3RD JUDICIAL	112.90	Payroll Garnishment
193962	8/15/2023	CIRCUIT COURT 3RD JUDICIAL	12.06	Payroll Garnishment
193963	8/15/2023	CIRCUIT COURT 3RD JUDICIAL	251.36	Payroll Garnishment
193964	8/15/2023	CIRCUIT COURT 3RD JUDICIAL	305.56	Payroll Garnishment
193965	8/15/2023	CIRCUIT COURT 3RD JUDICIAL	22.15	Payroll Garnishment
193749	8/1/2023	STATE OF WYOMING DFS/CSES	1,654.02	Payroll Garnishment
193967	8/15/2023	STATE OF WYOMING DFS/CSES	2,007.09	Payroll Garnishment
193750	8/1/2023	SWEETWATER CIRCUIT COURT-RS	176.75	Payroll Garnishment
193968	8/15/2023	SWEETWATER CIRCUIT COURT-RS	201.50	Payroll Garnishment
193751	8/1/2023	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
193969	8/15/2023	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
W/T	8/1/2023	PAYROLL 14	1,800,000.00	Payroll Transfer
W/T	8/15/2023	PAYROLL 15	1,800,000.00	Payroll Transfer
W/T	8/29/2023	PAYROLL 16	1,750,000.00	Payroll Transfer
194025	8/17/2023	MHSC - PETTY CASH	17.00	Petty Cash
193985	8/17/2023	CARDINAL HEALTH PHARMACY MGMT	7,007.00	Pharmacy Management
194256	8/31/2023	CARDINAL HEALTH PHARMACY MGMT	1,264,993.07	Pharmacy Management
194114	8/24/2023	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	1,677.70	Physician Recruitment
193796	8/3/2023	DR. JACQUES DIENKER	10,000.00	Physician Retention
193870	8/10/2023	ADVANCED MEDICAL IMAGING, LLC	21,834.00	Physician Services
193773	8/3/2023	COMPHEALTH, INC.	38,374.72	Physician Services
193946	8/3/2023	DR. WAGNER VERONESE	16,500.00	Physician Services
193790	8/3/2023	HAYES LOCUMS, LLC	8,540.79	Physician Services
193800	8/3/2023	MPLE HEALTHCARE, LLC	37,001.37	Physician Services
193848	8/3/2023	WEATHERBY LOCUMS, INC	25,430.83	Physician Services
194026	8/17/2023	MOUNTAIN STATES MEDICAL PHYSICS	11,771.50	Physician Services
194027	8/17/2023	MPLE HEALTHCARE, LLC	1,146.07	Physician Services
194164	8/24/2023	THE SLEEP SPECIALISTS	7,375.00	Physician Services
194171	8/24/2023	UNIVERSITY OF UTAH (UHC OUTREACH)	127,133.16	Physician Services
194055	8/17/2023	WEATHERBY LOCUMS, INC	87,391.72	Physician Services
193822	8/10/2023	US DEPARTMENT OF EDUCATION	1,666.67	Physician Student Loan
194107	8/24/2023	GREAT LAKES	1,666.67	Physician Student Loan
194108	8/24/2023	GREAT LAKES EDUCATION LOAN SERVICES	1,666.67	Physician Student Loan
194026	8/24/2023	MOHELA	1,666.67	Physician Student Loan
194027	8/24/2023	MOHELA	1,666.67	Physician Student Loan
194135	8/24/2023	US DEPARTMENT OF EDUCATION	1,666.67	Physician Student Loan
194173	8/24/2023	US DEPARTMENT OF EDUCATION	4,166.67	Physician Student Loan
194319	8/31/2023	RESERVE ACCOUNT	5,000.00	Postage
194100	8/24/2023	FACE BROKER	289.38	Professional Service

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

194089	8/24/2023	CLEANIQUE PROFESSIONAL SERVICES	5,700.00	Professional Service
194122	8/24/2023	CLIFTON LARSON ALLEN LLP	18,177.12	Professional Service
194030	8/17/2023	P3 CONSULTING LLC	536.25	Professional Service
194176	8/24/2023	VERISYS INC.	114.75	Professional Service
194189	8/24/2023	WESTERN STAR COMMUNICATIONS	678.00	Professional Service
194184	8/24/2023	WYOMING DEPARTMENT OF HEALTH	6.00	Professional Service
EFT00000000296	8/24/2023	WESTERN STAR COMMUNICATIONS	713.00	Professional Service
193931	8/10/2023	RADIATION DETECTION COMPANY	325.00	Radiation Monitoring
193921	8/10/2023	MERRY X-RAY	181.40	Radiology Film
194024	8/17/2023	MERRY X-RAY	44.25	Radiology Film
194130	8/24/2023	MERRY X-RAY	215.94	Radiology Film
194303	8/31/2023	MERRY X-RAY	118.06	Radiology Film
193894	8/10/2023	CURIUM US LLC	280.45	Radiology Material
193787	8/3/2023	GE HEALTHCARE INC	1,391.10	Radiology Material
193801	8/3/2023	LANTHEUS MEDICAL IMAGING, INC	3,853.52	Radiology Material
193818	8/3/2023	PHARMALOGIC WY, LTD	603.00	Radiology Material
194006	8/17/2023	GE HEALTHCARE INC	1,391.10	Radiology Material
194121	8/24/2023	LANTHEUS MEDICAL IMAGING, INC	2,110.96	Radiology Material
194141	8/24/2023	PHARMALOGIC WY, LTD	6,551.86	Radiology Material
194260	8/31/2023	GE HEALTHCARE INC	1,391.10	Radiology Material
193943	8/10/2023	STEVEN CROFT, M.D.	1,017.00	Reimbursement - CME
194132	8/24/2023	DR MICHAEL BOWERS	1,786.99	Reimbursement - CME
194077	8/24/2023	DR. BENJAMIN JENSEN	5,279.42	Reimbursement - CME
194094	8/24/2023	DR. DAVID LIU	2,082.44	Reimbursement - CME
194147	8/24/2023	DR. RASHEEL CHOWDHARY	272.85	Reimbursement - CME
194180	8/24/2023	DR. WILLIAM SARETTE	11,265.89	Reimbursement - CME
193874	8/10/2023	AMBER FAIGL	735.00	Reimbursement - Education & Travel
193758	8/3/2023	ANN CLEVENGER	280.00	Reimbursement - Education & Travel
193875	8/10/2023	ANN CLEVENGER	475.00	Reimbursement - Education & Travel
193764	8/3/2023	BARBARA SOWADA	270.98	Reimbursement - Education & Travel
193885	8/10/2023	BRIANNA SCHAFER	987.80	Reimbursement - Education & Travel
193648	8/3/2023	DR. WILLIAM SARETTE	600.00	Reimbursement - Education & Travel
193910	8/10/2023	JOHANNA SANDER	296.74	Reimbursement - Education & Travel
193808	8/3/2023	MINDY AGUIRRE	528.20	Reimbursement - Education & Travel
193817	8/3/2023	PATTY O'LEKEY	90.00	Reimbursement - Education & Travel
193928	8/10/2023	PATTY O'LEKEY	92.22	Reimbursement - Education & Travel
193941	8/10/2023	STEPHANIE DUPAPE	110.38	Reimbursement - Education & Travel
193835	8/3/2023	TIFFANY MARSHALL	157.31	Reimbursement - Education & Travel
194095	8/24/2023	DEB SUTTON	44.46	Reimbursement - Education & Travel
194068	8/24/2023	DR. AHMAD BASHIR MOGHADAM	630.80	Reimbursement - Education & Travel
194119	8/24/2023	DR. JANENE GLYN	2,082.17	Reimbursement - Education & Travel
194040	8/17/2023	DR. SHIRAYASH KHARE	1,788.26	Reimbursement - Education & Travel
194124	8/24/2023	LENA WARREN	2,256.16	Reimbursement - Education & Travel
194266	8/31/2023	DEB SUTTON	362.40	Reimbursement - Education & Travel
194292	8/31/2023	JANIE STEFFEN	296.90	Reimbursement - Education & Travel
194293	8/31/2023	JOE MANSFIELD	237.62	Reimbursement - Education & Travel
194295	8/31/2023	KARALI FLOINSKY	629.05	Reimbursement - Education & Travel
194322	8/31/2023	DONALD L. CHEESE	465.00	Reimbursement - Education & Travel
193911	8/10/2023	JOSEPH J. OLIVER, M.D.	993.39	Reimbursement - Insurance Premiums

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

194247	8/31/2023	BENJAMIN AUDEVART	34.10	Reimbursement - Insurance Premiums
194298	8/31/2023	LOLA GEBHARDT	262.62	Reimbursement - Insurance Premiums
193757	8/3/2023	AMY LUCY	16.00	Reimbursement - Non Hospital Supplies
193844	8/3/2023	VICTORIA NOBLE	50.86	Reimbursement - Non Hospital Supplies
194294	8/31/2023	KALPANA POKHREL	59.69	Reimbursement - Office Supplies
193886	8/10/2023	BRIITANY YARBER	197.85	Reimbursement - Payroll
193742	8/1/2023	JERRY LOVE	15.00	Reimbursement - Payroll
193743	8/1/2023	LYNDA MOONEY	15.00	Reimbursement - Payroll
W/T	8/3/2023	ABG 8/3/23	193,778.39	Retirement
W/T	8/29/2023	ABG 8/17/23	195,906.03	Retirement
W/T	8/3/2023	ABG 7/20/23	202,686.05	Retirement
193883	8/10/2023	BOOKCLIFF SALES INC	59.33	Scrub Sale Deductions
193891	8/10/2023	CONVERGEONE, INC.	2,545.92	Software
194091	8/24/2023	CONVERGEONE, INC.	8,335.76	Software
194265	8/31/2023	COWBOYS AGAINST CANCER	2,000.00	Sponsorship
193794	8/3/2023	HUDDLE UP ROCK SPRINGS	750.00	Sponsorship
193824	8/3/2023	ROCK SPRINGS AVENGERS SOCCER CLUB	500.00	Sponsorship
194299	8/31/2023	LYMAN HIGH SCHOOL	250.00	Sponsorship
194316	8/31/2023	PMS SCREEN PRINTING	144.00	Sponsorship
194242	8/31/2023	WYOMING DOWN SYNDROME ASSOCIATION	500.00	Sponsorship
193753	8/3/2023	3M COMPANY	450.00	Surgery Supplies
193869	8/10/2023	ABILITY NETWORK INC	917.70	Surgery Supplies
193754	8/3/2023	ACADEMY OF LYMPHATIC STUDIES	96.01	Surgery Supplies
193756	8/3/2023	ALI MED INC	148.66	Surgery Supplies
193872	8/10/2023	ALI MED INC	842.90	Surgery Supplies
193876	8/10/2023	APPLIED MEDICAL TECHNOLOGY	3,710.03	Surgery Supplies
193766	8/3/2023	BECTON DICKINSON	156.40	Surgery Supplies
193879	8/10/2023	BECTON DICKINSON	1,886.50	Surgery Supplies
193774	8/3/2023	CONMED LINVATEC	125.80	Surgery Supplies
193893	8/10/2023	COVERDEN SALES LLC, DBA GIVEN IMAGING	10,448.64	Surgery Supplies
193777	8/3/2023	DESOUTHER MEDICAL	351.60	Surgery Supplies
193781	8/3/2023	EQUASHIELD LLC	2,041.60	Surgery Supplies
193795	8/3/2023	INTEGRA SURGICAL	1,056.00	Surgery Supplies
193908	8/10/2023	INTUITIVE SURGICAL INC.	5,288.00	Surgery Supplies
193919	8/10/2023	MEDICAL PACKAGING LLC	37.63	Surgery Supplies
193810	8/3/2023	MUSCULOSKELETAL TRANSPLANT FOUNDATION	970.20	Surgery Supplies
193831	8/3/2023	STRYKER ENDOSCOPY	433.30	Surgery Supplies
193844	8/10/2023	STRYKER ENDOSCOPY	288.33	Surgery Supplies
193832	8/3/2023	STRYKER ORTHOPAEDICS	19,760.00	Surgery Supplies
193845	8/10/2023	STRYKER ORTHOPAEDICS	14,389.31	Surgery Supplies
193859	8/10/2023	MODUS MEDICAL, INC.	730.00	Surgery Supplies
193961	8/10/2023	ZIMMER BIOMET	143.75	Surgery Supplies
194066	8/24/2023	3M COMPANY	450.00	Surgery Supplies
193972	8/17/2023	ALI MED INC	181.24	Surgery Supplies
193982	8/17/2023	CONMED LINVATEC	70.70	Surgery Supplies
193997	8/17/2023	DIRECT SUPPLY	614.95	Surgery Supplies
194000	8/17/2023	EQUASHIELD LLC	560.00	Surgery Supplies
194015	8/17/2023	INTUITIVE SURGICAL INC.	67,993.40	Surgery Supplies
194154	8/24/2023	SMITH & NEPHEW ENDOSCOPY INC	1,774.32	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2023

194046	8/17/2023	STRYKER ORTHOPAEDICS	612.06	Surgery Supplies
194188	8/24/2023	STRYKER ORTHOPAEDICS	12,590.73	Surgery Supplies
194163	8/24/2023	TELEFLEX LLC	27.00	Surgery Supplies
194166	8/24/2023	TRICOR SYSTEMS INC.	335.00	Surgery Supplies
EFT00000000253	8/3/2023	COOPER SURGICAL	1,018.39	Surgery Supplies
EFT00000000265	8/10/2023	COOPER SURGICAL	1,319.86	Surgery Supplies
EFT00000000278	8/17/2023	COOPER SURGICAL	611.11	Surgery Supplies
EFT00000000289	8/24/2023	COOPER SURGICAL	526.48	Surgery Supplies
194239	8/31/2023	ALI MED INC	659.43	Surgery Supplies
194243	8/31/2023	ARMSTRONG MEDICAL INDUSTRIES	90.00	Surgery Supplies
194246	8/31/2023	BECTON DICKINSON	83.85	Surgery Supplies
194264	8/31/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	2,008.20	Surgery Supplies
194268	8/31/2023	DESOUTTER MEDICAL	4,769.10	Surgery Supplies
194325	8/31/2023	SHEATHING TECHNOLOGIES, INC.	162.35	Surgery Supplies
194327	8/31/2023	SMITH & NEPHEW ENDOSCOPY INC	2,408.38	Surgery Supplies
194330	8/31/2023	STRYKER ENDOSCOPY	3,326.07	Surgery Supplies
194331	8/31/2023	STRYKER ORTHOPAEDICS	66,427.57	Surgery Supplies
194334	8/31/2023	SYMMETRY SURGICAL	289.26	Surgery Supplies
194336	8/31/2023	TELEFLEX LLC	739.00	Surgery Supplies
EFT00000000303	8/31/2023	COOPER SURGICAL	66.97	Surgery Supplies
194143	8/24/2023	PRESS GANEY ASSOCIATES, INC	4,789.33	Surveys
194120	8/24/2023	LANGUAGE LINE SERVICES	1,272.81	Translation Services
W/T	8/3/2023	DEPARTMENT OF WORKFORCE SERVICES	8,134.13	Unemployment
193873	8/10/2023	ALL WEST COMMUNICATIONS	6,036.05	Utilities
193762	8/3/2023	AT&T	136.22	Utilities
193878	8/10/2023	AT&T	302.60	Utilities
193821	8/3/2023	CENTURY LINK	3,121.95	Utilities
193930	8/10/2023	CENTURY LINK	4,370.92	Utilities
193934	8/10/2023	ROCK SPRINGS MUNICIPAL UTILITY	15,043.04	Utilities
194033	8/17/2023	CENTURY LINK	353.63	Utilities
194145	8/24/2023	CENTURY LINK	22.67	Utilities
194032	8/17/2023	DOMINION ENERGY WYOMING	23,629.04	Utilities
194037	8/17/2023	ROCKY MOUNTAIN POWER	45,741.85	Utilities
194269	8/31/2023	DISH NETWORK LLC	85.63	Utilities
194350	8/31/2023	WHITE MOUNTAIN WATER & SEWER DISTRICT	63.25	Utilities
193942	8/10/2023	STERICYCLE, INC.	1,211.37	Waste Disposal
194159	8/24/2023	STERICYCLE, INC.	153.43	Waste Disposal
194004	8/17/2023	FIBERTECH	2,568.08	Window Cleaning
			11,161,504.46	

Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending August 31, 2023

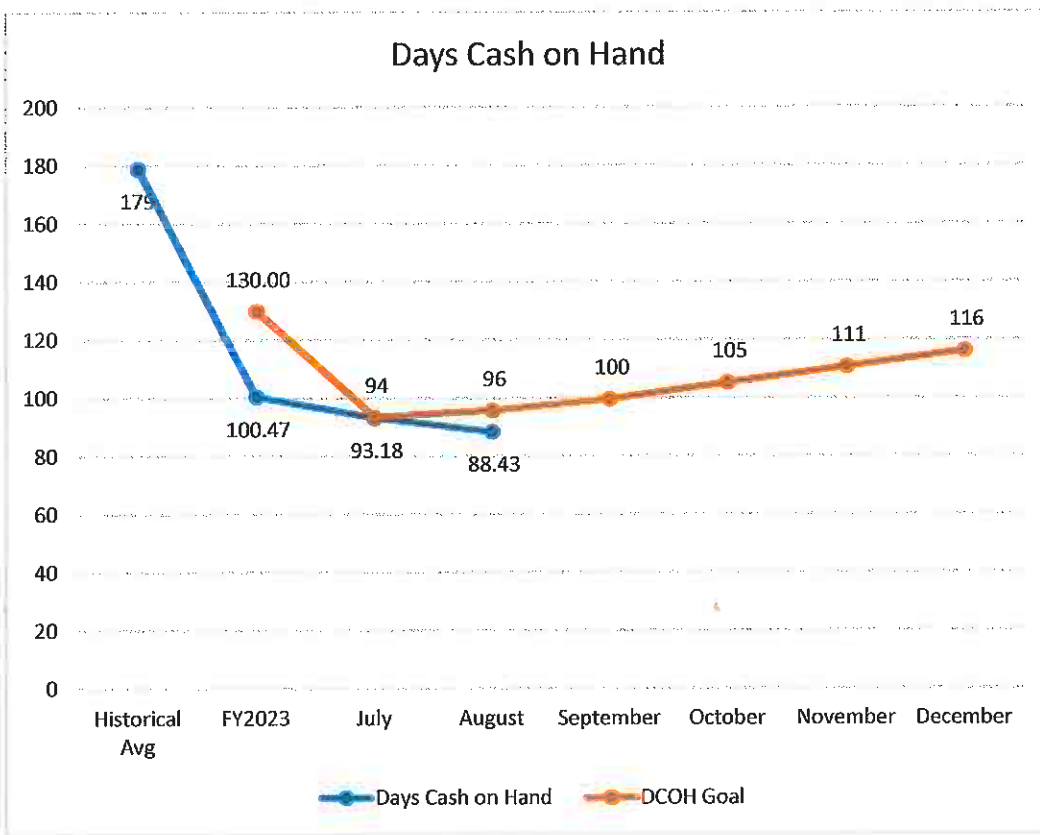
Vouchers Submitted by MHSC at agreed discounted rate	
July 2023	\$0.00
August 2023	\$49,254.59
September 2023	
October 2023	
November 2023	
December 2023	
January 2024	
February 2024	
March 2024	
April 2024	
May 2024	
June 2024	
County Requested Total Vouchers Submitted	<u>\$49,254.59</u>
Total Vouchers Submitted FY 24	\$49,254.59
Less: Total Approved by County and Received by MHSC FY 24	\$49,254.59
Total Vouchers Pending Approval by County	<u><u>\$0.00</u></u>

FY24 Title 25 Fund Budget from Sweetwater County	\$471,488.00
Funds Received From Sweetwater County	<u>\$49,254.59</u>
FY24 Title 25 Fund Budget Remaining	\$422,233.41
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

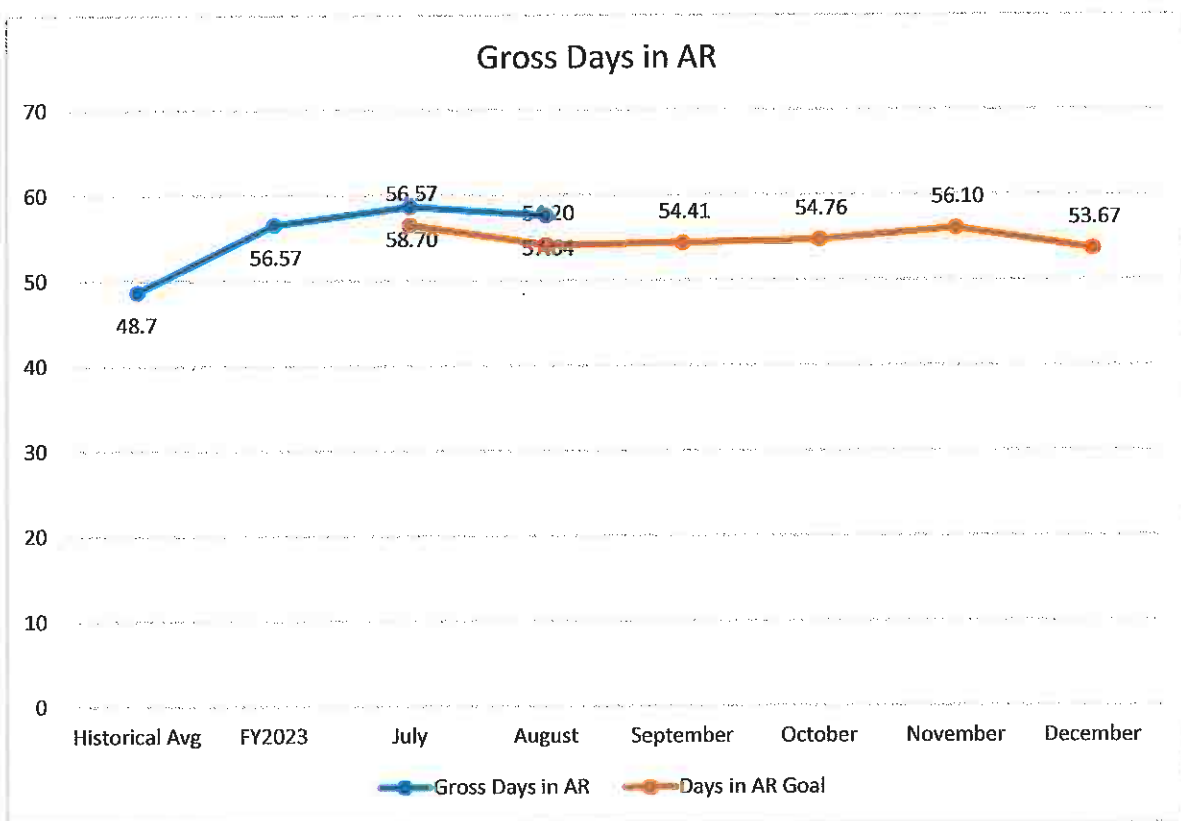
FY24 Maintenance Fund Budget from Sweetwater County	\$1,448,215.00
County Maintenance FY24 - July	\$0.00
County Maintenance FY24 - August	\$197,516.66
County Maintenance FY24 - September	
County Maintenance FY24 - October	
County Maintenance FY24 - November	
County Maintenance FY24 - December	
County Maintenance FY24 - January	
County Maintenance FY24 - February	
County Maintenance FY24 - March	
County Maintenance FY24 - April	
County Maintenance FY24 - May	
County Maintenance FY24 - June	
	<u>\$197,516.66</u>
FY24 Maintenance Fund Budget Remaining	<u><u>\$1,250,698.34</u></u>

Financial Goals – Fiscal Year 2024. We have chosen two financial metrics to focus on for the current fiscal year: Days Cash on Hand (DCOH) and Days in Accounts Receivable (AR). We have included the historical average of 18 months prior to Cerner implementation and FYE 2023 for reference.

- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 96 days for September, 113 days for December, 129 days for March and 139 days for year end.
 - We saw a decrease in DCOH of 5 days in August. Cash collections came in above budget at \$10.1 million. Daily cash expense increased slightly to \$289,335 in August.

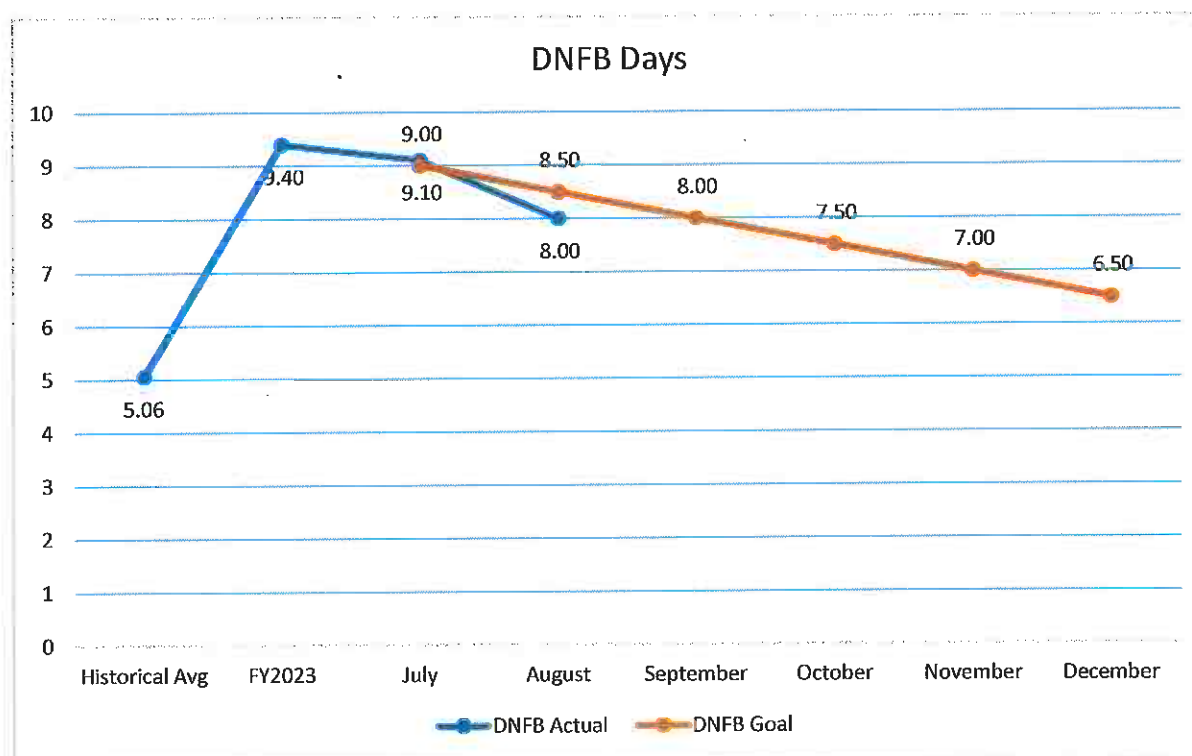


- **Days in Accounts Receivable** represents the number of days of patient charges tied up in unpaid patient accounts. We have set interim goals of 54.4 days for September, 53.7 days for December, 48.6 for March and 47.7 by year end.
 - We use a 3-month average calculation in the financial statements for this metric. Days in AR for August came in at 57.6. Gross accounts receivable decreased in August with the high revenue month and higher collections.

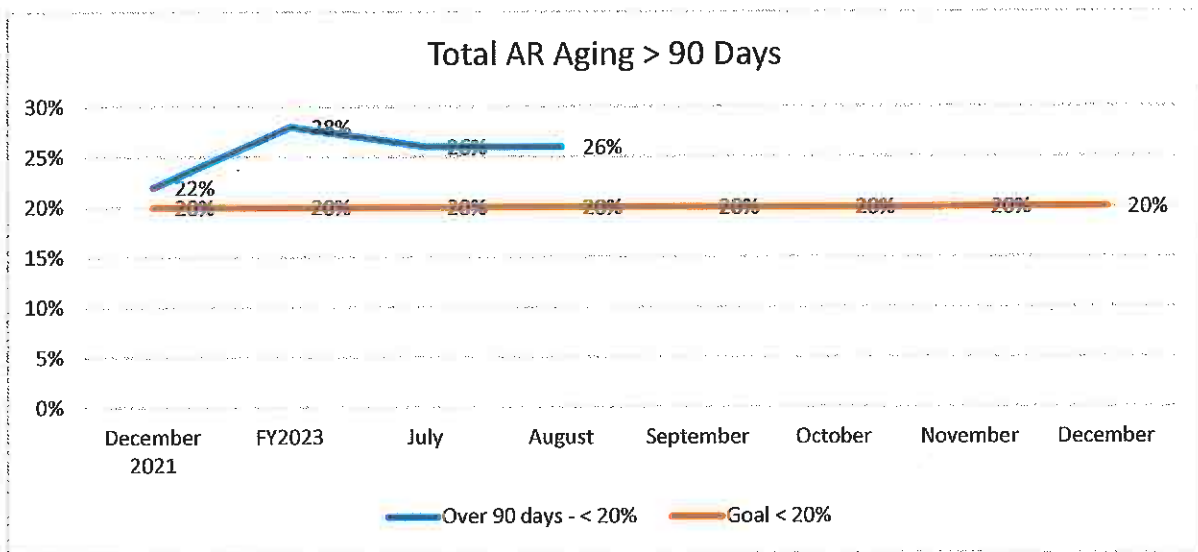


Revenue Cycle Goals – Fiscal Year 2024 - In addition to these main goals, we have set goals for some corresponding financial metrics that are impacting the revenue cycle. For fiscal year 2024, we have added goals for cash collections and claims denial rate.

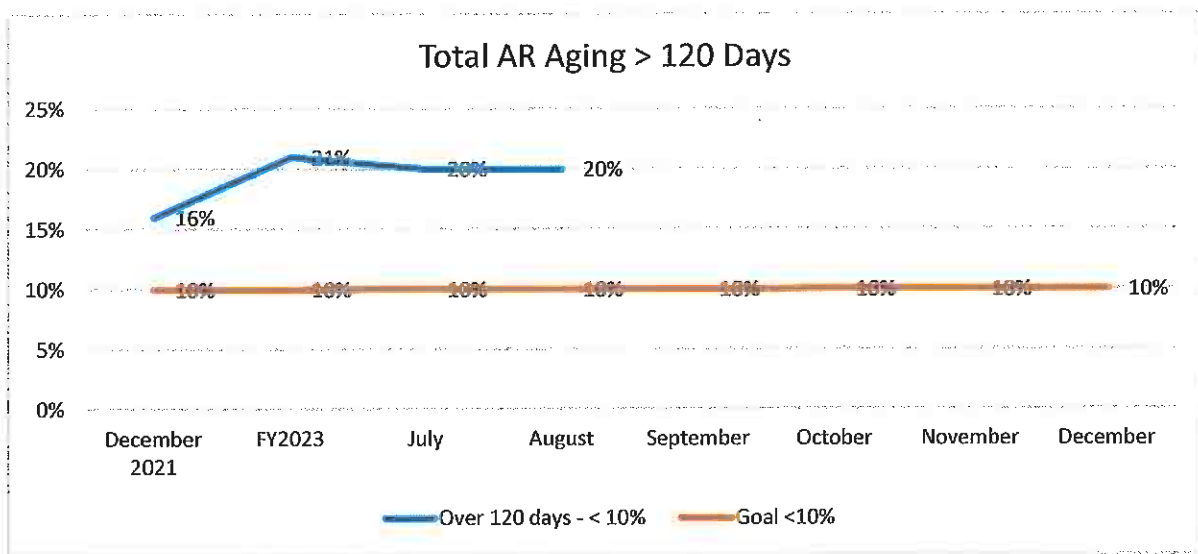
- DNFB Days – Discharged Not Final Billed days.** These are patient accounts where the patient has been discharged but the account has not been sent for billing. Several categories of accounts fall under DNFB including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay, or abeyance period, are accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the year, equal to our 5-day abeyance period for billing accounts.
 - DNFB Days are 8.0 for August. We continue to see success in bringing our DNFB days down.



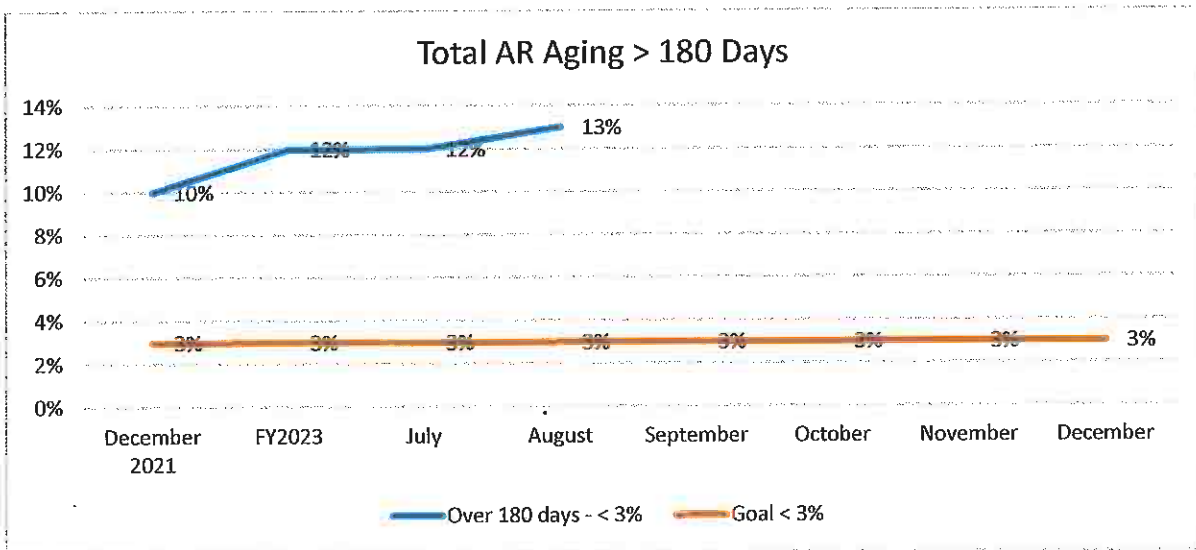
- **Total Accounts Receivable aging** – These goals were set based on national benchmarks received from CLA and are set as follows:
 - Days over 90 days set be < 20% of total AR.
 - Days over 120 days set at < 10% of total AR.
 - Days over 180 days set at < 3% of total AR.
- Total Days in AR remained stable in August.



- Days over 90 days are at 26% for August.



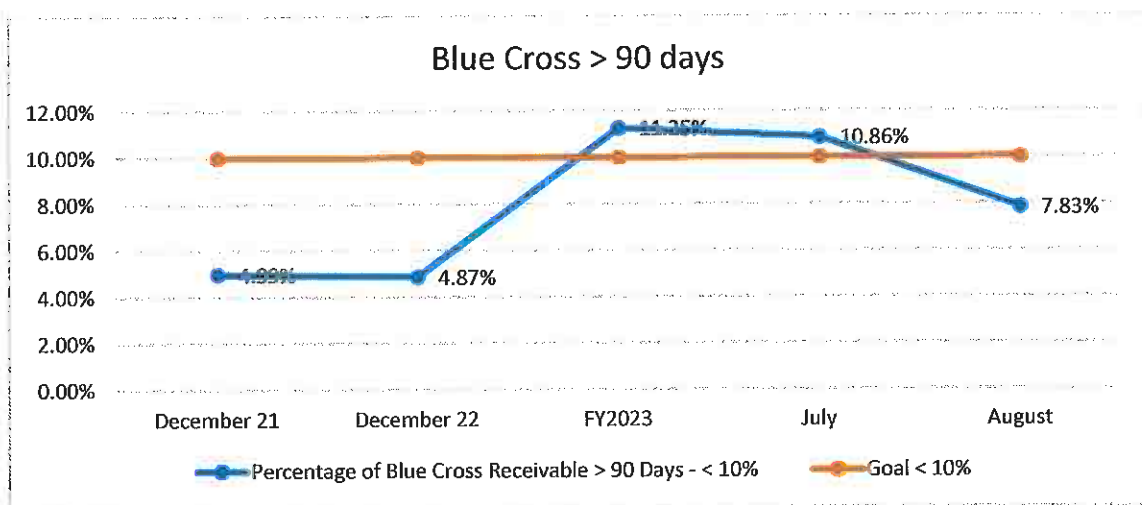
- Days over 120 days are at 20% for August

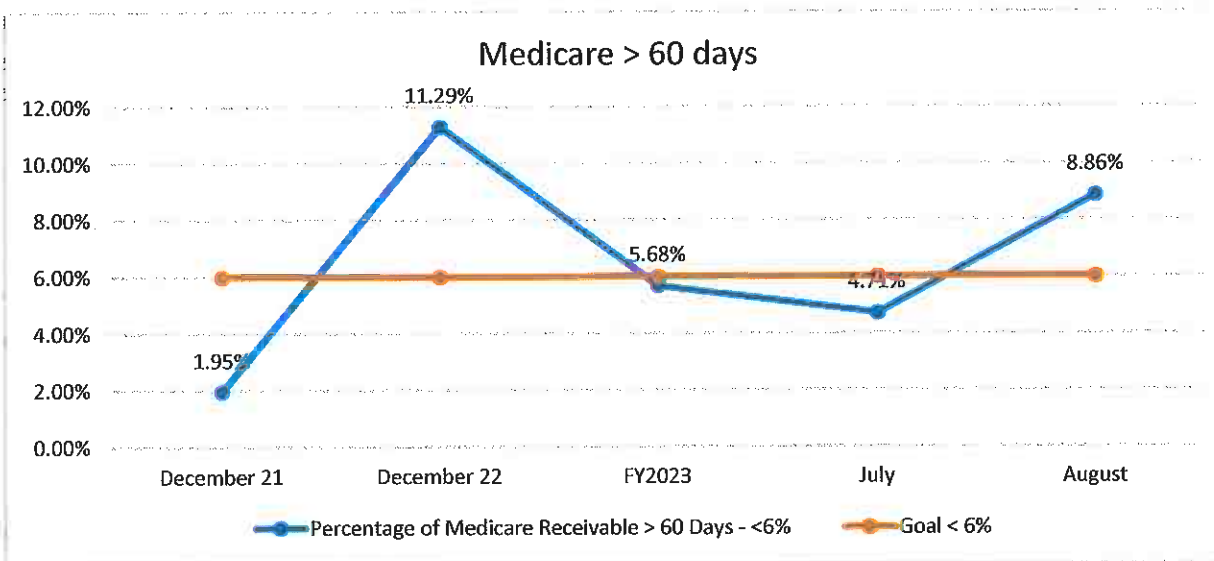
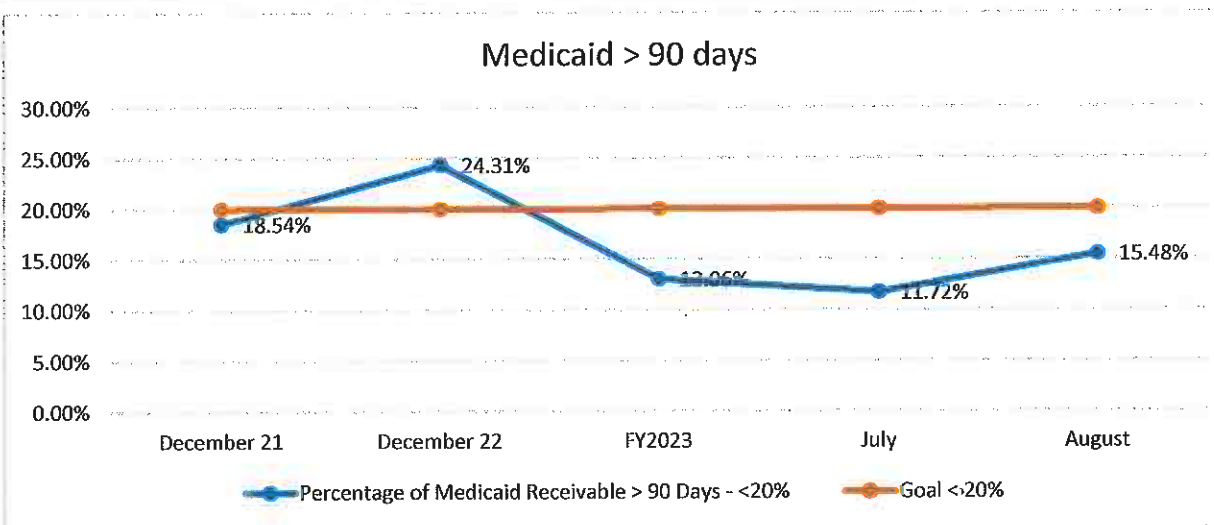
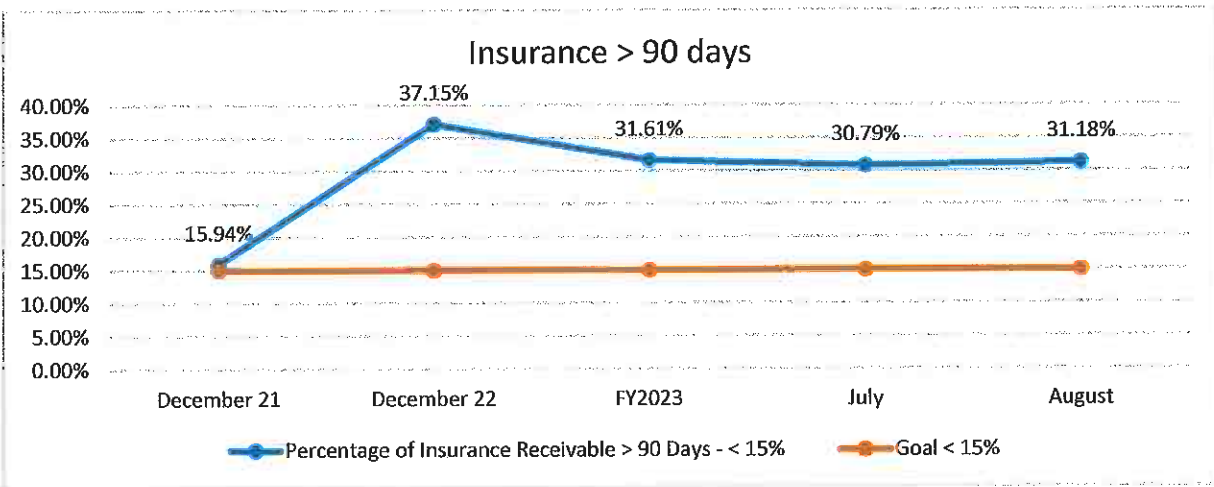


○ Days over 180 days are at 13% for August.

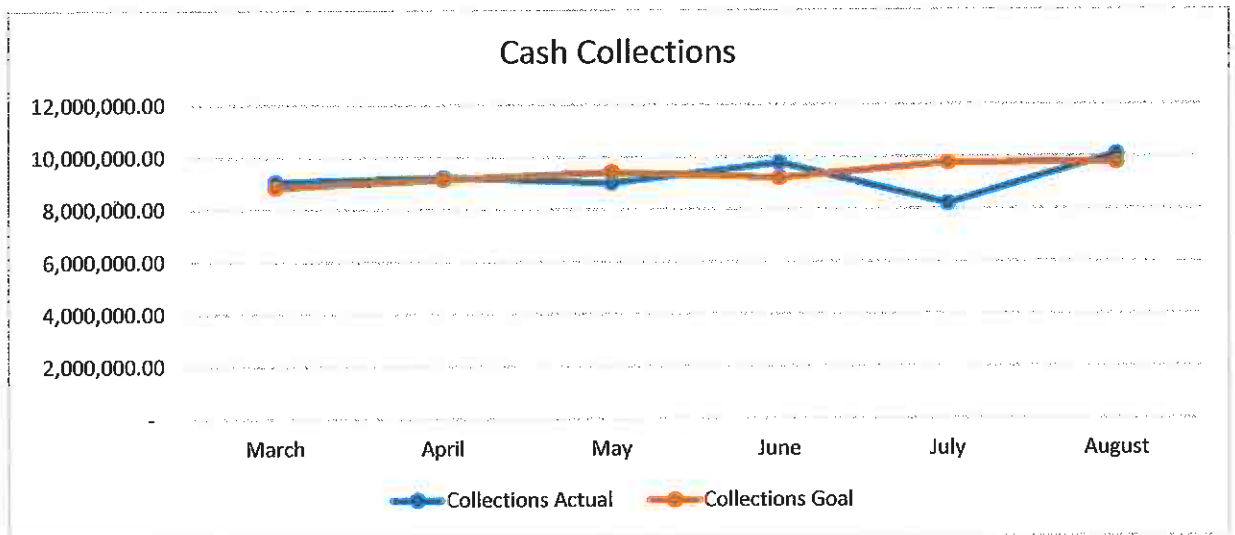
- **Days in AR by Payer** – These metrics show more detail of where our aging AR is allocated. These goals have always been reported in the monthly financial statements, but we will be showing the trends through the end of the fiscal year. We are close to the aging goal for Blue Cross and have met the goals for Medicare and Medicaid. We continue to see slow progress in Commercial payer aging. These goals are as follows:

- BCBS Days in AR > 90 days less than 10%
- Insurance Days in AR > 90 days less than 15%
- Medicaid Days in AR > 90 days less than 20%
- Medicare Days in AR > 60 days less than 6%

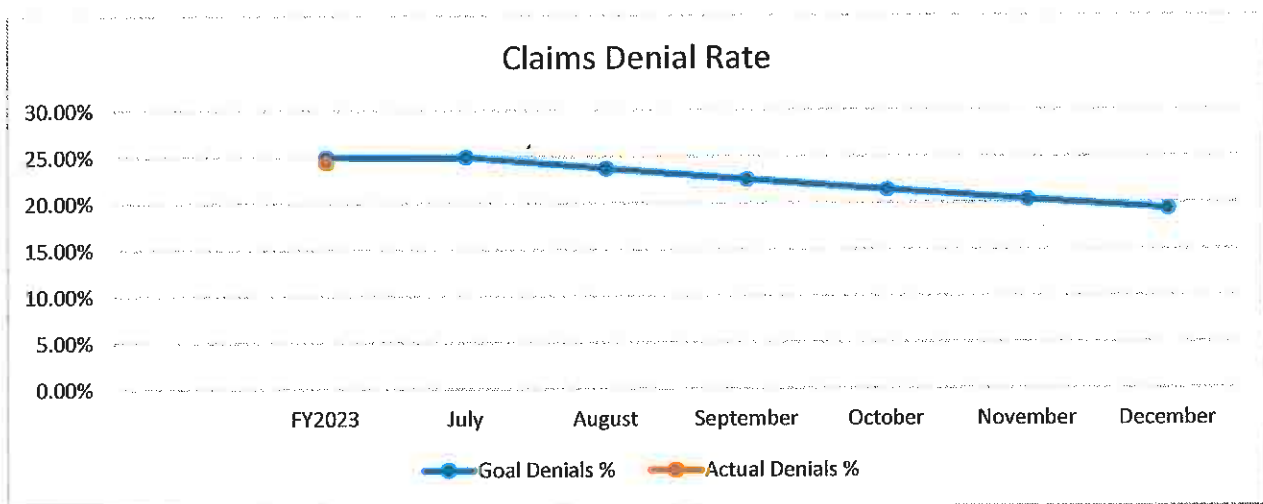




- **Cash Collections** – The goal for cash collections is calculated as 47.5% of the average gross revenue of the two prior months. This is the inverse ratio of budgeted reductions of revenue.
 - Cash collections for August were \$10.1 million, over budget by \$323,000.



- **Denial Rate** – The denial rate is the percentage of all submitted claims denied by payers. A lower denial rate means improved cash flow. Current state and national benchmarks are at 15%.
 - Denial rate for the current fiscal year – we are still working with CLA to verify the monthly denial rate percentages. At the end of FY2023, our denial rate was 24.4%.



**Self Pay Plan
Information and Results
September, 2023**

	FY21	FY22	FY23	FY24
SELF PAY DISCOUNTS	983,066.30	1,353,208.58	780,098.39	98,799.61
	FY 24 ESTIMATE			592,797.66
	AUGUST TOTAL			54,212.24

*This 20% discount is generated by sending the first private pay statement to the guarantor for a specific account.

	FY21	FY22	FY23	FY24
HARDSHIP PROGRAM	75,053.94	3,164.60	61,124.87	19,833.24
50% DISCOUNT	AUGUST TOTAL			2,374.69

*This 50% discount opportunity has been offered during conversation with patients after we have identified through conversation that the patient has no insurance and that the total balance of the account will be a hardship for the patient to pay.

TOTAL SELF PAY PAYMENTS

FY 19	7,931,404.51
FY 20	8,093,427.44
FY 21	7,763,867.42
FY 22	7,359,544.59
FY 23	3,926,890.49
FY 24	502,149.35

TOTAL SELF PAY REVENUE

FY 19	12,651,794.61
FY 20	13,566,281.12
FY 21	14,306,425.74
FY 22	14,129,092.76
FY 23	14,426,972.88
FY 24	2,968,021.61

Self Pay Plan Information and Results

PAGE 2

MEDICAL ASSISTANCE

FY19	2,122,865.57
FY20	2,579,929.74
FY21	2,890,990.97
FY22	1,534,631.43
FY23	2,382,483.18
FY 24	191,640.43

PAYMENT PLANS

FY19	1,838,325.22
FY20	1,926,052.70
FY21	1,727,454.11
FY22	1,025,407.18

FY23 CURRENT CERNER FORMAL PMT PLANS

CERNER UNABLE TO CALCULATE AT THIS TIME

PATIENT NAVIGATION

	FY22	FY23	FY24
ACTUAL COST SAVINGS OF FREE OR REPLACEMENT MEDICATION	261,211.00	285,333.00	92,506.00
COPAY ASSISTANCE *ACTUAL COLLECTIONS	40,733.69	51,976.00	18,109.00
INSURANCE MAXIMUMIZATION *ACTUAL COLLECTIONS	1,015,657.00	1,058,933.00	449,840.00
PREMIUM ASSISTANCE *ACTUAL COLLECTIONS	798,050.00	823,191.00	186,875.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	2,115,651.69	2,219,433.00	747,330.00

TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY22

142,622.52 162,690.00 166,757.25

GOAL - TOTAL LAST YEARS COLLECTIONS AND SAVINGS PLUS 10%

156,884.77 976,140.00 2,441,376.00

TOTAL AMOUNT TO ACHIEVE OUR GOAL FOR FY 24


1,958,766.92 1,243,293.00 (1,694,046.00)

*NOTE: Cost savings of free and/or replacement drug is the actual MHSC cost of products that we acquired for the patient and would have been considered uncollectable.

* NOTE: FY 23 Goal increased to Total Expense Plus 500%

*NOTE: FY 24 GOAL SET AT FY 23 TOTAL PLUS 10%

MEMO: September 25, 2023

TO: Finance Committee 

FROM: Ronald L. Cheese - Director Patient Financial Services

SUBJECT: Preliminary September, 2023 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$	1,800,000.00	
Hospital Accounts Affinity	\$	24,061.52	
Hospital Payment Plans Affinity	\$	1,334.93	
Medical Clinic Accounts EMD's	\$	6,930.95	
Ortho Clinic Accounts EMD's	\$	00.00	
Total Potential Bad Debt	\$	1,848,052.68	
Accounts Returned	\$ -	77,158.69	
Net Bad Debt Turned			\$ 1,755,168.71
Recoveries Collection Agency Cerner	\$ -	68,584.15	
Recoveries Collection Agency Affinity	\$ -	60,773.16	
Recoveries Payment Plans Affinity	\$ -	3,589.57	
Medical Clinic Recoveries EMD's	\$ -	5,576.11	
Ortho Clinic Recoveries EMD's	\$ -	2,442.82	
Total Bad Debt Recoveries			\$- 140,965.81
Net Bad Debt Less Recoveries			\$ 1,614,202.90

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$	604,881.92
Medicare	\$	22,181.62
Self Pay	\$	921,948.38

*It is important to note that Medicare Advantage plans report more than twice the Bad Debt as traditional Medicare, \$15,211.26 and \$6,970.36 respectively.

*It is important to note that the Median amount of this month's turn is \$415.50

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...September Building and Grounds Committee Meeting
Date: September 25, 2023

Oncology Suite project...Work has not started. Some key supplies have not come in yet.

Building Automation System...Staff and contractor have concluded to wait until the Laboratory Expansion project is completed before final balancing takes place...to avoid having to do it twice. The Laboratory Expansion project will have a major impact on the Hospital's HVAC system.

Bulk Oxygen project...The project is substantially complete. A final walkthrough is scheduled with the contractor. The new Air Gas system is fully installed.

Lightning Arrest System...work is underway...hopefully project can be completed by winter.

Medical Imaging X-Ray and Core...plans are not yet ready thus no progress.

Laboratory Expansion project...advertising has been started with CMAR proposals due September 28th. Will probably need a special Board meeting in about mid-October to select a Construction Manager at Risk.

Foundation Area project...staff continues to work on options. Various options were discussed including some rather major moves of departments.

U. of U. MOB project...it has been determined that this project needs to be put on hold because there are some common plumbing connections with the Oncology Suite project; thus, the two projects need to be done at the same time.

MOB Entrance project...staff continues to discuss and to weigh priorities.

Central Scheduling project...work started just after mid-August; walls are up, painting has been done, fire caulking is being done. The State has to approve the project ultimately.

Master Plan...staff continues to discuss master planning needs.

MEMORANDUM
HOSPITAL BOARD OF DIRECTORS
Building and Grounds Committee Meeting
September 19, 2023

The Building and Grounds Committee met in regular session via Zoom on September 19, 2023 at 2:32 PM with Mr. Marty Elsey presiding.

Attendance: Mr. Marty Elsey *Trustee - Chair*
Mr. Craig Rood – *Trustee*
Ms. Rene Richardson *CEO*
Mr. James Horan *Director of Facilities*
Mr.erry Johnston *Maintenance Supervisor/ Project Manager*

Mr. Elsey called the meeting to order.

Mr. Elsey asked for a motion to approve the agenda. Mr. Rood made a motion to approve the agenda. Ms. Richardson seconded. Motion passed.

Mr. Elsey asked for a motion to approve the minutes from the August 15, 2023 meeting. Ms. Richardson made a motion to approve the minutes. Mr. Horan seconded. Motion passed.

Old Business – Project Review

Oncology Suite renovation

Mr. Johnson reported that the project is still pending commencement. “A Pleasant” is awaiting resolution of all issues involving construction items and subcontractors in order to have a very tight construction schedule. The one main issue to be resolved is the sliding door and all its related controls. Once resolved a construction schedule will be created with the input of affected MHSC staff. An updated report will be given at our next Board meeting.

Building Automation System

Mr. Johnston reported that the one remaining issue is the rebalancing of the hospital HVAC. Our engineer from SBB recommends that we wait to incur this expense until the completion of our upcoming capital expansion. Mr. Elsey asked if there were any areas of the hospital that were unduly affected by this waiting. Mr. Johnston stated that the contractor responsible for this project was scheduled to be here within a month to address that one area affected by Fiscal Services. An updated report will be given at our next Board meeting.

Bulb Oxygen

Mr. Johnston reported that all work is completed. The new Bulb Oxygen system started supplying our oxygen demand on 9/15/2023. A final walkthrough is scheduled on 9/25 to assure all contractual work is completed. An updated report will be given at our next Board meeting.

Lightning Arrest System

Mr. Horan reported that “Wyolectric” is working diligently on this project. Buildings B and C are almost 100% completed. Work to commence on our MOB while waiting delivery of any remaining parts for the hospital. The results of that delivery will determine if the October 31 completion deadline can be met. An updated report will be given at our next Board meeting.

Medical Imaging Core and X-ray

Mr. Johnston reported that “Siemens” has provided x-ray machine plans to “Plan One”, enabling our architect to create more complete conceptual plans, subject to MHSC’s review. An updated report will be given at our next Board meeting.

Capital Construction Grant for Foundation Wall

Mr. Johnston reported that the advertisement for CMAR has been placed in the “Rocket Miner” and the “Casper Star”. MHSC will be involved in choosing one of the candidates that respond to the advertisement. The cost of the project is of concern... inflation likely playing a factor. An updated report will be given at our next Board meeting.

Master Plan/ Grant for Foundation and MOB entrance

Ms. Richardson reported that Sheila Barnwell of Pact Studio is still working with Mr. Heatley on this master plan which includes our foundation area, BH unit, MOB entrance with retail pharmacy. By looking at a 5-year projection we expect to determine our best options. An updated report will be given at our next Board meeting.

Office renovation

Mr. Johnston reported that this project will be done in conjunction with the Oncology renovation. The piping necessary for the office renovation is located above the ceiling of the Oncology space. Therefore the two projects being done simultaneously best serve the affected patients and staff in both areas. An updated report will be given at our next Board meeting.

Central Scheduling

Mr. Johnston reported that a few items still need to be accomplished i.e. fire caulking of walls above suspended ceilings, finish ceilings, new flooring installed. The Wyoming Department of Health will do an inspection on 9/21/2023 to validate final completion with occupancy to soon follow. An updated report will be given at our next Board meeting.

County Maintenance Fund

Ms. Richardson reported that there is nothing new to add. This item will be dropped from the next month’s agenda.

Maintenance Metrics

Mr. Johnston noted the quantity of work orders submitted and completed for the month of August. He noted no fluctuation beyond normal for the month.

New Business

No new business was presented.

Other

The next meeting is scheduled for Tuesday, October 1, 2023, 2:30P – 3:30P

Mr.elsey adjourned the meeting at 3:15 pm.

Submitted by James Horan

MHSC Board of Trustees Report

The Memorial Hospital Foundation did not have an official meeting September due to scheduling conflicts of multiple Foundation board members.

Attached is the Executive Director report that would have been presented at the September Foundation board meeting. In addition, a few key items that were up for discussion include -

- Approval of new board member- will be voted on in October. If approved, will come before the Board of Trustees in November for ratification.
- The Red Tie Gala is scheduled for Saturday, February 3, 2024. This is the 10th anniversary and has a special theme this year. Tickets will go on sale in October.
 - In an unofficial board meeting (a quorum was not established), it was decided that there will not be a VIP event the evening before, but there will be an exclusive VIP room at the Red Tie Gala where invited VIPs will enjoy an open bar and hors d'oeuvres.
- The Red Tie Gala CanAm raffle is going to be paused this year for another item- to be announced soon.

Report Submitted By: Tiffany Marshall

Executive Director Report

PROVIDED BY Tiffany Marshall

REPORTING DATE August 2023 Foundation Monthly Board Meeting

MONTH IN REVIEW	<ul style="list-style-type: none"> Working with Ann, CNO, on Behavioral Health Unit Business Plan Working on updating Investment Policy with notes from Finance Committee Invested \$250K in CDAR CD for 13 weeks with Commerce Bank <ul style="list-style-type: none"> This motion was approved prior to the previous board meeting, however, with some delays in the program, was not completed until the first week of August. Attended 1-day seminar at UW from Dr. Russel James, Texas Tech professor on the Socratic Approach of Planned Giving and updates on Planned Giving Accounting Law. Mostly just focusing on Casino Night and trying to get those numbers up and the event details done.
CURRENT PROJECTS	<ul style="list-style-type: none"> Guardian Angel Program <ul style="list-style-type: none"> April continues to promote the program to staff through Department meetings. Currently working on collateral redesign Patient Entertainment Upgrade Project <ul style="list-style-type: none"> IT has deployed units in Med/Surg, ICU, and OB. They are rolling them out as rooms and staff are available. There was another barrier found with some of the current TV's being too old, they don't have UBS ports so there is a question of who should be purchasing new TVs as part of the project. Testimonial Project <ul style="list-style-type: none"> Still working to record and finalize schedule. Need to reschedule for some board members. Monthly Giving Program <ul style="list-style-type: none"> Working on copy and website redesign, should deploy by Oct. 1 at the latest. Donor Database Conversion <ul style="list-style-type: none"> Still working on historical data for import Digital Foundation Newsletter <ul style="list-style-type: none"> Confirmed vendor and approved contract. Working on design and implementation will be once data conversion is complete. MHSC Master Plan- waiting on proposal
FUTURE DATES	<ul style="list-style-type: none"> Casino Night- August 26, 2023- WWCC Atrium Wyoming Hospital Association- August 30-31, 2023- Cheyenne Aspen Academy For Healthcare Philanthropy- Oct. 2-4, 2023- Lansing, MI
FUNDING REQUESTS	<ul style="list-style-type: none"> No Official Requests- Irene and Tami have inquired about the Foundation purchasing holiday lighting for the exterior of the hospital, approximately \$118K.

Executive Director Report

PROVIDED BY Tiffany Marshall

REPORTING DATE September 2023 Foundation Monthly Board Meeting

MONTH IN REVIEW	<ul style="list-style-type: none"> Working with Ann, CNO, on Behavioral Health Unit Business Plan Investment Committee met, working on finalizing investment policy. Attended the Wyoming Hospital Association and had multiple breakout sessions specifically for Foundation Executive Directors. We discussed various topics including Board Members and their respective roles within the various Foundations, events, planned giving programs, capital campaigns, hospital employee recognition initiatives, and more. Hosted Casino Night on August 26th in the Atrium at WWCC. Sold 101 tickets and raised approximately \$16,775. Looking into Cyber Security Funding grant for IT. Gave Planned Giving/Year End Accounting Tips for end of year donations presentation on 9/13 for County 4 Business Networking International Group.
CURRENT PROJECTS	<ul style="list-style-type: none"> Guardian Angel Program <ul style="list-style-type: none"> April continues to promote the program to staff through Department meetings. Collateral redesign in final stages. Patient Entertainment Upgrade Project- <ul style="list-style-type: none"> IT is still working on installation. Has been able to deploy more units throughout August. Hopeful for this project to be complete soon. Testimonial Project <ul style="list-style-type: none"> Still working to record and finalize schedule. Need to reschedule for some board members. Monthly Giving Program <ul style="list-style-type: none"> Finalizing website and will launch within the next month. Donor Database Conversion <ul style="list-style-type: none"> Waiting on confirmation of donor records being converted in new system. Digital Foundation Newsletter <ul style="list-style-type: none"> Confirmed vendor and approved contract. Working on design and implementation will be once data conversion is complete. MHSC Master Plan- Expecting to have a proposal by 10/15/23
FUTURE DATES	<ul style="list-style-type: none"> Aspen Academy For Healthcare Philanthropy- Oct. 2-4, 2023- Lansing, MI <ul style="list-style-type: none"> Matt Jackman and Tiffany are confirmed to attend Christmas Event- December 15, 2023 Red Tie Gala- February 3, 2024 (VIP is February 2, 2024)
FUNDING REQUESTS	<ul style="list-style-type: none"> Wheelchair purchase request for MOB.



Board Compliance Committee Meeting
Memorial Hospital of Sweetwater County
September 25th, 2023

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

Absent: Barbara Sowada, Trustee

**Substitution for Barbara Sowada*

Minutes

Call to Order

The meeting was called to order at 9:05am by Kandi Pendleton.

Agenda

The September agenda was approved as written, Irene made the motion and Suzan seconded it.

Meeting Minutes

The meeting minutes from the July 24th, 2023, meeting was presented. Irene made the motion to approve the minutes as written and Suzan seconded. Motion carried.

New Business

- a. Questions to discuss from Board and Compliance oversight video from OIG. Question 6 and subparts under Board's Role. Suzan reported and presented the questions from the previously watched videos and spoke specifically to question #6 a-d. How does the Board stay informed on risk and compliance issues? Suzan stated that risk and compliance issues are brought to this meeting and then passed on to the Hospital Board. Suzan asked for verification from Kandi if this was indeed the procedure. Kandi stated that everything from this meeting is included in the Board packet and can be reviewed by the members. Kandi continued that this process is working fine, and Irene agreed. #6a-How does MHSC identify, audit and monitor risk areas? Suzan that MHSC does a risk assessment and is currently working on a new one. After it is completed, it is presented and discussed with Irene and then brought to this committee. Kandi asked if the current audit came from this risk assessment and Suzan replied that the current audit came from somewhere else. #6b Does the Board learn of all significant Compliance issues? Everyone agreed that there is a process in place to learn of significant issues. #6c Is someone responsible for keeping the Board informed? Yes, it is the responsibility of Suzan and Kandi. #6d Is MHSC looking at new risk areas and developing appropriate safeguards? Suzan stated that we are currently looking at the new risk assessment and we are always looking at safeguards. Suzan added that that she will take a question from the list and present it and answer it at every meeting.
- b. Compliance committee charter review and proposed change. Kandi said that the only change is in the meeting frequency from monthly to quarterly. Suzan presented the document with the proposed changes to be read as, "The Board Compliance Committee shall meet *at least quarterly and* as needed.". Kandi asked if public notice would have to be given of the meetings. Suzan replied that public notice does not have to be given and that an email and or phone call would be given if an unscheduled meeting needed to take place. A motion was made to approve the charter as written; Craig made the motion and Irene seconded it. The motion carried and the charter will be presented at the Hospital Board meeting in October.

- c. Follow-up from HIPAA/Registration Audit. Suzan stated that additional questions have been proposed since the start of this audit. She continued that this committee had previously asked about the patient photo process for medical charts and why it is voluntary. Suzan answered that it is currently voluntary because the policy currently states that it is. Most of the kickback that we get from patients is with minors or young children. Suzan and April both spoke about using scripting in the training process to emphasize that this is for their safety and needed for the medical record. They also spoke about not necessarily giving the patient the chance to say no by saying something as simple as "For your safety, it's necessary to get a quick photo for your medical record". Suzan added that herself and Cyndi McQuillen will be working on the training process and policy and hope to have a draft by the end of the year.
- d. Sub-audit of minors in the registration process. Suzan reported that April has been doing this and we are getting lots more questions about HIPAA. These questions include minors and "sensitive" testing, custodial and non-custodial parents, our patient portal, and minors, and most recently the Radiology release of information vs our HIPAA release of information. After much discussion and questions answered to the best of our ability, Suzan said that training needs to be revamped (we are working on this) and streamlined with examples of all the questions that we have received. Irene asked if Suzan and April could do a little presentation at the next Townhall Meeting, and they responded yes. Craig asked how often staff is trained and Suzan answered yearly with our annual competencies. He then asked how often staff is getting actual in class, face to face training? Suzan stated that this is what she is currently working on with HR, IT and April. She added that this training would be offered and mandatory for every employee and training would happen at different times to include ALL staff members.
- e. Credentialing Process Audit. Suzan and April reported that this is the next audit that will be done, at the request of Barbara Sowada. Suzan stated that it is the job of this Board to check our process of Credentialing staff. Suzan reported that April has already met with Janice Varley and that the ball is rolling. April reported that the committee would need to decide if we are auditing all credentialed staff, or all employed staff. All credentialed staff would be auditing 70 charts (33% of 209) and employed staff would be considerably less. The issue April has is that Janice will be retiring in December and Sarah will be moving into her spot. The hospital will be filling Sarah's spot so they will be busy and may not be able to sit and walk through 70 charts before December. April is currently waiting to see if she could get access to the program and do some with Janice and Sarah and the rest on her own. Once we have this, April will come up with a timeline for the audit.

Old Business

No old business to report.

Summary Report

- A. HIPAA-The HIPAA report was presented and reviewed. Suzan briefly explained our process to Craig as well as explaining the three HIPAA privacies that we monitor, and the way possible violations are reported. She continued that we see a lot of "Inquiry into personal medical record" which means that an employee entered their own medical record without permission. Suzan said that just because you work here, doesn't mean you are exempt from the rules. Craig asked who has access to medical records? April explained that anyone who has access to Cerner, our medical record system, has access to medical records on some level. She further explained that there are safeguards as to what each employee can see but if they have a login, they have access. Suzan stated that a recent Supreme Court case has required an audit trail be available for all medical records. Suzan continued that EVERY time a user accesses a medical record, it is logged and they (The Joint Commission or

whoever requests it) can see it. Audit trails are now given out in the medical record. This makes it easier to see the question of, "Why is so and so in this record?"

- B. Exclusionary Report- Suzan briefly explained that this report is essentially used to look for fraud with our providers. It is ran every month and we have never had a provider on the list.

Additional Discussion

Kandi called for any additional discussion and there was none.

Next Meeting

The next meeting is scheduled for November 27th @ 9:00am. After this meeting, the committee will start with the new quarterly schedule. Meetings will be in January, April, July, and October for 2024. Kandi requested that an invite be sent for these dates and Suzan stated that she would get with Cindy and get it done.

Adjournment

The meeting adjourned at 9:58am

Respectfully Submitted,

April Prado, Recording Secretary

Minutes
Governance Meeting
September 18, 2023

Attendees: Marty Kelsey, Barbara Sowada, and Irene Richardson

Call to Order: Irene Richardson called the Zoom meeting to order at 2:00 pm

Agenda was approved as written

Minutes had been previously approved

OLD Business

1. Expansion and New Service Line Policy. Discussed the purpose of the policy, which is not to tie CEO or senior leadership's hands but to provide process for Board to do its diligence, which is protective of both Board and CEO. Action: Marty to draft policy for October meeting. Irene will send Marty her suggestions for what the policy should include.
2. Update Governance Committee charter. Charter was reviewed and revised. (See attached.) Revised charter will be included in October BOT packet for first reading.
3. Board assessment survey in December. Barbara updated group: Cindy is in contact with TGI. On track to have this completed by the December BOT meeting.
4. Other committee charters: Action: Because the Joint Conference Committee hasn't met for 3 years this charter will be put on back burner. The Executive Oversight and Compensation Committee charter will also be put on back burner until new board member is appointed.
4. Filling VP vacancy: Barbara updated group: Craig Rood has agreed to fill the VP vacancy, which eliminates the need to move other officers to new positions.

NEW Business

1. Strategic planning meeting. Irene updated group: Laura Lehman from Peak Consulting will conduct a strategic planning meeting for MHSC. Meeting will be the afternoon of November 17th and morning of November 18th. Discussion regarding size of planning group. Decided to limit size to Board, Senior Leadership, Med Executive Committee, and Commissioner liaison. Irene may conduct pre-meeting SWOT analysis with leadership staff.
2. There was much discussion regarding the suggested BOT education for October was interpretation of MGMA data re percentile salary and percentile volume. Action: Program to be for November, not October, BOT meeting. After much discussion this will be p

Next meeting will be Monday October 16th at 2:00 pm by Zoom.

Respectfully submitted,

Barbara J. Sowada, Ph.D.