

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

January 5, 2022

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 876 2300 6827

Password: 984238

AGENDA

- | | | |
|-------|---|---|
| I. | Call to Order | Taylor Jones |
| | A. Roll Call | |
| | B. Pledge of Allegiance | |
| | C. Our Mission and Vision | Marty Kelsey |
| | D. Mission Moment | Irene Richardson, <i>Chief Executive Officer</i> |
| II. | Agenda <i>(For Action)</i> | Taylor Jones |
| III. | Minutes <i>(For Action)</i> | Taylor Jones |
| IV. | Community Communication | Taylor Jones |
| V. | Old Business | Taylor Jones |
| | A. COVID-19 Preparation and Recovery - Incident Command Team Update | Kim White,
<i>Director of Emergency Services</i> |
| | B. Rules of Practice Governing Hearings | Geoff Phillips, <i>Legal Counsel</i> |
| | C. Risk Management Program | Marty Kelsey |
| | D. Compliance Program | Marty Kelsey |
| | E. Medical Staff Bylaws | Dr. Brianne Crofts, <i>Medical Staff President</i> |
| VI. | New Business <i>(Review and Questions/Comments)</i> | Taylor Jones |
| | A. Employee Policy <i>(from the Human Resources Committee)</i> | Barbara Sowada |
| | 1. Non-Discrimination and Anti-Harassment <i>(For Review)</i> | |
| | B. Human Resources Charter <i>(For Review)</i> | Barbara Sowada |
| VII. | Chief Executive Officer Report | Irene Richardson |
| VIII. | Committee Reports | |
| | A. Quality Committee | Barbara Sowada |
| | B. Human Resources Committee | Barbara Sowada |
| | C. Finance & Audit Committee | Ed Tardoni |
| | 1. Capital Expenditure Request <i>(For Action)</i> | |
| | 2. Bad Debt <i>(For Action)</i> | |
| | December Committee Meeting Information | |
| | D. Building & Grounds Committee | Marty Kelsey |
| | E. Foundation Board | Taylor Jones |
| | F. Compliance Committee | Marty Kelsey |
| | G. Governance Committee | Taylor Jones |
| | H. Executive Oversight and Compensation Committee | Taylor Jones |
| | I. Joint Conference Committee | Taylor Jones |

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|--|--------------------|
| IX. Board Review of iProtean | Barbara Sowada |
| X. Medical Staff Report | Dr. Brianne Crofts |
| XI. Good of the Order | Taylor Jones |
| XII. Executive Session (W.S. §16-4-405(a)(ix)) | Taylor Jones |
| XIII. Action Following Executive Session | Taylor Jones |
| XIV. Adjourn | Taylor Jones |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

December 1, 2021

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on December 1, 2021, at 2:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

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

Pledge of Allegiance

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

Our Mission and Vision

Ms. Pendleton read aloud the mission and vision statements.

Mission Moment

Ms. Richardson read aloud a card from a patient's family in appreciation of Dr. Banu Symington and the Sweetwater Cancer Center staff. Ms. Richardson agreed with the message and said we are so fortunate to have the services in our community.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Dr. Sowada; second by Ms. Pendleton. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the November 3, 2021, regular meeting as presented was made by Mr. Kelsey; second by Dr. Sowada. Ms. Pendleton abstained, and the motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

COVID-19 Preparation and Recovery – Incident Command Team Update

Ms. Kim White, Incident Commander and Director of Emergency Services, provided a Covid-19 update. She reported November has seen a significant decrease of Covid patients. We are seeing a decrease in numbers at the swabbing station. The University of Utah and Utah hospitals are still full so we still have difficulty getting patients transferred out. Ms. White said we continue to offer our drive-thru vaccine clinics Tuesdays and Wednesdays from 3:00 to 6:00 PM.

Employee Policies

Dr. Sowada said the Board has had a chance to review the policies in the packet and asked for questions and discussion.

Dr. Sowada said a significant change in the Introductory and Probationary Period Policy is we are going from a 90-day probationary period to a 360-day probationary period where the employees will be at-will. An employee going to a new job will have a 90-day probationary period where they become at-will for that period. Mr. Tardoni noted 90-days for promotions is not new. Dr. Sowada asked about implementing this during the pandemic when it is so difficult to recruit employees. Ms. Richardson said some employees, for example nursing, are not off from orientation for six months. We decided to extend to one year for everyone for consistency. She said she thinks it will help us look at that period and see what will be the best fit with each employee and the organization. Ms. Richardson said we have done a lot of work on these policies and thinks they are really good. She said they will be very beneficial for all of us. The motion to approve the Introductory and Probationary Period Policy as presented was made by Dr. Sowada; second by Ms. Pendleton. Motion carried.

Dr. Sowada said a lot of hard work went into the Employee Corrective Action Policy. Basically, there are no significant changes to information. It was fine-tuned and the steps were clarified. The motion to approve the Employee Corrective Action Policy as presented was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

Dr. Sowada said a tremendous amount of thought and time went into developing the Termination, Suspension Without Pay and Appeal Policy. Mr. Phillips said the group working as a committee developed the policy and thinks it is positive for the Hospital in a number of ways. He said it provides the process for what happens when there is a termination or suspension without pay for an employee. He said it is consistent with what is happening with other government entities in Wyoming. Mr. Phillips said the group made sure it is compliant with the law as well as making sure it works for what we are doing at the Hospital. The motion to approve the Termination, Suspension Without Pay and Appeal Policy as presented was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

Mr. Jones thanked everyone for their work on the policies. He noted it was important we took the time and did them right.

Rules of Practice Governing Hearings

Mr. Phillips said this one is different than adopting a policy. This is part of the Wyoming Administrative Procedures Act rule-making provision. He said it can get complicated and we are going to make it as easy as we can. The Board will approve the packet and the notice that has been presented. We will file that with the Clerk's office and we will run that in the newspaper. We have to wait 55 days and during that time we open the rule packet for comment to the public so anyone can submit a comment to the Hospital with respect to the rules of practice. We don't adopt this as a policy; we adopt this as a rule. The Board needs to adopt the rules packet. We can still change some of the language to the rules of practice if anyone at the Hospital or in the public sees something that needs to be changed but we have to wait for the mandatory period before we can adopt this as a rule. Mr. Tardoni referenced item 3, subpart E and said it reads that the Board will comply with its policies and he doesn't know if that is necessary and asked the group to consider eliminating that information. He said obviously we will follow our policies we pass. Mr. Phillips agreed and said we would remove that information.

Compliance Committee of the Board Charter

Mr. Kelsey said the Committee met recently and reviewed the Charter. He said the proposal is a little bit of a shortened version and the Committee seems to think it covers the necessary basics. There is still the issue of the program document. Mr. Kelsey said he was informed by the staff they are still working on that document. The motion to approve the Compliance Committee of the Board Charter as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

Risk Management Program

Mr. Kelsey said the Compliance Committee did not discuss the Risk Management Program. He said that is something the Quality Committee is involved with a great deal so there is nothing to talk about on that particular subject. Ms. Richardson said staff are still working on that and we hope to have something to the Board early in the year.

Compliance Program

Mr. Kelsey said staff is working on that and he is not sure when something will be ready for review by the Board.

Medical Staff Bylaws

Dr. Denker reported the Medical Executive Committee met November 23rd. They have been working on the bylaws with legal counsel. Dr. Denker said the next step is the bylaws will go to the General Medical Staff meeting. Then they will be sent to the Board for their consideration.

NEW BUSINESS

There was no new business for discussion.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a Strategic Plan update including Patient Experience, Quality and Safety, Community Outreach and Growth, Workplace Experience, and Financial Stewardship. We continue offering person-centered care and communicating with empathy workshops. The Person-Centered Care Committee has launched a Care for the Caregiver Campaign in an effort to help staff know we understand it has been a challenging time and we want them to know we are thinking about them. The Patient and Family Advisory Council continues to meet monthly via Zoom. Ms. Richardson said the group has been very helpful to us and we implement anything we can that will improve the experience. The iProtean education topic this month was on physician leadership. Ms. Richardson thanked Dr. Denker for inviting all physician leaders to watch the three assigned videos. Ms. Richardson said she would like to do that with them more often. We continue preparing for The Joint Commission survey for the Lab. We are working hard to fill open positions with Hospital staff. Ms. Tami Love, Chief Financial Officer, sent out the final documents for refinancing the bonds for review and approval by the Board today. We are on the agenda for the Board of County Commissioners meeting December 7th at 10:30 AM. Ms. Richardson thanked the team working on the refinancing project. She said we hope to close mid-December. Ms. Richardson said a group from the Hospital attended the Rock Springs Chamber of Commerce Awards Night November 5th. The Hospital was selected as the Industry of the Year Award winner. Ms. Richardson said when she accepted the award that night, she dedicated it to all staff at Memorial Hospital of Sweetwater County. She said we are grateful to our community for allowing us to serve them. The Kaufman Hall Project kick-off meeting was held the previous week. We are collecting data and we hope to have some information for the Board in January and February. Cerner Go-Live is scheduled February 28, 2022. The Medical Staff elected new officers for 2022. Ms. Richardson thanked Dr. Denker for his time as Chief of Staff. She said he was always available and truly embraces our mission, vision, and values. She said his leadership has directed the Medical Staff to new heights. We participated in the YWCA Festival of Trees event with a “Buckets of Kindness” tree entry. She said it is a nice way to let our community know what we are doing around person-centered care and our mission and values at the Hospital. The Veteran’s Day drive-thru lunch event had an excellent turnout. We have an entry in the Rock Springs Christmas Parade December 4th. The Hospital Christmas Cruz-Thru with Santa is December 10th from 3:00 – 5:00 PM. Ms. Richardson thanked staff for everything they have done and wished everyone a very merry Christmas and happy new year. She thanked the Board for being helpful, interactive, supportive, and readily available.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada reported the Committee met in November and the information is in the meeting packet.

Human Resources Committee

Dr. Sowada reported the Committee did not meet.

Finance and Audit Committee

Mr. Tardoni reported the information is in the meeting packet.

The motion to approve Capital Expenditure Request FY 22-30 for \$130,680 for nine dialysis machines as budgeted was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried.

The motion to approve Capital Expenditure Request FY 22-31 for \$127,292.98 for a Phillips diagnostic ultrasound system as budgeted was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

The motion to approve Capital Expenditure Request FY 22-32 for software for medical staff peer reviews was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

Ms. Richardson introduced Mr. Rick Thompson, Mr. Nate Eckloff, and Mr. Liam O'Connell. She said everyone has been great to work with regarding the bond refinancing. Mr. Eckloff thanked the Board and staff. He reviewed the bond refinancing information and process. The refinancing will result in a significant amount of savings. The motion to authorize the Board President and Secretary to execute the documents to move forward with refinancing the bonds as presented was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried. Mr. Jones thanked everyone for their efforts to make this happen.

The motion to approve the net potential bad debt of \$1,129,311.04 as presented by Mr. Ron Cheese, Director of Patient Financial Services, was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried. Mr. Tardoni noted the emergency room debt is the major part of the total amount. Mr. Cheese reported the patient navigation program has been an amazing gift to our patients and to the Hospital.

Building & Grounds Committee

Mr. Kelsey reported the information is in the meeting packet.

Foundation

Ms. Tiffany Marshall, Foundation Executive Director, reported the Foundation has a potential board member interested in one of three openings. The virtual Red Tie Gala plans continue. The event will be held Saturday, February 5th at 7:00 PM. The night will end with Extreme Music Bingo. Blankets and dinner will be provided to sponsors. We are planning a Red Tie Gala Activity Week in our community.

Compliance Committee

Mr. Kelsey reported the information is in the meeting packet.

Governance Committee

Dr. Sowada reported the minutes are in the meeting packet. She said the CEO evaluation process may need to be rewritten. The way we are doing that now is different than what we have in the written process. The Joint Commission requires a written evaluation. Dr. Sowada asked Trustees to send their comments and questions to her about that topic by December 14th.

Executive Oversight and Compensation Committee and Joint Conference Committee

Mr. Jones said there was no update to report.

BOARD REVIEW OF IPROTEAN

Dr. Sowada said there is a need for teamwork and it doesn't happen without good relationships. While the videos were addressed to physicians, they really speak to every person at the Hospital. Emotional intelligence fits with patient-centered care, everything Planetree has been teaching, empathy, and it all speaks to everyone at the Hospital being involved in quality. The thing she felt was missing was asking what matters most to physicians. Dr. Sowada said the Quality Committee is starting to look ahead. They have the right data available to the Board. They are looking at ways for the Quality Department to build on what they have already put in place. They want to look at data that helps people make better decisions. Mr. Jones said the videos talked about how the Board and physicians need to work together, hand-in-hand. It can't be an either/or. He said it is good for anyone to watch leadership videos. It is important to look at leaders at all different levels. He said he watched some of the videos with Ms. Richardson on a Zoom call and invited people to try that method if they feel it would be beneficial to watch and discuss together. Ms. Pendleton said the videos have been very beneficial and have clarified the role of the Board. She said they are enlightening, worthwhile, and thanked Dr. Sowada for the choices in assignments. Mr. Tardoni said the Board's role is setting the culture and dynamiting the roadblocks. Mr. Kelsey thanked Dr. Sowada for giving the Board the opportunity to learn and discuss. He thinks it's a good exercise and hopes we keep doing it. Ms. Richardson said she thinks these are wonderful. Dr. Sowada thanked Ms. Richardson and the staff for making it happen. She asked for suggestions for the January meeting discussion topic and said there is some new information on strategic planning.

MEDICAL STAFF REPORT

Dr. Denker provided a Covid update. We currently have one patient in-house and a 9% positivity rate in the community. We are watching a new omicron variant. We are no longer in crisis mode. Dr. Denker said we continue to do our best to put quality measures in the forefront. We continue to monitor transfer data. Dr. Denker said we are continuing with our commit-to-sit initiatives. He said we had good turnout for the iProtean videos review. Dr. Denker said he thinks it is good to talk about the different sides and planting seeds for a good collaboration in the future. The new officers elected by the Medical Staff are:

Secretary/Treasurer – Dr. Lucy Ryan
Vice President – Dr. Alicia Gray
President – Dr. Brianne Crofts

Dr. Denker said these officers will do an outstanding job leading the Medical Staff. He thanked Ms. Richardson for her leadership. He said she is seen as an excellent leader in the Hospital and in the community. Dr. Denker thanked Mr. Jones and the Board.

GOOD OF THE ORDER

Ms. Pendleton said someone in her office needed a procedure and raved about the Hospital staff and process.

Mr. Jones wished everyone a merry Christmas and new year. He expressed appreciation to the staff.

EXECUTIVE SESSION

Mr. Jones said there would be an executive session. He said the Board would leave the current meeting, go to another link, and then return to the original meeting for actions taken following executive session. He said the Board would take a 10-minute break and reconvene in executive session at 3:35 PM. The motion to go into executive session was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

RECONVENE INTO REGULAR SESSION

At 4:16 PM, the motion to leave executive session and return to regular session was made by Ms. Pendleton; second by Mr. Tardoni. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the privileges, credentials, and appointments for everyone on the list provided by Ms. Downs was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

Credentials Committee Recommendations from November 9, 2021

1. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Christopher Ryba, Emergency Medicine (U of U)
 - Dr. Rasheel Chowdhary, Pulmonary Medicine
2. Reappointment to Active Staff (2 year)
 - Dr. Frederick Matti, Radiology
 - Dr. Melinda Poyer, Family Medicine
3. Reappointment to Consulting Staff (2 years)
 - Dr. Michael Allen, Tele Radiology (VRC)
 - Dr. Jason Young, Tele ICU (U of U)
 - Dr. Jade Nunez, Tele ICU (U of U)
 - Dr. Kevin Whitehead, Cardiovascular Disease (U of U)
4. Reappointment to AHP Staff (2 years)
 - Jocelyn Palinek, Family Nurse Practitioner

ADJOURNMENT

Mr. Jones thanked everyone and said the next meeting is January 5, 2022. There being no further business to discuss, the meeting adjourned at 4:17 PM.

Mr. Taylor Jones, President

Attest:

Mr. Marty Kelsey, Secretary

POLICY _____

RULES OF PRACTICE GOVERNING HEARINGS

The Board of Trustees of Memorial Hospital of Sweetwater County adopts the following Rules of Practice Governing Hearings.

Reference W.S. 16-3-107 through 16-3-112 as amended from time to time.

The Board adopts the following amended Rules of Practice Governing Hearings:

I Definitions.

- (a) “Board” shall mean the Board of Trustees of Memorial Hospital of Sweetwater County.
- (b) “Hospital” shall mean Memorial Hospital of Sweetwater County.
- (c) “President” shall mean the President of the Board of Trustees of the Hospital, or in his/her absence the Vice President or other member of the Board designated by the Board to preside at any hearing.
- (d) “CEO” shall mean the Chief Executive Officer of the Hospital.
- (e) “Secretary” shall mean the secretary of the Board.
- (f) “Contestant” shall mean any person whose legal rights, duties or privileges pursuant to the policies and procedures of the Board are required to be determined by the Board in a hearing before the Board.

II. Contests.

A contest may be initiated by any person, herein referred to as the contestant, seeking any decision, order, ruling or any other appropriate action to be taken by the Board when such action, if taken by the Board would affect the rights of the contestant or any other person. A contest is initiated by the filing of a written request for a hearing, with the Secretary of the Board.

III. Request for Hearing.

Any contestant desiring a hearing must file with the Secretary of the Board a written request with the Secretary of the Board within ten (10) days after the date of the mailing of the notice of the action or decision or recommendation. The written request for a hearing must include the following:

- (a) The name of the contestant and the name of the Board or person adversely complaining.

- (b) A statement in ordinary, concise language of the facts on which the request is based, including reference to particular law or rules involved.
- (c) A request for hearing.
- (d) The address of the contestant, and the name of his/attorney, if any.

IV. Notice of Hearing.

Upon the Board determining that a full due process hearing is appropriate, the Board shall cause written notice of any hearing held under these rules to be served upon each contestant at least ten (10) days prior to the date set for the hearing. Such notice shall include a statement of:

- (a) The time, place, and nature of the hearing.
- (b) The legal authority and jurisdiction under which the hearing is to be held.
- (c) Such other matters as may be required by the Wyoming Administrative Procedures Act.

V. Service of Notice.

Service may be made either personally or by certified or registered mail as follows:

- (a) Personally: Said service, if made by Sheriff, or other official, shall be made in the manner prescribed by the Wyoming Rules of Civil Procedure. Said Service may be made by any person, not an officer, who is of lawful age, and not a party of interest. The return of said service shall be made by the certification of the officer or person, by his/her affidavit. Such return of service must be filed with the Board prior to commencement of the hearing.
- (b) By certified or registered mail to the last known address of contestant.

VI. Motions.

The Board may, at any time after three (3) days notice to all parties, hear orally or otherwise any motion filed in connection with hearings under these rules.

VII. Docket.

When a proceeding is instituted by the filing of a petition, the Secretary shall assign it a number and enter the proceedings, with the date of its filing, on a separate page of the docket provided for such purpose. The Secretary shall establish a separate file for each docketed case, in which shall be systematically placed, all paper, pleadings, documents, transcripts and evidence pertaining thereto and all such items shall have noted thereon, the docket number assigned, and the date of filing.

VIII. Form of Pleadings.

The form of pleadings or other papers filed in each docketed case shall be substantially as follows:

BEFORE THE BOARD OF TRUSTEES
OF
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
STATE OF WYOMING
IN THE MATTER OF

_____ Docket No. _____

Contestant

PETITION

(Request for Hearing, Motion, Answer, Etc,)

(Body of Pleading or Motion)

(Signature) _____

Name (Typed or Printed)

Title

(Signature) _____

Name (Typed or Printed)

Address

Attorney

IX. Disposition of Case by Stipulation.

Any case may be finally disposed of by stipulation, agreed settlement, consent, order or default of the parties, approved by the Board An appropriate order accordingly shall be entered in the case record.

X. Continuances.

For good cause shown, continuances and extensions of time may be granted or denied in the discretion of the Board, provided that except where both parties agree, no continuances shall be granted which shall extend the time for hearing beyond the time in which such hearing must be held as provided by law.

XI. Pre-Hearing Conference.

At a time on or before the day of the hearing, the Board may direct the attorneys for the parties to appear before the Board to consider:

- (a) The simplification of the issues.

- (b) The necessity or desirability of amending the pleadings.
- (c) The possibility of obtaining admissions of fact and of documents which will avoid unnecessary proof.
- (d) Such other matters as may aid in the disposition of the case.

Such conferences shall be conducted informally. A memorandum will be prepared which recites the actions taken at the conference, amendments allowed, agreements of the parties and limitation of the issues to those undisposed of by admissions or agreements of counsel and the parties. The pre-hearing memorandum will control the course of the hearing unless modified by the Board to prevent manifest injustice.

XII. Subpoenas.

The President or Secretary of the Board, upon written application of any party or his/her attorney, shall issue a subpoena requiring the appearance of witnesses for the purpose of taking evidence or documents relevant or material to the inquiry, all subject to the provision of W.S. § 16-3-107(c) as amended from time to time.

XIII. Order of Procedure at Hearing.

As nearly as may be possible, hearings shall be conducted in accordance with the following order of procedure.

- (a) The President shall announce that the Board is open to transact business and call by docket number and title the case to be heard.
- (b) The hospital will be allowed an opening statement to briefly explain its position to the Board and outline the evidence it proposes to offer, together with the purpose thereof.
- (c) The contestant will be allowed an opening statement.
- (d) Any additional parties will be allowed an opening statement.
- (e) The hospital's evidence will be heard. Witnesses may be cross-examined by the contestant or his/her attorney and by members of the Board and legal counsel of the Board. The hospital's offered exhibits will be marked by letters of the alphabet, beginning with "A."
- (f) The President may introduce any evidence necessary on behalf of the Board, and exhibits of the board will be marked with double letters of the alphabet, beginning with "AA." Members of the Board may examine witnesses. Witnesses may be cross-examined by the contestant and the attorney for the other party.
- (g) The evidence of the contestant will be heard. And exhibits of such contestant will be marked with numbers beginning with "1." Each member of the Board, the attorney for any other party, and the attorney for the Board, shall have the right to cross-examine all witnesses presented on behalf of the contestant.

- (h) The hospital may offer rebuttal evidence.
- (i) The Board may, in its discretion, allow evidence to be offered out of order, as herein prescribed.
- (j) Closing statements will be made in the following sequence:
 - (1) Hospital
 - (2) Contestant
 - (3) Hospital in rebuttal

The time for oral argument may be limited by the President.

- (k) The President may recess the hearing as required.
- (l) After all interested parties have been offered an opportunity to be heard, the President shall declare the evidence closed and excuse all witnesses. The evidence of the case may be re-opened at a later date, for good cause shown, by order of the Board upon motion of any party to the proceedings, the President, or the Board itself.
- (m) Parties may tender briefs, or the board may call for such briefs as may be desirable.
- (n) The President may declare that the matter is taken under advisement and that the decision and order of the Board will be announced at a later date.

XIV. Witnesses at Hearings to be Sworn.

All persons testifying at any hearing before the Board shall stand and be administered the following oath or affirmation by a member of the Board:

“Do you swear (or affirm) to tell the truth, the whole truth, and nothing but the truth in the matter now before the Board?”

No testimony will be received from a witness except under such oath or affirmation.

XV. Applicable Rules of Civil Procedure.

The rules of practice and procedure contained in the Rules of Civil Procedure of the State of Wyoming, insofar as the same may be applicable, and not inconsistent with the laws of the State of Wyoming, shall apply in all hearings before the Board. For the application of such rules, the Secretary is designated to be in the same relationship to the Board as a clerk of court to a court.

XVI. Attorneys.

The filing of a pleading or other appearance by an attorney constitutes his/her appearance for the party for whom made. The Board must be notified in writing of his/her withdrawal from any matter. Any person appearing before the Board at a hearing in a representative capacity shall be precluded from examining or cross-examining any witness, unless such person shall be an attorney licensed to practice in the State of Wyoming, or a non-resident attorney associated with a

Wyoming attorney. This rule shall not be construed to prohibit any person from representing himself/herself before the Board.

XVII. Attorneys for the Board.

In all hearings before the Board, the President shall request the attorney for the Board to be present to assist and advise the Board.

XVIII. Taking of Testimony – Reporter

In all hearings, the proceedings, including all testimony, shall be reported verbatim, stenographically or by any other appropriate means determined by the Board or the officer presiding at the hearing.

XIX. Decisions, Findings of Fact, Conclusions of Law, Orders.

The Board, following a full and complete hearing, shall make and enter a written decision and order containing findings of fact and conclusions of law based upon the evidence, both testimonial and documentary, introduced and admitted during the course of the hearing. In addition, all matters which have been officially noticed by the Board will be taken into consideration as a basis for making findings of fact and conclusions of law, and order shall be filed with the Secretary and will, without further action become the decision, findings of fact, conclusions of law and order based upon the hearing. The Secretary shall, upon receipt of any decision and order, send a copy to contestant and interested parties involved by certified mail, postage paid.

XX. Members of the Board Present.

No members of the Board shall vote upon a decision of the Board unless he shall have been present at the hearing or has read the transcript of the proceedings. The vote of the Board shall be shown in its decision, i.e., 5-0, 4-1, 3-2, etc. or not participating, etc.

XXI. Appeals to District Court.

Appeals to the District Court from decisions of the Board may be taken in the manner prescribed by the Wyoming Administrative Procedures Act.

XXII. Transcripts In Case of Appeal.

Oral proceedings or any part thereof shall be transcribed on request of any party upon payment of the cost thereof. In case of an appeal to the District Court, the party appealing shall secure and file a transcript of the testimony and other evidence offered at the hearing with the Board, which transcript shall be verified by the oath of the reporter and as a true and correct transcript of the testimony and other evidence in the hearing. The cost of making the transcript shall be paid by the party prosecuting such appeal. The complete record on appeal, including the transcript of testimony, shall be verified by the Secretary.

XXIII. Standard of Conduct.

Contemptuous conduct by any person appearing at a hearing shall be grounds for his/her exclusion from the hearing by the presiding officer.

XXIV. Independent Hearing Examiner.

The Board may retain, at its expense, an independent hearing examiner to conduct the hearing and provide recommended findings of fact and conclusions of law to the Board at the conclusion of the hearing. The independent hearing examiner shall be a licensed attorney in the State of Wyoming and shall not have any interest in the proceedings before the Board.

ADOPTED AND APPROVED THIS ____ day of _____, 2022.

President, Board of Trustees

ATTEST:

Secretary, Board of Trustees

CHAPTER I.
POLICY

RULES OF PRACTICE GOVERNING CONTESTS
BEFORE THE BOARD OF TRUSTEES OF
MEMORIAL HOSPITAL OF SWEETWATER COUNTY HEARINGS

—The Board of Trustees of Memorial Hospital of Sweetwater County adopts the following Rules of Practice Governing Hearings.

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Reference W.S. 16-3-107 through 16-3-112 as amended from time to time.

The Board adopts the following amended Rules of Practice Governing Hearings:

I Definitions.

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~~Section 1. Authority. These rules are promulgated as authorized by the “Wyoming Administrative Procedures Act” (Sections 16-3-101 to 16-3-115, Wyoming Statutes, 197 as amended).~~

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~~Section 2. Definitions. As used in these Rules:~~

(a) “Board” shall mean: ~~the~~ the Board of Trustees of Memorial Hospital of Sweetwater County.

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(b) “Hospital” shall mean Memorial Hospital of Sweetwater County.

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~~a. “Chairman”: The Chairman of the Board of Trustees.~~ “President” shall mean the President of the Board of Trustees of the Hospital, or in his/her absence the Vice President or other member of the Board designated by the Board to preside at any hearing.

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~~b. “Director”: The Director Memorial Hospital of Sweetwater County.~~ “CEO” shall mean the Chief Executive Officer of the Hospital.

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~~d. “Complainant”: The Board, Director or any other person or party who initiates or requests any action or decision.~~ “Secretary” shall mean the secretary of the Board.

~~e. “Contestant”: shall mean a Any person whose legal rights, duties or privileges pursuant to the policies and procedures of the Board are required to be determined by the Board in who will be aggrieved or adversely affected by a decision or recommendation by the Director or by a proposed action by the Board and who requests a hearing before the Board.~~

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~~f. “Party”: Each person or agency named or admitted as a party, or properly seeking and entitled as of right to be admitted as a party.~~

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g. ~~“Person”: Any individual or entity, other than agency.~~

II. Contests.

~~A contest may be initiated by any person, herein referred to as the contestant, seeking any decision, order, ruling or any other appropriate action to be taken by the Board when such action, if taken by the Board would affect the rights of the contestant or any other person. A contest is initiated by the filing of a written request for a hearing, with the Secretary of the Board. Section 3. Notice of Director’s Action or Recommendation.~~

III. Request for Hearing.

~~Any contestant desiring a hearing must file with the Secretary of the Board a written request with the Secretary of the Board within ten (10) days after the date of the mailing of the notice of the action or decision or recommendation. ~~The written request for a hearing must include setting forth the following:~~~~

- ~~(a) The name of the contestant and the name of the Board or person adversely complaining.~~
- ~~(b) A statement in ordinary, concise language of the facts on which the request is based, including reference to particular law or rules involved.~~
- ~~(c) A request for hearing.~~
- ~~(d) The address of the contestant, and the name of his/attorney, if any.~~

IV. Notice of Hearing.

~~Upon the Board determining that a full due process hearing is appropriate, the Board shall cause written notice of any hearing held under these rules to be served upon each contestant at least ten (10) days prior to the date set for the hearing. Such notice shall include a statement of:~~

- ~~(a) The time, place, and nature of the hearing.~~
- ~~(b) The legal authority and jurisdiction under which the hearing is to be held.~~
- ~~(c) Such other matters as may be required by the Wyoming Administrative Procedures Act.~~

V. Service of Notice.

~~Service may be made either personally or by certified or registered mail as follows:~~

- ~~(a) Personally: Said service, if made by Sheriff, or other official, shall be made in the manner prescribed by the Wyoming Rules of Civil Procedure. Said Service may be made by any person, not an officer, who is of lawful age, and not a party of~~

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interest. The return of said service shall be made by the certification of the officer or person, by his/her affidavit. Such return of service must be filed with the Board prior to commencement of the hearing.

(b) By certified or registered mail to the last known address of contestant.

VI. Motions.

The Board may, at any time after three (3) days notice to all parties, hear orally or otherwise any motion filed in connection with hearings under these rules.

VII. Docket.

When a proceeding is instituted by the filing of a petition, the Secretary shall assign it a number and enter the proceedings, with the date of its filing, on a separate page of the docket provided for such purpose. The Secretary shall establish a separate file for each docketed case, in which shall be systematically placed, all paper, pleadings, documents, transcripts and evidence pertaining thereto and all such items shall have noted thereon, the docket number assigned, and the date of filing.

VIII. Form of Pleadings.

The form of pleadings or other papers filed in each docketed case shall be substantially as follows:

BEFORE THE BOARD OF TRUSTEES

OF

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

STATE OF WYOMING

IN THE MATTER OF

_____ Docket No. _____

Contestant

PETITION

(Request for Hearing, Motion, Answer, Etc.)

(Body of Pleading or Motion)

(Signature) _____

Name (Typed or Printed)

Title

(Signature) _____

Name (Typed or Printed)

Address

Attorney

IX. Disposition of Case by Stipulation.

Any case may be finally disposed of by stipulation, agreed settlement, consent, order or default of the parties, approved by the Board. An appropriate order accordingly shall be entered in the case record.

X. Continuances.

For good cause shown, continuances and extensions of time may be granted or denied in the discretion of the Board, provided that except where both parties agree, no continuances shall be granted which shall extend the time for hearing beyond the time in which such hearing must be held as provided by law.

XI. Pre-Hearing Conference.

At a time on or before the day of the hearing, the Board may direct the attorneys for the parties to appear before the Board to consider:

- (a) The simplification of the issues.
- (b) The necessity or desirability of amending the pleadings.
- (c) The possibility of obtaining admissions of fact and of documents which will avoid unnecessary proof.
- (d) Such other matters as may aid in the disposition of the case.

Such conferences shall be conducted informally. A memorandum will be prepared which recites the actions taken at the conference, amendments allowed, agreements of the parties and limitation of the issues to those undisposed of by admissions or agreements of counsel and the parties. The pre-hearing memorandum will control the course of the hearing unless modified by the Board to prevent manifest injustice.

The Director, in those instances in which he/she has a final duty or power of recommendation or action, which recommendation or act may result in a contested case under the Wyoming Administrative Procedures Act, shall give prompt notice of his/her recommendation or action in writing by registered or certified mail, return receipt requested, or personally delivered as evidenced by a written receipt therefor, to the person or persons who will be aggrieved or adversely affected thereby. Except in emergency situations as set forth in Section 15 of these Rules, no action shall take effect, nor shall any recommendation become effective until twenty (20) days after notice shall have been mailed to such person's last known address.

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Section 4. Hearing Before the Board.

a. — Any person aggrieved or adversely affected in fact by a Director's action or decision, or who will be aggrieved or adversely affected in fact by the recommendation may within twenty (20) days after the date of the mailing of the notice of the action or decision or recommendation, request a hearing before the Board.

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b. — The request for hearing shall be directed to an served upon the Chairman of the Board and the Director and shall set forth:

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(1) — The Director's action, decision, or recommendation upon a hearing is requested.

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(2) — A statement in ordinary, but concise, language of the facts on which the request is based.

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(3) — A request for hearing before the Board.

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(4) — The address of the person making the request and the name and address of his/her attorney, if any.

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c. — Upon the receipt of a request for hearing, the Board shall give the person making the request written notice stating:

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(1) — The time, place and nature of the hearing.

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(2) — The legal authority under which the hearing is to be held.

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(3) — The particular Rules, Bylaws, and/or Statutes involved.

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(4) — A short and plain statement of the matters asserted. If the Board or other party is unable to state the matters in detail at the time the notice is serve, the initial notice may be limited to a statement of the issues involved and thereafter upon application a more definite and detailed statement shall be furnished.

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The written notice shall be sent by registered or certified mail, return receipt requested.

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Section 5. Notice of Proposed Action by the Board.

a. — The Board may initiate any action, which may result in a contested case under the Wyoming Administrative Procedures Act, by giving notice of the proposed action in writing by registered or certified mail, return receipt requested, or personally delivered as evidenced by a written receipt therefor, to the person or persons who will be aggrieved or adversely affected thereby. Except in emergency situations as set forth in Section 15 of these Rules, the action proposed by the notice will take effect twenty (20) days after notice shall have been mailed to such person's last known address unless such person or persons make a timely request for hearing prior to the expiration of the twenty (20) day period.

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b. — A notice of proposed action by the Board shall include a state of:

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(1) — The nature of the proposed action.

(2) — The particular Rules, Bylaws and/or Statutes which are involved.

(3) — A short, plain statement of the matters asserted.

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(4) — The fact that a hearing may be requested within twenty (20) days after the date of the mailing of the notice; and that if a hearing is not requested, the proposed action shall automatically take effect after the expiration of the twenty (20) day period.

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c. — If a person makes a request for hearing pursuant to this Section, the request shall be in the same form as that prescribed by Section 4c.

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d. — Upon receipt of a request for hearing, the Board shall give the person making the request written notice by registered or certified mail, return receipt requested, stating the time, place and nature of the hearing as well as the legal authority under which the hearing is being held.

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Section 6. XII. Subpoenas.

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The President or Secretary of the Board, upon written application of any party or his/her attorney, shall issue a Subpoenas requiring the for appearances of witnesses for the purpose of taking evidence or documents relevant or material to the inquiry, all subject to the provision of

W.S. § 16-3-107(c) as amended from time to time, and to produce books, papers or documents will be issued by the Chairman upon written request.

XIII. Order of Procedure at Hearing.

As nearly as may be possible, hearings shall be conducted in accordance with the following order of procedure.

- (a) The President shall announce that the Board is open to transact business and call by docket number and title the case to be heard.
- (b) The hospital will be allowed an opening statement to briefly explain its position to the Board and outline the evidence it proposes to offer, together with the purpose thereof.
- (c) The contestant will be allowed an opening statement.
- (d) Any additional parties will be allowed an opening statement.
- (e) The hospital's evidence will be heard. Witnesses may be cross-examined by the contestant or his/her attorney and by members of the Board and legal counsel of the Board. The hospital's offered exhibits will be marked by letters of the alphabet, beginning with "A."
- (f) The President may introduce any evidence necessary on behalf of the Board, and exhibits of the board will be marked with double letters of the alphabet, beginning with "AA." Members of the Board may examine witnesses. Witnesses may be cross-examined by the contestant and the attorney for the other party.
- (g) The evidence of the contestant will be heard. And exhibits of such contestant will be marked with numbers beginning with "1." Each member of the Board, the attorney for any other party, and the attorney for the Board, shall have the right to cross-examine all witnesses presented on behalf of the contestant.
- (h) The hospital may offer rebuttal evidence.
- (i) The Board may, in its discretion, allow evidence to be offered out of order, as herein prescribed.
- (j) Closing statements will be made in the following sequence:
 - (1) Hospital
 - (2) Contestant
 - (3) Hospital in rebuttalThe time for oral argument may be limited by the President.
- (k) The President may recess the hearing as required.

(l) After all interested parties have been offered an opportunity to be heard, the President shall declare the evidence closed and excuse all witnesses. The evidence of the case may be re-opened at a later date, for good cause shown, by order of the Board upon motion of any party to the proceedings, the President, or the Board itself.

(m) Parties may tender briefs, or the board may call for such briefs as may be desirable.

(n) The President may declare that the matter is taken under advisement and that the decision and order of the Board will be announced at a later date.

XIV. Witnesses at Hearings to be Sworn.

All persons testifying at any hearing before the Board shall stand and be administered the following oath or affirmation by a member of the Board:

"Do you swear (or affirm) to tell the truth, the whole truth, and nothing but the truth in the matter now before the Board?"

No testimony will be received from a witness except under such oath or affirmation.

XV. Applicable

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Section 7. Rules of Civil Procedure.

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The rules of practice and procedure contained in the ~~Wyoming~~ Rules of Civil Procedure of the State of Wyoming, insofar as the same may be applicable, and ~~benot~~ inconsistent with the laws of the State of -Wyoming- ~~Administrative Procedures Act~~, shall apply in all ~~contests~~ hearings before the Board. For the application of such rules, the Secretary is designated to be in the same relationship to the Board as a clerk of court to a court.

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XVI. Attorneys.

The filing of a pleading or other appearance by an attorney constitutes his/her appearance for the party for whom made. The Board must be notified in writing of his/her withdrawal from any matter. Any person appearing before the Board at a hearing in a representative capacity shall be precluded from examining or cross-examining any witness, unless such person shall be an attorney licensed to practice in the State of Wyoming, or a non-resident attorney associated with a Wyoming attorney. This rule shall not be construed to prohibit any person from representing himself/herself before the Board.

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Section 8. ~~Right of Counsel.~~ A party appearing at a hearing before the Board will have the right to be represented by an Attorney. The Director, if involved, may be represented at a hearing before the Board by one or more of its members and/or its Attorney.

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XVII. Attorneys for the Board.

In all hearings before the Board, the President shall request the attorney for the Board to be present to assist and advise the Board.

XVIII. Taking of Testimony – Reporter

In all hearings, the proceedings, including all testimony, shall be reported verbatim, stenographically or by any other appropriate means determined by the Board or the officer presiding at the hearing.

XIX. Decisions, Findings of Fact, Conclusions of Law, Orders.

The Board, following a full and complete hearing, shall make and enter a written decision and order containing findings of fact and conclusions of law based upon the evidence, both testimonial and documentary, introduced and admitted during the course of the hearing. In addition, all matters which have been officially noticed by the Board will be taken into consideration as a basis for making findings of fact and conclusions of law, and order shall be filed with the Secretary and will, without further action become the decision, findings of fact, conclusions of law and order based upon the hearing. The Secretary shall, upon receipt of any decision and order, send a copy to contestant and interested parties involved be certified mail, postage paid.

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Section 9. Order of Procedure at Hearing. As nearly as may be, the hearing shall be conducted in accordance with the following order of procedure.

a. The Chairman of the Board shall announce that the Board is open to transact business and call the case to be heard.

b. The complainant will be allowed an opening statement to briefly explain its position to the Board and outline the evidence he proposes to offer, together with its purpose.

c. The Complainant's evidence will be heard. Witnesses may be cross examined by the Contestant. Members of the Board may examine witnesses. The Complainant's offered exhibits will be marked by letters of the alphabet, beginning with "A".

d. The Contestant will be allowed an opening statement as in the case of the Complainant.

e. The Contestant's evidence will be heard in the same manner as allowed the Complainant, and the Contestant's exhibits will be marked with numbers beginning with "1".

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~~f. The Chairman will introduce any evidence necessary on behalf of the Board.~~

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~~g. The Complainant may offer rebuttal evidence.~~

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~~h. The Board may, in its discretion, allow evidence to be offered out of order, as herein prescribed.~~

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~~i. Closing statement will be made in the following sequence.~~

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~~(1) Complainant.~~

~~(2) Contestant.~~

~~(3) Complainant in rebuttal.~~

~~The time for oral argument may be limited by the Chairman.~~

~~j. The Chairman may recess the hearing as required.~~

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~~k. After all parties have been offered an opportunity to be heard, the Chairman shall excuse all witnesses and declare the evidence closed.~~

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~~l. Parties may tender briefs, or the Board may call for such briefs as may be desirable.~~

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~~m. The Chairman may declare that the matter is being taken under advisement and that the decision and order of the Board will be announced at a later date.~~

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~~Section 10. Decision and Order. The Board shall make written decision and order in all cases, which decision shall contain findings of fact based exclusively on the evidence at the hearing and matters officially noticed. The decision and order of the Board shall be placed in the record of the case which shall be retained by the Board for a period of not less than sixty (60) days.~~

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~~Section 11. Record. The record in all cases shall include:~~

~~a. All formal and informal notices.~~

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~~b. Evidence received or considered, including matters officially noticed.~~

~~c. Questions and offers of proof, objections and rulings thereon.~~

d. ~~Any proposed findings and objections thereto.~~

e. ~~The decision and order of the Board.~~

Section 12. Members of the Board Present.

No members of the Board shall vote upon a decision of the Board unless he~~she~~ shall have been present at the hearing or has read the transcript of the proceedings. The vote of the Board shall be shown in its decision, i.e., 5-0, 4-1, 3-2, etc. ~~or not participating, etc.~~

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XXI. ~~Section 13. Appeals to District Court.~~

Appeals to the District Court from decisions of the Board may be taken in the manner ~~prescribed by the are governed by Section 16-3-114, Wyoming Administrative Procedures Act Statutes, 1977, as amended, and Rule 72 of the Rules of Civil Procedure promulgated by the Supreme Court of Wyoming.~~

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XXII. ~~Section 14. Transcripts In Case of Appeal in Case of Appeal.~~

Oral proceedings or any part thereof shall be transcribed on request of any party upon payment of the cost thereof. In case of an appeal to the District Court, ~~as provided in Section 13,~~ the party appealing shall secure and file a transcript of the testimony and other evidence offered at the hearing with the Board, which transcript shall be verified by the oath of the reporter ~~and who took the testimony~~ as a true and correct transcript of the testimony and ~~any~~ other evidence in the ~~case~~ hearing. The cost of making the transcript shall be paid by the party prosecuting such appeal. The complete record on appeal, including the transcript of testimony, shall be verified by the Secretary.

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~~Section 15. Emergencies. If the Director or the Board finds that public health, safety, or welfare imperatively requires emergency action, and incorporates that finding in an order (which if made by the Director shall be submitted to the Board), summary action may be ordered pending proceedings before the Board. These proceedings shall be promptly instituted and determined.~~

~~Section 16. Amendment of Rules. Any amendment to these Rules shall become effective as provided by Sections 16-3-103 through 16-3-106, Wyoming Statutes, 1977, as amended.~~

~~Section 17. Existing Rules Superseded. All existing rules of this agency, or parts thereof, which are in conflict with the provisions contained herein (Section 1 through 18 inclusive), are superseded and shall have no force or effect.~~ **XXIII. Standard of Conduct.**

Contemptuous conduct by any person appearing at a hearing shall be grounds for his/her exclusion from the hearing by the presiding officer.

XXIV. Independent Hearing Examiner.

The Board may retain, at its expense, an independent hearing examiner to conduct the hearing and provide recommended findings of fact and conclusions of law to the Board at the conclusion of the hearing. The independent hearing examiner shall be a licensed attorney in the State of Wyoming and shall not have any interest in the proceedings before the Board.

ADOPTED AND APPROVED THIS ____ day of _____, ~~1993~~2002.

President~~Chairman~~, Board of Trustees

ATTEST:

Secretary, Board of Trustees

**NOTICE OF INTENT TO AMEND RULES:
RULES OF PRACTICE GOVERNING CONTESTS
BEFORE THE BOARD OF TRUSTEES OF MEMORIAL HOSPITAL OF
SWEETWATER COUNTY**

TO WHOM IT MAY CONCERN:

NOTICE IS HEREBY GIVEN that the Board of Trustees of Memorial Hospital of Sweetwater County, State of Wyoming, in Rock Springs, Wyoming (“Hospital”), intends to amend Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, which were adopted by the Hospital on April 26, 1993, subject to the terms, conditions and limitations prescribed by state law and federal law.

The date of public notice is January 6, 2022. The comment period will end on March 2, 2022. The name and contact information of the contact person for the Board of Trustees of Memorial Hospital of Sweetwater County is Cindy Nelson, 1200 College Drive, Rock Springs, Wyoming 82901, (307) 352-1412. This is also the contact information for the Hospital.

Amended Rules of Practice Governing Hearings are proposed as amendments to existing rules. Adopting Rules of Practice Governing Hearings is authorized by W.S. §16-3-107 through 16-3-112. The Hospital has prepared a copy of the proposed amendment to the rule using the “redlined” method in which all proposed additions are underlined and strike-through items are proposed deletions.

The Hospital has prepared a statement setting forth the principal reasons for the adoption of the amendment to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, containing the substance or terms of the proposed amendments, and the basis and purpose of the proposed amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County.

These amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, are not created to comply with federal law or regulatory requirements.

A copy of the proposed amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County the Board intends to adopt, a strike and underscore copy of the proposed amendments Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County the Board intends to adopt, the statement setting forth the principal reasons for the adoption of Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County. All documents referenced herein may be obtained as follows:

1. On the internet, go to sweetwatermemorial.com
2. Board of Trustees of Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, Wyoming 82901, (307) 352-1412 during regular business hours;
3. or by mailing a written request to the Board of Trustees of Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, Wyoming 82901, which

request will include a self-addressed stamped envelope with sufficient postage to cover the cost of mailing a copy of the rules to the person who requested them.

Interested persons may present data, views or arguments regarding this intended action as follows:

1. Mailing or hand delivering written comments to Cindy Nelson at Board of Trustees of Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, Wyoming 82901, (307) 352-1412, clearly marked on the outside of the envelope "Comments - Proposed Amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County;"
2. Or by email to the following email address: cnelson@sweetwatermemorial.com.

Written submissions of data, views or arguments regarding this intended action shall be signed by the person who submits them, and must be received in the Hospital Administrative Office no later than 4:00 p.m. on March 2, 2022, the final day of the comment period.

A public hearing will be held if requested by 25 persons, a government subdivision, or by an association having not less than 25 members. Requests for a public hearing may be submitted electronically to cnelson@sweetwatermemorial.com, or in writing to 1200 College Drive, Rock Springs, Wyoming 82901.

Any person may urge Board of Trustees of Memorial Hospital of Sweetwater County not to adopt the amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, and request the Board of Trustees of Memorial Hospital of Sweetwater County to state its reasons for overruling the consideration urged against adoption. Requests for an agency response must be made prior to, or within thirty (30) days, after adoption of the amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, electronically to cnelson@sweetwatermemorial.com, or in writing to 1200 College Drive, Rock Springs, Wyoming 82901.

The Board of Trustees will consider all written and oral submissions with respect to the adoption of the proposed amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County.

The Board intends to act to adopt these amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, at the first regularly scheduled Board meeting that takes place after the expiration of the comment period, the public hearing, and after the Board has considered all written and oral submissions with respect to the adoption of the proposed amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County.

Dated this _____ day of _____, 2022.

BOARD OF TRUSTEES

Memorial Hospital of Sweetwater County
1200 College Drive, Rock Springs, Wyoming 82901

STATEMENT OF PRINCIPAL REASONS FOR AMENDMENT

- A. The Hospital is proposing an amendment to its Rules of Practice consistent with W.S. Section 16-3-103.
- B. The original Rules of Practice of the Hospital were adopted on April 26, 1993.
- C. Hospital organization has changed since the adoption of the original rules.
- D. The Hospital has adopted Policy No. _____ setting forth the rights of various employees of the hospital.
- E. To conform the Rules of Practice to the changes in hospital organization and the provisions of Policy No. _____ the proposed amendment to the Rules of Practice is required.

W.S. §16-3-103(a)(i)(H)
STATEMENT THAT THE AGENCY HAS
COMPLIED WITH THE REQUIREMENT W.S. §9-5-304

W.S. §16-3-103(a)(i)(H) requires the Notice of Intent to include, “[a] statement that the agency has complied with the requirements of W.S. 9-5-304 and the location where an interested person may obtain a copy of the assessment used to evaluate the proposed amendments to rule pursuant to W.S. §9-5-034.”

The proposed Amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, do not affect private property or involve any kind of taking. The Hospital will not apply the requirements of W.S. §9-5-304 and W.S. §9-5-303 to these proposed amendments to Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County, for that reason.



Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standards:

EMPLOYEE POLICIES - NON-DISCRIMINATION AND ANTI-HARASSMENT

Purpose

Memorial Hospital of Sweetwater County (MHSC) is committed to maintaining an environment that encourages and fosters appropriate conduct among all persons and respect for individual values. Accordingly, the Hospital is committed to enforcing this Non-Discrimination and Anti-Harassment Policy at all levels in order to create an environment free from discrimination, bullying, harassment, sexual harassment and/or retaliation. Discrimination or harassment based on race, gender and/or gender identity or expression, color, creed, religion, age, national origin, ethnicity, disability, veteran or military status, sex, sexual orientation, pregnancy, genetic information, marital status, citizenship status, or on any other legally prohibited basis is unlawful and undermines the character and purpose of the Hospital. Discrimination, harassment, retaliation, and sexual harassment are unacceptable in the workplace.

Any form of retaliation against anyone who has complained of or formally reported discrimination, harassment, or sexual harassment, or has participated in an investigation of such a complaint, regardless of whether the complaint relates to the complaining person or someone else, will not be tolerated, and violates both this policy and applicable law. The reporting of unlawful or discriminatory behavior is also known as whistle-blowing.

The Hospital expects management level personnel to serve as models of appropriate conduct for other employees, and will hold them to a higher standard of accountability. Management personnel must not only refrain from actions that violate this policy, but also refrain from any activity that would give the appearance of impropriety.

I. DEFINITIONS

- A. **Discrimination** is adverse treatment of any employee based on the protected class or category of persons to whom he/she belongs, rather than on the basis of his/her individual merit, with respect to the terms, conditions, or privileges of employment including, but not limited to hiring, firing, promoting, disciplining, scheduling, training, or deciding how to compensate that employee.
- B. **Bullying** Workplace bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is:
 - 1. threatening, humiliating, or intimidating; or work interference — sabotage — which prevents work from getting done;
Verbal abuse or insults; and

Cruel or vindictive conduct.

Such behavior is contrary to the Hospital's culture, which requires that all employees be treated with dignity and respect.

- C. **Harassment** is unwelcome verbal or physical conduct prohibited by law directed toward, or differential treatment of, an employee because of his/her membership in any protected group or on any other prohibited basis (e.g., race, gender and/or gender identity or expression, color, creed, religion, age, national origin, ethnicity, disability, veteran or military status, sex, sexual orientation, pregnancy, genetic information, marital status or citizenship status). The harasser can be the employee's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the Hospital, such as a patient or visitor.

Examples of such conduct include, but are not limited to:

1. Offensive or degrading remarks, verbal abuse, or other hostile behavior such as insulting, teasing, mocking, degrading or ridiculing another person or group;
2. Racial slurs, derogatory remarks about a person's accent, or display of racially offensive symbols.
3. Unwelcome or inappropriate physical contact, comments, questions, advances, jokes, epithets or demands;
4. Physical assault or stalking;
5. Displays or electronic transmission of derogatory, demeaning or hostile materials; and
6. Unwillingness to train, evaluate, assist, or work with an employee.

- A. **Quid pro quo sexual harassment occurs when 1) the employee is in a position of authority over the staff member/employee or 2) supervisor demands that an employee/subordinate satisfy sexual demands in order to receive job benefits, to continue employment, or as a basis for making any other employment decision (Quid Pro Quo sexual harassment).**
- B. **Whistleblower** is an employee, who in good faith reports a violation he/she believes to be fraudulent, dishonest, illegal or unlawful. Such employee shall not be subject to retaliation, harassment or adverse employment consequences. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including immediate termination of employment.

Hostile Work Environment

A hostile work environment results from harassing conduct that has the purpose or effect of unreasonably interfering with an employee's work performance, or creates an intimidating, hostile or offensive working environment. Hostile work environment harassment includes situations where a supervisor threatens a subordinate employee's job or aspect of employment but does not carry out that threat. Hostile work environment harassment also includes situations where a supervisor, co-worker, or non-employee engages in behavior that meets the elements listed below and alters the employee's work environment.

The elements of hostile work environment harassment are:

- **The behavior is unwelcome**
- **The behavior is offensive to a reasonable person**
- **The behavior is directed at the employee because of the employee's protected status or protected class meaning discrimination that occurs based on gender (or gender identity), race,**

age, disability, sexual orientation or religion.

- The behavior is severe or pervasive.
- All of these elements must be met for a successful claim

I. **Sexual Harassment** MHSC strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature

- A. When submission to such conduct is made explicitly or implicitly a term or condition of employment or submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment.
- B. Or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance
- C. Or creating an intimidating, hostile, or offensive work environment.
- D. All employees are expected to conduct themselves in a professional and businesslike manner at all times. Conduct which may violate this policy includes, but is not limited to sexually implicit or explicit communications whether in:
 1. Written form, such as cartoons, posters, calendars, notes, letters, e-mails.
 2. Verbal form, such as comments, jokes, foul or obscene language of a sexual nature, gossiping or questions about another's sex life, or repeated unwanted requests for dates.
 3. Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body

CONSENSUAL RELATIONSHIPS

I. Romantic Relationships

MHSC realizes that while it is not necessarily in the best interests of the Hospital or the employees involved, romantic relationships may develop between co-workers. Employees must behave in a professional manner while working at the Hospital or while at Hospital functions.

It is important to keep romantic relationships separate from the work environment. MHSC prohibits romantic relationships between supervisors and their direct reports; relationships where one employee has greater power or authority over another; or where the relationship interferes with either employee's work duties. Such situations can create an actual or potential conflict of interest. They may also lead to potential charges of sexual harassment or interfere with employee morale. It is for this reason that, should such a relationship occur, the supervisor involved must notify management or the Human Resources Department immediately. The Hospital will try to arrange a transfer. If no such transfer is available, one of the employees must terminate within 90 days. The decision as to which one resigns will be left to the two employees.

COMPLAINT PROCEDURE

- I. If you believe there has been a violation of this policy, including sexual harassment, please use the following complaint procedure. The Company expects employees to make a timely complaint to enable the Company to investigate and correct any behavior that may be in violation of this policy. Report the incident to:
 - A. HR Director
 - B. Any Supervisor

C. Senior Leader

- II. **Your complaint will then be referred to HR Department who will investigate the matter and take corrective action. Your complaint will be kept as confidential as practicable.** The Hospital prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If the Hospital determines that an employee's behavior is in violation of this policy, corrective action will be taken, up to and including termination of employment

- III. All management and supervisory personnel have an affirmative duty and are required to promptly report any discrimination, harassment, retaliation or sexual assault/inappropriate sexual contact that they observe, learn about from others, or reasonably suspect has occurred with respect to an employee.

IV. **INVESTIGATION AND DISPOSITION OF COMPLAINTS**

A. **The Investigation**

1. The HR Director will conduct a prompt, thorough and impartial investigation of a complaint as necessary and appropriate and will make every effort to complete its investigation within thirty (30) days of a report of discrimination or harassment.
2. If the investigation is not completed within 30 days, the investigator will provide the complainant, the alleged wrongdoer, and the department leader with notice of any extension and give them a new timetable for completion of the investigation.
 - a. The investigation will include an interview with the alleged employee-victim. It also may include interviews with the person who made the initial report, the complainant (if not the alleged victim), the alleged wrongdoer and/or any other person who may have information regarding the incident, each of whom is encouraged to cooperate with any investigation.
 - b. The investigator may also review relevant documents.

B. **Findings and Recommendations**

1. The investigator will report his or her findings to the person who made the initial report, the alleged victim of discrimination, harassment, retaliation or sexual assault, the alleged wrongdoer, and relevant managers and supervisors.
2. Where the investigator concludes that a violation of this policy has occurred, the Hospital will take prompt and appropriate remedial action, including disciplinary action.
3. Corrective action is not progressive and if warranted it may include termination for first violation of this policy.

C. **The Investigatory File**

1. Every complaint will trigger the creation of an investigatory file.
2. The investigatory file will consist of the initial complaint, the final investigative report, including a record of the remedial action to be taken, if any, and any documents created or used during the investigation.
3. For the duration of the investigation, the Human Resource Director will maintain the investigatory file.
4. Upon completion of the investigation, the Human Resource Director will ensure that the investigatory report remains a separate file and is kept in a secure location.

D. **Responsibilities of Supervisors**

1. In cases where an investigation confirms a violation of this policy, the Department Supervisor must ensure that the prescribed corrective action is implemented. Supervisors must provide confirmation to the Human Resources Director within 14 days that the recommended action has occurred.
2. Only upon such confirmation will the Human Resource Director close the investigatory file.

V. CONFIDENTIALITY

- A. The Hospital will maintain the confidentiality of the complainant and the privacy of the persons involved as in practicable and reasonable.

VI. NON-RETALIATION

- A. Retaliation is any adverse action taken against an individual (applicant or employee) because he or she filed a charge of discrimination, complained to the Hospital or a government agency about discrimination on the job, or participated in an employment discrimination proceeding (such as an internal investigation or lawsuit), including as a witness.
- B. Retaliation also includes adverse action taken against someone who is associated with the individual opposing the perceived discrimination, such as a family member.
- C. Examples of retaliation include termination, demotion, refusal to promote, or any other adverse action that would discourage a reasonable person from opposing perceived discrimination.
- D. Retaliation is a serious violation of this policy, as well as federal, state, and local law.
- E. Anyone who believes he/she is a victim of retaliation should report the matter immediately according to the same procedure provided in this policy for making complaints of discrimination, harassment, or sexual assault.
- F. Any person found to have retaliated against another individual will be subject to the same disciplinary action provided under this policy for other violations.
- G. The Hospital will not in any way retaliate against an individual who reports a perceived violation of this policy, participates in any investigation, or otherwise opposes perceived discrimination, harassment, or retaliation, including as a witness.
- H. It will also not retaliate against anyone associated with the individual who engages in such protected conduct, such as a family member.
- I. MHSC further will not tolerate retaliation by any employee.

VII. Any employee who believes they are being retaliated against should file a complaint as outlined above.

Approved: Board 6.6.18

Attachments

No Attachments

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; December 2021 (HR Committee)

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 and engaged 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:

- ~~Assists the Human Resources Department with its charge to assure the Hospital is in compliance with all Federal and State labor laws, rules and regulations. Review Human Resource policies for compliance with all employment laws and practices, makes recommendations to Senior Leadership as deemed desirable.~~
- ~~Reviews employee policies to help determine the reasonableness of same and to help determine they are in compliance with employment laws and practices; recommends changes to Senior Leadership, Legal Counsel and the Board as deemed appropriate.~~
- ~~Reviews, on a periodic basis, employee compensation and benefits and the total rewards package; recommends changes to Senior Leadership, Legal Counsel and the Board as deemed appropriate.~~
- ~~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.~~
- ~~Works with Human Resources staff and other hospital staff as appropriate, and with consultants as deemed necessary, to periodically review the Hospital's classification and compensation plan(s); recommends changes to Senior Leadership, Legal Counsel and the Board as deemed appropriate. Assures that employee satisfaction/engagement surveys are conducted periodically and monitors the implementation of actions based there on.~~

- Reviews the bi-annual employee satisfaction/engagement survey and monitors the implementations 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 monthly, or 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

To: Board of Trustees
From: Barbara J. Sowada, Chair
Re: Human Resources Committee Meeting
Date: December 20, 2021

The Human Resources Committee met December 20th from 3:00 to 4:00 pm by Zoom.

Major discussion items were as follows:

- ✓ Turnover for nursing, lab, and dietary surged between August and November. The increased turnover in nursing and lab is largely due to the concomitant surge in patients hospitalized with covid. The increased turn over in ancillary departments is largely due to staff resistance to the federal proposed covid vaccination mandates.
- ✓ The hospital's rolling turnover rate is 24%. National turnover rate varies from 8.8% to 37% to 53%, depending upon the reference source and job classification.
- ✓ The hospital has been creative in efforts to retain and recruit employees. Efforts include sign on bonuses; retention bonuses that must be paid back if the staff leaves early; crisis pay; and other incentives.
- ✓ Like other hospitals, a plan to reduce the risk of a nursing shortage is being developed by Ann. The plan includes the use of LPN, which is new because until covid, hospitals had been moving toward an all RN staff.
- ✓ The revised Non- discrimination and Anti-harassment Policy was reviewed. Definitions were updated. Included in the update are the following: a) The differences between harassment and bullying were distinguished. b) Hostile Work Environment was defined for the first time. This definition distinguishes between bullying and what actually constitutes a hostile work environment. c) Consensual sexual relationships were defined for the first time as relationships between employees of asymmetrical job status. These relationships are not permitted. D) The definition of *quid pro quo* sexual relationships allows for relationships between employees of asymmetrical job status; however, since these relationships usually become public/hospital knowledge, they create potential sexual harassment claims from one of the parties. The purpose of this definition is to create a pathway for consenting parties in a relationship to discuss the issue with HR and create a plan to prevent potential sexual harassment claims. The policy is ready to be presented to the Board for the first reading.
- ✓ To keep leadership and supervisory staff informed about the policies that have been implemented this year, at Irene's suggestion, the HR Department will put together a "HR 101" for department directors and supervisors.
- ✓ The HR Charter was reviewed. Barbara Sowada will email suggested revisions to Committee. Corrections will be made by email so that the draft can be brought to the January Board meeting for first reading.

Because of covid, the past six months have been challenging for the HR and the leadership staff. Due to their flexibility, creativity, positive attitude, and leadership, the hospital has done well in meeting the challenges of the covid surge, as well as meeting the every day health care needs of the community. They and the staff are warriors with compassion!

Human Resources Committee Meeting

Monday, December 20, 2021 3:00 PM

Zoom meeting

AGENDA

1. Approval of Agenda
2. Approval of Minutes from October 2021 meeting
3. Routine Reports
 - a. Turnover
 - b. Open Positions
 - c. Contract Staffing
4. Old Business
 - a. Non-Discrimination and Anti-Harassment
 - b. HR Committee Charter
5. New Business
6. Executive Session as needed
7. Next meeting—01/17/2022

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting – Minutes Draft
Monday – December 20, 2021

Zoom

Trustee Member Present by Zoom: Barbara Sowada

Trustee Member Excused: Kandi Pendleton

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

Non-Voting Members & Guests Present by Zoom: Tami Love, Kari Quickenden, Ann Clevenger, Amy Lucy, Ruthann Wolfe, Shawn Bazzanella, Cindy Nelson

Barbara called the meeting to order. She said Kandi was unable to attend and was excused.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the October minutes as presented was made by Amber, second by Irene. Motion carried.

ROUTINE REPORTS

Turnover

Amber reviewed the data through 11/30. She said the largest portion of turnover is registered nurses (RN). Our turnover rate is 24%. Suzan said she found online information showing the turnover rate for RNs nationwide is 37%. The Committee discussed "The Great Resignation" era. Barbara said she noticed more openings than usual in respiratory therapy. Ann said we have quite a few travelers because we had to fill positions. Amber said the numbers do not look out of the norm for us because we usually have one or two openings in that department. Irene said we cannot compete with high traveler dollars. Barbara asked about the number of openings for nurses in the Clinic. Amber said the number is higher than usual and is due to what is happening with nursing resignations overall. She said our overall separation numbers don't seem as high in December. Ann said she thinks we have balanced out. Irene said the State sent retention of staff funds to assist hospitals. We have completed phases one and two for retention bonuses. We are investigating a third phase. Barbara asked for numbers on the cost to recruit and train in various departments. Amber said she is working on gathering updated data. Kari said a nutrition services organization said the cost is about \$3,000-\$5,000 per person. Amber said that is what she is seeing for every entry level not including the training involved. Barbara asked if 2022 is a continuation of what is happening now regarding resignations, do we have a plan in place on how to deal with this? Ann reviewed some strategies we are working on and said she will provide updates moving forward.

Open Positions & Contract Staffing

Barbara thanked Amber for continuing to include traveler and open positions information.

OLD BUSINESS

Non-Discrimination and Anti-Harassment

Suzan reviewed the draft information in the meeting packet. She said we clearly need to do some education on what constitutes a hostile work environment. She said she will add more information on protected categories in the hostile work environment section. The Committee reviewed options for wording. Following discussion, Suzan said she will revise and send out an update for review. Comments are to be to her by December 23rd so the information can be added to the January 5th Board of Trustees meeting packet. Suzan will highlight the changes. The Committee discussed some of the responsibilities of supervisors related to the policy.

HR Committee Charter

Barbara proposed some edits and said in the essence of time she will send the information to Suzan to update the charter and distribute to the Committee for review.

NEW BUSINESS

Irene suggested a workshop, HR 101, for the Leadership Team similar to Budget 101, with an HR Workshop for the Board next year.

Barbara asked to close with a Mission Moment. She shared a story from a friend who had a family member who was a patient. The friend brought her mother for surgery. The surgery had been canceled a couple of times. The daughter could not go in and was furious. Then, Barbara said her friend told her she thought of the hospital staff and decided to send positive energy to the staff. Barbara said staff have shouldered a big burden in the past year.

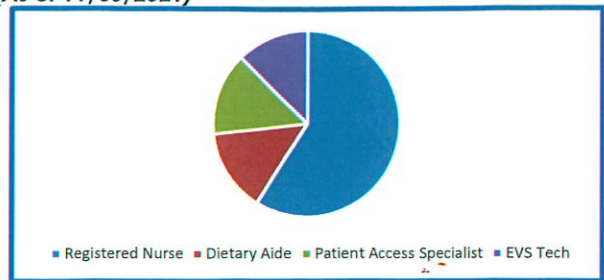
The meeting adjourned at 4:04 PM.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Overall Turnover Data (As of 11/30/2021)

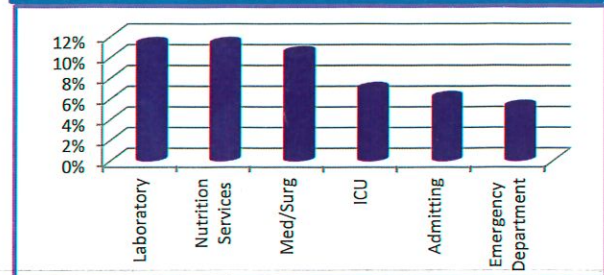
Top Position(s) / Turnover

	2021	%
Registered Nurse	33	28%
Dietary Aide	8	67%
Patient Access Specialist	8	36%
EVS Tech	7	35%



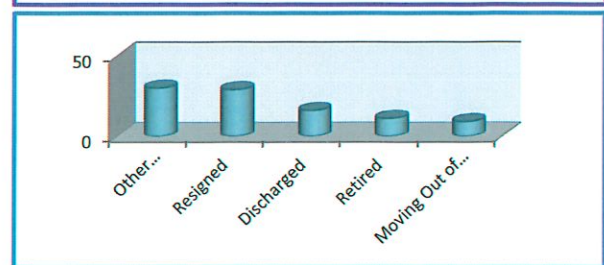
Top Department(s) / Turnover

	2021	%
Laboratory	13	11%
Nutrition Services	13	11%
Med/Surg	12	10%
ICU	8	7%
Admitting	7	6%
Emergency Department	6	5%



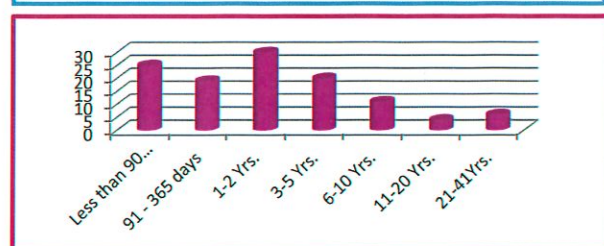
Top Reasons / Turnover

	2021	%
Other Employment	30	26%
Resigned	29	25%
Discharged	16	14%
Retired	11	10%
Moving Out of Area/Relocation	9	8%



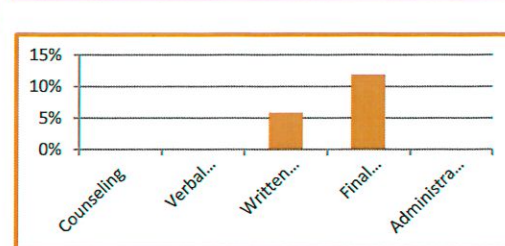
Length of Service

	2021	%
Less than 90 days	25	22%
91 - 365 days	19	17%
1-2 Yrs.	30	26%
3-5 Yrs.	20	17%
6-10 Yrs.	11	10%
11-20 Yrs.	4	3%
21-41 Yrs.	6	5%
Total	115	



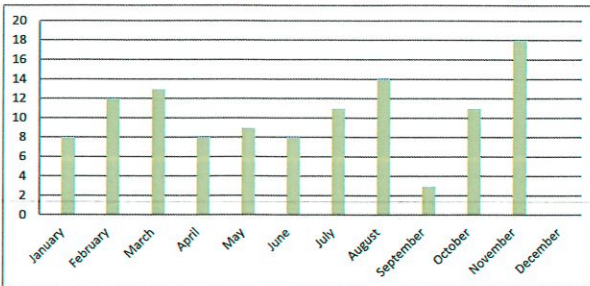
Corrective Action

		% Discharged
Counseling		
Verbal Warning		
Written Warning	8%	0%
Final Written Warning	10%	100%
Administrative Leave		



2021 Separations - Hospital Wide

	Separations	New Employees	
January	8	10	556
February	12	2	558
March	13	10	548
April	8	15	545
May	9	7	552
June	8	11	550
July	11	14	553
August	14	12	551
September	3	13	561
October	11	9	559
November	18	7	548
December			
Total	115	110	



	Separations
Involuntary	15
Voluntary	100
Total	115

	Classifications
RN	33
Classified	82
Total	115

Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	93
2020	67
2021	115

Overall Turnover 2021



Rolling 12

	Separations	%
Jan 2020 - Jan 2021	93	17%
Feb 2020 - Feb 2021	100	18%
April 2020 - April 2021	99	18%
May 2020 - May 2021	105	19%
June 2020 - June 2021	105	19%
July 20 - July 2021	110	20%
Aug 20 - Aug 21	123	22%
Sept 20 - Sept 21	116	21%
Oct 20 - Oct 21	122	22%
Nov 20 - Nov 21	132	24%

Rehire Rate Per Month

	Rehires	%
21-Jan		
21-Feb	2	2%
21-Jun	2	2%
21-Jul	2	2%
21-Aug	2	2%
21-Sep	2	2%
Oct-21	1	1%
21-Nov	1	1%

Requisition Number	Job Title	Schedule	Shift	Department
Clinical				
2854	Clinical Social Worker	Regular Full Time	Days	SOCIAL SERVICES
2968	EEG Tech	Regular Full Time	Days	CLINIC
2911	Emergency Dept. Technician	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2677	Med. LabTech	Regular Full Time	Variable	LABORATORY
2837	Med. Tech	Regular Full Time	Variable	LABORATORY
2838	Med. Tech	Regular Full Time	Variable	LABORATORY
2649	Med. Tech	Regular Full Time	Variable	LABORATORY
2689	Med. Tech	Regular Full Time	Variable	LABORATORY
2971	Medical Assistant	Regular Full Time	Variable	CLINIC
2941	Medical Assistant	Regular Full Time	Variable	CLINIC
2883	O.R. Aide I	Regular Full Time	Days	SURGICAL SERVICES
2957	Patient Care Tech	Regular Full Time	Variable	DIALYSIS
2800	Rad. Tech. II (ARRT)	Regular Full Time	Variable	MEDICAL IMAGING
2902	Reg. Resp. Therapist	Regular Full Time	Variable	CARDIOPULMONARY
2903	Reg. Resp. Therapist	Regular Full Time	Variable	CARDIOPULMONARY
2743	Reg. Resp. Therapist	Regular Part Time	Variable	RESPIRATORY THERAPY
2744	SLP Lab T-Gist/Rpsgt	Regular Full Time	Nights	SLEEP LAB
2962	Student Radiographer - Medical Imaging	Regular Full Time	Variable	MEDICAL IMAGING
2680	Ultrasound Tech.	Regular Full Time	Variable	ULTRASOUND
2907	Lead Reg. Resp. Therapist	Regular Full Time	Days	RESPIRATORY THERAPY
Non-Clinical				

Filters

All Active Facility; All Active Department; All Active ; Recruiters:All; Hiring Manager:All; JobStatus:Active - Posted; Optimize To Print:No; Display Job Summary:No; Custom Fields:No Custom Fields; Dates:6/1/

2873	Administrative Assistant	Regular Full Time	Variable	CLINIC
2959	Collections Clerk/Cashier	Regular Full Time	Days	PATIENT FINANCIAL SERVICES
2946	Collections Clerk	Regular Full Time	Days	PATIENT FINANCIAL SERVICES
2958	Collections Clerk	Regular Full Time	Days	PATIENT FINANCIAL SERVICES
2963	Dietary Aide	Regular Full Time	Variable	NUTRITION SERVICES
2905	Dietary Aide	Regular Full Time	Variable	NUTRITION SERVICES
2733	Director Information Svcs	Regular Full Time	Days	INFORMATION TECHNOLOGY
2943	EVS Technician	Regular Part Time	Variable	HOUSEKEEPING
2966	EVS Technician	Regular Full Time	Variable	HOUSEKEEPING
2961	EVS Technician	Regular Full Time	Variable	HOUSEKEEPING
2949	EVS Technician	Regular Full Time	Variable	HOUSEKEEPING
2917	House Supervisor	PRN	Nights	NURSING ADMINISTRATION
2924	Journeyman Electrician	Regular Full Time	Days	MAINTENANCE
2859	Journeyman Electrician	Regular Full Time	Variable	MAINTENANCE
2920	Outpatient Coder	Regular Full Time	Days	HEALTH INFORMATION MANAGEMENT
2948	Patient Access Specialist I	Regular Full Time	Days	Admitting
2939	Patient Access Specialist I	PRN	Variable	Admitting

Filters

All Active Facility; All Active Department; All Active ; Recruiters:All; Hiring Manager:All; JobStatus:Active - Posted; Optimize To Print:No; Display Job Summary:No; Custom Fields:No Custom Fields; Dates:6/1/

2796	Patient Access Specialist I	PRN	Variable	Admitting	
2851	Patient Access Specialist I	PRN	Variable	Admitting	
2853	Patient Access Specialist I	Regular Full Time	Variable	Admitting	
2861	Patient Access Specialist I	PRN	Variable	Admitting	
2870	Patient Access Specialist I	Regular Full Time	Variable	Admitting	
2832	Patient Access Specialist I	PRN	Variable	Admitting	
2947	Pre-Admission Registrar	Regular Full Time	Days	CENTRAL SCHEDULING	
2927	Prep Cook	Regular Full Time	Rotating	NUTRITION SERVICES	
2925	Receptionist/Operator	Regular Full Time	Variable	COMMUNICATIONS	
2934	Security Officer	Regular Full Time	Rotating	SECURITY	
2935	Security Officer	PRN	Rotating	SECURITY	
2914	Security Officer	Regular Full Time	Variable	SECURITY	
Nursing					
2886	Case Manager	Regular Full Time	Days	CARE MANAGEMENT	
2956	Case Manager	Regular Full Time	Days	CARE MANAGEMENT	
2806	Care Transition Nurse	Regular Part Time	Days	CARE MANAGEMENT	
2830	Clinical Coordinator	Regular Full Time	Days	SURGICAL SERVICES	
2840	Director Dialysis	Regular Full Time	Variable	DIALYSIS	
2844	Registered Nurse	Regular Full Time	Days	ICU	
2955	Registered Nurse	Regular Full Time	Days	SURGICAL SERVICES	

Filters

All Active Facility; All Active Department; All Active ; Recruiters:All; Hiring Manager:All; JobStatus:Active - Posted; Optimize To Print:No; Display Job Summary:No; Custom Fields:No Custom Fields; Dates:6/1/

2809	Registered Nurse	Regular Full Time	Days	SURGICAL SERVICES
2954	Registered Nurse	Regular Full Time	Days	SAME DAY
2936	Registered Nurse	Regular Full Time	Days	SAME DAY
2937	Registered Nurse	Regular Full Time	Days	SURGICAL SERVICES
2879	Registered Nurse	Regular Full Time	Days	ICU
2894	Registered Nurse	Regular Part Time	Days	SAME DAY
2775	Registered Nurse	Regular Full Time	Days	SURGICAL SERVICES
2916	Registered Nurse	Regular Full Time	Nights	EMERGENCY DEPARTMENT
2919	Registered Nurse	Regular Full Time	Nights	MED/SURG
2885	Registered Nurse	Regular Full Time	Nights	MED/SURG
2887	Registered Nurse	Regular Full Time	Nights	ICU
2880	Registered Nurse	Regular Full Time	Nights	ICU
2845	Registered Nurse	Regular Full Time	Variable	ICU
2921	Registered Nurse	Regular Full Time	Variable	NURSERY
2888	Registered Nurse	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2889	Registered Nurse	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2839	Registered Nurse	Regular Full Time	Variable	DIALYSIS
2898	Registered Nurse	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2964	Registered Nurse - Clinic	Regular Full Time	Variable	CLINIC
2950	Registered Nurse - Clinic	Regular Full Time	Variable	CLINIC
2951	Registered Nurse - Clinic	Regular Full Time	Variable	CLINIC
2970	Registered Nurse - Clinic	Regular Part Time	Variable	CLINIC

Filters

All Active Facility; All Active Department; All Active ; Recruiters:All; Hiring Manager:All; JobStatus:Active - Posted; Optimize To Print:No; Display Job Summary:No;
Custom Fields:No Custom Fields; Dates:6/1/

Department	Position	Shift	Start Date	End Date
ICU	RN	Nights	7/12/2021	4/23/2022
MT/MLT	Laboratory	12 hour nights	5/10/2021	2/19/2022
ED	RN	Variable	9/7/2021	3/12/2022
ED	RN	Days	10/4/2021	1/1/2022
ED	RN		10/11/2021	1/8/2022
Laboratory	MT		10/25/2021	4/23/2022
Respiratory	RRT		10/25/2021	1/22/2022
Respiratory Therapy	RRT	Variable	3/8/2021 0:00	12/4/2021 0:00
Respiratory	RRT		11/8/2021	1/29/2022
Respiratory Therapy	RRT	Variable	9/7/2021 0:00	3/12/2022 0:00
Respiratory	RRT		10/25/2021	1/22/2022
ICU	RN		11/15/2021	2/19/2022
ED	RN		11/15/2021	2/19/2022
ICU	RN		11/17/2021	2/19/2022
ED	RN		11/22/2021	
Medical Imaging	Ultrasound Tech		11/29/2021	2/26/2022
Medical Imaging	Ultrasound Tech		11/29/2021	2/26/2022
Laboratory	MT		11/29/2021	2/26/2022
Med/Surg	RN		12/6/2021	3/5/2022
PACU	RN		12/6/2021	3/5/2022

Capital Request Summary

Capital Request #

FY22-27

Name of Capital Request:

STRYKER NEPTUNE ROVER (2)

Requestor/Department:

ALISHA MACKIE/SURGICAL SERVICES

Sole Source Purchase: Yes or No

Reason: Consistent equipment in all OR suites

☐

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.	Stryker Instruments	Chicago, IL	\$31,500.00
2.			
3.			

Recommendation:

Stryker Instruments - \$31,500.00



# Assigned: FY 22 - 07	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
Department: Surgical Services	Submitted by: Alisha Mackie
Date: 11/23/2021	
Provide a detailed description of the capital expenditure requested: Stryker Neptune Rover (2)	
Preferred Vendor: Stryker	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$ 31,500
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8) \$ 31,500.00	
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: These two additional rovers would be positioned in other two OR's for use.
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
None	
Annualized impact on operations (if applicable):	
Increases/Decreases	
Projected Annual Procedures (NEW not existing)	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$ 1696.00/per unit ProCare Full Warranty and cleanings
Supplies	\$
	\$
Total Annual Expenses	\$ 3392.00
Net Income/(loss) from new service	\$
Budgeted Item:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
# of bids obtained? <u>1</u>	
<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: already installed in one OR suite, additional rovers will make all 3 OR suites the same delivery of service	
Review and Approvals	
Submitted by: Alan Willis, Int Dir. Surg Serv	Verified enough Capital to purchase
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO
12-15-2021 12-13-21 12-13-2021	

OTHER CONSIDERATIONS

Stryker Neptune Rovers provide multiple continuous suction ports availability for Biohazardous Body fluids coming from open surgical cavities, spillage from surgical site to floor suction devices and smoke evacuation ports - all in one rolling rover.

These rovers allow for large quantity fluid collection to last all day before docking is necessary. Thus Turn Over Times are dramatically positively impacted, driving efficiencies.

The nature of this "Closed" mobile rover suction system eliminates the expensive heavy/IsoLizer filled suction containers in Red Waste. The closed system magnetic docking wash provides additional protection from accidental splash exposure to staff that is common by current turnstile suction containers, as well as, it eliminates injuries to staff from both the OR and Housekeeping caused by picking up and carrying multiple fluid filled suction containers to dispose of.

Currently MHSC has only one of these rovers and docking station (one docking station is suitable to handle the additional two rovers requested). Having only one rover for four OR's causes an inconsistent level of care, service delivery and protection for staff and surgeon choice.

Submitted by: Signature

Date

Quote Number: 10425805
 Prepared For: MEMORIAL HOSP OF SWEETWATER COUNTY
 Quote Date: 11/16/2021
 Division: Instruments



Ship To	From
Name: MEMORIAL HOSP OF SWEETWATER COUNTY	Rep: Rhett Tibbitts
Account #: 208257	Title: Rocky Mountain Sales Rep
Address: 1200 COLLEGE DR	Email: rhett.tibbitts@stryker.com
ROCK SPRINGS, Wyoming 82901-5868	
Phone: +13073623711	
Fax: +13073528180	

Equipment Products:

Line #	Product	Description	U/M	Qty	GPO Name	Tier	Sell Price	Total
1	0703-001-000	Neptune 3 Rover (120V)	PCE/1.0	2	INTALERE	1.0	\$15,750.00	\$31,500.00

Price Totals:

Total Sell Price	\$31,500.00
Grand Total:	\$31,500.00

F.O.B. Shipping Point
 Prices: In effect for 60 days
 Terms: Net 30 days
 Contact your local Sales Representative for more information about
 your flexible payment options.

 STRYKER REPRESENTATIVE SIGNATURE

 AUTHORIZED CUSTOMER SIGNATURE

Confidentiality Notice: Recipient will not disclose to any third party the terms of this quote or any other information, including any pricing or discounts, offered to be provided by Stryker to Recipient in connection with this quote, without Stryker's prior written approval, except as maybe requested by law or by lawful order of any applicable government agency.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
December 29, 2021

Voting Members Present: Mr. Ed Tardoni, *Trustee-Chairman*
Ms. Irene Richardson, *CEO*
Ms. Tami Love, *CFO*

Voting Members Absent: Ms. Kandi Pendleton, *Trustee*
Ms. Jan Layne, *Controller*

Non-Voting Members Present: Mr. Ron Cheese, *Director of Patient Financial Services*
Dr. Kari Quickenden, *CCO*

Non-Voting Members Absent: Dr. Ann Clevenger, *CNO*
Ms. Angel Bennett, *Director of Materials*
Dr. Israel Stewart
Dr. Ben Jensen
Brad Kowalski, *Interim Director of IT*

Guests: Ms. Leslie Taylor, *Clinic Director*

Call Meeting to Order

Mr. Tardoni called the meeting to order via teleconference at 2:02 PM.

Approve Agenda

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

Approve Meeting Minutes

A motion to approve the meeting minutes of November 29, 2021 was made by Ms. Richardson; second by Ms. Love. Motion carried.

Capital Requests

Capital request FY22-27 is for two Stryker Neptune Rovers for Surgical Services. Mr. Tardoni said all signatures were in place for approval and the explanation for the need of the equipment was sufficient. He asked for a motion to submit this capital request to the Board. A motion was made by Ms. Richardson; second by Ms. Love. Motion carried.

Financial Report

Ms. Love reviewed the financial information for November. The loss for November was \$866,357 with a year to date loss of \$30,491. Gross revenue was down from the prior months but still over budget. She said we are starting to see inpatient volumes come back down to normal levels. The Average Daily Census and Length of Stay have also decreased, coming in closer to pre-pandemic ratios. The annual debt service coverage ratio was 3.18 and days of cash

on hand increased to 148. Our daily cash expense continues to increase. Cash collections came in at \$8.5 million. We have paid back \$3 million of the Medicare advanced payments. The Days in AR have decreased slightly with the higher collections from the prior high revenue months. The expenses for November remained high at \$9 million. We are still seeing increased expenses in salary and wage, benefits, contract labor and physician fees due to COVID and higher acuity patients, staff shortages and the need to offer incentive pay to ensure coverage.

We expect the revenue for December to come in at \$17.5 million. Mr. Cheese said with the holidays, the collections projection has decreased over the last week and is now expected to come in at about \$8 million. Ms. Love said the Clinic revenue is expected to come in over \$2 million in December.

Ms. Love said that we have received over \$2.1 million in CARES Act funds for the American Rescue Plan rural funding and Phase 4 of the Provider Relief Funds. We also received notification from Wyoming Hospital Association regarding \$289,000 in available funds to be used for contract staffing expenses. Ms. Richardson explained how these funds are accounted for as non-operating revenue instead of an offset of expenses due to government accounting standards. This is impacting our Days Cash on Hand calculation. She asked Ms. Love to explain this in the narrative and at the Board meeting.

Mr. Cheese reviewed the Self-Pay report for November. He also presented preliminary bad debt of \$1,022,975. It was suggested Mr. Cheese and the Patient Navigation team give a short presentation on the program during the Finance meeting portion of the January Board meeting.

Old Business

Bond Refinancing

Ms. Love reported the Board of Trustees approved the Bond resolution on December 1st and the County Commissioners approved their resolution on December 7th. Rick Thompson, the bond attorney with Hathaway & Kunz, was onsite December 15th for signatures from our Trustees and the County. We closed on the bonds on December 17th. We will be scheduling a meeting with our auditors in January, once we get the new statements, to work out the accounting side of all the transactions. The whole process went very well and very quickly and we are excited to see the savings start this fiscal year. We will save \$194k this year and \$275k per year in interest expense over the next 15 years.

New Business

Kaufman Hall engagement

Mr. Tardoni asked for an update on the consulting engagement of Kaufman Hall. Ms. Richardson said we are having weekly meetings to discuss patient transfers, cardiology services and other outside referrals. We are working on a list of past patients to send surveys so Kaufman Hall can do directed interviews. She said we are hoping to have a report for the Board by the February Board meeting.

Special Purpose Projects

Mr. Tardoni asked if any new projects had been brought forward since the Building and Grounds meeting. He asked if we had made any decisions on a project for the November ballot. Ms. Richardson said we are leaning towards a Lab renovation project or something that will be revenue generating and bring a new service to the community. We would still like to hear suggestions for more projects. Mr. Tardoni said the Kaufman Hall report will help with a decision on a cardiac cath lab. Ms. Richardson said the Foundation is also interested in helping fund some capital projects.

Expense Projections

Ms. Richardson reported that Ms. Love and herself have been looking at year end projections with the receipt of the additional assistance funds and the continued high monthly expenses. She said we have decided to freeze capital requests for the first quarter of the calendar year or until we see what happens with staffing, COVID patients, etc. Capital will be considered in the case of emergency needs. Mr. Tardoni agreed with this decision and thanked them for looking at year end projections.

Next Meeting

There are some meeting conflicts with the regular scheduled meeting in January. Ms. Love will send out some options for new times.

Mr. Tardoni adjourned the meeting.

Submitted by Tami Love

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

Wednesday~ December 29, 2021 2:00 p.m. Teleconference

Voting Members:

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

Non-Voting Members:

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

Guests:

Jeff Smith, Commission	Leslie Taylor	Alisha Mackie
------------------------	---------------	---------------

- | | | |
|-------|--|------------|
| I. | Call Meeting to Order | Ed Tardoni |
| II. | Approve Agenda | Ed Tardoni |
| III. | <u>Approve November 29, 2021 Meeting Minutes</u> | Ed Tardoni |
| IV. | <u>Capital Requests FY 22</u> | |
| V. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. <u>Narrative</u> | Tami Love |
| | 2. <u>Financial Information</u> | Tami Love |
| | 3. <u>Self-Pay Report</u> | Ron Cheese |
| | 4. <u>Preliminary Bad Debt</u> | Ron Cheese |
| VI. | Old Business | |
| | A. Bond Refinancing | Tami Love |
| VII. | New Business | |
| | A. Financial Forum Discussion | Ed Tardoni |
| VIII. | Next Meeting – January 26, 2021 | Ed Tardoni |
| IX. | Adjournment | Ed Tardoni |

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

NARRATIVE TO NOVEMBER 2021 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for November was a loss of \$866,357, compared to a loss of \$455,196 in the budget. This yields a -10.33% operating margin for the month compared to -6.01% in the budget. The year-to-date loss is \$30,491, compared to a gain \$1,130,777 in the budget. The year to date operating margin is -0.07%, compared to 2.75% in the budget.

The total net loss for November is \$944,160, compared to a loss of \$494,532 in the budget. Year-to date, the total net gain is \$381,493, compared to a total net gain of \$921,354 in the budget. This represents a YTD profit margin of 0.86% compared to 2.24% in the budget.

REVENUE. Revenue for the month was down from the prior two months at \$16,713,813, but still over budget by \$1,050,752. Inpatient revenue is over budget by \$139,450, hospital outpatient revenue was over budget by \$999,316 and the Clinic was under budget by \$88,013. Revenue is over budget by \$4,069,434 year to date.

VOLUME. We saw a decrease in inpatient volumes, including COVID positive patients in November. The average daily census (ADC), came down to 14.8 in November. The normal ADC prior to the pandemic was 12. Average length of stay (LOS) decreased slightly to 3.9 days which normally averages 2.6 days. In November, we averaged 3 COVID positive inpatients daily with a high of 8 at the beginning of the month. This is down from an average of 10 in October and 13 in September. Births, Lab visits and other outpatient visits are under budget. Behavioral Health, ER visits, Imaging and Infusions, are over budget in November. Surgeries are right on budget and slightly higher than the prior year.

Annual Debt Service Coverage came in at 3.18. Days of Cash on Hand are 148. Daily cash expense increased to \$273,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are 50.3% in November and 49.8% year to date, both under budget. Total collections for the month came in at \$8,503,336. The repayment of the Medicare Advanced Payment began in April and through November we have paid back \$3 million of the \$7.4 million received.

Net days in AR decreased to 47.10 days as we begin to collect on the high dollar inpatient account balances from September and October. We continue to meet the goals for AR greater than 90 days for all Payers.

EXPENSES. Total expenses in November remained high at \$9,254,501, over budget by \$1,222,653. Expenses are over budget \$4,618,135 year to date of which \$2,048,962 are COVID-19 related expenses. The following line items were over budget in November:

Salary and Wage – Paid hours are over budget in November with the continued need for additional staffing such as door monitors and laboratory staff for testing and vaccines. Due to staffing shortages, incentives continued through November to ensure shift coverage. Retention bonuses were also paid to nursing and respiratory therapists using Wyoming Hospital Association grant funding.

Benefits – Group Health, FICA, Work Comp and Unemployment are all over budget in November as most are related to the higher payroll costs. We have had several high dollar group health claims over the last several months.

Contract Labor – Due to staffing shortages in clinical areas there are currently contract labor positions in Labor & Delivery, ICU, Surgery, Emergency Room, Laboratory, Ultrasound, Respiratory Therapy, Behavioral Health and Social Services. COVID related staff include door monitors and additional nursing, laboratory and respiratory therapy positions. We have seen as much as an 175% increase in contract labor rates.

Physician Fees – Locum coverage is over budget due to additional shift coverage for Hospitalists.

Supplies – Lab supplies, Med/Surg supplies, Drugs, Minor equipment, Maintenance supplies and Non-Med/Surg supplies are over budget in November.

Repairs & Maintenance – Maintenance & Support contracts and Bio Med repair expenses are over budget in November.

PROVIDER CLINIC. Revenue for the Clinics in November is under budget by \$88,013, coming in at \$1,877,297. Year to date gross revenue is \$9,008,524, under budget by \$928,555. Net operating revenue in November is \$1,094,192, under budget by \$26,997 and \$5,240,677 year to date, under budget by \$385,089. The bottom line for the Clinics in November is a loss of \$474,175 compared to a loss of \$349,669 in the budget. The year to date loss is \$2,615,811, under budget by \$728,372. Deductions from revenue for the Clinics are at 44.8% year to date. Clinic volumes increased to 5,814 visits.

Total Clinic expenses for the month are \$1,568,367, over budget by \$97,509. Wages, Benefits, Supplies and Repairs & Maintenance are over budget for November.

OUTLOOK FOR DECEMBER. Gross patient revenue for December is projecting similar to November at \$17 million, right on budget. The average daily census continues to decrease, down to 12.5 halfway through the month. Average length of stay is at 3.2 days. We are averaging 1 COVID positive inpatient each day through the first couple weeks of December.

Collections for December are projecting close to \$8.5 million as we start to collect from the last two high revenue months. Deductions of revenue are expected to come in close to budget at 51%. Expenses will remain high in December due to staffing shortages,

continued COVID related expenses and a second round of retention bonuses offered to Imaging, Laboratory and Clinic RNs. The bottom line for December is estimated at \$700k -\$900k loss.

CARES ACT. The CARES Act funding ended June 30, 2021 but we continue to see lost revenue and increased COVID-19 related expenses into fiscal year 2022 due to surges in August, September and October. We continue to research any new assistance funds that will be available for responding to the pandemic. These include federal, state and county funds. The Wyoming Hospital Association (WHA), in collaboration with the State, has announced \$30 million in assistance for personnel costs including contract labor and temporary employees. We received \$524,000 in November from WHA. These funds were used for retention bonuses for positions most impacted by the shortages. We also have the opportunity to be reimbursed up to \$60,000 for expenses for recruitment and vaccine incentives.

We submitted our application for the combined American Rescue Plan rural funding and Phase 4 of the Provider Relief Fund which opened on November 29. The total new funding is \$25.5 billion, including \$8.5 billion for rural healthcare and \$17 billion for revenue loss and expenses associated with the pandemic. We received \$1.4 million in ARP Rural funds in November and \$780,000 in Phase 4 funds in December. These funds can be used for any COVID related expenses or lost revenue.

We also received notice from WHA for available funds to assist with contract staffing. The allocation for MHSC is for \$289K and we will need to submit for reimbursement by February 28, 2022. Our year to date contract staffing expense is \$1.7 million.

FINANCIAL RATIOS. Year to date, we have received an estimated \$3 million in assistance funds from various sources. Due to accounting rules for government entities, we are required to account for these funds as non-operating revenue as opposed to offsetting the expenses they are being used for. We are starting to see the impact of this in our Days Cash on Hand (DCOH) calculation and our operating margin. We continue to see monthly expenses exceed \$9 million which has caused our daily cash expense to increase to over \$270,000. The daily cash expense is used to calculate our DCOH.

BOND REFINANCING. The Board of Trustees approved the Bond resolution on December 1st and the County Commissioners approved their resolution on December 17th. Rick Thompson, the bond attorney with Hathaway & Kunz, was onsite December 15th for signatures from our Trustees and the County. We closed on the bonds on December 17th. We will be scheduling a meeting with our auditors in January, once we get the new statements, to work out the accounting side of all the transactions. The whole process went very well and very quickly but we are excited to see the savings start this fiscal year. We will save \$194k this year and \$275K per year over the next 15 years.



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

Unaudited Financial Statements

for

Five months ended November 30, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

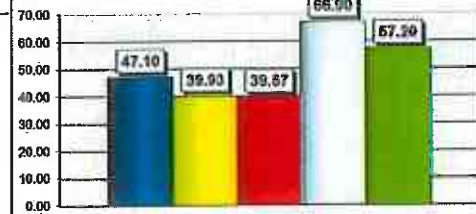
PAGE 2

Five months ended November 30, 2021

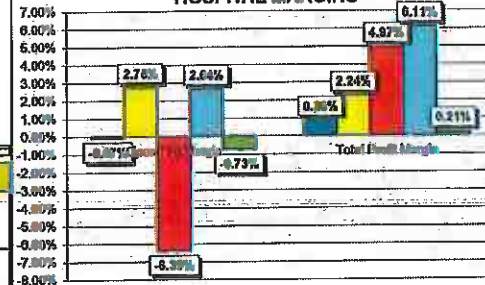
BALANCE SHEET

	YTD 11/30/2021	Prior FYE 6/30/2021
ASSETS		
Current Assets	\$33,493,881	\$28,361,282
Assets Whose Use is Limited	31,882,921	38,038,595
Property, Plant & Equipment (Net)	68,641,064	68,424,357
Other Assets	205,885	210,003
Total Unrestricted Assets	134,223,752	135,034,237
Restricted Assets	396,162	395,362
Total Assets	\$134,619,914	\$135,429,599
LIABILITIES AND NET ASSETS		
Current Liabilities	\$10,144,805	\$10,645,170
Long-Term Debt	27,723,507	27,742,755
Other Long-Term Liabilities	5,971,738	6,644,104
Total Liabilities	43,840,051	45,032,029
Net Assets	90,779,863	90,397,570
Total Liabilities and Net Assets	\$134,619,914	\$135,429,599

NET DAYS IN ACCOUNTS RECEIVABLE



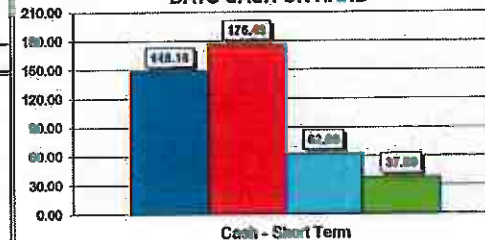
HOSPITAL MARGINS



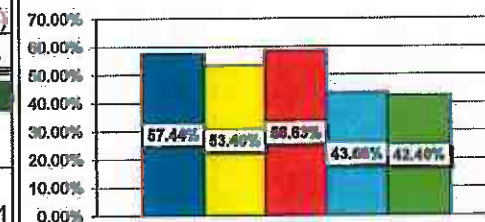
STATEMENT OF REVENUE AND EXPENSES - YTD

	11/30/21 ACTUAL	11/30/21 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$16,713,813	\$15,663,061	\$87,725,900	\$83,656,466
Deductions From Revenue	(8,406,294)	(8,242,872)	(43,696,998)	(43,615,460)
Net Patient Revenues	8,307,519	7,450,189	44,028,902	40,141,007
Other Operating Revenue	80,625	126,464	539,906	970,933
Total Operating Revenues	8,388,144	7,576,653	44,568,807	41,111,940
Expenses:				
Salaries, Benefits & Contract Labor	5,199,129	4,317,969	25,615,830	21,953,717
Purchased Serv. & Physician Fees	826,255	809,184	3,840,491	4,037,170
Supply Expenses	1,435,569	1,215,253	7,386,225	5,991,967
Other Operating Expenses	1,171,834	974,321	4,947,783	4,748,881
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	621,714	715,120	2,828,969	3,249,428
Total Expenses	9,254,501	8,031,848	44,599,298	39,981,163
NET OPERATING SURPLUS	(866,357)	(455,195)	(38,491)	1,130,777
Non-Operating Revenue/(Exp.)	(77,803)	(39,336)	411,984	(209,422)
TOTAL NET SURPLUS	(\$944,160)	(\$494,532)	\$381,493	\$921,354

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	11/30/21 ACTUAL	11/30/21 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	444	426	2,409	1,781
Average Acute Length of Stay	3.6	3.7	3.9	3.1
Total Emergency Room Visits	1,189	1,058	6,419	5,699
Outpatient Visits	8,625	9,345	46,786	40,849
Total Surgeries	150	152	614	811
Total Worked FTE's	474.81	450.97	460.71	450.97
Total Paid FTE's	514.36	494.77	508.04	494.77
Net Revenue Change from Prior Yr	24.95%	12.86%	434.98%	393.48%
EBIDA - 12 Month Rolling Average			1.63%	10.65%
Current Ratio			3.30	
Days Expense in Accounts Payable			33.80	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	11/30/21
Prior Fiscal Year End	06/30/21
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 2.31

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

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ROCK SPRINGS, WY

Five months ended November 30, 2021

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Year to Date 11/30/2021	Budget 6/30/2021	Speculative Grade Rating	BBB Credit Rating	Prior Fiscal Year End 06/30/21	WYOMING All Hospitals (See Note 1)	National Rural < \$50M Net Rev. (See Note 2)
Profitability:							
Operating Margin	↑ -0.07%	1.90%	1.60%	-1.00%	-6.39%	2.64%	-0.75%
Total Profit Margin	↑ 0.86%	0.76%	2.60%	1.30%	4.97%	6.11%	0.21%
Liquidity:							
Days Cash, All Sources **	↑ 148.16	129.76	103.40	228.00	176.49	62.00	37.00
Net Days in Accounts Receivable	↑ 47.10	50.02	52.40	51.80	38.67	66.90	57.20
Capital Structure:							
Average Age of Plant (Annualized)	↓ 15.73	12.58	14.00	13.90	14.61	9.50	12.40
Long Term Debt to Capitalization	↓ 23.87%	25.75%	36.60%	22.30%	24.02%	16.80%	10.00%
Debt Service Coverage Ratio **	↑ 3.18	3.97	2.80	2.50	5.03	N/A	2.84
Productivity and Efficiency:							
Paid FTE's per Adjusted Occupied Bed	↓ 8.17	8.43			8.61	6.60	4.63
Salary Expense per Paid FTE	\$95,684	\$86,892			\$95,218	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp	57.44%	56.43%			58.63%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

	Current Month 11/30/2021	Prior Month 10/31/2021	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2021
Current Assets					
Cash and Cash Equivalents	\$12,024,657	\$8,228,151	\$3,796,506	46.14%	\$10,302,741
Gross Patient Accounts Receivable	30,942,600	30,966,135	(23,535)	-0.08%	22,751,139
Less: Bad Debt and Allowance Reserves	(16,710,065)	(16,437,731)	(272,334)	-1.66%	(12,710,325)
Net Patient Accounts Receivable	14,232,535	14,528,404	(295,869)	-2.04%	10,040,814
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,083,535	4,046,747	(2,963,212)	-73.22%	2,073,519
Inventories	3,740,540	3,756,392	(15,851)	-0.42%	3,774,659
Prepaid Expenses	2,412,615	2,120,149	292,465	13.79%	2,169,549
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	33,493,881	32,679,843	814,038	2.49%	28,361,282
Assets Whose Use Is Limited					
Cash	78,691	76,517	2,174	2.84%	145,904
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,903,504	2,791,903	111,601	4.00%	3,015,531
Trustee Held Funds - SPT	27,755	27,608	147	0.53%	26,503
Board Designated Funds	13,944,379	13,940,106	4,272	0.03%	19,921,794
Other Limited Use Assets	14,928,592	14,928,592	0	0.00%	14,928,863
Total Limited Use Assets	31,882,921	31,764,727	118,194	0.37%	38,038,595
Property, Plant, and Equipment					
Land and Land Improvements	4,215,925	4,189,913	26,012	0.62%	4,025,159
Building and Building Improvements	41,101,028	41,101,028	0	0.00%	41,947,846
Equipment	113,219,701	112,897,543	322,158	0.29%	114,615,271
Construction In Progress	7,798,647	7,469,126	329,520	4.41%	7,220,982
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	166,335,301	165,657,611	677,690	0.41%	167,809,258
Less: Accumulated Depreciation	(87,694,236)	(97,191,108)	(543,126)	-0.56%	(89,384,901)
Net Property, Plant, and Equipment	68,641,064	68,506,502	134,562	0.20%	68,424,357
Other Assets					
Unamortized Loan Costs	205,885	205,885	0	0.00%	210,003
Other	0	0	0	0.00%	0
Total Other Assets	205,885	205,885	0	0.00%	210,003
TOTAL UNRESTRICTED ASSETS	134,223,752	133,156,958	1,066,794	0.80%	135,034,237
Restricted Assets	396,162	396,162	0	0.00%	395,362
TOTAL ASSETS	\$134,619,914	\$133,553,120	\$1,066,794	0.80%	\$135,429,599

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2021
	Current Month 11/30/2021	Prior Month 10/31/2021	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$5,398,575	\$4,819,072	(\$579,503)	-12.03%	\$5,787,069
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,454,590	1,206,125	(248,465)	-20.60%	1,555,117
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,681,757	2,601,387	(80,370)	-3.09%	2,537,177
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	275,590	284,608	9,017	3.17%	319,366
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	334,293	222,715	(111,578)	-50.10%	446,442
Total Current Liabilities	10,144,805	9,133,907	(1,010,898)	-11.07%	10,645,170
Long Term Debt					
Bonds/Mortgages Payable	27,999,098	28,008,115	9,017	0.03%	28,062,121
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	275,590	284,608	9,017	3.17%	319,366
Total Long Term Debt (Net of Current)	27,723,507	27,723,507	0	0.00%	27,742,755
Other Long Term Liabilities					
Deferred Revenue	5,915,489	4,897,004	(1,018,486)	-20.80%	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	56,248	74,678	18,430	24.68%	146,106
Total Other Long Term Liabilities	5,971,738	4,971,682	(1,000,056)	-20.12%	6,644,104
TOTAL LIABILITIES	43,840,051	41,829,096	(2,010,954)	-4.81%	45,032,029
Net Assets:					
Unrestricted Fund Balance	88,046,962	88,046,962	0	0.00%	83,129,665
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	392,289	392,289	(0)	0.00%	391,489
Net Revenue/(Expenses)	381,493	1,325,653	N/A	N/A	4,917,296
TOTAL NET ASSETS	90,779,863	91,724,023	944,160	1.03%	90,397,570
TOTAL LIABILITIES AND NET ASSETS	\$134,619,914	\$133,553,120	(\$1,066,794)	-0.80%	\$135,429,599

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

	CURRENT MONTH				Prior Year 11/30/20
	Actual 11/30/21	Budget 11/30/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,635,525	\$3,496,075	\$139,450	3.99%	\$3,541,154
Outpatient Revenue	11,200,991	10,201,676	999,316	9.80%	9,719,339
Clinic Revenue	1,622,638	1,620,847	1,790	0.11%	1,444,093
Specialty Clinic Revenue	254,659	344,463	(89,804)	-26.07%	326,942
Total Gross Patient Revenue	16,713,813	15,663,061	1,050,752	6.71%	15,031,529
Deductions From Revenue					
Discounts and Allowances	(7,294,927)	(6,722,845)	(572,081)	-8.51%	(7,026,788)
Bad Debt Expense (Governmental Providers Only)	(1,129,561)	(1,306,126)	176,565	13.52%	(1,254,957)
Medical Assistance	18,194	(183,899)	202,093	109.89%	(189,828)
Total Deductions From Revenue	(8,406,294)	(8,212,872)	(193,422)	-2.36%	(8,470,772)
Net Patient Revenue	8,307,519	7,450,189	857,330	11.51%	6,560,757
Other Operating Revenue	80,625	126,464	(45,839)	-36.25%	152,630
Total Operating Revenue	8,388,144	7,576,653	811,491	10.71%	6,713,387
Operating Expenses					
Salaries and Wages	3,723,066	3,439,405	(283,662)	-8.25%	3,537,167
Fringe Benefits	1,065,893	792,704	(273,189)	-34.46%	823,626
Contract Labor	410,170	85,860	(324,310)	-377.72%	35,423
Physicians Fees	364,978	339,040	(25,938)	-7.65%	291,773
Purchased Services	461,277	470,144	8,867	1.89%	362,052
Supply Expense	1,435,569	1,215,253	(220,316)	-18.13%	1,087,336
Utilities	92,733	99,646	6,913	6.94%	109,520
Repairs and Maintenance	731,037	571,068	(159,969)	-28.01%	499,905
Insurance Expense	51,204	48,783	(2,421)	-4.96%	42,449
All Other Operating Expenses	241,518	192,859	(48,659)	-25.23%	154,600
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	55,342	61,965	6,623	10.69%	43,670
Depreciation and Amortization	621,714	715,120	93,406	13.06%	573,895
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,254,501	8,031,848	(1,222,653)	-15.22%	7,561,415
Net Operating Surplus/(Loss)	(866,357)	(455,195)	(411,162)	90.33%	(848,028)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	14,102	15,648	(1,546)	-9.88%	28,597
Tax Subsidies (Except for GO Bond Subsidies)	147	0	147	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(111,656)	(107,608)	3,747	-3.48%	(107,898)
Other Non-Operating Revenue/(Expenses)	19,504	52,824	(33,320)	-63.08%	48,939
Total Non Operating Revenue/(Expense)	(77,603)	(39,336)	(38,467)	97.79%	(30,872)
Total Net Surplus/(Loss)	(594,160)	(494,532)	(549,628)	90.92%	(5878,300)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(594,160)	(494,532)	(549,628)	90.92%	(5878,300)
Operating Margin	-10.33%	-6.01%			-12.63%
Total Profit Margin	-11.26%	-6.53%			-13.08%
EBIDA	-2.91%	3.43%			-4.08%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

	YEAR-TO-DATE				Prior Year 11/30/20
	Actual 11/30/21	Budget 11/30/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$22,209,653	\$16,361,959	\$5,847,694	35.74%	\$3,256,010
Outpatient Revenue	56,507,723	57,357,429	(849,706)	-1.48%	11,600,532
Clinic Revenue	7,741,989	8,242,928	(500,940)	-6.08%	1,365,508
Specialty Clinic Revenue	1,266,535	1,694,150	(427,615)	-25.24%	414,478
Total Gross Patient Revenue	87,725,900	83,656,466	4,069,434	4.86%	16,636,529
Deductions From Revenue					
Discounts and Allowances	(38,290,960)	(37,420,880)	(869,160)	-2.32%	(7,857,728)
Bad Debt Expense (Governmental Providers Only)	(4,898,151)	(5,293,378)	435,227	8.22%	(583,282)
Medical Assistance	(548,787)	(801,202)	252,415	31.50%	(84,822)
Total Deductions From Revenue	(43,696,998)	(43,515,460)	(181,539)	-0.42%	(8,525,752)
Net Patient Revenue	44,028,902	40,141,007	3,887,895	9.69%	8,110,777
Other Operating Revenue	539,906	970,933	(431,026)	-44.39%	220,205
Total Operating Revenue	44,568,807	41,111,940	3,456,867	8.41%	8,330,982
Operating Expenses					
Salaries and Wages	18,649,776	17,072,038	(1,577,738)	-9.24%	3,283,126
Fringe Benefits	5,239,067	4,318,379	(920,688)	-21.32%	894,212
Contract Labor	1,726,987	563,300	(1,163,687)	-206.58%	56,158
Physicians Fees	1,674,758	1,835,395	160,637	8.75%	281,292
Purchased Services	2,165,733	2,201,775	36,042	1.64%	448,335
Supply Expense	7,366,225	5,991,967	(1,374,258)	-22.94%	1,242,081
Utilities	443,680	460,310	16,630	3.61%	103,746
Repairs and Maintenance	2,806,821	2,675,445	(131,376)	-7.15%	399,565
Insurance Expense	282,002	243,915	(38,087)	-15.61%	16,263
All Other Operating Expenses	1,072,366	1,079,526	7,160	0.66%	140,863
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	282,913	289,686	6,772	2.34%	63,328
Depreciation and Amortization	2,828,969	3,249,428	420,459	12.94%	555,840
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	44,599,288	39,981,163	(4,618,135)	-11.55%	7,484,808
Net Operating Surplus/(Loss)	(30,491)	1,130,777	(1,164,268)	-102.70%	846,174
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	59,359	90,676	(31,317)	-34.54%	16,355
Tax Subsidies (Except for GO Bond Subsidies)	1,252	0	1,252	0.00%	584
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(545,949)	(545,410)	(539)	0.10%	(107,818)
Other Non-Operating Revenue/(Expense)	897,322	245,311	652,011	265.79%	35,906
Total Non Operating Revenue/(Expense)	411,984	(209,422)	621,406	-296.72%	(64,993)
Total Net Surplus/(Loss)	\$381,493	\$921,354	(\$539,861)	-58.59%	\$791,181
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$381,493	\$921,354	(\$539,861)	-58.59%	\$791,181
Operating Margin	-0.07%	2.75%			10.16%
Total Profit Margin	0.86%	2.24%			9.50%
EBIDA	6.28%	10.65%			16.83%

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

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	Actual 11/30/2021	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021
Gross Patient Revenue						
Inpatient Revenue	\$3,635,525	\$6,090,930	\$6,033,540	\$3,340,997	\$3,108,961	\$2,885,411
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$11,200,991	\$10,574,893	\$10,541,547	\$11,805,073	\$12,385,219	\$11,118,723
Clinic Revenue	\$1,622,688	\$1,698,799	\$1,419,719	\$1,520,958	\$1,481,938	\$1,448,690
Specialty Clinic Revenue	\$254,659	\$230,628	\$375,848	\$171,176	\$234,229	\$343,674
Total Gross Patient Revenue	\$16,713,813	\$18,595,188	\$18,370,651	\$16,837,901	\$17,210,347	\$15,596,439
Deductions From Revenue						
Discounts and Allowances	\$7,294,927	\$7,994,841	\$7,861,993	\$7,548,034	\$7,790,288	\$6,867,239
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,129,581	\$909,293	\$722,948	\$1,039,023	\$1,057,326	\$1,119,789
	(\$18,194)	(\$17,014)	\$902,179	\$23,400	\$58,415	\$394,216
Total Deductions From Revenue	8,406,294	8,887,120	8,887,120	8,610,457	8,906,006	8,381,239
Net Patient Revenue	\$8,307,519	\$9,708,068	\$9,483,531	\$8,227,443	\$8,304,341	\$7,215,200
Other Operating Revenue	80,625	107,282	80,543	112,967	128,489	105,054
Total Operating Revenue	8,388,144	9,815,350	9,564,074	8,340,410	8,432,830	7,320,254
Operating Expenses						
Salaries and Wages	\$3,723,086	\$4,105,038	\$3,770,223	\$3,570,615	\$3,480,834	\$5,328,942
Fringe Benefits	\$1,065,893	\$1,318,416	\$1,079,987	\$786,740	\$1,008,022	\$989,361
Contract Labor	\$410,170	\$381,687	\$354,688	\$293,704	\$306,728	\$285,859
Physicians Fees	\$364,978	\$382,983	\$309,701	\$295,788	\$321,340	\$512,548
Purchased Services	\$461,277	\$359,630	\$433,583	\$384,402	\$348,835	\$638,680
Supply Expense	\$1,438,589	\$1,394,997	\$1,677,803	\$1,381,763	\$1,476,093	\$1,174,539
Utilities	\$92,733	\$81,857	\$88,009	\$84,680	\$88,421	\$91,604
Repairs and Maintenance	\$731,037	\$612,137	\$533,318	\$514,285	\$476,044	\$513,075
Insurance Expense	\$51,204	\$51,404	\$50,846	\$75,846	\$52,703	\$52,867
All Other Operating Expenses	\$241,518	\$222,475	\$189,287	\$180,455	\$238,571	\$199,196
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$55,342	\$56,923	\$54,066	\$52,622	\$63,768	\$57,770
Depreciation and Amortization	\$621,714	\$523,982	\$561,412	\$561,377	\$558,504	\$557,367
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$9,254,501	\$9,483,525	\$9,102,915	\$8,142,405	\$8,615,953	\$10,383,228
Net Operating Surplus/(Loss)	(\$866,357)	\$331,825	\$461,159	\$198,005	(\$183,123)	(\$3,062,974)
Non-Operating Revenue:						
Contributions						
Investment Income	14,102	11,918	12,534	9,845	10,981	16,538
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	147	555	105	426	31	(1,795)
Interest Expense (Governmental Providers Only)	(111,555)	(107,774)	(111,369)	(107,625)	(107,627)	(111,926)
Other Non-Operating Revenue/(Expenses)	16,804	593,411	11,883	8,743	319,355	2,381,377
Total Non-Operating Revenue/(Expenses)	(\$62,803)	\$496,109	(\$67,147)	(\$88,611)	\$222,720	\$2,281,193
Total Net Surplus/(Loss)	(\$949,160)	\$797,933	\$374,012	\$109,395	\$39,597	(\$775,782)
Change in Unrealized Gains/(Losses) on Investments						(17,877)
Increase/(Decrease) in Unrestricted Net Assets	(\$949,160)	\$797,933	\$374,012	\$109,395	\$39,597	(\$793,659)
Operating Margin	-10.33%	3.60%	4.82%	2.37%	-2.17%	-41.84%
Total Profit Margin	-11.32%	8.11%	3.91%	1.31%	0.47%	-10.60%
EBIDA	-2.92%	9.00%	10.60%	9.10%	4.45%	-34.23%

Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020
\$3,057,995	\$2,899,022	\$3,193,036	\$2,690,883	\$3,645,930	\$3,807,334
\$10,956,305	\$11,180,916	\$12,012,531	\$9,644,427	\$9,987,382	\$10,484,974
\$1,308,860	\$1,566,815	\$1,451,105	\$1,300,086	\$1,410,642	\$1,374,626
\$161,892	\$298,056	\$342,042	\$261,294	\$311,512	\$321,541
\$15,485,052	\$15,966,809	\$16,996,714	\$13,916,690	\$15,335,466	\$15,958,475
\$6,890,213	\$6,881,972	\$7,063,702	\$5,012,790	\$6,861,815	\$6,637,293
\$763,338	\$478,207	\$1,085,631	\$1,109,741	\$1,215,379	\$1,274,182
\$289,209	\$249,952	\$128,263	\$541,439	\$149,128	\$184,529
7,933,760	7,360,160	8,277,496	6,653,970	8,026,321	8,096,004
\$7,551,292	\$8,576,648	\$8,721,218	\$7,252,720	\$7,309,145	\$7,862,470
101,440	135,982	100,917	188,845	854,351	189,310
7,652,732	8,712,830	8,822,136	7,411,395	7,864,106	8,048,781
\$3,863,709	\$3,492,862	\$3,868,312	\$3,296,343	\$3,906,806	\$4,555,329
\$968,282	\$1,070,854	\$1,111,589	\$1,017,103	\$1,153,370	\$1,020,056
\$322,646	\$380,228	\$230,768	\$153,688	\$168,407	\$104,084
\$303,985	\$248,548	\$205,631	\$304,497	\$327,846	\$282,199
\$387,299	\$483,446	\$383,312	\$345,634	\$424,314	\$384,462
\$1,314,104	\$1,442,417	\$1,385,819	\$997,588	\$1,413,791	\$1,284,207
\$70,553	\$117,576	\$89,248	\$93,512	\$72,884	\$108,264
\$518,603	\$478,484	\$500,382	\$516,310	\$624,934	\$444,569
\$52,519	\$45,990	\$44,011	\$44,229	\$42,444	\$42,449
\$152,472	\$230,966	\$215,184	\$172,795	\$174,908	\$228,097
\$64,630	\$64,239	\$69,029	\$70,289	\$62,935	\$81,256
\$573,890	\$589,809	\$578,676	\$583,827	\$582,176	\$582,723
\$8,291,674	\$8,625,022	\$9,468,939	\$7,962,816	\$8,651,984	\$9,097,885
(\$639,142)	\$87,609	\$365,298	(\$191,481)	(\$687,875)	(\$1,048,315)
103,669	13,395	17,597	11,312	12,078	13,946
489	380	987	188	(2,572)	10,380
(107,628)	(107,628)	(112,017)	(107,805)	(104,012)	(117,265)
(40,457)	809,373	1,784,952	756,617	187,589	3,929,813
(\$43,808)	\$713,010	\$1,608,940	\$682,486	\$87,179	\$3,335,554
(\$682,950)	\$889,639	\$2,988,284	\$471,035	(\$620,699)	\$2,786,739
(136,484)	0	0	0	0	0
(\$682,950)	\$889,639	\$2,988,284	\$471,035	(\$620,699)	\$2,786,739
-9.35%	1.81%	4.14%	-2.58%	-9.75%	-13.83%
-8.92%	9.19%	23.31%	6.36%	-7.89%	34.82%
-0.86%	7.64%	10.70%	5.29%	-1.34%	-5.75%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

CASH FLOW

	Current Month 11/30/2021	Current Year-To-Date 11/30/2021
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$944,160)	\$381,493
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	621,714	2,828,969
(Increase)/Decrease in Net Patient Accounts Receivable	295,869	(4,191,721)
(Increase)/Decrease in Other Receivables	2,963,212	989,984
(Increase)/Decrease in Inventories	15,851	34,119
(Increase)/Decrease in Pre-Paid Expenses	(292,465)	(243,066)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	579,503	(388,493)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	328,834	44,053
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	111,578	(112,149)
Net Cash Provided by Operating Activities:	3,679,937	(656,811)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(756,276)	(3,045,676)
(Increase)/Decrease in Limited Use Cash and Investments	(116,020)	6,088,461
(Increase)/Decrease in Other Limited Use Assets	(2,174)	67,213
(Increase)/Decrease in Other Assets	0	4,118
Net Cash Used by Investing Activities	(874,470)	3,114,115
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(9,017)	(63,023)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	1,000,056	(672,366)
Net Cash Used for Financing Activities	991,039	(735,389)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(9)
Net Increase/(Decrease) in Cash	3,796,506	1,721,916
Cash, Beginning of Period	8,228,151	10,302,741
Cash, End of Period	\$12,024,657	\$12,024,657

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

Current Month									Year-To-Date			
Actual 11/30/21	Budget 11/30/21	Positive/ (Negative) Variance	Prior Year 11/30/20	STATISTICS					Actual 11/30/21	Budget 11/30/21	Positive/ (Negative) Variance	Prior Year 11/30/20
Discharges												
122	115	7	115	Acute					622	575	47	575
122	115	7	115	Total Adult Discharges					622	575	47	575
33	28	5	28	Newborn					165	180	(15)	171
155	143	12	143	Total Discharges					787	755	32	746
Patient Days:												
444	426	18	408	Acute					2,409	1,781	628	1,699
444	426	18	408	Total Adult Patient Days					2,409	1,781	628	1,699
46	44	2	35	Newborn					247	280	(33)	235
490	470	20	443	Total Patient Days					2,656	2,061	595	1,934
Average Length of Stay (ALOS)												
3.6	3.7	(0.1)	3.5	Acute					3.9	3.1	0.8	3.0
3.6	3.7	(0.1)	3.5	Total Adult ALOS					3.9	3.1	0.8	3.0
1.4	1.6	(0.2)	1.3	Newborn ALOS					1.5	1.6	(0.1)	1.4
Average Daily Census (ADC)												
14.8	14.2	0.6	13.6	Acute					15.7	11.6	4.1	11.1
14.8	14.2	0.6	13.6	Total Adult ADC					15.7	11.6	4.1	11.1
1.5	1.5	0.1	1.2	Newborn					1.6	1.8	(0.2)	1.5
Emergency Room Statistics												
116	133	(17)	127	ER Visits - Admitted					626	600	26	576
1,073	925	148	919	ER Visits - Discharged					5,793	5,099	694	5,075
1,189	1,058	131	1,046	Total ER Visits					6,419	5,699	720	5,651
9.76%	12.57%		12.14%	% of ER Visits Admitted					9.75%	10.53%		10.19%
95.08%	115.65%		110.43%	ER Admissions as a % of Total					100.64%	104.35%		100.17%
Outpatient Statistics:												
8,625	9,345	(720)	10,299	Total Outpatients Visits					46,786	40,849	5,937	45,619
128	89	39	89	Observation Bed Days					581	498	83	456
5,355	3,977	1,378	3,977	Clinic Visits - Primary Care					24,955	20,143	4,812	20,143
459	486	(27)	486	Clinic Visits - Specialty Clinics					2,329	2,755	(426)	2,755
25	25	0	20	IP Surgeries					110	123	(13)	113
125	127	(2)	107	OP Surgeries					504	688	(184)	648
Productivity Statistics:												
474.81	450.97	23.84	445.83	FTE's - Worked					460.71	450.97	9.74	431.27
514.36	494.77	19.59	478.69	FTE's - Paid					508.04	494.77	13.27	472.98
1.8021	1.5982	0.20	1.5982	Case Mix Index - Medicare					1.7405	1.6099	0.13	1.4982
0.8330	1.1940	(0.36)	1.1940	Case Mix Index - All payers					0.9697	1.1672	(0.18)	1.1633

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

11/30/21

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	52.46	44.49
Net Days in Accounts Receivable	47.10	39.57
Number of Gross Days in Unbilled Revenue	3.39	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	26.56%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	-0.11%	1.17%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.63%	0.96%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.76%	8.34%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.54%	6.33%
Collections as a Percentage of Net Revenue - Current Month	102.36%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	89.40%	100% or >
Percentage of Blue Cross Receivable > 90 Days	-2.97%	< 10%
Percentage of Insurance Receivable > 90 Days	10.93%	< 15%
Percentage of Medicaid Receivable > 90 Days	14.46%	< 20%
Percentage of Medicare Receivable > 60 Days	1.85%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Five months ended November 30, 2021

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	1,050,752	6.71%	4,069,434	4.86%

Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include surgeries

Average Daily Census is 14.8 in November which is over budget by 0.6

Deductions from Revenue	(193,422)	-2.36%	(161,539)	-0.42%
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Deductions from revenue are over budget for November and over budget year to date.

They are currently booked at 50.3 for November and 49.8% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	176,565	13.52%	435,227	8.22%
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Bad debt expense is booked at 6.8% for November and 5.5% year to date.

Charity Care	202,093	109.89%	252,415	31.50%
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Charity care yields a high degree of variability month over month and is dependent on patient needs.

Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	(45,839)	-36.25%	(431,028)	-44.39%
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Other Operating Revenue is under budget for the month and is under budget year to date.

Most county maintenance funds are for capital projects.

Salaries and Wages	(283,662)	-8.25%	(1,577,738)	-9.24%
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Salary and Wages are over budget and are over budget year to date.

Paid FTEs are over budget by 23.84 FTEs for the month and over 9.74 FTEs year to date.

Fringe Benefits	(273,189)	-34.46%	(920,888)	-21.32%
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Fringe benefits are over budget in November and over budget year to date.

Contract Labor	(324,310)	-377.72%	(1,163,687)	-286.58%
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Contract labor is over budget for November and over budget year to date.

Ultrasound, PACU, ER, Lab, Respiratory Therapy, and Social Services are over budget.

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 14****ROCK SPRINGS, WYOMING****Five months ended November 30, 2021**

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	(25,938)	-7.65%	160,637	8.75%
Physician fees over budget in November and under budget year to date. ER & Emergency Mgmt and Cardiovascular are over budget in November.				
Purchased Services	8,867	1.89%	36,042	1.64%
Purchased services are under budget for November and under budget year to date. Expenses over budget are audit fee's, bank fee's and sponsorships.				
Supply Expense	(220,316)	-18.13%	(1,374,258)	-22.94%
Supplies are over budget for November and over budget year to date. Line items over budget include Med supplies, lab supplies, implants, drugs, minor equipment and non med supplies.				
Repairs & Maintenance	(159,989)	-28.01%	(191,376)	-7.15%
Repairs and Maintenance are over budget for November and over budget year to date.				
All Other Operating Expenses	(48,859)	-25.23%	7,160	0.66%
This expense is over budget in November and under budget year to date. Other expenses over budget are Freight, Physician recruitment, employee recruitment, software, other expenses and pharmacy floor direct.				
Leases and Rentals	6,623	10.69%	6,772	2.34%
This expense is under budget for November and is under budget year to date.				
Depreciation and Amortization	93,406	13.06%	420,459	12.94%
Depreciation is under budget for November and is under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$3,796,506	46.14%		
Cash increased in November. Cash collections for November were \$8.5 million. Days Cash on Hand increased to 148 days.				
Gross Patient Accounts Receivable	(\$23,535)	-0.08%		
This receivable decreased in November due to high revenue month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Five months ended November 30, 2021

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	(272,334)	-1.66%		
Bad Debt and Allowances increased.				
Other Receivables	(2,963,212)	-73.22%		
Other Receivables decreased in November due to county and occ med invoices and the payment from QRA.				
Prepaid Expenses	292,465	13.79%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	118,194	0.37%		
These assets increased due to the interest on the bonds.				
Board Designated Funds account				
Plant Property and Equipment	134,562	0.20%		
The increase in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(579,503)	-12.03%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(248,465)	-20.68%		
This liability increased in November. The payroll accrual for November was 9 days.				
Accrued Benefits	(80,370)	-3.09%		
This liability increased in November with the normal accrual and usage of PTO				
Other Current Liabilities	(111,578)	-50.10%		
This liability increased due to the interest pymt on the bonds				
Other Long Term Liabilities	(1,000,056)	-20.12%		
This liability increased due the PRF payment received				
Total Net Assets	944,160	1.93%		

The net loss from operations for November is \$866,357.19



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Five months ended November 30, 2021

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

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ROCK SPRINGS, WY

Five months ended November 30, 2021

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Five months ended November 30, 2021

PAGE 2**- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	Month to Date 11/30/2021	Year to Date 11/30/2021	Prior Fiscal Year End 06/30/21	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-43.34%	-49.91%	-47.17%	-36.58%
Total Profit Margin	-43.34%	-49.91%	-47.17%	-36.58%
Contractual Allowance %	44.40%	44.79%	45.42%	
Liquidity:				
Net Days in Accounts Receivable	42.85	43.69	34.46	39.58
Gross Days in Accounts Receivable	50.33	51.18	44.23	72.82
Productivity and Efficiency:				
Patient Visits Per Day	178.50	163.10	137.99	
Total Net Revenue per FTE	N/A	\$179,553	\$151,830	
Salary Expense per Paid FTE	N/A	\$197,747	\$167,434	
Salary and Benefits as a % of Net Revenue	120.14%	126.32%	129.06%	91.26%
Employee Benefits %	13.60%	14.70%	17.03%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2021

PAGE 3

	CURRENT MONTH				Prior Year 11/30/20
	Actual 11/30/21	Budget 11/30/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,622,638	1,620,847	1,790	0.11%	1,444,093
Specialty Clinic Revenue	254,659	344,463	(89,804)	-26.07%	326,942
Total Gross Patient Revenue	1,877,297	1,965,310	(88,013)	-4.48%	1,771,035
Deductions From Revenue					
Discounts and Allowances	(633,465)	(697,414)	63,949	7.13%	(787,893)
Total Deductions From Revenue	(633,465)	(697,414)	63,949	7.13%	(787,893)
Net Patient Revenue	1,043,832	1,067,897	(24,065)	-2.25%	983,142
Other Operating Revenue	50,360	53,292	(2,932)	-5.50%	70,839
Total Operating Revenue	1,094,192	1,121,189	(26,997)	-2.41%	1,053,982
Operating Expenses					
Salaries and Wages	1,157,127	1,043,312	(113,815)	-10.91%	1,211,751
Fringe Benefits	157,402	148,401	(9,001)	-6.07%	149,894
Contract Labor	0	0	0	0.00%	0
Physicians Fees	73,092	94,090	20,998	22.32%	122,258
Purchased Services	15,431	17,342	1,911	11.02%	12,756
Supply Expense	18,225	12,769	(5,456)	-42.73%	12,806
Utilities	997	1,878	881	46.90%	2,122
Repairs and Maintenance	21,438	17,598	(3,840)	-21.82%	20,740
Insurance Expense	15,527	14,816	(712)	-4.80%	13,611
All Other Operating Expenses	94,760	107,692	12,932	12.01%	82,354
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,844	3,278	(566)	-17.26%	3,871
Depreciation and Amortization	10,523	9,681	(842)	-8.69%	18,641
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,568,367	1,470,857	(97,508)	-6.63%	1,650,804
Net Operating Surplus/(Loss)	(474,175)	(349,669)	(124,506)	35.61%	(596,823)
Total Net Surplus/(Loss)	(\$474,176)	(\$349,669)	(\$124,506)	35.61%	(\$596,823)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$474,176)	(\$349,669)	(\$124,506)	35.61%	(\$596,823)
Operating Margin	-43.34%	-31.19%			-56.63%
Total Profit Margin	-43.34%	-31.19%			-56.63%
EBIDA	-42.37%	-30.32%			-54.86%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2021

YEAR-TO-DATE

	Actual 11/30/21	Budget 11/30/21	Positive (Negative) Variance	Percentage Variance	Prior Year 11/30/20
Gross Patient Revenue					
Clinic Revenue	7,741,989	8,242,928	(500,940)	-6.08%	6,842,801
Specialty Clinic Revenue	1,266,535	1,694,150	(427,615)	-25.24%	1,492,911
Total Gross Patient Revenue	9,008,524	9,937,078	(928,555)	-9.34%	8,335,713
Deductions From Revenue					
Discounts and Allowances	(4,034,602)	(4,577,772)	543,170	11.87%	(3,797,542)
Total Deductions From Revenue	(4,034,602)	(4,577,772)	543,170	11.87%	(3,797,542)
Net Patient Revenue	4,973,922	5,359,307	(385,384)	-7.19%	4,538,171
Other Operating Revenue	266,755	266,460	295	0.11%	368,262
Total Operating Revenue	5,240,677	5,625,767	(385,089)	-6.85%	4,906,433
Operating Expenses					
Salaries and Wages	5,771,718	5,242,030	(529,687)	-10.10%	5,376,004
Fringe Benefits	848,486	834,210	(14,276)	-1.71%	773,940
Contract Labor	0	0	0	0.00%	0
Physicians Fees	267,654	470,450	202,796	43.11%	488,114
Purchased Services	67,931	86,708	18,777	21.66%	62,166
Supply Expense	93,507	84,760	(8,747)	-10.32%	69,543
Utilities	6,390	9,390	3,000	31.95%	6,008
Repairs and Maintenance	88,931	87,991	(940)	-1.07%	104,327
Insurance Expense	75,585	74,078	(1,507)	-2.03%	63,945
All Other Operating Expenses	564,019	553,962	(10,057)	-1.82%	414,201
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	18,078	16,071	(2,007)	-12.49%	16,081
Depreciation and Amortization	54,189	53,557	(633)	-1.18%	92,248
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,856,489	7,513,206	(343,282)	-4.57%	7,466,576
Net Operating Surplus/(Loss)	(2,615,811)	(1,887,440)	(728,371)	38.59%	(2,560,143)
Total Net Surplus/(Loss)	(2,615,811)	(1,887,440)	(728,371)	38.59%	(2,560,143)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,615,811)	(1,887,440)	(728,371)	38.59%	(2,560,143)
Operating Margin	-49.91%	-33.55%			-52.18%
Total Profit Margin	-49.91%	-33.55%			-52.18%
EBIDA	-48.88%	-32.60%			-50.30%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 11/30/2021	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021
Gross Patient Revenue					
Clinic Revenue	\$1,622,638	\$1,890,739	\$1,419,718	\$1,520,986	\$1,481,938
Specialty Clinic Revenue	\$254,659	\$230,626	\$375,846	\$171,175	\$234,229
Total Gross Patient Revenue	\$1,877,297	\$1,927,365	\$1,795,564	\$1,692,131	\$1,716,167
Deductions From Revenue					
Discounts and Allowances	(\$833,465)	(\$859,090)	(\$801,974)	(\$757,972)	(\$782,101)
Total Deductions From Revenue	(\$833,465)	(\$859,090)	(\$801,974)	(\$757,972)	(\$782,101)
Net Patient Revenue	\$1,043,832	\$1,068,275	\$993,590	\$934,159	\$934,067
Other Operating Revenue	\$50,360	\$54,717	\$51,015	\$66,240	\$54,422
Total Operating Revenue	1,094,192	1,122,992	1,044,605	990,399	988,489
Operating Expenses					
Salaries and Wages	\$1,157,127	\$1,211,905	\$1,142,100	\$1,137,088	\$1,123,497
Fringe Benefits	\$157,402	\$200,865	\$181,343	\$137,188	\$171,688
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$73,092	\$35,691	\$39,947	\$52,965	\$66,959
Purchased Services	\$15,431	\$14,885	\$11,585	\$14,504	\$11,526
Supply Expense	\$18,225	\$20,033	\$15,849	\$14,325	\$28,074
Utilities	\$997	\$652	\$1,326	\$1,873	\$1,543
Repairs and Maintenance	\$21,438	\$15,128	\$19,156	\$16,272	\$16,937
Insurance Expense	\$15,527	\$15,527	\$14,844	\$14,844	\$14,844
All Other Operating Expenses	\$94,760	\$127,049	\$107,037	\$95,119	\$140,054
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,844	\$3,593	\$2,635	\$4,755	\$3,252
Depreciation and Amortization	\$10,523	\$10,371	\$11,086	\$11,086	\$11,123
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,568,367	\$1,655,700	\$1,546,906	\$1,500,019	\$1,585,497
Net Operating Surplus/(Loss)	(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)
Total Net Surplus/(Loss)	(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)
Operating Margin	-43.34%	-47.44%	-48.09%	-51.46%	-60.40%
Total Profit Margin	-43.34%	-47.44%	-48.09%	-51.46%	-60.40%
EBIDA	-42.37%	-46.51%	-47.02%	-50.34%	-59.27%

Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020	Actual 11/30/2020
\$1,448,630	\$1,308,860	\$1,588,815	\$1,451,105	\$1,300,080	\$1,410,642	\$1,374,626	\$1,444,093
\$343,674	\$181,892	\$298,056	\$342,042	\$251,294	\$311,512	\$321,541	\$326,942
\$1,792,304	\$1,470,752	\$1,886,871	\$1,793,147	\$1,551,380	\$1,722,154	\$1,696,166	\$1,771,035
(\$814,085)	(\$701,578)	(\$869,032)	(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)
(\$814,085)	(\$701,578)	(\$869,032)	(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)
\$978,219	\$769,173	\$1,017,838	\$964,777	\$822,735	\$885,759	\$954,482	\$983,142
\$46,757	\$59,125	\$58,845	\$59,103	\$65,776	\$70,558	\$67,749	\$70,839
1,024,977	828,299	1,076,684	1,023,880	888,510	956,317	1,022,231	1,053,982
\$1,061,614	\$940,167	\$1,037,659	\$1,142,213	\$1,104,879	\$1,132,930	\$1,137,133	\$1,211,751
\$149,134	\$184,159	\$206,715	\$216,355	\$240,814	\$263,026	\$168,192	\$148,894
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$146,371	\$114,521	\$46,485	\$30,939	\$93,378	\$76,298	\$140,601	\$122,258
\$15,910	\$13,208	\$12,175	\$15,397	\$13,204	\$15,024	\$12,233	\$12,756
\$21,967	\$16,954	\$19,891	\$18,548	\$17,037	\$14,861	\$12,888	\$12,806
\$2,404	\$1,833	\$1,872	\$1,875	\$1,836	\$1,810	\$594	\$2,122
\$16,834	\$16,580	\$16,968	\$18,493	\$18,542	\$17,458	\$19,895	\$20,740
\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611
\$63,557	\$82,775	\$134,676	\$105,518	\$95,431	\$91,548	\$109,020	\$82,354
\$4,093	\$4,022	\$3,037	\$3,450	\$3,319	\$3,032	\$2,398	\$3,871
\$12,936	\$12,937	\$12,966	\$17,183	\$18,273	\$18,273	\$18,641	\$18,641
\$1,508,431	\$1,399,867	\$1,506,056	\$1,593,583	\$1,620,324	\$1,647,571	\$1,634,705	\$1,650,804
(\$483,454)	(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)
(\$483,454)	(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)
0	0	0	0	0	0	0	0
(\$483,454)	(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)
-47.17%	-69.01%	-39.88%	-54.66%	-82.36%	-72.28%	-59.92%	-66.63%
-47.17%	-69.01%	-39.88%	-54.66%	-82.36%	-72.28%	-59.92%	-66.63%
-45.91%	-67.44%	-38.67%	-52.99%	-80.31%	-70.37%	-58.09%	-64.86%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Five months ended November 30, 2021

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Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
11/30/21	11/30/21	Variance	11/30/20		11/30/21	11/30/21	Variance	11/30/20
Outpatient Statistics:								
5,355	3,977	1,378	4,388	Clinic Visits - Primary Care	24,955	20,143	4,812	20,535
459	486	(27)	507	Clinic Visits - Specialty Clinics	2,329	2,755	(426)	2,625
Productivity Statistics:								
65.05	64.25	0.80	76.62	FTE's - Worked	62.77	64.25	(1.48)	70.36
69.61	70.60	(0.99)	80.58	FTE's - Paid	69.63	70.60	(0.97)	76.80

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR NOVEMBER 21**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	542	7,810,614.33
CAPITAL EQUIPMENT (PLANT FUND)	10	481,429.24
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	269,892.94
PAYROLL NOVEMBER 11, 2020	N/A	1,722,132.66
PAYROLL NOVEMBER 24, 2020	N/A	1,952,980.09
TOTAL CASH OUTFLOW		<u>\$8,561,936.51</u>
CASH COLLECTIONS		8,503,335.91
INCREASE/DECREASE IN CASH		-\$58,600.60

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2022**

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

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

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

SEPTEMBER TOTALS					752,306.71	1,302,887.52
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CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002468	10/7/2021	GE PRECISION HEALTHCARE LLC	122,390.00	ULTRASOUND MACHINE		
002469	10/7/2021	TELEFLEX MEDICAL INC.	271.30	NEPTUNE HEATED HUMIDIFIERS		
002470	10/14/2021	CERNER CORPORATION	135,705.33	CERNER		
002471	10/14/2021	DELL COMPUTER CORPORATION	15,525.20	DESK TOPS AND MONITORS		
002472	10/14/2021	DNV GL USA, INC.	26,160.00	SYNERGY LIFE		
002473	10/14/2021	TELEFLEX MEDICAL INC.	4,000.00	NEPTUNE HEATED HUMIDIFIERS		
002474	10/14/2021	HIGH DESERT CONSTRUCTION, I	287,897.00	WATERLINE REPLACEMENT		
002475	10/20/2021	CERNER CORPORATION	123,392.62	CERNER		

OCTOBER TOTALS					715,341.45	2,018,228.97
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CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002476	11/11/2021	CERNER CORPORATION	45,162.83	CERNER		
002477	11/18/2021	CONVERGEONE, INC.	12,288.00	FY21-63 REPLACE NETWORK SWITCHES		
002478	11/18/2021	DNV GL USA, INC.	6,480.00	SYNERGY LIFE		
002479	11/18/2021	STRYKER MEDICAL	26,673.74	ED GURNEYS (17)		
002480	11/24/2021	AVANOS MEDICAL, LLC	26,132.56	AVANOS CONTRAK CENTRAL ACCESS SYSTEM		
002481	11/24/2021	CERNER CORPORATION	191,077.69	CERNER		
002482	11/24/2021	SCOTTCARE CORPORATION	14,788.00	SCOTTCARE TELEREHAB MONITORING		
002483	11/24/2021	STRYKER MEDICAL	137,490.26	ED GURNEYS (17)		
002484	11/24/2021	SIEMENS HEALTHCARE DIAGNOS	18,556.16	UNIFOC AND EDM INTERFACE WITH CERNER		
002485	11/24/2021	MARTIN-RAY LAUNDRY SYSTEM	2,780.00	LARGE WASHER MOTOR		
NOVEMBER TOTALS					481,429.24	2,499,658.21

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001136	10/7/2021	CACHE VALLEY ELECTRIC CO.	433.78	MEDICAL IMAGING RENO		
001137	10/7/2021	GROATHOUSE CONSTRUCTION,	161,221.00	HVAC PROJECT		
001138	10/7/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001139	10/7/2021	GROATHOUSE CONSTRUCTION,	17,913.00	HVAC PROJECT		
001140	10/28/2021	CHEENEY LANDSCAPING, INC	9,610.00	WATER LINE REPLACEMENT		
WF DEBT	10/18/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
OCTOBER TOTALS					302,968.72	2,045,952.58

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021

Amount	Description
24,255.39	Advertising Total
174.16	Banking Fee Total
2,121.63	Billing Services Total
10,562.28	Blood Total
3,500.00	Building Lease Total
37,079.43	Collection Agency Total
25,385.36	Computer Equipment Total
176,134.54	Consulting Fees Total
329,305.19	Contract Maintenance Total
323,670.04	Contract Personnel Total
771.12	Courier Services Total
17,222.82	Credit Card Payment Total
26,184.78	Dental Insurance Total
10,228.26	Dialysis Supplies Total
246.00	Education Material Total
617.00	Employee Recruitment Total
6,673.72	Employee Vision Plan Total
49,836.65	Equipment Lease Total
27,816.62	Food Total
1,850.00	Freight Total
1,020.05	Fuel Total
3,265.84	Garbage Collection Total
851,891.47	Group Health Total
260,846.58	Hospital Supplies Total
13,313.61	Implant Supplies Total
115.00	Instruments Total
29,290.24	Insurance Premiums Total
1,979.92	Insurance Refund Total
72,934.26	Laboratory Services Total
210,035.77	Laboratory Supplies Total
10,863.64	Laundry Supplies Total
8,326.00	Legal Fees Total
2,457.04	License & Taxes Total
150.00	License/Fees Total
2,251.64	Life Insurance Total
3,100.00	Lithotripsy Services Total
93,934.51	Locum Tenens Total
12,515.65	Maintenance & Repair Total
14,961.64	Maintenance Supplies Total
1,349.00	Marketing & Promotional Supplies Total
1,500.00	Memberships Total
2,397.20	MHSC Foundation Total
4,164.51	Minor Equipment Total
437.00	Monthly Pest Control Total
11,585.98	Non Medical Supplies Total
7,008.85	Office Supplies Total
14,270.00	Other Employee Benefits Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021

Check Number	Date	Vendor Check Name	Amount	Description
182443	11/18/2021	BEST VERSION MEDIA LLC	387.20	Advertising
182551	11/24/2021	BIG THICKET BROADCASTING	3,189.00	Advertising
182379	11/11/2021	KEMMERER GAZETTE	905.00	Advertising
182600	11/24/2021	KEMMERER GAZETTE	747.00	Advertising
182621	11/24/2021	PINEDALE ROUNDTUP	500.00	Advertising
182402	11/11/2021	ROCKET MINER	218.20	Advertising
182627	11/24/2021	ROCKET MINER	95.00	Advertising
182630	11/24/2021	ROYAL FLUSH ADVERTISING	564.00	Advertising
182407	11/11/2021	SCORPION HEALTHCARE LLC	5,121.34	Advertising
182511	11/18/2021	SUBLETTE EXAMINER	250.00	Advertising
182638	11/24/2021	SUBLETTE EXAMINER	440.00	Advertising
182513	11/18/2021	SWEETWATER NOW, LLC	1,200.00	Advertising
182641	11/24/2021	SWEETWATER NOW, LLC	3,400.00	Advertising
182417	11/11/2021	THE RADIO NETWORK	3,166.65	Advertising
EFT000000007127	11/11/2021	LAMAR ADVERTISING	1,600.00	Advertising
EFT000000007130	11/11/2021	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000007141	11/18/2021	LAMAR ADVERTISING	721.00	Advertising
EFT000000007156	11/24/2021	GREEN RIVER STAR	1,071.00	Advertising
EFT000000007158	11/24/2021	LAMAR ADVERTISING	400.00	Advertising
W/T	11/23/2021	DEPOSIT SLIPS	174.16	Banking Fee
182577	11/24/2021	EXPRESS MEDICAID BILLING SERV	2,121.63	Billing Services
182424	11/11/2021	VITALANT	4,883.07	Blood
182654	11/24/2021	VITALANT	5,679.21	Blood
182677	11/24/2021	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
182453	11/18/2021	COLLECTION PROFESSIONALS, INC	95.34	Collection Agency
182325	11/4/2021	WAKEFIELD & ASSOCIATES, INC.	36,984.09	Collection Agency
182352	11/11/2021	COW GOVERNMENT LLC	5,315.19	Computer Equipment
182449	11/18/2021	COW GOVERNMENT LLC	2,534.13	Computer Equipment
182561	11/24/2021	COW GOVERNMENT LLC	6,837.94	Computer Equipment
182571	11/24/2021	DELL COMPUTER CORPORATION	10,898.10	Computer Equipment
182263	11/4/2021	HOMWOOD SUITES	1,666.00	Consulting Fees
182590	11/24/2021	HOMWOOD SUITES	1,547.00	Consulting Fees
182649	11/24/2021	UNIVERSITY OF UTAH (UJHC OUTREACH)	172,921.54	Consulting Fees
182219	11/4/2021	ADVANCED NETWORK MANAGEMENT, INC.	29,792.84	Contract Maintenance
182432	11/18/2021	ADVANCED NETWORK MANAGEMENT, INC.	2,822.32	Contract Maintenance
182539	11/24/2021	ADVANCED NETWORK MANAGEMENT, INC.	35,984.36	Contract Maintenance
182545	11/24/2021	APPLIED STATISTICS & MANAGEMENT, INC.	14,900.00	Contract Maintenance
182564	11/24/2021	CHANGE HEALTHCARE SOLUTIONS, LLC	4,018.94	Contract Maintenance
182355	11/11/2021	CONVERGEONE, INC.	9,512.44	Contract Maintenance
182366	11/11/2021	FRONT RANGE MOBILE IMAGING, INC.	9,220.00	Contract Maintenance
182257	11/4/2021	GE HEALTHCARE	24,071.84	Contract Maintenance
182367	11/11/2021	GE HEALTHCARE INC	2,140.20	Contract Maintenance
182468	11/18/2021	GE HEALTHCARE INC	642.06	Contract Maintenance
182372	11/11/2021	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
182587	11/24/2021	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
182591	11/24/2021	IMPRIVATA	26,670.80	Contract Maintenance
182376	11/11/2021	ISI WATER CHEMISTRIES	3,871.06	Contract Maintenance
182479	11/18/2021	KRONOS INCORPORATED	9,943.00	Contract Maintenance
182614	11/24/2021	NORIDIAN MEDICARE PART A	73,709.00	Contract Maintenance
182293	11/4/2021	NULANCE COMMUNICATIONS, INC	313.33	Contract Maintenance
182615	11/24/2021	NULANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
182395	11/11/2021	PHILIPS HEALTHCARE	1,437.87	Contract Maintenance
182619	11/24/2021	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance

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182622	11/24/2021	PROVIDER ADVANTAGE NW INC	4,560.00	Contract Maintenance
182397	11/11/2021	QUADRAMED	307.50	Contract Maintenance
182626	11/24/2021	REMI CORPORATION	2,821.96	Contract Maintenance
182499	11/18/2021	RL DATIX	401.00	Contract Maintenance
182306	11/4/2021	SIEMENS MEDICAL SOLUTIONS USA	2,875.42	Contract Maintenance
182632	11/24/2021	SIEMENS MEDICAL SOLUTIONS USA	10,950.08	Contract Maintenance
182413	11/11/2021	SWEETWATER WEB DIRECTORY (KELLIE NICHOLSON)	900.00	Contract Maintenance
182519	11/18/2021	TRUE COMMERCE, INC	114.15	Contract Maintenance
182647	11/24/2021	T-SYSTEM, INC	8,882.67	Contract Maintenance
182648	11/24/2021	UNITED AUDIT SYSTEMS, INC.	1,733.75	Contract Maintenance
182524	11/18/2021	WYODATA SECURITY INC.	1,585.00	Contract Maintenance
182657	11/24/2021	WYODATA SECURITY INC.	1,375.00	Contract Maintenance
EFT00000007132	11/11/2021	STATE FIRE DC SPECIALTIES	5,953.54	Contract Maintenance
W/T	11/17/2021	ORTHO PHREESIA FEE	7.30	Contract Maintenance
W/T	11/1/2021	OPTIMIS	200.00	Contract Maintenance
W/T	11/5/2021	OPTIMIS	200.00	Contract Maintenance
W/T	11/18/2021	CARE CLOUD	349.00	Contract Maintenance
W/T	11/3/2021	ZENITH	350.35	Contract Maintenance
W/T	11/22/2021	TRIZETTO CLINIC FEE	5,320.19	Contract Maintenance
W/T	11/17/2021	CLINIC PHREESIA FEE	6,159.10	Contract Maintenance
W/T	11/9/2021	SIEMENS EDI	9,017.12	Contract Maintenance
182344	11/11/2021	AVALIS WAYFINDING SOLUTIONS, INC.	492.52	Contract Personnel
182251	11/4/2021	ELWOOD STAFFING SERVICES, INC	5,691.90	Contract Personnel
182361	11/11/2021	ELWOOD STAFFING SERVICES, INC	5,683.35	Contract Personnel
182255	11/4/2021	FOCUSONE SOLUTIONS LLC	41,337.75	Contract Personnel
182365	11/11/2021	FOCUSONE SOLUTIONS LLC	55,256.63	Contract Personnel
182466	11/18/2021	FOCUSONE SOLUTIONS LLC	65,008.63	Contract Personnel
182583	11/24/2021	FOCUSONE SOLUTIONS LLC	60,983.25	Contract Personnel
182268	11/4/2021	JIM LANE	3,410.00	Contract Personnel
182331	11/5/2021	MICHAEL ZANETTI LOVE	8,685.00	Contract Personnel
182304	11/4/2021	SARAH ROTH	180.00	Contract Personnel
182504	11/18/2021	SARAH ROTH	420.00	Contract Personnel
182307	11/4/2021	SOLIANT HEALTH	19,945.26	Contract Personnel
182409	11/11/2021	SOLIANT HEALTH	26,560.56	Contract Personnel
182633	11/24/2021	SOLIANT HEALTH	30,415.19	Contract Personnel
182646	11/24/2021	TOD BENNETT	200.00	Contract Personnel
182617	11/24/2021	PACKAGERUNNER LOGISTICS LLC	771.12	Contract Services
W/T	11/30/2021	UMB BANK PAYMENT	17,222.82	Credit Card Payment
182359	11/11/2021	DELTA DENTAL	26,184.78	Dental Insurance
182256	11/4/2021	FRESENIUS USA MARKETING, INC.	2,861.64	Dialysis Supplies
182467	11/18/2021	FRESENIUS USA MARKETING, INC.	5,494.94	Dialysis Supplies
182584	11/24/2021	FRESENIUS USA MARKETING, INC.	1,613.65	Dialysis Supplies
182374	11/11/2021	HENRY SCHEIN INC	220.00	Dialysis Supplies
182470	11/18/2021	HENRY SCHEIN INC	38.03	Dialysis Supplies
EFT00000007117	11/4/2021	MY EDUCATIONAL RESOURCES	246.00	Education Material
182589	11/24/2021	HOLIDAY INN - ROCK SPRINGS	267.00	Employee Recruitment
EFT00000007131	11/11/2021	SST TESTING +, INC.	350.00	Employee Recruitment
182324	11/4/2021	VISION SERVICE PLAN - WY	6,673.72	Employee Vision Plan
182239	11/4/2021	CAREFUSION SOLUTIONS, LLC	21,334.00	Equipment Lease
182567	11/24/2021	COPIER & SUPPLY COMPANY	9,690.35	Equipment Lease
182368	11/11/2021	GE HEALTHCARE FINANCIAL SERVICES	10,692.03	Equipment Lease
182305	11/4/2021	SHADOW MOUNTAIN WATER CO, WY	33.75	Equipment Lease
182406	11/11/2021	SHADOW MOUNTAIN WATER CO, WY	377.84	Equipment Lease
182505	11/18/2021	SHADOW MOUNTAIN WATER CO, WY	1,374.44	Equipment Lease

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182631	11/24/2021	SHADOW MOUNTAIN WATER CO, WY	249.82	Equipment Lease
182321	11/4/2021	US BANK EQUIPMENT FINANCE	1,682.99	Equipment Lease
182521	11/18/2021	US BANK EQUIPMENT FINANCE	414.53	Equipment Lease
182651	11/24/2021	US BANK EQUIPMENT FINANCE	1,358.67	Equipment Lease
EFT000000007166	11/24/2021	TIMEPAYMENT CORP	2,628.23	Equipment Lease
182247	11/4/2021	DFA DAIRY BRANDS CORP., LLC	402.30	Food
182357	11/11/2021	DFA DAIRY BRANDS CORP., LLC	177.48	Food
182456	11/18/2021	DFA DAIRY BRANDS CORP., LLC	176.25	Food
182570	11/24/2021	DFA DAIRY BRANDS CORP., LLC	447.62	Food
182252	11/4/2021	F B MCFADDEN WHOLESALE	1,979.05	Food
182363	11/11/2021	F B MCFADDEN WHOLESALE	841.69	Food
182463	11/18/2021	F B MCFADDEN WHOLESALE	4,034.85	Food
182579	11/24/2021	F B MCFADDEN WHOLESALE	1,762.49	Food
182578	11/24/2021	FARMER BROS CO	31.50	Food
182292	11/4/2021	NICHOLAS & CO INC	7,151.81	Food
182391	11/11/2021	NICHOLAS & CO INC	940.69	Food
182314	11/4/2021	SYS CO INTERMOUNTAIN FOOD	6,903.99	Food
182414	11/11/2021	SYS CO INTERMOUNTAIN FOOD	517.38	Food
182642	11/24/2021	SYS CO INTERMOUNTAIN FOOD	519.99	Food
182327	11/4/2021	WESTERN WYOMING BEVERAGES INC	798.44	Food
182426	11/11/2021	WESTERN WYOMING BEVERAGES INC	717.69	Food
EFT000000007113	11/4/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	413.00	Food
182253	11/4/2021	FED EX	26.33	Freight
182464	11/18/2021	FED EX	184.55	Freight
182580	11/24/2021	FED EX	112.12	Freight
182520	11/18/2021	UPS STORE	915.00	Freight
182650	11/24/2021	UPS STORE	612.00	Freight
182400	11/11/2021	RED HORSE OIL COMPANIES INC	1,020.05	Fuel
EFT000000007146	11/18/2021	WWS - ROCK SPRINGS	3,265.84	Garbage Collection
W/T	11/24/2021	FURTHER ADMIN FEE	165.75	Group Health
W/T	11/19/2021	FURTHER FLEX 11/17/21	204.93	Group Health
W/T	11/5/2021	FURTHER FLEX 11/3/21	364.22	Group Health
W/T	11/23/2021	FURTHER FLEX 11/24/21	770.29	Group Health
W/T	11/15/2021	FURTHER FLEX 11/10/21	1,042.43	Group Health
W/T	11/19/2021	BLUE CROSS BLUE SHIELD 11/12/21	95,263.87	Group Health
W/T	11/13/2021	BLUE CROSS BLUE SHIELD 11/5/21	166,968.58	Group Health
W/T	11/5/2021	BLUE CROSS BLUE SHIELD 10/29/21	279,782.76	Group Health
W/T	11/26/2021	BLUE CROSS BLUE SHIELD 11/19/21	307,328.64	Group Health
182303	11/4/2021	ABBOTT NUTRITION	254.78	Hospital Supplies
182406	11/11/2021	ABBOTT NUTRITION	361.36	Hospital Supplies
182503	11/18/2021	ABBOTT NUTRITION	1,116.95	Hospital Supplies
182629	11/24/2021	ABBOTT NUTRITION	160.98	Hospital Supplies
182220	11/4/2021	AESCLAP INC	212.40	Hospital Supplies
182433	11/18/2021	AESCLAP INC	525.00	Hospital Supplies
182222	11/4/2021	AMAZON.COM CREDIT PLAN	169.14	Hospital Supplies
182436	11/18/2021	AMAZON.COM CREDIT PLAN	583.48	Hospital Supplies
182341	11/11/2021	APPLIED MEDICAL	420.00	Hospital Supplies
182439	11/18/2021	APPLIED MEDICAL	96.00	Hospital Supplies
182544	11/24/2021	APPLIED MEDICAL	432.00	Hospital Supplies
182543	11/24/2021	APPLIED MEDICAL TECHNOLOGY	579.11	Hospital Supplies
182546	11/24/2021	ASPEN SURGICAL	405.35	Hospital Supplies
182347	11/11/2021	B BRAUN MEDICAL INC.	1,309.14	Hospital Supplies
182441	11/18/2021	B BRAUN MEDICAL INC.	1,387.94	Hospital Supplies
182549	11/24/2021	B BRAUN MEDICAL INC.	1,461.00	Hospital Supplies

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182230	11/4/2021	BARD MEDICAL	1,100.86	Hospital Supplies
182345	11/11/2021	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
182547	11/24/2021	BAXTER HEALTHCARE CORP/IV	2,102.52	Hospital Supplies
182231	11/4/2021	BAYER HEALTHCARE LLC	1,244.64	Hospital Supplies
182346	11/11/2021	BAYER HEALTHCARE LLC	1,245.08	Hospital Supplies
182548	11/24/2021	BAYER HEALTHCARE LLC	7,466.15	Hospital Supplies
182233	11/4/2021	BECTON DICKINSON	988.60	Hospital Supplies
182234	11/4/2021	BOSTON SCIENTIFIC CORP	5,540.11	Hospital Supplies
182348	11/11/2021	BOSTON SCIENTIFIC CORP	1,271.52	Hospital Supplies
182554	11/24/2021	BOSTON SCIENTIFIC CORP	3,259.71	Hospital Supplies
182243	11/4/2021	C R BARD INC	381.96	Hospital Supplies
182238	11/4/2021	CARDINAL HEALTH/V. MUELLER	1,095.02	Hospital Supplies
182350	11/11/2021	CARDINAL HEALTH/V. MUELLER	923.54	Hospital Supplies
182448	11/18/2021	CARDINAL HEALTH/V. MUELLER	19,215.24	Hospital Supplies
182557	11/24/2021	CARDINAL HEALTH/V. MUELLER	27,850.59	Hospital Supplies
182559	11/24/2021	CANEFUSION 2200 INC	1,200.00	Hospital Supplies
182240	11/4/2021	COASTAL LIFE SYSTEMS, INC.	200.02	Hospital Supplies
182451	11/18/2021	COASTAL LIFE SYSTEMS, INC.	200.02	Hospital Supplies
182566	11/24/2021	COOK MEDICAL INCORPORATED	736.66	Hospital Supplies
182244	11/4/2021	CR BARD, INC	198.00	Hospital Supplies
182246	11/4/2021	CURBELL MEDICAL	1,154.50	Hospital Supplies
182248	11/4/2021	DIAGNOSTIGA STAGO INC	3,135.90	Hospital Supplies
182359	11/11/2021	DIAGNOSTIGA STAGO INC	213.85	Hospital Supplies
182457	11/18/2021	DIAGNOSTIGA STAGO INC	2,424.76	Hospital Supplies
182572	11/24/2021	DIAGNOSTIGA STAGO INC	85.54	Hospital Supplies
182249	11/4/2021	DJ ORTHOPEDICS, LLC	27.07	Hospital Supplies
182250	11/4/2021	DOCTOR EASY MEDICAL PRODUCTS	231.95	Hospital Supplies
182574	11/24/2021	DOCTOR EASY MEDICAL PRODUCTS	49.50	Hospital Supplies
182458	11/18/2021	DYNASTHETICS, LLC	619.00	Hospital Supplies
182360	11/11/2021	EDGE PHARMACEUTICALS, LLC	426.95	Hospital Supplies
182459	11/18/2021	EDGE PHARMACEUTICALS, LLC	2,571.10	Hospital Supplies
182575	11/24/2021	EDGE PHARMACEUTICALS, LLC	437.07	Hospital Supplies
182461	11/18/2021	EQUASHIELD LLC	2,726.44	Hospital Supplies
182462	11/18/2021	EXPAND-A-BAND, LLC	66.00	Hospital Supplies
182369	11/11/2021	GENERAL HOSPITAL SUPPLY CORPORATION	228.00	Hospital Supplies
182585	11/24/2021	GENERAL HOSPITAL SUPPLY CORPORATION	228.00	Hospital Supplies
182260	11/4/2021	HEALTHCARE LOGISTICS INC	11.03	Hospital Supplies
182373	11/11/2021	HEALTHCARE LOGISTICS INC	39.34	Hospital Supplies
182588	11/24/2021	HEALTHCARE LOGISTICS INC	167.39	Hospital Supplies
182261	11/4/2021	HILL-ROM	2,158.82	Hospital Supplies
182262	11/4/2021	HIOLOGIC, INC.	810.66	Hospital Supplies
182471	11/18/2021	HIOLOGIC, INC.	4,193.00	Hospital Supplies
182472	11/18/2021	HULL ANESTHESIA INC	180.00	Hospital Supplies
182264	11/4/2021	INNOVATIVE PRODUCTS INC.	137.95	Hospital Supplies
182267	11/4/2021	J & J HEALTH CARE SYSTEMS INC	2,280.22	Hospital Supplies
182377	11/11/2021	J & J HEALTH CARE SYSTEMS INC	8,708.77	Hospital Supplies
182474	11/18/2021	J & J HEALTH CARE SYSTEMS INC	9,077.45	Hospital Supplies
182593	11/24/2021	J & J HEALTH CARE SYSTEMS INC	3,174.92	Hospital Supplies
182271	11/4/2021	KARL STORZ ENDOSCOPY-AMERICA	10,952.38	Hospital Supplies
182378	11/11/2021	KARL STORZ ENDOSCOPY-AMERICA	5,308.57	Hospital Supplies
182597	11/24/2021	KARL STORZ ENDOSCOPY-AMERICA	768.08	Hospital Supplies
182272	11/4/2021	KCI USA	1,996.02	Hospital Supplies
182599	11/24/2021	KCI USA	1,613.23	Hospital Supplies
182639	11/24/2021	LEICA BIOSYSTEMS RICHMOND	145.21	Hospital Supplies

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182289	11/4/2021	M V A P MEDICAL SUPPLIES, INC.	310.42	Hospital Supplies
182491	11/18/2021	M V A P MEDICAL SUPPLIES, INC.	277.50	Hospital Supplies
182613	11/24/2021	M V A P MEDICAL SUPPLIES, INC.	290.00	Hospital Supplies
182277	11/4/2021	MARKET LAB, INC	246.95	Hospital Supplies
182484	11/18/2021	MARKET LAB, INC	526.87	Hospital Supplies
182485	11/18/2021	MCKESSON MEDICAL-SURGICAL	760.00	Hospital Supplies
182486	11/18/2021	MEDCOMP	90.00	Hospital Supplies
182278	11/4/2021	MEDELA LLC	124.43	Hospital Supplies
182279	11/4/2021	MEDI-DOSE INCORPORATED	36.07	Hospital Supplies
182283	11/4/2021	MEDTRONIC USA INC	124.94	Hospital Supplies
182385	11/11/2021	MEDTRONIC USA INC	657.00	Hospital Supplies
182282	11/4/2021	MEDTRONIC, USA	6,819.00	Hospital Supplies
182607	11/24/2021	MEDTRONIC, USA	14,244.00	Hospital Supplies
182287	11/4/2021	MICROTEK MEDICAL INC.	429.18	Hospital Supplies
182611	11/24/2021	MINDRAY DS USA, INC.	5,300.00	Hospital Supplies
182492	11/18/2021	OLYMPUS AMERICA INC	2,712.64	Hospital Supplies
182616	11/24/2021	OLYMPUS AMERICA INC	314.82	Hospital Supplies
182295	11/4/2021	OWENS & MINOR 90005430	16,926.71	Hospital Supplies
182494	11/18/2021	OWENS & MINOR 90005430	1,873.38	Hospital Supplies
182297	11/4/2021	PERFORMANCE HEALTH SUPPLY INC	134.41	Hospital Supplies
182497	11/18/2021	RADIOMETER AMERICA INC	380.94	Hospital Supplies
182498	11/18/2021	RESMED CORP	170.00	Hospital Supplies
182310	11/4/2021	STENIS CORPORATION	4,083.61	Hospital Supplies
182637	11/24/2021	STERIS CORPORATION	104.28	Hospital Supplies
182312	11/4/2021	SUNMARK CO	519.00	Hospital Supplies
182315	11/4/2021	TELEFLEX LLC	238.20	Hospital Supplies
182416	11/11/2021	TELEFLEX LLC	3,829.60	Hospital Supplies
182514	11/18/2021	TELEFLEX LLC	2,699.47	Hospital Supplies
182643	11/24/2021	TELEFLEX LLC	2,790.00	Hospital Supplies
182317	11/4/2021	TRI-ANIM HEALTH SERVICES INC	2,206.15	Hospital Supplies
182420	11/11/2021	TRI-ANIM HEALTH SERVICES INC	2,156.21	Hospital Supplies
182518	11/18/2021	TRI-ANIM HEALTH SERVICES INC	6,086.42	Hospital Supplies
182322	11/4/2021	VAPOTHERM INC.	2,224.00	Hospital Supplies
182323	11/4/2021	VERATHON INC.	867.00	Hospital Supplies
182423	11/11/2021	VERATHON INC.	360.00	Hospital Supplies
182522	11/18/2021	VERATHON INC.	540.00	Hospital Supplies
182326	11/4/2021	WAXIE SANITARY SUPPLY	351.94	Hospital Supplies
182425	11/11/2021	WAXIE SANITARY SUPPLY	293.50	Hospital Supplies
182655	11/24/2021	WAXIE SANITARY SUPPLY	5,333.77	Hospital Supplies
EFT00000007110	11/4/2021	BREG INC	181.89	Hospital Supplies
EFT00000007111	11/4/2021	BSN MEDICAL INC	47.07	Hospital Supplies
EFT00000007115	11/4/2021	HARDY DIAGNOSTICS	168.35	Hospital Supplies
EFT00000007119	11/4/2021	STRYKER INSTRUMENTS	6,017.19	Hospital Supplies
EFT00000007120	11/4/2021	ZOLL MEDICAL CORPORATION	1,113.84	Hospital Supplies
EFT00000007123	11/11/2021	BREG INC	184.17	Hospital Supplies
EFT00000007124	11/11/2021	BSN MEDICAL INC	64.03	Hospital Supplies
EFT00000007125	11/11/2021	HARDY DIAGNOSTICS	551.39	Hospital Supplies
EFT00000007126	11/11/2021	IN PRO CORPORATION	54.15	Hospital Supplies
EFT00000007137	11/18/2021	BREG INC	208.72	Hospital Supplies
EFT00000007140	11/18/2021	HARDY DIAGNOSTICS	332.74	Hospital Supplies
EFT00000007147	11/18/2021	ZOLL MEDICAL CORPORATION	1,181.92	Hospital Supplies
EFT00000007151	11/24/2021	BEEKLEY CORPORATION	332.00	Hospital Supplies
EFT00000007153	11/24/2021	BREG INC	117.37	Hospital Supplies
EFT00000007154	11/24/2021	CLINICAL CHOICE	48.93	Hospital Supplies

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EFT000000007157	11/24/2021	HARDY DIAGNOSTICS	4,639.83	Hospital Supplies
EFT000000007159	11/24/2021	OVATION MEDICAL	1,078.80	Hospital Supplies
EFT000000007165	11/24/2021	STRYKER INSTRUMENTS	3,126.25	Hospital Supplies
182228	11/4/2021	AVANOS MEDICAL, LLC	1,235.61	Implant Supplies
182493	11/18/2021	OSSIO, INC.	6,558.00	Implant Supplies
182517	11/18/2021	TREACE MEDICAL CONCEPTS, INC.	5,520.00	Implant Supplies
EFT000000007112	11/4/2021	CIVCO MEDICAL INSTRUMENTS	115.00	Instruments
182320	11/4/2021	PROVIDENT LIFE & ACCIDENT	13,694.50	Insurance Premiums
182421	11/11/2021	PROVIDENT LIFE & ACCIDENT	15,595.74	Insurance Premiums
182665	11/24/2021	INSURANCE REFUND	121.86	Insurance Refund
182527	11/18/2021	INSURANCE REFUND	704.76	Insurance Refund
182528	11/18/2021	INSURANCE REFUND	1,153.20	Insurance Refund
182604	11/24/2021	MAYO COLLABORATIVE SERVICES, INC.	1,735.50	Laboratory Services
182609	11/24/2021	METABOLIC NEWBORN SCREENING	4,901.32	Laboratory Services
EFT000000007150	11/24/2021	ARUP LABORATORIES, INC.	66,296.84	Laboratory Services
182223	11/4/2021	ANAEROBE SYSTEMS	25.90	Laboratory Supplies
182438	11/18/2021	ANAEROBE SYSTEMS	51.15	Laboratory Supplies
182232	11/4/2021	BECKMAN COULTER, INC	1,173.33	Laboratory Supplies
182442	11/18/2021	BECKMAN COULTER, INC	620.21	Laboratory Supplies
182550	11/24/2021	BECKMAN COULTER, INC	343.80	Laboratory Supplies
182444	11/18/2021	BIOFIRE DIAGNOSTICS, LLC	3,870.00	Laboratory Supplies
182552	11/24/2021	BIOFIRE DIAGNOSTICS, LLC	12,750.00	Laboratory Supplies
182446	11/18/2021	CANCER DIAGNOSTICS, INC	93.05	Laboratory Supplies
182237	11/4/2021	CARDINAL HEALTH	73,325.56	Laboratory Supplies
182349	11/11/2021	CARDINAL HEALTH	504.46	Laboratory Supplies
182447	11/18/2021	CARDINAL HEALTH	59,938.65	Laboratory Supplies
182556	11/24/2021	CARDINAL HEALTH	10,737.21	Laboratory Supplies
182351	11/11/2021	CARESFIELD LLC	201.76	Laboratory Supplies
182560	11/24/2021	CARESFIELD LLC	54.24	Laboratory Supplies
182353	11/11/2021	CEPHED	7,340.04	Laboratory Supplies
182450	11/18/2021	CEPHED	8,208.00	Laboratory Supplies
182562	11/24/2021	CEPHED	2,396.52	Laboratory Supplies
182254	11/4/2021	FISHER HEALTHCARE	51.22	Laboratory Supplies
182364	11/11/2021	FISHER HEALTHCARE	1,417.40	Laboratory Supplies
182465	11/18/2021	FISHER HEALTHCARE	10,947.88	Laboratory Supplies
182582	11/24/2021	FISHER HEALTHCARE	2,387.77	Laboratory Supplies
182487	11/18/2021	MEDI BADGE INC.	118.33	Laboratory Supplies
182280	11/4/2021	MEDIVATORS REPROCESSING SYSTEM	935.98	Laboratory Supplies
182383	11/11/2021	MEDIVATORS REPROCESSING SYSTEM	220.28	Laboratory Supplies
182605	11/24/2021	MEDIVATORS REPROCESSING SYSTEM	121.10	Laboratory Supplies
182608	11/24/2021	MESA LABORATORIES	20.00	Laboratory Supplies
182598	11/4/2021	PIPETTE.COM	338.00	Laboratory Supplies
182509	11/18/2021	STRECK LABORATORIES INC	988.81	Laboratory Supplies
182318	11/4/2021	TYPENEX MEDICAL, LLC	267.48	Laboratory Supplies
EFT000000007109	11/4/2021	BIO-RAD LABORATORIES	4,734.21	Laboratory Supplies
EFT000000007118	11/4/2021	PDC HEALTHCARE	61.40	Laboratory Supplies
EFT000000007122	11/11/2021	BIO-RAD LABORATORIES	1,742.00	Laboratory Supplies
EFT000000007129	11/11/2021	PDC HEALTHCARE	345.48	Laboratory Supplies
EFT000000007136	11/18/2021	BIO-RAD LABORATORIES	899.32	Laboratory Supplies
EFT000000007152	11/24/2021	BIO-RAD LABORATORIES	2,089.16	Laboratory Supplies
EFT000000007160	11/24/2021	PDC HEALTHCARE	130.85	Laboratory Supplies
EFT000000007133	11/11/2021	SYSMEX AMERICA INC.	540.23	Laboratory Supplies
EFT000000007145	11/18/2021	SYSMEX AMERICA INC.	40.98	Laboratory Supplies
EFT000000007116	11/4/2021	MARTIN-RAY LAUNDRY SYSTEMS	4,280.00	Laundry Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021

EFT00000007128	11/11/2021	MARTIN-RAY LAUNDRY SYSTEMS	377.80	Laundry Supplies
EFT00000007142	11/18/2021	MARTIN-RAY LAUNDRY SYSTEMS	6,205.84	Laundry Supplies
182245	11/4/2021	CROWLEY FLECK ATTORNEYS	2,038.50	Legal Fees
182620	11/24/2021	PHILLIPS LAW, LLC	6,287.50	Legal Fees
182581	11/24/2021	FIRST FINANCIAL HOLDINGS, LLC	2,457.04	License & Taxes
182354	11/11/2021	CITY OF ROCK SPRINGS	150.00	License/Fees
182291	11/4/2021	NEW YORK LIFE INSURANCE COMPANY	2,251.64	Life Insurance
182658	11/24/2021	WYOMING UROLOGICAL SERVICES, LP	3,100.00	Lithotripsy Services
182454	11/18/2021	COMPHEALTH, INC.	80,002.51	Locum Tenens
182452	11/24/2021	UTAH PULMONARY ASSOCIATES, LLC	13,932.00	Locum Tenens
182437	11/18/2021	AMERIWATER	209.94	Maintenance & Repair
182242	11/4/2021	CONSOLIDATED STORAGE COMPANIES, INC	1,263.56	Maintenance & Repair
182460	11/18/2021	ENTRY SYSTEMS INC.	694.00	Maintenance & Repair
182296	11/4/2021	PARTSSOURCE	3,166.43	Maintenance & Repair
182394	11/11/2021	PARTSSOURCE	141.20	Maintenance & Repair
182618	11/24/2021	PARTSSOURCE	206.01	Maintenance & Repair
182495	11/18/2021	POLY PRO	1,030.75	Maintenance & Repair
182640	11/24/2021	SWEETWATER PLUMBING & HEATING	10.30	Maintenance & Repair
182419	11/11/2021	TIRE DEN	16.19	Maintenance & Repair
182422	11/11/2021	UTAH CONTROLS INC	5,190.00	Maintenance & Repair
182428	11/11/2021	WYOMING TRUCKS AND CARS INC	346.00	Maintenance & Repair
EFT00000007138	11/18/2021	COLORADO DOORWAYS, INC	209.77	Maintenance & Repair
EFT00000007155	11/24/2021	COLORADO DOORWAYS, INC	31.50	Maintenance & Repair
182435	11/18/2021	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
182229	11/4/2021	BARD ACCESS SYSTEMS	1,187.07	Maintenance Supplies
182440	11/18/2021	BARD ACCESS SYSTEMS	969.07	Maintenance Supplies
182241	11/4/2021	CODALE ELECTRIC SUPPLY, INC	46.07	Maintenance Supplies
182452	11/18/2021	CODALE ELECTRIC SUPPLY, INC	936.32	Maintenance Supplies
182259	11/4/2021	GRAINGER	67.20	Maintenance Supplies
182370	11/11/2021	GRAINGER	241.40	Maintenance Supplies
182506	11/24/2021	GRAINGER	97.80	Maintenance Supplies
182375	11/11/2021	HOME DEPOT	737.65	Maintenance Supplies
182477	11/18/2021	KAMAN INDUSTRIAL TECHNOLOGIES	54.32	Maintenance Supplies
182302	11/4/2021	ROCK SPRINGS WINNELSON CO	233.94	Maintenance Supplies
182403	11/11/2021	ROCK SPRINGS WINNELSON CO	1,458.52	Maintenance Supplies
182628	11/24/2021	ROCK SPRINGS WINNELSON CO	29.23	Maintenance Supplies
EFT00000007134	11/11/2021	ULINE, INC	111.50	Maintenance Supplies
EFT00000007148	11/24/2021	ACE HARDWARE	141.91	Maintenance Supplies
EFT00000007161	11/24/2021	ROBERT I MERRILL COMPANY	75.00	Maintenance Supplies
EFT00000007162	11/24/2021	SHERWIN WILLIAMS CO	86.08	Maintenance Supplies
EFT00000007167	11/24/2021	ULINE, INC	349.50	Maintenance Supplies
EFT00000007164	11/24/2021	SOLARWINDS, INC	7,440.96	Maintenance Supplies
182418	11/11/2021	TIP TOP CLEANERS & EMBROIDERY	1,349.00	Marketing & Promotional Supplies
EFT00000007143	11/18/2021	MOUNTAIN STATES EMPLOYERS COUNCIL	1,500.00	Membership
182333	11/9/2021	MHSC-FOUNDATION	1,208.60	MHSC Foundation
182533	11/22/2021	MHSC-FOUNDATION	1,188.60	MHSC Foundation
182563	11/24/2021	CERNER CORPORATION	4,164.51	Minor Equipment
182644	11/24/2021	TERMINIX OF WYOMING	437.00	Monthly Pest Control
182555	11/24/2021	BROWN INDUSTRIES INC	3,347.38	Non Medical Supplies
182258	11/4/2021	GLOBAL EQUIPMENT COMPANY	2,146.00	Non Medical Supplies
182281	11/4/2021	MEDLINE INDUSTRIES INC	1,412.81	Non Medical Supplies
182384	11/11/2021	MEDLINE INDUSTRIES INC	244.96	Non Medical Supplies
182488	11/18/2021	MEDLINE INDUSTRIES INC	2,114.41	Non Medical Supplies
182606	11/24/2021	MEDLINE INDUSTRIES INC	1,113.34	Non Medical Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021

182294	11/4/2021	OPTUM360 LLC	1,091.53	Non Medical Supplies
182313	11/4/2021	SWEETWATER TROPHIES	115.55	Non Medical Supplies
182362	11/11/2021	ENCOMPASS GROUP, LLC	569.28	Office Supplies
182410	11/11/2021	STANDARD REGISTER COMPANY	438.88	Office Supplies
182308	11/4/2021	STAPLES BUSINESS ADVANTAGE	877.55	Office Supplies
182411	11/11/2021	STAPLES BUSINESS ADVANTAGE	3,397.89	Office Supplies
182507	11/18/2021	STAPLES BUSINESS ADVANTAGE	1,214.96	Office Supplies
182634	11/24/2021	STAPLES BUSINESS ADVANTAGE	265.49	Office Supplies
EFT000000007163	11/24/2021	SMYTH PRINTING	244.80	Office Supplies
182531	11/22/2021	R.S. CHAMBER OF COMMERCE	12,300.00	Other Employee Benefits
182328	11/4/2021	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
182275	11/4/2021	QUICK RESPONSE TAXI	159.00	Other Purchased Services
182382	11/11/2021	QUICK RESPONSE TAXI	55.00	Other Purchased Services
182481	11/18/2021	QUICK RESPONSE TAXI	287.00	Other Purchased Services
EFT000000007108	11/4/2021	AIRGAS INTERMOUNTAIN INC	11,889.99	Oxygen Rental
EFT000000007121	11/11/2021	AIRGAS INTERMOUNTAIN INC	513.96	Oxygen Rental
EFT000000007135	11/18/2021	AIRGAS INTERMOUNTAIN INC	293.36	Oxygen Rental
EFT000000007149	11/24/2021	AIRGAS INTERMOUNTAIN INC	108.61	Oxygen Rental
182663	11/24/2021	PATIENT REFUND	204.33	Patient Refund
182664	11/24/2021	PATIENT REFUND	92.14	Patient Refund
182666	11/24/2021	PATIENT REFUND	439.74	Patient Refund
182667	11/24/2021	PATIENT REFUND	110.00	Patient Refund
182660	11/24/2021	PATIENT REFUND	42.61	Patient Refund
182661	11/24/2021	PATIENT REFUND	50.00	Patient Refund
182669	11/24/2021	PATIENT REFUND	35.00	Patient Refund
182668	11/24/2021	PATIENT REFUND	10.00	Patient Refund
182670	11/24/2021	PATIENT REFUND	20.00	Patient Refund
182659	11/24/2021	PATIENT REFUND	205.00	Patient Refund
182671	11/24/2021	PATIENT REFUND	50.00	Patient Refund
182672	11/24/2021	PATIENT REFUND	20.00	Patient Refund
182673	11/24/2021	PATIENT REFUND	10.00	Patient Refund
182674	11/24/2021	PATIENT REFUND	20.00	Patient Refund
182662	11/24/2021	PATIENT REFUND	113.38	Patient Refund
182675	11/24/2021	PATIENT REFUND	43.64	Patient Refund
182676	11/24/2021	PATIENT REFUND	10.00	Patient Refund
182526	11/18/2021	PATIENT REFUND	25.32	Patient Refund
182430	11/11/2021	PATIENT REFUND	1,232.54	Patient Refund
182337	11/4/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
182537	11/22/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
182332	11/9/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
182532	11/22/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
182334	11/9/2021	STATE OF WYOMING DFS/CSES	1,807.71	Payroll Garnishment
182534	11/22/2021	STATE OF WYOMING DFS/CSES	1,807.71	Payroll Garnishment
182335	11/9/2021	SWEETWATER CIRCUIT COURT-RS	558.39	Payroll Garnishment
182336	11/9/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
182536	11/22/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	11/22/2021	PAYROLL 23	1,700,000.00	Payroll Transfer
W/T	11/9/2021	PAYROLL 24	1,700,000.00	Payroll Transfer
182558	11/24/2021	CARDINAL HEALTH PHARMACY MGMT	880,533.95	Pharmacy Management
182483	11/18/2021	DR. LUCY RYAN	25,000.00	Physician Retention
182338	11/11/2021	ADVANCED MEDICAL IMAGING, LLC	18,508.00	Physician Services
182538	11/24/2021	ADVANCED MEDICAL REVIEWS, INC	1,020.60	Physician Services
182469	11/18/2021	DR. HARESH K. VISWESHWAR	27,000.00	Physician Services
182270	11/4/2021	JOHN A. ILIYA, M.D.	21,000.00	Physician Services

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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182482	11/18/2021	LOCUM TENENS.COM	61,448.34	Physician Services
182512	11/18/2021	SUMMIT PATHOLOGY	11,612.97	Physician Services
182645	11/24/2021	THE SLEEP SPECIALISTS	8,175.00	Physician Services
182516	11/18/2021	DR. TIFFANY PRACHACHALERM	2,102.07	Physician Services
182678	11/24/2021	DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
182679	11/24/2021	FEDLOAN SERVICING	20,625.00	Physician Student Loan
182680	11/24/2021	GRANITE STATE MANAGEMENT & RESOURCES	666.67	Physician Student Loan
182681	11/24/2021	GREAT LAKES	1,666.67	Physician Student Loan
182431	11/16/2021	GREAT LAKES EDUCATION LOAN SERVICES	2,000.00	Physician Student Loan
182682	11/24/2021	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
182319	11/4/2021	UMIA INSURANCE, INC	92,682.00	Professional Liability Insurance
182576	11/24/2021	CE BROKER	303.96	Professional Service
182274	11/4/2021	CLIFTONLARSONALLEN LLP	5,803.00	Professional Service
182381	11/11/2021	CLIFTONLARSONALLEN LLP	14,217.00	Professional Service
182288	11/4/2021	MOUNTAIN STATES MEDICAL PHYSICS	17,237.15	Professional Service
182393	11/11/2021	PS CONSULTING LLC	185.00	Professional Service
182653	11/24/2021	VERSYS INC.	31.00	Professional Service
EF100000007168	11/24/2021	WESTERN STAR COMMUNICATIONS	764.10	Professional Service
182265	11/4/2021	UNITED STATES TREASURY	315.66	Q4 941 Taxes
182258	11/4/2021	RADIATION DETECTION COMPANY	160.00	Radiation Monitoring
182286	11/4/2021	MERRY X-RAY	382.76	Radiology Film
182387	11/11/2021	MERRY X-RAY	132.72	Radiology Film
182235	11/4/2021	BRACCO DIAGNOSTICS INC	1,746.46	Radiology Material
182569	11/24/2021	CURRUM US LLC	608.32	Radiology Material
182592	11/24/2021	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	405.00	Radiology Material
182273	11/4/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
182380	11/11/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
182480	11/18/2021	LANTHEUS MEDICAL IMAGING, INC	1,069.86	Radiology Material
182602	11/24/2021	LANTHEUS MEDICAL IMAGING, INC	3,333.62	Radiology Material
182489	11/18/2021	DR. MICHAEL BOWERS	1,049.00	Reimbursement - CME
182476	11/18/2021	DR. JOSHUA BINKS	3,518.20	Reimbursement - CME
182506	11/18/2021	DR. SIGSBEE DUCK	102.00	Reimbursement - CME
182523	11/18/2021	DR. WILLIAM SANETTE	1,052.81	Reimbursement - CME
182473	11/18/2021	ISRAEL STEWART, DO	949.00	Reimbursement - CME
182475	11/18/2021	JOSEPH J. OLIVER, M.D.	261.45	Reimbursement - CME
182542	11/24/2021	ANGEL BENNETT	425.73	Reimbursement - Education & Travel
182224	11/4/2021	ANNO CLEVENGER	100.00	Reimbursement - Education & Travel
182226	11/4/2021	ASHLEIGH SWANSON	1,059.53	Reimbursement - Education & Travel
182227	11/4/2021	ASI BUSINESS GROUP	1,294.23	Reimbursement - Education & Travel
182236	11/4/2021	BRIANNA RICHARDS	516.18	Reimbursement - Education & Travel
182594	11/24/2021	DR. JANENE GLYN	1,951.35	Reimbursement - Education & Travel
182610	11/24/2021	DR. MICHAEL NEYMAN	1,555.21	Reimbursement - Education & Travel
182371	11/11/2021	GRETCHEN BALDWIN	751.81	Reimbursement - Education & Travel
182269	11/4/2021	JAMIE WEBB	102.00	Reimbursement - Education & Travel
182596	11/24/2021	KALPANA POKHREL	230.00	Reimbursement - Education & Travel
182598	11/24/2021	KATHRYN KENT	635.43	Reimbursement - Education & Travel
182529	11/19/2021	KELLY SUGIHARA	100.00	Reimbursement - Education & Travel
182308	11/11/2021	MICAYLA LAPOINTE	529.63	Reimbursement - Education & Travel
182383	11/11/2021	MINDY AGUIRRE	199.67	Reimbursement - Education & Travel
182300	11/4/2021	RAMONA K BEACH	15.30	Reimbursement - Education & Travel
182301	11/4/2021	ROB FAIR	357.00	Reimbursement - Education & Travel
182530	11/19/2021	ROBIN SNOWBERGER	40.12	Reimbursement - Education & Travel
182636	11/24/2021	STEPHANIE DUPAPE	421.71	Reimbursement - Education & Travel
182415	11/11/2021	TAMMIE HENDERSON	17.34	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021


182316	11/4/2021	TINA FRULLO	27.54	Reimbursement - Education & Travel
182515	11/18/2021	TIFFANY MARSHALL	132.82	Reimbursement - Foundation
182541	11/24/2021	AMELIA CUEVAS	112.00	Reimbursement - Non Hospital Supplies
182266	11/4/2021	IRENE RICHARDSON	218.06	Reimbursement - Non Hospital Supplies
182595	11/24/2021	JAN LAYNE	47.93	Reimbursement - Non Hospital Supplies
182603	11/24/2021	LESLIE TAYLOR	75.55	Reimbursement - Non Hospital Supplies
182276	11/4/2021	MARIANNE SANDERS	1,498.50	Reimbursement - Non Hospital Supplies
W/T	11/5/2021	ABG 10/28/21	150,947.99	Retirement
W/T	11/23/2021	ABG 11/11/21	152,366.10	Retirement
182309	11/4/2021	STATE OF WYO.DEPT.OF REVENUE	1,632.56	Sales Tax Payment
182506	11/18/2021	STATE OF WYO.DEPT.OF REVENUE	792.26	Sales Tax Payment
182445	11/18/2021	BOOKCLIFF SALES INC	3,416.17	Scrub Sale deductions
182553	11/24/2021	BOOKCLIFF SALES INC	38.44	Scrub Sale deductions
182392	11/11/2021	OVERLAND STAGE STAMPEDE	2,000.00	Sponsorship
182396	11/11/2021	PMS SCREEN PRINTING	100.00	Sponsorship
182404	11/11/2021	ROCK SPRINGS RENEWAL FUND	200.00	Sponsorship
182501	11/18/2021	RSHS YEARBOOK	100.00	Sponsorship
182412	11/11/2021	SWSD#1-HEADSTART	200.00	Sponsorship
182490	11/18/2021	MOBILE INSTRUMENT SERVICE	57.80	Surgery Equipment
182612	11/24/2021	MOBILE INSTRUMENT SERVICE	330.00	Surgery Equipment
182339	11/11/2021	ALI MED INC	245.97	Surgery Supplies
182540	11/24/2021	ALI MED INC	1,198.98	Surgery Supplies
182221	11/4/2021	ALTA MEDICAL SPECIALTIES	384.94	Surgery Supplies
182340	11/11/2021	ALTA MEDICAL SPECIALTIES	182.50	Surgery Supplies
182225	11/4/2021	ARMSTRONG MEDICAL INDUSTRIES	320.00	Surgery Supplies
182342	11/11/2021	ARMSTRONG MEDICAL INDUSTRIES	320.00	Surgery Supplies
182565	11/24/2021	CONMED LINVATEC	199.50	Surgery Supplies
182356	11/11/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	749.51	Surgery Supplies
182455	11/18/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	2,420.00	Surgery Supplies
182568	11/24/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	756.42	Surgery Supplies
182601	11/24/2021	KEY SURGICAL INC	78.00	Surgery Supplies
182284	11/4/2021	MERCURY MEDICAL	171.86	Surgery Supplies
182386	11/11/2021	MERCURY MEDICAL	206.68	Surgery Supplies
182285	11/4/2021	MERIT MEDICAL SYSTEMS, INC	559.90	Surgery Supplies
182390	11/11/2021	NANOSONICS, INC	93.75	Surgery Supplies
182290	11/4/2021	NEOTRACT, INC.	12,900.00	Surgery Supplies
182510	11/18/2021	STRYKER ENDOSCOPY	1,468.80	Surgery Supplies
182525	11/18/2021	Z & Z MEDICAL, INC.	277.00	Surgery Supplies
182423	11/11/2021	ZIMMER BIOMET	230.00	Surgery Supplies
EFT000000007114	11/4/2021	COOPER SURGICAL	65.44	Surgery Supplies
EFT000000007139	11/18/2021	COOPER SURGICAL	1,310.81	Surgery Supplies
EFT000000007144	11/18/2021	ROYCE ROLLS HINGER CO	51.70	Surgery Supplies
182623	11/24/2021	QUARTERMASTER	108.00	Uniforms
182427	11/11/2021	WYOMING WORK WAREHOUSE	313.13	Uniforms
182434	11/18/2021	ALL WEST COMMUNICATIONS	4,431.68	Utilities
182343	11/11/2021	AT&T	524.27	Utilities
182399	11/11/2021	CENTURY LINK	1,189.62	Utilities
182496	11/18/2021	CENTURY LINK	44.34	Utilities
182625	11/24/2021	CENTURY LINK	3,983.36	Utilities
182573	11/24/2021	DISH NETWORK LLC	85.50	Utilities
182396	11/11/2021	DOMINION ENERGY WYOMING	23,238.51	Utilities
182624	11/24/2021	DOMINION ENERGY WYOMING	109.41	Utilities
182401	11/11/2021	ROCK SPRINGS MUNICIPAL UTILITY	13,329.57	Utilities
182405	11/11/2021	ROCKY MOUNTAIN POWER	117.01	Utilities

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2021

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**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending November 30, 2021**

Vouchers Submitted by MHSC at agreed discounted rate	
July 2021	\$5,878.09
August 2021	\$0.00
September 2021	\$0.00
October 2021	\$46,738.87
November 2021	\$0.00
County Requested Total Vouchers Submitted	<u>\$52,616.96</u>
Total Vouchers Submitted FY 22	\$52,616.96
Less: Total Approved by County and Received by MHSC FY 22	\$52,616.96
Total Vouchers Pending Approval by County	<u><u>\$0.00</u></u>
FY22 Title 25 Fund Budget from Sweetwater County	\$273,488.00
Funds Received From Sweetwater County	<u>\$52,616.96</u>
FY20 Title 25 Fund Budget Remaining	\$220,871.04
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>
FY22 Maintenance Fund Budget from Sweetwater County	\$938,440.00
County Maintenance FY22 - July	\$304,298.79
County Maintenance FY22 - August	\$28,620.00
County Maintenance FY22 - September	\$0.00
County Maintenance FY22 - October	\$16,421.89
County Maintenance FY22 - November	\$0.00
	<u>\$349,340.68</u>
FY22 Maintenance Fund Budget Remaining	<u><u>\$589,099.32</u></u>

MEMO: December 29, 2021
TO: Finance Committee
FROM: Ronald L. Cheese  Director Patient Financial Services
SUBJECT: Preliminary December, 2021 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 1,484,283.00
Hospital Payment Plans	\$ 68,000.00
Medical Clinic Accounts	\$ 4,089.89
Ortho Clinic Accounts	\$ 00.00
Total Potential Bad Debt	\$ 1,556,372.89

Hospital Accounts Returned	\$ - 215,293.25	
Net Bad Debt Turned		\$1,341,079.64

Hospital Recoveries Collection Agency	\$ 223,898.15	
Hospital Recoveries Payment Plans	\$ 80,174.76	
Medical Clinic Recoveries	\$ 7,711.00	
Ortho Clinic Recoveries	\$ 6 320.15	
Total Bad Debt Recoveries		\$ 318,104.06

Net Bad Debt Less Recoveries	\$1,022,975.58
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Largest Account	92,927.00
Emergency Room	571,025.85
Inpatient Accts	356,608.05
Surgery Accts	233,068.04
Cancer Center	109,354.46

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUILDING & GROUNDS COMMITTEE AGENDA

Tuesday ~ December 21, 2021

3:30 p.m.

Zoom teleconference

Voting Board Committee Members:

Ed Tardoni, Trustee
Barbara Sowada, Trustee

Voting Staff Committee Members:

Irene Richardson, CEO
Tami Love, CFO
Jim Horan, Director of Facilities

Non-voting Members:

Gerry Johnston, Facilities Supervisor
Stevie Nosich, Safety Coordinator

Guests:

Jake Blevins – ST&B Engineering
Will Wheatley – Plan One/Architects
Fred Bronnenberg – Groathouse Construction
Jeff Smith - County Commissioner Liaison

- | | |
|---|------------------------------------|
| 1. Call Meeting to Order | Ed Tardoni |
| 2. Approve Agenda | Ed Tardoni |
| 3. Approve Minutes – November 16, 2021 | Ed Tardoni |
| 4. Maintenance Metrics | Jim Horan |
| a. Work orders | |
| b. Department overtime | |
| c. Budget variance | |
| 5. Old Business | |
| a. Project Review | |
| i. Medical Imaging renovation | W. Wheatley/J. Blevins/G. Johnston |
| ii. S1 Unit | Jake Blevins |
| iii. Chemo Mixing room | Jim Horan/Will Wheatley |
| iv. Dr. Sulentic Office | Will Wheatley |
| v. Building automation system | Jim Horan |
| vi. Generator ATS Event | Jim Horan |

- b. Tabled projects Jim Horan
 - i. Bulk Oxygen – tabled until February 2022
 - ii. Replacement roofing for power house
 - iii. OB Bathtubs to Showers
 - iv. Foundation Waldner House retaining wall
- c. Special Purpose Tax Projects Committee

6. New Business - None

7. Next meeting schedule Ed Tardoni

- a. January 18, 2022 Zoom; 3:30P – 4:30P

8. Adjournment Ed Tardoni

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building and Grounds Committee Meeting
December 21, 2021

The Building and Grounds Committee met in regular session via Zoom on December 21, 2021, at 3:30 PM with Mr. Ed Tardoni presiding.

In Attendance: Mr. Ed Tardoni, *Trustee – acting Chair*
 Dr. Barbara Sowada - *Trustee*
 Ms. Irene Richardson, *CEO*
 Ms. Tami Love, *CFO*
 Mr. Jim Horan, *Facilities Director*
 Mr. Gerry Johnston, *Facilities Supervisor*
 Mr. Will Wheatley, *PlanOne Architects*
 Mr. Fred Bronnenberg, *Groathouse Construction*

Excused: Mr. Marty Kelsey, *Trustee - Chair*

Mr. Tardoni called the meeting to order.

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

Mr. Tardoni asked for a motion to approve the minutes from the November 16, 2021 meeting. Ms. Richardson made a motion to approve the minutes. Mr. Horan seconded; motion passed. Dr. Sowada abstained from the vote.

Maintenance Metrics

Mr. Horan said the maintenance metrics show a little higher than typical this month as they are down some staff. Open work orders are slowly creeping up. There has also been some overtime due to snow removal which is expected this time of year. He said the budget is okay.

Old Business – Project Review

Medical Imaging Renovation

Mr. Wheatley said they are in the final phase. Sheetrock, drywall and finishes are being completed this week. They are also working on the cleanup downstairs for the new exterior door that replaces the louvers. They are still waiting on doors which had a lead time when ordered. This final phase is expected to be completed mid to late January.

S1 Unit

Mr. Johnston said the final inspection was done last week. The only issue noted was a missing smoke detector in the supply trunk. They are still waiting on doors from the other phases and will complete a Plan of Correction with State. Mr. Bronnenberg said they will still need to do a final test and balance of S1 once the Medical Imaging project is complete.

Pharmacy Chemo Mixing Room

Mr. Horan said PlanOne Architects and ST&B Engineering have started the planning stage. There is some concern regarding the cost of bringing in a temporary unit. We will be setting up an internal meeting to look at the space and come up with options before moving forward with pricing estimates.

Dr. Sulentic Office

Mr. Wheatley said the public advertising for bids was posted this week. The electrical plans have been sent to the City of Rock Springs for review. The bids will be opened in late January and he hopes to have numbers for the February 2 Board of Trustee meeting.

Building Automation System

Mr. Horan said Vaughn's has started taking measurements and VAV boxes are being specified and counted. To save costs, the plan is to rebuild the boxes instead of replacing them. Once the Medical Imaging project is complete, Vaughn's will have more staff to work on this project. Once both vendors, Harris and Vaughn's, get started, the project should move quickly. Mr. Johnston explained to the committee how the VAV boxes work and will be tied into our current system.

Generator ATS

Mr. Horan said Mr. John Kolb has completed the repairs on the main fire pump. There have been some smaller issues discovered and parts have been ordered. The manual transfer switch will be repaired and tested later this winter with really cold temperatures. All automatic switches are restored to normal. Mr. Horan said the agreement with Lightning Eliminators for engineering has been signed and they will be onsite. Ms. Richardson asked for the status of the insurance claim. Ms. Love said the claim is still open as we wait for all invoices to be submitted. She has been keeping the insurance company updated. Once all of the invoices have been submitted and paid we will finalize the claim. Right now, it is expected to be around \$75,000. We will be reimbursed for all but \$10,000 which is our deductible. Mr. Tardoni said we should think about using County maintenance funds for the lightning arrest project.

Tabled Projects

Mr. Horan said nothing has changed on the tabled projects. Mr. Tardoni said the Rotary Club may still be interested in helping with the Waldner House retaining wall.

Special Purpose Tax Projects

Ms. Richardson reported we would like to come up with a Special Purpose Tax project for the ballot next November. The County Commissioners will sponsor our project. The total of the projects will be capped at \$80 million so we should come up with a project in the \$5 - \$7 million range that will add value to our patients and community. Some projects currently on the list include:

- Medical Imaging x-ray rooms – new digital rooms will bring higher reimbursement
- Fixed Pet Scan – potential increased volumes with more availability
- Retail pharmacy
- Lab expansion – outside entrance to accommodate patients
- Foundation Lab remodel
- Behavioral Health suite – outpatient services
- Cardiac Cath Lab – included in Kaufman Hall consulting engagement
- Surgical suites – moving central sterile upstairs
- Dialysis – potential move to increased home treatment

Dr. Sowada asked if ARP funds could be used for any of these projects. Ms. Richardson said probably either of the Lab options would meet the requirements for ARP funds. Ms. Love reported on the amount of funds we have currently received and there is a potential for additional funds from Wyoming Hospital Association. If these funds are sufficient, we may be able to do two projects; one through COVID assistance funding and another through the SPT. Ms. Richardson said she is also talking to the Foundation Board about possible projects they would like to fund, either small or large. Mr. Horan said the public may be concerned about funding a project that would create competition among private business. He felt the Lab projects and their relation with COVID would get the most support.

New Business

No new business was presented.

Other Business

The next meeting will be held January 18, 2022 at 3:30 p.m. Mr. Tardoni wished everyone a Merry Christmas and the meeting was adjourned at 4:08 p.m.

Submitted by Tami Love

Memorial Hospital of Sweetwater County
Governance Committee Meeting
December 16, 2021
Agenda

Old Business

1. Potential policies
 - a. Board change order policy
 - b. Executive evaluation policy

New Business

1. Board education...Board's Role in Leading Through Transition, *Governance Category*
2. Quality Glossary
3. Other

Minutes
Governance Committee Meeting
December 16, 2021

Present: Taylor Jones, Barbara Sowada, and Irene Richardson

Call to Order: Taylor Jones called the Zoom meeting to order at 11:00 am

Agenda was approved as written

Minutes had been previously approved

Old Business

1. Executive evaluation policy was discussed in conjunction with the comments Marty had previously sent. All board members had been asked to comment regarding the revision of this policy. Marty had suggestions; Ed had no suggestions; and Kandi didn't respond. Barbara Sowada will draft a revision of the policy to be reviewed at the January meeting.

2. Board change order policy was not discussed.

New Business

1. Board education for January will be the iProtean module: "The Board's Role in Leading Through Transitions."

2. Agreed that the Quality Glossary will be included in the January Board Packet. This document will be archived in the Library section of the Board Portal.

Executive Session

No decisions were made.

The meeting was adjourned at 12:30 pm.

Next meeting is Thursday, January 20, 2022, at 11:00 am by Zoom.

Respectfully submitted,

Barbara J. Sowada, Ph.D.

Glossary of Quality Abbreviations and Terms

Accreditation: Hospital accreditation is an inspection and evaluation process that assesses the safety of the hospital environment, staff competency, and overall quality and safety of patient care. Accreditation is required by CMS in order to receive Medicare and Medicaid payments. The Joint Commission (TJC), Det Norske Veritas (DNV), and the Healthcare Facilities Accreditation Program (HFAP) are the most widely used accreditation programs.

AHREQ (Agency for Healthcare Research and Quality) is the lead federal agency charged with improving the safety and quality of America's healthcare systems. To help the public, healthcare professionals and policy makers, AHRQ conducts research and provides data and tools to make healthcare safer, higher quality, more accessible, equitable and affordable.

Benchmark is a quantifiable reference point that is used as a standard by which and to which the hospital compares itself. Benchmarks may be national, state, or internal.

CMS (Centers for Medicare and Medicaid): is a department of the federal government's Health and Human Services that oversees Medicare and Medicaid programs. It is the primary source of rules, regulations, and requirements that hospitals must follow.

Credentialing is the process of determining whether a physician is qualified to practice in the organization. It is the process, which is established by the medical staff, that involves gathering, verifying, and organizing information that documents the training, qualifications, board certification, work history, malpractice history, professional sanctions and license verification of physicians applying for hospital privileges. It protects patients from unqualified providers and reduces risk to the hospital. While the medical staff recommends to the board those who have met the credentialing criteria, the board has the ultimate authority for granting, restricting, and revoking privileges. (See privileging)

Dashboards are visual reports that display key quality and safety metrics at a glance, similar to a dashboard on a car.

DRG (Diagnosis Related Group) is a patient classification system used by Medicare and some insurance companies to determine how much they will pay for the care of a specific diagnosis. This system groups patients by diagnosis, severity of illness, risk of death, prognosis, and resource utilization. Rather than pay a hospital for each utilized resource, the hospital is paid a predetermined amount based on the DRG.

EOC (Environment of Care) refers to any place where patients are treated, including inpatient, outpatient and other clinical settings. EOC is comprised of 1) buildings and space, 2) equipment, 3) and people. It also includes 1) hazardous materials, 2) fire and life safety, 3) medical equipment, 4) utility management, and 5) safety and security. The purpose is to have a safe, functional, and effective environment for patients, staff, and others.

Environment of Care Plan is an annual plan, required by the TJC, intended to monitor for and proactively minimize environmental risks. This plan is approved by the Board of Trustees.

Evidence-based care is the practice of using the findings of the best available current research in the treatment of patients. Evidence-based care integrates the experience of the practitioner, the values of the patient, and the best available scientific information.

Flow Chart: A flowchart is a map of all of the steps of a process in sequential order. It is a pictographic tool that is used to document, analyze, and redesign any kind of healthcare process. It is one of the basic tools used for quality improvement.

FMEA (Failure Mode Effects and Analysis) is described by CMS as a structured way to identify and address potential problems, or failures, and their resulting effects on a process *before* an adverse event occurs. FMEA involves identifying and eliminating process failures for the purpose of preventing an undesirable event.

FPPE (Focused Professional Practice Evaluation) is part of the TJC standard requiring evaluation of medical practitioner's professional performance as part of the process of granting and maintaining practice privileges. As stated in the name, Focused Professional Practice Evaluation involves more specific and time-limited monitoring of a provider's practice performance when: 1) initial granting of practice privileges; 2) new privileges are requested; or 3) when performance problems have been identified through the OPPE process, complaints, or significant departure from accepted practice.

HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems): is a CMS mandated survey of patients' hospital experiences. Survey contains 19 core questions about important aspects of care, such as communication with doctors and nurses, cleanliness and quietness of environments, coordination of care, and discharge instructions. HCAHPS scores account for 22% in the Star-Rating calculations.

HACRP (Hospital Acquired Conditions Reduction Program) is one of CMS's *value-based purchasing programs* that links Medicare payment to a hospital's quality scores for 1) nine patient safety and adverse event measures, such as falls and peri-operative complications and 2) five healthcare associated infections (HAI). Medicare reduces its payment to hospitals that score poorly.

HAI (Healthcare Associated Infections) are infections that are not present at the time of admission. HAIs are one of the most common patient safety threats.

Hospital Value-Based Purchasing (VBP) is a CMS program that links Medicare payment to the hospital's quality of care. Hospitals are scored on five measures: 1) mortality and complications, 2) health-associated infections, 3) patient safety, 4) patient experience, and 5) efficiency and cost reduction. Each measure has two scores: 1) achievement compared to all hospitals and 2) the hospital's improvement compared to a prior baseline period. CMS withholds 2% of the hospital's Medicare payments that the hospital may earn back, depending on the hospital's scores.

Hospital Readmissions Reduction Program (HRRP) is a Medicare VBP program that links payment to quality of care. Its purpose is to reduce avoidable readmissions by improving discharge planning through better communication between providers and patients and care coordination. CMS monitors six conditions—acute myocardial infarction, chronic obstructive pulmonary disease, heart failure, pneumonia, coronary artery bypass graft, and elective total hip and knee arthroplasty—for unplanned readmissions. Hospitals that perform poorly may lose up to three percent of their Medicare payment.

Hospital Inpatient Quality Reporting Program (IQR): is a CMS mandated program that collects and monitors inpatient clinical and cost data to encourage hospitals and clinicians to improve the quality and cost of care provided to all inpatients. Some of this data are used in the Hospital Value-Based Purchasing Program, the Hospital-Acquired Condition Reduction Program, and the Hospital Readmissions Reduction Program. Some of the data are also used to calculate the Star-Rating. The data collected through the IQR program are available to the public on the [Care Compare on the Medicare website](#).

Hospital Outpatient Quality Reporting Program (OQR): is a CMS mandated program requiring hospitals to submit a variety of outpatient quality of care data or receive a two percent reduction in payment. OQR measures, which may change annually, include data collected from various methods to measure patient care outcomes, process of care, imaging efficiency patterns, care transitions, ED-throughput efficiency, care coordination, and patient safety. Some of the data are used to calculate the Star-Rating. The data gathered through OQR program is available to the public on the [Care Compare on the Medicare website](#).

Lean is a continuous process improvement methodology that improves the efficiency and effectiveness of a process by eliminating waste, work arounds, errors, bottlenecks, mis-communication, and so forth.

MIPS (Merit-Based Incentive Payment System) is CMS program effecting clinicians that links payment to the quality of care. Reimbursement may be adjusted up or down according to how well the clinician scored in four domains: quality, cost, improvement activities, and promoting interoperability.

Never Event aka Serious Reportable Events: described by The National Quality Forum (NQF) as serious errors in medical care that are clearly identifiable, largely preventable, and serious in their consequences for patients. There are 29 events that NQF lists as serious safety event. They require immediate investigation; CMS will not reimburse for these events. .

OPPE (Ongoing Professional Practice Evaluation) is part of the TJC standard requiring evaluation of a medical practitioner's professional performance as part of the process of granting and maintaining practice privileges. OPPE evaluates professional performance on an ongoing basis to 1) monitor professional competency; 2) identify opportunities for practice improvement; and 3) provide objective data regarding continuance of practice privileges.

Patient Centered Care: is one of the six dimensions of quality. It is the practice of caring for patients and their families in ways that are meaningful and doable to the patient. Patient-centered care includes listening to, informing, and involving patients and their families in their care. Asking the patient, "What matters most?" is a hallmark of patient centered care. According to the Pickering Institute, the eight dimensions of patient centered care are:

- Respect for the patients' values, preferences, and expressed need
- Coordination and integration of care
- Physical comfort
- Emotional support and alleviation of fear and anxiety
- Information, communication, and education
- Involvement of family and friends
- Continuity and transitions
- Access to care

PDSA (Plan, Do, Study, Act) is continuous process improvement methodology that improves the efficiency and effectiveness of a process by eliminating waste, work arounds, errors, bottlenecks, miscommunication, and so forth.

Peer Review is the process where physicians evaluate the quality of their colleagues' work to ensure that acceptable standards of care are being met. It is a TJC standard.

Privileging is part of the credentialing process. It refers to the scope and type of services the physician is authorized to provide within the hospital.

Plane Tree: is a national organization that has pioneered "patient-centered care." It is known for its methods for helping hospitals make cultural changes that foster patient-centered care.

PIPS Committee (Process Improvement and Patient Safety Committee) is a hospital-wide committee that is charged with monitoring and improving the quality and safety of patient care.

PIPS Plan is a TJC requirement. It is an annual plan intended to improve the quality and safety of patient care throughout the hospital through the identification and reporting of quality and safety risks; improving processes; and fostering a culture of safety. The annual plan is approved by the Board of Trustees.

Press Ganey is a national organization certified by CMS to conduct HCAHPS surveys.

Process Improvement see Lean and PDSA.

Quality: is defined by the Institute of Medicine as the degree to which health care services for individuals and populations increase the likelihood of desired outcomes and are consistent with current professional knowledge. The six dimensions of quality are:

- Safe, does not harm
- Timely, delivered without unnecessary delays
- Effective, based on best scientific knowledge currently available
- Efficient, does not waste resources
- Equitable, based on health needs, not personal characteristics
- Patient-centered, respectful and customized according to patient's needs and values

Quality Committee is a committee of the Board of Trustees that is responsible for the direction and oversight of the quality and safety of care provided to the hospital's patients. According to case law, CMS, and regulatory standards, the ultimate responsibility for the quality and safety of care in a hospital lies with the Board of Trustees.

Risk management is the process of monitoring and analyzing processes and procedures; identifying risks that may lead to the harm of patients, employees or others; and implementing remedies to minimize those risks. The purpose of risk management is to minimize harm to people and/or property loss or damage with resulting legal liability and/or financial loss. Risk takes many forms, such as financial, safety and quality, information technology, legal, and business.

Root Cause Analysis is method for analyzing the chain of actions and conditions leading to the cause (root) of a sentinel or never event.

Safety, is one of the six dimensions of quality, patient safety is the prevention and amelioration of preventable adverse, or harmful, events. The elements of a safety program include monitoring of and process redesign to minimize adverse events, analysis of errors and “near misses,” and staff education and training.

Sentinel Event: is described by the TJC as any unanticipated event that is not related to the natural course of the patient’s illness, and results in death, permanent harm, or severe temporary harm that requires intervention to sustain life. TJC accredited hospitals are *encouraged* to self-report every sentinel event. The 29 sentinel events are grouped into seven broad categories: surgical and invasive procedures; products and devices; patient protection; care management; environmental; radiological; and potential criminal events.

5-Star Quality Rating System: is a CMS system that helps the public compare hospitals. The rating is calculated on seven sets of quality measures, each of which is weighted differently: mortality (22%), safety of care (22%), readmissions (22%), patient experience (22%), timeliness of care (4%) effectiveness of care (4%) and efficient use of medical image (4%). Star-Ratings, which rank from 5 to 1, with 5 being the best, shows how well a hospital performed compared to other hospitals. The most common overall rating is 3. Hospital ratings are available on the CMS website, www.HospitalCompare.com.

TJC (The Joint Commission) is an organization that accredits hospitals. The accreditation survey is every three years, with the exception of unusual circumstances, which may trigger an off-cycle survey.

Value-based Purchasing is a reimbursement program that rewards providers for their quality of care. In contrast to fee-for-service reimbursement that links payment to the volume of services provided, value-based reimbursement links reimbursement to the quality of care. VPP attempts to reduce the amount of unnecessary and low-value care.

Utilization Management Committee is a medical staff committee that promotes high-value, reliable care by monitoring and evaluating the use of healthcare services and procedures for necessity, appropriateness and efficiency.

Utilization Management Plan is a TJC requirement. It is an annual plan intended to improve the quality and safety of patient care by monitoring and evaluating the use of healthcare services and procedures. The annual plan is approved by the Board of Trustees.