

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

November 3, 2021

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 833 8749 5514

Password: 835618

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Our Mission and Vision](#) Barbara Sowada
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Action)* Taylor Jones
- III. [Minutes](#) *(For Action)* Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. COVID-19 Preparation and Recovery - Incident Command Team Update Kim White,
Director of Emergency Services
 - B. PolicyStat Approvals for Board Committees Taylor Jones
 - C. Employee Policy *(from the Human Resources Committee)* Barbara Sowada
 - 1. [Introductory and Probationary Period Policy](#) *(For Review)*
 - 2. [Employee Corrective Action Policy](#) *(For Review)*
 - 3. [Termination, Suspension Without Pay and Appeal Policy](#) *(For Review)*
 - D. Rules of Practice Governing Hearings Taylor Jones
 - E. Medical Staff Bylaws Dr. Jacques Denker, *Medical Staff President*
- VI. New Business *(Review and Questions/Comments)* Taylor Jones
 - A. [Compliance Committee of the Board Charter](#) *(For Review)* Marty Kelsey
 - B. [Risk Management Program](#) *(For Review)* Marty Kelsey
 - C. [Compliance Program](#) *(For Review)* Marty Kelsey
- 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 FY22-20](#) *(For Ratification)*
 - 2. [Capital Expenditure Requests FY22-22, FY22-24, FY22-25](#) *(For Action)*
 - 3. [Change Order 05](#) *(For Action)*
 - 4. Bad Debt *(For Action)*
[October Committee Meeting Information](#)

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AGENDA

- | | |
|---|---|
| D. Building & Grounds Committee | Marty Kelsey |
| 1. Change Order 04 <i>(For Ratification)</i> | |
| E. Foundation Board | Taylor Jones |
| F. Compliance Committee | Marty Kelsey |
| G. Governance Committee | Taylor Jones |
| H. Executive Oversight and Compensation Committee | Taylor Jones |
| I. Joint Conference Committee | Taylor Jones |
| IX. Board Review of iProtean | Barbara Sowada |
| X. Contract Review | Suzan Campbell, <i>In House Counsel</i> |
| A. Contract Consent Agenda <i>(For Action)</i> | |
| 1. Kaufman Hall Consultant Services | |
| B. Contracts Approved by CEO since Last Board Meeting <i>(For Your Information)</i> | |
| 1. BD Carefusion Solutions/Pharmologistics (Pyxis) Software | |
| XI. Medical Staff Report | Dr. Jacques Denker |
| XII. Good of the Order | Taylor Jones |
| XIII. Executive Session (W.S. §16-4-405(a)(ix)) | Taylor Jones |
| XIV. Action Following Executive Session | Taylor Jones |
| XV. Adjourn | Taylor Jones |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

October 6, 2021

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on October 6, 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. Jeff Smith, Sweetwater County Commissioner Liaison; and Mr. Geoff Phillips, Legal Counsel.

Mr. Jones said the majority of committees did not meet in September and the ones that did kept things brief so that staff could take care of patients. Mr. Jones asked that we keep this meeting as brief as we can so that people can get to taking care of people. He said we need to continue to do that during the current events and be mindful of what staff need to be doing. He asked that community communication comments be kept to three minutes.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Tardoni read aloud the mission and vision statements.

Mission Moment

Ms. Richardson shared a patient story regarding Dr. Cody Christensen and Dr. Christopher Hunnicutt. She said we are fortunate to have them at MHSC.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the September 1, 2021, regular meeting as presented was made by Mr. Tardoni; second by Ms. Pendleton. 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, reported we have had 84 admissions from Covid since August 1 with 10 current and as many as 19 at one time. We have seen an increase in Covid as well as non-Covid. Ms. White submits reports to the State and we have been at the “crisis” level a couple of times in the past two weeks. Our current level is “contingency.” Ms. White reported we are seeing eight to ten patients with Covid daily. We have set up over 60 patients, the majority with Covid, to go home with oxygen. The swabbing station is performing 120-180 tests daily. Ms. White reported the Walk In Clinic has been very busy with approximately 50% of daily patients with Covid. We have increased monoclonal infusions and those are on an outpatient basis. We offer drive-thru vaccines two days each week. We have been having a good turnout with people getting their booster vaccinations. Ms. White said we are hoping the community will rally and get their initial vaccines. She said over 90% of patients with Covid who have been hospitalized and need critical care have not been vaccinated. She said we are begging our community to take care of themselves. Ms. White reported the University of Utah is accepting transferred patients on a case-by-case basis whether they have Covid or not. She said we continue giving great patient care. Ms. White reported representatives from the National Guard are onsite and have been very helpful. Mr. Jones thanked Ms. White for her report with specifics about what is going on. He asked her to give the Board’s thanks to everyone for everything they are doing.

Termination and Appeals Policy, Introductory Period Policy, Rules of Practice Governing Hearings

Mr. Jones said placeholders remain on the agenda for the Termination and Appeals Policy, the Introductory Period Policy, and the Rules of Practice Governing Hearings.

Medical Staff Bylaws

Ms. Kerry Downs, Director of Medical Staff Services, reported Dr. Denker was meeting with patients and she offered to provide an update. She reported the plan is to have the bylaws reviewed by legal counsel and then go to the general medical staff to vote on them November 17.

NEW BUSINESS

FY21 Audit Report

Mr. Jones introduced Mr. Daryn McGarvey and Mr. Dan Deyle from Clifton Larsen Allen. Mr. Jones thanked them for their work and advice over the years. Mr. McGarvey presented the audit and said it was a high-level overview. He said he spent time reviewing the details with the Finance and Audit Committee the previous week. Mr. Deyle reviewed financial highlights. Mr. McGarvey

said retention of staff is the largest challenge facing the Hospital and the majority of all hospitals in the nation right now. He said it was a good, clean audit and hospital staff and the Board provided their full cooperation. Mr. McGarvey noted some recommended areas for the Board to spend their time and focus with emphasis on to consider consumer preferences. He said we are seeing less brick and mortar and more collaborative relationships. Mr. Jones thanked the auditors and hospital team. Ms. Tami Love, Chief Financial Officer, thanked the auditors and her team. Mr. Tardoni said the medical staff has been faced with so much and so has our finance staff and they are doing a great job. Ms. Richardson thanked Clifton Larson Allen and said they have been great partners for us. She said we are very happy with the support they provide to us. Ms. Richardson gave a huge shout out to Ms. Love and her team for the excellent audit. She said it did not happen by accident. The motion to approve the FY21 audit as presented was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried.

Policy Stat Approvals for Board Committees

Mr. Jones asked for the Board's pleasure to discuss or think on it and come back next month. Mr. Kelsey asked to have the information sent out again for review. The Board agreed to discuss at the November meeting.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson read aloud a letter from senior leaders. She reported staff have been amazing in working so hard to take care of all of our patients. She said everyone has been helpful and willing to assist with anything and everything. Ms. Richardson said the Board has been very supportive. She thanked the Board for canceling committee meetings and commended them for their support of taking care of our patients. She said we are evaluating cancellations of any meetings in October. Ms. Richardson reported senior leaders continue to meet weekly and track quality, safety, compliance, and projects. She said our new Cerner go live date is February 28, 2022. Ms. Richardson provided a brief update on refinancing our debt. She said she feels our community is very fortunate to have this facility here to meet the needs of all of our patients. Ms. Richardson said it has been a tough time and she appreciates staff for hanging in there and thanked the Board for their support as we get through this together.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said the Committee did not meet.

Human Resources Committee

Dr. Sowada said the Committee did not meet.

Finance and Audit Committee

The motion to approve the net potential bad debt of \$715,979.02 presented by Mr. Ron Cheese, Director of Patient Financial Services, was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

Building & Grounds Committee

Mr. Kelsey said there is no report this month.

Foundation

Ms. Tiffany Marshall, Foundation Executive Director, reported they received the final payment of the Francis Rappy Estate of \$228,717 towards the end of July/early August and we are very excited to get that and close that out. Ms. Marshall reported the golf tournament revenue was \$23,615 with our profit just over \$16,000. She said we are excited to hit those numbers with the constraints during Covid. Ms. Marshall said the Board of Directors met the previous month. They want to move forward with a virtual Red Tie event in February 2022.

Compliance Committee

Mr. Kelsey said the Committee is transitioning to Quality in terms of leadership. He reported Ms. Suzan Campbell, In House Counsel, has drafted a new charter and new policies. Mr. Kelsey said he is not sure when the Committee will meet as staff are tied up with Covid. He said he appreciates the activity and efforts.

Governance Committee

Dr. Sowada said the group met. The minutes are not in the packet. They will be added to the portal. The conversation was all about staffing and the challenges of staffing.

Executive Oversight and Compensation Committee

Mr. Jones said the Board will discuss in executive session.

Joint Conference Committee

Mr. Jones said there is nothing new to report.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Richardson reviewed the Summit Pathology agreement. She said recruiting for pathology is difficult as the trend is working as groups rather than individual agreements. She said we made a decision to move forward with this contract. Ms. Richardson asked Ms. Mary Fischer, Director of Laboratory Services, to review the agreement details. Ms. Fischer said we are planning for a fairly

seamless process with these changes. Ms. Richardson said she will bring a contract next month for Dr. Cielette Karn to be onsite one time per week and serve as the medical director. The motion to approve the agreement as presented was made by Ms. Pendleton; second by Mr. Tardoni. Motion carried.

MEDICAL STAFF REPORT

Dr. Denker reviewed a physician quality measures presentation. Dr. Sowada thanked Dr. Denker for the information and efforts. Dr. Denker said the medical staff appreciates the Board. Ms. Richardson commended the medical staff and quality department. She said quality measures are discussed at every meeting. She said the desire to want to do better is evident and inspiring. Mr. Jones thanked Dr. Denker.

GOOD OF THE ORDER

Mr. Jones expressed appreciation to everyone at the Hospital.

Mr. Tardoni reported the State Miner's Board met earlier in the day. They are trying to get the word out about the program. He asked anyone interested in learning more to contact the State Miner's Board.

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 an eight-minute break and reconvene in executive session at 3:40 PM. The motion to go into executive session was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried.

RECONVENE INTO REGULAR SESSION

At 4:34 PM, the motion to leave executive session and return to regular session was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve credentials for everyone on the list provided by Ms. Downs was made by Dr. Sowada; second by Ms. Pendleton. Motion carried.

Credentials Committee Recommendations from September 14, 2021

1. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Roger Young, Hospitalist
 - Dr. Haresh Visweshwar, Hospitalist
2. Initial Appointment to Consulting Staff (1 year)
 - Dr. Libo Wang, Cardiovascular Disease (U of U)
 - Dr. Anees Daud, Cardiovascular Disease (U of U)

3. Reappointment to Consulting Staff (2 years)
 - Dr. Gregory Kenyherz, Tele Radiology (VRC)
 - Dr. Michael Rethy, Tele Radiology (VRC)
 - Dr. William Brann, Cardiovascular Disease (Heart & Lung Institute)
4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Philip Najm, Emergency Medicine (U of U)
 - Dr. Jonathan Roddy, Emergency Medicine (U of U)
 - Dr. James Rao, Hospitalist
5. Additional Privileges
 - Dr. Joshua Binks – Naso-Laryngoscope Privileges
6. New Business
 - Dr. Philip Najm Disaster Privileges

The motion to deny the claim presented in executive session was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

ADJOURNMENT

Mr. Jones thanked everyone. There being no further business to discuss, the meeting adjourned at 4:35 PM.

Mr. Taylor Jones, President

Attest:

Mr. Marty Kelsey, Secretary



Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standards:

EMPLOYEE POLICIES - INTRODUCTORY AND PROBATIONARY PERIODS

Purpose

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

Policy

I. Introductory period.

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

II. Probationary Period

- A. Current employees who transfer internally will be required to serve a 90-day Probationary Period in the new position. Probationary Period employees are **at-will employees**. Transfer is defined as a movement of an employee from a current position to vacant position with a different job description for which the employee qualifies.
- B. This Probationary Period is a time to evaluate the employee in the new position. This evaluation could include the employee's adjustment to new work tasks, the employee's conduct with others,

ability to supervise staff, attendance, discharge of new job duties and responsibilities and other applicable areas for evaluation.

- C. This Probationary Period may be extended for 30 days by the HR Department for any non-discriminatory reason and upon the recommendation of the employee's leader if such an extension is necessary for further evaluation. The 30 day extension continues the at-will status of the probationary period.
- D. At any time during the Probationary Period, the Hospital's CEO, upon a staff recommendation, may decide to terminate the employee. As an alternative to termination, the Hospital may, in its sole discretion, consider transferring the employee to a vacant position for which the employee qualifies. If this occurs, the Hospital may, in its sole discretion, require the employee to serve a Probationary Period of 90 days. Absent a termination or transfer action described above, should the employee determine that the new position is not suitable, the employee may voluntarily resign from Hospital employment.

Approved: Board 6.6.18

Attachments

No Attachments

DRAFT



Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standards:

EMPLOYEE POLICIES - EMPLOYEE CORRECTIVE ACTION

Purpose

Memorial Hospital of Sweetwater County (MHSC) has high behavioral and performance expectations of its staff. To that end, MHSC will pursue corrective action measures when needed for the purpose of correcting areas of performance deficiency or to address violations of Hospital policies. The purpose of this policy is to describe allowable corrective actions that may be imposed on employees and set forth procedures for the imposition of the allowable corrective actions.

Policy

- I. Poor performance or conduct contrary to the policies and procedures of MHSC may lead to corrective action. The employee will be informed if corrective action is necessary as soon as possible after any performance problem has been identified.
 - A. The employee's leader will discuss the situation with the employee, explaining the policy and the necessity of corrective action to avoid other disciplinary actions.
 - B. Although one or more corrective action measures may be taken in connection with a particular performance problem, **no formal order will be followed**. Corrective action may include any of a variety of actions depending on the circumstances and severity of the particular situation.
 - C. Allowable corrective actions may be taken at the discretion of management and include **any** of the following **in any order**:
 1. Counseling with employee, which will be confirmed in writing by the employee's leader and placed in the employee's personnel file.
 2. Verbal warning, which will be placed in the employee's personnel file.
 3. Written warning, which will be placed in the employee's personnel file.
 4. Final written warning, which will be placed in the employee's personnel file.
 5. Disciplinary suspension with pay, which will be confirmed in writing and placed in the employee's personnel file.
 6. Suspension with pay to remove an employee from hospital premises during and pending an investigation which will be documented and placed in the employee's personnel file..

7. Disciplinary suspension without pay, which will be documented and placed in the employee's personnel file. MHSC Administration, in particular the HR Department and the CEO, must comply with the Termination, Suspension without Pay and Appeal Policy prior to imposing disciplinary suspension without pay as a corrective action.
 8. Termination, which will be documented and placed in the employee's personnel file. MHSC Administration, in particular the HR Department and the CEO, must comply with the Termination, Suspension without Pay and Appeal Policy prior to terminating an employee.
- D. The corrective action process will not always commence with a counseling or include every step. **The above options are not to be seen as a process in which one step always follows another.**
1. Some acts, particularly those that are intentional or serious, warrant more severe action on the first or subsequent offense.
 2. An employee, at a written warning or higher, may be ineligible for pay increases and any additional compensation.
 3. Consideration will be given to the seriousness of the offense, the employee's intent and motivation to change the performance, and the environment in which the offense took place.

Link to Form # 802452 Counseling and Corrective Action Form <http://sweetwatermemorial.policystat.com/policy/2632825/latest/>

Approved: Board 6.6.18

Attachments

No Attachments

Termination, Suspension Without Pay and Appeal

I. General:

- a. This Termination, Suspension Without Pay and Appeal policy and procedure applies to all employees of Memorial Hospital except employed physicians and other providers who are under contract to provide services or labor to the Hospital.
- b. Only the Hospital's Chief Executive Officer (CEO) has the authority to suspend without pay or terminate the employment of a Hospital employee and must provide a written directive to the Human Resources Office prior to any termination or suspension without pay proceeding.
- c. This Termination and Appeal policy and procedure does not apply to reduction-in-force (layoffs) due to a lack of funds, lack of work or other reasons.
- d. Employees may not utilize the Hospital's Conflict Resolution Policy to address termination decisions.

II. Definitions:

- a. At-will employee: An at-will employee is an employee of the Hospital employed during the Introductory Period, or, as applicable, during the Probationary Period, as set forth by Hospital policy 5208211. At-will employees are subject to termination, with or without cause, with or without notice, and at any time. Nothing in this policy or any other policy of the Hospital shall be interpreted to be in conflict with or to eliminate or modify in any way, the at-will employment status of employees employed during the Introductory Period or Probationary Period, as applicable.
- b. Non at-will employee: A non at-will employee is an employee of the Hospital who has successfully completed the Introductory Period, or as applicable, the Probationary Period, of employment as set forth in Policy 5208211.
- c. Termination: The involuntary termination of an employee by the Hospital.

III. Termination of At-Will Employees:

- a. General: The Director of Human Resources, or designee, in consultation with the CEO, shall terminate the employment of an at-will employee upon notification of

such decision in writing by providing the written notice to such employee in person or by registered or certified mail to the last known address of such employee. If the written notice is mailed, proof of such written notice together with the proof of mailing, shall be kept and retained in the records of the Hospital. Reasons for the termination decision shall not be given, other than outlined below.

b. The Right to a Hearing: Should the at-will employee believe that the decision to terminate the employee's employment was based on the exercise of the employee's constitutional rights, and/or that the employee has a reasonable expectation of continued employment and/or that the action to terminate the employee's employment would stigmatize the employee, the following procedure will take place:

- i. The employee may request a hearing before an Administrative Hearing Officer by requesting same in writing within ten (10) calendar days of receipt of the termination notice. The request shall be made to the CEO.
- ii. The CEO shall immediately notify the Board of Trustees' attorney of the request and shall forward the written request for a hearing to the Board of Trustees' attorney. The Board of Trustees' attorney shall then arrange for an Administrative Hearing Officer to conduct a pre-hearing conference as soon as practical.
- iii. At the request of the employee, the CEO shall submit to the Administrative Hearing Officer the reasons for termination. At the same time, the Administrative Hearing Officer shall request that the employee submit to the Administrative Hearing Officer substantial evidence that the termination decision was based upon an exercise of the employee's constitutional rights and/or that the employee has a reasonable expectation of continued employment, and/or how the action of termination would stigmatize the employee.
- iv. After reviewing the reasons for the termination and any evidence submitted by the employee, the Administrative Hearing Officer shall determine that:
 1. Sufficient evidence has been presented by the employee to warrant a formal hearing by the Administrative Hearing Officer. In such case, a hearing will be scheduled and, at the conclusion of the hearing, the Administrative Hearing Officer will submit a written copy of the Administrative Hearing Officer's findings,

conclusions, and recommendations to the Board of Trustees for a final decision.

OR

2. Insufficient evidence has been presented by the employee to warrant a formal hearing by the Administrative Hearing Officer. In such a case, the Administrative Hearing Officer will inform both the CEO and the employee of the Administrative Hearing Officer's findings. The CEO shall discuss these findings with the Board of Trustees' attorney and will subsequently make a recommendation to the Board of Trustees for a final decision. If the Administrative Hearing Officer determines that a formal hearing is not warranted, upon request, the Administrative Hearing Officer will provide the employee the information as described in this paragraph.
- v. If the Administrative Hearing Officer determines that a formal hearing shall be held, the Administrative Hearing Officer will immediately provide the employee the CEO's reasons for termination and will immediately provide the CEO with any evidence submitted by the employee.
- vi. Every reasonable effort shall be made by the Hospital to ensure that these due process proceedings are conducted in a timely manner. The Administrative Hearing Officer shall make a determination as to whether or not a formal hearing is warranted within thirty (30) calendar days from receipt of notice by the Board of Trustees' attorney. Should the Administrative Hearing Officer determine that a formal hearing be conducted, the Administrative Hearing Officer shall notify the Board of Trustees' attorney of same. The Board of Trustees' attorney shall then arrange for a pre-hearing conference as soon as practical. The Hospital's Rules of Practice Governing Contests Before the Board of Trustees of Memorial Hospital of Sweetwater County ("Rules of Practice") shall be followed. Should the Administrative Hearing Officer determine that a formal hearing is not warranted, a recommendation regarding the disposition of the case shall be made to the Board of Trustees within thirty (30) calendar days of the Administrative Hearing Officer's determination.

IV. Termination or Suspension Without Pay of Non At-will Employees:

- a. Non At-will Employees have the right to appeal any decision of any employment action involving suspension without pay or termination.
- b. The board may suspend without pay or terminate any non at-will employee for any of the following reasons:
 - i. Incompetency;
 - ii. Neglect of duty;
 - iii. Immorality including, without limitation, engaging in conduct with a patient that is sexual or may reasonably be interpreted by the patient as sexual; any verbal behavior that is seductive or sexually demeaning to a patient, or engaging in sexual exploitation of a patient or former patient;
 - iv. Insubordination;
 - v. Physical incapacity to perform job duties even with reasonable accommodation;
 - vi. Failure to perform duties in a satisfactory manner;
 - vii. Conviction of a felony; and
 - viii. Any other good or just cause.
- c. Pre-determination hearing: Proposed suspensions without pay or terminations of non at-will employees must follow the procedures set forth herein.
 - i. A recommendation of suspension without pay or termination of non at-will employees shall be initiated by the Hospital by offering the affected employee an informal pre-determination hearing as follows:
 - 1. The CEO shall provide notice to the employee of the pre-determination hearing in person, by electronic means or in writing by registered or certified mail to the last known address of such employee. The notice shall include the recommended action (suspension without pay or termination), written charges against the employee and a brief explanation of the evidence supporting the charges.
 - 2. The pre-determination hearing shall be a face-to-face meeting or written statement by the employee.
 - 3. The pre-determination hearing shall provide an opportunity for the employee to present the employee's side of the story and provide

any information regarding the employee's employment the CEO should take into consideration prior to making a decision.

4. The pre-determination hearing shall be recorded.
 5. After hearing the employee's side of the story and considering the information provided by the employee, the CEO may withdraw, reduce, or recommend the imposition of the proposed discipline or action.
 6. The employee may waive the right to participate in the pre-determination hearing.
 7. At the pre-determination hearing, the CEO, or designee, in consultation with the CEO, shall be in attendance. The employee's supervisor shall also be in attendance, unless the employee plans to attend the meeting and objects to the presence of the employee's supervisor.
 8. As determined by the CEO, or designee, in consultation with the CEO, the employee is allowed to have a limited number of other individuals attend the pre-determination hearing to speak in support of the employee.
- d. Decision following the pre-determination hearing: Following the pre-determination hearing, the CEO, or designee, in consultation with the CEO, will provide written notice either in person, by electronic means or via United States Mail to the employee of the Hospital's decision. The decision shall indicate whether the employee shall remain employed at the Hospital, be suspended without pay, or be terminated. The decision shall include the reasons for the recommendation. Proof of such written decision together with the proof of mailing or electronic delivery, shall be kept and retained in the records of the Hospital.
- e. Appeal of final decision: In accordance with the Rules of Practice, employees who are subject to this policy and desire to appeal a decision by the CEO to terminate or suspend without pay may request a hearing before the Board of Trustees of Memorial Hospital of Sweetwater County ("Board") in accordance with the Rules of Practice.

- f. Hearing: The Board shall then conduct a formal contested case hearing in accordance with the Rules of Practice and the Wyoming Administrative Procedure Act, W.S. §16-3-101 et seq. (1977 as amended).
 - i. Upon receipt of a request for appeal as set forth herein, the CEO shall immediately notify the Board's attorney of the request for appeal and shall forward the request to the employee. The Board's attorney shall then arrange for a hearing to be conducted in accordance with the Rules of Practice.
 - ii. Every reasonable effort shall be made by the Hospital to ensure that these due process proceedings are conducted in a timely manner.



Approved: N/A
Review Due: N/A
Document Area: *Corporate Compliance*
Reg. Standards:

Board Compliance Committee Charter

STATEMENT OF PURPOSE:

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

TEXT

I. Authority:

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

II. Responsibilities:

- A. In fulfilling its charge, the Board Compliance Committee is responsible for the following activities and functions:
1. Oversee the Hospital's compliance program and monitor its performance.
 2. Make recommendations to the Board regarding compliance practices.
 3. Ensure the Board is aware of significant compliance issues.
 4. Review compliance risk areas and the steps the Hospital has taken to assess, control, and report such compliance risk exposures.
 5. Review monthly report of compliance audits to assess the appropriateness of audit activity.
 6. Ensure the Hospital has all applicable policies related to compliance with state and federal regulations.

III. Composition:

- A. The Board Compliance Committee shall consist of at least six members and shall include the Chief Executive Officer, Chief Clinical Officer, Compliance Officer, In House Legal Counsel, Director of Quality, and two members of the Board of Trustees, one of whom shall serve as chair. If In House Legal Counsel is also Compliance Officer, then legal counsel will only have one vote.

IV. Meeting Schedule:

- A. The Board Compliance Committee shall meet monthly or as needed.

V. Reports:

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

Approved: FILL IN APPROVAL DATE

Board Charter: The Compliance Committee

Category: Board Committees & Committee Charters

Title: Compliance Committee

Original Adoption: 7/4/2018

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

Attachments

No Attachments



Approved: N/A
Review Due: N/A
Document Area: *Risk Management*
Reg. Standards:

Risk Management Program

PURPOSE

The purpose of the Hospital's Risk Management Program is to identify, assess and control internal and external threats to the Hospital's physical environment and to patient's safety and care, as well as identifying risks that could include financial uncertainty, legal liabilities, accidents, clinical incidents and natural disasters. This is accomplished by proactive mitigation of organizational risks and efficient response to risk events.

HOSPITAL RISK MANAGEMENT

Hospital risk management includes numerous duties and responsibilities. Many of these responsibilities and duties are being conducted by other Hospital departments/staff as grievance, insurance, claims management, emergency management and environment of safety. The following risk management program duties and responsibilities will be provided by the Quality Department of the Hospital.

RISK MANAGEMENT DUTIES AND RESPONSIBILITIES

- A. Develop a process and procedure to respond to and report Sentinel Events and adverse events/ occurrences. Such response may include completion of a root cause analysis (RCA) or other appropriate analysis methods. See [Sentinel Event Policy](#)
- B. Develop and track a process for staff to file occurrence reports. Occurrence reporting is intended to provide a systematic, Hospital-wide program of reporting risk exposures to identify process improvements, improve patient safety as per the Performance Improvement and Patient Safety Plan, as well as mitigate potential future liability. The Risk Management Program includes an occurrence reporting system that is used to identify, report, track, and trend patterns of events with the potential for causing adverse patient outcomes or other injuries to people, property or other assets of the organization. It is designed to reduce or eliminate preventable injuries and property damage, minimize the financial severity of claims, and improve patient safety. Essential to the success of occurrence reporting is the non-punitive response to error and reporting. MHSC is committed to creating and maintaining a non-punitive "Just Culture" throughout the organization. See [Occurrence Reporting](#)
- C. Enhance patient safety through participation in National Patient Safety Goals, organizational safety strategies and other patient safety initiatives.
- D. In coordination with the Compliance Working Group, conduct a Hospital-wide risk/compliance assessment, on at least a biennial or triennial basis. Risk assessment will be the basis of an internal risk work plan and compliance work plan. The risk work plan may, at times, overlap with the compliance work

plan and/or it may contain independent risk items for review and audit.

- E. Develop and implement a process to track risk trends based on the data collected by the Quality Department.
- F. Enhance environmental safety for patients, visitors and staff through participation in environment of care-related activities.
- G. Utilize risk management strategies to identify and minimize the frequency and severity of good catches, occurrences, and claims.
- H. Collaborate with department directors to manage adverse events and injuries to minimize financial loss.
- I. Evaluate systems that can contribute to patient care, error or injury.
- J. Proactive risk assessments are intended to reduce possible risk of a process prior to causing patient harm. Many different review methods may be employed depending on the nature of the process.

Additional Risk Management duties conducted by other departments:

- 1. Patient grievances/complaints referred to Patient Relations Coordinator and Grievance Committee. See [Grievance Process](#)
- 2. Chief Financial Officer (CFO) responsible for facility wide insurance program
- 3. In House Counsel responsible for legal claims management. See [Claims Management - Legal](#)
- 4. Emergency Management Coordinator responsible for Emergency Management program
- 5. Facilities responsible for Environment of Safety program

PROTECTION OF RISK MANAGEMENT INFORMATION INCLUDED IN THE QUALITY/PERFORMANCE IMPROVEMENT PROGRAM Risk management data and information is a component of the Hospital's quality/performance improvement program and reported as part of the quality/performance improvement committee and/or designated subcommittees. WS 35-2-910

Reviewed and Approved:

Compliance Committee of the Board:

Quality Committee of the Board:

REFERENCES

American Society of Healthcare Risk Management. (2014). *Healthcare risk management: The path forward*. Chicago: ASHRM.

Barlow, J. (2016, April 14). *The role of the board in risk management*. Retrieved from Board Effect: <https://www.boardeffect.com/blog/role-of-the-board-in-risk-management/>

Hancock, B. (2015, October 29). *Advancing ERM*. Retrieved from Enterprise Risk Management - NC State: <https://erm.ncsu.edu/library/article/advancing-erm>

Attachments

No Attachments



Approved: N/A
Review Due: N/A
Document Area: Administration
Reg. Standards:

Compliance Program

MHSC COMPLIANCE PROGRAM

I. INTRODUCTION

Memorial Hospital of Sweetwater County (MHSC or Hospital) is committed to conducting business according to its mission, vision, and values, in compliance with Hospital's Code of Conduct, and exercising high ethical standards in business decision-making. In furtherance of its mission, MHSC has in place a Compliance Program designed to accomplish several broad objectives as follows:

1. Help ensure that services delivered to patients, third-party payors, employees, independent contractors, and others are delivered in an honest and ethical manner.
2. Provides an infrastructure supporting transparency in patient care and business dealings as well as accountability on the part of its workforce. References in developing the basis of the Compliance Program include Federal Sentencing Guidelines, the Office of the Inspector General (OIG), Affordable Care Act requirements, as well as continuing guidance received from these respective agencies and changing or evolving laws and regulations.
3. Help ensure Hospital processes, policies, and procedures are in compliance with Federal and State laws and all other outside regulatory agencies by creating a framework to detect violations on the part of employees, clinical affiliates, volunteers, and others representing the Hospital to detect fraud, waste, and abuse.
4. Help ensure that appropriate education and training are provided as necessary to accomplish the objectives of the Compliance Program.
5. Makes a sincere effort to create a hospital-wide awareness of the importance of preventing, detecting, and correcting any fraud, waste, or abuse at MHSC in connection with state and federally funded health care programs and private health plans.

II. STRUCTURE - COMPLIANCE OFFICER AND COMPLIANCE COMMITTEE

Appointment: The CEO appoints a Compliance Officer. While the Compliance Program provides for the existence of a Compliance Officer who has ultimate responsibility and accountability for creating and facilitating a comprehensive strategy to ensure that MHSC is consistently complying with the federal and state regulations and ethical business standards, **each member of the workforce remains responsible and accountable for their own compliance with applicable laws.**

Duties: The Compliance Officer oversees all ongoing activities related to the development, implementation,

maintenance, and adherence to the organization's policies and procedures covering Compliance and HIPAA Privacy Compliance. The Compliance Officer works closely with Senior Leadership, the Quality Department, and Human Resources to implement internal controls and plans of correction when appropriate. In addition, the Compliance Officer develops and implements policies and procedures as required by the HIPAA privacy regulation and for compliance with other applicable federal and state patient privacy regulations.

Authority: The Compliance Officer has direct access to the CEO and, as required, to the Board of Trustees. The Compliance Officer has access to all documents and information relevant to compliance activities, including but not limited to patient records, billing records, marketing records, contracts, and written arrangements or agreements with others. Although the Compliance Program is placed organizationally under the Quality Department, this organizational structure does not diminish in any way the unfettered authority of the Compliance Officer to independently discharge assigned duties and responsibilities as set forth herein.

Reporting: In conjunction with the Quality Department, the Compliance Officer will draft and present compliance reports to the Compliance Committee. The Compliance Officer shall report directly to the Board of Trustees at least once a year on the Compliance Program's status at MHSC. Such reports may be written or oral. The Compliance Officer may participate in an Executive Session of the Board at the Board's discretion. The Compliance Officer has the authority, with Compliance Committee and CEO approval, to engage the services of outside counsel for internal audits and investigations.

Compliance Committee: A Board Compliance Committee is in place. For details, see the [Board Compliance Committee Charter](#).

Duties. The duties of the Compliance Committee include but are not limited to:

1. Advising the Compliance Officer and assisting in the implementation and maintenance of the Compliance Program;
2. Recommending and monitoring, in conjunction with the relevant service areas, the development of internal systems and controls to carry out the Hospital's standards, policies, and procedures;
3. Determining the appropriate strategy and/or approach to promote adherence to the Compliance Program and the detection of potential violations;
4. Reviewing Compliance reports presented to the Compliance Committee;
5. Monitoring results and corrective action plans for serious issues identified in audits.
6. **Compliance Work Group:** The Compliance Work Group supports the Compliance Officer and the Compliance Committee. The core members of this group include Chief Executive Officer, Compliance Officer, Chief Clinical Officer, and Director of Quality. Additional staff members will be asked to attend as needed. The Working Group conducts formal risk assessments and assists with validating current areas of concern, identify new areas of concerns, and drive and prioritize areas of focus related to the internal work plan or internal audit plan.

III. CODE OF CONDUCT

MHSC has established compliance expectations and standards in the *Code of Conduct Memorial Hospital of Sweetwater County*. MHSC's business affairs must be conducted in accordance with federal, state, and local laws, professional standards, applicable state and federally funded health care program laws and regulations, and with honesty, fairness and integrity. The *Code of Conduct* is not intended to cover every situation which may be encountered, and individuals should comply with all applicable laws and regulations whether or not they are specifically addressed in the *Code of Conduct*. Questions about the existence, interpretation, or application of any law, regulation, policy, or standard should be directed, without hesitation, to an employee's supervisor, manager/director, or the Compliance Officer. Laws, regulations, and policies constantly evolve,

with revisions and updates made to the *Code of Conduct* as needed. Communication of revisions occurs in a timely manner through administrative notification. In addition, changes are posted on the Hospital's intranet site and in PolicyStat. See [Code of Conduct](#)

IV. CONFLICT OF INTEREST

A Conflict of Interest Policy and annual Disclosure Statement that applies to the Board of Trustees is set out in the Board of Trustees' By-Laws. The disclosure is reviewed and signed by each Board of Trustee member on an annual basis. In addition, a Conflict of Interest Policy and Disclosure Statement, outlined in Employee Policies, applies to all Hospital employees. This Disclosure Statement is acknowledged and signed by staff electronically on an annual basis.

V. EDUCATION AND TRAINING

The Compliance Education Plan sets forth the structure of compliance education and training at MHSC. It is imperative that business conducted by MHSC, which includes coding and billing of state and federal health care claims, be truthful and accurate and within appropriate guidelines. Not only are severe penalties at the government's disposal, but honesty and integrity in MHSC's operations are essential under the *Code of Conduct*. Sometimes conduct undertaken without wrongful intent but with inadequate knowledge may violate applicable laws and regulations. Therefore, proper and continuing training and education of the workforce at all levels is a significant element of an effective compliance program.

Mandatory new employee orientation and the Employee Policies provide an overview of fraud and abuse laws with examples that give the new employee the ability to identify circumstances of fraud, waste, and abuse, an explanation of the elements of the Compliance Program, including the complaint or reporting process, and highlight MHSC's commitment to integrity in its business operations and compliance with applicable laws and regulations. In addition, new employees receive a copy of the *Code of Conduct* and participates in an educational session conducted by the Compliance Officer or designee during their formal classroom orientation. In addition, the Board of Trustees receives a copy of the *Code of Conduct* and receives educational sessions, as appropriate, conducted by the Compliance Officer.

Periodically, as necessary, identified employees will be retrained in (i) MHSC's Compliance Program; (ii) the fraud and abuse laws as they relate to the claim development and submission process and the Hospital's business relationships; (iii) relevant Medicare, Medicaid, and other federal and state requirements; and/or (iv) the consequences both to MHSC and individuals for failing to comply with applicable laws and regulations. Such training emphasizes the importance of the Program and MHSC's commitment to honesty and integrity in its business dealings. It is important that employees contact appropriate supervisory personnel if education and training is desired. Moreover, supervisory personnel should contact the Compliance Officer should a need for training be identified.

Training and education in compliance matters are made available to MHSC providers on its medical staff and to provider's office personnel. Training and education include ordering Hospital services, medical necessity, coding, diagnosis related group (DRG) documentation, and other information that might be reasonable or useful to enable MHSC to comply with applicable laws and regulations and assist providers in complying with such laws and regulations.

VI. MEASURING, MONITORING AND AUDITING

Periodic audits are undertaken to identify deficiencies in systems and processes, including the Medicare/Medicaid claim development and submission process. With input from identified leadership representatives, the Compliance Work Group develops a biennial or triennial work plan, also known as an internal audit plan,

which outlines the areas of focus for the plan years. The work plan is based on an accompanying risk assessment and specifies the time for audits, the service areas, and functions to be audited. The Compliance Committee reviews and approves the work plan. Any changes to the work plan must be approved by the Compliance Committee. In addition, the Compliance Committee receives the work plan results, provides feedback on outcomes, and recommends solutions.

The Compliance Work Group completes a risk assessment and evaluates potential or actual non-compliance as a part of its risk evaluation process. MHSC identifies compliance risks to minimize risk exposure, address weaknesses in the Program, and corrects errors or omissions through the internal auditing and risk assessment processes. The Compliance Work Group has the discretion to conduct additional risk assessments or revise the work plan due to changing external or internal conditions.

Hospital Compliance auditors and reviewers shall have access to all necessary documents, including those related to claim development and submission, patient records, e-mail, and the contents of computers. Auditors and reviewers shall at all times bear in mind confidentiality requirements. The Compliance Officer will receive the results of all audits. Alternative auditors or external auditors will complete audits if potential conflicts of interest arise.

VII. REPORTING CONCERNS AND COMPLAINTS; NON-RETALIATION POLICY

MHSC encourages and maintains open communications between its workforce and the Compliance Officer. Without help from the workforce it may be difficult to learn of possible compliance problems and to make necessary corrections; therefore all members of the workforce have the responsibility to comply with applicable laws and regulations and to report any acts of non-compliance.

At any time any individual may seek clarification or advice from the Compliance Officer in the event of any confusion or question with regard to this Program, or any element of this Program, or any MHSC policy or procedure related to this Program. Questions and responses are documented and, if appropriate, is de-identified and shared for informational and educational purposes.

MHSC maintains a hot-line and on-line submission form (on MHSC intranet site) which allows callers or users to report concerns anonymously and without the fear or retaliation. Individuals are encouraged to call the hot-line or submit a compliance form if they have any question about whether their concern should be reported. A written record of every report received will be kept for a period of seven years. Every effort will be made to preserve the confidentiality of reports of non-compliance (although calls made anonymously will almost always preserve the autonomy of the caller). Individuals must understand, however, that circumstances may arise in which it is necessary or appropriate to disclose information. In such cases, disclosures will be on a "need to know" basis only and the Compliance Officer will work with the individual(s) in these cases if the individual(s) identify is or are known.

The workforce is required to report acts of non-compliance. Any individual found to have known of such acts but who failed to report them will be subject to discipline. No member of the workforce shall in any way intimidate or retaliate against another individual for reporting, in good faith, an act of non-compliance. Acts of intimidation or retaliation should be reported to the Human Resources Department and will be investigated by the Compliance Officer or designee. Any confirmed act of intimidation or retaliation shall result in discipline.

VIII. RESPONDING TO CONCERNS AND COMPLAINTS; INVESTIGATION AND CORRECTION OF IDENTIFIED PROBLEMS

Reports or reasonable indications of fraud, waste or abuse, violations of this Compliance Program, violations of the *Code of Conduct* or violations of applicable law or regulation are promptly investigated. The purpose of

the investigation shall be to identify those situations involving fraud, waste, abuse, relevant violations and unacceptable conduct; also to identify individuals who may have knowingly or inadvertently caused or participated in such situations. The results of an investigation may identify the need for further training and education; to facilitate corrective action; and/or to implement procedures necessary to ensure future compliance.

The Compliance Officer, or designee, is responsible for directing the investigation of the alleged situation or problem. In undertaking investigations, the Compliance Officer may utilize other Hospital employees (consistent with appropriate confidentiality), outside attorneys, outside accountants and auditors or other consultants or experts for assistance or advice. The CEO must approve the retention of outside professionals for advice or assistance.

Because of the many situations or problems which are possible, the process and method of investigation is left to the judgment and discretion of the Compliance Officer. However, the Compliance Officer, or designee, may conduct interviews with any individual necessary and may review any MHSC documents including but not limited to those related to the claim development and submission process, patient records, e-mail and the contents of computers.

The Compliance Officer reports the results of each investigation considered significant to the Compliance Committee and CEO as appropriate. Sanctions for non-compliance may be imposed. The Compliance Officer has an obligation to advise the Compliance Committee of significant investigations and to report that adverse actions, if any, against the offending employees are being handled by the appropriate staff. The nature of any adverse actions and to whom they may apply are confidential.

Self-Disclosure Protocol: MHSC complies with all relevant federal and state statutes, rules and regulations to self-assess and to self-identify any matters that in MHSC's reasonable assessment are potentially in violation of Federal or State criminal, civil or administrative laws and/or indicate internal billing patterns or operational issues that might affect the Hospital's right to Medicaid or Medicare reimbursement. Upon identification MHSC will report and refund any over payments to Medicare and Medicaid within the statutory required mandates.

IX. ENFORCEMENT AND DISCIPLINE

MHSC may impose sanctions on any member of the workforce who intentionally or unintentionally violates established policies or procedures. This means that every confirmed act of non-compliance may result in corrective action or discipline. Sanctions, which are penalties imposed, can result in not only disciplinary action, but the removal of privileges, discharge of employment, contract penalties and in some cases civil and/or criminal prosecution. This is not intended as an exhaustive list, and other sanctions may be recommended. Individuals may also be subject to disciplinary action for:

1. Failure to perform any obligation or duty required of employees relating to compliance with this Program or applicable laws or regulations.
2. Failure of supervisory or management personnel to detect non-compliance with applicable policies and legal requirements of this Program where reasonable diligence on the part of the manager or supervisor would have led to the discovery of any violations or problems.
3. Failure to report knowledge of suspected fraud, waste or abuse.

Reviewed and Approved:

Compliance Committee of the Board:

Board of Trustees:

References:

Patient Protection and Affordable Care Act Pub.L.111-148, March 23, 2010 U. S. Sentencing Guidelines for Compliance Programs, April 14, 2010

Attachments

No Attachments

DRAFT

Human Resources Committee Meeting
Monday, October 18, 2021 3:00 PM
Zoom meeting

AGENDA

1. Approval of Agenda
2. Approval of Minutes from August 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
 - a. Policies and Staffing
7. Next meeting—11/15/21

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting – Minutes Draft
Monday – October 18, 2021
Zoom

Trustee Members Present by Zoom: Barbara Sowada & Kandi Pendleton
Voting Members Present by Zoom: Amber Fisk, Irene Richardson, Suzan Campbell
Non-Voting Members & Guests Present by Zoom: Taylor Jones, Marty Kelsey, Tami Love, Kari Quickenden, Ann Clevenger, Amy Lucy, Ruthann Wolfe, Shawn Bazzanella, Geoff Phillips, Cindy Nelson

Barbara called the meeting to order, welcomed everyone, and noted the guests joining the meeting.

APPROVAL OF AGENDA

The motion to approve the agenda with the request to table the HR Committee Charter discussion was made by Kandi, second by Irene. Motion carried.

APPROVAL OF MINUTES

The motion to approve the August minutes with the correction of Kandi's first name was made by Kandi, second by Irene. Motion carried.

ROUTINE REPORTS

Turnover

Amber noted the high number of registered nurse turnover.

Open Positions

Amy said we have 51 open positions and 15 of those positions are for registered nurses.

Contract Staffing

Amber said the traveler information is included in the packet.

OLD BUSINESS

Non-Discrimination and Anti-Harassment

Barbara opened a discussion of the content. Suzan said she thought we needed to update our policy. She said this will replace the current EEOC Non-Discrimination information. Suzan said there is a separate EEOC policy and then there will be this new one. She reviewed the highlighted sections of the draft information in the packet. Suzan said there is a new definition in the hostile work environment section. She changed the definition of quid pro quo to make it apply to a hospital setting. Suzan said there are two options, "A" or "B", for the consensual relationships area. Amber said we want to mitigate risk. Suzan said she looked at the policies at other hospitals. Irene asked for more information on which hospitals use which language for the options. Irene said she would like to bring the policy back to the

November or December Committee meeting for additional review. Suzan asked that comments/questions be forwarded to her. Barbara asked that feedback on corrections be sent directly to Suzan.

HR Committee Charter

Discussion tabled.

NEW BUSINESS

There was no new business brought before the Committee.

EXECUTIVE SESSION

Barbara said there would be an executive session. She listed the people to remain on the call for the session and thanked the others for attending. The motion to move in to executive session at 3:20 PM was made by Amber, second by Kandi. Motion carried.

The motion to leave executive session and reconvene the regular Committee meeting was made by Amber, second by Irene. Motion carried.

The motion to approve the Introductory and Probationary Period Policy, Employee Corrective Action Policy, and Termination, Suspension Without Pay and Appeal Policy to forward to the full Board for review and consideration was made by Kandi, second by Suzan. Motion carried. Barbara said the recommendation to the Board will be for do pass with first reading at the November meeting.

NEXT MEETING

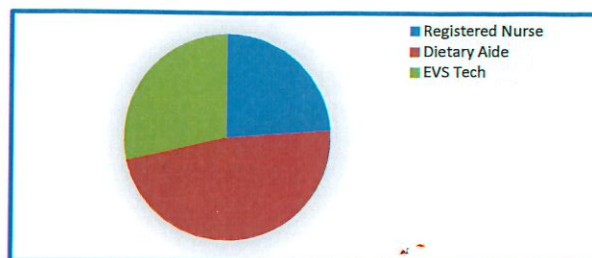
The next meeting is scheduled November 15, 2021 at 3:00 PM.

The meeting adjourned at 4:27 PM.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Overall Turnover Data (As of 09/30/2021)

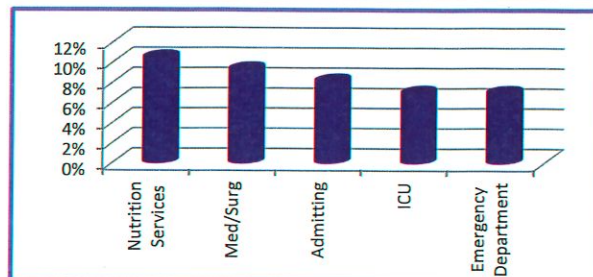
Top Position(s) / Turnover

| | 2021 | % |
|---------------------------|------|-----|
| Registered Nurse | 25 | 21% |
| Dietary Aide | 5 | 42% |
| EVS Tech | 5 | 25% |
| Patient Access Specialist | 7 | |



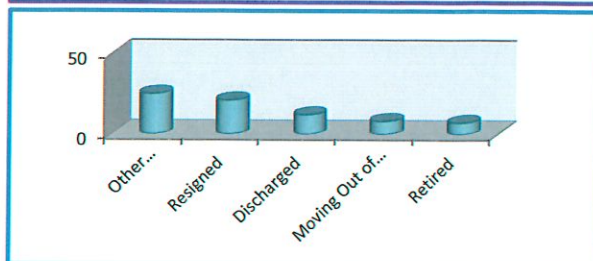
Top Department(s) / Turnover

| | 2021 | % |
|----------------------|------|-----|
| Laboratory | 11 | 13% |
| Nutrition Services | 9 | 10% |
| Med/Surg | 8 | 9% |
| Admitting | 7 | 8% |
| ICU | 6 | 7% |
| Emergency Department | 6 | 7% |



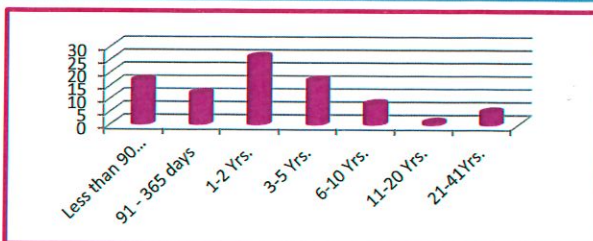
Top Reasons / Turnover

| | 2021 | % |
|-------------------------------|------|-----|
| Other Employment | 25 | 29% |
| Resigned | 21 | 24% |
| Discharged | 12 | 14% |
| Moving Out of Area/Relocation | 8 | 9% |
| Retired | 7 | 8% |



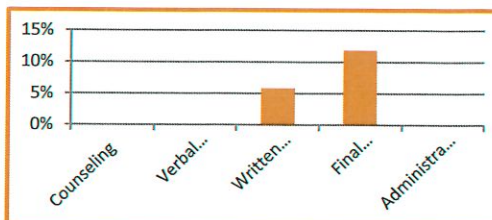
Length of Service

| | 2021 | % |
|-------------------|-----------|-----|
| Less than 90 days | 17 | 20% |
| 91 - 365 days | 12 | 14% |
| 1-2 Yrs. | 26 | 30% |
| 3-5 Yrs. | 17 | 20% |
| 6-10 Yrs. | 8 | 9% |
| 11-20 Yrs. | 1 | 1% |
| 21-41 Yrs. | 5 | 6% |
| Total | 86 | |



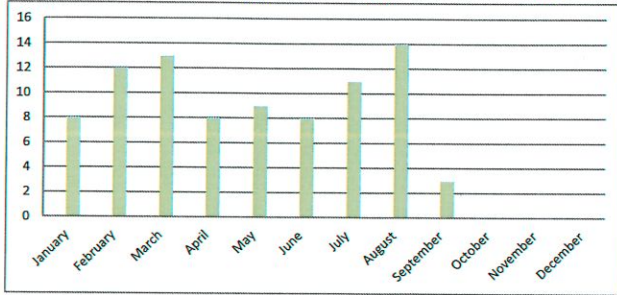
Corrective Action

| | | % 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 | | | |
| November | | | |
| December | | | |
| Total | 86 | 19 | |



| | Separations |
|-------------|-------------|
| Involuntary | 11 |
| Voluntary | 60 |
| Total | 86 |

| | Classifications |
|------------|-----------------|
| RN | 25 |
| Classified | 61 |
| Total | 86 |

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 | 86 |

Overall Turnover 2021



Rolling 12

| 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% |

Rehire Rate Per Month

| 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% |

| Requisition Number | Job Title | Schedule | Shift | Department |
|--------------------|------------------------------|-------------------|----------|---------------------------|
| Clinical | | | | |
| 2841 | BHT Coordinator | Regular Full Time | Variable | BEHAVIORAL HEALTH |
| 2886 | Case Manager | Regular Full Time | Days | CARE MANAGEMENT |
| 2854 | Clinical Social Worker | Regular Full Time | Variable | SOCIAL SERVICES |
| 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 |
| 2881 | Medical Assistant | Regular Part Time | Variable | CLINIC |
| 2883 | O.R. Aide I | Regular Full Time | Days | SURGICAL SERVICES |
| 2800 | Rad. Tech. II (ARRT) | Regular Full Time | Variable | MEDICAL IMAGING |
| 2805 | Rad. Tech. II (ARRT) | Regular Full Time | Variable | MEDICAL IMAGING |
| 2743 | Reg. Resp. Therapist | Regular Part Time | Variable | RESPIRATORY THERAPY |
| 2744 | SLP Lab T-Gist/Rpsgt | Regular Full Time | Nights | SLEEP LAB |
| 2680 | Ultrasound Tech. | Regular Full Time | Variable | ULTRASOUND |
| Non-Clinical | | | | |
| 2873 | Administrative Assistant | Regular Full Time | Variable | CLINIC |
| 2817 | Dietary Aide | Regular Full Time | Variable | NUTRITION SERVICES |
| 2733 | Director Information Svcs | Regular Full Time | Days | INFORMATION TECHNOLOGY |
| 2866 | EVS Technician | Regular Part Time | Variable | HOUSEKEEPING |
| 2815 | Help Desk Tech II | Regular Full Time | Days | INFORMATION TECHNOLOGY |

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/

| | | | | |
|---------|-------------------------------|-------------------|----------|--------------------|
| 2859 | Journeyman Electrician | Regular Full Time | Variable | MAINTENANCE |
| 2875 | Nutrition Services Supervisor | Regular Full Time | Variable | NUTRITION SERVICES |
| 2792 | Patient Access Specialist I | Regular Full Time | Days | Admitting |
| 2796 | Patient Access Specialist I | PRN | Variable | Admitting |
| 2851 | Patient Access Specialist I | PRN | Variable | Admitting |
| 2852 | Patient Access Specialist I | Regular Full Time | 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 |
| 2874 | Prep Cook | Regular Full Time | Variable | NUTRITION SERVICES |
| Nursing | | | | |
| 2806 | Care Transition Nurse | Regular Full Time | Days | CARE MANAGEMENT |
| 2840 | Director Dialysis | Regular Full Time | Variable | DIALYSIS |
| 2889 | Registered Nurse | Regular Full Time | Variable | DIALYSIS |
| 2839 | Quality Analyst RN | Regular Full Time | Days | QUALITY |
| 2878 | Clinical Coordinator | Regular Full Time | Days | SURGICAL SERVICES |
| 2830 | Registered Nurse | Regular Full Time | Days | SURGICAL SERVICES |
| 2802 | 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 | SAME DAY |
| 2894 | Registered Nurse | Regular Part Time | Days | SAME DAY |
| 2775 | Clinical Coordinator | Regular Full Time | Days | MED/SURG |
| 2890 | Registered Nurse | Regular Full Time | Nights | MED/SURG & ICU |
| 2893 | Registered Nurse | Regular Full Time | Nights | MED/SURG |
| 2885 | Registered Nurse | Regular Full Time | Nights | ICU |
| 2887 | Registered Nurse | Regular Full Time | Nights | ICU |
| 2880 | Registered Nurse | Regular Full Time | Variable | ICU |
| 2845 | Registered Nurse | Regular Full Time | Days | ICU |
| 2879 | Registered Nurse | Regular Full Time | Days | ICU |
| 2844 | Registered Nurse | Regular Full Time | Variable | EMERGENCY DEPARTMENT |
| 2888 | Registered Nurse | Regular Full Time | Variable | EMERGENCY DEPARTMENT |
| 2876 | Registered Nurse - Clinic | Regular Full 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 | Status |
|---------------------|-----------------|----------------|----------------|-----------------|-------------------|
| ER | RN - ER | 7:00am-7:30pm | 2/22/2021 0:00 | 11/20/2021 0:00 | Assignment Active |
| ER | RN-ER | 12 hour nights | 3/8/2021 | 9/4/2021 | Assignment Active |
| ICU | RN | Nights | 7/12/2021 | 10/9/2021 | Assignment Active |
| ICU | RN - ICU | Variable | 8/23/2021 0:00 | 11/21/2021 0:00 | Assignment Active |
| Lab | Lab Tech | Variable | 11/30/2020 | 11/20/2021 | Assignment Active |
| Labor and Delivery | RN - LDRP | 12 hour nights | 7/8/2021 0:00 | 10/30/2021 0:00 | Assignment Active |
| Medical Imaging | Ultrasound Tech | Variable | 3/28/2021 0:00 | 12/10/21 | Assignment Active |
| MT/MLT | Laboratory | 12 hour nights | 5/10/2021 | 11/13/2021 | Assignment Active |
| Recovery Room | RN - PACU | Days | 3/1/2021 0:00 | 11/27/2021 0:00 | Assignment Active |
| Respiratory Therapy | RRT | Variable | 3/8/2021 0:00 | 12/4/2021 0:00 | Assignment Active |
| Surgical Services | Scrub Tech | 8 hour days | 12/7/2020 0:00 | ? | Assignment Active |
| Surgical Services | RN-PACU | Days | 5/31/2021 0:00 | 11/28/2021 0:00 | Assignment Active |
| Surgical Services | RN - OR | 8 hour days | 3/22/2021 | | Assignment Active |
| Respiratory Therapy | RRT | Variable | 9/7/2021 0:00 | 12/11/2021 0:00 | Assignment Active |
| ED | RN | Variable | 9/7/2021 | 12/4/2021 | Pending Start |
| Respiratory Therapy | RRT | Variable | 9/27/2021 | | |
| ED | RN | Days | 10/4/2021 | 1/1/2022 | |
| ED | RN | | 10/11/2021 | 1/8/2022 | |

| Department | Position | Shift | Pending Start Date | EndDate | Status |
|-----------------|-----------------|----------|--------------------|-----------|--------|
| Med/Surge | RN | Variable | 9/27/2021 | | |
| Medical Imaging | Ultrasound Tech | | 11/29/2021 | 2/26/2022 | |
| Medical Imaging | Ultrasound Tech | | 11/29/2021 | 2/26/2022 | |
| Respiratory | RRT | | 10/25/2021 | 1/22/2022 | |
| Laboratory | MT | | 11/29/2021 | 2/26/2022 | |
| Respiratory | RRT | | ? | | |
| Respiratory | RRT | | 11/1/2021 | 1/29/2022 | |



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 client or customer.

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.

D. **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.

The behavior is severe or pervasive.

All of these elements must be met for a successful claim

- E. **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

1. 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.
2. Or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance

3. Or creating an intimidating, hostile, or offensive work environment.
4. 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:
 - a. Written form, such as cartoons, posters, calendars, notes, letters, e-mails.
 - b. 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.
 - c. Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body

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.

II. **CONSENSUAL RELATIONSHIPS**

A. **Consensual romantic relationships between staff members can be disruptive to the work environment, create a conflict of interest or the appearance of a conflict of interest, and lead to complaints of favoritism, discrimination, or sexual harassment.**

1. **Romantic relationships in situations where one individual has greater power or authority over another (quid pro quo sexual harassment) is an impermissible and inappropriate relationship and in violation of the Hospital's Sexual Harassment policy. A "consensual" relationship between a supervisor and a subordinate; physician and nurse, are examples of an inappropriate relationship. If an inappropriate relationship occurs, any situation of authority must be discontinued and appropriate corrective action taken.**

B. **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 Company will try to arrange a transfer. If no such transfer is available, one of the employees must terminate within 90 days. The decision as

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.

to which one resigns will be left to the two employees.

III. COMPLAINT PROCEDURE

- A. 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:
1. HR Director
 2. Any Supervisor
 3. Senior Leader
- B. **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
- C. 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

Approved: Board 6.6.18

Attachments

No Attachments

DRAFT

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

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.
- 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.
- 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.

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
- Contract staff statistics by position
- Vacancy rates by position
- Unexpected sick leave rates and worker's compensation claims
- Employee engagement survey results when available

F&A COMMITTEE CHAIR REPORT TO THE BOARD OCTOBER 2021

Chair – Ed Tardoni

The Finance and Audit Committee met in Zoom format this month. Kandi Pendleton was absent so Taylor Jones sat in on the meeting. All other voting members were present.

F&A DATA FOR THE MONTH

The usual F&A reports are included in the Board packet.

CAPITAL EXPENDITURES FOR BOARD CONSIDERATION.

The committee, by unanimous vote, sends a \$255,144.12 in expenditures to the Board for consideration.

FY 22-20 \$26,132.55 (not budgeted) Avanos Cotrack Exterior Access System.

This expenditure is submitted **for Board ratification**. Requested by Dr. Jamias and Dr. Crofts for use in the ICU. This is a system that allows tracking and placement of a feeding tube in an efficient manner. It has application to intubated Covid patients. This was a Covid related need and staff acted under standing Board authorization for such expenditures.

FY 22-22 \$59,910.87 (budgeted) Replacement Snow Plow Truck

This item was requested by Jim Horan. It replaces an existing 2001 model truck that is at its end of service life. Three bids were obtained and this is the lowest bid.

FY 22-24 \$139,913.00 (budgeted) Cerner End User Computer Equipment

This item was requested by Brad Kowalski. It replaces monitors and laptops that interface with the Cerner EMR system. Replacement was recommended by the Cerner implementation team. Two proposals were obtained and this is the low-cost option.

FY 22-25 \$29,187.73 (budgeted) Video Cystoscope

This item was requested by Leslie Taylor, the model being specified by Dr. Christianson and Dr. Curry. It is a replacement for an existing instrument, of the same make, that is used for observation of the bladder.

PROJECT CHANGE ORDERS FOR BOARD CONSIDERATION

Groathouse Construction has submitted two change orders (indicated as CRF 059 and 077) related to the HVAC upgrade project. The F&A committee sends them to the Board with a unanimous do pass recommendation. Detail as follows:

\$111,684 for extra work related to maintaining imaging operations during the execution of previous Board approved modifications to the imaging area.

\$32,146 for exterior windows and a door to the S-1 Blower Location. The original plan called for a blank exterior wall. Jim Horan requested consideration of this change as it will provide access to a workspace for facilities personnel. The access has been reviewed and approved by MHSC security.

BOND REFINANCING

The CEO briefed the committee on progress of the bond refinancing effort. Eight proposals were narrowed to three with one selected for pursuit. Negotiations are proceeding with Key Bank. The goal is to close on a deal by the end of the calendar year. The process involves, negotiation, submission to the County Commission for approval, then submission to the MHSC Board for approval.

IT REPORT

The committee received a report from the IT department informing it that the Cerner EMR go live date has been delayed and is now February 28, 2022.

NEXT MEETING.

The November Finance and Audit Committee meeting would fall on Thanksgiving Day. An alternate date has been selected, the November meeting will be by Zoom, Monday, November 29th. Time to be determined.

Capital Request Summary

Capital Request #

FY22-20

Name of Capital Request:

Avanos Cortrak 2 Enteral Access System

Requestor/Department:

Dr. Augusto Jamias, Dr. Brianne Crofts/ICU

Sole Source Purchase: Yes or No

Reason: Physician preference

☐

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. | Avanos Medical | Alpharetta, GA | \$26,132.55 |
| 2. | | | |
| 3. | | | |

Recommendation:

Avanos Medical - \$26,132.55



| | |
|--|---|
| # Assigned: FY 22 - 20 | |
| 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: ICU | Submitted by: Dr. Jamlas/Dr. Crofts |
| Date: 10/04/21 | |
| Provide a detailed description of the capital expenditure requested: AVANOS* CORTRAK* 2 Enteral Access System (EAS) Quote AVANOS* | |
| Preferred Vendor: Avanos Medical | |
| Total estimated cost of project (Check all required components and list related expense) | |
| 1. Renovation | \$ |
| 2. Equipment | \$ 26,132.55 |
| 3. Installation | \$ |
| 4. Shipping | \$ |
| 5. Accessories | \$ |
| 6. Training | \$ |
| 7. Travel costs | \$ |
| 8. Other e.g. interfaces | \$ |
| Total Costs (add 1-8) \$ 26,132.55 | |
| Does the requested item: | |
| Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Fit into existing space? | Explain: |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Attach to a new service? | Explain: |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Require physical plan modifications? | Electrical |
| If yes, list to the right: | HVAC |
| <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | Safety |
| | Plumbing |
| | Infrastructure (I/S cabling, software, etc.) |
| | \$ |
| | \$ |
| | \$ |
| | \$ |
| | \$ |
| Annualized impact on operations (if applicable): | |
| Increases/Decreases | |
| Budgeted Item: | |
| <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | |
| Projected Annual Procedures (NEW not existing) | |
| Revenue per procedure | \$ |
| Projected gross revenue | \$ |
| Projected net revenue | \$ |
| Projected Additional FTE's | |
| Salaries | \$ |
| Benefits | \$ |
| Maintenance | \$ |
| Supplies | \$ |
| | \$ |
| | \$ |
| Total Annual Expenses | \$ |
| Net Income/(loss) from new service | \$ |
| Review and Approvals | |
| Submitted by: | Verified enough Capital to purchase |
| Department Leader | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| Executive Leader | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| Chief Financial Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| Chief Executive Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| Board of Trustees Representative | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| # of bids obtained? 1 <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: Physician preference | |
| 10-6-2021 10-6-21 10-6-21 | |

OTHER CONSIDERATIONS

The Cortrak system will allow us to place enteral access in patients requiring post-pyloric feeding. An electromagnetic stylet at the tip of the feeding tube will allow real-time location information which will initially reduce and eventually eliminate the need for x-ray confirmation.

This system will:

- 1 - free up imaging technologists as x-rays won't be needed
- 2 - take less time to get a feeding tube to go past the pylorus as x-ray won't be needed
- 3 - provide less complications in ventilated patients as it is much less likely for the feeding tube to end up in the lungs

This purchase is needed due to the influx in COVID patients and the correlating increase in ventilated patients. Patient care is more efficient by freeing up both nursing and imaging staff.

Submitted by: Signature

Date

AVANOS

Date: September 29, 2021

Quote Number: 00019036

Sold To

Account:62163755
MEMORIAL HOSPITAL SWEETWATE
1200 COLLEGE DR
ROCK SPRINGS,Wyoming 82901-5868

Ship To

MEMORIAL HOSPITAL SWEETWATE
1200 COLLEGE DR
ROCK SPRINGS,Wyoming 82901-5868

Bill To

MEMORIAL HOSPITAL SWEETWATE
1200 COLLEGE DR
ROCK SPRINGS,Wyoming 82901-5868

AVANOS* CORTRAK* 2 Enteral Access System (EAS) Quote **AVANOS* Digestive Health Quote**

| Code | Item Description | Quantity | Unit Price | Total Extended Price | Proposed GPO Pricing | GPO Pricing Extended |
|---------------------|---|----------|--------------|----------------------|----------------------|----------------------|
| 20-0920 | CORTRAK* Enteral Access System - Stand | 1 | \$ 750.00 | \$ 750.00 | \$ 732.55 | \$ 732.55 |
| 20-0928 | CORTRAK* Enteral Access System - Printer | 1 | \$ 1,525.00 | \$ 1,525.00 | \$ 1,100.00 | \$ 1,100.00 |
| 20-0929 | CORTRAK* Enteral Access System - Printer S... | 1 | \$ 300.00 | \$ 300.00 | \$ 300.00 | \$ 300.00 |
| 20-0950 | CORTRAK* 2 ENTERAL ACCESS SYSTEM | 1 | \$ 24,500.00 | \$ 24,500.00 | \$ 24,000.00 | \$ 24,000.00 |
| 20-0951 | CORTRAK* 2 Enteral Access System - Accesso... | 1 | \$ 150.00 | \$ 150.00 | \$ 0.00 | \$ 0.00 |
| TOTAL AT LIST PRICE | | | | \$ 27,225.00 | | |
| | | | | | TOTAL | \$ 26,132.55 |

Pricing quoted is valid till: January 31, 2022

TERMS: Net 30 Days

WARRANTY: Item 20-0950 includes a 1 year warranty

*Applicable Sales Taxes Apply/FOB Origin

DELIVERY: 5-10 days ARO

Your AVANOS* Digestive Health representative


Tony Roettenbacher Email: anton.roettenbacher@avanos.com Phone: 847-917-7965

Thank you for your consideration,

Tony Roettenbacher

Tami Love

Facility Representative


Signature

10-6-21

Date

PO Number

AVANOS Product Website: <http://avanosmedicaldevices.com/>

AVANOS Medical 5405 Windward Parkway Alpharetta, GA 30004 Customer Service: 1-844-428-2667 (1-844-4AVANOS)

AVANOS* Clinical Education for Standard of Care Implementation

| CLINICAL EDUCATION | TIME PROVIDED | VALUE |
|--|---------------|---------------------|
| 1-2 CORTRAK* 2 EAS | 5 days | \$4,000 (no charge) |
| 3+ CORTRAK* 2 EAS | 10 days | \$8,000 (no charge) |
| 3+ CORTRAK* 2 EAS | 10 days | \$8,000 (no charge) |
| The above Clinical Education is provided with the purchase of a CORTRAK* 2 EAS system and a minimum of 10 cases of CORTRAK Tubes for new users | | |



| CORTRAK*2 EAS Tubes and Pricing per CORTRAK EAS (Vizient Tier 1) contract | | |
|---|-------------|-------|
| Product Code | Description | Price |

Capital Request Summary

Capital Request #

FY22-22

Name of Capital Request:

Plow Truck

Requestor/Department:

Jim Horan/Facilities

Sole Source Purchase: Yes or No

Reason:

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

Quotes/Bids/ Proposals received:

| | Vendor | City | Amount |
|----|-------------------|------------------|-------------|
| 1. | First Choice Ford | Rock Springs, WY | \$59,910.87 |
| 2. | Whisler Chevrolet | Rock Springs, WY | \$60,793.09 |
| 3. | Fremont Motor | Rock Springs, WY | 68,024.74 |

Recommendation:

First Choice Ford - \$59,910.87



| | |
|--|---|
| # Assigned: FY 2022 - 22 | |
| Capital Request | |
| Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation. | |
| Department: Facilities | Submitted by: JH |
| Date: 10/12/2021 | |
| Provide a detailed description of the capital expenditure requested: Replacement plow truck | |
| Preferred Vendor: "First Choice Ford" | |
| Total estimated cost of project (Check all required components and list related expense) | |
| 1. Renovation | \$ |
| 2. Equipment | \$ 59,910.87 |
| 3. Installation | \$ |
| 4. Shipping | \$ |
| 5. Accessories | \$ |
| 6. Training | \$ |
| 7. Travel costs | \$ |
| 8. Other e.g. interfaces | \$ |
| Total Costs (add 1-8) \$ 59,910.87 | |
| Does the requested item: | |
| Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | |
| Fit into existing space? | Explain: |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Attach to a new service? | Explain: |
| <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | |
| Require physical plan modifications? If yes, list to the right: | Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$ |
| <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | |
| 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 | \$ |
| Supplies | \$ |
| | \$ |
| Total Annual Expenses | \$ |
| Net Income/(loss) from new service | \$ |
| Budgeted Item: | |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| # of bids obtained? 3 | |
| <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: | |
| Review and Approvals | |
| Submitted by: | Verified enough Capital to purchase |
| Department Leader | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| Vice President of Operations | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| Chief Financial Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| Chief Executive Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| Board of Trustees Representative | <input type="checkbox"/> YES <input type="checkbox"/> NO |

10-13-21

 10-19-21

OTHER CONSIDERATIONS

Our existing 2001 Ford Plow truck frame has severe rust issues and has developed a front suspension and 4-wheel drive problem that makes it unable to be driven. Repairs would require a complete overhaul of the front suspension and 4-wheel drive. It is inadvisable to repair given the deteriorated frame and the 20-year condition of the entire vehicle. This proposal is for a new truck of similar size and performance with snow plow.

First Choice Ford - \$59,910.87
Whisler Chevrolet - \$60,793.09
Fremont Motor - \$68,024.74

Submitted by: Signature

Date

10/6/21, 9:46 PM

IMS2 CNGP530 VEHICLE ORDER CONF

VIRTCDP V4.58 5432 EN

CNGP530

VEHICLE ORDER CONFIRMATION

10/05/21 17:46:32

Déaler: F56656

Page: 1 of 2

2022 F-SERIES SD

Order No: 1000 Priority: E4 Ord FIN: QM876 Order Type: 5B Price Level: 240
Ord PEP: 613A Cust/Flt Name: SWEETWATER CO PO Number:

| | RETAIL | DLR INV | | RETAIL | DLR INV |
|----------------------|---------|------------|------------------------|--------|-----------|
| X3B F350 4X4 S/C | \$46890 | \$44545.00 | 17V XLT VALUE PKG | \$1480 | \$1347.00 |
| 148" WHEELBASE | | | .FOG LAMPS | | |
| Z1 OXFORD WHITE | | | .REV VEH AID SEN | | |
| 3 40/20/40 CLOTH | | | .8 WAY PWR DRV | | |
| S MEDIUM EARTH GR | | | 11300# GVWR PKG | | |
| 613A PREF EQUIP PKG | | | 41H ENG BLK HEATER | 100 | 91.00 |
| .XLT TRIM | | | 425 50 STATE EMISS | NC | NC |
| .AMFM/MP3/CLK | | | 43B BACKGLASS DEF | 60 | 54.00 |
| 996 .6.2L EFI V8 ENG | NC | NC | | | |
| 44G 10-SPD AUTOMATC | NC | NC | TOTAL BASE AND OPTIONS | 52245 | 48204.52 |
| TDX LT275/70BSWAT18 | 265 | 241.00 | TOTAL | 52245 | 48204.52 |
| X3E 3.73 ELOCKING | 390 | 355.00 | | | |
| JOB #1 BUILD | | | | | |
| TRAILER TOW PKG | | | | | |
| FRT LICENSE BKT | NC | NC | | | |

* MORE ORDER INFO NEXT PAGE *

F8=Next

F3/F12=Veh Ord Menu

F1=Help

F2=Return to Order

F4=Submit

F5=Add to Library

S006 - MORE DATA IS AVAILABLE.

QC040833

w/Factory Bed

w/Flatbed

VIDP1160

2,6

\$41,523 Stainless
\$1,792 57 V-Flow

\$41,523
380 Trans

\$50,315 57
404 Doc Fees

\$41,903 Stainless
\$1,792 57 V-Flow

\$50,719 57

\$50,695 57
404 Doc Fees

* Running lights 87
Running Boards 405

~~51,311 52~~

w/Alum Flatbed

\$51,099 52
8219 30

\$59,318 87
592 Running lights
Boards

\$59,810 87

57/173

w/Steel Flatbed

\$51,099 52
6958 73

\$58,058 30

10/5/21, 3:46 PM

IMS2 CNGP530 VEHICLE ORDER CON

6 3/4 Bed Pg #2

VIRTC1DP V4.58 5432 EN

CNGP530

VEHICLE ORDER CONFIRMATION

10/05/21 17:46:40

==>

Dealer: F56656

Page: 2 of 2

2022 F-SERIES SD

Order No: 1000 Priority: E4 Ord FIN: QM876 Order Type: 5B Price Level: 240
Ord PEP: 613A Cust/Flt Name: SWEETWATER CO PO Number:

| | RETAIL | DLR INV |
|---------------------|--------|----------|
| 47B SNWPLW/CAMP PKG | \$305 | \$277.00 |

| | | |
|---------------------|----|----|
| 512 SPARE TIRE/WHL2 | NC | NC |
|---------------------|----|----|

| | | |
|---------------------|----|----|
| 59H HI MNT STOP LMP | NC | NC |
|---------------------|----|----|

JACK

| | | |
|--------------------|-----|--------|
| 66S UPFITTER SWTCH | 165 | 150.00 |
|--------------------|-----|--------|

| | | |
|---------------------|----|-------|
| 67E 240 AMP ALTRNTR | 85 | 78.00 |
|---------------------|----|-------|

| | | |
|------------------|-----|--------|
| 86M DUAL BATTERY | 210 | 191.00 |
|------------------|-----|--------|

| | | |
|---------------------|-----|--------|
| 91S 360 STROBE AMBR | 600 | 546.00 |
|---------------------|-----|--------|

SP FLT ACCT CR (1391.00)

FUEL CHARGE 25.52

DEST AND DELIV 1695 1695.00

TOTAL BASE AND OPTIONS 52245 48204.52

TOTAL 52245 48204.52

THIS IS NOT AN INVOICE

F1=Help

F2=Return to Order

F4=Submit

F5=Add to Library

S099 - PRESS F4 TO SUBMIT

F7=Prev

F3/F12=Veh Ord Menu

QC040833

V1DP1160

2,6



Vehicle: [Fleet] 2022 Chevrolet Silverado 3500HD (CK30953) 4WD Double Cab 162" LT (✓ Complete)

Price Summary

| PRICE SUMMARY | |
|--------------------|-------------|
| | MSRP |
| Base Price | \$46,200.00 |
| Total Options | \$1,873.00 |
| Vehicle Subtotal | \$48,073.00 |
| Destination Charge | \$1,695.00 |
| Grand Total | \$49,768.00 |

Ext Cab long Box

*BED DELETE

• INCLUDES FATBED + PLOW!

SALE PRICE \$60,793.09

NEED TO ADD

Running Boards -
cab lights -

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Data Version: 14859. Data Updated: Oct 4, 2021 11:39:00 PM PDT.



MEMORIAL HOSPITAL
ATT JOE MANSFIELD

BID FOR 3500 SRW PU

2022 RAM 3500 CREW CAB
6.4 V8 HEAVY DUTY HEMI MDS ENGINE
8 SPEED TRANSMISSION
CLOTH 40/20/ 40 BENCH SEAT
TRAILER BRAKE CONTROL
REAR BACK UP ALARM
ENGINE BLOCK HEATER
AUXILIARY SWITCHES
OFF ROAD TIRES
POWER 2-WAY DRIVER LUMBARADJUST
PROTECTION GROUP
ALL STANDARD EQUIPMENT AS LISTED
NO POWER DRIVER SEAT

PRICE TRUCK 45,120.00
SNOW PLOW AND FLAT BED 22,904.74

TOTAL PRICE 68,024.74

BOB BAKER

Fleet Manager

307-389-4897

carman8901@yahoo.com

Capital Request Summary

Capital Request #

Name of Capital Request:

FY22-24

CERNER END-USER COMPUTER EQUIPMENT

Requestor/Department:

BRAD KOWALSKI/IT

Sole Source Purchase: Yes or No

Reason:

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

Quotes/Bids/ Proposals received:

| | Vendor | City | Amount |
|----|--------|----------------|--------------|
| 1. | CDW | Chicago, IL | \$139,913.00 |
| 2. | DELL | Round Rock, TX | \$207,265.00 |
| 3. | | | |

Recommendation:

CDW - \$139,913.00

Assigned: FY 22 - 24

Capital Request

Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment.

Department: IT

Submitted by: Brad Kowalski

Date: 10/19/2021

Provide a detailed description of the capital expenditure requested:

Cerner end-user computer equipment

Preferred Vendor:

Total estimated cost of project. (Check all required components and list related expense)

| | |
|------------------------------|-------------------------------------|
| 1. Renovation | \$ Click or tap here to enter text. |
| 2. Equipment | \$ 139,913 |
| 3. Installation | \$ 0 |
| 4. Shipping | \$ 0 |
| 5. Accessories | \$ 0 |
| 6. Training | \$ 0 |
| 7. Travel costs | \$ 0 |
| 8. Other e.g. interfaces | \$ 0 |
| Total Costs (add 1-8) | \$ 139,913 |

Does the requested item:

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space?

☒ YES ☐ NO

Explain: Click or tap here to enter text.

Attach to a new service?

☐ YES ☒ NO

Explain: Click or tap here to enter text.

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

| | |
|--|------|
| Electrical | \$ 0 |
| HVAC | \$ 0 |
| Safety | \$ 0 |
| Plumbing | \$ 0 |
| Infrastructure (I/S cabling, software, etc.) | \$ 0 |

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

| | |
|----------------------------|------|
| Revenue per procedure | \$ 0 |
| Projected gross revenue | \$ 0 |
| Projected net revenue | \$ 0 |
| Projected Additional FTE's | |
| Salaries | \$ 0 |
| Benefits | \$ 0 |
| Maintenance | \$ 0 |
| Supplies | \$ 0 |

Total Annual Expenses

\$ 0

Net Income/(loss) from new service


\$ 0

Budgeted Item:

☒ YES ☐ NO

of bids obtained? 2

☐ Copies and/or Summary attached.
If no other bids obtained, reason:
Click or tap here to enter text.

| Review and Approvals | | |
|----------------------------------|---|--|
| Submitted by: | Verified enough Capital to purchase | |
| Department Leader | <input type="checkbox"/> YES <input type="checkbox"/> NO | |
| Executive Leader | <input type="checkbox"/> YES <input type="checkbox"/> NO | |
| Chief Financial Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |  10-21-21 10-21-2021 |
| Chief Executive Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Board of Trustees Representative | <input type="checkbox"/> YES <input type="checkbox"/> NO | |

OTHER CONSIDERATIONS

Purchase remaining end-user client computer equipment to be used for the Cerner EHR. The equipment was initially identified by a team of Cerner technicians while conducting an on-site hardware assessment based on their best practices. The list of equipment was further refined during a follow-up assessment tour of all departments by MHSC staff in conjunction with the particular department leadership.

The attached document describes the remaining project phases and 4 options that were explored and priced for the proposal. In conjunction with the various Department leaders it was decided that Option 1 has the following benefits:

- Allows for the most flexibility for being able to modify the work process as needed
- Allows for the most face-to-face interaction with the patients and their family members
- Allows for standardization amongst the various departments
- Is the most cost effective

Brad Kowalski
Submitted by: Signature

10/20/2021
Date

QUOTE CONFIRMATION



DEAR MEMORIAL HOSPIT,

Thank you for considering CDW-G LLC for your computing needs. The details of your quote are [Click here](#) to convert your quote to an order.

| QUOTE # | QUOTE DATE | QUOTE REFERENCE | CUSTOMER # |
|---------|------------|-----------------|------------|
| HKQ3468 | 10/11/2021 | LVO | 1423698 |

| QUOTE DETAILS | | | | |
|---|-----|---------|------------|--|
| ITEM | QTY | CDW# | UNIT PRICE | |
| Lenovo ThinkPad P17 Gen 2 - 17.9" - Core i7 11850H - vPro - 32 GB RAM - 1T Mfg. Part#: 20P1001RUS Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 35 | 6085506 | \$2,719.65 | |
| Lenovo C24-20 - LED monitor - Full HD (1080p) - 23.8" Mfg. Part#: 62ABK7010S Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 160 | 6612929 | \$154.89 | |
| ViewSonic VX2257-mhd - LED monitor - Full HD (1080p) - 22" Mfg. Part#: VX2257-MHD UNSPSC: 43211902 Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 75 | 3987313 | \$171.89 | |
| Lenovo ThinkCentre M70s - SFF - Core i7 10700 2.9 GHz - 16 GB - SSD 512 GB Mfg. Part#: 1EDC0032US Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 20 | 6164872 | \$1,130.30 | |

QUOTE CONFIRMATION



DEAR MEMORIAL HOSPIT,

Thank you for considering CDW-G LLC for your computing needs. The details of your quote are [Click here](#) to convert your quote to an order.

| QUOTE # | QUOTE DATE | QUOTE REFERENCE | CUSTOMER # |
|---------|------------|-----------------|------------|
| HKHP650 | 10/7/2021 | HKHP650 | 1423690 |

| QUOTE DETAILS | | | | |
|--|-----|---------|------------|--|
| ITEM | QTY | CDW# | UNIT PRICE | |
| Honeywell Xenon Extreme Performance 1952h - Healthcare High Density (HD) - Mfg. Part#: 1952HHD-SUSH-5-N UNSPSC: 43211701 Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 47 | 5581052 | \$600.00 | |
| Zebra ZDS10-11C 300dpi Wristband Barcode Printer Mfg. Part#: ZDS1013-D01000F2 UNSPSC: 43212108 Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 3 | 5212573 | \$440.00 | |
| Zebra ZD421 203dpi Direct Thermal Healthcare Desktop Printer Mfg. Part#: ZD4A42-D01W01E2 Contract: Intalere-Memorial Hospital of Sweetwater (VH10213) | 30 | 6480118 | \$577.82 | |

Hardware Assessment – Phases

- Phase 1 (80% completed)
 - Initial equipment (workstation replacement of Windows 7)
 - 45% replacement of smaller monitors, some dual
- Phase 2
 - Remaining equipment from Cerner assessment
 - Remaining replacement of smaller monitors
 - Replace/upgrade Inpatient rooms equipment
 - Ambulatory Clinics – additional equipment
- Phase 3
 - Move non-used equipment to new areas (Tracking Boards, WOW's, etc).

Equipment Need – Phase 2

| Seq. | Item | Specifications | Qty. - Mobile | Qty. - Fixed |
|------|-----------------------------|--|---------------|--------------|
| 1 | Workstation and Monitor | <ul style="list-style-type: none"> • 16GB RAM (2x 8 GB) • 512 GB Storage • 24" Monitor | 20 | 45 |
| 2 | Laptop | <ul style="list-style-type: none"> • 16 GB RAM • 512 GB Storage • Minimum 15.6" Monitor | 35 | 10 |
| 3 | 24-Inch Monitor | <ul style="list-style-type: none"> • 24" Monitor | 140 | 140 |
| 4 | 22 Inch Monitor | <ul style="list-style-type: none"> • 22" Monitor | 75 | 75 |
| 5 | Barcode Scanner – Bluetooth | <ul style="list-style-type: none"> • Honeywell Xenon 1902h | 47 | 47 |
| 6 | Armband Printer | <ul style="list-style-type: none"> • Zebra ZD510-HC | 3 | 3 |
| 7 | Bar Code Printer – Wired | <ul style="list-style-type: none"> • Zebra ZD421 | 30 | 30 |
| 8 | Ergotron Wall Stand | | | 18 |
| 9 | Wiring | | | 25 |

Cerner Hardware Assessment Options

Option 1 – CDW (Mobile)

| Desc. | Unit Price | Line Total |
|---------------------|------------|------------------|
| Workstation/Monitor | \$1,130 | \$22,606 |
| Laptop | \$1,025 | \$35,875 |
| 24" Monitor | \$155 | \$21,685 |
| 22" Monitor | \$172 | \$12,892 |
| Barcode Scanner | \$600 | \$28,200 |
| Armband Printer | \$440 | \$1,320 |
| Barcode Printer | \$578 | \$17,336 |
| Total | | \$139,913 |

Option 2 – Dell/CDW (Mobile)

| Desc. | Unit Price | Line Total |
|-------------------------|------------|------------------|
| Workstation/Monitor (D) | \$1,198 | \$23,960 |
| Laptop (D) | \$2,475 | \$86,625 |
| 24" Monitor (D) | \$238 | \$33,320 |
| 22" Monitor (D) | \$220 | \$16,500 |
| Barcode Scanner | \$600 | \$28,200 |
| Armband Printer | \$440 | \$1,320 |
| Barcode Printer | \$578 | \$17,336 |
| Total | | \$207,265 |

Cerner Hardware Assessment Options

Option 3 – CDW (Fixed)

| Desc. | Unit Price | Line Total |
|---------------------|------------|------------------|
| Workstation/Monitor | \$1,130 | \$50,864 |
| Laptop | \$1,025 | \$10,250 |
| 24" Monitor | \$155 | \$21,685 |
| 22" Monitor | \$172 | \$12,892 |
| Barcode Scanner | \$600 | \$28,200 |
| Armband Printer | \$440 | \$1,320 |
| Barcode Printer | \$578 | \$17,336 |
| Ergotron Stand | \$593 | \$10,674 |
| Wiring | \$250 | \$6,250 |
| Total | | \$159,470 |

Option 4 – Dell/CDW (Fixed)

| Desc. | Unit Price | Line Total |
|-------------------------|------------|------------------|
| Workstation/Monitor (D) | \$1,198 | \$53,910 |
| Laptop (D) | \$2,475 | \$24,750 |
| 24" Monitor (D) | \$238 | \$33,320 |
| 22" Monitor (D) | \$220 | \$16,500 |
| Barcode Scanner | \$600 | \$28,200 |
| Armband Printer | \$440 | \$1,320 |
| Barcode Printer | \$578 | \$17,336 |
| Ergotron Stand | \$593 | \$10,674 |
| Wiring | \$250 | \$6,250 |
| Total | | \$192,264 |

Capital Request Summary

Capital Request #

FY22-25

Name of Capital Request:

VIDEO CYSTOSCOPE

Requestor/Department:

LESLIE TAYLOR/CLINIC

Sole Source Purchase: Yes or No

Reason: Provider preference for this vendor

☐ 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. | Karl Storz Endoscopy America, Inc | El Segundo, IL | \$29,187.73 |
| 2. | | | |
| 3. | | | |

Recommendation:

Karl Storz Endoscopy America, Inc - \$29,187.73

Memorial Hospital

OF SWEETWATER COUNTY

| | |
|--|--|
| # Assigned: FY 22 -25 | |
| Capital Request | |
| Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation. | |
| ***** | |
| Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment. | |
| Department: Urology | Submitted by: Leslie Taylor |
| Date: 10/21/2021 | |
| Provide a detailed description of the capital expenditure requested: Equipment to perform cystoscopy in office for diagnostic reasons. See other considerations below. | |
| Preferred Vendor: Karl Storz Endoscopy | |
| Total estimated cost of project (Check all required components and list related expense) | |
| 1. Renovation | \$ Amount |
| 2. Equipment | \$ 29,187.73 |
| 3. Installation | \$ Amount |
| 4. Shipping | \$ Amount |
| 5. Accessories | \$ Amount |
| 6. Training | \$ Amount |
| 7. Travel costs | \$ Amount |
| 8. Other e.g. interfaces | \$ Amount |
| Total Costs (add 1-8) | \$ 29,187.73 |
| Does the requested item: | |
| Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | |
| Fit into existing space? | Explain: We currently do this procedure |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Attach to a new service? | Explain: Click or tap here to enter text. |
| <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | |
| Require physical plan modifications? | Electrical |
| If yes, list to the right: | HVAC |
| <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | Safety |
| | Plumbing |
| | Infrastructure (I/S cabling, software, etc.) |
| | \$ Amount |
| | \$ Amount |
| | \$ Amount |
| | \$ Amount |
| | \$ Amount |
| Annualized impact on operations (if applicable): | |
| Increases/Decreases | |
| Projected Annual Procedures (NEW not existing) | |
| Revenue per procedure | \$ 624.00 |
| Projected gross revenue | \$ 234,000/year |
| Projected net revenue | \$ Amount |
| Projected Additional FTE's | |
| Salaries | \$ Amount |
| Benefits | \$ Amount |
| Maintenance | \$ Amount |
| Supplies | \$ Amount |
| | |
| | |
| Total Annual Expenses | \$ Total |
| Net Income/(loss) from new service | \$ Amount |
| Budgeted Item: | |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| # of bids obtained? <u>1</u> | |
| <input type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: Provider preference for this specific brand of equipment. | |

| Review and Approvals | | |
|----------------------------------|---|-----------------------------------|
| Submitted by: | Verified enough Capital to purchase | |
| Department Leader | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | |
| Executive Leader | <input type="checkbox"/> YES <input type="checkbox"/> NO | |
| Chief Financial Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | <i>C. J. [Signature]</i> 10.21.21 |
| Chief Executive Officer | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | <i>[Signature]</i> 10.22.2021 |
| Board of Trustees Representative | <input type="checkbox"/> YES <input type="checkbox"/> NO | |

OTHER CONSIDERATIONS

A cystoscopy is performed daily in the Urology department. This is an in office procedure used for diagnostic purposes. It can check out symptoms like blood in your urine, overactive bladder, incontinence (leaking or peeing when you aren't trying), or pain when you pee

Find the cause of frequent urinary tract infections

Diagnose bladder diseases like bladder cancer, bladder stones, and bladder inflammation (cystitis)

Treat conditions -- the cystoscope can remove small tumors

Diagnose an enlarged prostate

The current equipment is hindering the providers ability to properly perform procedure and needs to be replaced. We will return the Karl-Storz scope we have now, and get a sizable trade in for it. The price that Karl-Storz is quoting is significantly lower than they have quoted in the past for us, and that is all in part to Dr. Christensen's negotiating skills.

Submitted by: Signature

Date



KARL STORZ Endoscopy-America, Inc.
2151 E. Grand Avenue
El Segundo CA 90245

Phone: 800-421-0837 Ext: 7577
Fax: 800-321-1304



Quotation

**Quotation No.
41221281**

Ship To 309624

Memorial Hospital of Sweetwater County
1200 College Dr
Rock Springs WY 82901-5868

Sold To 108860

Memorial Hospital Of
Attn: Accounts Payable
PO Box 1359
Rock Springs WY 82902

Attention

LESLIE T

Information

Quote Expires on 12/19/2021
Document Date 09/20/2021
Sales Rep Name Aaron Taylor
Sales Rep Ext
Sales Rep Email Aaron.Taylor@karlstorz.com
Sales Rep Cell 801-245-9243
Contract Name Intalere
Payment Terms Net due in 30 days

Details for Quotation # 41221281

Page 1 of 4

| Line | Material / Description | Qty | List Price | Customer Selling Price | Extended Price |
|------|---|------|------------|------------------------|----------------|
| 1 | <p>NEW CUSTOMER SELF-SERVICE PORTAL!! Check Order Status, Pricing, Inventory, Contacts and get copies of documents. To register send email to: CustomerPortal@karlstorz.com Subject Line: Registration Request X'S 2 VNUK</p> <p>P-11272VUEK-UP TRADE PROMO: CMOS VIDEO CYSTO C-VIEW® 15.6FR X 37CM, 7FR CHANNEL, US DEF PRE-ORDER. Product will ship upon availability, Orders will be fulfilled FIFO. <i>Pricing is based on return of KARL STORZ product. If product is not returned, the full value of a new product will be assessed or if KARL STORZ product has been 3rd party repaired, additional charges will be assessed.</i> The kit part number is composed of the following products: 11272VUEK CMOS VIDEO CYSTO-URETHROSCOPE C-VIEW® KIT, 15.6FR X 37CM, 7FR CHANNEL, US DEFL. * Manufacturer's Warranty - 1 year</p> <p>SERIAL NUMBER RR6950</p> | 2 EA | 13,564.00 | 7,495.00 | 14,990.00 |
| 2 | <p>P-TP101-TRADE-UG LOYALTY: TELE PACK + TRADE PROMO, UG LOYALTY: TELE PACK + TRADE PROMO, UG <i>"Connection to StreamConnect requires labor and/or licensing quoted separately"</i> <i>Pricing is based on return of KARL STORZ product. If product is not returned, the full value of a new product will be assessed or if</i></p> | 1 EA | 33,187.00 | 13,434.15 | 13,434.15 |

C: LESLIE T; F: Ni Aaron P. Taylor B: Aaron.Taylor@karlstorz.com K: 5010

SEE ATTACHED APPLICABLE KARL STORZ ENDOSCOPY-AMERICA, INC. TERMS AND CONDITIONS



KARL STORZ Endoscopy-America, Inc.
2151 E. Grand Avenue
El Segundo CA 90245

Phone: 800-421-0837 Ext: 7577
Fax: 800-321-1304

Quotation No. 41221281

Details for Quotation # 41221281

Page 2 of 4

| Line | Material / Description | Qty | List Price | Customer Selling Price | Extended Price |
|------|--|------|------------|------------------------|----------------|
| 3 | <p>KARL STORZ product has been 3rd party repaired, additional charges will be assessed. The kit part number is composed of the following products: TP101 TELE PACK +, CCU/LIGHT SOURCE/MONITOR * Manufacturer's Warranty - 2 years</p> <p>STERILIZATION TRAY</p> <p>39406AS-UG TRAY, UDEL, FLEXIBLE CMOS VIDEOSCOPIES DM: 21.46# x 10.10# x 3.04# The kit part number is composed of the following products: 39406AS TRAY, UDEL, FLEXIBLE CMOS VIDEOSCOPIES DM: 21.46# x 10.10# x 3.04# * Manufacturer's Warranty - 1 year</p> <p><i>This is not a customary discount; there are special circumstances which justify the volume or special discount herein.</i></p> <p><i>The attached KARL STORZ Terms and Conditions shall govern purchases made pursuant to this Quotation and shall prevail over any conflicting, inconsistent, and/or additional provisions set forth in Customer's purchase order except to the extent otherwise provided in (i) a currently-effective direct written agreement by and between KARL STORZ and Customer for the purchase of the products identified in this Quotation or (ii) a group purchasing organization ("GPO") agreement, negotiated by and between KARL STORZ and the respective GPO on behalf of the Customer/member, which is currently effective with respect to Customer, for the purchase of the products identified in this Quotation.</i></p> <p>Signed: _____ Name: _____ Title: _____ Phone: _____ Date: _____</p> <p>Sales Tax: Sales tax will be added to the invoice total unless we have an exemption certificate on file for the "Ship-to" entity. Freight: The freight charge will be calculated during the shipment process and will be included on the invoice.</p> | 1 EA | 1,174.45 | 763.58 | 763.58 |
| | | | | List Price | 61,489.45 |
| | | | | Sell Price Discount | - 32,301.72 |
| | | | | Sell Price Subtotal | 29,187.73 |
| | | | | Quote Total | 29,187.73 |

C: LESLIE T L; P: N: Aaron P. Taylor E: Aaron.Taylor@karlstorz.com K: 5010

SEE ATTACHED APPLICABLE KARL STORZ ENDOSCOPY-AMERICA, INC. TERMS AND CONDITIONS



KARL STORZ Endoscopy-America, Inc.
2151 E. Grand Avenue
El Segundo CA 90245

Phone: 800-421-0837 Ext: 7577
Fax: 800-321-1304

Quotation No. 41221281

QUOTE TOTAL: **\$29,187.73**
(Excludes applicable freight/tax)

Trade-In Discount Details

Page 3 of 4

Dear Valued Customer,

Your business is very important to us and we thank you for requesting this quote.

Your quote involves the item(s) listed below and a discount is being applied to your quote in consideration of the item(s) being returned. If the item(s) are not returned within 60 days after your order ships, the discount will be reversed and we will invoice for the full value of the product(s), based on your contract price or list price.

When you receive your order, the following item(s) should be returned to complete the transaction and to avoid additional billing.

| Line | Product Quoted | Qty | Product to be returned | Qty |
|------|------------------|-----|------------------------|-----|
| 1 | P-11272VUEK-UP | 2 | KARL STORZ Trade | 2 |
| 2 | P-TP101-TRADE-UG | 1 | KARL STORZ Trade | 1 |

When the time comes, I will be more than happy to assist you with the return process.

If financing your purchase through KARL STORZ Capital, non-return of products and/or 3rd party repair products will be billed back to the healthcare institution.

If you have any questions or need additional information, please feel free to contact me directly for assistance.

Thank you and warm regards,

Aaron Taylor

C: LESLIE L. F. N: Aaron P. Taylor E: Aaron.Taylor@karlstorz.com K: 5010

SEE ATTACHED APPLICABLE KARL STORZ ENDOSCOPY-AMERICA, INC. TERMS AND CONDITIONS



KARL STORZ Endoscopy-America, Inc.
2151 E. Grand Avenue
El Segundo CA 90245

Phone: 800-421-0837 Ext: 7577
Fax: 800-321-1304

Quotation No. 41221281

QUOTE TOTAL:
(Excludes applicable freight/tax)

\$29,187.73

FINANCING OPTIONS:

Page 4 of 4

KARL STORZ CAPITAL ("KSC"), the captive finance arm of KSEA specializes in providing our customers with the basic and customized financial solutions necessary to meet their fiscal and technological requirements.

Our field based KSC Finance Managers are ready to meet with you to develop a plan specific to your needs to help you service your patients while meeting the economic challenges of today and tomorrow.

For additional information on how we can best help you acquire your KSEA equipment, please ask your KSEA Sales Executive or contact us directly at 800-421-0837 ext. 8258.

KARL STORZ CAPITAL

...PROVIDING SOLUTIONS, CREATING RELATIONSHIPS

October 22nd, 2021

Tami Love, Chief Financial Officer
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901

RE: CRF-059 & 077 UVG & HVAC Upgrade Projects, Medical Imaging Renovation Project, and
S-1 Replacement Project:
Change Order Request #05

Dear Mrs. Love:

We are in receipt of a proposed Change Order from Groathouse Construction for the above referenced projects.

The proposed change order consists of three distinct items:

| | |
|-----------------------------|------------|
| 1- Additional Schedule | \$ 111,684 |
| 2- Exterior Upgrade (PR 12) | \$ 32,146 |
| Subtotal | \$ 142,830 |

The total proposed change order after insurance and CMAR mark-up is \$157,472. Explanation of the above items as follows:

- 1- **Additional Schedule.** Budgeting for the Imaging Suite previously anticipated fewer distinct phases of construction. After extensive coordination with User Groups via Facilities Group, Groathouse has determined additional phases, and thus schedule, are required to not adversely affect Hospital Operations.
- 2- **Exterior Upgrade.** The base contract for the AHU upgrade contemplated not replacing louvered wall assemblies adjacent north staff entrance. These assemblies were to be backpanned and insulated. Additional scope was conceived to remove louvers and establish facilities engineering group direct entrance to the main mechanical room.

Please find the attached supporting content. We recommend the change order for approval.

Respectfully submitted,


Jake Blevins, PE
Principal | ST+B Engineering

CONSTRUCTION CHANGE ORDER

Change Order No.: 05
Contractor: Grothouse Construction, Inc.
Project Name: Memorial Hospital of Sweetwater County – AHU Upgrade Project (AUP)
Project No.: GC 2008

Your proposed scope of work, cost and schedule dated September 23, 2021 is hereby designated for approval of the following work: (Note: If more space is needed for description of work, attach additional 8-1/2" x 11" sheets hereto.) PR 12 Added Door & General Requirements due to Phasing Sequence

This change order was originated by the following: Check the applicable box:

☒ Contractor ☐ Architect
☒ Hospital ☐ State

I/We do hereby recommend acceptance of the change to the Contractor's Agreement dated September 28, 2020 which is by this reference, made a part hereof, with an increase ☒, a decrease ☐, no change ☐, of \$157,472.00
Contract completion date is extended 15 days, New Substantial Completion Date is January 15, 2022.
Corresponding New Final Completion Date is February 15, 2022.

| | |
|--|----------------|
| Original Contract Value: | \$3,635,770.00 |
| Previous Increases by Change Order | \$3,452,399.00 |
| Previous decreases by Change Order | \$0.00 |
| Value after Prior Change Order | \$7,088,169.00 |
| This Change Order: <input checked="" type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> No Change | \$157,472.00 |
| Current Contract Value: | \$7,245,641.00 |

Persons signing for Architect/Engineer/Contractor hereby swear and affirm that they are authorized to act on Architect/Engineer/Contractor's behalf and acknowledge that the Owner is relying on their representations to that effect. Principal is not a recognized title and will not be accepted. By signing this Change Order, the parties certify that they have read and understood it, that they agree to be bound by the terms of the Contract, that they have the authority to sign it. The effective date of this Change Order is the date of the signature last affixed to this page.

| | | |
|-------------------------------------|---------------|----------|
| Architect/Engineer | | |
| Name & Title (Print) | Signature | Date |
| Contractor Fred Brannenby President | Sud Brannenby | 10-20-21 |
| Name & Title (Print) | Signature | Date |
| Hospital | | |
| Name & Title (Print) | Signature | Date |



CHANGE ORDER PROPOSAL BREAKDOWN OF COSTS

PROJECT: 2008 - MHSC AHU Project

Date: 20-Oct-21

CHANGE ORDER PROPOSAL NO: COP - 10

Fred B. By
Prepared by: Fred B. By

REASON FOR CHANGE: PR 12 & Costs associated with additional phasing of Imaging Renovations to accommodate facility operations.

| RESP | BP | DESCRIPTION | QUANTITY | UNIT | UNIT COST | LABOR | MATERIAL | SUBCONTRACT | OTHER | ADD | DEDUCT |
|------------|-------|---------------------------------|----------|------|-----------|-------|----------|-------------|-------|---------|--------|
| GC | BP00 | Additional General Requirements | | | | | | 111,684 | | 111,684 | |
| GC | BP00 | EIFS | | | | | | 7,600 | | 7,600 | |
| GC | BP01 | Additional Description | 20 | hr | 45 | 900 | | | | 900 | |
| GC | BP01 | Doors & Windows | | | | | | 14,345 | | 14,345 | |
| S92 | BP7A | Gyp Board Assemblies | | | | | | 7,576 | | 7,576 | |
| E04 | BP10A | Additional Lighting | | | | | | 1,725 | | 1,725 | |
| SUBTOTALS: | | | | | | 900 | | 142,930 | | 143,830 | |

NOTES: This CO results from PR 12 additional Door at basement Mechanical Room, and the costs associated with time extension due to multi-phased construction sequencing to allow hospital operation.

| | | |
|------------------------|----|---------|
| ADD SUBTOTAL | \$ | 143,830 |
| DEDUCT SUBTOTAL | \$ | - |
| SUBTOTAL | \$ | 143,830 |
| INSURANCEBOND (1.375%) | \$ | 1,978 |
| OH/PROFIT (8%) | \$ | 11,655 |
| TOTAL COST | \$ | 157,472 |

ACCEPTED:

Growthhouse Construction, Inc. *Fred B. By*

DATE: 10-20-21

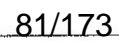
Owner: _____

DATE: _____

Architect/Engineer: _____

DATE: _____

| Category | Calculation Method | Overrun | Underrun |
|---------------------------------------|---|--------------|-------------|
| 1110 - Petty Cash | Estimate based on amount expended in first 11 months | \$200.00 | |
| 1111 - Project Management | WK \$2,878.10/wk X 20 wks (Thru Jan 2022) = \$57,562 W/M \$2,683.58/wk X 20 wks (Thru Jan 2022) = \$53,672 (\$48,928 + \$45,621) - \$42,426 (Remaining) = Overrun | \$68,810.00 | |
| 1115 - Web-Based Software | (\$9,656/11 mos) X 4 mos remaining = | \$3,511.00 | |
| 1150 - Postage | Not Used | | \$375.00 |
| 1346 - Safety Manager | (\$27,940/11 mos) X 4 mos remaining = | \$10,160.00 | |
| 1347 - Safety Equipment | Fred's Estimate | \$1,000.00 | |
| 1348 - Safety Labor | Fred's Estimate + current overrun | \$1,500.00 | |
| 1370 - Weather Protection | Should be complete | | \$1,383.00 |
| 1510 - Temporary Utilities | Not Used - being paid by MHSCq | | \$8,393.00 |
| 1516 - Cell Phones/Internet | (\$2,188/11 mos) X 4 Mos remaining = | \$796.00 | |
| 1518 - Sanitary Facilities | (\$3,399/11 mos) X 4 mos) - \$1,176 remaining = | \$60.00 | |
| 1520 - Office Trailer | (\$13,118/11 mos) X 4 mos) - \$2,724 remaining = | \$2,046.00 | |
| 1521 - Clean Office Trailer | Fred's Estimate based on what has been spent | | \$271.00 |
| 1522 - Infection Control | 11 added wks, 20 hrs/wk; 220 hrs X \$40/hr | \$8,800.00 | |
| 1525 - Temporary Fence | Fred's Estimate based on what has been spent | | \$1,000.00 |
| 1526 - Temporary Stair Access | Fred's Estimate | \$1,600.00 | |
| 1530 - Office Supplies | (\$7,715/11 mos X 4 mos) - \$2,274 remaining = | \$4,895.00 | |
| 1550 - PM Fuel | (\$10,669/11 mos X 4 mos) - \$1,608 remaining = | \$2,272.00 | |
| 1553 - PM Lodging | Fred's Estimate | | \$1,085.00 |
| 1560 - Project Sign | Not Uses | | \$900.00 |
| 1600 - PM Vehicle | \$1,800 X 4 mos | \$7,200.00 | |
| 1700 - Layout | Fred's Estimate | | \$2,000.00 |
| 1750 - Current Cleanup | (\$41,878/11 mos X 4 mos) + \$4,013 current coverage = | \$19,241.00 | |
| 1751 - Dumpsters/Landfill | Fred's Estimate | | \$8,000.00 |
| 1800 - Mob/Unloading/Demob | Fred's Estimate | \$3,000.00 | |
| Subtotals | | \$135,091.00 | \$23,407.00 |
| Net CO #04 General Requirements Added | | \$111,684.00 | |



PR #12

| | | | |
|------------------|--|-----------------|-----------------|
| Project: | MHSC Imaging Suite Renovation | PR No: | 12 |
| To Contractor: | Grothouse Construction, Inc. | Date Issued: | August 24, 2021 |
| Office Address: | 1239 Rumsey Ave #4, Cody, WY | Date Completed: | |
| ST+B Project No: | 2845.15 | Copies: | |
| Contract For: | Memorial Hospital of Sweetwater County | | |

This Bulletin directs you to proceed as indicated:

☐ **ASI – Architect’s Supplemental Information**

Execute promptly the instructions given herein, which interpret the Contract Documents or order minor changes in the Work without change in the Contract Sum or Contract Time. Indicate your acceptance of these instructions for minor changes to the work as consistent with the Contract Documents and return a signed copy to the Architect.

If you consider that a change in Contract Sum or Contract Time is required, submit a Change Order Proposal to the Architect immediately and before proceeding with this work. If your proposal is found to be satisfactory and in proper order, this Bulletin will be superseded by a Change Order.

☐ **CCD – Construction Change Directive**

In order to expedite the Work and avoid or minimize delays in the Work, the Contract Documents are hereby amended as described below. This amendment may affect Contract Sum or Contract Time. Proceed with this Work promptly and submit a Change Order Proposal for adjustments to Contract Sum, Contract Time, or both.

☒ **RFP - Request for Pricing (PR #12)**

Changes described herein are being considered for incorporation into the Work. Within 20 working days, submit an itemized proposal for changes to the Contract Sum or Contract Time for proposed modifications to the Contract Documents.

Do not proceed with the changes to the Work described herein until further written instructions are issued by the Architect.

Description: Provide pricing for review for the scope changes based on the information provided below.

RFP Narrative

Architectural

1. Install new exterior door in (E) Mechanical Room as shown on the Architectural PR document, Revision 3 dated 8/10/21, included with this narrative.

Electrical

2. Provide LED equivalent exterior light to match existing exterior lighting for aesthetic consistency. Provide proposed product data for review including photo of existing fixture for comparison. Provide intended panel/circuitry info to tie light info and provide light switch on wall inside of new door.

Memorial Hospital of Sweetwater County
Imaging Suite Renovation

PR # 12
August 24, 2021

Drawings: Architectural PR document, Revision 3 dated 8/10/21, included

Specifications: None

Bulletin Issued By: Jacob Blevins, PE; ST+B Engineering, Inc. **Date:** 08/24/2021

ST+B Engineering
Accepted
By: _____
Date: _____

Contractor:
Accepted
By: _____
Date: _____

Owner:
Accepted
By: _____
Date: _____



Estimate

3700 HWY 374
GREEN RIVER, WY 82935

Date

9/9/2021

Estimate No.

14205

GROATHOUSE CONSTRUCTION
1060 N. Third St.
Suite A
Laramie, WY. 82072-2590

The estimate provided herein is an estimate only.
Additional materials or labor may be required.
Estimate good for 30 Days.

~ We will meet or beat any local written estimate! ~

| Item | Description | PO # | | ESTIMATOR | |
|------------|--|-------|--------------|-----------|-------------|
| | | Qty | Rate | Total | |
| STOREFRONT | PROJECT: MEMORIAL HOSPITAL - DOOR M1 W/STOREFRONT MANKO 160I THERMAL WIDE STILE DOORS, 6'0 X 7'0 - CLEAR ANODIZED DOORS WITH ALUMINUM STOREFRONT 2450CGXPT W/MANKO HARDWARE WITH OPTIGRAY/SOLARBAN 80 GLAZING INSTALLED, SPANDREL PANEL ON LEFT SIDE, 1" MAPES BRONZE PANEL WCUT OUT ON RIGHT SIDE FOR EMERGENCY CO2. | 1 | 14,344.19 | 14,344.19 | |
| | NOTE: The hardware has been subbed to a MFG hardware set that will work well with Manko 160i thermal doors. This was due to the locking types called out in the spec and that they are incompatible with the door series. On the glass we went with a Spandrel panel on the left end and a 1" bronze Mapes on the right. Sales Tax included, no bid bond or engineered drawings included. Sales Tax Payable | | 6.00% | 0.00 | |
| Phone # | 307-875-9132 | Fax # | 307-875-9135 | Total | \$14,344.19 |

E-mail

OFFICE@DJSGLASS.COM

Signature



Change Request

Date: 9/3/2021

To: Growthhouse Construction
Attention: Fred Bronnenberg
JOB NAME: Memorial Hospital Penthouse
JOB ADDRESS: Rock Springs, WY.
SDI C.R. #5
Subject: PR 12

THIS PROPOSAL IS VOID UNLESS ACCEPTED WITHIN THIRTY DAYS

We propose to furnish all labor & materials to perform the following:

Wayne, Below is the added cost for PR#12.

406 SQ.FT @\$18.66 SQ.FT of exterior wall, frame, insulate, hang sheetrock, hang exterior board and tape to a level 5.

Total Cost \$7,576.00.

General Qualifications:

- G.C. to supply adequate power, water, lighting and utilities at required locations to complete all phases of work, at no cost to SDI.
- Environmental conditions to be maintained by general contractor.
- All floors to be scraped and left broom clean only. No wetting, mopping, or grinding of floor is included in this bid.
- Dumpsters are to be provided at no cost to SDI.

If you have any questions please feel free to call.

Respectfully Submitted,

By: 

Rod Guatin, Estimator

Date: 9/3/2021

3975 South Antelope Lane, Jackson, WY 83001 • tel 307-732-0144 • fax 307-732-0156 • www.standarddrywall.com
Offices located in Corona, CA • San Diego, CA • Salt Lake City, UT • Jackson, WY • Las Vegas, NV
CA# 444328 NV# 40785 NM# 85263 HI# 24487 OR# 111655 AZ# 127644-8 UT# 5732716-5501 ID# 13666-AAA-4(1,26,47)

**2214 Upland Street Suite A
Rock Springs, WY 82901
307-382-0647-fax 307-382-9440**

| | |
|------------|-------------------------|
| PROJECT | Memorial AHU |
| LOCATION | Rock Springs, WY |
| Contractor | Growthouse Construction |
| JOB NUMBER | L-4400 |

We hereby agree to make the changes specified below

PR-12 Add exterior wall pack above door. Fixture to match existing fixtures

| Material Description | Quantity | Unit Price | Est. Price |
|------------------------------------|----------|------------|-------------|
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| 1/2 eml | 100 | \$ 0.84 | \$ 84.00 |
| 1/2 ss connectors | 2 | \$ 0.51 | \$ 1.02 |
| 1/2 ss couplings | 30 | \$ 0.66 | \$ 19.80 |
| 4sq deep box | 1 | \$ 1.98 | \$ 1.98 |
| 20a 120-277 spec grade switch | 1 | \$ 3.88 | \$ 3.88 |
| 4sq industrial switch cover | 1 | \$ 2.30 | \$ 2.30 |
| Lumark IST-AF-000-LED-E1 wall pack | 1 | \$ 619.93 | \$ 619.93 |
| #12 thhn | 320 | \$ 0.26 | \$ 83.20 |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| | | \$ | - |
| freight | 1 | \$ 75.00 | \$ 75.00 |
| Material Totals | | | \$ 888.11 |
| Material Tax 5% | | | \$ 44.41 |
| | Hours | Rate | Est. Price |
| Journeyman | 8 | \$ 85.00 | \$ 680.00 |
| Apprentice | 0 | \$ 68.00 | \$ - |
| Labor Total | | | \$ 680.00 |
| Change Order Total | | | \$ 1,612.52 |
| ONP 7% | | | \$ 112.88 |
| | | | \$ 1,725.39 |

We Agree hereby to make the change's specified above at this price:

Date 9/22/2021

\$ 1,725.39

ADDITIONAL SIGNIFICANT FACTS

Don't Wait!

Accepted: The above price and specification of the Change Order are satisfactory and are hereby accepted. All work to be performed under same terms and conditions as specified in original contract documents.

Date of Acceptance

Authorized Signature

Print Name

Representing

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
October 27, 2021

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

Voting Members Absent: Ms. Kandi Pendleton, *Trustee*

Non-Voting Members Present: Dr. Ann Clevenger, *CNO*
Mr. Ron Cheese, *Director of Patient Financial Services*
Brad Kowalski, *Interim Director of IT*
Ms. Angel Bennett, *Director of Materials*
Dr. Kari Quickenden, *CCO*

Non-Voting Members Absent: Dr. Ben Jensen
Dr. Israel Stewart

Guests: Taylor Jones, *Trustee*
James Horan, *Director of Facilities*

Call Meeting to Order

Mr. Tardoni called the meeting to order via teleconference at 2:03 PM.

Approve Agenda

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

Approve Meeting Minutes

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

Capital Requests

FY22-20 for the Avanos Cortrak Eternal Access System was an emergency purchase of equipment needed for patient care due to surge of COVID patients in our hospital. The CEO approved this purchase under the emergency directive given by the Board at the beginning of the pandemic. This will be sent to the Board for ratification.

FY22-22 was a request by facilities for a new plow truck. The current plow truck is from 2001 and at end of life. Three bids were obtained and the truck was included in the current year budget. A motion to submit to the Board was made by Ms. Love; second by Ms. Richardson. Motion carried.

FY22-24 was presented by Mr. Kowalski for Cerner End-User Equipment. Two bids were obtained and the lower bid was selected. Mr. Kowalski said that Cerner came on-site and reviewed all our equipment and suggested what we would need. Mr. Kowalski said they scaled down their suggestion and feel this is what is needed prior to the Cerner implementation. This includes various computer equipment including monitors, laptops and scanners. A motion to submit to the Board was made by Ms. Love; second by Ms. Layne. Motion carried.

FY22-25 was submitted for a new Cystoscope needed in Urology. This is a necessary piece of equipment for Urology and the old device needs replaced. This is a sole source purchase and was budgeted. A motion to submit to the Board was made by Ms. Love; second by Ms. Richardson. Motion carried.

Financial Report

Ms. Love reviewed the financial information for September. She said we had our highest ever revenue month coming in at \$18,370,651 and over budget by \$2,801,699. This was due to the high volume of inpatients due to COVID 19. Our average daily census in September was 20.7. We normally have an average daily census of 12-13. Our average length of stay increased to 4.6 days which normally averages 2.6 days. The average length of stay for COVID patients is 8-10 days. She said that our days in AR are increasing due to the high claims for COVID inpatients. These claims do not pay as quickly as others. Our salary and wage expenses are also increasing due to additional staffing needed and incentive pay for shift coverage. Ms. Love said we have seen an increase of 175% in contract labor rates. We paid for the generator expenses this month and will be submitting them to the insurance for reimbursement.

Mr. Tardoni asked where we report the \$525K payment from the Wyoming Hospital Association. Ms. Love said it will be reported as other non-operating revenue in October. Ms. Love said she is working on writing up a plan on how we will spend the WHA funds. She also said she has applied for Phase 4 and ARPA Rural funds as part of the federal Provider Relief Funds.

Mr. Tardoni asked what HPSA stands for on the Other Operating Revenue. Ms. Love said it is Healthcare Provider Shortage Area. It is bonus money from Medicare. He also asked why our investment income has gone down. He said we could discuss this next meeting. He also asked if we could provide email explanations to the lab courier income in other operating revenue and an explanation of the sponsorship sent to Uinta County School District. Mr. Tardoni also noted that we had a lot of refunds to insurance and patients. Ms. Love explained that our Phreesia system in the clinic requests payment up front on copays. We often end up refunding these.

Mr. Cheese reviewed the Self-Pay report for September. He also presented preliminary bad debt of \$891,682. A motion to submit to the Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Old Business

Bond Refinancing

Bond refinancing documents were included in the packet. Ms. Richardson explained that they started with eight banks and narrowed them down to three. Out of the three, they decided on Key Bank. They eliminated them based on criteria such as rates, terms and ratio covenants. Ms. Richardson said the default requirements on ratios were their biggest point of negotiations. She had CliftonLarsonAllen review the plans and they agreed it was a good agreement. Mr. Tardoni asked how we would be tied to Key Bank. Ms. Love said in the agreement, it states that we will maintain our ancillary services with them. Currently, we use them for half of our investments, our credit card processing and our accounts receivable statements. We had already decided to move the statements to a different vendor with the Cerner implementation. Ms. Richardson said they hope to have the bond refinancing completed by the end of the year.

New Business

Groathouse Change Order

Change order request #05 for \$157,472 was presented to the committee. Mr. Horan explained the exterior upgrade increase is for remodeling of the area by the kitchen. It is no longer needed as a mechanical room so they wanted to make it usable for a Facility department work area. They lost space with the remodel of the powerhouse. Mr. Tardoni asked if they had addressed security issues by adding another entrance. Mr. Horan said they had spoken with Security and the door would be badge access only all day. It is also an area where security cameras currently cover. The other increase on this change order was for additional schedule. Ms. Love explained the schedule has to be pushed to work around our patient schedule to avoid interruptions of care. A motion to submit to the Board was made by Mr. Jones; second by Ms. Love. Motion carried.

November Meeting

Ms. Love suggested that we move the Finance & Audit meeting for next month due to Thanksgiving. It was decided to have the meeting on Monday, November 29, 2021. The time is to be determined.

Financial Forum Discussion

Mr. Tardoni mentioned we will need to be vigilant with our spending in the future due to the increased costs, decreased reimbursements, etc.

Mr. Jones asked about problems with AR statements and timing that was brought up a couple months ago. He said we need to look at these problems from the patient's point of view. Mr. Cheese explained we will be moving our statements to a new company with the Cerner implementation. They have worked hard to get hospital and clinic charges on the same statement. He said they will still receive bills from contracted services like the ER and

Radiology. He thinks many of our current problems will be eliminated with the change. He did say we will continue to have multiple statements out of our legacy system until we have closed that system.

Mr. Tardoni adjourned the meeting at 3:14pm.

Submitted by Jan Layne

DRAFT

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

Wednesday~ October 27, 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 | James Horan |
|------------------------|---------------|-------------|

- | | | |
|-------|---|------------|
| I. | Call Meeting to Order | Ed Tardoni |
| II. | Approve Agenda | Ed Tardoni |
| III. | <u>Approve September 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. <u>Bond Refinancing</u> | Tami Love |
| VII. | New Business | |
| | A. <u>Groathouse Change Order 05</u> | Jim Horan |
| | B. November meeting – Thanksgiving | Tami Love |
| | C. Financial Forum Discussion | Ed Tardoni |
| VIII. | Adjournment | Ed Tardoni |

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

NARRATIVE TO SEPTEMBER 2021 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for September was a gain of \$461,159, compared to a gain of \$76,146 in the budget. This yields a 4.82% operating margin for the month compared to .96% in the budget. The year-to-date gain is \$476,041, compared to a gain \$1,486,859 in the budget. The year to date operating margin is 1.81%, compared to 5.88% in the budget.

The total net gain for September is \$374,012, compared to a gain of \$26,422 in the budget. Year-to date, the total net gain is \$528,794, compared to a total net gain of \$1,359,561 in the budget. This represents a YTD profit margin of 2.01% compared to 5.38% in the budget.

REVENUE. Revenue for the month is \$18,370,651, the largest revenue month and over budget by \$2,274,720. Inpatient revenue is over budget by \$2,801,699, hospital outpatient revenue was under budget by \$362,221 and the Clinic was under budget by \$164,759.

VOLUME. We have seen a continued increase in inpatient volumes due to COVID inpatients. The average daily census (ADC), grew to 20.7 in September. The normal ADC prior to the pandemic was 12 and the highest day this month was 34 inpatients. Average length of stay (LOS) increased to 4.6 days which normally averages 2.6 days. In September, on average, we had 12 COVID positive inpatients daily with a high of 19. The average LOS for COVID positive patients is 8 – 10 days and we have had some stay as long as 30 days. All other service volumes are close to budget and the prior year with the exception of ER visits, which are slightly higher in September and Surgeries, which remain under budget.

Annual Debt Service Coverage came in at 3.55. Days of Cash on Hand are 149. Daily cash expense increased to \$262,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are 48.4% in September and 50.4% year to date, both under budget. Total collections for the month came in at \$7,928,404. The repayment of the Medicare Advanced Payment began in April and through September we have paid back \$2 million of the \$7.4 million received.

Net days in AR are at 45.27 days. We have seen an increase in our days in AR as we see higher dollar inpatient account balances. We continue to meet the goals for AR greater than 90 days for all Payers.

EXPENSES. Total expenses in September increased with the higher volumes, at \$9,102,915, over budget by \$1,260,782. Expenses are over budget \$2,074,430 year to date of which \$518,683 are COVID-19 related expenses. The following line items were over budget in September:

Salary and Wage – Paid hours are over budget in September due to the higher volumes and the continued need for additional staffing such as ICU and Med Surg nurses, door monitors and laboratory staff for staffing and vaccines. Due to staffing shortages, additional incentives for shift coverage have been initiated.

Contract Labor – Due to staffing shortages in most clinical areas there are currently contract labor positions in Labor & Delivery, ICU, Surgery, Emergency Room, Laboratory, Ultrasound, and Respiratory Therapy. 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.

Supplies – Oxygen, Lab supplies, Implants, Drugs, Other med/surg supplies, Blood, Food and Non-med/surg supplies are over budget due to increased volumes. Maintenance and Outdated supplies are also over budget in September. Patient chargeables remain under budget due to the decrease in surgeries.

Repairs & Maintenance – Facilities and Bio Med repair expenses are over budget in September. There was some expense from the generator repairs that will be reimbursed through the insurance claim once completed.

PROVIDER CLINIC. Revenue for the Clinics in September is under budget by \$164,759, coming in at \$1,795,564. Year to date gross revenue is \$5,203,862, under budget by \$701,630. Net operating revenue in September is \$1,044,605, under budget by \$70,914 and \$3,023,493 year to date, under budget by \$318,753. The bottom line for the Clinics in September is a loss of \$502,301 compared to a loss of \$388,612 in the budget. The year to date loss is \$1,608,929, under budget by \$415,050. Deductions from revenue for the Clinics are at 45.2% year to date. Volume at the Clinics are 5,517 visits in September.

Total Clinic expenses for the month are \$1,546,906, over budget by \$42,775. The majority of the expenses consist of Salaries and Benefits; at 84% of total expenses year-to-date. Wages and Benefits are over budget for September.

OUTLOOK FOR OCTOBER. Gross patient revenue is projecting lower in October at \$17 million, slightly over budget. Inpatient revenue is coming in over budget due to the increase in patient days due to our continued high census. The average daily census has remained high at 19.3 patients through the first part of the month. Average length of stay is at 4.2 days. We are still averaging 10 COVID positive inpatients each day through October.

Collections for October are projecting close to \$7.5 million. Deductions of revenue are expected to come in close to budget at 51%. Expenses will remain high in October due to staffing shortages and the continued COVID related expenses. The bottom line for October is estimated at \$400k -\$500k loss.

CARES ACT. We submitted the reporting on the funds through the HRSA portal on September 30. Due to the amount of funds received from the federal government, we qualify for a Single Audit of these funds. The deadline for this audit has also been extended and is now March 31, 2022.

The CARES Act funding ended June 30, 2021 but we continue to see lost revenue and increased COVID-19 related expenses through the first quarter of fiscal year 2022 due to the surge in August and September, continuing into 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, in collaboration with the State, has announced \$30 million in assistance for personnel costs including contract labor and temporary employees. We received \$514K this week to assist with retention of staff. We also have the opportunity to be reimbursed for another \$60k if used for recruitment and vaccine incentives.

The application for the combined American Rescue Plan rural funding and Phase 4 of the Provider Relief Fund opened on September 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 submitted our application and are waiting to hear if we qualify and how much any allocation would be.

FEMA has also announced an extension on their funding through December 31, 2021 and we will be opening another request for reimbursement for personnel costs, contract labor costs and some additional equipment.

President Biden recently announced an executive order for vaccine mandates, including requiring federal employees, employees of large employers and all healthcare workers to be vaccinated. For healthcare facilities receiving Medicare and Medicaid funding, CMS will be regulating the mandate. CMS is expecting to release an Interim Final Rule in mid to late October and we are continuing to watch for more information on how this will be rolled out.



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

Unaudited Financial Statements

for

Three months ended September 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

Table of Contents

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

PAGE 1

Three months ended September 30, 2021

TABLE OF CONTENTS

| | |
|---|----------|
| EXECUTIVE SUMMARY | PAGE 2 |
| FINANCIAL RATIOS AND BENCHMARKS | PAGE 3 |
| BALANCE SHEET - ASSETS | PAGE 4 |
| BALANCE SHEET - LIABILITIES AND NET ASSETS | PAGE 5 |
| STATEMENT OF OPERATIONS - CURRENT MONTH | PAGE 6 |
| STATEMENT OF OPERATIONS - YEAR-TO-DATE | PAGE 7 |
| STATEMENT OF OPERATIONS - 13 MONTH TREND | PAGE 8 |
| STATEMENT OF CASH FLOWS | PAGE 10 |
| KEY OPERATING STATISTICS | PAGE 11 |
| ACCOUNTS RECEIVABLE REPORT | PAGE 12 |
| REVENUE AND EXPENSE VARIANCE ANALYSIS | PAGE 13 |
| KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE | PAGE S-A |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

Three months ended September 30, 2021

PAGE 2

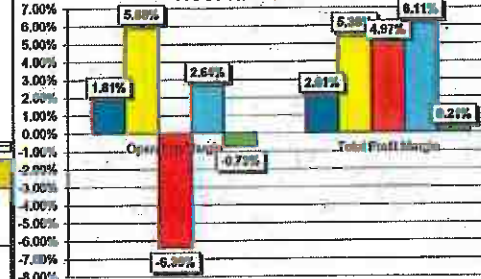
BALANCE SHEET

| | YTD 9/30/2021 | Prior FYE 6/30/2021 |
|---|----------------------|------------------------|
| ASSETS | | |
| Current Assets | \$28,080,556 | \$28,076,102 |
| Assets Whose Use is Limited | 35,648,220 | 38,038,595 |
| Property, Plant & Equipment (Net) | 68,070,702 | 68,424,357 |
| Other Assets | 206,914 | 210,003 |
| Total Unrestricted Assets | 131,986,392 | 134,749,057 |
| Restricted Assets | 396,162 | 395,362 |
| Total Assets | \$132,382,554 | \$135,144,419 |
| LIABILITIES AND NET ASSETS | | |
| Current Liabilities | \$8,260,793 | \$10,645,170 |
| Long-Term Debt | 27,728,319 | 27,742,755 |
| Other Long-Term Liabilities | 5,466,277 | 6,644,104 |
| Total Liabilities | 41,455,390 | 45,032,029 |
| Net Assets | 90,927,164 | 90,112,390 |
| Total Liabilities and Net Assets | \$132,382,554 | \$135,144,419 |

NET DAYS IN ACCOUNTS RECEIVABLE



HOSPITAL MARGINS



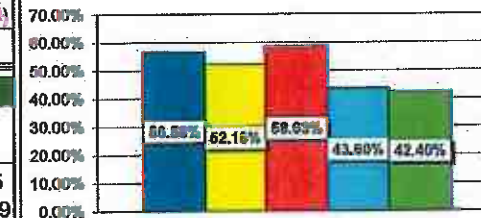
STATEMENT OF REVENUE AND EXPENSES - YTD

| | 09/30/21 ACTUAL | 09/30/21 BUDGET | YTD ACTUAL | YTD BUDGET |
|-------------------------------------|--------------------|--------------------|-------------------|--------------------|
| Revenue: | | | | |
| Gross Patient Revenues | \$18,370,651 | \$16,095,931 | \$52,418,899 | \$51,144,602 |
| Deductions From Revenue | (8,887,120) | (8,339,243) | (26,403,584) | (26,469,523) |
| Net Patient Revenues | 9,483,531 | 7,756,688 | 26,015,315 | 24,675,080 |
| Other Operating Revenue | 80,543 | 161,591 | 321,999 | 598,621 |
| Total Operating Revenues | 9,564,074 | 7,918,279 | 26,337,314 | 25,273,701 |
| Expenses: | | | | |
| Salaries, Benefits & Contract Labor | 5,204,908 | 4,337,689 | 14,631,550 | 13,180,904 |
| Purchased Serv. & Physician Fees | 743,285 | 773,991 | 2,271,617 | 2,463,318 |
| Supply Expenses | 1,677,803 | 1,184,566 | 4,535,660 | 3,580,828 |
| Other Operating Expenses | 915,507 | 939,447 | 2,741,152 | 2,739,851 |
| Bad Debt Expense | 0 | 0 | 0 | 0 |
| Depreciation & Interest Expense | 561,412 | 606,440 | 1,681,292 | 1,821,941 |
| Total Expenses | 9,102,915 | 7,842,133 | 25,861,272 | 23,786,842 |
| NET OPERATING SURPLUS | 461,159 | 76,146 | 476,041 | 1,486,859 |
| Non-Operating Revenue/(Exp.) | (87,147) | (49,725) | 52,753 | (127,296) |
| TOTAL NET SURPLUS | \$374,012 | \$26,422 | \$528,794 | \$1,359,561 |

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

| | 09/30/21 ACTUAL | 09/30/21 BUDGET | YTD ACTUAL | YTD BUDGET |
|----------------------------------|--------------------|--------------------|---------------|---------------|
| Total Acute Patient Days | 620 | 343 | 1,335 | 1,005 |
| Average Acute Length of Stay | 4.6 | 2.7 | 3.7 | 2.9 |
| Total Emergency Room Visits | 1,305 | 1,052 | 3,987 | 3,518 |
| Outpatient Visits | 10,404 | 7,409 | 28,870 | 22,786 |
| Total Surgeries | 90 | 163 | 329 | 507 |
| Total Worked FTE's | 459.59 | 450.97 | 451.74 | 450.97 |
| Total Paid FTE's | 511.34 | 494.77 | 503.69 | 494.77 |
| Net Revenue Change from Prior Yr | 42.75% | 18.19% | 216.14% | 203.37% |
| EBIDA - 12 Month Rolling Average | | | 1.40% | 13.09% |
| Current Ratio | | | 3.40 | |
| Days Expense in Accounts Payable | | | 30.34 | |

| | |
|--|---------------|
| MEMORIAL HOSPITAL OF SWEETWATER COUNTY | |
| Budget | 09/30/21 |
| Prior Fiscal Year End | 06/30/21 |
| WYOMING | All Hospitals |
| < \$90M Net Rev. | Rural |

| | |
|-----------------------------------|------------------------|
| FINANCIAL STRENGTH INDEX - | 2.45 |
| Excellent - Greater than 3.0 | Good - 3.0 to 0.0 |
| Fair - 0.0 to (2.0) | Poor - Less than (2.0) |

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2021

PAGE 3

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

| | | Year to Date 9/30/2021 | Budget 9/30/2021 | Speculative Grade Rating | BBB Credit Rating | Prior Fiscal Year End 06/30/21 | WYOMING All Hospitals (See Note 1) | National Rural < \$99M Net Rev. (See Note 2) |
|---|---|---------------------------|---------------------|-----------------------------|----------------------|--------------------------------------|--|---|
| Profitability: | | | | | | | | |
| Operating Margin | ↑ | 1.81% | 1.90% | 1.60% | -1.00% | -6.39% | 2.64% | -0.73% |
| Total Profit Margin | ↑ | 2.01% | 0.76% | 2.60% | 1.30% | 4.97% | 6.11% | 0.21% |
| Liquidity: | | | | | | | | |
| Days Cash, All Sources ** | ↑ | 146.90 | 129.76 | 103.40 | 228.00 | 176.49 | 62.00 | 37.60 |
| Net Days in Accounts Receivable | ↓ | 45.27 | 50.02 | 52.40 | 51.80 | 39.57 | 66.90 | 57.20 |
| Capital Structure: | | | | | | | | |
| Average Age of Plant (Annualized) | ↓ | 15.90 | 12.58 | 14.00 | 13.00 | 14.61 | 9.50 | 12.40 |
| Long Term Debt to Capitalization | ↓ | 23.84% | 25.75% | 36.60% | 22.30% | 24.02% | 16.80% | 10.00% |
| Debt Service Coverage Ratio ** | ↑ | 3.55 | 3.97 | 2.80 | 2.60 | 5.03 | N/A | 2.64 |
| Productivity and Efficiency: | | | | | | | | |
| Paid FTE's per Adjusted Occupied Bed | ↓ | 8.27 | 8.43 | | | 8.61 | 6.60 | 4.63 |
| Salary Expense per Paid FTE | | \$92,762 | \$86,892 | | | \$95,218 | \$62,436 | \$48,150 |
| Salary and Benefits as a % of Total Operating Exp | | 56.56% | 56.43% | | | 58.63% | 43.80% | 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

ROCK SPRINGS, WY

Three months ended September 30, 2021

PAGE 4

| | Current Month 9/30/2021 | Prior Month 8/31/2021 | ASSETS Positive/ (Negative) Variance | Percentage Variance | Prior Year End 6/30/2021 |
|---|-------------------------------|-----------------------------|---|------------------------|--------------------------------|
| Current Assets | | | | | |
| Cash and Cash Equivalents | \$6,723,120 | \$9,538,862 | (\$2,815,741) | -29.52% | \$10,238,414 |
| Gross Patient Accounts Receivable | 27,850,625 | 25,988,814 | 1,861,811 | 7.16% | 22,751,139 |
| Less: Bad Debt and Allowance Reserves | (15,048,227) | (14,667,263) | (381,824) | -2.60% | (12,710,325) |
| Net Patient Accounts Receivable | 12,802,398 | 11,321,611 | 1,480,787 | 13.08% | 10,040,814 |
| Interest Receivable | 0 | 0 | 0 | 0.00% | 0 |
| Other Receivables | 2,669,191 | 2,580,212 | 88,979 | 3.45% | 1,852,666 |
| Inventories | 3,786,205 | 3,768,234 | 17,971 | 0.48% | 3,774,659 |
| Prepaid Expenses | 2,079,641 | 2,270,432 | (190,791) | -8.40% | 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 | 28,060,556 | 29,479,351 | (1,418,795) | -4.81% | 28,076,102 |
| Assets Whose Use Is Limited | | | | | |
| Cash | 73,820 | 73,821 | (1) | 0.00% | 145,904 |
| Investments | 0 | 0 | 0 | 0.00% | 0 |
| Bond Reserve/Debt Retirement Fund | 0 | 0 | 0 | 0.00% | 0 |
| Trustee Held Funds - Project | 2,680,303 | 3,238,448 | (558,145) | -17.23% | 3,015,531 |
| Trustee Held Funds - SPT | 27,055 | 26,950 | 105 | 0.39% | 26,503 |
| Board Designated Funds | 17,938,449 | 17,933,132 | 5,317 | 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 | 35,648,220 | 36,200,944 | (552,723) | -1.53% | 38,038,595 |
| Property, Plant, and Equipment | | | | | |
| Land and Land Improvements | 3,902,016 | 3,902,016 | (0) | 0.00% | 4,025,159 |
| Building and Building Improvements | 41,101,028 | 41,095,193 | 5,835 | 0.01% | 41,947,846 |
| Equipment | 115,197,695 | 114,510,194 | 687,401 | 0.60% | 114,615,271 |
| Construction In Progress | 7,116,878 | 7,109,970 | 6,907 | 0.10% | 7,220,982 |
| Capitalized Interest | 0 | 0 | 0 | 0.00% | 0 |
| Gross Property, Plant, and Equipment | 167,317,517 | 166,617,373 | 700,144 | 0.42% | 167,809,258 |
| Less: Accumulated Depreciation | (99,246,815) | (98,805,817) | (440,999) | -0.45% | (99,384,861) |
| Net Property, Plant, and Equipment | 68,070,702 | 67,811,557 | 259,145 | 0.38% | 68,424,357 |
| Other Assets | | | | | |
| Unamortized Loan Costs | 206,914 | 207,944 | (1,029) | -0.50% | 210,003 |
| Other | 0 | 0 | 0 | 0.00% | 0 |
| Total Other Assets | 206,914 | 207,944 | (1,029) | -0.50% | 210,003 |
| TOTAL UNRESTRICTED ASSETS | 131,986,392 | 133,699,795 | (1,713,402) | -1.28% | 134,749,057 |
| Restricted Assets | 396,162 | 395,362 | 800 | 0.20% | 395,362 |
| TOTAL ASSETS | \$132,382,554 | \$134,095,157 | (\$1,712,602) | -1.28% | \$135,144,419 |

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2021

PAGE 5

| | LIABILITIES AND FUND BALANCE | | | | Prior Year End 6/30/2021 |
|--|-------------------------------|-----------------------------|-------------------------------------|------------------------|--------------------------------|
| | Current Month 9/30/2021 | Prior Month 8/31/2021 | Positive/ (Negative) Variance | Percentage Variance | |
| Current Liabilities | | | | | |
| Accounts Payable | \$4,405,077 | \$4,371,058 | (\$34,020) | -0.78% | \$5,787,069 |
| Notes and Loans Payable | 0 | 0 | 0 | 0.00% | 0 |
| Accrued Payroll | 907,490 | 2,106,656 | 1,199,165 | 56.92% | 1,555,117 |
| Accrued Payroll Taxes | 0 | 0 | 0 | 0.00% | 0 |
| Accrued Benefits | 2,543,464 | 2,489,299 | (\$54,165) | -2.18% | 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) | 293,625 | 301,332 | 7,707 | 2.56% | 319,366 |
| Current Portion of LTD (Leases) | 0 | 0 | 0 | 0.00% | 0 |
| Other Current Liabilities | 111,137 | 669,309 | 558,172 | 83.40% | 446,442 |
| Total Current Liabilities | 8,260,793 | 9,937,653 | 1,676,860 | 16.87% | 10,645,170 |
| Long Term Debt | | | | | |
| Bonds/Mortgages Payable | 28,021,944 | 28,034,463 | 12,519 | 0.04% | 28,062,121 |
| Leases Payable | 0 | 0 | 0 | 0.00% | 0 |
| Less: Current Portion Of Long Term Debt | 293,625 | 301,332 | 7,707 | 2.56% | 319,366 |
| Total Long Term Debt (Net of Current) | 27,728,319 | 27,733,131 | 4,812 | 0.02% | 27,742,755 |
| Other Long Term Liabilities | | | | | |
| Deferred Revenue | 5,373,170 | 5,762,774 | 389,604 | 6.76% | 6,497,997 |
| Accrued Pension Expense (Net of Current) | 0 | 0 | 0 | 0.00% | 0 |
| Other | 93,108 | 109,247 | 16,139 | 14.77% | 146,106 |
| Total Other Long Term Liabilities | 5,466,277 | 5,872,021 | 405,743 | 6.91% | 6,644,104 |
| TOTAL LIABILITIES | 41,455,390 | 43,542,805 | 2,087,415 | 4.79% | 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 | 391,489 | (\$800) | -0.20% | 391,489 |
| Net Revenue/(Expenses) | 528,794 | 154,782 | N/A | N/A | 4,632,116 |
| TOTAL NET ASSETS | 90,927,164 | 90,552,352 | (\$374,812) | -0.41% | 90,112,390 |
| TOTAL LIABILITIES AND NET ASSETS | \$132,382,554 | \$134,095,157 | \$1,712,602 | 1.28% | \$135,144,419 |

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 6

ROCK SPRINGS, WY

Three months ended September 30, 2021

| | CURRENT MONTH | | | | Prior Year 09/30/20 |
|--|--------------------|--------------------|------------------------------------|------------------------|---------------------------|
| | Actual 09/30/21 | Budget 09/30/21 | Positive (Negative) Variance | Percentage Variance | |
| Gross Patient Revenue | | | | | |
| Inpatient Revenue | \$6,033,540 | \$3,231,840 | \$2,801,699 | 86.69% | \$3,095,621 |
| Outpatient Revenue | 10,541,547 | 10,903,768 | (362,221) | -3.32% | 10,137,542 |
| Clinic Revenue | 1,419,718 | 1,610,413 | (190,694) | -11.84% | 1,264,797 |
| Specialty Clinic Revenue | 375,846 | 349,911 | 25,935 | 7.41% | 351,223 |
| Total Gross Patient Revenue | 18,370,651 | 16,095,931 | 2,274,720 | 14.13% | 14,849,182 |
| Deductions From Revenue | | | | | |
| Discounts and Allowances | (7,661,983) | (7,250,570) | (411,423) | -5.67% | (7,325,918) |
| Bad Debt Expense (Governmental Providers Only) | (722,948) | (984,490) | 261,542 | 26.57% | (933,320) |
| Medical Assistance | (502,179) | (104,183) | (397,996) | -382.02% | (109,311) |
| Total Deductions From Revenue | (8,887,120) | (8,339,243) | (547,877) | -6.57% | (8,368,550) |
| Net Patient Revenue | 9,483,531 | 7,756,688 | 1,726,842 | 22.26% | 6,480,633 |
| Other Operating Revenue | 80,543 | 161,591 | (81,048) | -50.16% | 219,213 |
| Total Operating Revenue | 9,564,074 | 7,918,279 | 1,645,795 | 20.78% | 6,699,846 |
| Operating Expenses | | | | | |
| Salaries and Wages | 3,770,223 | 3,392,200 | (378,024) | -11.14% | 3,478,745 |
| Fringe Benefits | 1,079,997 | 822,129 | (257,868) | -31.37% | 843,750 |
| Contract Labor | 354,688 | 123,360 | (231,328) | -187.52% | 67,570 |
| Physicians Fees | 309,701 | 356,540 | 46,839 | 13.14% | 216,064 |
| Purchased Services | 433,583 | 417,451 | (16,132) | -3.86% | 434,094 |
| Supply Expense | 1,677,803 | 1,184,566 | (493,237) | -41.64% | 1,318,278 |
| Utilities | 88,009 | 88,294 | 285 | 0.32% | 92,626 |
| Repairs and Maintenance | 533,318 | 494,340 | (38,977) | -7.88% | 499,765 |
| Insurance Expense | 50,846 | 48,783 | (2,063) | -4.23% | 41,335 |
| All Other Operating Expenses | 189,267 | 251,160 | 61,894 | 24.64% | 211,975 |
| Bad Debt Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Leases and Rentals | 54,068 | 56,869 | 2,801 | 4.93% | 60,042 |
| Depreciation and Amortization | 561,412 | 606,440 | 45,028 | 7.42% | 557,542 |
| Interest Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Total Operating Expenses | 9,102,915 | 7,842,133 | (1,260,782) | -16.05% | 7,821,786 |
| Net Operating Surplus/(Loss) | 461,159 | 76,146 | 385,013 | 505.62% | (1,121,940) |
| Non-Operating Revenue: | | | | | |
| Contributions | 0 | 0 | 0 | 0.00% | 0 |
| Investment Income | 12,534 | 15,185 | (2,650) | -17.45% | 20,406 |
| Tax Subsidies (Except for GO Bond Subsidies) | 105 | 0 | 105 | 0.00% | 3,102 |
| Tax Subsidies for GO Bonds | 0 | 0 | 0 | 0.00% | 0 |
| Interest Expense (Governmental Providers Only) | (111,369) | (114,157) | (2,788) | 2.44% | (114,157) |
| Other Non-Operating Revenue/(Expense) | 11,583 | 49,248 | (37,665) | -76.48% | 301,008 |
| Total Non-Operating Revenue/(Expense) | (87,147) | (49,725) | (37,422) | 75.28% | 210,359 |
| Total Net Surplus/(Loss) | \$374,012 | \$26,422 | \$347,591 | 1315.55% | (\$911,581) |
| Change in Unrealized Gains/(Losses) on Investments | 0 | 0 | 0 | 0.00% | 0 |
| Increase/(Decrease) in Unrestricted Net Assets | \$374,012 | \$26,422 | \$347,591 | 1315.55% | (\$911,581) |
| Operating Margin | 4.82% | 0.96% | | | -16.75% |
| Total Profit Margin | 3.91% | 0.33% | | | -13.61% |
| EBIDA | 10.69% | 8.62% | | | -8.37% |

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2021

PAGE 7

| | YEAR-TO-DATE | | | | Prior Year 09/30/20 |
|--|--------------------|--------------------|------------------------------------|------------------------|---------------------------|
| | Actual 09/30/21 | Budget 09/30/21 | Positive (Negative) Variance | Percentage Variance | |
| Gross Patient Revenue | | | | | |
| Inpatient Revenue | \$12,483,198 | \$9,720,800 | \$2,762,398 | 28.42% | \$3,256,010 |
| Outpatient Revenue | 34,731,838 | 35,518,310 | (786,471) | -2.21% | 11,600,532 |
| Clinic Revenue | 4,422,612 | 4,881,353 | (458,741) | -9.40% | 1,365,508 |
| Specialty Clinic Revenue | 781,250 | 1,024,140 | (242,889) | -23.72% | 414,478 |
| Total Gross Patient Revenue | 52,418,899 | 51,144,602 | 1,274,296 | 2.49% | 16,636,529 |
| Deductions From Revenue | | | | | |
| Discounts and Allowances | (23,000,299) | (23,551,870) | 551,577 | 2.34% | (7,857,728) |
| Bad Debt Expense (Governmental Providers Only) | (2,819,297) | (2,712,719) | (106,578) | -3.93% | (583,202) |
| Medical Assistance | (583,995) | (204,934) | (379,061) | -184.97% | (64,322) |
| Total Deductions From Revenue | (26,403,591) | (26,469,523) | 65,938 | 0.25% | (8,625,252) |
| Net Patient Revenue | 26,015,315 | 24,675,080 | 1,340,235 | 5.43% | 8,110,777 |
| Other Operating Revenue | 321,999 | 598,621 | (276,622) | -46.21% | 220,205 |
| Total Operating Revenue | 26,337,314 | 25,273,701 | 1,063,613 | 4.21% | 8,330,982 |
| Operating Expenses | | | | | |
| Salaries and Wages | 10,821,672 | 10,208,115 | (613,557) | -6.01% | 3,283,126 |
| Fringe Benefits | 2,854,758 | 2,602,709 | (252,050) | -9.68% | 894,212 |
| Contract Labor | 955,120 | 370,080 | (585,040) | -158.08% | 56,158 |
| Physicians Fees | 926,798 | 1,141,314 | 214,517 | 18.80% | 281,292 |
| Purchased Services | 1,344,820 | 1,322,003 | (22,816) | -1.73% | 448,335 |
| Supply Expense | 4,535,660 | 3,580,828 | (954,832) | -26.67% | 1,242,081 |
| Utilities | 259,090 | 258,927 | (162) | -0.06% | 103,746 |
| Repairs and Maintenance | 1,523,647 | 1,508,486 | (15,161) | -1.01% | 399,565 |
| Insurance Expense | 179,394 | 146,349 | (33,045) | -22.58% | 16,263 |
| All Other Operating Expenses | 608,373 | 655,319 | 46,946 | 7.16% | 140,863 |
| Bad Debt Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Leases and Rentals | 170,649 | 170,771 | 122 | 0.07% | 63,328 |
| Depreciation and Amortization | 1,681,292 | 1,821,941 | 140,649 | 7.72% | 555,840 |
| Interest Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Total Operating Expenses | 25,861,272 | 23,786,842 | (2,074,430) | -8.72% | 7,484,808 |
| Net Operating Surplus/(Loss) | 476,041 | 1,486,859 | (1,010,817) | -67.98% | 846,174 |
| Non-Operating Revenue: | | | | | |
| Contributions | 0 | 0 | 0 | 0.00% | 0 |
| Investment Income | 33,339 | 58,662 | (25,323) | -43.17% | 16,355 |
| Tax Subsidies (Except for GO Bond Subsidies) | 552 | 0 | 552 | 0.00% | 564 |
| Tax Subsidies for GO Bonds | 0 | 0 | 0 | 0.00% | 0 |
| Interest Expense (Governmental Providers Only) | (326,620) | (329,792) | 3,172 | -0.96% | (107,918) |
| Other Non-Operating Revenue/(Expense) | 345,482 | 143,832 | 201,650 | 140.20% | 35,906 |
| Total Non Operating Revenue/(Expense) | 52,763 | (127,299) | 180,051 | -141.44% | (64,993) |
| Total Net Surplus/(Loss) | \$528,794 | \$1,359,561 | (\$830,767) | -61.11% | \$791,181 |
| Change in Unrealized Gains/(Losses) on Investments | 0 | 0 | 0 | 0.00% | 0 |
| Increase/(Decrease) in Unrestricted Net Assets | \$528,794 | \$1,359,561 | (\$830,767) | -61.11% | \$791,181 |
| Operating Margin | 1.81% | 5.88% | | | 10.16% |
| Total Profit Margin | 2.01% | 5.38% | | | 9.50% |
| EBIDA | 8.19% | 13.09% | | | 16.03% |

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

PAGE 8

| | Actual 9/30/2021 | Actual 8/31/2021 | Actual 7/31/2021 | Actual 6/30/2021 | Actual 5/31/2021 | Actual 4/30/2021 |
|--|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Gross Patient Revenue | | | | | | |
| Inpatient Revenue | \$8,033,540 | \$3,340,687 | \$3,108,961 | \$2,685,411 | \$3,057,995 | \$2,899,022 |
| Inpatient Psych/Rehab Revenue | | | | | | |
| Outpatient Revenue | \$10,541,547 | \$11,905,073 | \$12,885,219 | \$11,116,723 | \$10,956,305 | \$11,180,916 |
| Clinic Revenue | \$1,419,719 | \$1,520,956 | \$1,481,938 | \$1,448,830 | \$1,308,860 | \$1,588,815 |
| Specialty Clinic Revenue | \$375,848 | \$171,175 | \$234,229 | \$343,674 | \$161,892 | \$298,055 |
| Total Gross Patient Revenue | \$10,370,651 | \$16,837,901 | \$17,210,347 | \$15,588,438 | \$15,485,052 | \$15,966,808 |
| Deductions From Revenue | | | | | | |
| Discounts and Allowances | \$7,681,993 | \$7,548,034 | \$7,790,286 | \$6,967,239 | \$6,890,213 | \$6,981,972 |
| Bad Debt Expense (Governmental Providers Only) | \$722,948 | \$1,039,023 | \$1,057,325 | \$1,119,785 | \$783,338 | \$478,207 |
| Charity Care | \$502,129 | \$23,406 | \$58,415 | \$384,216 | \$280,209 | \$249,982 |
| Total Deductions From Revenue | 8,887,120 | 8,610,457 | 8,906,006 | 8,381,239 | 7,933,760 | 7,390,160 |
| Net Patient Revenue | \$9,483,531 | \$8,227,443 | \$8,304,341 | \$7,215,200 | \$7,551,292 | \$8,576,648 |
| Other Operating Revenue | 80,543 | 112,867 | 123,489 | 105,054 | 101,440 | 135,982 |
| Total Operating Revenue | 9,564,074 | 8,340,410 | 8,427,830 | 7,320,254 | 7,652,732 | 8,712,630 |
| Operating Expenses | | | | | | |
| Salaries and Wages | \$3,770,223 | \$3,570,615 | \$3,480,834 | \$5,328,942 | \$3,583,709 | \$3,492,862 |
| Fringe Benefits | \$1,079,997 | \$766,740 | \$1,008,022 | \$968,381 | \$968,282 | \$1,070,554 |
| Contract Labor | \$354,688 | \$293,704 | \$306,728 | \$285,959 | \$322,048 | \$380,228 |
| Physicians Fees | \$308,701 | \$295,798 | \$321,340 | \$512,548 | \$303,985 | \$248,546 |
| Purchased Services | \$433,583 | \$364,402 | \$546,835 | \$639,680 | \$387,299 | \$493,446 |
| Supply Expense | \$1,877,803 | \$1,381,763 | \$1,476,083 | \$1,174,839 | \$1,314,104 | \$1,442,417 |
| Utilities | \$98,009 | \$84,680 | \$86,421 | \$91,804 | \$70,553 | \$117,576 |
| Repairs and Maintenance | \$533,318 | \$514,285 | \$478,044 | \$513,075 | \$518,803 | \$478,494 |
| Insurance Expense | \$50,846 | \$75,846 | \$82,793 | \$82,887 | \$82,519 | \$45,980 |
| All Other Operating Expenses | \$188,267 | \$180,435 | \$238,671 | \$188,186 | \$182,472 | \$220,860 |
| Bad Debt Expense (Non-Governmental Providers) | | | | | | |
| Leases and Rentals | \$54,068 | \$62,822 | \$83,758 | \$67,770 | \$64,630 | \$64,339 |
| Depreciation and Amortization | \$561,412 | \$581,377 | \$558,804 | \$557,367 | \$573,890 | \$593,809 |
| Interest Expense (Non-Governmental Providers) | | | | | | |
| Total Operating Expenses | \$9,102,915 | \$8,142,405 | \$8,615,953 | \$10,393,228 | \$9,291,874 | \$9,625,022 |
| Net Operating Surplus(Loss) | \$461,159 | \$198,005 | (\$188,123) | (\$3,962,975) | (\$339,142) | \$87,005 |
| Non-Operating Revenue: | | | | | | |
| Contributions | | | | | | |
| Investment Income | 12,634 | 6,845 | 10,851 | 19,538 | 103,988 | 13,895 |
| Tax Subsidies (Except for GO Bond Subsidies) | | | | | | |
| Tax Subsidies for GO Bonds | 105 | 428 | 21 | (4,785) | 409 | 390 |
| Interest Expense (Governmental Providers Only) | (131,369) | (107,625) | (107,627) | (111,925) | (107,826) | (107,529) |
| Other Non-Operating Revenue(Expenses) | 11,583 | 8,743 | 219,386 | 2,381,377 | (10,457) | 806,373 |
| Total Non-Operating Revenue(Expense) | (\$87,487) | (\$88,611) | \$222,729 | \$2,287,193 | (\$13,885) | \$713,030 |
| Total Net Surplus(Loss) | \$374,672 | \$109,395 | \$39,597 | (\$775,782) | (\$653,027) | \$800,039 |
| Change in Unrealized Gains(Losses) on Investments | | | | (17,877) | (136,484) | |
| Increase/Decrease in Unrestricted Net Assets | \$374,672 | \$109,395 | \$39,597 | (\$793,659) | (\$789,511) | \$800,039 |
| Operating Margin | 4.82% | 2.37% | -2.17% | -41.84% | -8.35% | 1.01% |
| Total Profit Margin | 3.91% | 1.31% | 0.47% | -10.60% | -8.92% | 9.18% |
| EBIDA | 19.99% | 9.10% | 4.45% | -34.23% | -8.89% | 7.64% |

| Actual 3/31/2021 | Actual 2/28/2021 | Actual 1/31/2021 | Actual 12/31/2020 | Actual 11/30/2020 | Actual 10/31/2020 |
|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| \$3,193,036 | \$2,690,883 | \$3,845,930 | \$3,607,334 | \$3,841,154 | \$3,015,926 |
| \$12,012,531 | \$9,644,427 | \$9,967,382 | \$10,454,974 | \$9,719,339 | \$10,886,342 |
| \$1,451,105 | \$1,300,086 | \$1,410,642 | \$1,374,526 | \$1,444,093 | \$1,435,042 |
| \$342,042 | \$281,294 | \$311,512 | \$321,541 | \$326,942 | \$234,817 |
| \$16,996,714 | \$13,916,690 | \$15,335,466 | \$15,959,475 | \$15,031,529 | \$15,522,127 |
| \$7,053,702 | \$5,012,790 | \$6,961,815 | \$6,637,293 | \$7,026,768 | \$6,210,334 |
| \$1,095,631 | \$1,109,741 | \$1,215,379 | \$1,274,182 | \$1,264,957 | \$1,223,363 |
| \$128,263 | \$541,439 | \$149,128 | \$184,529 | \$189,028 | \$417,497 |
| 8,277,496 | 6,663,970 | 8,026,321 | 8,096,004 | 8,470,772 | 7,851,193 |
| \$8,721,218 | \$7,252,720 | \$7,309,145 | \$7,862,470 | \$6,560,757 | \$7,670,934 |
| 106,947 | 166,643 | 554,981 | 186,310 | 152,639 | 170,953 |
| 8,822,136 | 7,411,365 | 7,864,126 | 8,048,781 | 6,713,397 | 7,841,887 |
| \$3,666,312 | \$3,298,343 | \$3,508,966 | \$4,555,329 | \$3,537,167 | \$3,500,184 |
| \$1,111,599 | \$1,317,103 | \$1,153,370 | \$1,020,056 | \$823,626 | \$914,860 |
| \$230,768 | \$153,889 | \$166,407 | \$104,084 | \$35,423 | \$29,017 |
| \$205,631 | \$304,497 | \$327,846 | \$262,199 | \$291,773 | \$307,891 |
| \$383,312 | \$348,634 | \$424,314 | \$384,462 | \$382,052 | \$386,321 |
| \$1,385,819 | \$987,588 | \$1,413,761 | \$1,284,207 | \$1,087,336 | \$1,185,557 |
| \$89,246 | \$93,512 | \$72,884 | \$108,264 | \$109,520 | \$79,491 |
| \$500,362 | \$516,310 | \$624,934 | \$444,589 | \$499,908 | \$594,480 |
| \$44,011 | \$44,229 | \$42,444 | \$42,449 | \$42,449 | \$44,676 |
| \$215,184 | \$172,795 | \$174,806 | \$226,097 | \$154,600 | \$113,212 |
| \$66,020 | \$70,289 | \$62,335 | \$61,256 | \$43,670 | \$49,816 |
| \$678,675 | \$583,827 | \$582,176 | \$582,723 | \$673,895 | \$557,511 |
| \$8,466,839 | \$7,492,816 | \$8,551,984 | \$9,097,896 | \$7,561,415 | \$7,773,619 |
| \$385,268 | (\$181,651) | (\$687,878) | (\$1,048,915) | (\$648,026) | \$68,889 |
| 17,587 | 11,912 | 12,078 | 13,946 | 28,597 | 20,019 |
| 887 | 183 | (2,572) | 10,380 | 0 | 178 |
| (112,817) | (107,805) | (104,012) | (117,265) | (107,808) | (107,810) |
| 1,794,953 | 758,817 | 161,566 | 3,829,813 | 48,939 | 942,621 |
| \$1,890,888 | \$682,480 | \$67,179 | \$3,835,854 | (\$30,272) | \$885,687 |
| \$2,858,284 | \$471,935 | (\$629,699) | \$2,766,739 | (\$878,300) | \$923,876 |
| 0 | | | | | |
| \$2,858,284 | \$471,935 | (\$629,699) | \$2,766,739 | (\$878,300) | \$923,876 |
| 4.14% | -2.50% | -8.75% | -13.83% | -12.53% | 0.95% |
| 23.31% | 6.36% | -7.59% | 34.82% | -13.88% | 11.78% |
| 16.79% | 5.29% | -1.34% | -5.79% | -4.06% | 7.99% |

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

PAGE 10

Three months ended September 30, 2021

| | CASH FLOW | |
|--|-------------------------------|--------------------------------------|
| | Current Month 9/30/2021 | Current Year-To-Date 9/30/2021 |
| CASH FLOWS FROM OPERATING ACTIVITIES: | | |
| Net Income (Loss) | \$374,012 | \$528,794 |
| Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities: | | |
| Depreciation | 561,412 | 1,681,292 |
| (Increase)/Decrease in Net Patient Accounts Receivable | (1,480,787) | (2,761,585) |
| (Increase)/Decrease in Other Receivables | (88,979) | (816,525) |
| (Increase)/Decrease in Inventories | (17,971) | (11,546) |
| (Increase)/Decrease in Pre-Paid Expenses | 190,791 | 89,908 |
| (Increase)/Decrease in Other Current Assets | 0 | 0 |
| Increase/(Decrease) in Accounts Payable | 34,020 | (1,381,991) |
| Increase/(Decrease) in Notes and Loans Payable | 0 | 0 |
| Increase/(Decrease) in Accrued Payroll and Benefits | (1,145,000) | (641,339) |
| 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 | (558,172) | (335,305) |
| Net Cash Provided by Operating Activities: | (2,130,675) | (3,648,297) |
| CASH FLOWS FROM INVESTING ACTIVITIES: | | |
| Purchase of Property, Plant and Equipment | (820,557) | (1,327,637) |
| (Increase)/Decrease in Limited Use Cash and Investments | 552,723 | 2,318,291 |
| (Increase)/Decrease in Other Limited Use Assets | 1 | 72,084 |
| (Increase)/Decrease in Other Assets | 1,029 | 3,088 |
| Net Cash Used by Investing Activities | (266,804) | 1,065,826 |
| CASH FLOWS FROM FINANCING ACTIVITIES: | | |
| Increase/(Decrease) in Bond/Mortgage Debt | (12,519) | (40,177) |
| Increase/(Decrease) in Capital Lease Debt | 0 | 0 |
| Increase/(Decrease) in Other Long Term Liabilities | (405,743) | (1,177,826) |
| Net Cash Used for Financing Activities | (418,262) | (1,218,003) |
| (INCREASE)/DECREASE IN RESTRICTED ASSETS | (0) | 285,180 |
| Net Increase/(Decrease) in Cash | (2,815,741) | (3,515,294) |
| Cash, Beginning of Period | 9,538,862 | 10,238,414 |
| Cash, End of Period | \$6,723,120 | \$6,723,120 |

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 11

ROCK SPRINGS, WY

Three months ended September 30, 2021

| Current Month | | | | STATISTICS | Year-To-Date | | | |
|-------------------------------|--------------------|-------------------------------------|---------------------------|-----------------------------------|--------------------|--------------------|-------------------------------------|---------------------------|
| Actual 09/30/21 | Budget 09/30/21 | Positive/ (Negative) Variance | Prior Year 09/30/20 | | Actual 09/30/21 | Budget 09/30/21 | Positive/ (Negative) Variance | Prior Year 09/30/20 |
| Discharges | | | | | | | | |
| 136 | 126 | 10 | 126 | Acute | 363 | 349 | 14 | 349 |
| 136 | 126 | 10 | 126 | Total Adult Discharges | 363 | 349 | 14 | 349 |
| 34 | 34 | 0 | 34 | Newborn | 104 | 121 | (17) | 112 |
| 170 | 160 | 10 | 160 | Total Discharges | 467 | 470 | (3) | 461 |
| Patient Days: | | | | | | | | |
| 620 | 343 | 277 | 325 | Acute | 1,335 | 1,005 | 330 | 959 |
| 620 | 343 | 277 | 325 | Total Adult Patient Days | 1,335 | 1,005 | 330 | 959 |
| 49 | 63 | (14) | 54 | Newborn | 161 | 187 | (26) | 160 |
| 669 | 406 | 263 | 379 | Total Patient Days | 1,496 | 1,192 | 304 | 1,119 |
| Average Length of Stay (ALOS) | | | | | | | | |
| 4.6 | 2.7 | 1.8 | 2.6 | Acute | 3.7 | 2.9 | 0.8 | 2.7 |
| 4.6 | 2.7 | 1.8 | 2.6 | Total Adult ALOS | 3.7 | 2.9 | 0.8 | 2.7 |
| 1.4 | 1.9 | (0.4) | 1.6 | Newborn ALOS | 1.5 | 1.5 | 0.0 | 1.4 |
| Average Daily Census (ADC) | | | | | | | | |
| 20.7 | 11.4 | 9.2 | 10.8 | Acute | 14.5 | 10.9 | 3.6 | 10.4 |
| 20.7 | 11.4 | 9.2 | 10.8 | Total Adult ADC | 14.5 | 10.9 | 3.6 | 10.4 |
| 1.6 | 2.1 | (0.5) | 1.8 | Newborn | 1.8 | 2.0 | (0.3) | 1.7 |
| Emergency Room Statistics | | | | | | | | |
| 140 | 109 | 31 | 103 | ER Visits - Admitted | 372 | 353 | 19 | 341 |
| 1,165 | 943 | 222 | 937 | ER Visits - Discharged | 3,615 | 3,165 | 450 | 3,153 |
| 1,305 | 1,052 | 253 | 1,040 | Total ER Visits | 3,987 | 3,518 | 469 | 3,494 |
| 10.73% | 10.36% | | 9.90% | % of ER Visits Admitted | 9.33% | 10.03% | | 9.76% |
| 102.94% | 86.51% | | 81.75% | ER Admissions as a % of Total | 102.48% | 101.15% | | 97.71% |
| Outpatient Statistics: | | | | | | | | |
| 10,404 | 7,409 | 2,995 | 8,363 | Total Outpatients Visits | 28,870 | 22,786 | 6,084 | 25,648 |
| 91 | 85 | 6 | 55 | Observation Bed Days | 326 | 316 | 10 | 286 |
| 4,980 | 3,928 | 1,062 | 3,928 | Clinic Visits - Primary Care | 14,474 | 11,748 | 2,726 | 11,748 |
| 527 | 593 | (66) | 593 | Clinic Visits - Specialty Clinics | 1,491 | 1,729 | (238) | 1,729 |
| 18 | 25 | (7) | 25 | IP Surgeries | 60 | 77 | (17) | 77 |
| 72 | 138 | (66) | 118 | OP Surgeries | 269 | 430 | (161) | 410 |
| Productivity Statistics: | | | | | | | | |
| 459.59 | 450.97 | 8.62 | 425.49 | FTE's - Worked | 451.74 | 450.97 | 0.77 | 425.12 |
| 511.34 | 494.77 | 16.57 | 465.76 | FTE's - Paid | 503.69 | 494.77 | 8.92 | 470.01 |
| 1.8773 | 1.4074 | 0.47 | 1.4074 | Case Mix Index - Medicare | 1.7009 | 1.6099 | 0.09 | 1.4592 |
| 0.9129 | 1.1396 | (0.23) | 1.1396 | Case Mix Index - All payers | 1.0891 | 1.1672 | (0.08) | 1.1481 |

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 12

ROCK SPRINGS, WY

09/30/21

| | <u>Current Month Actual</u> | <u>Current Month Target</u> |
|--|-------------------------------------|-------------------------------------|
| Gross Days in Accounts Receivable - All Services | 48.88 | 44.49 |
| Net Days in Accounts Receivable | 45.27 | 39.57 |
| Number of Gross Days in Unbilled Revenue | 2.04 | 3.0 or < |
| Number of Days Gross Revenue in Credit Balances | 0.00 | < 1.0 |
| Self Pay as a Percentage of Total Receivables | 29.22% | N/A |
| Charity Care as a % of Gross Patient Revenue - Current Month | 2.73% | 0.65% |
| Charity Care as a % of Gross Patient Revenue - Year-To-Date | 1.11% | 0.40% |
| Bad Debts as a % of Gross Patient Revenue - Current Month | 3.94% | 6.12% |
| Bad Debts as a % of Gross Patient Revenue - Year-To-Date | 5.38% | 5.30% |
| Collections as a Percentage of Net Revenue - Current Month | 83.60% | 100% or > |
| Collections as a Percentage of Net Revenue - Year-To-Date | 88.39% | 100% or > |
| Percentage of Blue Cross Receivable > 90 Days | -2.36% | < 10% |
| Percentage of Insurance Receivable > 90 Days | 15.81% | < 15% |
| Percentage of Medicaid Receivable > 90 Days | 8.57% | < 20% |
| Percentage of Medicare Receivable > 60 Days | 1.79% | < 6% |

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 13

ROCK SPRINGS, WYOMING

Three months ended September 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 | 2,274,720 | 14.13% | 1,274,296 | 2.49% |
| 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 20.7 in September which is over budget by 9.2 | | | | |
| Deductions from Revenue | (547,877) | -6.57% | 65,938 | 0.25% |
| Deductions from revenue are over budget for September and over budget year to date. They are currently booked at 48.3 for September and 50.4% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. | | | | |
| Bad Debt Expense | 261,542 | 26.57% | (106,578) | -3.93% |
| Bad debt expense is booked at 3.9% for September and 5.4% year to date. | | | | |
| Charity Care | (397,996) | -382.02% | (379,061) | -184.97% |
| 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 | (81,046) | -50.16% | (276,622) | -46.21% |
| Other Operating Revenue is under budget for the month and is under budget year to date. | | | | |
| Salaries and Wages | (378,024) | -11.14% | (613,557) | -6.01% |
| Salary and Wages are over budget and are over budget year to date. Paid FTEs are over budget by 16.57 FTEs for the month and over 8.92 FTEs year to date. | | | | |
| Fringe Benefits | (257,868) | -31.37% | (252,050) | -9.68% |
| Fringe benefits are over budget in September and over budget year to date. | | | | |
| Contract Labor | (231,328) | -187.52% | (585,040) | -158.08% |
| Contract labor is over budget for September and over budget year to date. L&D, Ultrasound, PACU, ER, Lab, Respiratory Therapy and Emergency Mgmt are over budget. | | | | |

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 14

ROCK SPRINGS, WYOMING

Three months ended September 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 | 46,839 | 13.14% | 214,517 | 18.80% |
| Physician fees over budget in September and under budget year to date. ER & Emergency Mgmt and Hospitalists are over budget in September. | | | | |
| Purchased Services | (16,133) | -3.86% | (22,816) | -1.73% |
| Purchased services are over budget for September and over budget year to date. Expenses over budget are collection fee's | | | | |
| Supply Expense | (493,237) | -41.54% | (954,832) | -26.67% |
| Supplies are over budget for September and over budget year to date. Line items over budget include Oxygen, lab supplies, blood, drugs, med supplies, implants, food, outdates and maint. supplies | | | | |
| Repairs & Maintenance | (38,977) | -7.88% | (15,161) | -1.01% |
| Repairs and Maintenance are over budget for September and over budget year to date. | | | | |
| All Other Operating Expenses | 61,894 | 24.64% | 46,946 | 7.16% |
| This expense is under budget in September and over budget year to date. Other expenses under budget are freight, physician recruitment, employee recruitment and software | | | | |
| Leases and Rentals | 2,801 | 4.93% | 122 | 0.07% |
| This expense is under budget for September and is under budget year to date. | | | | |
| Depreciation and Amortization | 45,028 | 7.42% | 140,649 | 7.72% |
| Depreciation is under budget for September and is under budget year to date. | | | | |
| BALANCE SHEET | | | | |
| Cash and Cash Equivalents | (2,815,741) | -29.52% | | |
| Cash decreased in September. Cash collections for September were \$7.9 million. Days Cash on Hand decreased to 149 days. | | | | |
| Gross Patient Accounts Receivable | \$1,861,811 | 7.16% | | |
| This receivable increased in September due to high revenue month. | | | | |

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING

PAGE 15

Three months ended September 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 Amount | % | Year-to-Date Amount | % |
|---|-------------------------|--------|------------------------|---|
| Bad Debt and Allowance Reserves | (381,024) | -2.60% | | |
| Bad Debt and Allowances increased. | | | | |
| Other Receivables | 88,979 | 3.45% | | |
| Other Receivables increased in September due to county and occ med invoices. | | | | |
| Prepaid Expenses | (180,791) | -8.40% | | |
| Prepaid expenses decreased due to the normal activity in this account. | | | | |
| Limited Use Assets | (552,723) | -1.53% | | |
| These assets decreased due to the payment on the bonds | | | | |
| Plant Property and Equipment | 259,145 | 0.38% | | |
| The increase in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation. | | | | |
| Accounts Payable | (34,020) | -0.78% | | |
| This liability increased due to the normal activity in this account. | | | | |
| Accrued Payroll | 1,199,165 | 56.92% | | |
| This liability decreased in August. The payroll accrual for September was 4 days. | | | | |
| Accrued Benefits | (54,165) | -2.18% | | |
| This liability increased in September with the normal accrual and usage of PTO | | | | |
| Other Current Liabilities | 558,172 | 83.40% | | |
| This liability decreased due to the interest pymt on the bonds | | | | |
| Other Long Term Liabilities | 405,743 | 6.91% | | |
| This liability decreased due bond interest due to the repayment of the Medicare Accelerated | | | | |
| Total Net Assets | (374,812) | -0.41% | | |

The net gain from operations for September is \$461,159



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Three Months ended September 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

Table of Contents

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

PAGE 1

Three Months ended September 30, 2021

TABLE OF CONTENTS

| | |
|--|--------|
| FINANCIAL RATIOS AND BENCHMARKS | PAGE 2 |
| STATEMENT OF OPERATIONS - CURRENT MONTH | PAGE 3 |
| STATEMENT OF OPERATIONS - YEAR-TO-DATE | PAGE 4 |
| STATEMENT OF OPERATIONS - 13 MONTH TREND | PAGE 5 |
| KEY OPERATING STATISTICS | PAGE 7 |

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Three Months ended September 30, 2021

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

| | Month to Date 9/30/2021 | Year to Date 9/30/2021 | Prior Fiscal Year End 06/30/21 | MGMA Hospital Owned Rural |
|---|----------------------------|---------------------------|--------------------------------------|---------------------------------|
| Profitability: | | | | |
| Operating Margin | -48.09% | -53.21% | -47.17% | -36.58% |
| Total Profit Margin | -48.09% | -53.21% | -47.17% | -36.58% |
| Contractual Allowance % | 44.66% | 45.01% | 45.42% | |
| Liquidity: | | | | |
| Net Days in Accounts Receivable | 38.56 | 41.05 | 34.46 | 39.58 |
| Gross Days in Accounts Receivable | 45.24 | 47.87 | 44.23 | 72.82 |
| Productivity and Efficiency: | | | | |
| Patient Visits Per Day | 166.33 | 157.33 | 137.99 | |
| Total Net Revenue per FTE | N/A | \$172,546 | \$151,830 | |
| Salary Expense per Paid FTE | N/A | \$194,186 | \$167,434 | |
| Salary and Benefits as a % of Net Revenue | 126.69% | 128.76% | 129.06% | 91.26% |
| Employee Benefits % | 15.88% | 14.41% | 17.03% | 6.10% |

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Three Months ended September 30, 2021

| | CURRENT MONTH | | | | Prior Year 09/30/20 |
|--|--------------------|--------------------|------------------------------------|------------------------|---------------------------|
| | Actual 09/30/21 | Budget 09/30/21 | Positive (Negative) Variance | Percentage Variance | |
| Gross Patient Revenue | | | | | |
| Clinic Revenue | 1,419,718 | 1,610,413 | (190,694) | -11.84% | 1,284,797 |
| Specialty Clinic Revenue | 375,846 | 349,911 | 25,935 | 7.41% | 351,223 |
| Total Gross Patient Revenue | 1,795,564 | 1,960,323 | (164,759) | -8.40% | 1,616,020 |
| Deductions From Revenue | | | | | |
| Discounts and Allowances | (801,974) | (898,096) | 96,122 | 10.70% | (741,674) |
| Total Deductions From Revenue | (801,974) | (898,096) | 96,122 | 10.70% | (741,674) |
| Net Patient Revenue | 993,590 | 1,062,227 | (68,637) | -6.46% | 874,346 |
| Other Operating Revenue | 51,015 | 53,292 | (2,277) | -4.27% | 75,030 |
| Total Operating Revenue | 1,044,605 | 1,115,519 | (70,914) | -6.36% | 949,376 |
| Operating Expenses | | | | | |
| Salaries and Wages | 1,142,100 | 1,038,512 | (103,588) | -9.97% | 1,086,987 |
| Fringe Benefits | 181,343 | 154,513 | (26,829) | -17.36% | 149,004 |
| Contract Labor | 0 | 0 | 0 | 0.00% | 0 |
| Physicians Fees | 39,947 | 94,090 | 54,143 | 57.54% | 79,510 |
| Purchased Services | 11,585 | 17,342 | 5,757 | 33.20% | 15,580 |
| Supply Expense | 15,849 | 18,104 | 2,255 | 12.46% | 15,225 |
| Utilities | 1,326 | 1,878 | 552 | 29.42% | 647 |
| Repairs and Maintenance | 19,156 | 17,598 | (1,558) | -8.85% | 18,458 |
| Insurance Expense | 14,844 | 14,816 | (28) | -0.19% | 13,294 |
| All Other Operating Expenses | 107,037 | 133,180 | 26,144 | 19.63% | 88,010 |
| Bad Debt Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Leases and Rentals | 2,635 | 3,138 | 504 | 16.05% | 2,177 |
| Depreciation and Amortization | 11,086 | 10,960 | (127) | -1.15% | 18,290 |
| Interest Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Total Operating Expenses | 1,546,906 | 1,504,131 | (42,775) | -2.84% | 1,487,181 |
| Net Operating Surplus/(Loss) | (502,301) | (388,612) | (113,688) | 29.25% | (537,805) |
| Total Net Surplus/(Loss) | (502,301) | (388,612) | (113,688) | 29.25% | (537,805) |
| Change in Unrealized Gains/(Losses) on Investments | 0 | 0 | 0 | 0.00% | 0 |
| Increase/(Decrease) in Unrestricted Net Assets | (502,301) | (388,612) | (113,688) | 29.25% | (537,805) |
| Operating Margin | -48.09% | -34.84% | | | -56.65% |
| Total Profit Margin | -48.09% | -34.84% | | | -56.65% |
| EBIDA | -47.02% | -33.85% | | | -54.72% |

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three Months ended September 30, 2021

PAGE 4

| | YEAR-TO-DATE | | | | |
|--|--------------------|--------------------|------------------------------------|------------------------|---------------------------|
| | Actual 09/30/21 | Budget 09/30/21 | Positive (Negative) Variance | Percentage Variance | Prior Year 09/30/20 |
| Gross Patient Revenue | | | | | |
| Clinic Revenue | 4,422,612 | 4,881,353 | (458,741) | -9.40% | 3,963,666 |
| Specialty Clinic Revenue | 781,250 | 1,024,140 | (242,889) | -23.72% | 931,153 |
| Total Gross Patient Revenue | 5,203,862 | 5,905,493 | (701,630) | -11.88% | 4,894,819 |
| Deductions From Revenue | | | | | |
| Discounts and Allowances | (2,342,047) | (2,723,122) | 381,076 | 13.99% | (2,243,916) |
| Total Deductions From Revenue | (2,342,047) | (2,723,122) | 381,076 | 13.99% | (2,243,916) |
| Net Patient Revenue | 2,861,816 | 3,182,371 | (320,555) | -10.07% | 2,650,902 |
| Other Operating Revenue | 161,678 | 159,876 | 1,802 | 1.13% | 223,027 |
| Total Operating Revenue | 3,023,493 | 3,342,247 | (318,753) | -9.54% | 2,873,930 |
| Operating Expenses | | | | | |
| Salaries and Wages | 3,402,686 | 3,141,676 | (261,010) | -8.31% | 3,077,794 |
| Fringe Benefits | 490,219 | 516,919 | 26,700 | 5.17% | 459,998 |
| Contract Labor | 0 | 0 | 0 | 0.00% | 0 |
| Physicians Fees | 158,871 | 282,270 | 123,399 | 43.72% | 220,367 |
| Purchased Services | 37,615 | 52,025 | 14,410 | 27.70% | 34,528 |
| Supply Expense | 55,248 | 55,277 | 29 | 0.05% | 43,378 |
| Utilities | 4,741 | 5,634 | 893 | 15.85% | 2,914 |
| Repairs and Maintenance | 52,365 | 52,795 | 429 | 0.81% | 65,075 |
| Insurance Expense | 44,531 | 44,447 | (84) | -0.19% | 37,040 |
| All Other Operating Expenses | 342,209 | 342,723 | 514 | 0.15% | 227,858 |
| Bad Debt Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Leases and Rentals | 10,642 | 9,445 | (1,197) | -12.68% | 8,970 |
| Depreciation and Amortization | 33,295 | 32,916 | (380) | -1.15% | 55,393 |
| Interest Expense (Non-Governmental Providers) | 0 | 0 | 0 | 0.00% | 0 |
| Total Operating Expenses | 4,632,422 | 4,536,126 | (96,297) | -2.12% | 4,233,315 |
| Net Operating Surplus/(Loss) | (1,608,929) | (1,193,879) | (415,050) | 34.76% | (1,359,385) |
| Total Net Surplus/(Loss) | (1,608,929) | (1,193,879) | (415,050) | 34.76% | (1,359,385) |
| Change in Unrealized Gains/(Losses) on Investments | 0 | 0 | 0 | 0.00% | 0 |
| Increase/(Decrease) in Unrestricted Net Assets | (1,608,929) | (1,193,879) | (415,050) | 34.76% | (1,359,385) |
| Operating Margin | -53.21% | -35.72% | | | -47.30% |
| Total Profit Margin | -53.21% | -35.72% | | | -47.30% |
| EBIDA | -52.11% | -34.74% | | | -45.37% |

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

PAGE 5

| | Actual 9/30/2021 | Actual 8/31/2021 | Actual 7/31/2021 | Actual 6/30/2021 | Actual 5/31/2021 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Gross Patient Revenue | | | | | |
| Clinic Revenue | \$1,419,718 | \$1,520,966 | \$1,481,938 | \$1,448,630 | \$1,308,860 |
| Specialty Clinic Revenue | \$375,846 | \$171,175 | \$234,229 | \$343,674 | \$161,892 |
| Total Gross Patient Revenue | \$1,795,564 | \$1,692,131 | \$1,716,167 | \$1,792,304 | \$1,470,752 |
| Deductions From Revenue | | | | | |
| Discounts and Allowances | (\$801,974) | (\$757,972) | (\$782,101) | (\$814,085) | (\$701,578) |
| Total Deductions From Revenue | (\$801,974) | (\$757,972) | (\$782,101) | (\$814,085) | (\$701,578) |
| Net Patient Revenue | \$993,590 | \$934,159 | \$934,067 | \$978,219 | \$769,173 |
| Other Operating Revenue | \$51,015 | \$56,240 | \$54,422 | \$46,757 | \$59,125 |
| Total Operating Revenue | 1,044,605 | 990,399 | 988,489 | 1,024,977 | 828,299 |
| Operating Expenses | | | | | |
| Salaries and Wages | \$1,142,100 | \$1,137,088 | \$1,123,497 | \$1,061,614 | \$940,187 |
| Fringe Benefits | \$181,343 | \$137,188 | \$171,689 | \$149,134 | \$184,159 |
| Contract Labor | \$0 | \$0 | \$0 | \$0 | \$0 |
| Physicians Fees | \$39,947 | \$52,965 | \$65,959 | \$146,371 | \$114,521 |
| Purchased Services | \$11,585 | \$14,504 | \$11,826 | \$15,910 | \$13,208 |
| Supply Expense | \$15,849 | \$14,325 | \$25,074 | \$21,967 | \$15,954 |
| Utilities | \$1,326 | \$1,873 | \$1,543 | \$2,404 | \$1,933 |
| Repairs and Maintenance | \$19,156 | \$16,272 | \$18,937 | \$16,834 | \$16,580 |
| Insurance Expense | \$14,844 | \$14,844 | \$14,844 | \$13,611 | \$13,611 |
| All Other Operating Expenses | \$107,037 | \$95,119 | \$140,054 | \$63,557 | \$82,775 |
| Bad Debt Expense (Non-Governmental Providers) | | | | | |
| Leases and Rentals | \$2,636 | \$4,755 | \$3,252 | \$4,093 | \$4,022 |
| Depreciation and Amortization | \$11,086 | \$11,086 | \$11,123 | \$12,938 | \$12,937 |
| Interest Expense (Non-Governmental Providers) | | | | | |
| Total Operating Expenses | \$1,546,986 | \$1,500,019 | \$1,585,497 | \$1,508,431 | \$1,399,867 |
| Net Operating Surplus/(Loss) | (\$502,381) | (\$509,620) | (\$597,009) | (\$483,454) | (\$571,568) |
| Total Net Surplus/(Loss) | (\$502,381) | (\$509,620) | (\$597,009) | (\$483,454) | (\$571,568) |
| Change in Unrealized Gains/(Losses) on Investr | 0 | 0 | 0 | 0 | 0 |
| Increase/(Decrease in Unrestricted Net Assets) | (\$502,381) | (\$509,620) | (\$597,009) | (\$483,454) | (\$571,568) |
| Operating Margin | -48.09% | -51.40% | -60.40% | -47.17% | -69.01% |
| Total Profit Margin | -48.09% | -51.40% | -60.40% | -47.17% | -69.01% |
| EBIDA | -47.02% | -50.34% | -59.27% | -45.91% | -67.44% |

| Actual 4/30/2021 | Actual 3/31/2021 | Actual 2/26/2021 | Actual 1/31/2021 | Actual 12/31/2020 | Actual 11/30/2020 | Actual 10/31/2020 | Actual 9/30/2020 |
|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|---------------------|
| \$1,888,816 | \$1,451,195 | \$1,300,088 | \$1,410,642 | \$1,374,626 | \$1,444,093 | \$1,435,042 | \$1,264,797 |
| \$298,056 | \$342,042 | \$281,294 | \$311,512 | \$321,541 | \$326,942 | \$234,817 | \$351,223 |
| \$1,886,871 | \$1,793,147 | \$1,581,380 | \$1,722,154 | \$1,696,166 | \$1,771,035 | \$1,669,859 | \$1,616,020 |
| (\$869,032) | (\$828,370) | (\$758,645) | (\$836,394) | (\$741,684) | (\$787,693) | (\$765,733) | (\$741,674) |
| (\$869,032) | (\$828,370) | (\$758,645) | (\$836,394) | (\$741,684) | (\$787,693) | (\$765,733) | (\$741,674) |
| \$1,017,838 | \$964,777 | \$822,735 | \$885,759 | \$954,482 | \$983,142 | \$904,126 | \$874,346 |
| \$58,845 | \$59,103 | \$85,776 | \$70,658 | \$67,749 | \$70,839 | \$74,395 | \$75,030 |
| 1,076,684 | 1,023,880 | 808,510 | 956,317 | 1,022,231 | 1,053,982 | 978,521 | 949,376 |
| \$1,037,669 | \$1,142,213 | \$1,104,879 | \$1,132,980 | \$1,137,133 | \$1,211,751 | \$1,086,459 | \$1,086,987 |
| \$206,715 | \$216,355 | \$240,814 | \$263,026 | \$168,192 | \$149,894 | \$164,048 | \$149,004 |
| \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| \$46,485 | \$30,939 | \$93,378 | \$76,208 | \$140,601 | \$122,258 | \$145,489 | \$79,510 |
| \$12,176 | \$16,397 | \$13,284 | \$15,024 | \$12,233 | \$12,756 | \$14,882 | \$18,580 |
| \$19,891 | \$18,648 | \$17,037 | \$14,651 | \$12,388 | \$12,806 | \$13,359 | \$15,225 |
| \$1,872 | \$1,875 | \$1,836 | \$1,810 | \$594 | \$2,122 | \$972 | \$847 |
| \$16,968 | \$18,493 | \$18,542 | \$17,468 | \$19,895 | \$20,740 | \$18,512 | \$18,458 |
| \$13,611 | \$13,611 | \$13,611 | \$13,611 | \$13,611 | \$13,611 | \$13,294 | \$13,294 |
| \$134,676 | \$105,518 | \$95,431 | \$91,548 | \$109,020 | \$82,354 | \$103,990 | \$88,010 |
| \$3,037 | \$3,450 | \$3,319 | \$3,032 | \$2,398 | \$3,871 | \$3,239 | \$2,177 |
| \$12,906 | \$17,183 | \$18,273 | \$18,273 | \$18,641 | \$18,641 | \$18,214 | \$18,290 |
| \$1,506,056 | \$1,583,583 | \$1,620,324 | \$1,647,571 | \$1,634,705 | \$1,650,804 | \$1,582,457 | \$1,487,181 |
| (\$429,373) | (\$559,703) | (\$731,814) | (\$691,254) | (\$612,474) | (\$596,823) | (\$603,935) | (\$537,805) |
| (\$429,373) | (\$559,703) | (\$731,814) | (\$691,254) | (\$612,474) | (\$596,823) | (\$603,935) | (\$537,805) |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (\$429,373) | (\$559,703) | (\$731,814) | (\$691,254) | (\$612,474) | (\$596,823) | (\$603,935) | (\$537,805) |
| -39.88% | -54.66% | -82.36% | -72.20% | -59.92% | -56.63% | -61.72% | -56.65% |
| -39.88% | -54.66% | -82.36% | -72.20% | -59.92% | -56.63% | -61.72% | -56.65% |
| -38.67% | -52.99% | -80.31% | -70.37% | -58.09% | -54.86% | -59.86% | -54.72% |

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Three Months ended September 30, 2021

| Current Month | | | | STATISTICS | Year-To-Date | | | |
|--------------------------|----------|-------------------------|------------------|-----------------------------------|--------------|----------|-------------------------|------------------|
| Actual | Budget | Positive/ (Negative) | Prior | | Actual | Budget | Positive/ (Negative) | Prior |
| 09/30/21 | 09/30/21 | Variance | Year 09/30/20 | | 09/30/21 | 09/30/21 | Variance | Year 09/30/20 |
| Outpatient Statistics: | | | | | | | | |
| 4,990 | 3,928 | 1,062 | 4,418 | Clinic Visits - Primary Care | 14,474 | 11,748 | 2,726 | 12,170 |
| 527 | 593 | (66) | 540 | Clinic Visits - Specialty Clinics | 1,491 | 1,729 | (238) | 1,632 |
| Productivity Statistics: | | | | | | | | |
| 62.36 | 64.25 | (1.89) | 67.69 | FTE's - Worked | 61.81 | 64.25 | (2.44) | 67.40 |
| 69.44 | 70.60 | (1.16) | 74.29 | FTE's - Paid | 69.52 | 70.60 | (1.08) | 74.91 |

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

| PAYMENT SOURCE | NO. OF DISBURSEMENTS | AMOUNT |
|--|-------------------------|-----------------------|
| OPERATIONS (GENERAL FUND/KEYBANK) | 714 | 7,786,238.98 |
| CAPITAL EQUIPMENT (PLANT FUND) | 10 | 752,306.71 |
| CONSTRUCTION IN PROGRESS (BUILDING FUND) | 5 | 125,887.09 |
| PAYROLL SEPTEMBER 2, 2020 | N/A | 1,564,474.78 |
| PAYROLL SEPTEMBER 16, 2020 | N/A | 1,658,081.27 |
| PAYROLL SEPTEMBER 30, 2020 | N/A | 1,679,196.32 |
| TOTAL CASH OUTFLOW | | <u>\$8,664,432.78</u> |
| CASH COLLECTIONS | | 7,928,404.13 |
| INCREASE/DECREASE IN CASH | | -\$736,028.65 |

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2021**

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

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

| CHECK NUMBER | DATE | PAYEE | AMOUNT | DESCRIPTION | MONTHLY TOTAL | FYTD TOTAL |
|-------------------------|-----------|---------------------------|------------|----------------------|-------------------|---------------------|
| 001132 | 9/2/2021 | WESTERN ENGINEERS & GEOLO | 3,124.25 | BULK Q2 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 |

**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-AMERI | 12,464.00 | ENT SCOPE | | |
| 002456 | 8/19/2021 | VYAIR MEDICAL 211 INC. | 24,999.00 | CERNER INTERFACE TO CARDIOPULMONARY (VYAIR) | | |
| 002457 | 8/26/2021 | RESPIRONICS | 15,000.00 | CERNER INTERFACE TO SLEEP LAB (PHILLIPS) | | |
| AUGUST TOTALS | | | | | 224,978.57 | 550,580.81 |

| CHECK NUMBER | DATE | PAYEE | AMOUNT | DESCRIPTION | MONTHLY TOTAL | FYTD TOTAL |
|-------------------------|-----------|------------------------------|------------|--|-------------------|---------------------|
| 002458 | 9/9/2021 | CERNER CORPORATION | 18,939.52 | CERNER | | |
| 002459 | 9/9/2021 | DNV GL USA, INC. | 6,240.00 | SYNERGY LIFE | | |
| 002460 | 9/9/2021 | TRI-ANIM HEALTH SERVICES INC | 6,299.98 | PARAPAC ADULT VENT | | |
| 002461 | 9/16/2021 | CERNER CORPORATION | 104,421.95 | CERNER | | |
| 002462 | 9/16/2021 | KRISTI CLARK | 2,300.00 | CERNER | | |
| 002463 | 9/16/2021 | P3 CONSULTING LLC | 10,000.00 | CERNER INTERFACE FOR REV CYCLE & REFUNDS | | |
| 002464 | 9/23/2021 | CERNER CORPORATION | 76,792.62 | CERNER | | |
| 002465 | 9/23/2021 | CONVERGENCE, 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 |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

9/30/21

| Amount | Description |
|--------------|--|
| 30,387.40 | Advertising Total |
| 7,185.24 | Billing Services Total |
| 13,097.63 | Blood Total |
| 3,500.00 | Building Lease Total |
| 6,655.77 | Cellular Telephone Total |
| 88,170.44 | Collection Agency Total |
| 15,073.63 | Computer Equipment Total |
| 114,106.74 | Consulting Fees Total |
| 246,787.83 | Contract Maintenance Total |
| 302,247.42 | Contract Personnel Total |
| 1,699.74 | Courier Services Total |
| 1,336.82 | Credit Card Total |
| 28,827.29 | Dental Insurance Total |
| 27,661.77 | Dialysis Supplies Total |
| 469.00 | Education & Travel Total |
| 256.00 | Education Material Total |
| 3,640.28 | Employee Recruitment Total |
| 6,806.58 | Employee Vision Plan Total |
| 90,899.58 | Equipment Lease Total |
| 45,909.07 | Food Total |
| 6,070.51 | Freight Total |
| 830.62 | Fuel Total |
| 2,902.87 | Garbage Collection Total |
| 1,078,084.77 | Group Health Total |
| 333,158.66 | Hospital Supplies Total |
| 185.00 | Instruments Total |
| 59,712.91 | Insurance Premiums Total |
| 4,382.57 | Insurance Refund Total |
| 6,874.30 | Laboratory Services Total |
| 131,285.62 | Laboratory Supplies Total |
| 6,788.86 | Laundry Supplies Total |
| 13,689.00 | Legal Fees Total |
| 4,393.06 | Life Insurance Total |
| 9,300.00 | Lithotripsy Services Total |
| 79,721.62 | Locum Tenens Total |
| 79,361.20 | Maintenance & Repair Total |
| 16,670.54 | Maintenance Supplies Total |
| 5,002.75 | Marketing & Promotional Supplies Total |
| 2,336.12 | MHSC Foundation Total |
| 2,797.98 | Minor Equipment Total |
| 924.00 | Monthly Pest Control Total |
| 1,124.75 | Non Hospital Supplies Total |
| 12,328.20 | Non Medical Supplies Total |
| 12,081.12 | Office Supplies Total |
| 1,970.00 | Other Employee Benefits Total |
| 732.00 | Other Purchased Services Total |
| 10,258.50 | Oxygen Rental Total |

1. *Introduction*

2. *Background*

3. *Methods*

4. *Results*

5. *Discussion*

6. *Conclusion*

7. *References*

8. *Appendix*

9. *Supplementary Materials*

10. *Tables*

11. *Figures*

12. *Tables*

13. *Figures*

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272

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

| | | | | |
|----------------|-----------|------------------------------------|------------|----------------------|
| 181240 | 9/16/2021 | BEST VERSION MEDIA LLC | 387.20 | Advertising |
| 181201 | 9/9/2021 | PILOT BUTTE BROADCASTING | 650.00 | Advertising |
| 181304 | 9/16/2021 | ROCKET MINER | 626.88 | Advertising |
| 181212 | 9/9/2021 | SCORPION HEALTHCARE LLC | 8,281.82 | Advertising |
| 181308 | 9/16/2021 | SCORPION HEALTHCARE LLC | 5,425.85 | Advertising |
| 181119 | 9/2/2021 | SUBLETTE EXAMINER | 250.00 | Advertising |
| 181320 | 9/16/2021 | SUBLETTE EXAMINER | 250.00 | Advertising |
| 181122 | 9/2/2021 | THE RADIO NETWORK | 500.00 | Advertising |
| 181325 | 9/16/2021 | THE RADIO NETWORK | 3,166.65 | Advertising |
| 181354 | 9/23/2021 | BIG THICKET BROADCASTING | 3,189.00 | Advertising |
| 181396 | 9/23/2021 | KEMMERER GAZETTE | 545.00 | Advertising |
| 181419 | 9/23/2021 | ROCKET MINER | 1,060.00 | Advertising |
| 181428 | 9/23/2021 | SUBLETTE EXAMINER | 400.00 | Advertising |
| 181431 | 9/23/2021 | SWEETWATER NOW, LLC | 3,400.00 | Advertising |
| EFT00000006978 | 9/2/2021 | LAMAR ADVERTISING | 400.00 | Advertising |
| EFT00000007004 | 9/16/2021 | GREEN RIVER STAR | 255.00 | Advertising |
| EFT00000007007 | 9/16/2021 | LAMAR ADVERTISING | 1,200.00 | Advertising |
| EFT00000007039 | 9/30/2021 | LAMAR ADVERTISING | 400.00 | Advertising |
| 181260 | 9/16/2021 | EXPRESS MEDICAID BILLING SERV | 7,185.24 | Billing Services |
| 181225 | 9/9/2021 | VITALANT | 6,950.50 | Blood |
| 181443 | 9/23/2021 | VITALANT | 6,147.13 | Blood |
| 181368 | 9/23/2021 | CURRENT PROPERTIES, LLC | 3,500.00 | Building Lease |
| 181131 | 9/2/2021 | VERIZON WIRELESS, LLC | 3,299.42 | Cellular Telephone |
| 181619 | 9/30/2021 | VERIZON WIRELESS, LLC | 3,356.35 | Cellular Telephone |
| 181226 | 9/9/2021 | WAKEFIELD & ASSOCIATES, INC. | 45,103.42 | Collection Agency |
| 181363 | 9/23/2021 | COLLECTION PROFESSIONALS, INC | 806.02 | Collection Agency |
| 181620 | 9/30/2021 | WAKEFIELD & ASSOCIATES, INC. | 42,261.00 | Collection Agency |
| 181056 | 9/2/2021 | CDW GOVERNMENT LLC | 293.14 | Computer Equipment |
| 181147 | 9/9/2021 | CDW GOVERNMENT LLC | 6,546.49 | Computer Equipment |
| 181247 | 9/16/2021 | CDW GOVERNMENT LLC | 4,247.35 | Computer Equipment |
| 181159 | 9/9/2021 | DELL COMPUTER CORPORATION | 904.27 | Computer Equipment |
| 181360 | 9/23/2021 | CDW GOVERNMENT LLC | 2,107.48 | Computer Equipment |
| 181333 | 9/16/2021 | WOODARD & CURRAN INC. | 974.90 | Consulting Fees |
| 181439 | 9/23/2021 | UNIVERSITY OF UTAH (UURC OUTREACH) | 114,106.74 | Consulting Fees |
| 181231 | 9/16/2021 | ABILITY NETWORK INC | 808.13 | Contract Maintenance |
| 181241 | 9/16/2021 | BISCOM | 400.00 | Contract Maintenance |
| 181150 | 9/9/2021 | CERNER CORPORATION | 4,050.00 | Contract Maintenance |
| 181058 | 9/2/2021 | CLOUDLI COMMUNICATIONS INC. | 77.11 | Contract Maintenance |
| 181265 | 9/16/2021 | GE HEALTHCARE | 664.00 | Contract Maintenance |
| 181171 | 9/9/2021 | GOSECURE, INC. | 11,032.24 | Contract Maintenance |
| 181073 | 9/2/2021 | HARMONY HEALTHCARE IT | 7,727.00 | Contract Maintenance |
| 181184 | 9/9/2021 | LUMENIS, INC. | 20,808.00 | Contract Maintenance |
| 181099 | 9/2/2021 | NUANCE COMMUNICATIONS, INC | 208.33 | Contract Maintenance |
| 181197 | 9/9/2021 | OTIS ELEVATOR COMPANY | 3,322.50 | Contract Maintenance |
| 181101 | 9/2/2021 | PHILIPS HEALTHCARE | 5,563.93 | Contract Maintenance |
| 181299 | 9/16/2021 | PROVIDER ADVANTAGE NW INC | 1,140.00 | Contract Maintenance |
| 181205 | 9/9/2021 | REMI CORPORATION | 2,730.90 | Contract Maintenance |
| 181206 | 9/9/2021 | RL DATIX | 401.00 | Contract Maintenance |
| 181108 | 9/2/2021 | ROBIN SNOWBENGER | 24.99 | Contract Maintenance |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

| | | | | |
|-----------------|-----------|--------------------------------------|-----------|----------------------|
| 181310 | 9/16/2021 | SIEMENS MEDICAL SOLUTIONS USA | 9,543.33 | Contract Maintenance |
| 181113 | 9/2/2021 | SITEIMPROVE, INC. | 1.64 | Contract Maintenance |
| 181223 | 9/9/2021 | VIE HEALTHCARE CONSULTING INC | 10,682.25 | Contract Maintenance |
| 181133 | 9/2/2021 | WYODATA SECURITY INC. | 1,515.00 | Contract Maintenance |
| 181361 | 9/23/2021 | CHANGE HEALTHCARE SOLUTIONS, LLC | 4,015.44 | Contract Maintenance |
| 181309 | 9/23/2021 | GREENSHADES SOFTWARE | 10.49 | Contract Maintenance |
| 181532 | 9/30/2021 | BISCOM | 405.43 | Contract Maintenance |
| 181557 | 9/30/2021 | GE HEALTHCARE | 664.00 | Contract Maintenance |
| 181592 | 9/30/2021 | PHILIPS HEALTHCARE | 27,969.53 | Contract Maintenance |
| 181597 | 9/30/2021 | REMI CORPORATION | 2,821.96 | Contract Maintenance |
| 181390 | 9/23/2021 | HARMONY HEALTHCARE IT | 7,727.00 | Contract Maintenance |
| 181393 | 9/23/2021 | ISI WATER CHEMISTRIES | 2,315.00 | Contract Maintenance |
| 181402 | 9/23/2021 | MEDSPHERE SYSTEMS CORPORATION | 65,700.00 | Contract Maintenance |
| 181411 | 9/23/2021 | PRECISION TESTING TECHNOLOGIES, INC. | 513.00 | Contract Maintenance |
| 181413 | 9/23/2021 | PSL ENGINEERING, LLC | 9,000.00 | Contract Maintenance |
| 181523 | 9/30/2021 | ADVANCED MEDICAL REVIEWS, INC | 1,948.20 | Contract Maintenance |
| 181564 | 9/30/2021 | HEALTHCARESOURCE HR, INC. | 2,669.00 | Contract Maintenance |
| 181568 | 9/30/2021 | INVVO-MDIE | 10,500.00 | Contract Maintenance |
| 181594 | 9/30/2021 | QUADRAMED | 30,338.00 | Contract Maintenance |
| 181600 | 9/30/2021 | SCORPION HEALTHCARE LLC | 2,849.00 | Contract Maintenance |
| 181624 | 9/30/2021 | WYODATA SECURITY INC. | 1,585.00 | Contract Maintenance |
| EFT000000006905 | 9/9/2021 | ARRENDALE ASSOCIATES, INC | 1,435.00 | Contract Maintenance |
| EFT000000006994 | 9/9/2021 | MERGE HEALTHCARE SOLUTIONS, INC | 92.52 | Contract Maintenance |
| EFT000000006997 | 9/9/2021 | STATE FIRE DC SPECIALTIES | 2,217.50 | Contract Maintenance |
| W/T | 9/22/2021 | ORTHOD PHREESIA FEE | 6.90 | Contract Maintenance |
| W/T | 9/7/2021 | OPTIMIS | 200.00 | Contract Maintenance |
| W/T | 9/20/2021 | CARE CLOUD | 349.00 | Contract Maintenance |
| W/T | 9/3/2021 | ZENITH | 350.35 | Contract Maintenance |
| W/T | 9/20/2021 | TRIZETTO FEE | 5,320.19 | Contract Maintenance |
| W/T | 9/22/2021 | CLINIC PHREESIA FEE | 5,975.85 | Contract Maintenance |
| W/T | 9/9/2021 | SIEMENS EDI | 9,017.12 | Contract Maintenance |
| 181140 | 9/9/2021 | AVALIS WAYFINDING SOLUTIONS, INC. | 492.52 | Contract Personnel |
| 181161 | 9/9/2021 | ELWOOD STAFFING SERVICES, INC | 3,211.04 | Contract Personnel |
| 181257 | 9/16/2021 | ELWOOD STAFFING SERVICES, INC | 6,671.28 | Contract Personnel |
| 181068 | 9/2/2021 | FOCUSONE SOLUTIONS LLC | 43,126.69 | Contract Personnel |
| 181168 | 9/9/2021 | FOCUSONE SOLUTIONS LLC | 47,227.56 | Contract Personnel |
| 181264 | 9/16/2021 | FOCUSONE SOLUTIONS LLC | 44,090.32 | Contract Personnel |
| 181063 | 9/2/2021 | JIM LANE | 2,046.00 | Contract Personnel |
| 181111 | 9/2/2021 | SARAH ROTH | 120.00 | Contract Personnel |
| 181211 | 9/9/2021 | SARAH ROTH | 690.00 | Contract Personnel |
| 181307 | 9/16/2021 | SARAH ROTH | 510.00 | Contract Personnel |
| 181213 | 9/9/2021 | SOLANT HEALTH | 24,124.01 | Contract Personnel |
| 181312 | 9/16/2021 | SOLANT HEALTH | 26,201.75 | Contract Personnel |
| 181300 | 9/23/2021 | FOCUSONE SOLUTIONS LLC | 35,536.13 | Contract Personnel |
| 181551 | 9/30/2021 | ELWOOD STAFFING SERVICES, INC | 3,446.87 | Contract Personnel |
| 181554 | 9/30/2021 | FOCUSONE SOLUTIONS LLC | 45,571.75 | Contract Personnel |
| 181572 | 9/30/2021 | JIM LANE | 3,124.00 | Contract Personnel |
| 181599 | 9/30/2021 | SARAH ROTH | 180.00 | Contract Personnel |
| 181603 | 9/30/2021 | SOLANT HEALTH | 15,877.50 | Contract Personnel |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

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| 181217 | 9/9/2021 | SUSAN K CROFUTT | 883.98 | Courier Services |
| 181408 | 9/23/2021 | PACKAGERUNNER LOGISTICS LLC | 815.76 | Courier Services |
| W/T | 9/28/2021 | UMB BANK PAYMENT | 1,336.82 | Credit Card |
| 181255 | 9/16/2021 | DELTA DENTAL | 28,827.29 | Dental Insurance |
| 181069 | 9/2/2021 | FRESENIUS USA MARKETING, INC. | 3,850.77 | Dialysis Supplies |
| 181169 | 9/9/2021 | FRESENIUS USA MARKETING, INC. | 321.92 | Dialysis Supplies |
| 181336 | 9/16/2021 | FRESENIUS USA MARKETING, INC. | 3,749.99 | Dialysis Supplies |
| 181075 | 9/2/2021 | HENRY SCHEIN INC | 124.95 | Dialysis Supplies |
| 181269 | 9/16/2021 | HENRY SCHEIN INC | 124.95 | Dialysis Supplies |
| 181381 | 9/23/2021 | FRESENIUS USA MARKETING, INC. | 2,859.82 | Dialysis Supplies |
| 181565 | 9/30/2021 | HENRY SCHEIN INC | 505.00 | Dialysis Supplies |
| 181556 | 9/30/2021 | FRESENIUS USA MARKETING, INC. | 15,894.37 | Dialysis Supplies |
| EFT000000007006 | 9/16/2021 | HENRY SCHEIN INC | 230.00 | Dialysis Supplies |
| 181079 | 9/2/2021 | HSM ENTERPRISES | 250.00 | Education & Travel |
| 181116 | 9/2/2021 | SOCIETY FOR HUMAN RES. MANAGE. | 219.00 | Education & Travel |
| EFT000000006995 | 9/9/2021 | MY EDUCATIONAL RESOURCES | 256.00 | Education Material |
| 181175 | 9/9/2021 | HOLIDAY INN - ROCK SPRINGS | 267.00 | Employee Recruitment |
| 181178 | 9/9/2021 | INSIGHT INVESTIGATIONS, INC | 1,179.00 | Employee Recruitment |
| 181349 | 9/23/2021 | ARTHUR L. DAVIS PUBLISHING AGENCY | 484.28 | Employee Recruitment |
| 181566 | 9/30/2021 | HOLIDAY INN - ROCK SPRINGS | 890.00 | Employee Recruitment |
| EFT000000006996 | 9/9/2021 | SST TESTING +, INC. | 820.00 | Employee Recruitment |
| 181224 | 9/9/2021 | VISION SERVICE PLAN - WY | 6,806.50 | Employee Vision Plan |
| 181155 | 9/9/2021 | COPPER & SUPPLY COMPANY | 9,015.00 | Equipment Lease |
| 181251 | 9/16/2021 | COPPER & SUPPLY COMPANY | 200.00 | Equipment Lease |
| 181266 | 9/16/2021 | GE HEALTHCARE FINANCIAL SERVICES | 10,692.03 | Equipment Lease |
| 181112 | 9/2/2021 | SHADOW MOUNTAIN WATER CO, WY | 174.00 | Equipment Lease |
| 181309 | 9/16/2021 | SHADOW MOUNTAIN WATER CO, WY | 1,019.68 | Equipment Lease |
| 181129 | 9/2/2021 | US BANK EQUIPMENT FINANCE | 893.75 | Equipment Lease |
| 181334 | 9/16/2021 | WYOMING RENTS, LLC | 5.35 | Equipment Lease |
| 181420 | 9/23/2021 | SIEMENS FINANCIAL SERVICES, INC | 18,429.63 | Equipment Lease |
| 181441 | 9/23/2021 | US BANK EQUIPMENT FINANCE | 2,477.24 | Equipment Lease |
| 181378 | 9/23/2021 | FIRST FINANCIAL HOLDINGS, LLC | 7,248.00 | Equipment Lease |
| 181382 | 9/23/2021 | FRONT RANGE MOBILE IMAGING, INC. | 4,660.00 | Equipment Lease |
| 181536 | 9/30/2021 | CAREFUSION SOLUTIONS, LLC | 21,095.00 | Equipment Lease |
| 181545 | 9/30/2021 | COPPER & SUPPLY COMPANY | 10,380.18 | Equipment Lease |
| 181601 | 9/30/2021 | SHADOW MOUNTAIN WATER CO, WY | 258.42 | Equipment Lease |
| 181615 | 9/30/2021 | US BANK EQUIPMENT FINANCE | 1,723.07 | Equipment Lease |
| EFT000000006998 | 9/9/2021 | TIMEPAYMENT CORP | 2,628.23 | Equipment Lease |
| 181063 | 9/2/2021 | DFA DAIRY BRANDS CORP., LLC | 110.15 | Food |
| 181158 | 9/9/2021 | DFA DAIRY BRANDS CORP., LLC | 545.93 | Food |
| 181254 | 9/16/2021 | DFA DAIRY BRANDS CORP., LLC | 325.76 | Food |
| 181066 | 9/2/2021 | F B MCFADDEN WHOLESALE | 470.60 | Food |
| 181164 | 9/9/2021 | F B MCFADDEN WHOLESALE | 3,303.55 | Food |
| 181261 | 9/16/2021 | F B MCFADDEN WHOLESALE | 2,784.55 | Food |
| 181194 | 9/9/2021 | NICHOLAS & CO INC | 9,814.02 | Food |
| 181294 | 9/16/2021 | NICHOLAS & CO INC | 4,602.20 | Food |
| 181218 | 9/9/2021 | SYSKO INTERMOUNTAIN FOOD | 8,494.35 | Food |
| 181322 | 9/16/2021 | SYSKO INTERMOUNTAIN FOOD | 3,550.37 | Food |
| 181228 | 9/9/2021 | WESTERN WYOMING BEVERAGES INC | 2,048.01 | Food |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

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| 181331 | 9/16/2021 | WESTERN WYOMING BEVERAGES INC | 592.88 | Food |
| 181376 | 9/23/2021 | F B MCFADDEN WHOLESAL | 3,369.35 | Food |
| 181405 | 9/23/2021 | NICHOLAS & CO INC | 1,775.67 | Food |
| 181369 | 9/23/2021 | DFA DAIRY BRANDS CORP., LLC | 109.73 | Food |
| 181552 | 9/30/2021 | F B MCFADDEN WHOLESAL | 2,509.70 | Food |
| 181547 | 9/30/2021 | DFA DAIRY BRANDS CORP., LLC | 324.25 | Food |
| EFT00000000590 | 9/9/2021 | COCA-COLA BOTTLING COMPANY HIGH COUNTRY | 576.00 | Food |
| EFT00000000703 | 9/16/2021 | COCA-COLA BOTTLING COMPANY HIGH COUNTRY | 522.00 | Food |
| 181262 | 9/16/2021 | FED EX | 90.85 | Freight |
| 181434 | 9/23/2021 | TROSE, INC | 5,488.46 | Freight |
| 181440 | 9/23/2021 | UPS STORE | 491.20 | Freight |
| 181204 | 9/9/2021 | RED HORSE OIL COMPANIES INC | 830.62 | Fuel |
| EFT000000007012 | 9/16/2021 | WWS - ROCK SPRINGS | 2,902.87 | Garbage Collection |
| W/T | 9/22/2021 | FURTHER ADMIN FEE | 169.00 | Group Health |
| W/T | 9/17/2021 | FURTHER FLEX 9/15/21 | 597.94 | Group Health |
| W/T | 9/10/2021 | FURTHER FLEX 9/8/21 | 641.20 | Group Health |
| W/T | 9/3/2021 | FURTHER FLEX 9/1/21 | 2,103.51 | Group Health |
| W/T | 9/10/2021 | BLUE CROSS BLUE SHIELD 9/3/21 | 121,734.99 | Group Health |
| W/T | 9/17/2021 | BLUE CROSS BLUE SHIELD 9/10/21 | 230,239.70 | Group Health |
| W/T | 9/24/2021 | BLUE CROSS BLUE SHIELD 9/17/21 | 263,496.28 | Group Health |
| W/T | 9/3/2021 | BLUE CROSS BLUE SHIELD 8/27/21 | 459,102.15 | Group Health |
| 181109 | 9/2/2021 | ABBOTT NUTRITION | 19.70 | Hospital Supplies |
| 181139 | 9/9/2021 | AMAZON.COM CREDIT PLAN | 476.20 | Hospital Supplies |
| 181235 | 9/16/2021 | APPLIED MEDICAL | 420.00 | Hospital Supplies |
| 181051 | 9/2/2021 | B BRAUN MEDICAL INC. | 914.08 | Hospital Supplies |
| 181050 | 9/2/2021 | BAYER HEALTHCARE LLC | 2,181.90 | Hospital Supplies |
| 181141 | 9/9/2021 | BAYER HEALTHCARE LLC | 2,181.90 | Hospital Supplies |
| 181052 | 9/2/2021 | BECTON DICKINSON | 205.46 | Hospital Supplies |
| 181142 | 9/9/2021 | BECTON DICKINSON | 653.60 | Hospital Supplies |
| 181239 | 9/16/2021 | BECTON DICKINSON | 237.00 | Hospital Supplies |
| 181144 | 9/9/2021 | BOSTON SCIENTIFIC CORP | 3,053.57 | Hospital Supplies |
| 181242 | 9/16/2021 | BOSTON SCIENTIFIC CORP | 1,414.75 | Hospital Supplies |
| 181055 | 9/2/2021 | CARDINAL HEALTH/V. MUELLER | 17,457.74 | Hospital Supplies |
| 181146 | 9/9/2021 | CARDINAL HEALTH/V. MUELLER | 29,906.14 | Hospital Supplies |
| 181244 | 9/16/2021 | CARDINAL HEALTH/V. MUELLER | 1,254.39 | Hospital Supplies |
| 181248 | 9/16/2021 | CIVCO RADIOTHERAPY | 825.00 | Hospital Supplies |
| 181152 | 9/9/2021 | CONE INSTRUMENTS | 229.02 | Hospital Supplies |
| 181153 | 9/9/2021 | CONMED CORPORATION | 165.50 | Hospital Supplies |
| 181249 | 9/16/2021 | CONMED CORPORATION | 124.45 | Hospital Supplies |
| 181250 | 9/16/2021 | COOK MEDICAL INC. | 1,007.09 | Hospital Supplies |
| 181154 | 9/9/2021 | COOK MEDICAL INCORPORATED | 739.20 | Hospital Supplies |
| 181160 | 9/9/2021 | DOCTOR EASY MEDICAL PRODUCTS | 33.00 | Hospital Supplies |
| 181065 | 9/2/2021 | EQUASHIELD LLC | 563.56 | Hospital Supplies |
| 181258 | 9/16/2021 | EQUASHIELD LLC | 2,506.60 | Hospital Supplies |
| 181259 | 9/16/2021 | EXPAND-A-BAND, LLC | 40.00 | Hospital Supplies |
| 181170 | 9/9/2021 | FUJIFILM HEALTHCARE AMERICAS CORP | 748.00 | Hospital Supplies |
| 181071 | 9/2/2021 | GENERAL HOSPITAL SUPPLY CORPORATION | 222.00 | Hospital Supplies |
| 181173 | 9/9/2021 | GYNEX CORP | 57.45 | Hospital Supplies |
| 181074 | 9/2/2021 | HEALTHCARE LOGISTICS INC | 35.96 | Hospital Supplies |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

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| 181174 | 9/9/2021 | HEALTHCARE LOGISTICS INC | 232.30 | Hospital Supplies |
| 181268 | 9/16/2021 | HEALTHCARE LOGISTICS INC | 67.92 | Hospital Supplies |
| 181076 | 9/2/2021 | HILL-ROM | 397.10 | Hospital Supplies |
| 181176 | 9/9/2021 | HOLLISTER | 74.41 | Hospital Supplies |
| 181077 | 9/2/2021 | HOLOGIC, INC. | 1,416.00 | Hospital Supplies |
| 181271 | 9/16/2021 | INNOVATIVE PRODUCTS INC. | 137.95 | Hospital Supplies |
| 181082 | 9/2/2021 | J & J HEALTH CARE SYSTEMS INC | 4,388.96 | Hospital Supplies |
| 181273 | 9/16/2021 | J & J HEALTH CARE SYSTEMS INC | 24,683.36 | Hospital Supplies |
| 181086 | 9/2/2021 | KARL STORZ ENDOSCOPY-AMERICA | 879.34 | Hospital Supplies |
| 181277 | 9/16/2021 | KARL STORZ ENDOSCOPY-AMERICA | 4,995.83 | Hospital Supplies |
| 181097 | 9/2/2021 | M V A P MEDICAL SUPPLIES, INC. | 333.45 | Hospital Supplies |
| 181281 | 9/16/2021 | MARKET LAB, INC | 279.92 | Hospital Supplies |
| 181187 | 9/9/2021 | MEDTRONIC USA INC | 5,995.00 | Hospital Supplies |
| 181092 | 9/2/2021 | MEDTRONIC, USA | 614.00 | Hospital Supplies |
| 181285 | 9/16/2021 | MEDTRONIC, USA | 13,630.00 | Hospital Supplies |
| 181093 | 9/2/2021 | MERCURY MEDICAL | 107.78 | Hospital Supplies |
| 181188 | 9/9/2021 | MERCURY MEDICAL | 385.14 | Hospital Supplies |
| 181290 | 9/16/2021 | MINDRAY DS USA, INC. | 85.80 | Hospital Supplies |
| 181292 | 9/16/2021 | NANOSONICS, INC | 206.25 | Hospital Supplies |
| 181098 | 9/2/2021 | NATUS MEDICAL INC | 445.00 | Hospital Supplies |
| 181130 | 9/9/2021 | NATUS MEDICAL INC | 675.00 | Hospital Supplies |
| 181196 | 9/9/2021 | OLYMPUS AMERICA INC | 148.27 | Hospital Supplies |
| 181198 | 9/9/2021 | OWENS & MINOR 90005430 | 15,515.52 | Hospital Supplies |
| 181297 | 9/16/2021 | PATTERSON DENTAL - 408 | 44.09 | Hospital Supplies |
| 181296 | 9/16/2021 | PERFORMANCE HEALTH SUPPLY INC | 123.46 | Hospital Supplies |
| 181203 | 9/9/2021 | RADIOMETER AMERICA INC | 353.00 | Hospital Supplies |
| 181106 | 9/2/2021 | RESMED CORP | 170.00 | Hospital Supplies |
| 181107 | 9/2/2021 | RESPIRONICS | 190.00 | Hospital Supplies |
| 181115 | 9/2/2021 | SMITH & NEPHEW WOUND MGT DIV | 3,600.00 | Hospital Supplies |
| 181311 | 9/16/2021 | SMITHS MEDICAL ASD INC | 185.19 | Hospital Supplies |
| 181118 | 9/2/2021 | STERIS CORPORATION | 2,030.49 | Hospital Supplies |
| 181215 | 9/9/2021 | STERIS CORPORATION | 629.56 | Hospital Supplies |
| 181317 | 9/16/2021 | STERIS CORPORATION | 1,182.58 | Hospital Supplies |
| 181216 | 9/9/2021 | SURGICAL PRODUCT SOLUTIONS | 2,383.32 | Hospital Supplies |
| 181120 | 9/2/2021 | TELEFLEX LLC | 4,358.66 | Hospital Supplies |
| 181219 | 9/9/2021 | TELEFLEX LLC | 377.05 | Hospital Supplies |
| 181323 | 9/16/2021 | TELEFLEX LLC | 1,241.85 | Hospital Supplies |
| 181124 | 9/2/2021 | TRI-ANIM HEALTH SERVICES INC | 4,833.30 | Hospital Supplies |
| 181220 | 9/9/2021 | TRI-ANIM HEALTH SERVICES INC | 3,803.87 | Hospital Supplies |
| 181327 | 9/16/2021 | TRI-ANIM HEALTH SERVICES INC | 203.49 | Hospital Supplies |
| 181130 | 9/2/2021 | UTAH MEDICAL PRODUCTS INC | 65.28 | Hospital Supplies |
| 181132 | 9/2/2021 | WAXIE SANITARY SUPPLY | 611.43 | Hospital Supplies |
| 181330 | 9/16/2021 | WAXIE SANITARY SUPPLY | 326.00 | Hospital Supplies |
| 181338 | 9/23/2021 | AESCLAP INC | 207.89 | Hospital Supplies |
| 181343 | 9/23/2021 | AMAZON.COM CREDIT PLAN | 6,905.47 | Hospital Supplies |
| 181347 | 9/23/2021 | APPLIED MEDICAL | 208.00 | Hospital Supplies |
| 181348 | 9/23/2021 | ARTHREX INC. | 850.00 | Hospital Supplies |
| 181352 | 9/23/2021 | B BRAIN MEDICAL INC. | 665.05 | Hospital Supplies |
| 181351 | 9/23/2021 | BARD PERIPHERAL VASCULAR INC | 3,583.65 | Hospital Supplies |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

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| 181358 | 9/23/2021 | CARDINAL HEALTH/V. MUELLER | 7,459.85 | Hospital Supplies |
| 181359 | 9/23/2021 | CAREFUSION 2200 INC | 1,200.00 | Hospital Supplies |
| 181364 | 9/23/2021 | CONE INSTRUMENTS | 205.70 | Hospital Supplies |
| 181365 | 9/23/2021 | COOK MEDICAL INC. | 817.84 | Hospital Supplies |
| 181366 | 9/23/2021 | COOK MEDICAL INCORPORATED | 5,469.19 | Hospital Supplies |
| 181394 | 9/23/2021 | J & J HEALTH CARE SYSTEMS INC | 9,176.68 | Hospital Supplies |
| 181395 | 9/23/2021 | KCI USA | 210.75 | Hospital Supplies |
| 181429 | 9/23/2021 | LEICA BIOSYSTEMS RICHMOND | 645.88 | Hospital Supplies |
| 181407 | 9/23/2021 | OWENS & MINOR 90005430 | 15,705.81 | Hospital Supplies |
| 181416 | 9/23/2021 | RADIOMETER AMERICA INC | 3,310.26 | Hospital Supplies |
| 181425 | 9/23/2021 | SYNEX CORPORATION | 259.81 | Hospital Supplies |
| 181433 | 9/23/2021 | TRI-ANIM HEALTH SERVICES INC | 3,628.10 | Hospital Supplies |
| 181340 | 9/23/2021 | ALK ABELO, INC. | 412.94 | Hospital Supplies |
| 181346 | 9/23/2021 | APPLIED MEDICAL TECHNOLOGY | 1,715.16 | Hospital Supplies |
| 181356 | 9/23/2021 | BLUE ENDO | 273.91 | Hospital Supplies |
| 181372 | 9/23/2021 | EDGE PHARMACEUTICALS, LLC | 1,243.50 | Hospital Supplies |
| 181383 | 9/23/2021 | GE HEALTHCARE INC | 937.18 | Hospital Supplies |
| 181598 | 9/30/2021 | ABBOTT NUTRITION | 690.70 | Hospital Supplies |
| 181525 | 9/30/2021 | APPLIED MEDICAL | 260.00 | Hospital Supplies |
| 181526 | 9/30/2021 | ARGON MEDICAL | 293.00 | Hospital Supplies |
| 181529 | 9/30/2021 | B BRAUN MEDICAL INC. | 209.04 | Hospital Supplies |
| 181533 | 9/30/2021 | BOSTON SCIENTIFIC CORP | 266.52 | Hospital Supplies |
| 181537 | 9/30/2021 | CARDINAL HEALTH/V. MUELLER | 55,733.90 | Hospital Supplies |
| 181544 | 9/30/2021 | CONE INSTRUMENTS | 515.61 | Hospital Supplies |
| 181549 | 9/30/2021 | DIAGNOSTICA STAGO INC | 2,205.43 | Hospital Supplies |
| 181561 | 9/30/2021 | GYNEX CORP | 191.45 | Hospital Supplies |
| 181563 | 9/30/2021 | HEALTHCARE LOGISTICS INC | 199.81 | Hospital Supplies |
| 181567 | 9/30/2021 | INNOVATIVE PRODUCTS INC. | 137.95 | Hospital Supplies |
| 181569 | 9/30/2021 | J & J HEALTH CARE SYSTEMS INC | 2,757.32 | Hospital Supplies |
| 181577 | 9/30/2021 | KARL STORZ ENDOSCOPY-AMERICA | 9.50 | Hospital Supplies |
| 181607 | 9/30/2021 | LEICA BIOSYSTEMS RICHMOND | 323.68 | Hospital Supplies |
| 181583 | 9/30/2021 | MEDI-DOSE INCORPORATED | 12.92 | Hospital Supplies |
| 181589 | 9/30/2021 | OWENS & MINOR 90005430 | 8,135.57 | Hospital Supplies |
| 181591 | 9/30/2021 | PERFORMANCE HEALTH SUPPLY INC | 36.34 | Hospital Supplies |
| 181611 | 9/30/2021 | TRI-ANIM HEALTH SERVICES INC | 3,379.40 | Hospital Supplies |
| 181616 | 9/30/2021 | UTAH MEDICAL PRODUCTS INC | 80.58 | Hospital Supplies |
| 181617 | 9/30/2021 | VAPOTHERM INC. | 200.00 | Hospital Supplies |
| 181621 | 9/30/2021 | WAXIE SANITARY SUPPLY | 5,123.35 | Hospital Supplies |
| 181432 | 9/23/2021 | TELEFLEX LLC | 2,160.00 | Hospital Supplies |
| 181530 | 9/30/2021 | TECTON DILKINSON | 663.60 | Hospital Supplies |
| 181550 | 9/30/2021 | EDGE PHARMACEUTICALS, LLC | 369.86 | Hospital Supplies |
| 181556 | 9/30/2021 | GE HEALTHCARE INC | 1,712.16 | Hospital Supplies |
| 181609 | 9/30/2021 | TELEFLEX LLC | 1,256.40 | Hospital Supplies |
| 181234 | 9/16/2021 | Ambet Incorporated | 267.60 | Hospital Supplies |
| EFT00000006974 | 9/2/2021 | BREG INC | 436.30 | Hospital Supplies |
| EFT00000006977 | 9/2/2021 | HARDY DIAGNOSTICS | 539.26 | Hospital Supplies |
| EFT00000006980 | 9/2/2021 | OVATION MEDICAL | 270.43 | Hospital Supplies |
| EFT00000006988 | 9/9/2021 | BREG INC | 252.44 | Hospital Supplies |
| EFT00000006989 | 9/9/2021 | BSH MEDICAL INC | 310.57 | Hospital Supplies |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

| | | | | |
|----------------|-----------|--------------------------------------|-----------|---------------------|
| EFT00000006992 | 9/9/2021 | HARDY DIAGNOSTICS | 265.52 | Hospital Supplies |
| EFT00000007001 | 9/16/2021 | BEEKLEY CORPORATION | 332.00 | Hospital Supplies |
| EFT00000007002 | 9/16/2021 | BREG INC | 316.29 | Hospital Supplies |
| EFT00000007005 | 9/16/2021 | HARDY DIAGNOSTICS | 748.75 | Hospital Supplies |
| EFT00000007009 | 9/16/2021 | SIEMENS HEALTHCARE DIAGNOSTICS, INC. | 2,240.00 | Hospital Supplies |
| EFT00000007034 | 9/30/2021 | BREG INC | 506.56 | Hospital Supplies |
| EFT00000007036 | 9/30/2021 | HARDY DIAGNOSTICS | 394.12 | Hospital Supplies |
| EFT00000007037 | 9/30/2021 | IN PRO CORPORATION | 2,401.85 | Hospital Supplies |
| EFT00000007042 | 9/30/2021 | SIEMENS HEALTHCARE DIAGNOSTICS, INC. | 1,440.00 | Hospital Supplies |
| EFT00000006975 | 9/2/2021 | CIVCO MEDICAL INSTRUMENTS | 185.00 | Instruments |
| 181128 | 9/2/2021 | PROVIDENT LIFE & ACCIDENT | 15,570.75 | Insurance Premiums |
| 181221 | 9/9/2021 | PROVIDENT LIFE & ACCIDENT | 14,011.85 | Insurance Premiums |
| 181500 | 9/30/2021 | LIFETIME BENEFIT SOLUTIONS INC | 715.07 | Insurance Premiums |
| 181614 | 9/30/2021 | PROVIDENT LIFE & ACCIDENT | 29,415.24 | Insurance Premiums |
| 181446 | 9/23/2021 | INSURANCE REFUND | 8.16 | Insurance Refund |
| 181511 | 9/29/2021 | INSURANCE REFUND | 290.54 | Insurance Refund |
| 181515 | 9/29/2021 | INSURANCE REFUND | 88.64 | Insurance Refund |
| 181521 | 9/29/2021 | INSURANCE REFUND | 95.25 | Insurance Refund |
| 181517 | 9/29/2021 | INSURANCE REFUND | 285.64 | Insurance Refund |
| 181518 | 9/29/2021 | INSURANCE REFUND | 496.67 | Insurance Refund |
| 181520 | 9/29/2021 | INSURANCE REFUND | 253.99 | Insurance Refund |
| 181499 | 9/29/2021 | INSURANCE REFUND | 11.93 | Insurance Refund |
| 181500 | 9/29/2021 | INSURANCE REFUND | 558.52 | Insurance Refund |
| 181501 | 9/29/2021 | INSURANCE REFUND | 23.99 | Insurance Refund |
| 181502 | 9/29/2021 | INSURANCE REFUND | 199.54 | Insurance Refund |
| 181503 | 9/29/2021 | INSURANCE REFUND | 49.29 | Insurance Refund |
| 181505 | 9/29/2021 | INSURANCE REFUND | 23.99 | Insurance Refund |
| 181506 | 9/29/2021 | INSURANCE REFUND | 159.70 | Insurance Refund |
| 181509 | 9/29/2021 | INSURANCE REFUND | 29.89 | Insurance Refund |
| 181510 | 9/29/2021 | INSURANCE REFUND | 51.31 | Insurance Refund |
| 181504 | 9/29/2021 | INSURANCE REFUND | 24.65 | Insurance Refund |
| 181516 | 9/29/2021 | INSURANCE REFUND | 19.57 | Insurance Refund |
| 181668 | 9/30/2021 | INSURANCE REFUND | 556.50 | Insurance Refund |
| 181496 | 9/29/2021 | INSURANCE REFUND | 10.39 | Insurance Refund |
| 181512 | 9/29/2021 | INSURANCE REFUND | 267.54 | Insurance Refund |
| 181507 | 9/29/2021 | INSURANCE REFUND | 43.53 | Insurance Refund |
| 181508 | 9/29/2021 | INSURANCE REFUND | 50.35 | Insurance Refund |
| 181513 | 9/29/2021 | INSURANCE REFUND | 780.90 | Insurance Refund |
| 181399 | 9/23/2021 | MAYO COLLABORATIVE SERVICES, INC. | 519.10 | Laboratory Services |
| 181403 | 9/23/2021 | METABOLIC NEWBORN SCREENING | 5,206.20 | Laboratory Services |
| 181341 | 9/23/2021 | ALLERMETRIX INC | 1,149.00 | Laboratory Services |
| 181230 | 9/16/2021 | BECKMAN COULTER, INC | 203.85 | Laboratory Supplies |
| 181053 | 9/2/2021 | BIOFIRE DIAGNOSTICS, LLC | 4,650.00 | Laboratory Supplies |
| 181143 | 9/9/2021 | BIOFIRE DIAGNOSTICS, LLC | 3,870.09 | Laboratory Supplies |
| 181054 | 9/2/2021 | CARDINAL HEALTH | 13,227.55 | Laboratory Supplies |
| 181145 | 9/9/2021 | CARDINAL HEALTH | 13,190.92 | Laboratory Supplies |
| 181243 | 9/16/2021 | CARDINAL HEALTH | 6,880.95 | Laboratory Supplies |
| 181057 | 9/2/2021 | CEPHID | 3,442.80 | Laboratory Supplies |
| 181149 | 9/9/2021 | CEPHID | 290.00 | Laboratory Supplies |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

| | | | | |
|-----------------|-----------|---------------------------------|-----------|----------------------|
| 181067 | 9/2/2021 | FISHER HEALTHCARE | 2,995.00 | Laboratory Supplies |
| 181166 | 9/9/2021 | FISHER HEALTHCARE | 2,998.15 | Laboratory Supplies |
| 181263 | 9/16/2021 | FISHER HEALTHCARE | 5,947.92 | Laboratory Supplies |
| 181090 | 9/2/2021 | MEDIVATORS REPROCESSING SYSTEM | 216.44 | Laboratory Supplies |
| 181283 | 9/16/2021 | MEDIVATORS REPROCESSING SYSTEM | 1,189.14 | Laboratory Supplies |
| 181286 | 9/16/2021 | MERCEDES MEDICAL | 336.38 | Laboratory Supplies |
| 181179 | 9/9/2021 | PLATINUM CODE | 201.76 | Laboratory Supplies |
| 181125 | 9/2/2021 | TYPENEX MEDICAL, LLC | 64.00 | Laboratory Supplies |
| 181328 | 9/16/2021 | TYPENEX MEDICAL, LLC | 64.00 | Laboratory Supplies |
| 181345 | 9/23/2021 | ANAEROBIC SYSTEMS | 50.50 | Laboratory Supplies |
| 181353 | 9/23/2021 | BECKMAN COULTER, INC | 1,475.83 | Laboratory Supplies |
| 181357 | 9/23/2021 | CARDINAL HEALTH | 23,743.73 | Laboratory Supplies |
| 181379 | 9/23/2021 | FISHER HEALTHCARE | 9,788.55 | Laboratory Supplies |
| 181400 | 9/23/2021 | MEDIVATORS REPROCESSING SYSTEM | 308.12 | Laboratory Supplies |
| 181435 | 9/23/2021 | TYPENEX MEDICAL, LLC | 203.49 | Laboratory Supplies |
| 181355 | 9/23/2021 | BIOFIRE DIAGNOSTICS, LLC | 5,790.00 | Laboratory Supplies |
| 181536 | 9/30/2021 | CARDINAL HEALTH | 7,892.01 | Laboratory Supplies |
| 181540 | 9/30/2021 | CEPHEID | 6,753.71 | Laboratory Supplies |
| 181553 | 9/30/2021 | FISHER HEALTHCARE | 358.70 | Laboratory Supplies |
| 181595 | 9/30/2021 | R&D SYSTEMS INC | 72.65 | Laboratory Supplies |
| 181619 | 9/30/2021 | TYPENEX MEDICAL, LLC | 30.60 | Laboratory Supplies |
| 181531 | 9/30/2021 | BIOFIRE DIAGNOSTICS, LLC | 4,650.00 | Laboratory Supplies |
| 181539 | 9/30/2021 | CARESHIELD LLC | 54.24 | Laboratory Supplies |
| 181682 | 9/30/2021 | SYSMEX AMERICA INC. | 812.96 | Laboratory Supplies |
| EFT000000006973 | 9/2/2021 | BIO-RAD LABORATORIES | 3,925.78 | Laboratory Supplies |
| EFT000000006967 | 9/9/2021 | BIO-RAD LABORATORIES | 2,364.84 | Laboratory Supplies |
| EFT000000007006 | 9/16/2021 | PDC HEALTHCARE | 111.32 | Laboratory Supplies |
| EFT000000007033 | 9/30/2021 | BIO-RAD LABORATORIES | 3,016.53 | Laboratory Supplies |
| EFT000000007038 | 9/30/2021 | PACE ANALYTICAL SERVICES, LLC | 173.00 | Laboratory Supplies |
| EFT000000006979 | 9/2/2021 | MARTIN-RAY LAUNDRY SYSTEMS | 1,918.86 | Laundry Supplies |
| EFT000000006993 | 9/9/2021 | MARTIN-RAY LAUNDRY SYSTEMS | 3,200.00 | Laundry Supplies |
| EFT000000007040 | 9/30/2021 | MARTIN-RAY LAUNDRY SYSTEMS | 1,670.00 | Laundry Supplies |
| 181157 | 9/9/2021 | CROWLEY FLECK ATTORNEYS | 3,844.00 | Legal Fees |
| 181252 | 9/16/2021 | CROWLEY FLECK ATTORNEYS | 2,370.00 | Legal Fees |
| 181410 | 9/23/2021 | PHILLIPS LAW, LLC | 7,475.00 | Legal Fees |
| 181192 | 9/9/2021 | NEW YORK LIFE INSURANCE COMPANY | 2,116.40 | Life Insurance |
| 181508 | 9/30/2021 | NEW YORK LIFE INSURANCE COMPANY | 2,276.66 | Life Insurance |
| 181625 | 9/30/2021 | WYOMING UROLOGICAL SERVICES, LP | 9,300.00 | Lithotripsy Services |
| 181543 | 9/30/2021 | COMPHEALTH, INC. | 68,980.44 | Locum Tenens |
| 181622 | 9/30/2021 | WEATHERBY LOCUMS, INC | 10,741.18 | Locum Tenens |
| 181246 | 9/16/2021 | CARRIER COMMERCIAL SERVICE | 941.65 | Maintenance & Repair |
| 181062 | 9/2/2021 | CUMMINS ROCKY MOUNTAIN, LLC | 111.72 | Maintenance & Repair |
| 181064 | 9/2/2021 | ENTRY SYSTEMS INC. | 1,400.00 | Maintenance & Repair |
| 181163 | 9/9/2021 | FAIRBANKS SCALES | 635.25 | Maintenance & Repair |
| 181167 | 9/9/2021 | FLOORING PROFESSIONALS INC | 2,400.00 | Maintenance & Repair |
| 181070 | 9/2/2021 | GE HEALTHCARE INC | 856.08 | Maintenance & Repair |
| 181275 | 9/16/2021 | JIM'S UPHOLSTERY | 150.00 | Maintenance & Repair |
| 181291 | 9/16/2021 | MOUNTAIN STATES SUPPLY CO. | 69.39 | Maintenance & Repair |
| 181199 | 9/9/2021 | PACIFIC WATER INC | 7,200.00 | Maintenance & Repair |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

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|----------------|-----------|--------------------------------------|-----------|----------------------------------|
| 181100 | 9/2/2021 | PARTSSOURCE | 91.04 | Maintenance & Repair |
| 181200 | 9/9/2021 | PARTSSOURCE | 530.76 | Maintenance & Repair |
| 181296 | 9/16/2021 | PARTSSOURCE | 1,234.22 | Maintenance & Repair |
| 181202 | 9/9/2021 | PLAN ONE/ARCHITECTS | 2,330.00 | Maintenance & Repair |
| 181222 | 9/9/2021 | UTAH CONTROLS INC | 2,160.00 | Maintenance & Repair |
| 181332 | 9/16/2021 | WHISLER CHEVROLET | 2,703.23 | Maintenance & Repair |
| 181342 | 9/23/2021 | ALPHA PETROLEUM SERVICES, INC | 42,723.36 | Maintenance & Repair |
| 181409 | 9/23/2021 | PARTSSOURCE | 234.00 | Maintenance & Repair |
| 181375 | 9/23/2021 | ENTRY SYSTEMS INC. | 5,835.00 | Maintenance & Repair |
| 181590 | 9/30/2021 | PARTSSOURCE | 848.36 | Maintenance & Repair |
| 181424 | 9/23/2021 | STEALTH TECHNOLOGIES | 407.14 | Maintenance & Repair |
| 181546 | 9/30/2021 | DANIEL DORMAN PAINTING | 6,500.00 | Maintenance & Repair |
| 181233 | 9/16/2021 | ALPINE PURE SOFT WATER | 676.20 | Maintenance Supplies |
| 181048 | 9/2/2021 | BAND ACCESS SYSTEMS | 1,994.52 | Maintenance Supplies |
| 181049 | 9/2/2021 | BATTERY SYSTEMS | 274.77 | Maintenance Supplies |
| 181151 | 9/9/2021 | CODALE ELECTRIC SUPPLY, INC | 871.36 | Maintenance Supplies |
| 181072 | 9/2/2021 | GRAINGER | 63.60 | Maintenance Supplies |
| 181172 | 9/9/2021 | GRAINGER | 384.45 | Maintenance Supplies |
| 181078 | 9/2/2021 | HOME DEPOT | 565.60 | Maintenance Supplies |
| 181177 | 9/9/2021 | HOME DEPOT | 1,143.06 | Maintenance Supplies |
| 181209 | 9/9/2021 | ROCK SPRINGS WINNIELSON CO | 174.00 | Maintenance Supplies |
| 181305 | 9/16/2021 | ROCK SPRINGS WINNIELSON CO | 904.49 | Maintenance Supplies |
| 181208 | 9/9/2021 | ROCKLER COMPANIES, INC | 9.55 | Maintenance Supplies |
| 181127 | 9/2/2021 | UNIPOWER | 324.16 | Maintenance Supplies |
| 181362 | 9/23/2021 | CODALE ELECTRIC SUPPLY, INC | 623.69 | Maintenance Supplies |
| 181385 | 9/23/2021 | GRAINGER | 143.56 | Maintenance Supplies |
| 181391 | 9/23/2021 | HOME DEPOT | 659.67 | Maintenance Supplies |
| 181392 | 9/23/2021 | INSULATION INC. | 165.17 | Maintenance Supplies |
| 181437 | 9/23/2021 | UNIPOWER | 77.46 | Maintenance Supplies |
| 181559 | 9/30/2021 | GRAINGER | 1,795.04 | Maintenance Supplies |
| EFT00000006970 | 9/2/2021 | ACE HARDWARE | 235.34 | Maintenance Supplies |
| EFT00000006972 | 9/2/2021 | BENNETT'S | 4,392.40 | Maintenance Supplies |
| EFT00000006981 | 9/2/2021 | SHERWIN WILLIAMS CO | 161.27 | Maintenance Supplies |
| EFT00000006982 | 9/2/2021 | ULINE, INC | 275.50 | Maintenance Supplies |
| EFT00000006983 | 9/9/2021 | ACE HARDWARE | 107.13 | Maintenance Supplies |
| EFT00000006986 | 9/9/2021 | BENNETT'S | 69.18 | Maintenance Supplies |
| EFT00000006999 | 9/16/2021 | ACE HARDWARE | 104.67 | Maintenance Supplies |
| EFT00000007011 | 9/16/2021 | ULINE, INC | 381.50 | Maintenance Supplies |
| EFT00000007031 | 9/30/2021 | ACE HARDWARE | 93.72 | Maintenance Supplies |
| 181300 | 9/16/2021 | PURPLE LIZARDS, LLC | 5,002.75 | Marketing & Promotional Supplies |
| 181288 | 9/16/2021 | MHSC-FOUNDATION | 1,168.06 | MHSC Foundation |
| 181490 | 9/23/2021 | MHSC-FOUNDATION | 1,168.06 | MHSC Foundation |
| 181324 | 9/16/2021 | TENTCRAFT INC. | 998.00 | Minor Equipment |
| 181337 | 9/23/2021 | 3M COMPANY | 1,799.98 | Minor Equipment |
| 181121 | 9/2/2021 | TERMINIX OF WYOMING | 462.00 | Monthly Pest Control |
| 181610 | 9/30/2021 | TERMINIX OF WYOMING | 462.00 | Monthly Pest Control |
| EFT00000007041 | 9/30/2021 | R.S. CHAMBER OF COMMERCE | 400.75 | Non Hospital Supplies |
| 181256 | 9/16/2021 | ELEMENTS INTEGRATIVE WELLNESS CENTER | 125.00 | Non Hospital Supplies |
| 181373 | 9/23/2021 | ELEMENTS INTEGRATIVE WELLNESS CENTER | 599.00 | Non Hospital Supplies |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

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|-----------------|-----------|---------------------------------------|----------|--------------------------|
| 181185 | 9/9/2021 | MEDIBADGE INC | 216.83 | Non Medical Supplies |
| 181091 | 9/2/2021 | MEDLINE INDUSTRIES INC | 1,977.80 | Non Medical Supplies |
| 181186 | 9/9/2021 | MEDLINE INDUSTRIES INC | 1,457.63 | Non Medical Supplies |
| 181284 | 9/16/2021 | MEDLINE INDUSTRIES INC | 1,170.69 | Non Medical Supplies |
| 181384 | 9/23/2021 | GLOBAL EQUIPMENT COMPANY | 68.40 | Non Medical Supplies |
| 181401 | 9/23/2021 | MEDLINE INDUSTRIES INC | 1,185.66 | Non Medical Supplies |
| 181406 | 9/23/2021 | ORIENTAL TRADING COMPANY | 74.61 | Non Medical Supplies |
| 181421 | 9/23/2021 | SMILEMAKERS | 542.16 | Non Medical Supplies |
| 181528 | 9/30/2021 | A TOUCH OF CLASS | 56.50 | Non Medical Supplies |
| 181555 | 9/30/2021 | FOILLETT CORPORATION | 4,451.82 | Non Medical Supplies |
| 181575 | 9/30/2021 | J.J. KELLER & ASSOCIATES, INC. | 381.95 | Non Medical Supplies |
| 181584 | 9/30/2021 | MEDLINE INDUSTRIES INC | 744.15 | Non Medical Supplies |
| 181162 | 9/9/2021 | ENCOMPASS GROUP, LLC | 569.28 | Office Supplies |
| 181279 | 9/16/2021 | LABELMATCH | 100.88 | Office Supplies |
| 181102 | 9/2/2021 | PURCHASE POWER | 76.49 | Office Supplies |
| 181313 | 9/16/2021 | STANDARD REGISTER COMPANY | 814.74 | Office Supplies |
| 181117 | 9/2/2021 | STAPLES BUSINESS ADVANTAGE | 3,067.74 | Office Supplies |
| 181214 | 9/9/2021 | STAPLES BUSINESS ADVANTAGE | 111.84 | Office Supplies |
| 181314 | 9/16/2021 | STAPLES BUSINESS ADVANTAGE | 373.10 | Office Supplies |
| 181374 | 9/23/2021 | ENCOMPASS GROUP, LLC | 2,151.72 | Office Supplies |
| 181423 | 9/23/2021 | STAPLES BUSINESS ADVANTAGE | 1,514.47 | Office Supplies |
| 181350 | 9/23/2021 | ASI BUSINESS GROUP | 1,280.57 | Office Supplies |
| 181582 | 9/30/2021 | MARK AND MEND INC. | 186.14 | Office Supplies |
| 181604 | 9/30/2021 | STAPLES BUSINESS ADVANTAGE | 483.27 | Office Supplies |
| EFT000000007010 | 9/16/2021 | SMYTH PRINTING | 1,348.88 | Office Supplies |
| 181229 | 9/9/2021 | YOUNG AT HEART SENIOR CITIZENS CENTER | 1,970.00 | Other Employee Benefits |
| 181089 | 9/2/2021 | QUICK RESPONSE TAXI | 82.00 | Other Purchased Services |
| 181183 | 9/9/2021 | QUICK RESPONSE TAXI | 276.00 | Other Purchased Services |
| 181398 | 9/23/2021 | QUICK RESPONSE TAXI | 127.00 | Other Purchased Services |
| 181579 | 9/30/2021 | QUICK RESPONSE TAXI | 72.00 | Other Purchased Services |
| 181612 | 9/30/2021 | TURN UP THE VOLUME DJ SERVICES | 175.00 | Other Purchased Services |
| EFT000000006971 | 9/2/2021 | AIRGAS INTERMOUNTAIN INC | 93.04 | Oxygen Rental |
| EFT000000006984 | 9/9/2021 | AIRGAS INTERMOUNTAIN INC | 357.47 | Oxygen Rental |
| EFT000000007000 | 9/16/2021 | AIRGAS INTERMOUNTAIN INC | 275.66 | Oxygen Rental |
| EFT000000007032 | 9/30/2021 | AIRGAS INTERMOUNTAIN INC | 9,532.33 | Oxygen Rental |
| 181447 | 9/23/2021 | PATIENT REFUND | 45.00 | Patient Refund |
| 181448 | 9/23/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181449 | 9/23/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181450 | 9/23/2021 | PATIENT REFUND | 198.83 | Patient Refund |
| 181451 | 9/23/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181452 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181453 | 9/23/2021 | PATIENT REFUND | 28.39 | Patient Refund |
| 181454 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181455 | 9/23/2021 | PATIENT REFUND | 120.00 | Patient Refund |
| 181456 | 9/23/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181457 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181458 | 9/23/2021 | PATIENT REFUND | 89.00 | Patient Refund |
| 181459 | 9/23/2021 | PATIENT REFUND | 15.62 | Patient Refund |
| 181460 | 9/23/2021 | PATIENT REFUND | 30.00 | Patient Refund |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

9/30/21

| | | | | |
|--------|-----------|----------------|----------|----------------|
| 181461 | 9/23/2021 | PATIENT REFUND | 39.00 | Patient Refund |
| 181462 | 9/23/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181463 | 9/23/2021 | PATIENT REFUND | 239.97 | Patient Refund |
| 181464 | 9/23/2021 | PATIENT REFUND | 50.20 | Patient Refund |
| 181465 | 9/23/2021 | PATIENT REFUND | 5.00 | Patient Refund |
| 181466 | 9/23/2021 | PATIENT REFUND | 55.00 | Patient Refund |
| 181467 | 9/23/2021 | PATIENT REFUND | 10.00 | Patient Refund |
| 181468 | 9/23/2021 | PATIENT REFUND | 80.00 | Patient Refund |
| 181469 | 9/23/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181470 | 9/23/2021 | PATIENT REFUND | 5.00 | Patient Refund |
| 181471 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181472 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181474 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181473 | 9/23/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181476 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181475 | 9/23/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181477 | 9/23/2021 | PATIENT REFUND | 45.00 | Patient Refund |
| 181478 | 9/23/2021 | PATIENT REFUND | 9.00 | Patient Refund |
| 181479 | 9/23/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181480 | 9/23/2021 | PATIENT REFUND | 128.00 | Patient Refund |
| 181481 | 9/23/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181482 | 9/23/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181483 | 9/23/2021 | PATIENT REFUND | 10.00 | Patient Refund |
| 181484 | 9/23/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181485 | 9/23/2021 | PATIENT REFUND | 9.37 | Patient Refund |
| 181486 | 9/23/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181627 | 9/30/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181628 | 9/30/2021 | PATIENT REFUND | 134.50 | Patient Refund |
| 181629 | 9/30/2021 | PATIENT REFUND | 22.64 | Patient Refund |
| 181630 | 9/30/2021 | PATIENT REFUND | 106.50 | Patient Refund |
| 181631 | 9/30/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181632 | 9/30/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181633 | 9/30/2021 | PATIENT REFUND | 17.67 | Patient Refund |
| 181634 | 9/30/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181635 | 9/30/2021 | PATIENT REFUND | 65.00 | Patient Refund |
| 181636 | 9/30/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181637 | 9/30/2021 | PATIENT REFUND | 174.00 | Patient Refund |
| 181522 | 9/29/2021 | PATIENT REFUND | 1,500.99 | Patient Refund |
| 181638 | 9/30/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181639 | 9/30/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181640 | 9/30/2021 | PATIENT REFUND | 5.00 | Patient Refund |
| 181641 | 9/30/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181642 | 9/30/2021 | PATIENT REFUND | 133.44 | Patient Refund |
| 181643 | 9/30/2021 | PATIENT REFUND | 45.00 | Patient Refund |
| 181644 | 9/30/2021 | PATIENT REFUND | 150.00 | Patient Refund |
| 181645 | 9/30/2021 | PATIENT REFUND | 90.00 | Patient Refund |
| 181646 | 9/30/2021 | PATIENT REFUND | 40.00 | Patient Refund |
| 181647 | 9/30/2021 | PATIENT REFUND | 9.10 | Patient Refund |
| 181648 | 9/30/2021 | PATIENT REFUND | 35.00 | Patient Refund |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

9/30/21

| | | | | |
|--------|-----------|---------------------------------|--------------|---------------------|
| 181649 | 9/30/2021 | PATIENT REFUND | 175.00 | Patient Refund |
| 181650 | 9/30/2021 | PATIENT REFUND | 70.00 | Patient Refund |
| 181651 | 9/30/2021 | PATIENT REFUND | 29.60 | Patient Refund |
| 181652 | 9/30/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181653 | 9/30/2021 | PATIENT REFUND | 70.00 | Patient Refund |
| 181654 | 9/30/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181655 | 9/30/2021 | PATIENT REFUND | 10.00 | Patient Refund |
| 181656 | 9/30/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181657 | 9/30/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181658 | 9/30/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181659 | 9/30/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181661 | 9/30/2021 | PATIENT REFUND | 15.00 | Patient Refund |
| 181660 | 9/30/2021 | PATIENT REFUND | 245.00 | Patient Refund |
| 181662 | 9/30/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181663 | 9/30/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181664 | 9/30/2021 | PATIENT REFUND | 104.34 | Patient Refund |
| 181665 | 9/30/2021 | PATIENT REFUND | 24.53 | Patient Refund |
| 181666 | 9/30/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181667 | 9/30/2021 | PATIENT REFUND | 20.00 | Patient Refund |
| 181669 | 9/30/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181514 | 9/29/2021 | PATIENT REFUND | 25.00 | Patient Refund |
| 181495 | 9/29/2021 | PATIENT REFUND | 50.00 | Patient Refund |
| 181670 | 9/30/2021 | PATIENT REFUND | 100.00 | Patient Refund |
| 181671 | 9/30/2021 | PATIENT REFUND | 10.00 | Patient Refund |
| 181672 | 9/30/2021 | PATIENT REFUND | 80.00 | Patient Refund |
| 181673 | 9/30/2021 | PATIENT REFUND | 19.42 | Patient Refund |
| 181497 | 9/29/2021 | PATIENT REFUND | 250.00 | Patient Refund |
| 181675 | 9/30/2021 | PATIENT REFUND | 30.00 | Patient Refund |
| 181674 | 9/30/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181676 | 9/30/2021 | PATIENT REFUND | 120.00 | Patient Refund |
| 181677 | 9/30/2021 | PATIENT REFUND | 15.00 | Patient Refund |
| 181498 | 9/29/2021 | PATIENT REFUND | 45.65 | Patient Refund |
| 181678 | 9/30/2021 | PATIENT REFUND | 300.00 | Patient Refund |
| 181679 | 9/30/2021 | PATIENT REFUND | 35.00 | Patient Refund |
| 181680 | 9/30/2021 | PATIENT REFUND | 120.00 | Patient Refund |
| 181681 | 9/30/2021 | PATIENT REFUND | 5.00 | Patient Refund |
| 181519 | 9/29/2021 | PATIENT REFUND | 150.00 | Patient Refund |
| 181329 | 9/16/2021 | UNITED WAY OF SWEETWATER COUNTY | 121.75 | Payroll Deduction |
| 181494 | 9/29/2021 | UNITED WAY OF SWEETWATER COUNTY | 121.75 | Payroll Deduction |
| 181253 | 9/16/2021 | DAVID G. PEAKE | 3,484.62 | Payroll Garnishment |
| 181316 | 9/16/2021 | STATE OF WYOMING DFS/CSES | 1,928.63 | Payroll Garnishment |
| 181321 | 9/16/2021 | SWEETWATER CIRCUIT COURT-RS | 1,163.37 | Payroll Garnishment |
| 181326 | 9/16/2021 | TREASURER STATE OF MAINE | 172.00 | Payroll Garnishment |
| 181491 | 9/29/2021 | STATE OF WYOMING DFS/CSES | 1,807.71 | Payroll Garnishment |
| 181498 | 9/29/2021 | CIRCUIT COURT 3RD JUDICIAL-GR | 108.25 | Payroll Garnishment |
| 181499 | 9/29/2021 | DAVID G. PEAKE | 3,484.62 | Payroll Garnishment |
| 181492 | 9/29/2021 | SWEETWATER CIRCUIT COURT-RS | 1,198.03 | Payroll Garnishment |
| 181493 | 9/29/2021 | TREASURER STATE OF MAINE | 172.00 | Payroll Garnishment |
| W/T | 9/14/2021 | PAYROLL 19 | 1,500,000.00 | Payroll Transfer |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

9/30/21

| | | | | |
|--------|-----------|--------------------------------------|--------------|------------------------------------|
| W/T | 9/28/2021 | PAYROLL 20 | 1,500,000.00 | Payroll Transfer |
| 181289 | 9/16/2021 | MHSC - PETTY CASH | 19.00 | Petty Cash |
| 181245 | 9/16/2021 | CARDINAL HEALTH PHARMACY MGMT | 5,276.70 | Pharmacy Management |
| 181487 | 9/23/2021 | CARDINAL HEALTH PHARMACY MGMT | 965,567.97 | Pharmacy Management |
| 181560 | 9/30/2021 | DR. GRZEGORZ RUCHALA | 25,000.00 | Physician Recruitment |
| 181236 | 9/16/2021 | AUGUSTO JAMIAS | 25,000.00 | Physician Retention |
| 181134 | 9/9/2021 | ADVANCED MEDICAL IMAGING, LLC | 18,900.00 | Physician Services |
| 181045 | 9/1/2021 | DR. HARESH K. VISWESHWAR | 14,125.00 | Physician Services |
| 181267 | 9/16/2021 | DR. HARESH K. VISWESHWAR | 18,000.00 | Physician Services |
| 181274 | 9/16/2021 | JHHR MEDICAL ASSOCIATES | 13,999.20 | Physician Services |
| 181276 | 9/16/2021 | JOHN A. ILIYA, M.D. | 2,100.00 | Physician Services |
| 181438 | 9/23/2021 | UNIVERSITY OF UTAH | 3,160.40 | Physician Services |
| 181581 | 9/30/2021 | LOCUM TENENS.COM | 49,047.27 | Physician Services |
| 181562 | 9/30/2021 | DR. HARESH K. VISWESHWAR | 14,228.76 | Physician Services |
| 181044 | 9/1/2021 | DR. HARESH K. VISWESHWAR | 3,176.10 | Physician Services |
| 181370 | 9/23/2021 | DEPARTMENT OF EDUCATION | 2,500.00 | Physician Student Loan |
| 181377 | 9/23/2021 | FEDLOAN SERVICING | 20,625.00 | Physician Student Loan |
| 181387 | 9/23/2021 | GREAT LAKES | 1,666.67 | Physician Student Loan |
| 181442 | 9/23/2021 | US DEPARTMENT OF EDUCATION | 2,500.00 | Physician Student Loan |
| 181386 | 9/23/2021 | GRANITE STATE MANAGEMENT & RESOURCES | 666.67 | Physician Student Loan |
| 181388 | 9/23/2021 | GREAT LAKES EDUCATION LOAN SERVICES | 1,000.00 | Physician Student Loan |
| 181182 | 9/9/2021 | CLIFTON LARSON ALLEN LLP | 41,007.88 | Professional Service |
| 181096 | 9/2/2021 | MOUNTAIN STATES MEDICAL PHYSICS | 7,237.15 | Professional Service |
| 181193 | 9/9/2021 | NEXTGEN HEALTHCARE, INC. | 41,575.00 | Professional Service |
| 181293 | 9/16/2021 | NEXTGEN HEALTHCARE, INC. | 3,950.00 | Professional Service |
| 181295 | 9/16/2021 | P3 CONSULTING LLC | 138.75 | Professional Service |
| 181541 | 9/30/2021 | CLEANIQUE PROFESSIONAL SERVICES | 3,300.00 | Professional Service |
| 181618 | 9/30/2021 | VERSYS INC. | 27.00 | Professional Service |
| 181542 | 9/30/2021 | COLLEGE OF AMERICAN PATHOLOGY | 7,572.97 | Proficiency Testing |
| 181105 | 9/2/2021 | RADIATION DETECTION COMPANY | 490.00 | Radiation Monitoring |
| 181302 | 9/16/2021 | RADIATION DETECTION COMPANY | 66.25 | Radiation Monitoring |
| 181094 | 9/2/2021 | MERRY X-RAY | 219.88 | Radiology Film |
| 181287 | 9/16/2021 | MERRY X-RAY | 547.12 | Radiology Film |
| 181586 | 9/30/2021 | MERRY X-RAY | 84.67 | Radiology Film |
| 181088 | 9/2/2021 | LANTHEUS MEDICAL IMAGING, INC | 4,533.19 | Radiology Material |
| 181181 | 9/9/2021 | LANTHEUS MEDICAL IMAGING, INC | 3,463.33 | Radiology Material |
| 181280 | 9/16/2021 | LANTHEUS MEDICAL IMAGING, INC | 3,463.33 | Radiology Material |
| 181367 | 9/23/2021 | CUNILUM US LLC | 2,480.00 | Radiology Material |
| 181534 | 9/30/2021 | BRACCO DIAGNOSTICS INC | 734.64 | Radiology Material |
| 181578 | 9/30/2021 | LANTHEUS MEDICAL IMAGING, INC | 4,533.19 | Radiology Material |
| 181535 | 9/30/2021 | DR. BRIANNE CROFTS | 285.00 | Reimbursement - CME |
| 181593 | 9/30/2021 | DR. PRAACHI PAWAR | 600.00 | Reimbursement - CME |
| 181602 | 9/30/2021 | DR. SIGSBEE DICK | 6,637.55 | Reimbursement - CME |
| 181576 | 9/30/2021 | JOSEPH J. OLIVER, M.D. | 2,443.40 | Reimbursement - CME |
| 181585 | 9/30/2021 | MELISSA JEWELL | 349.00 | Reimbursement - CME |
| 181237 | 9/16/2021 | BARBARA SCHWADA | 251.37 | Reimbursement - Education & Travel |
| 181272 | 9/16/2021 | RENE RICHARDSON | 231.54 | Reimbursement - Education & Travel |
| 181180 | 9/9/2021 | JOINCI LUSON | 270.00 | Reimbursement - Education & Travel |
| 181278 | 9/16/2021 | KELLY SUGIHARA | 492.11 | Reimbursement - Education & Travel |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

| | | | | |
|--------|-----------|---|------------|---------------------------------------|
| 181282 | 9/16/2021 | MARY FISCHER | 90.78 | Reimbursement - Education & Travel |
| 181207 | 9/9/2021 | ROB FAIR | 357.00 | Reimbursement - Education & Travel |
| 181344 | 9/23/2021 | AMBER FISK | 143.19 | Reimbursement - Education & Travel |
| 181419 | 9/23/2021 | ROB FAIR | 321.30 | Reimbursement - Education & Travel |
| 181430 | 9/23/2021 | SUZAN CAMPBELL | 395.00 | Reimbursement - Education & Travel |
| 181573 | 9/30/2021 | DR. JANENE GLYN | 2,112.51 | Reimbursement - Education & Travel |
| 181587 | 9/30/2021 | DR. MICHAEL NEYMAN | 949.00 | Reimbursement - Education & Travel |
| 181623 | 9/30/2021 | DR. WILLIAM SARETTE | 600.00 | Reimbursement - Education & Travel |
| 181600 | 9/30/2021 | SUZAN CAMPBELL | 695.00 | Reimbursement - Education & Travel |
| 181571 | 9/30/2021 | JAMES HORAN | 36.26 | Reimbursement - Hospital Supplies |
| 181061 | 9/2/2021 | CRIS RIZZI | 37.28 | Reimbursement - Insurance Premiums |
| 181084 | 9/2/2021 | JAZMIN GUTIERREZ | 111.84 | Reimbursement - Insurance Premiums |
| 181110 | 9/2/2021 | SAMANTHA WHITE | 50.92 | Reimbursement - Insurance Premiums |
| 181570 | 9/30/2021 | JACLYN HUNT | 274.11 | Reimbursement - Insurance Premiums |
| 181548 | 9/30/2021 | DESEREE PADILLA | 56.00 | Reimbursement - Non Hospital Supplies |
| 181061 | 9/2/2021 | IRENE RICHARDSON | 503.69 | Reimbursement - Non Hospital Supplies |
| 181085 | 9/2/2021 | JULIA KERSHISNIK SWEEDLER | 800.00 | Reimbursement - Non Hospital Supplies |
| 181123 | 9/2/2021 | TIFFANY MARSHALL | 246.00 | Reimbursement - Non Hospital Supplies |
| 181574 | 9/30/2021 | JELENA FREY | 56.63 | Reimbursement - Non Hospital Supplies |
| 181195 | 9/9/2021 | NICOLE HALSTEAD | 19.57 | Reimbursement - Office Supplies |
| 181417 | 9/23/2021 | RAMONA ALLEN | 200.00 | Reimbursement - Payroll Correction |
| 181137 | 9/9/2021 | ALVARO HERNANDEZ | 150.00 | Reimbursement - Uniforms |
| 181191 | 9/9/2021 | NEL LEWIS | 150.00 | Reimbursement - Uniforms |
| W/T | 9/10/2021 | ABG PARTIAL 9/2/21 | 682.11 | Retirement |
| W/T | 9/23/2021 | ABG PARTIAL 9/2/21 | 158,703.44 | Retirement |
| W/T | 9/23/2021 | ABG 9/16/21 | 159,206.75 | Retirement |
| 181315 | 9/16/2021 | STATE OF WYO.DEPT.OF REVENUE | 699.62 | Sales Tax Payment |
| 181104 | 9/2/2021 | RADFORMATION INC. | 9,250.00 | Software |
| 181227 | 9/9/2021 | WESTERN WY COLLEGE | 1,000.00 | Sponsorship |
| 181270 | 9/16/2021 | HUDDLE UP ROCK SPRINGS | 1,000.00 | Sponsorship |
| 181089 | 9/2/2021 | INTERNATIONAL ASSOC. OF FIRE FIGHTERS LOCA 1499 | 500.00 | Sponsorship |
| 181210 | 9/9/2021 | ROLLING GREEN COUNTRY CLUB | 3,116.00 | Sponsorship |
| 181126 | 9/2/2021 | UCSD#6 | 500.00 | Sponsorship |
| 181436 | 9/23/2021 | LINTA COUNTY SCHOOL DISTRICT #4 | 500.00 | Sponsorship |
| 181095 | 9/2/2021 | MOBILE INSTRUMENT SERVICE | 15.00 | Surgery Equipment |
| 181189 | 9/9/2021 | MOBILE INSTRUMENT SERVICE | 185.00 | Surgery Equipment |
| 181404 | 9/23/2021 | MOBILE INSTRUMENT SERVICE | 1,758.40 | Surgery Equipment |
| 181046 | 9/2/2021 | ALI MED INC | 983.87 | Surgery Supplies |
| 181135 | 9/9/2021 | ALI MED INC | 245.97 | Surgery Supplies |
| 181232 | 9/16/2021 | ALI MED INC | 403.36 | Surgery Supplies |
| 181059 | 9/2/2021 | CONMED LINVATEC | 36.75 | Surgery Supplies |
| 181088 | 9/2/2021 | COVIDIEN SALES LLC, DBA GIVEN IMAGING | 360.00 | Surgery Supplies |
| 181156 | 9/9/2021 | COVIDIEN SALES LLC, DBA GIVEN IMAGING | 727.68 | Surgery Supplies |
| 181087 | 9/2/2021 | KEY SURGICAL INC | 86.00 | Surgery Supplies |
| 181114 | 9/2/2021 | SMITH & NEPHEW ENDOSCOPY INC | 3,308.44 | Surgery Supplies |
| 181318 | 9/16/2021 | STRYKER ENDOSCOPY | 1,065.36 | Surgery Supplies |
| 181319 | 9/16/2021 | STRYKER ORTHOPAEDICS | 6,100.00 | Surgery Supplies |
| 181230 | 9/9/2021 | ZIMMER BIOMET | 10,274.50 | Surgery Supplies |
| 181335 | 9/16/2021 | ZIMMER BIOMET | 22,557.00 | Surgery Supplies |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/21

| | | | | |
|-----------------|-----------|---------------------------------------|--------------|------------------------|
| 181339 | 9/23/2021 | ALI MED INC | 403.36 | Surgery Supplies |
| 181422 | 9/23/2021 | SMITH & NEPHEW INC. | 6,015.14 | Surgery Supplies |
| 181427 | 9/23/2021 | STRYKER ENDOSCOPY | 1,055.40 | Surgery Supplies |
| 181445 | 9/23/2021 | ZIMMER BIOMET | 57.50 | Surgery Supplies |
| 181524 | 9/30/2021 | ALI MED INC | 120.83 | Surgery Supplies |
| 181606 | 9/30/2021 | STRYKER ENDOSCOPY | 734.40 | Surgery Supplies |
| 181626 | 9/30/2021 | ZIMMER BIOMET | 6,094.00 | Surgery Supplies |
| EFT000000006976 | 9/2/2021 | COOPER SURGICAL | 1,370.25 | Surgery Supplies |
| EFT000000006991 | 9/9/2021 | COOPER SURGICAL | 751.65 | Surgery Supplies |
| EFT000000007035 | 9/30/2021 | COOPER SURGICAL | 84.04 | Surgery Supplies |
| 181412 | 9/23/2021 | PRESS GANEY ASSOCIATES, INC | 2,678.01 | Survey Expenses |
| 181148 | 9/9/2021 | CSG,LLC | 1,172.75 | Transcription Services |
| 181397 | 9/23/2021 | LANGUAGE LINE SERVICES | 1,886.50 | Translation Services |
| 181136 | 9/9/2021 | ALL WEST COMMUNICATIONS | 4,820.42 | Utilities |
| 181047 | 9/2/2021 | AT&T | 33.74 | Utilities |
| 181139 | 9/9/2021 | AT&T | 137.94 | Utilities |
| 181301 | 9/16/2021 | CENTURY LINK | 3,431.87 | Utilities |
| 181103 | 9/2/2021 | DOMINION ENERGY WYOMING | 12,998.41 | Utilities |
| 181303 | 9/16/2021 | ROCK SPRINGS MUNICIPAL UTILITY | 13,956.83 | Utilities |
| 181306 | 9/16/2021 | ROCKY MOUNTAIN POWER | 28,076.26 | Utilities |
| 181415 | 9/23/2021 | CENTURY LINK | 119.75 | Utilities |
| 181371 | 9/23/2021 | DISH NETWORK LLC | 75.05 | Utilities |
| 181414 | 9/23/2021 | DOMINION ENERGY WYOMING | 48.14 | Utilities |
| 181444 | 9/23/2021 | WHITE MOUNTAIN WATER & SEWER DISTRICT | 58.35 | Utilities |
| 181527 | 9/30/2021 | AT&T | 250.16 | Utilities |
| 181426 | 9/23/2021 | STERICYCLE, INC. | 1,269.17 | Waste Disposal |
| 181605 | 9/30/2021 | STERICYCLE, INC. | 741.94 | Waste Disposal |
| 181165 | 9/9/2021 | FIBERTECH | 3,342.00 | Window Cleaning |
| | | | 7,706,238.90 | |


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

| | |
|---|----------------------|
| Vouchers Submitted by MHSC at agreed discounted rate | |
| July 2021 | \$5,878.09 |
| August 2021 | \$0.00 |
| September 2021 | \$0.00 |
| | |
| County Requested Total Vouchers Submitted | <u>\$5,878.09</u> |
| Total Vouchers Submitted FY 22 | \$5,878.09 |
| Less: Total Approved by County and Received by MHSC FY 22 | \$5,878.09 |
| 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>\$5,878.09</u> |
| FY20 Title 25 Fund Budget Remaining | \$267,609.91 |
| | |
| 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 |
| | |
| | <u>\$332,918.79</u> |
| FY22 Maintenance Fund Budget Remaining | <u><u>\$605,521.21</u></u> |

MEMO: October 22, 2021

TO: Finance Committee 

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: Preliminary October, 2021 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

| | |
|--------------------------|-----------------|
| Hospital Accounts | \$ 1,230,000.00 |
| Hospital Payment Plans | \$ 70,000.00 |
| Medical Clinic Accounts | \$ 29,968.00 |
| Ortho Clinic Accounts | \$ 00.00 |
| Total Potential Bad Debt | \$ 1,329,968.00 |

| | | |
|----------------------------|-----------------|----------------|
| Hospital Accounts Returned | \$ - 158,174.00 | |
| Net Bad Debt Turned | | \$1,171,794.00 |

| | |
|---------------------------------------|---------------|
| Hospital Recoveries Collection Agency | \$ 208,000.00 |
| Hospital Recoveries Payment Plans | \$ 70,000.00 |
| Medical Clinic Recoveries | \$ 1,495.00 |
| Ortho Clinic Recoveries | \$ 617.00 |
| Total Bad Debt Recoveries | \$ 280,112.00 |

| | |
|------------------------------|---------------|
| Net Bad Debt Less Recoveries | \$ 891,682.00 |
|------------------------------|---------------|

| | |
|-----------------|------------|
| Largest Account | 51,044.87 |
| Emergency Room | 498,468.36 |
| Inpatient Accts | 241,033.32 |
| Surgery Accts | 43,871.45 |

Bond Refinancing



SWEETWATER COUNTY, WYOMING
HOSPITAL REVENUE REFUNDING BONDS
(MEMORIAL HOSPITAL PROJECT)
SERIES 2021A

Up to \$27,500,000

Taxable Convertible Hospital Revenue Refunding Bonds, Series 2021A

Summary of Terms and Conditions

Final Revision October 13, 2021

This Financing proposal is provided for discussion purposes only and does not represent a commitment from Key Government Finance, Inc. ("KGF"). This proposal and its terms are submitted on a confidential basis and shall not be disclosed to third parties (other than the Borrower's officers, directors, employees and advisors charged with reviewing and/or implementing the transactions contemplated hereby) without KGF's consent. This proposal is intended as an outline of certain material terms of the Facility and does not purport to summarize all the conditions, covenants, representations, warranties and other provisions which would be contained in definitive documentation for the Facility contemplated hereby.

Key Government Finance, Inc. is pleased to provide the following term sheet for direct purchase bond financing structure to Memorial Hospital of Sweetwater County, Wyoming.

| | |
|-------------------------|---|
| Lender: | Key Government Finance, Inc. ("Lender" or "KGF"). |
| Issuer: | Sweetwater County, Wyoming |
| Borrower: | Memorial Hospital of Sweetwater County, Wyoming (the "Borrower" or "Hospital"). |
| Issue: | Hospital Revenue Refunding Bonds, Series 2021A |
| Facility: | Taxable Convertible Direct Purchase of the Bonds ("Bond" or "Bonds") purchased by the Lender. |
| Amount: | Up to \$27,500,000. The full amount of the Bonds shall be advanced on the closing date. |
| Use of Proceeds: | Proceeds will be used to (i) finance the refunding of the outstanding Series 2013A Bonds; and to (ii) pay cost of issuance associated with the 2021A Bonds. |

Amortization and Term: The anticipated closing date for the Bonds is December 17, 2021 ("Anticipated Closing Date"). The final maturity date for the Bonds is September 1, 2036 ("Final Maturity"). KGF will purchase the Bonds through Final Maturity.

Repayment: Annual payments of principal on each September 1, commencing September 1, 2022. Semi-annual payments of interest on each March 1 and September 1, commencing March 1, 2022.

Any changes in the weighted average maturity presented in the RFP will result in a re-pricing by Lender.

Fixed Indexed Interest Rate: The interest rate for the Bonds as of the date of this proposal is calculated based on the KeyCorp Cost of Funds Index (the "Index") as of October 12, 2021. The indexed taxable interest rate is 3.039%.

The actual interest rate will be set three days prior to funding. For each one basis point increase or decrease in the Index the fixed rate shall increase or decrease by 1.00 basis point.

Fixed Interest Rate Lock Options: At the Borrower's request, the Lender can provide an interest rate lock option in advance of the anticipated closing date. The interest rate lock option will require a two-party e-mail confirmation between Lender and Borrower to confirm the terms of the interest rate lock as provided by Lender. If the interest rate lock confirmation is not received by Lender within the specified time, or the Bonds close after the agreed upon lock period, the final interest rate will be subject to index between the proposal date and the closing date based on the change in the KeyCorp Cost of Funds index.

Based on market conditions as of October 12, 2021, the taxable rate lock interest rate options are as follows:

Option A: 3.162% for a closing on or before December 3rd.

Option B: 3.234% for a closing on or before December 17th.

Additional rate lock options are available upon request from the Borrower.

The rate lock interest rate needs to be accepted by the Borrower no later than October 19, 2021 and would be valid for closing on or before the Anticipated Closing Date.

2021A Bonds Tax-Exempt Conversion: At the Borrower's request and upon receipt of all required documentation including a tax opinion from Bond Counsel and Form 8038-G, Lender may convert the Taxable Facility to a Tax-Exempt Facility. The Tax-Exempt Interest Rate for the Tax-Exempt Facility will be calculated as 79% of the Taxable Interest Rate utilized at closing of the Taxable Facility.

For example, the converted rate based on Taxable Interest Rate of 3.162% quoted above (for a closing on or before December 3rd) would be a Tax-Exempt Interest Rate of 2.498%.

Prepayment: The Bond may be prepaid in whole, but not in part, subject to a prepayment premium calculated on the outstanding principal balance at the time of the termination as follows:

| <u>Months</u> | <u>Premium</u> |
|----------------------|----------------|
| Months 1-12 | 3.00% |
| Months 13-24 | 2.00% |
| Months 25 - 36 | 1.00% |
| Months 37 - maturity | 0.00% |

Interest Day Count 30/360

Origination Fee: 0.05% of Bond Amount (\$13,750)

Costs of Issuance: Borrower will be responsible for all costs related to this financing including but not limited to Lender's Counsel fees, Bond Counsel fees, Issuer's fees and Borrower's Counsel fees and any related costs associated with the issuance for due diligence by the Lender for this financing.

To the extent incurred, the foregoing expenses shall be paid by Borrower whether or not the Bond shall close or be funded. Subject to IRS regulations, financing costs may be included in the borrowing amount up to 2% for the total par amount issued. Final costs will be based on actual fees for services rendered by providers.

Lender's Counsel: Lender plans to use Kutak Rock LLP as outside legal counsel with a not to exceed fee of \$22,500. Attorney contact information is provided below:

Andrew P. Romshek
Kutak Rock LLP
1650 Farnam Street
Omaha, NE 68102-2186
D (402) 231-8797 O (402) 346-6000
Andrew.Romshek@KutakRock.com
www.KutakRock.com

Collateral: Collateral will consist of a senior lien on Net Pledged Revenues. "Net Pledged Revenues" means the Adjusted Revenues of the Hospital (excluding income attributable to ad valorem taxes and any Specific Purpose Sales and Use Tax derived by the County and transferred to the Hospital Board) remaining after the payment of the Operation and Maintenance Expenses.

Financial Reporting: Hospital shall provide to the Lender:

1. Audited consolidated and consolidating financial statements within 150 days after the end of each fiscal year.
2. Annual Utilization Statistics within 150 days after year end.
3. Semi-annual Covenant Compliance Certificate due within 45 days after the end of each applicable fiscal quarter.

4. Company prepared quarterly consolidated and consolidating financial statements within 45 days after the end of the quarter.
5. Annual Company prepared operating budget due within 60 days of Fiscal Year End.
6. Such other information as the Lender may reasonably request.

**Financial
Covenants:**

Covenant and covenant definitions will be incorporated as outlined below. Any amendment, modification and/or waiver will require the consent in writing by the Lender.

Semi-Annual Days' Cash on Hand ("DCOH"). Borrower covenants and agrees to maintain Days' Cash on Hand of at least 65, measured semi-annually on June 30 and December 31 of each calendar year, commencing December 31, 2021.

- In the event that the DCOH falls below 65, Borrower shall retain a Hospital Consultant to advise Borrower regarding the actions necessary to bring Borrower into compliance with this Section, and Borrower shall follow such recommendations to the fullest extent possible and practicable.
- An Event of Default will occur if DCOH is below 50.

Semi-Annual Debt Service Coverage Ratio ("DSCR"). Borrower covenants that it shall maintain a Debt Service Coverage Ratio of either (1) 1.20 to 1.00, or (2) 1.10 to 1.00 and greater than 75 Days' Cash on Hand, measured semi-annually on June 30 and December 31 of each calendar year, commencing December 31, 2021. Covenant to be calculated on a trailing twelve-month basis.

- In the event that the Debt Service Coverage Ratio falls below 1.10 to 1.00, Borrower shall retain a Hospital Consultant to advise Borrower regarding the actions necessary to bring Borrower into compliance with this Section, and Borrower shall follow such recommendations to the fullest extent possible and practicable.
- An Event of Default will occur as follows:
 - o In the event Debt Service Coverage Ratio falls below 1.00 to 1.00.
 - o If the Borrower has more than 85 DCOH and DSCR is less than 1.05 to 1.00 (but greater than 1.00 to 1.00) for more than 2 consecutive testing periods, and the DSCR is not cured (1.10 to 1.00 or more) by the third testing period, it is an Event of Default.
 - o In the event the DSCR falls below 1.05x and the Hospital has less than 85 Days Cash on Hand, it would be an Event of Default.

**Event of Taxability
and Gross-Up:**

Usual and customary language for a Bond of this nature.

Default Rate: 3% above the current interest rate for any outstanding payments in default, upon the occurrence of a payment default longer than 90 days, the default interest rate shall apply to all outstanding principal, until the payment default has been cured.

Documents: All documents shall be attorney prepared and in form and substance acceptable to the Lender and its legal counsel, including legal opinions customary for transactions of this nature. Documentation must include the following: "No consent or waiver, express or implied, to or of any breach or default in the performance of any obligation under this Facility shall constitute a consent or waiver to or of any other breach or default in the performance of the same or any other obligation". Bond counsel will provide a Validity Opinion regarding the legality, validity, and enforceability of the Facility and a Tax Opinion regarding the tax-exempt nature of the interest earnings on the financing (if converted to tax-exempt).

Conditions Precedent to Closing: Borrower's obligation will be subject to such terms and conditions that Lender may require with respect to this transaction, or as are customarily required with respect to similar credits and as set forth in the Bond documents. Without limitation, such terms and conditions shall include:

1. Absence of Default.
2. Accuracy of Representations and Warranties.
3. Negotiation and Execution of satisfactory closing documents.
4. Absence of material adverse change in financial condition of Borrower during the period from the date hereof to the Closing Date.
5. Subject to final credit approval.

Banking Relationship: Borrower will be required to maintain its existing banking relationship including accounts and treasury services with KeyBank and KeyBanc Capital Markets investment portfolio throughout the tenor of the proposed Facility.

Market Disruption: Notwithstanding anything contained herein to the contrary, in the event any material change shall occur in the financial markets after the date of this term sheet, including but not limited to any governmental action or other event which materially adversely affects the extension of credit by banks, leasing companies or other lending institutions, the Lender may modify the indicative pricing described above.

Other: The Lender will make a loan by purchasing the Bonds under the following additional conditions: (i) the Bonds are not being registered under the Securities Act of 1933 and are not being registered or otherwise qualified for sale under the "Blue Sky" laws and regulations of any state; (ii) the Lender will hold the Bonds as one single debt instrument; (iii) no CUSIP numbers will be obtained for the Bonds; (iv) no final official Statement has been prepared in connection with the private placement of the Bonds; (v) the Bonds will not close through the DTC or any similar repository and will not be in book entry form; and (vi) the Bonds are not listed on any stock or other securities exchange.

Proposal Acceptance/Expiration

This proposal is issued in reliance upon the accuracy of all information presented by you to us and is contingent upon the absence of any material adverse change in your condition, financial or otherwise, from the condition as it was represented to us at the time of this proposal. This proposal is subject to our formal approval and the execution of documentation acceptable to each of us. **IT IS NOT A COMMITMENT BY US TO ENGAGE IN THIS TRANSACTION.**

Key Government Finance ("KGF") is not acting as an advisor to you and does not owe a fiduciary duty pursuant to Section 15B of the Exchange Act to you with respect to the information and material contained in this communication; (b) KGF is acting for its own interests; and (c) you should discuss any information and material contained in this communication with any and all internal or external advisors and experts that you deem appropriate before acting on this information or material.

Key Government Finance, Inc. (i) is an entity directly or indirectly controlled by a bank or under common control with a bank, other than a broker, dealer or municipal securities dealer registered under the Securities Exchange Act of 1934, and (ii) the present intent of the Key Government Finance, Inc., is to hold the municipal securities to maturity or earlier redemption or mandatory tender. Any placement agent, broker or financial advisor may rely upon the representations and warranties contained in this paragraph.

Lender notifies Borrower that pursuant to the requirements of the USA Patriot Act (Title III of Pub. L. 107-56, as amended and supplemented) (the "Patriot Act"), that Lender is required to obtain, verify and record all information that identifies Borrower, which information includes the name and address of Borrower and other information that will allow Lender to identify Borrower in accordance with the Patriot Act.

Lender acknowledges that, in connection with Borrower's compliance with any continuing disclosure undertakings (each, a "Continuing Disclosure Agreement") entered into by Borrower pursuant to SEC Rule 15c2-12 promulgated pursuant to the Securities and Exchange Act of 1934, as amended (the "Rule"), Borrower may be required to file with the Municipal Securities Rulemaking Board's Electronic Municipal Market Access system, or its successor ("EMMA"), notice of its incurrence of its obligations under this Bond and notice of any accommodation, waiver, amendment, modification of terms or other similar events reflecting financial difficulties in connection with this Bond, in each case including a description of the material terms thereof (each such notice, an "EMMA Notice"). Borrower shall not file or submit or permit the filing or submission of any EMMA Notice that includes any of the following unredacted information regarding Lender or any Escrow Agent: physical or mailing addresses, account information, e-mail addresses, telephone numbers, fax numbers, tax identification numbers, or titles or signatures of officers, employees or other signatories. Borrower acknowledges and agrees that Lender is not responsible in connection with any EMMA Notice relating to this Bond for Borrower's compliance or noncompliance (or any claims, losses or liabilities arising therefrom) with the Rule, any Continuing Disclosure Agreement or any applicable securities laws, including but not limited to those relating to the Rule.

If the outlined foregoing proposal is satisfactory, reflects an arrangement that suits the need of your organization and you would like Key to commence its due diligence process, please sign and return this proposal. The terms described in this proposal will expire in ten (10) business days if we have not received an authorized signed copy on or before such date.

Thank you for allowing us the opportunity to present this Proposal. If you have any questions, or would like to discuss additional structure options, please call me at 720-904-4037.

Sincerely,



Kristen M. Sundin, Vice President
Key Government Finance, Inc.
Mountain and Plains Regional Manager
1675 Broadway, Suite 1400, Denver, CO 80202
Phone: 720.904.4037
Cell: 720.219.6918
Kristen.Sundin@Key.com

CC: Melissa A. Whitmer, Senior Vice President
Healthcare Banking
KeyBank, N.A.
1675 Broadway, Suite 1400, Denver, CO 80202
Phone: 720.904.4250
Cell: 303.931.2404
melissa_whitmer@keybank.com

ACCEPTED THIS 14 DAY OF October 2021

Memorial Hospital of Sweetwater County, Wyoming

By: 

Print Name: Irene Richardson

Title: CEO

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...October Buildings and Grounds Committee Meeting
Date: October 27, 2021

Received report that the Central Plant Project is completely finished, including all financial loose ends.

Regarding the HVAC/UVG projects...final punch lists are being prepared. Three change orders are in order. One is for additional fireproofing in the penthouse...a code requirement. Irene has authority given by the Board to approve this change order. Another is for the additional work added to the project extending the schedule. The third change order is for a new entrance into a maintenance area. These latter two change orders will be brought to the Board for approval.

Regarding the Medical Imaging Renovation project...State inspection revealed a need for some additional work associated with doors. The entire project is scheduled to be completed by January 31, 2022.

Regarding the S-1 Unit...it is up and working although there are some items to be completed. The old unit was abandoned.

Regarding the Pharmacy Chemo Mixing Room...Plan One has been authorized to commence design work. This project is a high priority for FY 2022. Later this fiscal year, the Board will be advised of estimated costs and will be asked to approve going out for bids.

Regarding Dr. Sulentic's Office project...State approval has been granted. Plan One is working with Dr. Sulentic on scheduling matters.

Regarding the Bulk Oxygen project...it had to be delayed. The plan is to bid the project out in the spring.

Regarding the Building Automation System project...really nothing much has been done to this point, but the contractor should be beginning before too long.

Regarding the Main Sprinkler Line project...the project is basically complete.

Regarding the Generator ATS project...the transfer switches have been repaired. The main fire pump needs additional work. Lightning Eliminators has proposed a "fix" to the lightning problem estimated to cost approximately \$340,000. Staff is recommending that this work be included in the FY 2023 budget.

Regarding the tabled projects...no further action on any of them at this time.

For additional details regarding this meeting, please look at the Building and Grounds Committee minutes in the Board packet.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUILDING & GROUNDS COMMITTEE AGENDA

Tuesday ~ October 19, 2021

3:30 p.m.

Zoom teleconference

Voting Board Committee Members:

Marty Kelsey, Trustee - Chairman
Ed Tardoni, 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
Jeff Smith - County Commissioner Liaison

1. Call Meeting to Order

Marty Kelsey

2. Approve Agenda

Marty Kelsey

3. Approve Minutes – August 17, 2021

Marty Kelsey

4. Maintenance Metrics

Jim Horan

- a. Work orders
- b. Department overtime
- c. Budget variance

5. Old Business

a. Project Review

i. Central Plant expansion

Jake Blevins/Gerry Johnston

ii. HVAC/UVG projects

Jake Blevins

1. Change order

iii. Medical Imaging renovation

W. Wheatley/J. Blevins/G. Johnston

iv. S1 Unit

Jake Blevins

v. Chemo Mixing room

Jim Horan

1. Plan One/Architects engineering proposal

- | | |
|--|--------------------------|
| vi. Dr. Sulentic Office | Will Wheatley |
| vii. Bulk Oxygen | Jim Horan |
| 1. Engineering proposal | |
| viii. Building automation system | Jim Horan |
| ix. Main sprinkler line | Jim Horan/Gerry Johnston |
| x. Generator ATS Event | Jim Horan |
| 1. Lightning Eliminators proposal | |
| b. Tabled projects | Jim Horan |
| i. Replacement roofing for power house | |
| ii. OB Bathtubs to Showers | |
| iii. Foundation Waldner House retaining wall | |
| 6. New Business - None | |
| 7. Next meeting schedule | Marty Kelsey |
| a. November 16, 2021 Zoom; 3:30P – 4:30P | |
| 8. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building and Grounds Committee Meeting
October 19, 2021

The Building and Grounds Committee met in regular session via Zoom on October 19, 2021, at 3:30 PM with Mr. Marty Kelsey presiding.

In Attendance: Mr. Marty Kelsey, *Trustee - Chair*
 Mr. Ed Tardoni, *Trustee*
 Ms. Irene Richardson, *CEO*
 Ms. Tami Love, *CFO*
 Mr. Jim Horan, *Facilities Director*
 Mr. Gerry Johnston, *Facilities Supervisor*
 Mr. Jared Kershaw, *ST&B Engineering*
 Mr. Will Wheatley, *PlanOne Architects*
 Mr. Fred Bronnenberg, *Groathouse Construction*

Mr. Kelsey called the meeting to order.

Mr. Kelsey asked for a motion to approve the agenda. Mr. Tardoni made a motion to approve the agenda with this addition. Ms. Love seconded; motion passed.

Mr. Kelsey asked for a motion to approve the minutes from the July 20, 2021 meeting. Mr. Horan made a motion to approve the minutes. Mr. Tardoni seconded; motion passed.

Maintenance Metrics

Mr. Horan said the maintenance metrics are remarkably consistent. He thanked Mr. Tardoni for asking him to start tracking these metrics monthly. They have been able to dig into the data and were able to close some older workorders that had been completed but missed being closed. He said there has been some overtime to help move staff back into the new spaces. Mr. Tardoni said the tracking will also help support additional staffing if needed.

Old Business – Project Review

Central Plant Expansion

Mr. Kershaw confirmed the project has been completed. Mr. Kelsey asked if the project had been added to our books. Ms. Love said the final payment was made towards the end of last fiscal year and the project was added to our books as of June 30, 2021. The auditors signed off on the addition as we worked with them during the audit to get it added. This project will be removed from the agenda. Mr. Horan said they will be holding an open house of the new central plant during Facilities Week. He will be inviting staff, Board members and County Commissioners to come tour the new building October 28 from 1:00 pm to 3:00 pm.

HVAC/UVG Projects

Mr. Kershaw the majority of the project is complete. They are working on the final punch list and notice of substantial completion from the State. Mr. Bronnenberg reviewed Change Order 04. There are three components of the change order. Number 1 is for fireproofing. Mr. Horan said Pat Davis had approved the original plans under IBC code but upon final inspection settled on Life Safety code which required additional fireproofing in the penthouse. Number 2 is for extending the schedule for the Imaging Suite due to working around imaging schedules and keeping services running 24/7. We are still waiting on occupancy from the State. The plan of correction was sent to the State the prior week. The new schedule is substantial completion by end of December with final completion by the end of January 2022. Number 3 is for a new entrance into the new maintenance area that was vacated from the old S unit. Mr. Kelsey asked how the change order would impact the contingency. Mr. Bronnenberg explained the change orders are separate from the existing contingency. Mr. Kelsey asked about the time line for approval. Mr. Bronnenberg said the fireproofing is holding up final sensors and the temporary stairwell. He is also concerned about the schedule. We currently do not have a policy on approving change orders. It was decided Ms. Richardson's delegated authority during the pandemic could approve the fireproofing component of the change order as it was a COVID project. This can then be ratified at the Board meeting. Mr. Bronnenberg will reformat the change order to break out the fireproofing. The other two will be presented at the November Board meeting.

Medical Imaging Renovation

Mr. Wheatley said Phase 1 is complete and has been walked by the State for substantial completion. The corrective action report was sent to the State which included some door issues. The abatement has started on Phase 2 & 3 and demolition will start next week. The time line for completion is Phase 2 & 3 by December 31 and Phase 4 by January 31.

S1 Unit

Mr. Kershaw said the new unit is up and running with commissioning scheduled in the coming weeks. They are currently working on the punch list and the rental unit has been removed. The old unit was dismantled and discarded and the new unit was built in place.

Pharmacy Chemo Mixing Room

Ms. Love said this project has been set as a priority for this fiscal year. We have approved Plan One to move forward with design. Once we have a biddable project we will take to all committees and the Board for approval. Mr. Wheatley explained the project. There is some contingency in the estimate for rentals if needed. Mr. Kelsey agreed this was a legitimate priority for staff.

Dr. Sulentic Office

Mr. Wheatley said State approval was received at least a month ago. He is playing phone tag with Dr. Sulentic and his staff to pin down the final details for scheduling and to award a contractor. All materials will need to be on hand to start as no partial work will be allowed.

Bulk Oxygen

Mr. Horan said we had hoped to squeeze in before winter set in but that hasn't happened. We will need to place a temporary O2 tank where the other project is currently staging. We will table this project until February and put out to bid in the spring.

Building Automation System

Mr. Horan said as some of the phases have been completed on the Imaging renovation, Harris has begun to look at dates for starting this project.

Main Sprinkler Line

Mr. Johnston said this project is complete. They have found some issues with reconnecting sprinklers so we are working on fixing.

Generator ATS

Mr. Horan said all automatic transfer switches have been repaired. One manual switch still needs some work which controls the chilled water. We are also still waiting on parts for the repairs on the main fire pump. These repairs should be done this week or next week. We did have Lightning Eliminators do an assessment. They have recommended a full engineering assessment and install a lightning arrest system. Mr. Horan said the new building was well grounded and designed for lightning arrest. Ms. Love said we did send to our insurance company but it will not be covered under the open claim. The final proposal is around \$340,000. Ms. Richardson asked if a lightning strike was identified. Mr. Horan said no evidence was found on the buildings only the notable evidence on the manual transfer switch. Mr. Kelsey asked if any action is needed at this time. Mr. Horan said this if for information only at this time. All agreed this is something we will want to look at next fiscal year.

Tabled Projects

Mr. Horan said there are no new updates on the remaining tabled projects.

New Business

No new business was presented.

Other Business

Mr. Kelsey discussed the one-cent vote coming up in November. He is concerned about the Special Purpose Tax passing next November if this vote passes now. Ms. Richardson agreed. She said we have always benefited from the SPT and it is in jeopardy with this other tax. Once this one-cent is approved, any governing body can approve it forever. Mr. Kelsey asked we continue to look into possible projects for a potential SPT tax next year.

The next meeting will be held November 16 at 3:30 p.m.

The meeting adjourned at 4:53 p.m.

Submitted by Tami Love

DRAFT

CONSTRUCTION CHANGE ORDER

Change Order No.: 04

Contractor: Groathouse Construction, Inc.

Project Name: Memorial Hospital of Sweetwater County – AHU Upgrade Project (AUP)

Project No.: GC 2008

Your proposed scope of work, cost and schedule dated **September 23, 2021** is hereby designated for approval of the following work: (Note: If more space is needed for description of work, attach additional 8-1/2" x 11" sheets hereto.) **Additional Fireproofing required per Life Safety, above IBC code requirements.**




This change order was originated by the following: Check the applicable box:

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Contractor | <input type="checkbox"/> Architect |
| <input checked="" type="checkbox"/> Hospital | <input type="checkbox"/> State |

I/We do hereby recommend acceptance of the change to the Contractor's Agreement dated **September 28, 2020** which is by this reference, made a part hereof, with an increase ☒, a decrease ☐, no change ☐, of **\$51,108.00**. Contract completion date is extended **73** days, New Substantial Completion Date is **December 31, 2021**. Corresponding New Final Completion Date is **January 31, 2022**.

| | |
|--|-----------------------|
| Original Contract Value: | \$3,635,770.00 |
| Previous increases by Change Order | \$3,401,291.00 |
| Previous decreases by Change Order | \$0.00 |
| Value after Prior Change Order | \$7,037,061.00 |
| This Change Order: <input checked="" type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> No Change | \$51,108.00 |
| Current Contract Value: | \$7,088,169.00 |

Persons signing for Architect/Engineer/Contractor hereby swear and affirm that they are authorized to act on Architect/Engineer/Contractor's behalf and acknowledge that the Owner is relying on their representations to that effect. **Principal is not a recognized title and will not be accepted.** By signing this Change Order, the parties certify that they have read and understood it, that they agree to be bound by the terms of the Contract, that they have the authority to sign it. The effective date of this Change Order is the date of the signature last affixed to this page.

| | | | |
|--------------------|-------------------------------------|--|------------|
| Architect/Engineer | Jared Kershaw, Construction Manager |  | 10.20.21 |
| | Name & Title (Print) | Signature | Date |
| Contractor | Fred Bronnenberg, President |  | 10-20-21 |
| | Name & Title (Print) | Signature | Date |
| Hospital | Irene Richardson CEO |  | 10-21-2021 |
| | Name & Title (Print) | Signature | Date |



CHANGE ORDER PROPOSAL BREAKDOWN OF COSTS

Fred Brotenberg
Prepared by: Fred Brotenberg

PROJECT: 2008 - MHSC AHU Project
CHANGE ORDER PROPOSAL NO: COP - 09 Revised
REASON FOR CHANGE: PR 12

Date: 20-Oct-21

| RESP | BP | DESCRIPTION | QUANTITY | UNIT | UNIT COST | LABOR | MATERIAL | SUBCONTRACT | OTHER | ADD | DEDUCT |
|------|------|--------------------------|----------|------|-----------|-------|----------|-------------|-------|--------|--------|
| GC | BP00 | Additional Fire Proofing | | | | | | 46,680 | | 46,680 | |

SUBTOTALS:

| | |
|-------------------------|-----------|
| ADD SUBTOTAL | \$ 46,680 |
| DEDUCT SUBTOTAL | \$ - |
| SUBTOTAL | \$ 46,680 |
| INSURANCE/BOND (1.375%) | \$ 642 |
| OH/PROFIT (8%) | \$ 3,786 |
| TOTAL COST | \$ 51,108 |

NOTES: This CO results from request for additional Fireproofing on the roof structure above 20' in the new Penthouse structure. It was originally included with items in COP 10, however, split at the request of Building & Grounds Committee on 10/19/21.

ACCEPTED:

Grothouse Construction, Inc.:

Fred Brotenberg

DATE: 10/20/21

DATE: 10/20/21

Owner:

DATE:

Architect/Engineer:

DATE:



William Insulation Co., INC.
P.O. Box 2269
Mills, WY 82644
307-236-1966

TO: Grothouse
ATTN: Fred Bronnenberg
PH: 307-361-7987
EMAIL: fbronnenberg@grothouse.com

DATE: 15 Sep 21
QUOTATION REF: #0802 - Intumescent Fireproofing
Beams matched to existing FP

We are pleased to quote on the following and will welcome your order at the price below.

To furnish labor, tools, material, transportation, and insurance to erect scaffolding, mask off permanent items, and apply fireproofing per specification with existing matched material and demobilize for the T&M not to exceed price of Forty Six Thousand Six Hundred Eighty Dollars and Zero Cents (\$46,680.00).

Clarifications:

- 1) Client to provide power, laydown area, sanitary facilities, and dumpsters
- 2) Price is to be backed daily and billed weekly

BY: Jake Milne
William Insulation Co., INC.

Delivery: 3 WEEKS
F.O.B. site **Destination:** Rock Springs, WY

Terms: Net upon receipt of invoice. Accounts not paid within 30 days from date of invoice will be charged 1-1/2% finance charge each month. If this account should fall into a legal collection status, all attorney fees and recovery expenses shall be paid by purchaser. Proposal Valid for 30 Days.

3 weeks to complete

Contract Check List

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

1. Name of Contract: **KAUFMANHALL-CONSULTANT SERVICES**
2. Purpose of contract, including scope and description: **development and completion of an opportunity analysis for MHSC. Kaufman Hall will perform market research, opportunity analysis and then create deliverables. These deliverables will be used in developing the Hospital's strategic plan.**
3. Effective Date: **When Kaufman Hall is authorized to proceed with analysis.**
4. Expiration Date: **Anticipated that the engagement will take approximately six to eight weeks.**
5. Termination provisions: **Proposed plan of analysis will end when final deliverables are given to MHSC.** Is this auto-renew? **No**
6. Monetary cost of the contract: **\$125,000.00 monthly administrative fees of \$2650.00 (only during the 6-8 weeks from beginning to completion)**
Budgeted? **No (see attached explanation)**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No jurisdiction in Illinois**
8. Any confidentiality provisions? **Yes Section 4**
9. Indemnification clause present? **Yes Section 6**
10. Is this contract appropriate for other bids? **No**

11. Is County Attorney review required? No



July 16, 2021

Ms. Irene Richardson
Chief Executive Officer
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, Wyoming 82901

Dear Irene:

Kaufman, Hall & Associates, LLC ("Kaufman Hall") is pleased to present this proposal to assist Memorial Hospital of Sweetwater County ("Memorial") in completing an opportunity analysis for the organization (the "Client Project"). We appreciate the opportunity to strengthening our relationship with Memorial and look forward to next steps as we work with you on the strategic plan.

SCOPE OF SERVICES

Memorial is preparing to develop the next iteration of its strategic plan. As part of this process, it is asking the very important question:

When residents of Sweetwater County choose to leave the market for healthcare services, why do they do so and what is the opportunity cost to the hospital?

Kaufman Hall has developed the following scope of services to assist Memorial in answering this question. The approach will be driven by in-depth interviews with community members who have left the market for care and synthesized into insights that will be used by Memorial to shape its strategic direction. The market research will be coupled with quantitative analysis of the market outmigration and a specific opportunity assessment for cardiovascular services.

Section I: Market Research

- A. **Development of Participant Screening and Research Approach.** Kaufman Hall will work in concert with Memorial to develop the rubric for participant screening as well as the overall approach for the research.
1. **Participant Screening:** Given the population base of Sweetwater County, we will not be able to rely on national survey panels for participation. Therefore, it will be important to define the criteria for individuals to participate in the research. In our assessment, the most likely group of participants will be individuals with whom the hospital has a relationship, *but who have also elected to leave the community for care.* We will work with Memorial to define the characteristics of participation, for example, insurance coverage, age, services received, etc.
 2. **Research Approach:** In parallel to the participant screening criteria, Kaufman Hall will develop the specific interview protocol for the research. This will include a hypothesis development session with Memorial leadership to inform the protocol. The protocol will articulate the questions to be asked as part of the survey and will be reviewed by Memorial leadership prior to the initiation of the specific research.

Ms. Irene Richardson
Memorial Hospital of Sweetwater County
July 16, 2021
Page 2

- B. **Participant Identification.** We will work with Olson Research Group to ensure potential participants are identified and contacted. Once contacted, the screening protocol will be applied to determine interest and appropriateness of participation. We recommend a target of 15 people to participate in individual, confidential sessions.
- C. **Market Research.** Kaufman Hall will work to complete the research through a series of individual sessions, each lasting 45 minutes. We recommend including a \$100 honorarium to compensate study participants. Each interview will be recorded and a transcript will be provided as part of the process.

Section II: Opportunity Analysis

- A. **Outmigration Analysis.** Kaufman Hall will develop an analysis of Sweetwater County residents who leave the market for inpatient services provided by Memorial. We will segment the market into those services provided and those not provided by Memorial. Specially, we will assess:

1. The number Sweetwater County residents who leave the market on an annual basis by service line
2. The hospital where care is provided
3. The estimated opportunity cost to Memorial

We assume that Memorial will have access to market data related to patient utilization that will be analyzed by Kaufman Hall.

- B. **Cardiovascular Opportunity Assessment.** In addition to the opportunity analysis, we will specifically review the opportunity for development of more robust cardiac care capabilities for Memorial. In order to assess the opportunity, we will:
 1. Review the total number of patients who leave the market for cardiac care and assess the demand relative to Memorial's ability to achieve volume levels associated with a high-quality program
 2. Develop an estimate of the cost programmatic cost to develop a program, including physician recruitment, employment, and equipment
 3. Complete a financial analysis relative to the break-even volume and potential return on investment
- C. **Synthesis and Implications.** Following the completion of the assessment, Kaufman Hall will synthesize the results and facilitate a discussion with Memorial administrative and Board leadership to review the results and discuss the implications for the organization.

For the avoidance of doubt, Memorial understands that in rendering services hereunder, Kaufman Hall will not provide accounting, legal, investment, tax, audit, compliance, or regulatory advice, and Memorial will rely upon the advice of counsel and other advisors to Memorial for such matters, as applicable.

ENGAGEMENT DELIVERABLES

Ms. Irene Richardson
Memorial Hospital of Sweetwater County
July 16, 2021
Page 3

Engagement deliverables will include the following:

- Transcripts for each individual interview;
- Analysis of interview results;
- Market opportunity assessment and specific analyses related to cardiovascular services;
- Summary presentation of results and implications for Memorial; and
- Facilitation of discussion with Memorial Board administrative and Board leadership.

ENGAGEMENT TIMING AND PROFESSIONAL FEES

We expect this engagement to take approximately six to eight weeks, dependent on the timely receipt of data and meeting scheduling. Professional fees for this engagement will be \$125,000, billed in two consecutive monthly installments of \$62,500 beginning in the month we are authorized to proceed. In addition to professional fees, Memorial is responsible for monthly administrative expenses of \$2,650 and, to the extent applicable, reimbursable travel and third-party data/analytics expenses, which are billed as incurred and not subject to markup. Invoices are sent at the end of each month and are due upon receipt.

Engagement fees will remain fixed unless the scope or timing of this engagement materially changes for reasons beyond the control of Kaufman Hall. In the unlikely event that would occur, Kaufman Hall may be entitled to additional fees subject to the mutual agreement of the parties.

AUTHORIZATION

We sincerely appreciate the opportunity to assist Memorial with this important effort. Your signature below will indicate your agreement with this proposal and the attached terms and conditions, as revised, which are incorporated herein by reference. Please sign and return via email to rgish@kaufmanhall.com.

Please don't hesitate to contact Ryan Gish if you have any questions related to this proposal. Thank you again for the opportunity.

Sincerely,
KAUFMAN, HALL & ASSOCIATES, LLC

Kaufman, Hall & Associates, LLC

/sd
Attachment

cc: Ken Kaufman
Ryan Gish

This proposal is accepted.
MEMORIAL HOSPITAL OF
SWEETWATER COUNTY

Authorizing Signature / Date

Printed Name / Title

STANDARD TERMS AND CONDITIONS FOR CONSULTING SERVICES

The following are the terms and conditions by which Kaufman, Hall & Associates, LLC (“Consultant”) will provide services to Memorial Hospital of Sweetwater County (“Memorial”) pursuant to the engagement letter (the “Engagement Letter”) (the “Services”) to which these Terms and Conditions relate. To the extent there is any conflict or discrepancy between the terms of the Engagement Letter and these Terms and Conditions, these Terms and Conditions shall control.

1. **Compensation.** Memorial shall pay Consultant the compensation for the Services and reimbursement for expenses incurred in the performance of the Services. Consultant will issue invoices for fees and expenses monthly. Invoices shall be due and payable upon receipt thereof. In the event Memorial in good faith disputes an invoiced charge, payment of such disputed charge shall be due within fifteen (15) days after resolution of such dispute. All fees are exclusive of taxes. Memorial agrees to pay any and all applicable taxes, including, without limitation, sales, use, and excise taxes, except to the extent payment of taxes is excused due to Memorial’s tax exempt status. If applicable, Memorial shall submit a copy of its tax exempt certificate to Consultant along with the signed Engagement Letter.
2. **Warranties.** Consultant warrants to Memorial that (i) Consultant will perform the Services in good faith with qualified personnel in a competent and professional manner in accordance with the Engagement Letter and subject to these Terms and Conditions and (ii) Consultant is not excluded from participation in any federal or state healthcare program for the provision of items or services for which payment may be made under such federal or state healthcare program, and has not arranged or contracted with any employee, contractor, or agent that is excluded from participation in any federal or state healthcare program, to provide items or services hereunder.
3. **Ownership and Use of Materials.** In the course of rendering the Services, Consultant may create and provide to Memorial documents which include (i) Memorial internal data, analyses, recommendations, and similar items (collectively, “Client Content”), and (ii) data and/or recommendations that have been created by Consultant for the benefit of Memorial as part of the Services (collectively, “Consulting Data”). In the development of Consulting Data, Consultant may use algorithms, software systems, plans, processes, tracking tools, contract assessment/modeling tools, formulas, or data from third-party vendors, and other intellectual property owned by Consultant or which Consultant has the right to use as of or after the date hereof (including, without limitation, the format of Consultant’s reports and any improvements or knowledge Consultant develops, whether alone or with others, in the performance of the Services) (collectively, “Consultant Tools”). Memorial shall own, solely and exclusively, the Client Content delivered under the Engagement Letter and any and all of Memorial’s Confidential Information (as defined below). Memorial agrees that Consultant shall own, solely and exclusively, all Consultant Tools and all intellectual property rights therein whether or not registerable (including without limitation patents and inventions, trademarks, service marks, logos and domain names and all associated goodwill, copyrights and copyrightable works and rights in data and databases, and trade secrets, know-how and other confidential information). Memorial acknowledges and agrees that Consultant may, and reserves the right to, use the Client Content and any information and data generated by the Consultant Tools, solely in an aggregated, non-personally identifiable manner in order to create and improve the compilations, statistical analyses, or benchmarks provided by Consultant in any services (collectively, “Aggregate Data”) as long as the resulting information does not identify Memorial and Memorial hereby grants to Consultant a perpetual, irrevocable, royalty-free license to use the Client Content, solely as described herein. All right, title and interest in and to the Aggregate Data shall inure to the sole and exclusive benefit of Consultant. With respect to any Consulting Data that is contained in any

documents delivered by Consultant to Memorial, Consultant grants Memorial a royalty free, paid up, non-exclusive, perpetual license to use the Consulting Data solely in connection with Memorial's internal use of the documents and for no other purpose. Memorial acknowledges and agrees that all Consulting Data (including any advice, recommendations, information, or work product incorporated into the Consulting Data) provided to Memorial by Consultant in connection with the engagement is for the sole internal use of Memorial, including all subsidiaries of Memorial, and may not be used or relied upon by any third party; provided that Memorial may incorporate into documents that Memorial intends to disclose externally Consultant summaries, calculations or tables based on Memorial information contained in Client Content, but not Consultant's recommendations or findings. Consultant retains all rights not expressly granted to Memorial hereunder.

4. **Confidentiality.**

4.1 Memorial Confidential Information. Any and all documentation, data, opinions, information, and communications made or furnished by Memorial to Consultant in connection with the Services shall remain proprietary to Memorial and shall be held by Consultant and any Consultant subcontractor in strict confidence and shall not be released, copied, or disclosed by Consultant or any Consultant subcontractor without the prior written consent of Memorial ("Memorial Confidential Information"). Notwithstanding the foregoing or anything to the contrary herein, Memorial's Confidential Information shall not include any information that: (a) at the time of disclosure is or thereafter becomes available to the general public (other than as a result of a disclosure by Consultant in violation of this agreement); (b) is received by Consultant on a non-confidential basis from a third-party without a known duty of confidentiality to Memorial; or (c) is independently developed by Consultant without reliance on Memorial's confidential information. Upon completion of the Services, upon Memorial's written request, Consultant will return to Memorial (or destroy) all tangible copies of Memorial's Confidential Information in Consultant's possession as a result of the Services. Notwithstanding the foregoing, Consultant shall be permitted to retain a copy of the Client Content and work papers created by Consultant in the provision of the Services for archival purposes. Consultant agrees to be bound by the confidentiality provisions herein for so long as Memorial's Confidential Information remains in Consultant's possession.

4.2 Consultant Confidential Information. The Consulting Tools and the Engagement Letter, including the terms therein (including, without limitation, pricing) and these Terms and Conditions, shall remain proprietary to Consultant and shall be held by Memorial in strict confidence and shall not be released, copied, or disclosed by Memorial without the prior written consent of Consultant ("Consultant Confidential Information").

4.3 Restrictions on Use. The parties agree to use the same degree of care in the handling of the other party's Confidential Information that each party employs to protect its own confidential information, but no less than a reasonable degree of care.

4.4 Compelled Disclosures. In the event a party is compelled to disclose the Confidential Information of the other party to comply with any applicable law, order, regulation, or ruling, the compelled party shall (if not prohibited by applicable law, order, regulation, or ruling) provide prompt notice of the same to the disclosing party in order to allow such party to take necessary action to protect its confidential information, including to seek a protective order, as appropriate, and will cooperate with the disclosing party, at disclosing party's expense, in protecting the confidentiality of the confidential information in a lawful manner; provided however, that if such legal or regulatory process is pursuant to the regulatory examination requirements of a regulator with jurisdiction over the party so compelled, no notice shall be required. Notwithstanding the foregoing, nothing in these Terms and Conditions shall prevent either party from complying with all such compelled legal disclosures.

5. **Audit.** Until the expiration of four (4) years after the furnishing of the Services, Consultant shall make available upon request of the Secretary of Health and Human Services, or upon

request of the Comptroller General, or any of their duly authorized representatives, the Engagement Letter, these Terms and Conditions, books, documents, and records of Consultant that are necessary to certify the nature of the cost claimed to Medicare with respect to the Services.

6. **Responsibilities, Liabilities, and Indemnification.** Memorial recognizes that this engagement is not intended to shift to Consultant risks that are normally borne by Memorial. It is therefore understood and agreed that:

- a. The Services may include advice and recommendations, but all decisions to implement or not implement any such advice and recommendations shall be the sole responsibility of, and made solely by, Memorial. Memorial shall make all management decisions on its own behalf and shall designate individual(s) who possess suitable skill, knowledge, and experience to oversee the engagement and evaluate Client Content on Memorial's own behalf. Memorial will cooperate with Consultant in the performance of the Services and will provide or arrange to provide timely access to and use of Memorial personnel, facilities, equipment, data, and information to the extent necessary for Consultant to perform the Services. Memorial acknowledges that Consultant will base its conclusions and recommendations on the material, data, and information furnished by Memorial and third-parties, and Consultant has no responsibility to independently validate such material, data, and other information, and may rely upon the accuracy and completeness of such data, material, and other information, and Consultant does not warrant that any particular result will occur.
- b. Memorial further understands that certain statements and recommendations made by the Consultant will be based on or may contain projections and forward-looking statements, including, without limitation, statements as to trends, Memorial management's or the Consultant's beliefs and expectations regarding future circumstances and events, and opinions (based upon a number of assumptions and recommendations) that ultimately may prove to be inaccurate. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on current beliefs, expectations and events and trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. Memorial's actual results may differ materially from those indicated in the forward-looking statements. Consultant undertakes no obligation to update any forward-looking statement.
- c. Except to the extent otherwise provided in Paragraph 6(d) below, in no event shall Consultant's liability to Memorial under or with respect to this Engagement Letter exceed the amount of payments actually received by Consultant from Memorial for the Services under this Engagement Letter. Memorial agrees that this limitation applies: (i) regardless of the nature of the claim, whether alleged as a breach of contract, tort, negligence, strict liability, or any other legal theory; (ii) whether or not Memorial has been advised of the possibility of such damages; and (iii) notwithstanding any failure of essential purpose of any limited remedy provided. In no event shall Consultant be liable to Memorial for any lost profits, or for any indirect, special, consequential, reliance, incidental, or punitive damages whatsoever.
- d. Consultant will indemnify, hold harmless, and defend Memorial and its employees, officers, directors, and agents, from and against any and all claims, demands or actions brought by third-parties, and any resulting losses, liabilities, costs, and expenses of any kind or nature whatsoever (including, without limitation, reasonable attorney's fees) (hereinafter individually and collectively referred to as "Claims") that arise out of bodily injury or damage to tangible personal property suffered by a third-party directly and proximately caused by the acts or omissions of Consultant or any

employee or agent of Consultant in its performance of the Services. Obligations arising out of this section 6(d) shall apply only in proportion to the extent of the act or omission of the employee or agent.

- e. Memorial will indemnify, hold harmless, and defend Consultant and its employees, officers, directors, and agents, from and against any and all Claims that arise out of, or are directly or indirectly related to the Client Project.
 - f. Memorial agrees to pay all costs and expenses incurred by Consultant (including, without limitation, reasonable attorney's fees) to respond to any regulatory inquiries, legal investigations, or other legal process of any kind (a "Proceeding") connected with, that arises out of, or relates to the Client Project, unless Consultant is the subject of any such Proceeding.
 - g. An indemnifying party hereunder may not agree to settle or dispose of any claims against an indemnified party if such settlement or disposal imposes an affirmative obligation on the indemnified party, except with indemnified party's express written consent.
7. **Governing Law.** The Engagement Letter and these Terms and Conditions shall be governed in accordance with the laws of the State of Illinois, without regard to conflicts of law provisions.
8. **Non-Solicitation.** The parties agree not to solicit or cause to be solicited the employment of any personnel of the other without first obtaining the written authorization of the other, during the term of this agreement and continuing for a period of twelve (12) months thereafter. Solicitations via any media of general availability, such as newspapers or trade publication advertisements, internet listing or similar solicitations not targeted at specific employees, and to which individuals choose to respond, shall not constitute a violation of this provision.
9. **Independent Contractor.** It is understood and agreed that Consultant is an independent contractor and not an agent, employee, or representative of Memorial. Any conduct in which Consultant engages in connection with or in the performance of the engagement shall be solely in its capacity as an independent contractor, and nothing in the Engagement Letter or these Terms and Conditions shall be construed to the contrary.
10. **Assignment.** Neither party may assign the Engagement Letter without the written consent of the other party, which consent will not be unreasonably withheld; provided, however, that Consultant may assign or transfer its rights, or delegate its duties, under this agreement, in whole or in part, to an affiliate of Consultant or to any successor to, or purchaser of Consultant's assets or pursuant to a change in control.
11. **Severability.** In the event that any term or provision of the Engagement Letter or these Terms and Conditions shall be held to be invalid, void, or unenforceable, then the remainder of the Engagement Letter and these Terms and Conditions shall not be affected. Upon such determination that any term or provision is invalid, void, or unenforceable, the parties shall negotiate in good faith to modify the affected term or provision to effect the original intent of the parties as closely as possible in a mutually acceptable manner so that the transactions contemplated thereby and hereby may be consummated as originally contemplated to the greatest extent possible.
12. **Amendment; Waiver.** The Engagement Letter and these Terms and Conditions may only be amended, modified, or supplemented by an agreement in writing signed by the duly authorized representative of the parties. No waiver of breach of any provision of the Engagement Letter or these Terms and Conditions by either Memorial or Consultant shall

constitute a waiver of any subsequent breach of the same or any other provision, and no waiver shall be effective unless made in writing and signed by an officer of the other party.

13. **Entire Agreement.** It is understood and agreed that the Engagement Letter together with all exhibits and schedules, and these Terms and Conditions, constitute the entire agreement between Memorial and Consultant regarding the Services and supersede all other prior or contemporaneous oral and written representations, understandings, or agreements related thereto, including any confidentiality agreements previously entered into, none of which prior or contemporaneous matters shall be binding.
14. **Form of Signature.** The parties agree that the Engagement Letter and these Terms and Conditions shall be deemed fully executed by affixing the respective signatures of duly authorized representatives of Memorial and Consultant to the Engagement Letter attached hereto, whether by original, electronic, or facsimile signature.
15. **Data Submissions.** Consultant may from time to time, in support of the Services, require data files from Memorial. Consultant and Memorial agree to the following:
 - a. Consultant will not accept any file that contains a person's Social Security Number ("SSN") or patient name;
 - b. Consultant will only accept Protected Health Information ("PHI" as defined by the HIPAA/HITECH rules 45 C.F.R. Parts 160 and 164) if such PHI is required to provide the Services;
 - c. Files received by Consultant containing SSN, patient name, or unnecessary PHI will be deleted from all locations in the Consultant's email, network, website, and computers and Memorial will receive email notification of the steps taken;
 - d. If Consultant has been or is granted access to PHI, Consultant and Memorial shall enter into a mutually agreeable, HIPAA/HITECH compliant Business Associate Agreement prior to Consultant receiving any data that includes PHI; and
 - e. Consultant will only accept files containing PHI via Consultant's FTP site or Memorial's FTP site and:
 - i. These files must require a password to open which needs to be sent to the Consultant representative via a separate email; and
 - ii. These files must contain only the minimum necessary data for Consultant to provide the Services.

Failure by either party to comply with the provisions of this Section 15 may result in a Security Incident as such is defined in the HIPAA/HITECH rules.

Contract Check List

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

Any contract equal to or greater than \$25,000.00 This excludes service agreements (regardless of the dollar amount) attached to Board approved capital equipment. The service agreements attached to this equipment can be signed and approved by the CEO and reported to the Board at the next Board meeting after approval.

1. Name of Contract: **BD CAREFUSION SOLUTIONS/PHARMOLOGISTICS (PYXIS) SOFTWARE**
2. Purpose of contract, including scope and description: **We use Pharmalogistics to control our automated inventory in the pharmacy, including the carousel. The software sends orders to the Cardinal ordering system and creates stocking needs for the units throughout the hospital. I have attached the new BD agreement. The agreement includes a software upgrade to the latest version of Pharmalogistics (LGX) and removes unnecessary items from the original agreement. The monthly cost will be decreasing with this upgrade**
3. Effective Date: **When signed by both parties**
4. Expiration Date: **controlled by MSA**
5. Rights of renewal and termination: **hospital can terminate this amendment anytime during the contract year** Is this auto-renew? **Yes will continue until terminated or until the expiration of the MSA**
6. Monetary cost of the contract and is the cost included in the department budget? **Monthly rental and support fee \$1824.00**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not addressed in amendment**
8. Any confidentiality provisions? **MSA has confidentiality provisions**
9. Indemnification clause present? **MSA has indemnification clauses**

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

11. In-house Counsel Reviewed: **Yes**

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