

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

February 5, 2025

2:00 p.m.

Hospital Classrooms 1, 2 & 3

AGENDA

- I. Call to Order Barbara Sowada
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Mission and Vision](#) Barbara Sowada
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Action)* Barbara Sowada
- III. Minutes *(For Action)* Barbara Sowada
 - A. [January 8, 2025 Regular Meeting](#)
 - B. [January 8, 2025 Special Meeting](#)
 - C. [January 28, 2025 Special Meeting](#)
- IV. Community Communication Barbara Sowada
- V. Old Business Barbara Sowada
 - A. Employee Health Plan *(Still in progress – will bring in March)* Ann Marie Clevenger, *Chief Nursing Officer*
- VI. New Business *(Review and Questions/Comments)* Barbara Sowada
 - A. Employee Policies *(For Review)* Amber Fisk, *Human Resources Director*
 - 1. [Access to Personnel File](#)
 - 2. [Dress Code](#)
 - B. CAH Policies Consent Agenda *(For Action)* Kari Quickenden, *Chief Clinical Officer*
 - 1. [Parenteral Nutrition - TPN and PPN - Protocol \(w/form # 800530\)](#)
 - 2. [Pharmacy Controlled Drugs: Abuses and Losses, 15-12 \(MM.01.01.03, EP 5\)](#)
- VII. Senior Leader Reports
 - A. [Chief Clinical Officer](#) Kari Quickenden
 - B. [Chief Experience Officer](#) Cindy Nelson
 - C. [Chief Financial Officer](#) Tami Love
 - D. [Chief Nursing Officer](#) Ann Marie Clevenger
- VIII. Chief Executive Officer Report Irene Richardson
- IX. President of the Medical Staff Report Dr. Alicia Gray, *Medical Staff Services Chief of Staff*
- X. Committee Reports
 - A. Joint Conference Committee Barbara Sowada
 - B. [Building & Grounds Committee](#) Craig Rood
 - C. Compliance Committee Kandi Pendleton
 - D. [Governance Committee](#) Marty Kelsey

*Mission: Compassionate Care For Every Life We Touch
Vision: To be our community's trusted healthcare leader.*

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February 5, 2025

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AGENDA

- | | |
|--|---|
| E. Quality Committee | Barbara Sowada |
| F. Human Resources Committee | Kandi Pendleton |
| G. Finance & Audit Committee | Marty Kelsey |
| 1. Capital Expenditure Requests <i>(For Action)</i> | |
| 2. Information Services Report | |
| 3. Bad Debt <i>(For Action)</i> | |
| 4. Finance & Audit Committee Meeting Information | |
| H. Foundation Board | Craig Rood |
| 1. Ratify Foundation Board of Directors Member <i>(For Action)</i> | |
| I. Executive Oversight and Compensation Committee | Barbara Sowada |
| XI. Contracts | Suzan Campbell, <i>In-House Counsel</i> |
| A. Consent Agenda <i>(For Information, No Action Needed)</i> | |
| 1. Press Ganey Patient Safety Organization Participation and Confidentiality Agreement | |
| XII. Good of the Order | Barbara Sowada |
| XIII. Executive Session (W.S. §16-4-405(a)(ix)) | Barbara Sowada |
| XIV. Action Following Executive Session | Barbara Sowada |
| XV. Adjourn | Barbara Sowada |

*Mission: Compassionate Care For Every Life We Touch
Vision: To be our community's trusted healthcare leader.*



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

Community, Services & Growth

Employee Experience

Financial Stewardship

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

January 8, 2025

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on January 8, 2025, at 2:00 p.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

Dr. Sowada requested a roll call and announced there was a quorum. The following Trustees were present: Judge Nena James, Mr. Marty Kelsey, Ms. Kandi Pendleton, Mr. Craig Rood, and Dr. Barbara Sowada.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Mr. Geoff Phillips, Legal Counsel; and Mr. Taylor Jones, Sweetwater Board of County Commissioners.

Pledge of Allegiance

Dr. Sowada led the attendees in the Pledge of Allegiance.

Mission and Vision

Mr. Rood read aloud the mission and vision statements.

Mission Moment

Dr. Sowada thanked the I.S. Department for their help with her new iPad. Ms. Deb Sutton, Marketing Director, said she recently filmed new advertisements with the help of over 30 willing, enthusiastic participants. Mr. Ron Cheese, Patient Financial Services Director, shared an experience involving a family member in the Emergency Department and thanked the ER Staff, Dr. Khadar, and the University of Utah staff for taking care of everything to make it a much better experience. He said the care received in our ER was amazing and it's one of the best ER experiences he has ever had. Ms. Richardson said she was here visiting with a patient on New Year's Day and the ICU patient was so complimentary of the care she received and of the doctors and nurses. The patient told Ms. Richardson she felt all were top-notch. Ms. Richardson shared the patient's feedback with the staff. She said she visited with her the following day and the patient couldn't stop talking about her good experience. Ms. Richardson recognized the ICU staff for doing a great job.

AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the December 4, 2024, regular meeting as presented was made by Mr. Rood; second by Judge James. Motion carried. The motion to approve the minutes of the December 23, 2024, special meeting as presented was made by Ms. Pendleton; second by Mr. Rood. Mr. Kelsey abstained and the motion carried.

COMMUNITY COMMUNICATION

Commissioner Jones said Commissioner Liaison duties will be appointed at the next meeting. He said he has requested to stay as the Hospital's Liaison.

OLD BUSINESS

Medical Staff Bylaws

The motion to approve the changes to the Medical Staff Bylaws as presented was made by Judge James; second by Ms. Pendleton. Motion carried.

Health Equity Plan

The motion to approve the Health Equity Plan as presented was made by Ms. Pendleton; second by Judge James. Motion carried.

NEW BUSINESS

Employee Health Plan

Dr. Ann Marie Clevenger, Chief Nursing Officer, said Ms. Nicole Burke is the Employee Health RN and is supervised by Ms. Patty O'Lexey, Education and Employee Health Director. Dr. Kari Quickenden, Chief Clinical Officer, said hazardous materials information is included in other plans. They said they will look at including links and references to other policies within this policy. Mr. Kelsey asked about the section related to volunteer costs being covered. Mr. Phillips suggested adding some definitions. The Plan will be brought back following revisions.

SENIOR LEADER REPORTS

Dr. Sowada thanked staff for the reports. Ms. Pendleton asked for an update on the nuclear medicine and fluoroscopy equipment updates in Dr. Quickenden's report. Ms. Tracie Soller, Medical Imaging Director, provided an update. She said we can use a mobile C-arm but that has limitations. She said we are on hold for approximately five months of construction and won't have fluoroscopy so limited to the C-arm. She said nuclear medicine patients are on-hold. Ms. Soller said GE was scheduled to have a service rep here that day but they did not arrive. There is a financial impact. The referral is to Utah. It is also difficult getting in for services in Utah. Ms. Soller said we are usually booked out up to two months. Salt Lake City can be booked out up to four months. Ms. Pendleton asked for an update on the Sexual Assault Nurse Examiner (SANE) status. Dr. Clevenger said we are still orienting but have coverage now 24/7. Ms. Pendleton gave a shout-out to the Emergency Department staff for the reduction in travel staff. Dr. Sowada asked about plans for CT. Dr. Quickenden said we are preparing a capital expenditure request to bring to the Board to provide another machine. Dr. Sowada stressed the importance of medical imaging for patients. Dr. Quickenden provided an overview of activity in that area and noted the importance of redundancy. Dr. Sowada asked about expansion into Farson. Dr. Clevenger provided additional information. She said we responded to a request from Farson. She said we provided services there in the past. We will have a Provider there one day a week with a Medical Assistant to provide services. She said it is a community service. Ms. Tami Love, Chief Financial Officer, said the service will be similar to what we provide in Wamsutter. She said we charge them a flat fee for sending someone and we do not do the billing. Dr. Clevenger said Farson is really looking forward to that service again.

Ms. Love said we received a letter from CMS that we have a new billing number effective December 6, 2024. She said we considered appealing to use that number back to October 1. We are waiting now for a rate letter from Noridian. Ms. Love said if we appeal, Noridian has up to 90 days to review. Ms. Love said we are going to bill everything from October 1 thru December 6 under the old billing number. We have investigated and made the decision to move forward. Ms. Love said there is a chance we will see some of that reimbursement by the end of the month. Approximately \$18M has been held during that time frame. Ms. Love said we are confident it will go out clean because we had time for a second look. She said the average daily census is 10.7 and the average length of stay is 2.6. Surgeries were up again. She said respiratory season has really hit us. Ms. Pendleton noted the employee engagement survey is complete. A high-level overview will be provided to Committees. Dr. Sowada asked about the impact of the PEAK Leadership Training. Dr. Clevenger said her staff is really appreciative of the opportunity. She said we have seen some positive changes. Ms. Amber Fisk, Human Resources Director, said the training has been so good and she has noticed a difference, also. She said leaders are using the tools provided. Ms. Kayla Mannikko, Foundation Director, said she finished her final session earlier that day and has found it very useful. Leaders are held accountable to their different roles and responsibilities.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson wished everyone a happy new year. She said she is starting her 40th year at the Hospital. She provided a report on strategic pillars. We continue working on the patient experience. We posted for a Patient Experience Director and will begin interviewing soon. Staff continues working on quality and safety improvements. The Patient Culture of Safety Survey is complete and results are under review. We had a goal in our community outreach and growth pillar to have an online Google rating of 2.3 and we have recently achieved a 4.1 rating. In the employee experience pillar, we completed a salary review and were able to provide a success sharing bonus. We have completed PEAK training and conducted an Employee Engagement Survey. We continue working on financial stewardship goals. Ms. Richardson thanked Ms. Mannikko and staff for the community Christmas event, also for the gifts provided at the holiday lunch and dinner. She thanked Unidine for the great food. Ms. Richardson said we met with Rock Springs Policy Chief Bill Erspamer to develop a plan to mitigate workplace violence and work together to keep our staff safe. Ms. Richardson said we are not filling the Chief Medical Officer position at this time or in the foreseeable future. She said Wyoming Hospital Association legislative meetings are being held in Cheyenne and they are having weekly calls. She hopes to attend some sessions in Cheyenne. The Rock Springs Boost Leadership Academy will tour our hospital January 24. A Master Plan Workshop is scheduled with the Board January 28. Ms. Richardson briefly reviewed Becker's Hospital Review "10 Headwinds for Health Systems in 2025":

- 1) Continued staff shortages
- 2) Financial pressures
- 3) Federal administration
- 4) Technology integration
- 5) Medicare Advantage
- 6) 340B program
- 7) Supply chain
- 8) Cyberthreats
- 9) Access to care
- 10) Private equity

Ms. Richardson announced the new Medical Staff Officers for 2025:

Chief of Staff: Alicia Gray
Vice Chief of Staff: Israel Stewart
Secretary/Treasurer: David Liu

Medicine Department Chairman: Joshua Binks
Vice Chairman: Rasheel Chowdhary

Surgery Department Chairman: Tony Pedri
Vice Chairman: Benjamin Jensen

Ms. Richardson invited everyone to attend the Red Tie Gala February 1. We will present at the Green River Chamber of Commerce on February 19. A group of leaders and Trustees plan to attend the American Hospital Association (AHA) Rural Health Care Conference in San Antonio in February. The AHA Annual Meeting is in Washington D.C. in May. The AHA Leadership Summit is in Nashville in July. Ms. Richardson thanked the staff, physicians, Board of Trustees, and County Commissioners for all they do for our community.

COMMITTEE REPORTS

Buildings & Ground Committee

Mr. Rood said the Committee had a robust discussion regarding the oncology suite project and said completion work continues.

Governance Committee

Mr. Kelsey said the Committee did not meet in December. They are scheduled to meet in January to discuss the policy on policies and review the Board Self-Evaluation.

Quality Committee

Dr. Sowada said her notes are in the packet.

Human Resources Committee

Ms. Pendleton said the wage and salary information was in the Committee meeting packet. She said we had moved meetings to quarterly but there is a lot of policy work happening so we are moving meetings back to monthly.

Finance & Audit Committee

Capital Expenditures:

Mr. Kelsey asked Ms. Soller to review the two requests presented. Ms. Soller and Ms. Nicole Mann, PACS Manager, said the systems go together but the quotes are separate. The last system lasted 14 years. It will require about eight months to build. Ms. Mann said we have a good working relationship with the vendor. She said PACS (Picture Archiving and Communication System) has a huge impact on getting

information to providers and patients. Part of the build-out is to transfer historical information into the updated system. The motion to approve FY25-27 and 28 for \$506,298 and \$263, 418.75 as presented was made by Mr. Kelsey; second by Judge James. Motion carried. Ms. Love said there is a third component on hardware for approximately \$500,000. We hope to have that information to the Finance and Audit Committee for their next meeting.

Ms. Love said all Clifton Larson Allen related policies and procedures are in review with departments and then will be rolled out to staff. Mr. Kelsey said the Committee did not meet in December. We essentially broke even for November. Mr. Kelsey said expenses are within the budget but are going up. He said we are keeping a close eye on it. He said contract FTE's have jumped up. Ms. Pendleton said more details are included in the HR Committee meeting packet. Dr. Sowada said she thinks it would be good to share that information in both the HR Committee and Finance and Audit Committee.

Bad Debt: The motion to approve the net bad debt and recoveries as presented of \$2,106,212.93 was made by Mr. Kelsey, second by Judge James. Motion carried.

Information Services Report: Mr. Kelsey said Information Services is a very important part of our organization. He asked Mr. Terry Thompson, I.S. Director, to provide a short report. Mr. Thompson introduced his staff and shared the results of the SWOT Analysis the group conducted. He said executive leadership of Ms. Richardson and Ms. Love is a strength. Staffing resources are the greatest weakness. He said they are extremely busy. HIPAA added 19 new requirements recently. Mr. Thompson said he is looking to add an additional FTE with the sole purpose of security. He said an opportunity is embracing AI to teach, coach, monitor. A threat is a successful cyber-attack. We had successes in 2024 of mitigating threats. We are currently working on a Windows 11 rollout. We completed data center redundancy. Mr. Thompson said there is never a dull moment in I.S. He thanked his engaged staff.

Foundation Board

Mr. Rood said there is a lot going on and thanked Ms. Mannikko for her nice report in the packet. Ms. Mannikko introduced Ms. Cory Darlington as the new Foundation Coordinator.

CONTRACTS

Consent Agenda

There were no questions or comments.

GOOD OF ORDER

There were no comments.

EXECUTIVE SESSION

The motion to go into executive session at 3:17 p.m. to discuss legal, personnel, and items considered confidential by law was made by Judge James; second by Mr. Rood. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to leave the executive session and return to the regular session at 4:28 p.m. was made by Judge James; second by Ms. Pendleton. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Pursuant to the notice provided in the agenda, the Board of Trustees held discussions and action was taken.

The motion to grant clinical privileges and appointments to the medical staff as discussed in executive session was made by Judge James; second by Mr. Kelsey. Motion carried.

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from December 10, 2024

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Shayna Wood, Pediatric Hospitalist
 - Dr. Barabara Divish, Pediatrics
 - Dr. Jack Tsao, Neurology
2. Initial Appointment to Active Staff (2 year)
 - Dr. Aaron Blau, Emergency Medicine
3. Reappointment to Active Staff (2 year)
 - Dr. Razvan Ducu, Hospitalist
 - Dr. Weston Jones, Pediatric Dentistry
4. Reappointment to Consulting Staff (2 year)
 - Dr. Vivek Reddy, Tele-Stroke (U of U)
 - Dr. Muhammad Chauhan, Tele-Stroke (U of U)
 - Dr. Lucy DeWitt, Tele-Stroke (U of U)
 - Dr. Edward Kimball, Tele-ICU (U of U)
 - Dr. Ravinder Sohal, Tele-Radiology (VRC)
 - Dr. Amy Federico, Tele-Radiology (VRC)
 - Dr. Nathan Blue, Maternal/Fetal Medicine (U of U)
5. Modification of Privileges
 - Dr. Joshua Binks – Additional Privileges for radiation therapy to treat osteoarthritis

The motion to approve contracts and authorize the CEO to sign as discussed in executive session was made by Judge James; second by Ms. Pendleton. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 4:33 p.m.

Dr. Barbara Sowada, President

Attest:

Judge Nena James, Secretary

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

January 8, 2025

The Board of Trustees of Memorial Hospital of Sweetwater County met for dinner and a special meeting on January 8, 2025, at 5:00 p.m. at Boar's Tusk Restaurant in Rock Springs, Wyoming, with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

Dr. Sowada called the meeting to order at 6:41 p.m.. She welcomed the Foundation Board of Directors and thanked everyone for participating and making it happen. The following Trustees were present: Judge Nena James, Ms. Kandi Pendleton, Mr. Craig Rood, and Dr. Barbara Sowada. Not in attendance: Mr. Marty Kelsey.

The following Foundation Board of Directors were present: Ms. Gina Harvey, Mr. Matt Jackman, Ms. Tiffany Kindel, Mr. Rick Lee, Dr. Joseph Oliver, Mr. Justin Spicer, and Mr. Dolan Wire. Not in attendance: Mr. Jim Jessen.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Ms. Kayla Mannikko, Foundation Executive Director.

Guests: Ms. Cory Darlington, Foundation Coordinator; Ms. Cindy Nelson, Chief Experience Officer.

BOARD PRESIDENT REMARKS

Dr. Sowada invited everyone to share information about themselves and why they serve on their respective Board. The overall message shared by everyone is the desire to make a difference and give back to our community. Dr. Sowada stressed the need for both Boards. She said it takes a village to run a hospital and it takes absolutely everyone to make a community hospital work well. Dr. Sowada said she doesn't think we look in the mirror often enough to see all we are doing.

FOUNDATION PRESIDENT REMARKS

Mr. Jackman thanked the Board of Trustees for the invitation to meet. He asked Ms. Mannikko to provide an update. Ms. Mannikko referenced the strategic plan. She said a lot has been done and we still have a lot to do. She said we are excited to build the donor base. Ms. Mannikko said we feel honored to be in this room together with everyone who chooses to be here. We are working to build new connections and want feedback on how to improve.

HOSPITAL REPORT

Ms. Richardson said she has numerous clocks in her office and they symbolize the importance of time. The time spent by the Trustees and Board of Directors is priceless. She said we have a wonderful hospital. She thanked everyone for their time, commitment, and belief in the Hospital. She said we believe in what we are doing and we are completely committed to the Hospital. Ms. Richardson said we couldn't do it without direction, guidance, and the help of our Board and the

Foundation Board. Ms. Richardson provided an update on our move to Critical Access Hospital status. She said we have been working on this for about two years. She said it is basically a different method of payment and is expected to be a large benefit to the Hospital. Ms. Richardson said she thinks this will secure us remaining our local hospital for years to come. She thanked everyone again and repeated the time given is priceless.

OTHER BUSINESS

There was no other business.

ADJOURNMENT

The meeting adjourned at 7:10 p.m.

Dr. Barbara Sowada, President

Attest:

Judge Nena James, Secretary

**MINUTES FROM THE SPECIAL WORKSHOP
MEMORIAL HOSPITAL OF SWEETWATER COUNTY BOARD OF TRUSTEES**

January 28, 2025

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in a special workshop on January 28, 2025, at 2:00 PM with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

Dr. Sowada called the meeting to order. The following Trustees were present online: Judge Nena James; Mr. Marty Kelsey, Ms. Kandi Pendleton, Mr. Craig Rood, and Dr. Barbara Sowada.

Officially present: Ms. Irene Richardson, Chief Executive Officer; Ms. Tami Love, Chief Financial Officer; Mr. Geoff Phillips, Legal Counsel; Mr. Taylor Jones, Sweetwater County Board of County Commissioners.

Guests: Mr. Shawn Coyle and Mr. Tanner Draemel of PACT Studios.

PACT STUDIOS PRESENTATION

Ms. Richardson welcomed PACT and said it is exciting to see information they have been working on. She thanked the Board for allowing us to go through this master plan process. She thanked everyone for attending to see the exciting things in front of us. Ms. Richardson introduced Mr. Shawn Coyle, the Principal in Charge of the Strategic Master Plan. He said the Plan looks at what is here and where the organization wants to go. Mr. Coyle introduced Mr. Tanner Draemel who assisted in presenting the Plan. Mr. Coyle said the next steps will be to create a pathway for the priority projects over the next 5-10 years. Dr. Sowada said it is very well laid out and the information is very helpful. Ms. Richardson said the Senior Leaders have had a chance to review the information a couple of times and she said she appreciates the input from department leaders. She said we are looking at the priorities slide as where we need to start. She said we are growing our building fund. Ms. Love said it has been great working with PACT.

MHSC PRIORITIZED PROJECTS UPDATE

Ms. Love reviewed the current projects.

ADJOURNMENT

Ms. Richardson thanked PACT for the great presentation and for their time meeting with us. She said she is thankful to the Board for allowing us to do this exercise. Ms. Richardson thanked the team for being on the meeting and giving their input. She said she is grateful for the County's support of the Hospital. Ms. Richardson thanked Dr. Sowada for calling this meeting. Dr. Sowada thanked everyone for their time that afternoon. There being no further business to discuss, the meeting adjourned at 3:33 PM.

Dr. Barbara Sowada, President

Attest:

Judge Nena James, Secretary



Board Meeting Date:2/5/2025

Topic for Old & New Business Items:

Employee Policies – Access to Personnel File – First Read

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

Language revisions (as shown). Has been reviewed by the HR Committee twice.

Board Committee Action:

First read.

Policy or Other Document:

☒ For Review Only

☐ For Board Action

Legal Counsel Review:

☐ In House Comments:Click or tap here to enter text.

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

Senior Leadership Recommendation:

Do pass



Approved N/A
Review Due N/A

Document **Employee**
Area **Policies**

EMPLOYEE POLICIES - ACCESS TO PERSONNEL FILE

Purpose

MHSC ~~maintains~~ is committed to maintaining personnel records ~~for each~~ in a manner that meets all federal and state laws and regulations. To that end, all personnel files will be maintained in the HR Department in either paper or electronic format. Access to personnel files is restricted to the employee and access to these personnel records is restricted to the employee to whom the files apply and those who are in the direct line of supervision of the employee.

The Director of Human Resources is responsible for maintaining the confidentiality and security of personnel records.

~~The Director of Human Resources is responsible for maintaining the confidentiality of personnel records.~~

Policy

I. Access to Personnel Files

- A. Employee files are maintained by the Human Resources (HR) department and are considered confidential.
- B. Directors and supervisors may only have access to personnel file information on a need-to-know basis.
- C. Employee medical and/or workers compensation information will be maintained in a separate, secure file.
- D. Personnel file access by current employees and former employees will generally be permitted within 10 days of a written request unless otherwise required under state law. Personnel files are to be reviewed in the Human Resources department.
- E. Employee files may not be taken outside the HR department.
- F. ~~Representatives of government or law enforcement agencies, in the course of their duties, may be allowed access to file information.~~

Reviewed and Approved:

HR Committee

MHSC Board of Trustees

Approval Signatures

Step Description

Approver

Date

DRAFT



Board Meeting Date:2/5/2025

Topic for Old & New Business Items:

Employee Policies – Dress Code Policy – First Read

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

Updated Dress Code after discussion and feedback from Leadership and Providers. Has been reviewed and revised in HR Committee several times. Recommendation for do pass.

Board Committee Action:

First read.

Policy or Other Document:

☒ For Review Only

☐ For Board Action

Legal Counsel Review:

☐ In House Comments:Click or tap here to enter text.

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

Senior Leadership Recommendation:

Do pass



Approved N/A
Review Due N/A

Document Area Employee Policies

DRAFT 2024- EMPLOYEE POLICIES - DRESS CODE POLICY

Purpose

An environment of mutual cooperation, respect, and fair and consistent treatment for all employees is the hospital's goal. Dress, grooming, and personal cleanliness standards enhance the professional image of staff members as well as Memorial Hospital of Sweetwater County (MHSC) as a whole and inspire confidence in employees with patients and visitors.

MHSC allows reasonable self-expression through personal appearance, unless it conflicts with an employee's ability to perform his or her job effectively or with his or her specific work environment, or it is regarded as offensive or harassing towards others.

Definitions:

Patient Care Area: Any area in which patients are present. This includes the entrance to any unit or clinic, nurse stations, patient rooms, and reception/waiting areas.

Description and Responsibilities:

I. During work hours, all staff members, employees, contract staff, volunteers and Providers, are expected to present a clean and neat appearance; not offend others with odor including excessive perfume or aftershave; and to dress according to the requirements of their positions and within departmental guidelines (if such separate guidelines are adopted as outlined below).

A. This policy applies to any employee who is at work as part of the employee's regular duties and is representing the organization to the public.

B. As an employee of Memorial Hospital of Sweetwater County, you are expected to maintain a professional image while working in the clinics, health care areas, office environments, and while attending company events, seminars, trainings, conferences, or meetings on campus or off-site.

C. Any attire that identifies a name or image of a any politician, names and logos of political parties, and

identifiable campaign slogans are prohibited.

D. This policy outlines the minimum requirements for professional appearance. A manager/supervisor/department leader shall retain the discretion to set standards at higher level for employees based on patient contact or job functions. Higher standards must be communicated to the unit/department and documented to ensure understanding. Departmental dress codes/policies will take precedence over this Dress Code Policy if 1) a separate dress code policy is required due to OSHA requirements, nursing or medical standards and regulations, or any other regulatory agency requirements and 2) the departmental dress code is more restrictive than this Dress Code Policy.

a. Factors that leadership will consider when determining whether jewelry, tattoos or facial modifications pose a conflict with the employee's job or work environment include:

Personal safety of self or others, infection control concerns or damage to hospital property.

Productivity or performance expectations.

Offensiveness to co-workers, patients, vendors or others in the workplace.

If leadership determines an employee's jewelry, tattoos or attire present a conflict, the employee will be encouraged to identify appropriate options, such as removal of excess or offensive jewelry, covering of tattoos, transfer to an alternative position and/or department, or other reasonable means to resolve the conflict..

Text

I. Dress Requirements:

- A. During work hours, all staff members, employees, contract staff, volunteers and Providers, are expected to present a clean and neat appearance; not offend others with odor including excessive perfume or aftershave; and to dress according to the requirements of their positions and within departmental guidelines (if such separate guidelines are adopted as outlined below).
- B. Hospital issued ID badges must be worn on the upper torso at all times. Badge must have name and picture visible at all times. Do not deface badge with pins or stickers.
- C. Departmental dress codes/policies will take precedence over this Dress Code Policy if 1) a separate dress code policy is required due to OSHA requirements, nursing or medical standards and regulations, or any other regulatory agency requirements and 2) the departmental dress code is more restrictive than this Dress Code Policy.
- D. The following requirements apply to all MHSC employees, staff members, and any others representing the Hospital during regular day-to-day operations as follows:
 - 1. Maintain clothing to provide a neat, clean, pressed appearance in good repair. Soiled or torn apparel should not be worn.
 - 2. Undergarments must be worn and should not be visible through clothing.
 - 3. No shorts allowed.
 - 4. Tops must not expose cleavage, undergarments or midriff.

- ~~5. No mini-skirts (skirts must be no higher than 4 inches above the knee) or spaghetti-strap dresses or tops.~~
- ~~6. No denim blue jeans shall be worn with the exception of when specifically permitted by department or special hospital activities. At such time, jeans should be clean and in good repair.~~
- ~~7. Leggings may only be worn with appropriate tops, jackets and/or skirts that provide coverage to no higher than 4" above the knee. Patterns on leggings may not contain any words or pictures.~~
- ~~8. No 'hoodies', sweatshirts, sweatpants, extremely baggy slacks, or athletic wear allowed except during special hospital activities. Alternatively, leadership may approve jackets bearing the MHSC logo.~~
- ~~9. T-Shirts which promote MHSC sponsored events will be allowed only on designated days as determined by Administration. T-Shirts or other tops with the MHSC logo which are part of a hospital uniform or department specific requirements will also be allowed.~~
- ~~10. Any attire that identifies a name or image of a any politician, names and logos of political parties, and identifiable campaign slogans are prohibited.~~
- ~~11. Footwear-~~
- ~~a. Staff who participate in direct patient care in any area of the hospital will wear only closed-toe shoes. Examples of shoes that do not meet this requirement are "croc" that contain holes and sandals with open toes.~~
 - ~~b. Facilities and Environmental Services may be required to wear closed-toe, non-skid sole, leather shoes/boots. If this type of footwear is required and mandatory the hospital will pay for/or provide the required footwear. (See Facility/Environmental Services Policy).~~
 - ~~c. No slippers, or flip-flops.~~
 - ~~d. No bare feet.~~
- ~~12. Hair/Head covering-~~
- ~~a. Hats which promote MHSC sponsored events will be allowed only on designated days or as part the hospital uniform or department specific requirements.~~
 - ~~b. When working in clinic areas, hair must be secured off of the face and pulled back if it would fall forward into the working area.~~
 - ~~c. When working in Nutrition Services, hair must be secured and kept in a hair covering.~~
- ~~13. Limited amounts of conservative jewelry may be worn while at work as long as it does not interfere with job duties.~~
- ~~14. Employees attending classes, conferences, seminars and other off site~~

events where they represent the Hospital and are on paid time are expected to follow this Dress Code.

15. Jewelry and tattoos:

- a. MHSC recognizes that personal appearance is an important element of self-expression and strives not to control or dictate appropriate employee appearance, specifically with regard to jewelry or tattoos worn as a matter of personal choice. The hospital expects all employees to exercise appropriate judgment with regard to personal appearance, dress and grooming to be most effective in the performance of their workplace duties. However, the following jewelry is not permitted while on shift.

- i. Gauge earrings over 2G or 6mm
- ii. eyebrow piercing
- iii. lip piercing
- iv. septum piercing
- v. tongue piercing
- vi. cheek piercing

E. MHSC allows reasonable self-expression through personal appearance, unless it conflicts with an employee's ability to perform his or her job effectively or with his or her specific work environment, or it is regarded as offensive or harassing towards others.

F. Factors that leadership will consider when determining whether jewelry, tattoos or facial modifications pose a conflict with the employee's job or work environment include:

- 1. Personal safety of self or others, infection control concerns or damage to hospital property.
- 2. Productivity or performance expectations.
- 3. Offensiveness to co-workers, patients, vendors or others in the workplace.
- 4. If leadership determines an employee's jewelry, tattoos or attire present a conflict, the employee will be encouraged to identify appropriate options, such as removal of excess or offensive jewelry, covering of tattoos, transfer to an alternative position and/or department, or other reasonable means to resolve the conflict.

II. Compliance with Policy

- A. Inappropriate attire and/or non-compliance with this Dress Code Policy may result in the employee being excused from work without pay. The employee may return to work when in compliance.
- B. Repeated and/or continual violations of this policy will be subject to corrective action, up to and including termination.
- C. Leaders are responsible for enforcing the policy in their respective areas.

Dress Standards:

A. Listed below are the acceptable and unacceptable clothing styles:

<u>Clothing/ Accessory Style</u>	<u>Acceptable</u>	<u>Unacceptable</u>
<u>Tops/ Jackets</u>	<u>Tops should fit appropriately and look professional, wrinkle free, and clean. If wearing a logo, it must be an approved MHSC logo.</u>	<u>Tops that reveal undergarments or abdomen. Halter tops, spaghetti-strap, scrub top (if non-clinical) or are worn out (holes, tears, faded, stained) are also unacceptable. Any type of fleece material is not permitted in clinical areas due to infection control. Clothing that displays any writing or images, other than MHSC related logos, is not permitted.</u>
<u>Denim/ Blue Jeans</u>	<u>No denim blue jeans shall be worn with the exception of when specifically permitted by department or special hospital activities.</u>	<u>At such time, jeans should be clean and in good repair.</u>
<u>Pants/ Dresses/ Skirts</u>	<u>Pants/dresses/skirts should fit appropriately and look professional, wrinkle free, and clean, and should be appropriate for your job and work area. All dresses and skirts should have modest hemlines.</u>	<u>Pants/dresses/skirts that reveal undergarment or expose abdomen or are worn out (holes, tears, faded, stained).</u>
<u>Footwear</u>	<u>Footwear should be professional and in good, clean condition. Includes: pumps, flats, boots, loafers, professional sandals, and other leather shoes. High heels should not exceed 5 inches for safety reasons.</u>	<u>Footwear that does not comply with department- specific safety regulations. Flip flops of any kind including thong-style flip flops, beachwear flip- flops, yoga flip-flops etc. Footwear that is odor- ridden, worn, or stained.</u>
<u>Jewelry Body Piercing</u>	<u>Ear piercings and nose studs are acceptable. If ear has a gauge, the gauge should be removed and the hole should be plugged with plugs matching skin tone.</u>	<u>Exposed eyebrow, tongue, cheek, lip, or nose ring. Piercings should be concealed if outside acceptable.</u>
<u>Tattoos</u>	<u>Tattoos should be non-offensive.</u>	<u>An employee may be asked to cover tattoos, depending on the unit or business need. For example, any tattoo that could be perceived as offensive or hostile in the workplace based on racial, sexual, religious, ethnic or other characteristics of</u>

		<u>a sensitive or legally protected nature that would diminish your effectiveness in your ability to provide care for our patients or support your co-workers must be covered during your shifts.</u>
<u>Hair/Head Covering</u>	<u>When working in clinic areas, hair must be secured off of the face and pulled back if it would fall forward into the working area. When working in Nutrition Services, hair must be secured and kept in a hair covering.</u>	
<u>Employee Badges</u>	<u>Badges must be worn below eye level and above the bottom of the sternum, free from distracting stickers, pins, etc. Photo ID must be legible and visible at all times.</u>	<u>Do not deface badge with pins or stickers.</u>

I. Compliance with Policy

- A. Inappropriate attire and/or non-compliance with this Dress Code Policy may result in the employee being excused from work without pay. The employee may return to work when in compliance.
- B. Repeated and/or continual violations of this policy will be subject to corrective action, up to and including termination.
- C. Leaders are responsible for enforcing the policy in their respective areas.
- D. Employees and Leaders who fail to follow this policy are subject to corrective action, up to and including termination.

Approval: Board 6.6.18

Attachments

 [Facilities Dress code addendum 2020.doc](#)

Approval Signatures

Step Description

Approver

Date



Approved 03/2021
Review Due 03/2024

Document
Area **Clinical**

Parenteral Nutrition - TPN and PPN - Protocol (w/form # 800530)

PURPOSE

The Pharmacy and Clinical Nutrition Departments shall be responsible for initiating and monitoring parenteral nutrition (PN) in adult patients when consulted by physicians. The pharmacist and dietitian will assist physicians in providing optimal nutrition therapy to patients unable to receive nutrition by the oral or enteral route.

TEXT

I. Parenteral Nutrition

- A. Nutrition Risk will be assessed using the NRS 2002 Nutrition Risk Screening tool.
 - 1. Low nutrition risk (NRS 2002 ≤ 3) – Total Parenteral Nutrition (TPN) will be withheld over the first 7 days if a patient cannot maintain adequate oral intake and early enteral nutrition (EN) is not feasible.
 - 2. High nutrition risk (NRS 2002 ≥ 5) or severely malnourished – TPN will be initiated as soon as possible when EN is not feasible.
- B. For all critically ill patients, use of supplemental TPN will be considered after 7-10 days if unable to meet greater than 60% of energy and protein requirements by the enteral route alone.
- C. Peripheral parenteral nutrition (PPN) will not be available. Parenteral nutrition (PN) will always be administered through a central line.
- D. Commercial standardized TPN solutions will be used to reduce the risk of error and infection.
- E. Electrolytes may be added to the available commercial solutions.
- F. Intravenous lipids will be run separately as a piggy-back as long as the in-line filter

appropriate for lipids is used. See Lippincott Procedures for Parenteral Nutrition Administration.

- II. Nursing will follow Lippincott Procedures for Parenteral Nutrition Administration when active orders for TPN are in place.
 - A. TPN will be ordered daily by 1500.
 - B. TPN will be hung daily at 1700 regardless of how much fluid is remaining in the bag of TPN that is hanging at 1700.
- III. Labs will be routinely drawn:
 - A. Complete Blood Count (CBC) and Prothromin Time (PT) upon initiation of TPN and biweekly thereafter.
 - B. Comprehensive Metabolic Panel (CMP), Magnesium, and Phosphorus upon initiation and daily thereafter.
- IV. Routine fingerstick blood glucose (FSBG) monitoring will occur every 6 hours for the first 72 hours after initiation of TPN.
 - A. Target blood glucose (BG) range of 140-180 mg/dL for general population
 - B. Two or more elevated BG values (>180 mg/dL) will trigger initiation of MHSC Insulin Sliding Scale Protocol.
- V. Refeeding Syndrome – Shifts in fluid and electrolytes resulting from hormonal and metabolic changes that occur when artificial nutrition is initiated in malnourished patients.
 - A. Complications include hypophosphatemia, hypokalemia, hypomagnesaemia, altered glucose metabolism, abnormal sodium and fluid balance, and vitamin deficiencies.
 - B. Criteria for determining risk:
 - 1. Patient has one or more of the following
 - a. Body mass index (BMI) less than 16
 - b. Unintentional weight loss greater than 15% within the last 3-6 months
 - c. Little or no nutritional intake for more than 10 days
 - d. Low levels of potassium, phosphorus, or magnesium prior to feeding
 - 2. Patient has two or more of the following:
 - a. BMI less than 18.5
 - b. Unintentional weight loss greater than 10% within the last 3-6 months
 - c. Little or no nutritional intake for more than 5 days
 - d. A history of alcohol abuse or drugs including insulin,

chemotherapy, antacids, or diuretics

C. For patients identified at risk, slower advancement to goal rate is required:

1. Initial bag to start at 25% of goal rate for first 24 hours, increase rate by 25% and maintain for 24 hours as tolerated.
2. Goal rate will be achieved on day 4.

VI. Role of Dietitian:

- A. Assess nutrition risk using NRS 2002 Nutrition Risk Screening tool and other validated nutrition risk screening tools.
- B. Estimate energy requirements using a published predictive equation (eg, Harris-Benedict, Mifflin St Jeor) or a simplistic weight-based equation (eg, 25-30 kcal/kg/d).
- C. Determine protein requirements using weight-based equations (eg, 1.2-2.0 g/kg/d).
- D. Communicate TPN recommendations to physician and pharmacist.
- E. Monitor labs, electrolytes, weight, input and output, and provide recommendations to physician and pharmacy for adjustments to TPN as needed.
- F. Assist with transition to oral or enteral nutrition as soon as medically appropriate.

VII. Role of Pharmacist:

- A. Assess patient for appropriateness of TPN, nutrition risk, and energy requirements.
- B. Collaborate with physician and dietitian to develop TPN prescription.
- C. TPN will be ordered using standardized order set.
- D. Verify administration of drugs with TPN is safe, clinically appropriate, stable, and free from incompatibilities.
- E. Monitor labs, electrolytes, weight, input and output.
- F. When consulted for TPN management the Pharmacist may make adjustments to TPN as necessary and order labs deemed necessary to provide optimal management of TPN (eg, electrolytes, renal and hepatic function tests, serum glucose checks).

REFERENCES

Harvey SE, Parrott F, Harrison DA, Sadique MZ, Grieve RD, Canter RR, et. al. [A multicentre randomised controlled trial comparing the clinical effectiveness of early nutritional support via the parenteral versus the enteral route in critically ill patients \(CALORIES\)](#). Health Technol Assess. 2016; 20(28):1-144.

McClave, S.A., Taylor, B.E., Martindale, R.G., Warren, M.M., Johnson, D.R., Braunschweig, C., ... Compher, C. (2016). **Guidelines for the Provision and Assessment of Nutrition Support Therapy in the Adult Critically Ill Patients: Society of Critical Care Medicine (SCCM) and American Society for Parenteral and Enteral Nutrition (A.S.P.E.N.)**. *Journal of Parenteral and Enteral Nutrition*, 40:2, 159-211.

NICE. [Nutrition support for adults: oral nutrition support, enteral tube feeding and parenteral nutrition](#). CG32. London: National Institute for Health and Care Excellence; 2006.

Olveira, G. et al. (2015, January). Hypoglycemia in non-critically ill patients receiving TPN. *Nutrition*, 31(1):58-63. doi: 10.1016/j.nut.2014.04.023. Retrieved from <https://www.ncbi.nlm.nih.gov/pubmed/25441588>

Seron-Arbeloa C, Zamora-Elson M, Labarta-Monzon L et al. [Enteral nutrition in critical care](#). J Clin Med Res. 2013;5(1);1-11.

Reviewed and Approved

P&T Committee 12/17/2020

MEC 12/22/2020

Attachments

[800530 - Adult Total Parenteral Nutrition Order Set 12.20R.pdf](#)

Approval Signatures

Step Description

Approver

Date

Nursing Standards Committee

Ann Clevenger: CNO

03/2021

Ann Clevenger: CNO

01/2021



Approved N/A
Review Due 2 years after approval

Document Area Pharmacy
Reg. TJC
Standards MM.01.01.03

Pharmacy:Controlled Drugs: Abuses and Losses, 15-12 (MM.01.01.03, EP 5)

POLICY

Abuses and losses of controlled substances must be reported, in accordance with federal and state laws, to the individual responsible for the pharmacy department and, to the corresponding senior leadership, and then to the Chief Executive Officer as appropriate.

Losses include unresolved discrepancies from manual or automated systems.

The Director of Pharmacy will contact Cardinal Health Director of Regulatory Compliance for regulation guidance.

All controlled substances thefts and significant losses must be reported to the DEA within one business day via fax or letter. DEA 106 form must be completed and forwarded to the local DEA office within 60 days. Significant loss is defined by Wyoming Board of Pharmacy, or as pharmacy director considers significant.

The Director of Pharmacy will meet state requirements (if any) for policies, reporting, or other documentation.

A copy of the letter and electronic DEA 106 form will be printed prior to submitting to the DEA. The copy will be maintained with discrepancy records as required by state and federal record retention requirements.

Approval Signatures

Step Description	Approver	Date
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Brendan Gemelli: Pharmacy
Director

Pending

COPY

MHSC Board of Trustees: February 2025

Chief Clinical Officer (CCO) Report

Report prepared and submitted by: Kari Quickenden, Pharm.D., MHSA

1. As a follow-up to last month's report, we received a letter from the manufacturer on 01/14/2025 releasing our nuclear medicine equipment after a safety recall. Central Scheduling worked diligently to reschedule patients promptly upon receiving the release.
2. On 01/29/2025, we received our Computed Tomography (CT) Accreditation Approval Report from the American College of Radiology (ACR). The accreditation is for three years. The ACR grants the accreditation when a facility has met all testing criteria established by the ACR Committee on CT Accreditation for clinical image quality and phantom image quality. A phantom is a piece of equipment used to assist in image quality assurance. I would like to recognize Angie Overy, CT technologist, for taking the lead on submitting the images to the ACR.
3. The Sweetwater Regional Cancer Center and Huntsman held their quarterly meeting at MHSC on 12/19/2024. The team reviewed patient satisfaction, oncology volumes, operational improvement projects, and clinical trials. We are grateful for the collaboration with Huntsman.
4. The Sweetwater Regional Cancer Center is preparing to roll out website membership to the Center to Advance Palliative Care (CAPC) in the first week of February across MHSC. The website has training modules on palliative care, pain management, holding difficult conversations with patients, care planning, and many other topics that may apply to departments. MHSC will have access to the website and resources through 2025. MHSC was awarded this membership through the American Cancer Society.
5. The Sweetwater Regional Cancer Center received funding through a Wyoming Breast Cancer Initiative (WBCI) grant to provide survivorship classes for breast cancer survivors. We have completed two. The team completed the third class this week, and preparations are underway for the upcoming final class in the spring. The classes are to assist in improving social support and encouraging creativity. Additionally, the team is planning a special WBCI grant-funded survivorship night for our patients and families to improve psychosocial support and promote health and wellness.
6. Medical Oncology saw a significant referral increase in the fourth quarter of 2024. There were 45 referrals in the third quarter. There were 73 referrals in the fourth quarter. The increase in referrals continues into January 2025.
7. Beginning 01/20/2025, the laboratory started the school district health fairs. There are 15 different draw sites. Completing these events requires a strong collaborative effort with the Registration Staff, who will also be on-site at the draw site. I want to extend a thank you to all of the staff who assist in providing these health fairs for our community.
8. Thank you to Unidine and their staff for catering the Kari's Access Awards event earlier in January. The attendees greatly appreciated their creations. Thank you to Chef Rob Adams and his team for their preparation for the event. Chef Rob and his team are working hard preparing for the Red Tie Gala.
9. I have been selected to join a newly formed American Hospital Association (AHA) work group. It is the AHA's Pharmacy and Drug Policy Work Group. Ten pharmacy leaders from hospitals of all sizes and types from across the country comprise the work group. The goal of the group will be four-fold:
 - a. Identify pharmacy and drug policy issues in which the AHA should be engaged and help educate the AHA staff.
 - b. Provide the AHA with advice and guidance on key critical pharmacy and drug policy issues to hospitals and the patients/communities they serve.
 - c. Help facilitate and strengthen existing partnerships between the AHA and local, state, and national pharmacy groups.
 - d. Help communicate the impact of these issues by promoting AHA research/reports, answering surveys, and participating in webinars, meetings, and conferences as needed.

Respectfully submitted,
Kari Quickenden

**MHSC Board of Trustees: February 2025
Chief Experience Officer (CXO) Report**

Irene continues working on the update to the organization chart. I will schedule appointments to shadow with leaders and staff in the departments I lead, as well as conduct SWOT analyses.

1. Patient Experience Pillar

A. Continue to utilize our person-centered care culture to improve the patient experience and improve the satisfaction for our patients.

- 1) Objective: Provide compassionate care to every life we touch for every patient, every time, aligning with the mission, vision and values of MHSC.
 - a) Measurement: “Degree to which all staff showed compassion” Improve HCAHPS score by 3 percentage points per year.
- 2) Objective: Improve patient experience and patient satisfaction scores.
 - a) Measurement: Improve HCAHPS scores by 3 percentage points per year in the following measures:
 - Hospital Environment
 - Discharge Information
 - Care Transitions

The final calendar year data is not compiled until after February 18, 2025, however, it appears we will not achieve our goals for year one of the strategic plan patient experience goals. With the exception of the Surgery Department, all areas where surveys are conducted decreased from their baseline measurement in CY23 in the compassion question. With an aggressive improvement goal, we must act with aggressive action plans. The nurse leaders have identified an improvement strategy focusing on active listening. We are rolling out a hospital-wide initiative with a focus on active listening for February-April. Action plan updates are underway for hospital environment, discharge information, and care transitions improvement efforts.

I am pleased to announce Karali Plonsky began serving as MHSC’s Patient Experience Director effective January 27. Karali joined the Quality Department as a Quality Analyst in 2018. Soon after arriving, she found her niche and passion for patient experience and person-centered care. She says that assisting our organization in providing person-centered care is one way she can make a difference in the lives of coworkers, patients, their families, and our community members. Karali is a Planetree Workshops trainer, a Person-Centered Care Committee member since its inception, and participates in our Patient and Family Advisory Council. In 2024, Karali completed the Person-Centered Care Professional Certificate Program. She has served as a resident Press Ganey Expert and will continue to provide patient experience data and support/suggestions for ways to continually improve as she leads the Patient Experience Department.

I attended physician meetings throughout the month to review patient experience data with the Providers and answer any questions they have regarding improvement.

Patient & Family Advisory Council Partners: The Council met in January and conducted a tour of the Medical Office Building. They provided insight on ways we can improve. We asked them to identify a department they felt passion for to help us create partnerships for co-design and we received great feedback. The next Council meeting is set for Monday, February 24, and the question for discussion is, “What does it look like/feel like when someone is really listening to you attentively, and how important is active listening in your healthcare journey?” We feel their feedback will help us with our hospital-wide compassion focus.

We presented information on our Patient & Family Advisory Council at Young at Heart for their Lunch and Learn Program on Tuesday, January 28.

B. Build the capacity of our Directors through a formal training program.

Laura Lehan from PEAK Consulting said she met recently with Stacia and Nicole, our leadership trainers, to debrief the training program and talk through any feedback that may be helpful for our organization. She will work with us to discuss the training and how we may be able to accommodate additional leaders participating in the program.

We are reviewing and updating the Patient Experience Toolkit “Back-To-Basics Toolkit to Cultivate MHSC’s Person-Centered Care Culture” document and scheduling touch-base meetings with all Leaders. We will include information from the PEAK training program.

2. Employee Experience Pillar

A. Improve employee retention and employee satisfaction for a happier, healthier staff.

1) Objective: Weave our culture throughout HR and management practices to recruit, reward, and retain staff committed to carrying out our mission.

a) Measurement: Reduce staff turnover by 10% per year, using the current turnover rate.

b) Measurement: Improve our employee engagement scores by 3% per year.

Turnover numbers were reviewed at the January HR Committee meeting. We had a rate of 18% for CY24 and we remain under the national average of 22-23%.

The 2024 Employee Engagement Survey information was shared with Senior Leaders on January 2. An action plan will be developed with an update reported next month

The Board of Trustees Self-Assessment Survey results from NRC and the two local questions were reviewed at the January 20 Governance Committee meeting. The information will be reviewed with the Board of Trustees.

Four trustees are registered to participate in the American Hospital Association Rural Healthcare Conference February 23-26 in San Antonio.

Respectfully submitted,
Cindy Nelson

MHSC Board of Trustees: February 2025
Chief Financial Officer (CFO) Report
Report prepared and submitted by: Tami Love

Financial summary - Revenue remained lower in December coming in at \$23.8 million, under budget by \$1.8 million. Expenses came in at lower than the previous month at \$11.1 million, under budget. Our bottom line for December is a gain of \$386,729. We are now through 6 months of the year with year-to-date gross revenue over budget by \$2.9 million and expenses remain under budget by \$1.4 million. December inpatient volumes remained lower than expected and outpatient visits were at budget across most ancillary services. Revenue is projected to be \$24.5 million in January as inpatient volumes increased toward the end of the month. Even with revenue coming in under budget and expenses close to budget, the estimated bottom line should be a slight gain for the month.

In the December financial graphs, we added estimated ratios to show the improvements we would have made without the additional millions in accounts receivable from the held Medicare claims.

- Days Cash on Hand – December 109 days, estimate 128 days
- Gross AR – December 75.5 days, estimate 56 days
- Cash collections – December 92.9%, estimate 110%
- DNFB – December 34.3 days, estimate 5.9 days

Critical Access. We received a letter of approval from CMS on 01/02/2025 with an effective date of 12/6/24 for the new Medicare billing number. We decided to release the claims between 10/01 and 12/5 under our prior number due to the risk of an appeal taking another 90 days. We released about \$18 million Medicare claims in the week of January 6 and are waiting for those claims to be released for payment. We continue to wait for a notice from Noridian, our Medicare Administrative Contactor, with the letter of approval and rate letter which will indicate the cost to charge ratio for CAH Medicare reimbursement. We continue to hold \$14 million in Medicare claims as of 12/6/24 until we receive that letter. Historically, Medicare monthly payments average \$2.5 million per month which is impacting both cash collections and Days Cash on Hand.

Construction. We currently have several construction projects happening on campus. We are starting to see steel go up in the Laboratory expansion project as they continue to pour foundations. The Medical Imaging phase II project has started with completed demolition of the existing rooms. The Oncology Suite project was inspected last week with an expected completion date in early February. The MOB Front Entrance renovation will begin in the Spring as most of the work is exterior. The Master Plan was presented to the Board of Trustees last week and as you can see, we have many decisions to make regarding next steps, potential relocations, and funding. We continue to struggle with space and storage issues as our volumes and services grow.

Security. We finalized a MOU with the Sweetwater County Sheriff's Office (SO) for the deputization of our security guards. They will need to go through a rigorous process to meet the requirements of the SO. We are also finalizing an agreement for instructor certification for de-escalation training. CPI (Crisis Prevention Institute) will offer education to several key staff members who will then be certified instructors. This will allow our staff to provide workplace violence prevention training to all staff, appropriate to how staff are expected to respond in a crisis situation.

MHSC Board of Trustees: 2/2025

Chief Nursing Officer (CNO) Report

Report prepared and submitted by: Ann Marie Clevenger DNP, RN, NEA-BC

Aligning with the strategic plan, initiatives have been implemented to meet the goals of MHSC. The following are ways the leaders and teams within my reporting structure have done this.

1. Patient Experience
 - a. Nursing Services have worked on efforts to improve patient experience that include a joined nursing services initiative in October of 2022, focusing on Press Ganey questions that aligned with courtesy and respect. The associated initiatives included behaviors related to MHSC values, as outlined in a Nursing Expectations Guideline. This project lasted for five quarters and demonstrated improved patient experience scores in most areas of nursing. Moving into 2024, nursing services focused on Press Ganey questions around the “nurses’ attitude towards requests and concerns.” Staff and leaders in departments were involved in creating initiatives and the PDSA cycle was being utilized to assess barriers and methods to overcome the barriers, including the addition of evidence-based initiatives. In 2025, nursing services focuses on the main strategic pillar of compassion and have aligned initial action items to begin this month.
 - b. Holly Blau, Patient Educator, continues to participate in daily Multidisciplinary Rounding with patients, identifying patients that would benefit from additional education and provides resources as appropriate, enhancing the education provided prior to discharge.
 - c. Care Management continues to follow up with patients after discharge to ensure that any questions, concerns, or identify concerns and mediate access to agreed upon plans of care.
2. Quality and Safety
 - a. Weekly meetings occur to discuss record review of the CMS Sepsis, Stroke, C diff. measures to identify any opportunities for improvement. There is active participation from a multidisciplinary group.
 - b. Thank you for the opportunity to participate in TeamSTEPPS Master Training. It has been a valuable experience thus far in the training. Stephanie Mlinar, Kari Quickenden, and I look forward to learning more about the process and tools in improving communication and helping to assist Valerie Boggs with the education and operationalize the tools. Thank you to Valerie for the work in educating clinical teams!
3. Community Services and Growth
 - a. The Diabetes Self-Management Education (DSME) Program continues but has transitioned from the nursing educator at public health to our own Holly Blau, Patient Educator, receiving the referrals and providing the nursing education, alongside the dieticians at MHSC. Patty O’Lexey, Director of Education, has accepted the Quality Coordinator Role for the Program. Thank you to Kim Lionberger at Public Health/Community Nursing and their nursing team for a seamless transition of the program for our community.

- b. Thank you to Teresa Weyer, Chronic Care Management and Medicare Annual Wellness Visit Nurse for coordinating, participating, and sharing information on the care for the caregiver resources in our community and mental health educational opportunities, including the Prosper Program, a Governor Gordon initiative.
- 4. Employee Experience
 - a. Initiative to Reduce Turnover include but are not limited to the following, as there are individual departmental efforts for nursing and cardiopulmonary services. Some initiatives included an inaugural nursing and cardiopulmonary annual report to celebrate successes, continued director level leadership training for nursing services during monthly meetings, which have been a great adjunct to the Leadership Team Training we were fortunate to participate in, an Emergency Nurses Association specialized orientation plan for new nurses hired into the Emergency Department (ED) to adjunct with the Nursing Education Mini Orientation (NEMO Program), a Preceptor Education Program, ability and capacity to cross-train as it is proven to reduce turnover, implementation of senior leadership staff rounding, house supervisors 24/7, educational opportunities through the U of U education department that are free, and budgeting for staff education within departments. We currently have a total of 54 individual nurses that are cross trained in other areas than their primary unit.
 - b. Educational opportunities are provided through the University of Utah (U of U) Education Department that we have access to with the affiliation between MHSC and the U of U. Other educational opportunities include a recent casting course and upcoming splinting course and a Trauma Nurse Core Curriculum (TNCC) course with 18 nurses signed up for the training with one signed up to become an instructor. An ICU Clinical Coordinator, Shayla McGregor, was recently a participant in training at the U of U, spending three days paired with ICU nurses. We are thankful for the opportunity the U of U provides.
 - c. Education, through a collaboration of Human Resources and the Education Department, with special thanks to Jamie Webb, RN, has Annual Education aligned for individuals at MHS that will last from February 1st through March 31st. Patty O'Lexey, Director of Education is also planning our second annual "Skills Day Fair" presented by individual experts to the nursing teams at MHSC.
- 5. Financial Stewardship
 - a. At MHSC, nursing and cardiopulmonary services, within the CNOs leadership, make every effort to reduce travel staff, while maintaining appropriate staff to patient ratios, guided by national organizational evidence for the ratios. We also track the ratios on a shift by shift and change of census basis, weighing acuity levels and required resources for care. Teams always look to permanent staff to identify solutions, including participation in over time shifts to cover needs or the ability to shift an employee from one department to another if they are not needed in their primary unit and cross trained to the unit in need.

Please let me know any additional insight you think may be helpful in this report. Thank you for your support for the teams at MHSC.

Ann

Building and Grounds Committee Meeting
January 21, 2025

The Building and Grounds Committee met in regular session via Zoom on January 21, 2025,
at 2:30 PM with Mr. Marty Kelsey presiding.

In Attendance:

- Mr. Craig Rood, Trustee, Chairman
- Mr. Marty Kelsey, Trustee
- Ms. Irene Richardson, CEO
- Mr. Gerry Johnston, Director of Facilities
- Mr. Steven Skorcz, Facilities Supervisor
- Mr. Will Wheatley, PlanOne Architects
- Ms. Michele Schmidt, PlanOne Architects

Mr. Rood called the meeting to order once a quorum was established

Ms. Irene shared a mission moment.

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

Mr. Rood called for a motion to approve the minutes for the December meeting. Mr. Kelsey moved to approve the minutes. Mr. Johnston seconded; the motion passed.

Maintenance Metrics

Mr. Johnston reviewed the annual metrics for the year 2024. He showed the total of all work orders produced this year and the percentage of completion. Mr. Kelsey and Mr. Rood were satisfied with the completion percentage. Mr. Rood asked about periodic audit of work orders that may not have gotten closed. Mr. Johnston explained that some work orders are still on hold due to not being able to find flooring contractors to repair the floors. Mr. Rood complemented Mr. Johnston on the numbers.

Old Business – Project Review

Oncology Suite renovation

Mr. Wheatley said there is confirmation of a date for Pat Davis from the State to be on site. Mr. Wheatley said the fire alarm was reinstalled and activated, and tests were sent to the

state. The water purification test was done, waiting for results to be sent to the state. Test and balance were done, waiting for results for the state. They removed the fixed wall and put up a soft wall. All shaft lining and walls have been built for all floors. The projected sign-off is January 30th.

Medical Imaging Core and X-ray

Mr. Johnston said all the equipment has been removed. Tom Trapp came in to prep for asbestos abatement, projected to be completed on the 28th or 29th. Mr. Rood asked if Ms. Richardson had received any feedback from this project, she had not. Mr. Johnston showed the phasing map of the medical imaging project. Explained how work within the medical imaging halls will be done.

Laboratory Expansion project - SLIB

Mr. Johnston said steel and girders are up and prepped for the concrete pour. Mr. Johnston stated the floor pour could be next week or the following week depending on weather conditions. The pour of east side beams should be completed Thursday of next week.

MOB Entrance – SLIB

Mr. Rood asked if the MOB entrance was still on hold till spring. Mr. Johnston verified that it was on hold till spring.

Master Plan

Mr. Rood stated that the Master Plan workshop is scheduled for January 28th. Mr. Kelsey asked for a reminder to be sent to the Board. Ms. Richardson stated that she would have Ms. Nelson resend the notification.

Tabled Projects

Mr. Rood asked about tabled projects. No change in tabled projects.

New Business

No new business was brought forward.

Mr. Rood stated the next meeting was February 18th. Meeting was adjourned at 1500.

Submitted by Steven D. Skorcz Jr.

Governance Committee Meeting

20 January, 2025

1:30 p.m.

Attendance: Marty Kelsey, Chair; Kandi Pendleton, Member and Irene Richardson, Member; Geoff Phillips attended as legal counsel.

Proposed New Policy

“Policy for Development, Approval, and Oversight of Policies and Documents at Memorial Hospital of Sweetwater County.”

Discussion took place regarding this policy. Decision was made to require these policies/documents be reviewed at least every three years or as required if sooner.

Discussion took place regarding signature approval. It was decided to let Irene and staff determine how best to handle this.

Geoff suggested that there may well be more parts of an existing policy (“Policies, Standards, Plans, Procedures/Processes, Guidelines and Forms Policy”) that should be incorporated into the proposed new policy. He will draft an updated proposed new policy for Committee consideration.

Addition to Existing Policy

Geoff suggested that a new paragraph be added to the existing policy (“CAH--- Plan of Care and Scope of Services”). The Committee agreed to support the addition of the new paragraph. This amendment to the existing policy will be forwarded to the Board at the same time as the proposed new policy referenced above is submitted.

Addition & Changes to Existing Policy

Geoff suggested an addition and some changes to existing policy (“BOT--- Memorial Hospital of Sweetwater County Meeting Guidelines---Board of Trustees”)

Members were asked to submit comments, suggestions for change, etc. to Marty. He will then work with Geoff to come up with recommendations for the Committee to consider.

Annual Board Evaluation

The Committee discussed the TGI survey and in-house survey. It was decided to ask Erin from TGI to be present via Zoom to go over the TGI survey results at the February meeting of the Board of Trustees.

Adjournment

There being no further business to come before the Committee, the meeting adjourned at 2:50 p.m.

To: Board of Trustees

From: Barbara J. Sowada

Re: Quality Committee Meeting

Date: January 15, 2024

The Quality Committee met January 15 from 8:15 to 9:45 am by Zoom.

Major discussion items were as follows:

1. Hospital has joined Press Ganey's Patient Safety Organization. Value of membership includes assistance in identifying and analyzing potential threats to quality and safety and assistance in reducing identified risks. This fits with the other Press Ganey services the hospital is using: HCAHPS survey and Culture of Safety and Employee Experience survey.
2. Executive Summary of Strategic Plan Pillars for CY 2024 was discussed. Of the five Pillars- -Patient Experience, Quality and Safety, Employee Experience, Community Services & Growth, and Financial Stewardship, the Patient Experience Pillar achieved the least of their goals. Executive Summary is also in the January F&A packet.
3. Recalculation of control chart for sepsis bundle showed that hospital is meeting its goal. Analysis of sepsis outcomes for CY 23 and 24 showed fallouts had negligible effect on outcomes.
4. Grievance complaints have been further categorized to include classification of concerns and severity of problem.
5. Discussed possibility of going beyond TJC/CMS monitoring requirements to include measuring of third next available appointment and frequency of cancellations for clinics.
6. Quality Committee charter discussed. Removed CMO and Clinical Director since these positions have been eliminated; added CXO and community member. No other changes were made. Will be brought to Board at its March meeting.

Next Quality Committee meeting will be February 19th.

Executive Update – MHSC Quality Committee of the Board

PROVIDED BY Stephanie Mlinar, Kari Quickenden, Ann Clevenger, Tami Love, Irene Richardson, Cindy Nelson

REPORTING DATE January 2025 Quality Committee Monthly Meeting

General Highlights

- Patient Safety Organization information presented
- Interim Infection Preventionist presented updates

Patient Experience Pillar

FY 2025 Priorities and Goals:

- Care Transition/Care Coordination (HCAHPS)*: 57.4 percentage points by end of CY 2024, stretch goal 58%
(re-evaluate goals in Jan '25) Baseline data: CY 2023 - 54.41%
- Discharge information (HCAHPS)*: 89.25 percentage points by end of CY 2024, stretch goal 90%
(re-evaluate goals in Jan '25) Baseline data: CY 2023 – 86.25%

Additional Strategic Objectives:

- Degree to which all staff showed compassion (HCAHPS)*
 - Baseline data CY 2023
 - OB Baseline data 81.40% percentage points
 - Surgery Baseline Data 91.03% percentage points
 - College Drive Clinics Baseline Data 82.36% percentage points
 - MS/ICU Baseline data 70.59% percentage points
 - MOB Clinics Baseline Data 80.18% percentage pt.
 - ED Baseline Data 70.19% percentage points
 - Radiation & Medical Oncology are not surveyed through Press Ganey
- Hospital Environment (HCAHPS)*
 - Cleanliness sub measurement: Baseline MHSC data (CY 2023): 74.54%
 - Quietness sub measurement: Baseline MHSC data (CY 2023): 64.02%

Strategic Initiatives:

- Formal leader training program
- Dedication of one Senior Leadership meeting per month for implementation and management of 3-year strategic plan

Accomplishments	Issues	Impact	Action Plan
Care Transition/Care Coordination			Re-evaluate goals in January 2025
Discharge Information: Improvement achieved in this measure with the calendar year goal nearly met.			Re-evaluate goals in January 2025
Compassion: Nurse leaders selected Press Ganey survey initiatives to work on throughout 2024. OB, MS and MOB clinics saw improvement in the initiative measures with the calendar year goals nearly met.			Re-evaluate goals in January 2025 Emphasis on hospital-wide focus and initiatives
Hospital Environment – Cleanliness: Adjustments in scheduling with dedicated staff for MS/ICU Day and evening shifts and added SDS/OB evening shift PFAC rounded and provided feedback			Re-evaluate goals in January 2025

Accomplishments	Issues	Impact	Action Plan
Hospital Environment – Quietness: Doors that could be adjusted for loudness have been fixed. Earplugs and eye masks are available for patient use. Quiet conversations at nurse's stations are encouraged			Continue to monitor through Leader rounding on patients. Re-evaluate goals in January 2025
Formal leader training: Three of four sessions completed. One virtual session remains in early January.	Joint Commission's arrival in November pushed trainings back to January	Positively received by leadership team	After January's training, this goal will be met.
Dedication of one Senior Leader meeting per month for Strategic Plan	None identified		Scheduled on final week of each month in 2025.

Employee Experience Pillar

Strategic Objectives:

- Reduce staff turnover by 10% per year, using the current turnover rate
 - Baseline/target: Target Goal of 9.9% (a 10% reduction) in the staff turnover rate from June 2024 to the end of the calendar year 2024, using the current turnover rate as of June 2024 (Using a baseline of 11%, $11 \times .10 = 1.1$; $11 - 1.1 = 9.9$)
- Improve our employee engagement scores by 3% per year

Initiatives:

- Hire a consultant to evaluate and review salaries at a minimum of every three years
- Comprehensive program for directors to develop relationships, etc.
- Develop plan for success sharing bonus for employees if goals are reached

Accomplishments	Issues	Impact	Action Plan
Reduce Staff turnover by 10% per year, using current turnover rate (Amber). Meetings have occurred and include discussion on the travel staff and recruit and retention measurements/initiatives in financial stewardship	None identified		The plan continues to be documented in the tracking system. Additional goal to remain under national staff turnover rate (YTD 22.7%) HR and Nursing have action plans in place to reduce turnover.
Employee Engagement Survey scheduled for this fall	The goal lists that it will improve by 3% per year. The last survey was 2022.	A new survey vendor is being used this year to combine the timing with the Culture of Safety Survey. Calculating a percentage increase may prove difficult because of two different companies.	October 7, 2024, began the survey window and will run for 3 weeks Historically, the Culture of Safety Survey is done every 2 years. We will be able to look at engagement scores in 2026 if we keep the current schedule and vendor.
Salaries were reviewed with adjustments made at the beginning of FY 2025			
Comprehensive program for Directors (also listed under patient experience pillar)			In progress
Success sharing bonus implemented at the end of June 2024			

Quality & Safety Pillar

FY 2025 Priorities and Strategic Objectives:

- C. Diff: No more than one reportable case from 4/1/2024 to 3/31/2025 (re-evaluate goals in April '25)
 - Baseline data: January 2024 – May 2024: 4 cases
- SEP-1 Bundle Compliance: 70% compliance by 6/30/2025, stretch goal 75% (re-evaluate in Jan '25)
 - Baseline data: MHSC current data: Calendar year January-May 2024: 72.58%
- OP23 -Stroke measure: 70% compliance by end of CY 2024, stretch goal 80% (re-evaluate in Jan '25)
 - Baseline data: MHSC rate (July 2024 Hospital Compare Report): 67%

Initiatives:

- Create process improvement position that will require Lean training and be responsible for leading improvement efforts
- Create patient and staff education
- 100% of clinical staff will complete TeamSTEPPS training by the end of three years
- In-house legal counsel will provide a “risk management minute” quarterly each year and provide a recording for all staff
- Develop method that will allow Synergi to categorize reports and create ability to track and trend data
- Utilize Health Equity Plan to promote the highest quality outcomes and safest care for all people

Accomplishments	Issues	Impact	Action Plan
C. Diff: BioFire testing is available with reflex testing. Meeting goal	None identified	Interdisciplinary review resulted in improved process.	Continued monitoring.
Sep-1 Bundle Compliance: Meeting goal			Continue weekly OFIs with timely feedback to team members.
OP 23 – Stroke Measure: Meeting and exceeding goal			Re-evaluate target and stretch goals in December.
Process Improvement position: Budget reviewed for this FTE	Budget for FY 25 does not have this FTE in place	Quality Department Director and team continue process improvement work	Will budget for FTE for FY 2026. Will develop job description and competencies.
Create Staff and Patient Education: Staff education – Prosper training held for evidence-based research regarding suicide prevention offered by community agency Patient education – educator hired, meeting goal	None identified		Staff: Reviewing and updating annual education courses Patient: Reviewing health literacy tools. Shadowing at U of U with unit Educator. Evaluating educational tools for patients to include in FY 2026.
Initiative regarding TeamSTEPPS. Attendance Tracking is in place and the activities are open to clinical and non-clinical staff. Current clinical staff 79% completion	None identified	Improve inter-and intradepartmental communication	Three sessions for each of the three levels are available for staff to sign up each month. Monthly report sent to leadership with updates on compliance.

Accomplishments	Issues	Impact	Action Plan
Risk management minutes are being presented at medical staff meetings.	None identified	Provide education for staff, including employed medical staff	Plan to upload risk management minutes to process improvement case in Synergi
Synergi report categorization with further development for HIPAA, grievance/complaint, and process improvements	None identified	Further case categorization increases tracking and trending capabilities	
Health Equity: AHA HETA assessment completed. Tailored MHSC's HE plans and charter to match resources and strategic goals.	None identified		

Regulatory Readiness

- Departmental rounding continues with collaboration between the Quality Department, Safety Officer and Infection Preventionist

Community, Services and Growth Pillar

Strategic Objectives:

- Improve and establish outreach to community and outlying areas
(Baseline data unavailable, goals are being set by each team)
 - Community education
 - Diabetes Education
 - Care for the caregiver
 - Mental health
- Improve from a Google 2-star Rating to a Google 3-star rating by the end of three years

Initiatives:

- Utilize master plan to identify areas where we can provide outreach to outlying areas
- Develop a strategic communication/marketing plan
- Increase number of community presentations

Accomplishments	Issues	Impact	Action Plan
Community Education goal is to have a total of 7 presentations in 2024 Goal met	Scheduling can sometimes be difficult. Some departments are not as comfortable with public speaking.	None identified at this time	Working with School District #1 to set up Lunch & Learns.
Radiation Oncology is working with in-house translators to provide Spanish documents in the education binder for new patients.	Documents from outside entities are not in Spanish	None identified at this time	

Accomplishments	Issues	Impact	Action Plan
Diabetes Education: Diabetic Self-Management Education (DSME) site change from Public Health to MHSC. There were five referrals in the first week upon the transition from Public Health to MHSC.	None identified at this time	RN patient educator performs the nurse visit, and the Director of Education is the DSME Quality Coordinator. Medical Nutrition Therapy (MNT) continues through MHSC Dieticians. Potential impact to increase appointments as the RN patient educator meets with patients while hospitalized.	MHSC Education Director and Pt Educator continues to improve processes in referrals, documentation, and the billing process. Next steps include awareness of the program with providers at MHSC and in our community.
Care for the Caregiver: Care for the Caregiver team members will attend/participate/present at 2 public events to meet the community members we serve, network with other service providers, and build relationships in our community in 2024. Goal exceeded for CY 2024 with 3 events attended.	None identified	None identified	2025: Care for the Caregiver team members will attend/ participate/ present at 4 public events MHSC will have an employee train and be the SWC 211 Ambassador. Caregivers need to know the services and providers available to them in our county and state. The employees of MHSC are the largest group of caregivers in our county and planning is in place for providing support.
Mental Health: starting January 8, 2025, QLER will be providing 8 hours of service a week to our patients, increasing access to MH services offered in our county.	New clinic leadership needs to meet with appropriate team members to develop plan for CY 2025	None identified	Meetings with interdisciplinary teams and leadership have been held and continue as a plan is developed for short term and long term ideas.
Improve Google Star Rating Meeting and exceeding the goal	None identified		
Utilize Master Plan: no update at this time, planning in progress			
Marketing plan is focusing on nutrition and sharing our successes, on target to meet goal	None identified		
Chronic Care Management is working toward increasing Medicare annual wellness visits. Goal is exceeded as of 12/4/2024.	None identified		

Financial Stewardship Pillar

Strategic Objectives:

- Improve revenue cycle using CliftonLarsenAllen recommendations
 - Improve Days of Cash on Hand by 10% each year for three years FY25 = 119, FY26 = 131, FY27 = 144
 - Reduce and maintain Days in A/R to 45 days by the end of 2024 CY 24 Jan-Jul Average 63 days
 - Maintain level of claims denials at state and national benchmarks (target goal <15% by end of FY 2025) CY 24 Apr-June 24.7%
 - Reduce and maintain Days Not Final Billed (DNFB) at five days by the end of 2024 CY 24 Jan-Aug Average 10.1 days
- Build the MHSC County Maintenance Fund to \$2,000,000 by the end of three years 7/1/2024 \$500,000 rolled over
- Build and maintain the building fund to the amount of depreciation expense by the end of three years 6/30/2024 \$7,000,000
- Decrease the number of Nursing and Respiratory Therapy travel staff by 30%, per year for three years
 Goal for CY 2024 is a combined RN/RT travel staff of 11.9 using a baseline CY 2023 of 17 total RN/RT travel staff
 Additional goal contract staff expenditure total less in total for CY 2024 compared to CY2023

Initiatives:

- Work with the County Commissioners to set annual budget to achieve \$2,000,000 goal over three-year strategic plan and still allow for adequate funds in annual budget for routine maintenance
- Supplement the building fund from monthly, quarterly, or annual contributions from cash flow from operations to achieve the total amount of depreciation expense by the end of three-year strategic plan
- Nursing leadership will work with Human Resources to recruit and retain permanent staff and reduce travel staff by 30% per year

Accomplishments	Issues	Impact	Action Plan
Improve days of cash on hand	Conversion to Critical Access – need new Medicare billing #	Altering current amount of days of cash on hand	
Reduce and maintain Days in A/R	Conversion to Critical Access – need new Medicare billing #	Altering current amount of days in AR	
Maintain level of claims denials	None identified		
Reduce and maintain Days Not Final Billed: DNFB split into HIM and PFS cases	Conversion to Critical Access – need new Medicare billing #		
Build the MHSC County Maintenance Fund: County Fund process still being discussed			
Build and maintain the building fund	Conversion to Critical Access billing held since Oct. 1		
Decrease the number of Nursing and Respiratory Therapy travel staff: RT staff have decreased. RN travel staff at baseline	RN travel staff being hired for MedSurg to increase inpatient census capability over the busier winter months		CNO and HR Director actively working on plan. A meeting was held with interdisciplinary teams discussing the relationship between recruitment and retention and travel staff. Discussed action items.
Alignment of individual departmental performance improvement projects (PIPS) has identified two additional areas for financial stewardship.	None identified		Surgical Services – working on endo room turnover times, nearing goal Patient Navigation – working on a self-pay project, meeting goal

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting Minutes - Draft
Monday – January 20, 2025

Zoom

Trustee Members Present by Zoom: Kandi Pendleton, Nena James
Voting Members Present by Zoom: Amber Fisk, Irene Richardson, Suzan Campbell
Non-Voting Members Absent: Tami Love, Kari Quickenden
Non-Voting Members & Guests Present by Zoom: Ann Marie Clevenger, Stephanie Mlinar, Amy Lucy, Shawn Bazzanella, Ruthann Wolfe, Eddie Boggs, Cindy Nelson

Kandi called the meeting to order and welcomed everyone.

APPROVAL OF AGENDA

The motion to move the report from Stephanie Mlinar to the beginning of the meeting was made by Amber; second by Nena. Motion carried.

STAFFING ADEQUACY REPORT & CY2-24 – QUALITY OF THE BOARD UPDATE ON STRATEGIC PLAN

Stephanie reviewed the executive update with data from the Quality Committee per Barbara Sowada's request. She said the update with data is provided quarterly. Stephanie said we won't be able to finalize the calendar year numbers until the end of February. She said the Performance Improvement and Patient Safety (PIPS) projects information is also included. Stephanie reviewed the staffing adequacy information. Questions directors were asked to complete in Synergi were included. The Committee thanked Stephanie for her report.

APPROVAL OF MINUTES

The motion to approve the December 16, 2024, meeting minutes as presented was made by Nena, second by Amber. Motion carried.

ROUTINE REPORTS

Turnover

Amber reviewed CY24 data. She said our turnover rate is at 18%, which is below the national average. She reported we currently have 593 people employed.

Open Positions

Amy reported on open positions and said the total in three categories is 45. She said some of those open positions have received offers. Kandi asked if long-time openings are ever re-evaluated. She asked if we are doing without or filling with travel staff. Irene said we would add this for discussion at the next Position Control Team (PCT) meeting.

Contract Staffing

Amy reviewed the contract staffing information. Suzan asked for clarification of the terms "perm" and "open". Amber said they will work to clarify the columns language to make it clearer to people outside their department.

OLD BUSINESS

Employee Policies – Dress Code Policy

Kandi said the policy is better than previous drafts and said we may identify some other things as we move forward. The motion to take the Dress Code Policy to the full Board for review as presented was made by Amber; second by Nena. Motion carried.

Employee Health Policy - Employee Health Plan

There will be revisions to the draft policy and it remains under review.

Employee Policies – Access To Personnel File

The motion to take the Access To Personnel File Policy to the full Board for review with one spelling correction as discussed was made by Nena; second by Irene. Motion carried.

NEW BUSINESS

Employee Policies – Table of Contents

Suzan said she and Amber met to review and decide which policies need to be reviewed and possibly updated. More information will be coming in future meetings.

Employee Policies – Equal Employment Opportunity, ADA and Commitment to Diversity

Suzen said we will table this one at this time. She will send out information for the next meeting showing how three policies were moved into one.

NEXT MEETING

The next meeting is scheduled Monday, March 17 at 3:00 p.m.

The meeting adjourned at 3:35 p.m.

FY25 29

Capital Request Summary

Capital Request #

FY25-29

Name of Capital Request:

PACS NETWORK INFRASTRUCTURE

Requestor/Department:

TJ THOMPSON/INFORMATION TECHNOLOGY

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.	COMPUNET	SEATTLE, WA	\$442,349.89
2.	CFW-G	MILWAUKEE, IL	\$528,847.53
3.			

Recommendation:

COMPUNET - \$442,349.89



# Assigned: FY 25-29	
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:	Submitted by: Date:
Provide a detailed description of the capital expenditure requested: This capital request is for the compute, storage, and network infrastructure to support the PAC systems. PAC being a critical medical system where 90% of MHSC patients require some type of imagery for treatment is only secondary to our EMR system. This infrastructure solution will provide the an independent environment reducing the possibility of latency.	
Preferred Vendor: CompuNet, Cisco, Pure	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation 2. Equipment 3. Installation 4. Shipping 5. Accessories 6. Training 7. Travel costs 8. Other e.g. interfaces	\$ \$ 427,349.89 \$ 15,000.00 \$ \$ \$ \$ \$ Total Costs (add 1-8) \$ 442,349.89
Does the requested item:	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: This equipment will fit within the existing space within the MHSC Data Center
Attach to a new service? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: After three years this equipment will require additional licensing and service support from Cisco, VmWare, and Pure Storage
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	YES <input checked="" type="checkbox"/> NO
Revenue per procedure \$	# of bids obtained? 1
Projected gross revenue \$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: CompuNet is our preferred professional service vendor.
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: Terry Thompson	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

Cyline 12-19-24
 [Signature] 12-21-24

OTHER CONSIDERATIONS

Compute Environment - Hardware = 113,391.67, Software = 6,618.52, Total 120,010.19	
Network Environment - Hardware = 44,265.18, Software = 11,913.00 Total 56,178.18	
Storage Environment - Hardware = 171,176.00, Software = 79,985.52 Total 251,161.52	
Subtotal - Hardware = 328,832.85, Software = 98,517.04 Total 427,349.89	
Installation and professional services	Total 15,000.00
Grand Total	442,349.89

Submitted by: Signature

Date

Cisco/Pure - DMZ Project

Quote Information:

Quote #: JS247243

Version: 2

Quote Date: 12/12/2024

Expiration Date: 12/20/2024

Prepared for:

Memorial Hospital of
Sweetwater County

Terry (TJ) Thompson
307-362-3711

tthompson@sweetwatermemoria
l.com

Bill To:

Memorial Hospital of
Sweetwater County

Tina Frulla
1200 College Drive

Rock Springs, WY 82901
tfrullo@sweetwatermemorial.co
m

Ship To:

Memorial Hospital of
Sweetwater County

Terry (TJ) Thompson
1200 College Drive

Rock Springs, WY 82901

Cisco UCS

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
UCSX-M7-MLB	UCSX M7 Modular Server and Chassis MLB	1	\$0.00	\$0.00	\$0.00
DC-MGT-SAAS	Cisco Intersight SaaS	1	\$0.00	\$0.00	\$0.00
DC-MGT-IS-SAAS-AD	Infrastructure Services SaaS/CVA - Advantage (12 Month)	2	\$1,980.00	\$1,584.00	\$3,168.00
SVS-SSTCS-DCMGMT	Solution Support for DC Mgmt	1	\$594.00	\$475.20	\$475.20
DC-MGT-UCSC-1S	UCS Central Per Server - 1 Server License	2	\$0.00	\$0.00	\$0.00
DC-MGT-ADOPT-BAS	Intersight - 3 virtual adoption sessions - http://cs.co/CSS	1	\$0.00	\$0.00	\$0.00
UCSX-9508-D-U	UCS 9508 Chassis Configured	1	\$8,530.96	\$3,412.38	\$3,412.38
CON-SNTP-UCSX9958	SNTP-24X7X4 UCS 9508 Chassis Configured (36 Month)	1	\$1,485.00	\$1,262.25	\$1,262.25 ✓
UCSX-210C-M7	UCS 210c M7 Compute Node w/o CPU, Memory, Storage, Mezz	2	\$6,376.38	\$2,550.55	\$5,101.10
CON-SNTP-UCSXM21C	SNTP-24X7X4 UCS 210c M7 Compute Node w o CPU, Memory (36 Month)	2	\$3,147.00	\$2,674.95	\$5,349.90 ✓
UCSX-C-DEBUGCBL-D	UCSX Compute Node Debug Cable	1	\$57.79	\$23.12	\$23.12
UCSX-CHASSIS-SW-D	Platform SW (Recommended) latest release for X9500 Chassis	1	\$0.00	\$0.00	\$0.00

Cisco UCS

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
UCSX-9508-CAK-D	UCS 9508 Chassis Accessory Kit	1	\$0.00	\$0.00	\$0.00
UCSX-9508-RBLK-D	UCS 9508 Chassis Active Cooling Module (FEM slot)	2	\$0.00	\$0.00	\$0.00
UCSX-9508-ACPEM-D	UCS 9508 Chassis Rear AC Power Expansion Module	2	\$0.00	\$0.00	\$0.00
UCSX-9508-KEYAC-D	UCS 9508 AC PSU Keying Bracket	1	\$0.00	\$0.00	\$0.00
UCSX-9508-FSBK-D	UCS 9508 Chassis Front Node Slot Blank	6	\$0.00	\$0.00	\$0.00
UCSX-MLV5D200GV2D	Cisco VIC 15230 2x 100G mLOM X-Series w/Secure Boot	2	\$1,959.75	\$783.90	\$1,567.80
UCSX-M2-240G-D	240GB 2.5in M.2 SATA Micron G2 SSD	4	\$785.48	\$314.19	\$1,256.76
UCSX-C-SW-LATEST-D	Platform SW (Recommended) latest release XSeries ComputeNode	2	\$0.00	\$0.00	\$0.00
UCSX-TPM-002D-D	TPM 2.0 TCG FIPS140-2 CC+ Cert M7 Intel MSW2022 Compliant	2	\$52.26	\$20.90	\$41.80
UCSX-C-M7-HS-F	UCS X210c M7 Compute Node Front CPU Heat Sink	2	\$0.00	\$0.00	\$0.00
UCSX-C-M7-HS-R	UCS X210c M7 Compute Node Rear CPU Heat Sink	2	\$0.00	\$0.00	\$0.00
UCSX-X10C-FMBK-D	UCS X10c Compute Node Front Mezz Blank	2	\$0.00	\$0.00	\$0.00
UCSX-M2-HWRD-FPS	UCSX Front panel with M.2 RAID controller for SATA drives	2	\$0.00	\$0.00	\$0.00
UCS-DDR5-BLK	UCS DDR5 DIMM Blanks	32	\$0.00	\$0.00	\$0.00
UCSX-CPU-I8562Y+	Intel I8562Y+ 2.8GHz/300W 32C/60MB DDR5 5600MT/s	4	\$15,822.72	\$6,329.09	\$25,316.36
UCSX-MRX64G2RE3	64GB DDR5-5600 RDIMM 2Rx4 (16Gb)	32	\$4,357.68	\$1,525.19	\$48,806.08
UCS-SID-INFR-CFS-D	Converged-FlashStack	2	\$0.00	\$0.00	\$0.00
UCS-SID-WKL-OW-D	Other Workload	2	\$0.00	\$0.00	\$0.00

Cisco UCS

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
UCSX-S9108-100G	UCS X-Series Direct Fabric Interconnect 9108 100G	2	\$12,150.45	\$4,860.18	\$9,720.36
UCSX-S9108-SW	Perpetual SW License for UCS X-Series Direct FI 9108-100G	2	\$4,136.58	\$3,309.26	\$6,618.52
UCSX-PSU-2800AC-D	UCS 9508 Chassis 2800V AC Dual Voltage PSU Titanium	6	\$1,126.34	\$450.54	\$2,703.24
CAB-C19-CBN	Cabinet Jumper Power Cord, 250 VAC 16A, C20-C19 Connectors	6	\$0.00	\$0.00	\$0.00
CVR-QSFP28-SFP25G=	100G to SFP25G adapter	8	\$455.41	\$136.62	\$1,092.96
SFP-25G-SL=	25GBASE-SR SFP SL Module	8	\$703.50	\$211.05	\$1,688.40
QSFP-100G-SR1.2=	100G SR1.2 BiDi QSFP Transceiver, LC, 100m OM4 MMF	4	\$2,004.98	\$601.49	\$2,405.96
Subtotal:					\$120,010.19

Cisco Network

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
C9500-24Y4C-E	Catalyst 9500 24x1/10/25G and 4-port 40/100G, Essential	2	\$26,319.19	\$15,265.13	\$30,530.26
CON-L1NBX-C95024EY	CX LEVEL 1 8X5XNBD Catalyst 9500 24x11 (36 Month)	2	\$3,771.00	\$3,205.35	\$6,410.70 ✓
NO-POWER-CORD	ECO friendly green option, no power cable will be shipped	4	\$0.00	\$0.00	\$0.00
C9K-PWR-650WAC-R	650W AC Config 4 Power Supply front to back cooling	2	\$0.00	\$0.00	\$0.00
C9K-T1-FANTRAY	Catalyst 9500 Type 4 front to back cooling Fan	4	\$0.00	\$0.00	\$0.00
C9500-NW-E	C9500 Network Stack, Essentials	2	\$0.00	\$0.00	\$0.00
S9500UK9-1713	Cisco Catalyst 9500 XE 17.13 UNIVERSAL	2	\$0.00	\$0.00	\$0.00

Cisco Network

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
C9K-F1-SSD-240G	Cisco pluggable SSD storage	2	\$3,548.66	\$2,058.22	\$4,116.44
C9500-RFID	RFID Selected	2	\$0.00	\$0.00	\$0.00
NETWORK-PNP-LIC	Network Plug-n-Play Connect for zero-touch device deployment	2	\$0.00	\$0.00	\$0.00
C9500-DNX-E-24Y-5Y	C9500 Ess software subscription, 24P 25G Fiber, 5Yr Lic	2	\$4,440.00	\$2,575.20	\$5,150.40
CON-L1SWX-5XE24YMY	CX LEVEL 1 SW C9500 DNA Essential (36 Month)	2	\$207.00	\$175.95	\$351.90
SVS-DNXS-CATSUBEM	Software support included in Catalyst software subscription	2	\$0.00	\$0.00	\$0.00
SVS-DNXD-CATHWEM	Product support included in Catalyst software subscription	2	\$0.00	\$0.00	\$0.00
C9K-PWR-650WAC-R/2	650W AC Config 4 Power Supply front to back cooling	2	\$2,663.25	\$1,544.68	\$3,089.36
C9500-4PTH-KIT=	9500 Accessory Kit	2	\$59.14	\$34.30	\$68.60
QSFP-100G-AOC1M=	100GBASE QSFP Active Optical Cable, 1m	2	\$2,711.79	\$813.54	\$1,627.08
SFP-10G-SR-S=	10GBASE-SR SFP Module, Enterprise-Class	8	\$860.98	\$344.39	\$2,755.12
GLC-TE=	1000BASE-T SFP transceiver module for Category 5 copper wire	2	\$557.02	\$194.96	\$389.92
SFP-25G-SL=	25GBASE-SR SFP SL Module	8	\$703.50	\$211.05	\$1,688.40
Subtotal:					\$56,178.18

Pure

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
FA-X20R4-ETH-90TB-20x4.5TB	Pure Storage FlashArray X20R4-ETH- 90TB-20x4.5TB	1	\$423,540.00	\$169,416.00	\$169,416.00

Pure

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
FA-X20R4-90TB, 1MO,ADV,FVR	FA-X20R4- 90TB 1 Month Evergreen Forever Subscription, NBD Delivery, 24/7 Support	36	\$2,444.00	\$2,221.82	\$79,985.52
FA-XCR4-100G-ISCST/ROCE 2-Port ADD	HBA, CONNECTX-6, PCIe-Gen4 x16, 100GbE DUALPORT QSFP56	2	\$2,200.00	\$880.00	\$1,760.00
				Subtotal:	\$251,161.52

Pro-Services Installation Services

Product Details	Qty	Price	Ext. Price
CNet FF - Installation CompuNet Installation Services - Cisco/Pure/Broadcom Install + Configure	1	\$15,000.00	\$15,000.00
		Subtotal:	\$15,000.00

Shipping

Product Description	Quantity	Price	Ext. Price
Ground Shipping To Be Determined, Billed As Actual	1	\$0.00	\$0.00

Quote Summary

Description	Amount
Cisco UCS	\$120,010.19
Cisco Network	\$56,178.18
Pure	\$251,161.52
Pro-Services Installation Services	\$15,000.00
Total:	\$442,349.89



Jason Salisbury
(208) 286-3019
jsalisbury@compunet.biz
Quote #: JS247243

Taxes, shipping, handling and other fees may apply. We reserve the right to cancel any order arising from pricing or other errors. If Customer is purchasing a subscription-based product, Customer agrees to pay all charges for the complete term of the subscription. By signing below or issuing a Purchase Order, Customer agrees to CompuNet's standard terms and conditions, which can be reviewed <https://compunet.biz/terms-and-conditions/>, provided, that if Customer and CompuNet are parties to a currently effective Master Product Purchase and Services Agreement (MSA), the terms and conditions of such MSA shall control and shall supersede these standard terms and conditions. Your electronic signature, per the Electronic Signature Act, is considered equivalent to your signed and faxed signature, and allows you to accept and place your order. This Quote becomes binding and noncancelable upon Customer's return to CompuNet of acceptance. A copy of this acceptance and the attached proposal document will be sent to your email address to complete your order acceptance. You are NOT required to electronically sign your order, you may fax or email your signed proposal to your Account Executive.

Memorial Hospital of Sweetwater County

Signature: _____
Name: _____
Title: _____
Date: _____
PO Number: _____

FY25 32

Capital Request Summary

Capital Request #

FY25-32

Name of Capital Request:

WEBSITE REDESIGN AND MIGRATION TO NEW SITE

Requestor/Department:

DEB SUTTON/MARKETING

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.	COFFEY COMMUNICATIONS	WALLA WALLA, WA	\$52,992.00
2.	GEONETRIC	CEDAR RAPIDS, IA	\$131,425.00
3.	TRUE NORTH	CHATTANOOGA, TN	\$81,000.00

Recommendation:

COFFEY COMMUNICATIONS- \$52,992.00



Assigned: FY 25-32

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: Marketing

Submitted by: Deb Sutton

Date: 10/8/2024

Provide a detailed description of the capital expenditure requested:

Company to provide a new website redesign and migration of content to the new site, as well as a monthly fee for host/support.

Preferred Vendor:

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

1. Renovation	\$ Amount
2. Equipment	\$ Amount
3. Installation	\$ Amount
4. Shipping	\$ Amount
5. Accessories	\$ Amount
6. Training	\$ Amount
7. Travel costs	\$ Amount
8. Other e.g. interfaces	\$ 52,992.00
Total Costs (add 1-8)	\$ 52,992.00

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: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ Amount \$ Amount \$ Amount \$ Amount \$ Amount
---	--	---

Annualized impact on operations (if applicable):
Increases/Decreases

Budgeted Item:

☒ YES ☐ NO

Projected Annual Procedures (NEW not existing)

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

of bids obtained? 3 PROPOSALS

☒ Copies and/or Summary attached.
If no other bids obtained, reason:

1. Coffey \$52,992 Initial fee \$30,348 annually
2. GeoNetric \$131,425 Initial fee \$39,150 annually
3. True North \$81,000 Initial fee \$36,300 annually

Total Annual Expenses	\$ 33,348
Net Income/(loss) from new service	\$ Amount

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	<i>Coffey</i> 1-15-25
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 1-16-25
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

The hospital's current web host, Scorpion, will not provide a BAA. In-house legal counsel says we must have one. Three web host companies that do provide BAAs submitted proposals for the new website redesign and migration of content to the new site, as well as a monthly fee for host/support. Coffey was chosen and have offered a three-year contract. Coffey's proposal came in well under the budgeted cost of an \$80,000 initial fee. Contract date would begin Dec. 1, with a new web launch set for May.+

Capital - \$41,142.00 Website build
 \$8,250.00 Content inventory, audit & recommendations
 \$3,600.00 Live Healthy blog analysis
 \$52,992.00 total capital

Operating - \$30,348 annual licensing

Submitted by: Signature

Date



Strategic partnership to
include website redesign,
services for content and
SEO, and ongoing support

August 14, 2024

Sherilee Coffey
Vice President, Business
Development and Marketing
scoffey@coffeycomm.com
www.coffeycomm.com



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Executive summary

Your website is the digital front door to Memorial Hospital of Sweetwater County and an opportunity for engaging healthcare consumers at every major touchpoint of the user journey. Your users expect convenience, accessibility and ease of use. Your website should inform users about MHSC, your services and locations, medical staff, news, events, and classes, moving them quickly to where they are looking to accomplish a goal: make an appointment, pay a medical bill or sign up for an event, for example.

A consumer-optimized website not only demonstrates your commitment to high-quality, accessible and comprehensive healthcare, it also helps to solidify the health system brand within one website.

To provide your healthcare consumers with an exceptional online experience, you need a website that has intuitive search and navigation and is designed with a mobile-first approach. To achieve this, you need a digital solution that offers:



A user-driven online experience. Digital readers move quickly, and they expect an exceptional experience that showcases your system's consumer-centered services. This can be achieved through a combination of content, tools and resources that helps them access information and make decisions about their healthcare.



Compelling content. Content becomes out-of-date quickly, and best practices for things like search engine optimization change regularly. A content assessment, done by an organization that specializes in healthcare, provides valuable perspective on site performance as well as opportunities for optimization and improvement.



An organized structure. Restructuring content to make it easier for healthcare consumers to find the information they need is achieved by removing duplicate pages and outdated content and creating a structure that is based on how your consumers look for healthcare information.



Integration of third-party tools. Site Assist (Coffey's content management system) can be integrated with everything from provider reviews to email platforms, patient portals and bill pay options. Whatever tools you need to best market to and serve your community, we can make that happen.



Branding that reflects excellence. Brand recognition enables you to position MHSC as a regional healthcare resource dedicated to providing the most comprehensive, high-quality health services to the residents of Southwest Wyoming.

At Coffey Communications, we take pride in creating exceptional healthcare websites and collaborative working relationships to deliver outstanding results within the healthcare industry. We specialize in designing and developing custom websites to meet the needs of our partners and their audiences, working with your internal stakeholders to ensure that they are a part of the process.

Introduction

The Coffey story

Coffey Communications is a family-owned healthcare communications company located in Walla Walla, Washington. Our founders, Cecil and Barbra Coffey, opened for business in 1975 and switched to a sole focus on healthcare marketing in 1983. Their children, Jane and Alan Coffey, have led the company as president and CEO since 1992.

Our first products were printed. We offered our clients healthcare publications in a tabloid format—unlike anything else in the marketplace at that time. The content in those publications stood out as impeccably researched, thoroughly checked and beautifully illustrated.

Our reputation grew, and as the needs of our clients changed, our products evolved too. We developed magazines and newsletters, and we created publications targeted to specific audiences. Over time, we developed fully custom print publications, reflecting the evolution in both publishing and within healthcare organizations. In 1998, we debuted our digital Health Library and began building websites for hospitals and health plans. As experts in healthcare communications, we deliver content to more than 100 websites via content modules housed in Coffey's healthcare-specific content management system.

We now offer our clients a completely integrated experience. We can enhance the power of a print publication with digital tools. We engage your audience to sign up for a publication, make an appointment with a provider or sign up for an event via a website. We can create completely custom campaigns that help readers take steps and make decisions in their healthcare journey. And we build suites of powerful tools, based on our assessment of the needs of our clients and changes in the marketplace.

As a testament to Coffey's commitment to customer service, more than 40 of our current 150-plus clients have remained with us for more than 10 years.

Our mission

Throughout the history of the company, we've been guided by one mission: To communicate health and healthcare information for the enrichment of people's lives. We achieve this by partnering with clients who share that same goal.

Collaboration is the foundation of our working relationships. Communication—both internally and with our clients—is second nature to us. Coordinating projects and the day-to-day aspects of both digital and direct mail processes is what our team thrives on.

In the ever-changing, competitive landscape of healthcare, we know it reassures our clients to know that we manage our resources and theirs for long-term success. Coffey is a closely held corporation. We do not publish confidential financial information without first receiving an executed confidentiality agreement. We have a [Dun & Bradstreet](https://www.dunandbradstreet.com) number (08-624-9315), which you can use to view more information about Coffey.

Competitive differentiators

Healthcare expertise

The Coffey difference is in our people, processes and tools. Our deep industry experience in healthcare allows our team to truly speak your language and understand your mission to provide your community with exemplary medical services in a caring environment.

We look forward to meeting with your C-suite, board members and other stakeholders to provide guidance and develop a plan based on the goals your organization is looking to achieve. Coffey's design team will take a collaborative approach intended to build consensus and get early buy-in from stakeholders. This phased approach allows critical stakeholders to be involved without interfering with the overall timeline for the project.

Compliance

Coffey's website design and development team works exclusively in healthcare, so we are well-versed in the regulatory and compliance challenges you face, including:

- **HITRUST certification.** Coffey manages information risk comprehensively and ensures compliance with evolving cybersecurity standards.
- **Section 508.** The requirement to make digital content accessible to individuals with disabilities.
- **WCAG 2.1 AA.** The Web Content Accessibility Guidelines seek to resolve content accessibility issues. These accessibility standards include additional requirements for mobile devices.
- **PCI compliance.** Policies for accepting or processing electronic payments, to help prevent the theft of cardholder data.
- **HIPAA.** For a website, HIPAA requires, in part, that you ensure the confidentiality and integrity of ePHI, and that you implement appropriate safeguards to protect ePHI. Coffey has developed a server-side approach to analytics, granting our clients control over what data is sent to Google Analytics. More information about this option is on pages 15–16.
- **ADA compliance.** The Americans with Disabilities Act (ADA) requires a website to be accessible to everyone, regardless of ability.
- **Translation.** You have users that need to access information in languages other than English. Coffey can provide translation services and will advise on the best solution for your needs.

Integration of print and digital

We provide integration between your website and direct mail, or publications, and can help set up measurements to ensure your strategies are working toward your goals.

Countless agencies design websites, but not all link cutting-edge design with a robust content management system (CMS), dynamic functionality and compelling healthcare content. Our clients benefit from a partnership with a single company that oversees virtually every element of their sites.

Designed in collaboration with your team, your website will anchor your brand and position MHSC as the regional resource for innovative and comprehensive healthcare through:

- **Linking technology**—the site will convert web traffic into foot traffic by connecting related resources to the health information, events and providers that patients are searching for.
- **Social media posting and scheduling**—populate your social media channels with breaking news and any relevant new content added to the site, as well as content curated by Coffey staff around health observances and current topics. The result is a unified message between web and social platforms, along with time savings for staff.
- **Enhanced search engine rankings**—we do this through an integrated effort that optimizes design, architecture and content elements.

This approach to site design and development leads to improved site traffic in virtually every instance.

Continual improvement

We are constantly upgrading the web solutions we offer so that we can better serve our clients. These are some of the changes made in 2022–2023 to improve the content management system:

- Site-wide performance updates:
 - Timesaving functions to allow one-time entering of repetitive data.
 - Static rewrite maps to enhance redirect maps.
 - Automated reindexing of sites following recycle bin emptying every 30 days to ensure system performance stays optimal.
 - Increased document types able to be uploaded to ensure large imports can take place seamlessly.
- Locations:
 - Updates to mapping to decrease load time for websites.
 - Ability to add unlimited services to locations and filter them more specifically.
 - Ability to add video to further showcase locations.
- Provider Directory:
 - Enhanced customization of provider directories to differentiate between contracted and affiliated providers.
 - Ability to link providers to multiple locations directly from the Provider Directory search.
 - Enhanced PDF capabilities, including images and full provider profile details.
 - Ability to import images along with provider text for smoother uploads at build and with weekly/monthly changes.
- Calendar module:
 - Time slots for events that show how many slots are remaining so that multiple people can sign up for the same session.
 - Enhanced confirmation emails with a full description of the event and additional details as needed.
- Form Builder:
 - Audit log history, allowing for troubleshooting if form submission doesn't go through and assisting teams who may share responsibility for pulling form submissions.
 - Ability to have information on the form that isn't viewed by the website visitor (only admins who may need additional data on the form submission PDF).

- A setting to allow for auto-archiving and/or deleting of form submissions, keeping the back end tidy for especially popular forms.
- **Cheer Cards:**
 - Ability to have multiple locations with one module instance.
 - Ability to be exported as a batch.
 - Enhanced search capabilities.
- **Coffey Social:**
 - Improved styling in the scheduler to allow for easier viewing of months.
- **Credit card processing:**
 - Addition of country code for card transactions.
 - Ability to specify payment forms with invoice numbers and additional fields.
- **Schema:**
 - Beyond Homepage, Locations and Providers, we added schema to both Jobs and News.

We take pride in creating exceptional websites and exceptional working relationships to deliver outstanding results. We excel in onboarding, and we are dedicated to training your team in the effective use of our tools and systems.

Website development plan

Content management system (CMS)

A foundational component of your new website is the CMS (Site Assist), which represents not only the core capabilities of your site, but the type of support, resources and technical access available.

Site Assist is built on the Microsoft ASP.NET MVC framework and the Umbraco open-source framework, and it is configured to be dynamic and customizable, yet intuitive.

Site Assist is specifically tailored for healthcare organizations, offering a robust system for managing content efficiently. The utilization of the Microsoft ASP.NET MVC framework ensures a solid foundation for web development, while leveraging Umbraco enhances the system with open-source capabilities, allowing for flexibility and customization in managing healthcare-related content effectively and efficiently.

Coffey's clients benefit from the core CMS features that allow them to manage content with ease, and Site Assist can be accessed from standard browsers and operating systems.

Site Assist leverages our taxonomy technology, which pulls related content together on pages for visitors so that they are able to easily find relevant content to take action on your website.

Your team requires a CMS that is flexible, convenient and built for enterprise use. With Site Assist, you will be able to schedule—in advance—when content should appear and when it should be archived. Members of your team will be able to access Site Assist on a mobile device and make changes remotely. And you can be confident that our CMS is safeguarded and secure, with the ability to scale the permissions and access levels for various user groups.

Because Coffey knows healthcare, we know what website users want to accomplish: find a location, make an appointment, apply for a job or make a donation. Coffey's team of healthcare

website architecture and UX experts will work with you to get that information in front of the viewer in the fewest clicks possible and to have those key areas of the CMS easily accessed by your marketing team, too, for easy updates. At the core of our CMS, Site Assist, are the following content modules:

- **Provider Directory.** The Provider Directory puts all of your providers in one place and offers a source of credibility and individuality for their profiles. Having them in a database rather than individual pages improves site performance and speed with a reduced website size. Providers can be featured on service pages, along with locations, to provide a complete picture of the healthcare experience for consumers.

Provider search is critical to every website Coffey builds. Consumers expect search capabilities to provide them with detailed information in provider profiles and to be able to search for physicians by demographics or specialty. We know that by offering a single source of truth re: provider data and utilizing robust search functionalities, this reduces upkeep by MHSC staff and will improve the patient experience.

Client examples:

[Emanate Health](#)
[SoutheastHEALTH/Mercy](#)

- **Locations.** The Locations module allows for your growing set of facilities to be catalogued, tagged and searched for with Google Maps integration. Filtering by location and specialty allows consumers to quickly find the location needed, nearest to them. Locations can be featured along with providers on service pages.

Client examples:

[Southeast Georgia Health System](#)
[University Health](#)

- **Digital Health Library.** The Health Library provides informative and interactive content and tools to help readers gain a deeper understanding of specific medical and general health and wellness topics. This saves marketers time and adds to the perception of expertise at your organization. Content and interactives from the Health Library can be used on internal pages within the website and also linked to from social media. Content can be localized to promote your providers, services and events. There are also four **e-newsletters** that pull information from the Health Library and can be sent to an email list you supply. Widgets for e-newsletter signups are featured throughout the website to grow your list. **Coffey Social** is also connected to the Health Library and offers a curated set of content on a weekly basis for you to schedule across Facebook, X (formerly known as Twitter) or LinkedIn.
- **Forms.** Site Assist Forms can be customized and configured to collect essential information for a wide array of purposes, which include gathering patients' contact information, soliciting feedback, collecting signed waivers, or processing credit card payments. While already secure within the Site Assist framework, forms can have an

extra layer of encryption to protect sensitive data. Forms are used to create both Foundation/Donate integrations, as well as Gift Shop/e-commerce pages, if desired.

Client examples:

[Maui Health](#)

[Columbia Memorial Hospital](#)

- **News Releases.** News Releases are housed in a content database and can be tagged for search and archival purposes.

Client examples:

[Bozeman Health](#)

[Southeast Georgia Health System](#)

- **Calendar.** The Calendar module allows users to create events and manage registrations. It gives you the flexibility to create recurring events on different days of the week or different days of the month. You can set registration limits per event, occurrence or time slot and automatically pull in registration costs. You can also process payments from the event information page.

Client examples:

[Emanate Health](#)

[University Health](#)

- **Cheer Cards.** Users can select and personalize a greeting card to be delivered to a patient. Gratitude Cheer Cards can be sent to providers, nurses and volunteers too. Cards are available in English and Spanish and can be printed out and delivered or sent via email.

- **Blogs.** The Blog module supports your ongoing content efforts by providing a location for doctors and other subject matter experts to publish content and have it linked to their provider profile, events or service pages. Coffey also offers blog writing services to help grow your content.

Client examples:

[Maui Health](#)

[Southeast Georgia Health System](#)

- **Job Center.** Applicants can search for and apply to an open job opportunity. Your human resources team can set statuses and ratings of applicants and send decline emails directly from the Job Center.

Client example:

[Bitterroot Health](#)

- **Baby Nursery.** This password-protected module allows you to post basic information celebrating newborns so that distant family and friends can share in the birth.

Client examples:

[Lake Region Healthcare](#)

[Bartlett Regional Hospital](#)

- **Gift Shop.** The Gift Shop module provides an entry-level option for e-commerce.

Client example:

[SoutheastHEALTH/Mercy](#)

Site Assist has built-in safeguards to help ensure that your website is properly optimized for speed and search engine optimization. It has built-in safeguards to reduce any 404 errors with a link checker tool and an automatic meta description update feature as well.

At clients' request, we are able to customize a variety of options in Site Assist, from modules to base functionality. An example of that is enabling clients to create their own page or landing pages with components of the CMS to allow for quick and easy page creation.

The Coffey team is responsive. We are available for help with any questions, anytime; chat is available at the back end of Site Assist for you to communicate with the Coffey support team during business hours or to send an email after-hours. You can also use the training videos and support guides to help you solve problems. We also provide live, in-depth training sessions, catered to your learning goals and flexible to your schedule.

Features and components

Site Assist is designed to be your sole-source communications and analytics tool. We evolve new solutions based on feedback from our clients and our industry, and we simplify those solutions so you don't have to deal with complexities that won't benefit you. And we offer all those solutions with one login.

Content migration

Content migration is a vital part of a website redesign. A migration that isn't done correctly can cause significant issues with the new site's user experience and search engine performance.

When you partner with Coffey, our team takes extensive steps to ensure a seamless content migration.

Coffey's process

During the production of your website, your Project Coordinator will work with you to migrate content into the CMS.

Our content migration process includes the following:

Discovery. Our team will meet with you to ensure that we identify any potential content migration concerns early on.

A site map. Using the information from the discovery process and our knowledge of best practices, we'll create a proposal for how to structure your new website. We'll go over this with you in detail and incorporate any input you have. Our interactive site map tool allows you to easily visualize the structure of the site, make comments and monitor the progress of the site build.

Redirects. We'll create a detailed 301 redirect map so that users and search engines can easily find any content that moves during the redesign.

Data imports. In some cases, such as your Provider Directory, our team can import information from your data source. This streamlines the build process and ensures that nothing is lost along the way.

Third-party integrations. We'll work with your other digital vendors to ensure that their product integrations transition seamlessly to the new site.

Analytics. We'll ensure that your new website has analytics enabled and that relevant tags and events are set up appropriately.

Testing. Before go-live, Coffey's team will perform a manual click-through of the site. We'll also use tools such as Moz and Screaming Frog SEO Spider to crawl the site and help us identify potential problems. You're a vital part of testing as well—we'll provide you with a staging link so your team can evaluate the new site before it goes live.

Hosting. When it comes time to take the site live, we'll work with your team to ensure there's no downtime in the transition to our hosting services.

Search engine optimization (SEO)

Coffey offers all the SEO services and expertise you need to have a high-performing website.

Here are two important things that make Coffey's SEO approach stand out:

1. **We focus on local searches.** Our goal is to make sure your website is visible when people in your community look for the services you provide.

Why this is important: Ranking nationally can bring you a lot of traffic, but those visits don't matter if they aren't from people who are actually interested in using your services.

2. **We look beyond rankings.** Rankings are an important part of SEO. But a successful SEO strategy should help you meet specific goals, such as increasing traffic and conversions.

Why this is important: Our SEO approach gives you meaningful results and ROI, not just vanity metrics.

Technical SEO

Every website we create is built with a strong technical foundation, including:

- Optimization for speed and a good user experience.
- An intuitive website architecture that can be easily understood by humans and search engines alike.
- Mobile-first design.
- Modern, crawlable code.
- Schema markup.
- Meta data, such as title tags, meta descriptions and alt tags for images.
- A dynamic XML site map.

The takeaway: Partnering with Coffey gives you a site with a strong foundation for SEO success.

On-page SEO

Our on-page SEO services are available to include with any website contract.

A website audit. Our team will review your website's content and analytics and explore keyword trends in your community. We'll use this data to deliver a detailed action plan for how you can improve your content.

Content creation. We'll interview your subject matter experts and create content for your website that helps people understand why and how to choose you.

Your new content will:

- Be optimized for important keywords—but not awkwardly stuffed with them.
- Clearly describe your unique value proposition so people know why to choose you.
- Answer people's questions.
- Outline the next steps to take.

Why our approach to content works: Focusing on providing value to readers ensures that the content we create works well in search. This approach also means the content is useful for people who come to your site through another channel.

Ongoing reporting. Once your content goes live, we'll report back regularly with information about how it's performing and how we might improve it.

SEO isn't a one-time task. We'll be here for you for the long haul to help you get the most value from your investment.

On-demand SEO services

You don't have to sign a long-term SEO contract or commit to a large project to make use of Coffey's SEO expertise. We offer the following services specifically for smaller projects.

- **Keyword research.**
What you get: Research into the terms people in your community use when looking for a healthcare service, along with recommendations about which terms to prioritize and how to use them in your content.
- **Opportunity audits.**
What you get: A detailed analysis of opportunities for a specific service or topic area based on keyword research and a review of your current site performance.
- **Content creation.**
What you get: Keyword research, an interview with your subject matter expert, writing, editing and proofreading. You can use this service to create or rewrite content or to optimize an existing page.

Google Business Profiles

Claiming, optimizing and maintaining your Google listings can be frustrating and time-consuming. Coffey can help by providing:

- Audits that uncover opportunities like unclaimed listings and outdated information.
- Advice about how to claim listings or get access to a listing that someone else has previously claimed.
- Help optimizing your listings to maximize performance.
- Regular listing reviews and updates.

Technical considerations

Coffey site-testing protocols

At the outset of the project, the Coffey team will collaborate with the MHSC team on a variety of steps to customize the usability plan to your unique goals. Together we'll set clear objectives to guide the process and ensure actionable insights are obtained.

Testing during build

The digital team building the site make a note of any issues noticed during the build process. These types of issues often relate to formatting and basic functionality.

Pre-launch testing

The testers get familiar with the site before testing, making note of which modules are being used and how the site is structured.

Then the testers log in to BrowserStack and test the site on operating systems for both desktop and mobile platforms.

The tester pays special attention to the following components:

- Navigation.
- Module functionality.
- Accordions.
- Banners.
- Design elements.
- Overall site usability.
- Accessibility.

After desktop testing, the testers access and test the site on their own mobile devices and on each of the mobile testing devices in our testing pool. The tester uses the device's native browser and views the site in both vertical and horizontal orientations.

All issues are documented in JIRA, with screenshots where appropriate or necessary.

Accessibility screening

Websites are screened for accessibility and ADA compliance, following WCAG 2.1 Accessibility Standards.

Click-through meeting

All remaining issues are noted prior to a final team click-through session. During the final click-through meeting, a team of testers clicks through every page on the website to verify the structure and functionality of the pages. Any remaining inconsistencies or errors are documented and fixed.

Post-testing fixes

After the designer has completed testing, the tester reviews the site once more to make sure all issues have been corrected and no new issues have been introduced.

Go-live click-through

On go-live, the digital specialist clicks through the site one last time to ensure that everything operates as expected and functions properly.

Ongoing maintenance

Websites are monitored on an ongoing basis. In addition, we perform more intensive quarterly and annual health checks of all hosted websites.

We monitor for error messages, accessibility issues and malicious activity.

By following these steps and incorporating best practices from 20-plus years of building hospital and health system websites, Coffey follows a consistent and thorough usability testing plan for each new client's website that aligns with our mutual goals and ensures user-centric design.

Coffey user acceptance process

The Coffey website build team implements a user acceptance process for each website we build.

Early in the discovery process, we'll collaborate to clearly define the objectives and criteria for acceptance of the website prior to go-live.

Your Project Coordinator will work with their counterpart on the MHSC's team to establish standards to ensure consistency in reporting incidents/issues during testing.

Before beginning testing, the Coffey team will provide necessary training to MHSC users on how to report issues effectively, including setting up access for key stakeholders.

When the site has gone through complete quality assurance testing from the Coffey team, a staging link will be provided to MHSC testers and stakeholders for review. A deadline for review and comments/reporting of issues will be shared well in advance so all are aware of the timeliness of their review.

Once MHSC has completed the review, the Coffey team then reviews the reported issues and implements appropriate fixes prior to go-live.

These steps will help ensure a comprehensive user acceptance process for MHSC, aligning testing with business objectives and user requirements.

HITRUST certification



Coffey's web hosting and mailing services data systems are HITRUST CSF Certified, a demonstration of our commitment to information security and privacy for compliance with HIPAA and beyond. HITRUST certification requires a rigorous and comprehensive assessment of security and privacy protections performed by a qualified external assessment organization and

further reviewed by the HITRUST organization. Maintaining this certification requires regular review, sound risk management practices and ongoing improvements to our security posture.

Web security

We use a variety of code-validating services, including World Wide Web Consortium (W3C). The entire digital team is committed to Coffey's websites being accessible and user friendly in the widest range of modern standards-compliant web browsers. As this is a moving list, we

recommend going to this URL to see the list of browsers that Coffey supports:
coffeycomm.com/browser-support.

HIPAA-secure analytics option

Coffey's server-side solution uses Google Tag Manager (GTM) to add an additional layer to the data collection chain. With this approach, data passes through an app engine within a Google Cloud server where it is processed to remove sensitive data, such as personal information (PI) and protected health information (PHI).

Server-side tracking gives you control over what data is gathered about your website visitors. With this setup, you may continue using Google Analytics for your reporting instead of turning off data completely or moving to a different solution.

With this approach, Google Analytics has access to only the data you allow to pass through, so sensitive information would not be gathered. In addition, Google Tag Manager and Google Cloud don't store any data. The server is a transformation layer only. Data passes through it but does not live there. Similarly, Google Tag Manager provides the server with instructions for how to modify the data, but it does not store data.

Coffey has BAAs with our clients and a BAA with the Google Cloud Server. This permits Coffey to use your data and to pass your data through to the Google Cloud Server. Server-side tracking was created with an eye toward compliance with HIPAA, but the MHSC team and Coffey will need to work together to safeguard data.

Hosting environment

Coffey offers secure hosting for all website clients on dedicated Amazon Web Services servers. We monitor our hosted sites continuously and have staff available 24/7 to respond to service interruptions or technical issues. Our content modules are backed up every 30 minutes, and the remainder of our hosted sites are backed up daily.

Our partnership with Amazon provides world-class hosting environments for our products. More information about our service-level agreement (SLA) is available [online](#). Data is mirrored on additional data centers, allowing for geographical redundancy. From a compliance standpoint, data is never stored outside of the United States, and all data centers meet U.S. DOD specifications.

Protected Health Information (PHI) collected through forms on your website is stored in a HIPAA-compliant manner. We protect your data through SSL encryption, and we test our servers regularly to ensure that the safeguards are secure. The Coffey team is regularly trained in HIPAA policies and procedures, and we're willing to discuss any issues with your organization's compliance officer to ensure that the protection and documentation is in place to prove that your organization is compliant.

Responsive support team

Your Project Coordinator's top priority is to be your voice within Coffey. They are available to you via phone or email to provide expertise and consultation. Coffey's Project Coordinators have extensive resources and experience to draw on to help you reach your goals.

Our support team will schedule online training sessions with your staff to provide them with a hands-on introduction to the content management system Site Assist. More intensive or focused

training sessions are available on demand, and additional training may be requested at any time for new members of your team or just as a refresher.

Within Site Assist, we have a series of tutorials and training videos that explain how our tools work. These support resources can be useful if you're working on projects during our off-hours. There's also an online chat feature built into Site Assist that you can use to communicate with our support team in real time during working hours; after hours, it will send an email to have your request noted for the next business day.

For ongoing support, Coffey will perform quarterly diagnostic audits of your website. The purpose of these audits is to check for general functionality, accessibility and integrity of the various technical, design and content components of the site. Following the audit, we will provide thorough documentation of our findings and will meet with you to discuss our recommendations, working with you to help implement those recommendations.

As part of our service model, Coffey provides ongoing maintenance of our tools, requiring no additional effort by you. There is no additional charge for version upgrades. Coffey continuously works to provide clients with improved and improving digital solutions and value. This includes regular updates performed by our development team.

The Coffey support team is available from 9 a.m. EST to 8 p.m. EST. Any after-hours assistance can be provided by the Digital Services department lead, with assistance from the development and support teams as dictated by the request or situation.

After your site goes live

Ongoing analysis will allow us to better understand how your website is being used and where areas for improvement exist. We know that the modern healthcare consumer expects to have the same (or better) experience on a mobile device as on a desktop device. And with the majority of your website traffic likely coming from mobile users, our mobile-first design and content strategies will align perfectly.

Website design isn't a set-it-and-forget-it task for any healthcare organization, and we get that. We run periodic optimization reports, looking for areas that might benefit from adjustment. This is particularly important, as search behaviors and tech devices are evolving rapidly. We keep you updated with new techniques and new approaches that could help you engage more healthcare consumers. And we stay abreast of industry, consumer and technology changes that might affect the way your website should work. We also stay in close contact with you. If your needs for your website change, we'll be there to offer expertise, support and guidance. We know that your site may grow with time, and our website development process can—and will—support that growth.

Service level commitment

Coffey's development team has 30-plus combined years of experience, and they handle the majority of the technology support requests. We use a level-based ticketing system at Coffey with four categories:

Urgent	Issues affecting the client site that offer no immediate workarounds. These will be addressed on the same day. If our team deems that the fix will take
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	longer than 24 hours, we notify clients as soon as possible.
High	Issues within the system that have an available workaround. These are expected to be fixed within the week. If the fix will take longer to implement, we notify clients as soon as possible.
Medium	Feature requests for the system itself or design changes on the client site. New features for the system will be discussed by our development team, and work will be placed into our development schedule with a planned release date. New features are released to clients on a monthly schedule. Design changes are analyzed, and the estimated time to completion is reported back to our clients.
Low	Any features or design changes that would be nice to have but aren't deemed a priority from our clients. These are generally rolled in on a quarterly basis.

We take great caution when performing any changes to the system. Code is rigorously reviewed by the development team before it goes into testing. We use test sites based on real-world clients before we release fixes to client sites, and we follow strict quality assurance guidelines to make sure upgrades are released without error.

Third-party integration

Our development team provides the expertise needed to integrate modules and tools created by those outside of your organization for specific purposes. This allows Coffey to incorporate third-party software or APIs, like electronic medical record tools for patients, timekeeping systems for employees and other items as needed, to best serve the audiences being targeted by your website.

Examples of third-party technologies that Coffey routinely integrates with are Taleo, Healthcare Source, Blackbaud, FastER, ER Express, Authorize.net, Converge and PayPal Pro, as well as Facebook, Twitter and Google Analytics.

Additional third-party functionality can be included in your website via links, and, if desired, vendor wrappers can be provided for third-party vendors to ensure a seamless web experience.

Multi-language capabilities

Coffey works in partnership with a third-party translation company to host proxy websites with translated content. There are two options available: machine translated with human edit, and machine translated.

Two client examples: [Kern Family Healthcare](#) and [Gold Coast Health Plan](#).

Website design and UX

A well-designed website not only engages with your healthcare consumer, it increases your brand reputation and awareness and helps you become an industry leader.

At Coffey, we do not use prebuilt templates for our website designs. While the earliest and most important website decisions are informed by goals and best practices, website design is subjective. Each website we build is designed to align with your specific branding guidelines and user journey. We meet with your team and key stakeholders several times to gain a deeper understanding of your market, your organization and the goals of this project. Then, together, we collaborate on a visual and functional design that's right for your organization.

Because website design is subjective, each and every site we design is unique. What doesn't change is its purpose—to increase conversions. A website should help the healthcare consumer get to where they want to be with as few clicks as possible, so we pay close attention to usability.

Your consumers can search for content across the entire site by keyword, and we offer clear navigational elements so that they can find what they're looking for quickly. Our site architecture experts will weigh in on how best to present information throughout the site to lead viewers to their end goal as quickly as possible.

We also know that people with disabilities expect the same (or better) online experience as your visitors without disabilities. Section 508 requires that healthcare organizations meet this need or face a possible penalty. Your website is designed for compliance, and your community members with disabilities are able to navigate your site with ease, as well as enjoy Coffey's interactive health tools and videos. All the websites we build meet WCAG Level AA requirements and are tested using third-party accessibility tools.



During the design process, we discuss photography and illustration choices. If you have a library of photography that's already available, we can use those images to illustrate your services, locations and other pages that demand a local feel. And we have an extensive library of images to draw from for the pages that do not require a specifically local image, if you are amenable to some judicious use of stock photography.

We will also discuss any needs for additional landing pages or alternate inside pages for your website. We'll ensure that these pages not only support the main site's goals but also give significance to sections of the site that deserve special attention, such as your fundraising or hiring efforts.

Building our partnership

Coffey strongly believes in building collaborative partnerships with our clients. By prioritizing each client's specific goals and needs, the Coffey team fosters a strong and productive connection that lasts long after the initial project is complete.

Your Project Coordinator will be your main point of contact, both when your website is under development and after it goes live. You may also interact with other members of your Coffey team as your project moves forward. We're available to help you via phone, email and live chat.

Working with the Coffey team

Every person you talk to in the Coffey family will be guided by what we call The Coffey Difference. These are the six guiding principles of excellent customer service we provide each partner.

1. Consistently give good service.
2. Offer information proactively.
3. Find ways to share new opportunities.
4. Foster meaningful relationships over time.
5. Ensure there are no unpleasant surprises.
6. Yield results—because you make a difference.

We know that your time is valuable and you need to know, before you commit, how much of it is required for new website development. Our commitment is to do the heavy lifting and make the process as painless as possible. When you work with Coffey, we are your partner.

At the beginning of our work together, we will schedule a discovery meeting with your team to discuss your goals. Subsequent decisions throughout the website and content projects will be based on the results of these conversations. Concurrently, your Project Coordinator will work up a proposed timeline, taking into consideration any needs on your part to go live with the new website at a specific time.

Onboarding

Prior to the discovery meeting, your Project Coordinator will send you a design-brief questionnaire. Questions encompass organizational goals, design criteria, corporate-identity requirements, target audiences, project objectives and more. Information provided during the discovery phase establishes the foundation for the website's design, functionality, architecture, content and navigation. There are also questions concerning style and branding relative to content, whether we are embarking on a full content audit and content creation for you or working with the content you'll submit. Our goal is to represent your brand voice and tone as we conduct quality assurance throughout the project.

Content inventory and site map recommendations

Coffey's team will perform a detailed analysis of the content on your website to inform user experience and the site architecture. The inventory deliverable will provide you with a plan for improving the organization of the website and setting it up for success.

The inventory's deliverables are tailored to your goals, but a typical inventory includes an analysis of website performance data with recommendations for a comprehensive, consumer-focused site map.

Prototypes

With the discovery conversation notes in hand, the development team will begin the prototype phase. Working from two initial prototypes, your feedback is incorporated with input from our internal review to make adjustments until the final design is determined.

Approval and build

Upon your approval, we will build your new responsive website. All Coffey sites are built in compliance with current web standards as defined by the World Wide Web Consortium (W3C). We adhere to industry standards by building our websites completely in CSS, HTML, JavaScript, HTML5 and CSS3. We practice clean and efficient markup, which allows our sites to be easily accessed by search engines and alternative browsers and keeps them cost-effective to maintain. Coffey develops sites on .net platforms and hosts them externally. Production averages 24 weeks and varies based on the final decided scope of work.

Optional: Content creation

Following the content inventory and assessment of your current content and search performance during the site map recommendation process, the SEO team is available to write service line content as requested. The process involves keyword research, an interview with a subject matter expert at your organization, writing, editing and approval of the page before building into the new website.

Optimization

The Coffey team will work with you to ensure that your website meets a variety of accessibility guidelines and is optimized for search engines. Among the specific actions we'll take are:

- Reviewing content and navigation to make sure it follows best practices to clearly help visitors find the information they're looking for.
- Optimizing your website's performance on a variety of browsers and devices.
- Performing quality assurance to ensure that all links are functional.
- Conducting a team review of the website to check for consistency and functionality.
- Enabling search functionality on your website.
- Adding standard SEO elements to every webpage. These include meta descriptions, title tags and alt attributes for images.
- Submitting your site to search engines at go-live.

Our team

You'll work with many members of the Coffey family, but these are a few key team members you'll come to know quite well. We've included a bit of background on each team member here.



Aaron Nakamura, Digital and Publications Operations Manager

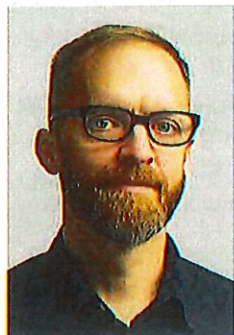
anakamura@coffeycomm.com

Aaron Nakamura is the Digital and Publications Operations Manager for Coffey Communications. He has more than 10 years of experience working in secondary and higher education settings and in the nonprofit sector.

Aaron has served in roles from Manager of Business Operations to most recently serving as the Director for Marketing and University Relations at Walla Walla University. He has experience overseeing branding, marketing campaigns, public relations, and print and digital operations. Aaron earned a bachelor's degree in business administration with a concentration in

marketing management from California State University, Los Angeles, and a master's degree in

communication management from the University of Southern California. He is currently a strategic leadership doctoral candidate at Liberty University.



Jeremy Dietz, Senior Content Manager

jdietz@coffeycomm.com

Jeremy joined Coffey in 1997 as a staff writer. Jeremy is an excellent writer and editor, with a flair for making even the most staid healthcare topic come alive. Jeremy currently oversees the development of Coffey's print libraries as well as our digital Health Library to ensure that the content created are accurate and meet best practices for engaging audiences. He also provides services such as website content audits and SEO. In his career here, he has overseen the development of our e-newsletters and interactive tools. Jeremy has also assisted with the content development, editorial planning and/or SEO strategy work for about 100 healthcare websites. Jeremy is passionate about education, and he attends several conferences each year to stay abreast of changes that might help our clients.



Emily Mistrzak, Digital Content Analyst

emistrzak@coffeycomm.com

Emily joined the Coffey team in 2022 as a Digital Content Analyst. She brings years of experience in content management, digital optimization and client training to our Digital Services department. Emily has worked with many clients to help improve the digital engagement and visibility of their web content, execute website strategy, and expand their digital footprint. Emily has used Google Analytics throughout her career and puts these skills to use for our clients by monitoring and reporting on the site's success after go-live. She is always looking for ways to improve our websites based on site performance data.



Melissa Queen, Project Coordinator

mqueen@coffeycomm.com

Melissa joined Coffey Communications in 2022. Drawing from previous experiences in education technologies and instructional design, she brings her understanding of inclusive, accessible and positive user experience to her work as digital Project Coordinator. As Project Coordinator, she advocates for our clients and their customers in every step of their journey with Coffey.



Aaron Leek, Project Coordinator/Front-End Developer

aleek@coffeycomm.com

Aaron joined Coffey Communications in March 2023. He recently graduated from Walla Walla University, where he obtained a degree in business administration with a focus on marketing. He has worked on a number of projects that use AI to speed up software development life cycles and allow for scalable operations. He uses this experience to help streamline operations at Coffey as well as to deliver top-tier value for clients. Outside of work, he enjoys reading, exercising, and spending time with his friends and family.



Michael Morris, Senior Graphic and Web Designer

mmorris@coffeycomm.com

Michael joined Coffey Communications in 2013 as a Senior Graphic Designer, focusing mainly on direct mail. For over a decade, he has continually expanded his expertise, allowing him to engage in projects across the entirety of Coffey's product offerings. In his current role as a Senior Graphic and Web Designer, he brings to every project a dedication to quality and a love for all things design. Michael works with each client to create a unique design that supports their brand, and gives their audience a seamless and positive web experience.

References of key website design clients

Among the many websites Coffey has developed for clients, the three highlighted below resulted in award-winning websites and strong client partnerships.

Oswego Health

Jennifer Martin

Director of Marketing

(315) 349-5649

jdmartin@oswegohealth.org

Cass Regional Medical Center

Sonya McClelland

Administrative Director, Foundation, Marketing and Public Relations

(816) 380-3474 x4650

smclelland@cassregional.org

Pella Regional Health Center

Andrea Barker

Director, Marketing and Development

(641) 621-2358

abarker@pellahealth.org

Conclusion

Thank you for giving us the opportunity to provide an overview of our website development and content strategy solutions. Coffey takes pride in creating exceptional digital marketing tools that deliver outstanding results while also developing extraordinary working relationships with our client partners.

We are excited to help MHSC take the next step and look forward to fine-tuning your custom solution. We can't wait to get started.



Budget: Custom website development

Memorial Hospital of Sweetwater County

Website build with advanced search and consumer-first UX \$41,142

Note: one-time investment spread over 6 months.

Monthly CMS licensing \$2,529

Note: monthly licensing starts at go-live or after six months from start of website redesign project, whichever comes first. CMS licensing also includes Coffey's server-side analytics solution.

Services included

- Website redesign
 - Full website redesign with a new information architecture designed for user experience and conversions.
 - Custom mobile-first design focused on user experience for health consumers.
 - Location and provider directory functionality built throughout the site.
 - Smart search functionality to improve UX and conversions.
 - Coffey team brings over past two years of documents: news releases, blogs, board agendas/minutes.
- Coffey's content management system (Site Assist)
 - Enterprise content management system license with unlimited seats.
 - Dedicated account manager to support your team.
 - User experience package with heat mapping.
 - Integration with social media and third-party applications.
 - Ongoing compliance for Section 508 accessibility (WCAG 2.2 AA, Coffey's standard) via monthly monitoring with Section 508-approved devices (not simulation software).
 - ADA, GDPR and other potential emerging compliance requirements.
 - Secure content management modules built, hosted and updated by Coffey.
 - Custom analytics dashboards.
 - Setup of online payment services as needed.
 - PCI compliance with online payment services.
 - Ongoing system upgrades at no additional fee.
 - Hosting.

- Server maintenance and backups.
- Continuous security monitoring.
- Ongoing and iterative development to improve the functionality of each website module.
- **Social Media publishing tool with full access to Coffey's digital content library.**
 - Over 400 interactive content assets for use on social, e-newsletters and website.
- **Annual diagnostic audit of website**
 - Review of the website's dynamic navigation system.
 - Review of the website's auto-generated site map and XML site map system.
 - Assessment of all JavaScript functionality to ensure compliance with the latest standards and browsers.
 - Website performance evaluation.
 - Evaluate CSS/HTML to ensure compliance with latest standards and browsers.
 - Evaluate overall design and CSS style consistency on client-produced content.
 - Evaluate overall website for adherence with latest web usability and design trends.
 - Review user accounts/roles for currency.
 - Test website in latest browsers.

Optional services:

Content inventory, audit and recommendations. \$8,250

Analysis of the service line and locations content on your website to inform user experience and the site architecture. The inventory and recommendations deliverable will provide you with a detailed action plan for improving the content and setting your new website up for success.

The audit's deliverables will be tailored to your goals, but a typical audit includes an analysis of website performance data; information about search engine optimization (SEO) opportunities; and an in-depth review of services content.

Opportunity analysis specific to Live Healthy blog\$3,600

Note: Can be completed during the build of the website or any time after the site goes live for a phased approach.

High-level assessment of blog content, how your audience is finding it (is it the right people/how are they getting there?), to include topics + keywords + search data.

Service line content creation\$850/page

Note: Can be completed during the build of the website or any time after the site goes live for a phased approach.

- Includes interview with subject matter expert, writing to your brand guidelines and keyword research for SEO impact.

Memorial Hospital of Sweetwater County

WEBSITE REDESIGN SCHEDULE

PROJECT SCHEDULE	
Milestone or Major Project Deliverable	Completion Date
Project Start Date	Feb. 10
Phase 1: Onboarding <ul style="list-style-type: none"> Hold kick-off meeting. Schedule design brief and discovery meeting for prototyping. Establish project timeline. Memorial Hospital of Sweetwater County provides branding guidelines and any additional marketing collateral. Memorial Hospital of Sweetwater County provides goals and key performance indicators for the site. 	Feb. 12 – 21
Phase 2: Design <ul style="list-style-type: none"> Discuss design brief with Coffey. Coffey creates and presents prototypes. MHSC approves a prototype and its mobile iteration. 	Feb. 24 – Mar. 14
Phase 3: Site Architecture and Development <ul style="list-style-type: none"> Coffey presents site map recommendations. Coffey takes the approved designs & develops the site in Coffey's content management system. Client submits locations information and photo database access for site build. 	Mar. 17 – Apr. 18
Phase 4: Site Build <ul style="list-style-type: none"> Coffey adds content, turns on modules, provides a staging link for review. Memorial Hospital of Sweetwater County provides list of website administrators. 	Apr. 21 – May 9
Phase 5: Testing and approval <ul style="list-style-type: none"> Test site on all browsers. Check all links. Proofread website. 	May 12 – 30

<ul style="list-style-type: none">• Final site review and testing.• Final site approval from MHSC.	
Phase 6: Go Live and Training <ul style="list-style-type: none">• Site launch.• Coffey configures live site settings, including secure certificate, site search and search indexing.• Coffey trains key MHSC stakeholders in Site Assist.	Week of June 9

This is an estimated timeline, based on the assumption that content will be pulled from the existing website. If due dates are not met, the following deadlines will be pushed out by the amount of time the deadline was not met.

FY25 35

Capital Request Summary

Capital Request #

FY25-35

Name of Capital Request:

SIEMENS SYMBIA PRO SPECTRA LEASE

Requestor/Department:

TRACIE SOLLER/MEDICAL IMAGING

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.	SIEMENS	MALVERN, PA	\$880,000.00 – 84 MONTH LEASE
2.	GE HEALTHCARE	CHICAGO, IL	\$975,000 – 60 MONTH LEASE
3.			

Recommendation:

COFFEY COMMUNICATIONS- \$52,992.00

Memorial Hospital

OF SWEETWATER COUNTY

# Assigned: FY 25 - 35	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
***** Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment.	
Department: Medical Imaging – Nuc Med	Submitted by: Tracie Soller Date: 1/8/2025
Provide a detailed description of the capital expenditure requested: Nuclear medicine SPECT/CT with 64 slice diagnostic CT scanner	
Preferred Vendor:	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation 2. Equipment 3. Installation 4. Shipping 5. Accessories 6. Training 7. Travel costs 8. Other e.g. interfaces	\$ Click or tap here to enter text. \$ 880000 \$ Amount \$ Amount \$ Click or tap here to enter text. \$ Amount \$ Amount \$ Amount \$ Amount Total Costs (add 1-8) \$ 880,000.00
Does the requested item:	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input type="checkbox"/> YES <input type="checkbox"/> NO	Explain: Click or tap here to enter text.
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain: Click or tap here to enter text.
Require physical plan modifications? If yes, list to the right: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Electrical \$ Amount HVAC \$ Amount Safety \$ Amount Plumbing \$ Amount Infrastructure (I/S cabling, software, etc.) \$ Amount
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	# of bids obtained? 1 <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: There are currently only two vendors that have a diagnostic CT scanner with the NM Camera, GE & Siemens. The Siemens equipment is part of an Executive Agreement with Siemens.
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	<i>Kan Ren</i> 01/14/2025
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>Tracie</i> 1-15-25
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	<i>SR</i> 1-14-25

OTHER CONSIDERATIONS

Our current Nuclear Medicine equipment is approximately 13 years old. It was leased again for an additional two years until we decided what we would do with the equipment; the contract for that lease will be done in February 2025.

The current scanner includes a diagnostic 16 slice- CT scanner which enables it to be used for our back-up CT scanner. Having the back up CT scanner has eliminated the need to transfer patients out when the main CT is not functional. The radiologists are not satisfied with the quality of the CT images on this scanner and the majority of the CT technologists do not find it user friendly and struggle to use it which has limited what types of exams can be performed on the scanner. The CT scanner on this equipment has gone down numerous times over the past 2-3 years and we have been unhappy with the service support. Recently, there was a recall on the current equipment and we were without Nuc Med and backup CT services for almost a month.

We perform an average of 23 Nuclear medicine exams with an average gross patient revenue of \$50,000 per month.

I am recommending the existing equipment be replaced with the Siemens Symbia Pro Specta X3 platform which integrates a 64-slice CT system and would be more comparable to the main CT scanner. The operating platform for the Symbia Pro Specta scanner is the same as the main CT scanner allowing the CT techs with consistency across equipment. This equipment is part of the Executive Agreement we signed with Siemens in March 2023 and is being offered at a significant discount.

Siemens has proposed several leasing options for this equipment and is offering 6 months deferred payments. We are recommending the 84-month capital lease option with a \$13,738.84 monthly lease payment.

Tracie Soller
Submitted by: Signature

1/8/2025
Date

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

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Customer Number: 0000007986

Date: 03/24/2023

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

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

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Contract Total: 880,000 USD
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 03/31/2025

Estimated Delivery Date: August 2025

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

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

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

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

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



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Accepted and Agreed to by:

Siemens Medical Solutions USA Inc.

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____

By (sign): _____

Name: Lori Van Hout

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

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

By (Sign): _____

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Quote Nr:	CPQ-802520 Rev. 0
Terms of Payment:	00% Down, 80% Delivery, 20% Installation Free On Board: Destination
Purchasing Agreement:	VIZIENT SUPPLY LLC VIZIENT SUPPLY LLC terms and conditions apply to Quote Nr CPQ-802520 Customer certifies, and Siemens relies upon such certification, that : (a) VIZIENT MI SPECT & PET XR0896 is the sole GPO for the purchases described in this Quotation, and (b) the person signing this Quotation is fully authorized under the Customer's policies to choose and indicate for Customer such appropriate GPO.

Symbia Pro.specta X3

All items listed below are included for this system:

Qty	Part No.	Item Description
1	14423558	Symbia Pro.specta X3 The Symbia Pro.specta X3 platform integrates a 64-slice CT system with interleaved volume reconstruction (IVR) (32 slices acquired). Robust SPECT and CT capabilities enable full functionality for all SPECT-only, SPECT/CT, and stand-alone CT applications in cardiology, oncology, neurology, and general nuclear medicine.
2	14423560	Low Profile 3/8" Detectors The low-profile, high resolution, digital detector assembly includes a .95 cm (3/8 in)-thick NaI (TI) crystal.
1	14421234	Caudal Tilt Caudal tilt on Detector 2 allows for precise positioning of static and dynamic acquisitions.
2	07835494	Low Energy High Res Collimator Low energy (140 keV), high resolution, parallel hole collimator
2	07835452	Medium Energy Collimator Medium energy (300 keV), parallel hole collimator
1	07835510	Pinhole Collimator Pinhole collimator with a 4mm aperture
1	14423565	First Collimator Cart The collimator cart is designed to hold collimators and allows for collimator exchange without pivoting the bed.
1	14423564	Symbia Productivity Package The productivity package automates collimator exchange and quality control to improve the system productivity.
1	14423625	AutoQC Base source kit This source kit includes: One Gd-153 line source with 10 mCi (370 MBq) One Co-57 point source with 25 µCi (0.93 MBq)

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Qty	Part No.	Item Description
		Note: The site radioactive material license may need to be updated to receive this source.
1	14423568	Enhanced Whole-body Package The enhanced whole-body package includes the following features: - Plan&Go - AutoPlanar Both features are designed to increase productivity with Symbia Pro.specta systems by making patient positioning easier way with Plan&Go and creating synthetic planar data from a single SPECT tomographic acquisition.
1	14423581	Internal ECG Prospecta - AHA The Internal ECG gating system provides ECG triggering for the nuclear subsystem for nuclear cardiology examinations. In addition, for Symbia Pro.specta systems, the Internal ECG gate provides ECG triggering to the CT subsystem for CT applications that require ECG gating. The ECG gate is built into the Symbia Pro.specta patient bed and is controlled by the acquisition workplace. The leads are AHA (American standard) color-coded and connect near the head of the patient bed. The leads travel with patient, thus never interfering with scanning. The ECG waveform is displayed on the touch-screen gantry display as well as in the acquisition workplace.
1	14423583	PHS Extended Pivot The PHS extended pivot option extends the pivot range for the patient bed in gurney mode.
1	14423588	2nd Monitor DICOM This option includes an additional monitor that enables the use of a dual-monitor setup in the acquisition workplace.
1	14423877	Keyboard - English Keyboard in the above-mentioned language.
1	14423700	Standard ICS The standard image control system (ICS), also known as the acquisition workplace (AWP), is a computer needed to perform SPECT and CT examinations, including acquisition, evaluation, and management of SPECT and CT images. CT examination support is only applicable to SPECT/CT systems.
1	14423584	Power Bundle The power bundle is a comprehensive power solution that includes: Integrated electronics cabinet (IEC) Uninterruptible power supply (UPS)
1	14415195	4 Quadrant Phantom A 4 quadrant 2.0-2.5, 3.0, 3.5 mm standard pattern slightly modified for use with Symbia Imaging Systems
1	05231365	10mCi Rectangular Source Model IPL-FL24R Large rectangular Co-57 flood source Activity: 10 mCi (370 Mbq) Active dimensions: 24" long x 16.5" wide Overall dimensions: 26" long x 18.5" wide For use with e.cam and Symbia imaging systems.

The following license requirements are required for International orders:

- (1) Government seal on license document
- (2) Address of facility on license document

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Qty	Part No.	Item Description
		(3) Valid dates of license (4) Radionuclide (& activity) approved for receipt and use
1	14423590	Organ Processing This option provides organ processing capabilities to your acquisition workplace.
1	14423592	Planar Half-Time Imaging Planar half-time imaging provides a statistical, adaptive de-noising and de-blurring process for planar imaging.
1	14423593	NM Basic Cardiac Package The NM basic cardiac package includes: Respiratory motion correction Ability to acquire gated images with continuous motion Attenuation and scatter correction for gated reconstructions
1	14423597	syngo.SPECT Cardiology Cedars syngo.SPECT Cardiology Cedars provides helpful tools to radiologists and nuclear medicine physicians assessing patients with cardiac conditions such as coronary artery disease. Cedars SPECT facilitates the visualization and evaluation of SPECT cardiac exams, including semi-quantitative analysis of myocardial perfusion images, using tracers such as sestamibi, tetrofosmin, and thallous chloride. Includes Cedars Cardiac Suite 2017 for semi-quantitative analysis of myocardial perfusion images.
1	14424069	CT High Performance Package - X3 CT high-performance package - X3 includes: - Ultra-FAST IRS computer - High Power 80 - iMAR - Lung CAD (Inline and @View&Go) - Inline Spine Ranges - Inline Rib Ranges - syngo.CT CaScoring - Any kV CaScoring
1	14423614	CT syngo Volume Perfusion Neuro Available both as a guided or automated (Auto Stroke) workflow, this option visualizes blood perfusion in the brain. This software can help estimate the extent of tissue in an acute ischemic stroke at risk to infarct (penumbra) that is potentially salvageable with further therapy.
1	14423618	myExam Cockpit The clinical decision trees utilized by myExam Compass are fully transparent. myExam Cockpit is the central user interface for fast and intuitive clinical decision-tree configuration. It allows you to tailor clinical decision trees to the needs of your institution.
1	14423627	Under Floor PHS Cable Kit for routing the cable between the patient bed and Symbla Pro.spectra gantry under the floor.
1	10412858	Symbia Hybrid US Installation This option includes the mechanical installation of the Symbia Intevo or T series scanner system.
1	4SPAS014	Low Contrast CT Phantom & Holder
1	MI_MCT_NEMA_XR_29	NEMA_XR-29 Standard This system is in compliance with NEMA XR-29 Standard Attributes on CT Equipment Related To Dose Optimization and Management, also known as Smart Dose

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Qty	Part No.	Item Description
1	MI_SPCT_BND_ PROSPE	<p>Essential Education Level Prospecta</p> <p>This education package has been designed specifically to meet the education needs of a new to Siemens Symbia Pro.specta Imaging system. Components of this education package include:</p> <ul style="list-style-type: none"> o A 12-month subscription to our continuing education platform, PEPconnect, including access to up to 50 CEU credits. o This 4 hour, live-remote workshop for up to 8 participants is delivered by a Siemens Clinical Education Specialist. It is designed to assist the conversion customer's transition to Siemens Imaging systems. Content focuses on SPECT/CT hardware, Siemens syngo user interface, and explains Siemens related terminology. Using didactic and hands-on simulation training, attendees will experience how to scan on Siemens technology. o Onsite hands-on training by a Siemens Clinical Education Specialist for up to 28 hours over four consecutive business days. o Ongoing access to pre-scheduled, live-remote, one on one training sessions for 12 months. Browse topics and register your sessions at Siemens PEPconnect. o A multi-day Siemens Online Classroom, chosen from a variety of defined offerings. Browse class offerings and register at Siemens PEPconnect o Onsite hands-on training by a Siemens Clinical Education Specialist for up to 28 hours over four consecutive business days o If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.
1	SPECT_UPGRA DE_CLS	<p>Upgrade Virtual to Cary Class (SPECT)</p> <p>This upgrade allows for a SPECT conversion from a virtual class to a Cary Classroom. Tuition for (1) Attendee for a customer classroom course at one of the Siemens training centers. Please view Siemens Healthineers PEPconnect at www.pep.Siemens Healthineers-Info.com for available course options and descriptions. Includes economy airfare and lodging for (1) Attendee. All arrangements must be arranged through Siemens designated travel agency. This Educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.</p>
1	MIS_EP2_24	<p>Essential Training PH 2 (Onsite-24) CT</p> <p>Up to (24) hours of on-site clinical education training, scheduled consecutively (Monday – Friday) during standard business hours for a maximum of (4) Imaging professionals. Training will cover agenda items on the ASRT approved checklist if applicable. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.</p>
1	NMSYS_ADDL_ RIGGING	<p>INBOUND Additional Rigging NMSYS New Install \$2,500</p>
1	BFLEXOCS_S	<p>Stellant Flex injector-ceiling</p> <p>Stellant Flex ceiling mounted Injector with workstation, NO Informatics, but is Informatics ready.</p> <p>Includes Stellant Flex ceiling mounted injector w/short post (580 mm) and ceiling plate; workstation; installation and warranty through Bayer.</p> <p>This post length is recommended for rooms with a floor to structural ceiling height of approximately 9 or 9.5 feet.</p>



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Qty	Part No.	Item Description	System Total	880,000 USD
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FINANCING: The equipment listed above may be financed through Siemens. Ask us about our full range of financial products that can be tailored to meet your business and cash flow requirements. For further information, please contact your local Sales Representative.

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

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

Siemens Medical Solutions USA, Inc. General Terms and Conditions

1. GENERAL

1.1 Contract Terms and Acceptance. These terms and conditions constitute an integral part of any contract between Seller and Purchaser identified on the first page hereof and shall govern the sale of the products identified in such contract ("Products"). Purchaser acknowledges that this is a commercial and not a consumer transaction. Purchaser shall be deemed to have assented to, and to have waived any objection to, this Agreement upon the earliest to occur of any of the following: Purchaser's completion or execution of this Agreement; Purchaser's acceptance of all or any part of the Products; Purchaser's issuance of a purchase order for any Products identified on Seller's quotation or proposal; or delivery of the Products to the common carrier for shipment pursuant hereto. **1.2 Refurbished/Used Products.** For Products identified on this Agreement as used or refurbished Products, these Products have been previously owned and used. When delivered to Purchaser, such Products will perform in accordance with the manufacturer's specifications. Since pre-owned Products may be offered simultaneously to several customers, the availability of such Products to Purchaser cannot be guaranteed. If the Products are no longer available, Seller will use its best efforts to identify other suitable products in its inventory. If substitute products are not acceptable to Purchaser, then Seller will cancel the order and refund to Purchaser any deposits previously paid. The warranty period for any used or refurbished Products will be separately stated on the quotation. **1.3 Third Party Products.** If this Agreement includes the sale of third party products not manufactured by Seller, then Purchaser agrees and acknowledges that (a) Purchaser has made the selection of these products on its own, (b) the products are being acquired by Seller solely at the request of and for the benefit and convenience of Purchaser, (c) no representation, warranty or guarantee has been made by Seller with respect to the products, (d) the obligation of Purchaser to pay Seller for the products is absolute and unconditional, (e) use of the products may be subject to Purchaser's agreement to comply with any software licensing terms imposed by the manufacturer; and (f) unless otherwise indicated by Seller in writing, Seller is

not responsible for any required installation, validation, product recall, warranty service, maintenance, complaint handling, or any other applicable FDA regulatory requirements, and the Purchaser will look solely to the manufacturer regarding these services and will assert no claim against Seller with respect to these products.

2. PRICES

2.1 Quotations. Unless otherwise agreed to in writing or set forth in the quotation, all prices quoted by Seller and amounts payable by Purchaser are in U.S. dollars, and include Seller's standard packaging. The prices quoted to Seller assume that the Seller is located in, and will use the Products in, the U.S. If not, such quotation will be void. Unless otherwise stated, the quotation shall only be valid for forty-five (45) days from the date of the quotation. **2.2 Delay in Acceptance of Delivery.** Should the agreed delivery date be postponed by Purchaser, Seller shall have the right to deliver the Products to storage at Purchaser's risk and expense, and payments due upon delivery shall become due when Seller is ready to deliver.

3. TAXES

3.1 Any sales, use or manufacturer's tax which may be imposed upon the sale or use of Products, or any property tax levied after readiness to ship, or any excise tax, license or similar fee (excluding the Medical Device Excise Tax as set forth in Section 4191 of the Internal Revenue Code of 1986, as amended) required under this transaction, shall be in addition to the quoted prices and shall be paid by Purchaser. Notwithstanding the foregoing, Seller agrees to honor any valid exemption certificate provided by Purchaser.

4. TERMS OF PAYMENT; DEFAULT

4.1 Payments; Due Date. Unless otherwise set forth in the quotation, Purchaser shall pay Seller as follows: an initial deposit of 10% of the purchase price for each Product is due upon submission of the purchase order, an additional 80% of the purchase price is due upon delivery of each Product, and the final 10% of the purchase price is due upon completion of installation or when the Products are available for first patient use, whichever occurs first. Unless otherwise agreed, all payments other than the initial deposit are due net thirty

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(30) days from the date of invoice. Seller shall have no obligation to complete installation until the payment due upon delivery is received. Partial shipments shall be billed as made, and payments for such shipments will be made in accordance with the foregoing payment terms. **4.2 Late Payment.** A service charge of 1½% per month, not to exceed the maximum rate allowed by law, shall be made on any portion of Purchaser's outstanding balance which is not paid when due. Payment of such service charge shall not excuse or cure Purchaser's breach or default for late payment. **4.3 Payment of Lesser Amount.** If Purchaser pays, or Seller otherwise receives, a lesser amount than the full amount provided for under this Agreement, such payment shall not constitute or be construed other than as on account of the earliest amount due Seller. No endorsement or statement on any check or payment or elsewhere shall constitute or be construed as an accord or satisfaction. **4.4 Where Payment Due Upon Installation or Completion.** Should any terms of payment provide for either full or partial payment upon completion of installation or thereafter, and completion of installation is delayed for any reason for which Seller is not responsible beyond the installation date set forth in the Notice to Manufacture Letter issued by Seller, as applicable, then the balance of payments shall be due on the day following such installation date. **4.5 Default; Termination.** Each of the following shall constitute an event of default under this Agreement: (i) a failure by Purchaser to make any payment when due; (ii) a failure by Purchaser to perform any other obligation under this Agreement within thirty (30) days of receipt of written notice from Seller; or (iii) the commencement of any insolvency, bankruptcy or similar proceedings by or against Purchaser. Upon the occurrence of any event of default, at Seller's election: (a) the entire amount of any indebtedness and obligation due Seller under this Agreement and interest thereon shall become immediately due and payable; (b) Seller may suspend the performance of any of Seller's obligations hereunder, including, but not limited to, obligations relating to delivery, installation and warranty services; (c) Purchaser shall put Seller in possession of the Products upon demand; (d) Seller may sell or otherwise dispose of all or any part of the Products and apply the proceeds thereof against any indebtedness or obligation of Purchaser under this Agreement; (e) if this Agreement or any indebtedness or obligation of Purchaser under this Agreement is referred to an attorney for collection or realization, Purchaser shall

pay to Seller all costs of collection and realization (including, without limitation, a reasonable sum for attorneys' fees); and Purchaser shall pay any deficiency remaining after collection of or realization by Seller on the Products. In addition, Seller may terminate this Agreement upon written notice to Purchaser in the event that Purchaser is not approved for credit or upon the occurrence of any material adverse change in the financial condition or business operations of Purchaser. **4.6 Financing.** Notwithstanding any arrangement that Purchaser may make for the financing of the purchase price of the Products, the parties agree that any such financing arrangement shall have no effect on the Purchaser's payment obligations under this Agreement, including but not limited to Sections 4.1 and 4.2 above.

5. EXPORT TERMS

5.1 Unless other arrangements have been made, payment on export orders shall be made by irrevocable confirmed letter of credit, payable in U.S. dollars against Seller's invoice and standard shipping documents. Such letter of credit shall be in an amount equal to the full purchase price of the Products and shall be established in a U.S. bank acceptable to Seller. Purchaser shall have sole responsibility to procure all necessary permits and licenses for shipment and compliance with any governmental regulations concerning control of final destination of Products. **5.2** Purchaser agrees that Products shall not at any time directly or indirectly be used, exported, sold, transferred, assigned or otherwise disposed of in a manner which will result in non-compliance with applicable export Control and US Sanction laws and regulations. If Purchaser purchases a Product at the domestic price and exports such Product, or transfers such Product to a third party for export, outside of the U.S., Purchaser shall pay to Seller the difference between the domestic price and the international retail price of such Product. Purchaser shall deliver to Seller, upon Seller's request, written assurance regarding compliance with this Section in form and content acceptable to Seller.

6. DELIVERY, RISK OF LOSS

6.1 Delivery Date. Delivery and installation dates will be established by mutual agreement of the parties as set forth in the Notice to Manufacture Letter issued by the Seller, as applicable. Seller shall make reasonable efforts to meet such delivery date(s). **6.2 Risk of Loss;**

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Title Transfer. Unless otherwise agreed to in writing, the following shall apply: (a) For Products that do not require installation by Seller, and for options and add-on products purchased subsequent to delivery and installation of Products purchased under this Agreement, delivery shall be complete upon transfer of possession to common carrier, F.O.B. Shipping Point, whereupon title to and all risk of loss, damage to or destruction of the Products shall pass to Purchaser. (b) For Products that require installation by Seller, delivery shall be complete upon delivery of the Products to Purchaser's designated site, F.O.B. Destination; whereupon title to and all risk of loss, damage to or destruction of such Products shall pass to Purchaser upon completion of delivery. (c) All freight charges and other transportation, packing and insurance costs, license fees, custom duties and other similar charges shall be the sole responsibility of Purchaser unless included in the purchase price or otherwise agreed to in writing by Seller. In the event of any loss or damage to any of the Products during shipment, Seller and Purchaser shall cooperate in making any insurance claim.

7. SECURITY INTEREST/FILING

7.1 Purchaser grants to Seller a security interest in the Products until payment in full by Purchaser. Purchaser shall sign any financing statements or other documents necessary to perfect Seller's security interests in the Products. Purchaser further represents and covenants that (a) it will keep the Products in good order and repair until the purchase price has been paid in full, (b) it will promptly pay all taxes and assessments upon the Products or the use thereof, (c) it will not attempt to transfer any interest in the Products until the purchase price has been paid in full, and (d) it is solvent and financially capable of paying the full purchase price for the Products.

8. CHANGES, CANCELLATION, AND RETURN

8.1 Orders accepted by Seller are not subject to change except upon Seller's written agreement. **8.2** Orders accepted by Seller are non-cancellable by Purchaser except upon Seller's written consent and payment by Purchaser of a cancellation charge equal to 10% of the price of the affected Products, plus any shipping, insurance, inspection and refurbishment charges; the cost of providing any training, education, site evaluation or other services completed by Seller; and any return, cancellation or restocking fees with

respect to any Third Party Products ordered by Seller on behalf of Purchaser. Seller may retain any payments received from Purchaser up to the amount of the cancellation charge. In no event can an order be cancelled by Purchaser or Products be returned to Seller after shipment. **8.3** Seller reserves the right to change the manufacture and/or design of its Products if, in the judgment of Seller, such change does not alter the general function of the Products.

9. FORCE MAJEURE

9.1 Seller shall not be liable for any loss or damage for delay in delivery, inability to install or any other failure to perform due to causes beyond its reasonable control including, but not limited to, acts of God or the public, war, civil commotion, blockades, embargoes, calamities, floods, fires, earthquakes, explosions, storms, strikes, lockouts, labor disputes, or unavailability of labor, raw materials, power or supplies. Should such a delay occur, Seller may reasonably extend delivery or production schedules or, at its option, cancel the order in whole or part without liability other than to return any unearned deposit or prepayment.

10. WARRANTY

10.1 Seller warrants that the Products manufactured by Seller and sold hereunder shall be free from defects in material or workmanship under normal use and service for the warranty period. The final assembled Products shall be new although they may include certain used, reworked or refurbished parts and components (e.g., circuit boards) that comply with performance and reliability specifications and controls. Seller's obligation under this warranty is limited, at Seller's option, to the repair or replacement of the Product or any part thereof. Unless otherwise set forth in the Product Warranty attached hereto and incorporated herein by reference ("Product Warranty"), the warranty period shall commence upon the earlier of the date that the Products have been installed in accordance with Section 12.5 hereof (which date shall be confirmed in writing by Seller) or first patient use, and shall continue for twelve (12) consecutive months. Seller makes no warranty for any Products made by persons other than Seller or its affiliates, and Purchaser's sole warranty therefor, if any, is the original manufacturer's warranty, which Seller agrees to pass on to Purchaser, as applicable. The warranty provided by Seller under this Section 10 extends only to the original Purchaser,

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unless the Purchaser obtains the Seller's prior written consent with respect to any sale or other transfer of the Products during the term of the warranty. **10.2** No warranty extended by Seller shall apply to any Products which have been damaged by fire, accident, misuse, abuse, negligence, improper application or alteration or by a force majeure occurrence as described in Section 9 hereof or by the Purchaser's failure to operate the Products in accordance with the manufacturer's instructions or to maintain the recommended operating environment and line conditions; which are defective due to unauthorized attempts to repair, relocate, maintain, service, add to or modify the Products by the Purchaser or any third party or due to the attachment and/or use of non-Seller supplied parts, equipment or software without Seller's prior written approval; which failed due to causes from within non-Seller supplied equipment, parts or software including, but not limited to, problems with the Purchaser's network; or which have been damaged from the use of operating supplies or consumable parts not approved by Seller. In addition, there is no warranty coverage for any transducer or probe failure due to events such as cracking from high impact drops, cable rupture from rolling equipment over the cable, delamination from cleaning with inappropriate solutions, or TEE bite marks. Seller may effectuate any repairs at Purchaser's facility, and Purchaser shall furnish Seller safe and sufficient access for such repair. Repair or replacement may be with parts or products that are new, used or refurbished. Repairs or replacements shall not interrupt, extend or prolong the term of the warranty. Purchaser shall, upon Seller's request, return the non-complying Product or part to Seller with all transportation charges prepaid, but shall not return any Product or part to Seller without Seller's prior written authorization. Purchaser shall pay Seller its normal charges for service and parts for any inspection, repair or replacement that falls outside of Seller's warranty. Seller's warranty does not apply to consumable materials, disposables, supplies, accessories and collateral equipment, except as specifically stated in writing or as otherwise set forth in the Product Warranty. **10.3** This warranty is made on condition that immediate written notice of any noncompliance be given to Seller and Seller's inspection reveals that Purchaser's claim is covered under the terms of the warranty (i.e., that the noncompliance is due to traceable defects in original materials and/or workmanship). **10.4** Purchaser shall provide Seller with

both on-site and remote access to the Products. The remote access shall be provided through the Purchaser's network as is reasonably necessary for Seller to provide warranty services under this Agreement. Remote access will be established through a broadband internet-based connection to either a Purchaser owned or Seller provided secure end-point. The method of connection will be a Peer-to-Peer VPN IPsec tunnel (non-client based) with specific inbound and outbound port requirements. **10.5** Warranty service will be provided without charge during Seller's regular working hours (8:30-5:00), Monday through Friday, except Seller's recognized holidays. If Purchaser requires that service be performed outside these hours, such service can be made available at an additional charge, at Seller's then current rates. The obligations of Seller described in this Section are Seller's only obligations and Purchaser's sole and exclusive remedy for a breach of product warranty. **10.6 SELLER MAKES NO WARRANTY OTHER THAN THE ONE SET FORTH HEREIN AND IN THE PRODUCT WARRANTY. SUCH WARRANTY IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO ANY EXPRESS OR IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR PARTICULAR PURPOSES, AND SUCH CONSTITUTES THE SOLE AND EXCLUSIVE WARRANTY MADE WITH RESPECT TO THE PRODUCTS, SERVICE OR OTHER ITEM FURNISHED UNDER THIS AGREEMENT.** **10.7** In the event of any inconsistencies between the terms of this Section 10 and the terms of the Product Warranty, the terms of the Product Warranty shall prevail.

11. LIMITATION OF LIABILITY

11.1 In no event shall Seller's liability hereunder exceed the actual loss or damage sustained by Purchaser, up to the purchase price of the Products. The foregoing limitation of liability shall not apply to claims for bodily injury or damages to real property or tangible personal property to the extent arising from Seller's negligence or a product defect. **11.2 SELLER SHALL NOT BE LIABLE FOR ANY LOSS OF USE, REVENUE OR ANTICIPATED PROFITS; COST OF SUBSTITUTE PRODUCTS OR SERVICES; LOSS OF STORED, TRANSMITTED OR RECORDED DATA; OR FOR ANY INDIRECT, INCIDENTAL, UNFORESEEN, SPECIAL, PUNITIVE OR CONSEQUENTIAL DAMAGES WHETHER BASED ON CONTRACT, TORT, STRICT LIABILITY OR ANY**

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OTHER THEORY OR FORM OF ACTION, EVEN IF SELLER HAS BEEN ADVISED OF THE POSSIBILITY THEREOF, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT OR THE SALE OR USE OF THE PRODUCTS. THE FOREGOING IS A SEPARATE, ESSENTIAL TERM OF THIS AGREEMENT AND SHALL BE EFFECTIVE UPON THE FAILURE OF ANY REMEDY, EXCLUSIVE OR NOT.

12. INSTALLATION - ADDITIONAL CHARGES

12.1 General. Unless otherwise expressly stipulated in writing, the Products shall be installed by and at the expense of Seller except that Seller shall not provide rigging or site preparation services unless otherwise agreed to in writing by Seller for an additional charge. Seller will not install accessory items such as cabinets, illuminators, darkroom equipment or processors for X-Ray and CT equipment, unless otherwise agreed to in writing by Seller. **12.2 Installation by Seller.** If Seller specifies it will install the Products, the following applies: subject to fulfillment of the obligations set forth in Section 12.3 below, Seller shall install the Products and connect them to the requisite safety switches and power lines to be installed by Purchaser. Except as otherwise specified below, if such installation and connection are performed by Seller's technical personnel, prices shown include the cost thereof, provided that the installation and connection can be performed within the Continental United States or Puerto Rico and during normal business hours. Any overtime charges or other special expenses shall be additional charges to the prices shown. **12.3 Purchaser's Obligations.** Purchaser shall, at its expense, provide all proper and necessary labor and materials for plumbing service, carpentry work, conduit wiring, and other preparations required for such installation and connection. All such labor and materials shall be completed and available at the time of delivery of the Products by Seller. Additionally, Purchaser shall provide free access to the installation site and, if necessary, safe and secure space for storage of Products and equipment prior to installation by Seller. Purchaser shall be responsible, at its sole cost and expense, for obtaining all permits, licenses and approvals required by any federal, state or local authorities in connection with the installation and operation of the Products, including but not limited to any certificate of need and zoning variances. Purchaser shall provide a suitable environment for the Products

and shall ensure that its premises are free of hazardous conditions and any concealed or dangerous conditions and that all site requirements are met. Seller shall delay its work until Purchaser has completed the removal of any hazardous materials or has taken any other precautions and completed any other work required by applicable regulations. Purchaser shall reimburse Seller for any increased costs and expenses incurred by Seller that are the result of or are caused by any such delay. In the event that Seller is requested to supervise the installation of the Products, it remains the Purchaser's responsibility to comply with local regulations. Seller is not an architect and all drawings furnished by Seller are not construction drawings. If local labor conditions, including a requirement to use union labor, require the use of non-Seller employees to participate in the installation of the Product or otherwise causes delays or any additional expenses, then any such additional costs shall be at Purchaser's expense.

12.4 Regulatory Reporting. In the event that any regulatory activity is performed by anyone other than Seller's authorized personnel, then Purchaser shall be responsible for fulfilling any and all reporting requirements. **12.5 Completion of Installation.** Installation shall be complete upon the conclusion of final calibration and checkout under Seller's standard procedures to verify that the Products meet applicable written performance specifications. Notwithstanding the foregoing, first use of the Products by Purchaser, its agents or employees for any purpose after delivery shall constitute completion of installation.

13. PATENT, COPYRIGHT AND OTHER INFRINGEMENT CLAIMS

13.1 Infringement by Seller. Seller warrants that the Products manufactured by Seller and sold hereunder do not infringe any U.S. patent or copyright. If Purchaser receives a claim that any such Products, or parts thereof, infringe upon the rights of others under any U.S. patent or copyright, Purchaser shall notify Seller immediately in writing. Provided that Purchaser gives Seller information, assistance and exclusive authority to evaluate, defend and settle such claims, Seller shall at its own expense and option: indemnify and defend Purchaser against such claims; settle such claims; procure for Purchaser the right to use the Products; or remove or modify them to avoid infringement. If none of these alternatives is available on terms reasonable to Seller, then Purchaser shall return the Products to Seller and Seller shall refund to Purchaser the purchase price paid by Purchaser less

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reasonable depreciation for Purchaser's use of the Products. The foregoing states Seller's entire obligation and liability, and Purchaser's sole remedy, for claims of infringement. **13.2 Infringement by Purchaser.** If some or all of the Products sold hereunder are made by Seller pursuant to drawings or specifications furnished by Purchaser, or if Purchaser modifies or combines, operates or uses the Products other than as specified by Seller or with any product, data, software, apparatus or program not provided or approved by Seller, then the indemnity obligation of Seller under Section 13.1 shall be null and void.

14. DESIGNS AND TRADE SECRETS; LICENSE; CONFIDENTIALITY

14.1 Any drawings, data, designs, software programs or other technical information supplied by Seller to Purchaser in connection with the sale of the Products shall remain Seller's property and shall at all times be held in confidence by Purchaser. **14.2** For all Products which utilize software for their operation, such "Applications Software" shall be licensed to Purchaser under the terms of Seller's Software License Schedule attached hereto. **14.3** Seller and Purchaser shall maintain the confidentiality of any information provided or disclosed to the other party relating to the business, customers and/or patients of the disclosing party, as well as this Agreement and its terms (including the pricing and other financial terms under which the Purchaser will be purchasing the Products). Each party shall use reasonable care to protect the confidentiality of the information disclosed, but no less than the degree of care it would use to protect its own confidential information, and shall only disclose the other party's confidential information to its employees and agents having a need to know this information. The obligations of confidentiality set forth herein shall not apply to any information in the public domain at the time of disclosure or that is required to be disclosed by court order or by law.

15. ASSIGNMENT

15.1 Neither party may assign any rights or obligations under this Agreement without the prior written consent of the other, which shall not be unreasonably withheld. Any attempt to do so shall be void, except that Seller may assign this Agreement without consent to any subsidiary or affiliated company, and may delegate to authorized subcontractors or service suppliers any work to be performed under this Agreement so long as Seller remains liable for the performance of its

obligations under this Agreement. This Agreement shall inure to and be binding upon the parties and their respective successors, permitted assigns and legal representatives.

16. COSTS AND FEES

16.1 In the event that any dispute or difference is brought arising from or relating to this Agreement or the breach, termination or validity thereof, the prevailing party shall be entitled to recover from the other party all reasonable attorneys' fees incurred, together with such other expenses, costs and disbursements as may be allowed by law.

17. MODIFICATION

17.1 This Agreement may not be changed, modified or amended except in writing signed by duly authorized representatives of the parties.

18. GOVERNING LAW; WAIVER OF JURY TRIAL

18.1 This Agreement shall be governed by the laws of the state where the Product(s) will be installed, without regard to that state's choice of law principles. **18.2 EACH OF THE PARTIES EXPRESSLY WAIVES ALL RIGHTS TO A JURY TRIAL IN CONNECTION WITH ANY DISPUTE UNDER THIS AGREEMENT.**

19. COST REPORTING

19.1 Purchaser agrees that it must fully and accurately report prices paid under this Agreement, net of all discounts, as required by applicable law and contract, including without limitation 42 CFR §1001.952(h), in all applicable Medicare, Medicaid and state agency cost reports. Purchaser shall retain a copy of this Agreement and all other communications regarding this Agreement, together with the invoices for purchase and permit agents of the U.S. Department of Health and Human Services or any state agency access to such records upon request.

20. INTEGRATION

20.1 These terms and conditions, including any attachments or other documents incorporated by reference herein, constitute the entire, complete and exclusive statement of agreement with respect to the subject matter hereof, and supersede any and all prior agreements, understandings and communications between the parties with respect to the Products. Purchaser's additional or different terms and conditions stated in a purchase order, bid documents or any other document issued by Purchaser are specifically rejected

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and shall not apply to the transactions contemplated under this Agreement.

21. SEVERABILITY; HEADINGS

21.1 No provision of this Agreement which may be deemed unenforceable will in any way invalidate any other portion or provision of this Agreement. Section headings are for convenience only and have no substantive effect.

22. WAIVER

22.1 No failure and no delay in exercising, on the part of any party, any right under this Agreement will operate as a waiver thereof, nor will any single or partial exercise of any right preclude the further exercise of any other right.

23. NOTICES

23.1 Any notice or other communication under this Agreement shall be deemed properly given if in writing and delivered in person or mailed, properly addressed and stamped with the required postage, to the intended recipient at its address specified on the face hereof.

24. RIGHTS CUMULATIVE

24.1 The rights and remedies afforded to Seller under this Agreement are in addition to, and do not in any way limit, any other rights or remedies afforded to Seller by any other agreement, by law or otherwise.

25. END USER CERTIFICATION

25.1 Purchaser represents, warrants and covenants that it is acquiring the Products for its own end use and not for reselling, leasing or transferring to a third party (except for lease-back financings).

26. ACCESS TO BOOKS AND RECORDS

26.1 To the extent required by Section 1861(v)(1)(I) of the Social Security Act and the regulations promulgated thereunder, until the expiration of four (4) years after the furnishing of any Product or service pursuant to this Agreement, Seller shall make available, upon written request by the Secretary of Health and Human Services (the "Secretary"), or upon request by the Comptroller General (the "Comptroller"), or any of their duly authorized representatives, copies of this Agreement and any books, documents, records or other data of Seller that are necessary to certify the nature and extent of any costs incurred by Purchaser for such Products and services. If Seller carries out any of its duties under this Agreement through a

subcontract with a related organization involving a value or cost of ten thousand dollars (\$10,000) or more over a twelve (12) month period, Seller will cause such subcontract to contain a clause to the effect that, until the expiration of four (4) years after the furnishing of any Product or service pursuant to said contract, the related organization will make available upon the written request of the Secretary or the Comptroller, or any of their duly authorized representatives, copies of records of said related organization that are necessary to certify the nature and extent of cost incurred by Purchaser for such Product or service.

27. DISPOSITION OF PRODUCTS

27.1 Purchaser expressly agrees that should Purchaser sell, transfer or otherwise dispose of the Products, Purchaser shall notify Seller in writing and give Seller the opportunity to purchase such Products. With Purchaser's notice, Purchaser shall provide Seller with a copy of the third party's binding offer to purchase the Products and Seller shall have seven (7) days to notify the Purchaser of an offer to purchase the Products.
05/15 Rev.

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Software License Schedule to the Siemens Medical Solutions USA, Inc General Terms and Conditions

1. DEFINITIONS: The following definitions apply to this Schedule:

"Agreement" shall mean the attached (i) Quotation for Products and/or Services including the Terms and Conditions of Sale and applicable schedules; and/or (ii) Software License Agreement describing the software licensed herein and the specific system for which the license is issued.

"Licensor" shall mean Siemens Medical Solutions USA, Inc.

"Licensee" shall mean the end-user to whom Licensor provides Software or Documentation for its internal use under the Agreement.

"Software" shall mean the software described in the attached Agreement, including the following as contained therein: (i) software programs consisting of a series of statements or instructions to be used directly or indirectly in a programmable controller or computer to bring about a certain result and (ii) databases consisting of systemized collections of data to be used or referenced directly or indirectly by a programmed controller or computer. Notwithstanding the foregoing, "Software" does not include "firmware" as such term is conventionally understood. Diagnostic/Maintenance Software also is not included within the scope of the Software licensed under this Schedule, and is available only as a special option under a separate Diagnostic Materials License Agreement and may be subject to a separate licensing fee.

"Documentation" shall mean the documents and other supporting materials which are intended to support the use of an associated product, including (but not limited to) instructions, descriptions, flow charts, logic diagrams and listings of the Software, in text or graphic form, on machine readable or printed media.

"Designated Unit" shall mean a single control unit or computer identified on the first page of the Agreement, on which Software licensed hereunder may be used by Licensee.

2. **SCOPE:** The following terms and conditions shall apply to all Software and Documentation provided by Licensor to Licensee under the Agreement (whether included with other products listed in the Agreement or listed separately in the Agreement), together with any updates or revisions thereto which Licensor may provide to Licensee, and all copies thereof, except any Software and/or Documentation licensed directly by Licensor's supplier under a separate end-user license agreement accompanying the Software or the Documentation. In which case Licensee agrees to be bound by that license agreement as a condition to using the Software and/or Documentation. Except as expressly provided herein, and provided that in no event shall the warranties or other obligations of Licensor with respect to such Software or Documentation exceed those set forth in this Schedule, this Schedule shall be subject to the liability limitations and exclusions and other terms and conditions set forth in the Agreement. **ANY USE OF THE SOFTWARE, INCLUDING BUT NOT LIMITED TO USE ON THE DESIGNATED UNIT, WILL CONSTITUTE LICENSEE'S AGREEMENT TO THIS SOFTWARE LICENSE SCHEDULE (OR RATIFICATION OF ANY PREVIOUS CONSENT).**

3. **SOFTWARE AND DOCUMENTATION LICENSE:** Subject to the payment of any applicable annual license fee(s), whether stated separately or included in the purchase price of another product, and to Licensee's acceptance of all of the obligations set forth herein and to the fulfillment of those obligations, Licensor or, if applicable, its licensor or supplier, hereby grants to Licensee a paid-up, nonexclusive and nontransferable (except as expressly provided in this Schedule) limited license to use the Software provided by Licensor under the Agreement solely for Licensee's own use on the Designated Unit and to use the Documentation in support of Licensee's authorized use of the Software, for the purpose of operating the Designated Unit in accordance with the instructions set forth in the user's manual supplied with the Designated Unit and for no other purpose whatsoever. A separate license is required for each Designated Unit on which the Software is to be used. Licensee may obtain from Licensor one copy of the Software licensed hereunder for backup and archival purposes only as is necessary to support Licensee's own authorized use of the Software, provided that Licensee includes on or in all copies (in any form) all copyright, trade secret or other proprietary notices contained on or in the Software as provided by Licensor. Additional copies of the Documentation may be licensed from Licensor at its then applicable charges. Licensee may make the Software and

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4. **PROPRIETARY PROTECTION AND CONFIDENTIALITY:** Ownership of and title to the Software and Documentation and all copies, in any form, licensed under this Schedule are and will remain in Licensor or its suppliers at all times. Licensee shall not (i) remove any copyright, trade secret or other proprietary right notices contained on or in the Software or Documentation as provided by Licensor, (ii) reproduce or modify any Software or Documentation or copy thereof, (iii) reverse assemble, reverse engineer or decompile any Software, or copy thereof, in whole or in part (except and only to the extent that such activity is expressly permitted by applicable law notwithstanding this limitation), (iv) sell, transfer or otherwise make available to others the Software or Documentation, or any copy thereof, except as expressly permitted by this Schedule, or (v) apply any techniques to derive any trade secrets embodied in the Software or Documentation. Licensee shall take all appropriate actions to ensure that: (i) the Software does not leave the Designated Unit's equipment location as set forth above, (ii) the Software is not copied by Licensee or any third parties, and (iii) the Software is not used in any equipment other than the Designated Unit. Licensee shall secure and protect the Software and Documentation and copies thereof from disclosure and shall take such actions with its employees and other persons who are permitted access to the Software or Documentation or copies as may be necessary to satisfy Licensee's obligations hereunder. Prior to disposing of any computer medium, computer memory or data storage apparatus, Licensee shall ensure that all copies of Software and Documentation have been erased therefrom or otherwise destroyed. In the event that Licensee becomes aware that any Software or Documentation or copies are being used in a manner not permitted by the license, Licensee shall immediately notify Licensor in writing of such fact and if the person or persons so using the Software or Documentation are employed or otherwise subject to Licensee's direction and control, Licensee shall use reasonable efforts to terminate such impermissible use. Licensee will fully cooperate with Licensor so as to enable Licensor to enforce its proprietary and property rights in the Software. Licensee agrees that, subject to Licensee's reasonable security procedures, Licensor shall have immediate access to the Software at all times and that Licensor may take immediate possession thereof upon termination or expiration of the associated license or this Schedule. Licensee's obligations under this paragraph shall survive any termination of a license, the Schedule or the Agreement.

5. **UPDATES AND REVISIONS:** During the warranty period or under a separate service contract or software update subscription, revised or updated versions of the Software licensed under this Schedule may be made available, at Licensor's option, to Licensee to use or to test while Licensee continues use of a previous version. Licensee has the right to decide whether to install any such revised or updated versions or to continue use of the previous version after giving due regard to the United States Food and Drug Administration rules and regulations. However, Licensee shall pay Licensor for any services necessitated by any modifications of the Software by Licensee or by Licensee's failure to utilize the current non-investigational version of the Software provided by Licensor. Software updates that provide new features or capabilities or that require hardware changes will be offered to Licensee at purchase prices established by Licensor. Licensor retains the sole right to determine whether an update represents an enhancement of a previously purchased capability or a new

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capability for which the Licensee will be charged. In addition, some updates may require Applications Training performed by Licensor's personnel that will be offered at Licensor's prevailing rates. Licensor retains the sole right to determine whether an update requires such training.

6. DELIVERY, RISK OF LOSS AND TITLE: Notwithstanding the provisions of Section 6 of the attached Terms and Conditions of Sale, if any, the Software and Documentation licensed hereunder shall be delivered on or about the delivery date stated in the Agreement unless a separate delivery date is agreed upon. If Software or Documentation licensed hereunder is lost or damaged during shipment from Licensor, Licensor will replace it at no charge to Licensee. If any Software or Documentation supplied by Licensor and licensed hereunder is lost or damaged while in the possession of Licensee, Licensor will replace it at Licensor's then current applicable charges, if any, for materials, processing and distribution. Notwithstanding the provisions of Section 6 of the attached Terms and Conditions of Sale, if any, the Software and Documentation, in any form, and all copies made by Licensee, including partial copies, and all computer media provided by Licensor are and remain the property of Licensor or its supplier. Licensee has no right, title or interest in the Software, the Documentation, or any computer media provided by Licensor, or copies, except as stated herein, and ownership of any such Software, Documentation and computer media shall at all times remain with Licensor or its suppliers.

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9. LICENSE TERM AND TERMINATION: The license for the Software and Documentation is effective on the shipment date of the Software and Documentation (F.O.B. shipping point or F.A.S., as the case may be) and continues until Licensee's possession of the Software and all copies ceases (except in connection with a transfer of the license as permitted by this Schedule) or until otherwise terminated as provided herein. Licensee may terminate the license for the Software and Documentation at any time after discontinuance of use of the Software and Documentation and all copies, upon written notice to Licensor. If Licensee (i) fails to comply with its obligations herein and does not cure such failure within ten (10) days after receipt of notice from Licensor, or (ii) attempts to assign the Agreement or this Schedule or any rights or obligations hereunder without Licensor's prior written consent, then Licensor may terminate the license hereunder and require the immediate discontinuance of all use of the Software and Documentation and all copies thereof in any form, including

modified versions and updated works. Within five (5) days after the termination of the license, Licensee shall, at Licensor's option either: (i) return to Licensor the Software and Documentation, and all copies, in any form, including updated versions, along with any computer media provided by Licensor; or (ii) destroy the affected Software and Documentation, and all copies, in any form, including updated versions, and certify such return or destruction in writing to Licensor.

10. MISCELLANEOUS: Since the unauthorized use of the Software and/or Documentation may leave Licensor without an adequate remedy at law, Licensee agrees that injunctive or other equitable relief will be appropriate to restrain such use, threatened or actual. Licensee further agrees that to the extent applicable, (i) any of Licensor's suppliers of Software and/or Documentation is a direct and intended beneficiary of this Schedule and may enforce it directly against Licensee with respect to the Software and/or Documentation provided by such supplier, and that (ii) **NO SUPPLIER OF LICENSOR SHALL BE LIABLE FOR ANY GENERAL, SPECIAL, DIRECT, INDIRECT, CONSEQUENTIAL, INCIDENTAL OR OTHER DAMAGES ARISING OUT OF ANY SUBLICENSE OF THE SOFTWARE AND/OR DOCUMENTATION. THIS LIMITATION ON LIABILITY SHALL APPLY EVEN IF ANY REMEDY FAILS OF ITS ESSENTIAL PURPOSE.**

11. ADDITIONAL PROVISIONS RELATING TO THIRD-PARTY SOFTWARE: If the Software includes software licensed by Licensor from third parties, the following additional provisions shall apply:

(a) If Software is provided by Licensor on separate media and labeled "Recovery Media," Licensee may use the Recovery Media solely to restore or reinstall the Software and/or Documentation originally installed on the Designated Unit.

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(c) The Software may contain support for programs written in Java. Java technology is not fault tolerant and is not designed, manufactured, or intended for use or resale as online control equipment in hazardous environments requiring fail-safe performance, such as in the operation of nuclear facilities, aircraft navigation or communication systems, air traffic control, direct life support machines, or weapons systems, in which the failure of Java technology could lead directly to death, personal injury, or severe physical or environmental damage. Sun Microsystems, Inc. has contractually obligated Licensor's supplier to make this disclaimer.

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- If Licensor provides or makes available to Licensee Supplemental components and no other end-user software licensing agreement terms are provided along with the Supplemental Components, then the terms of this Software License Schedule shall apply.

- If a supplier of Licensor or affiliates of such a supplier make available Supplemental Components, and no other end-user software licensing agreement terms are provided, then the terms of this Schedule shall apply, except that the supplier or affiliate entity providing the Supplemental Component(s) shall be the licensor of the Supplemental Component(s).

Licensor, its supplier(s), and their respective affiliates reserve the right to discontinue any Internet-based services provided to Licensee or made available to Licensee through the use of the Software.



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

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

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Revised 03/15/05

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TRADE-IN EQUIPMENT REQUIREMENTS

TRADE-IN EQUIPMENT REQUIREMENTS

THE FOLLOWING APPLIES ONLY TO THE EXTENT THAT THE QUOTATION INCLUDES AN EQUIPMENT TRADE IN OR IF A TRADE-IN IS LATER ADDED TO THIS QUOTATION VIA A CHANGE ORDER. THESE REQUIREMENTS ARE IN ADDITION TO ANY OTHER REFERENCED TERMS AND CONDITIONS OF THE QUOTATION AND SHALL REMAIN IN EFFECT REGARDLESS OF ANY CONTRARY LANGUAGE IN THE QUOTATION.

This Quotation includes the trade-in equipment described herein and referenced by either the Project Number Identified in the Quotation hereof (non-Ultrasound) or the Trade In Part Number (Ultrasound) as further described in the associated Trade Sheet which is incorporated herein by reference. Purchaser certifies that the description of the trade-in equipment as set forth on the Trade Sheet is a true and accurate representation of the equipment, and that the equipment is in good working condition unless otherwise noted on the Trade Sheet.

The trade-in equipment must be made available for removal no later than turnover of the new equipment. Purchaser must vacate the room of all items not listed on the Trade Sheet, or otherwise clearly identify all items listed on the Trade Sheet, prior to the start of the de-installation. If this is not done, Seller will have no liability for items which are subsequently removed or scrapped. If the de-installation or return of the trade-in equipment is delayed by Purchaser for reasons other than a force majeure event, or if upon inspection by Seller it is determined that the equipment does not meet the manufacturer's operating specifications, or if any items listed as included on the Trade Sheet are not made available at the time of de-installation, then trade-in value will be re-evaluated and any loss in value or additional costs incurred by Seller shall be deducted from the established trade-in value and the pricing set forth on this Quotation will be adjusted by change order. In the event that access to the non-ultrasound trade-in equipment is denied past 14 days from turnover, or access to ultrasound trade-in equipment is denied past 30 days from turnover, then Purchaser shall pay to Seller a rental fee in the amount 3.5% of the total trade-in value plus any additional value provided by an Elevate/Promotional program included in this quotation (no less than \$1000) for each month, or part thereof, that access is denied. In addition, if the purchase and installation of the new equipment covered by this Quotation is not completed, then Seller shall invoice Purchaser for all costs and expenses incurred by Seller in connection with the de-installation and removal of the trade-in equipment, including but not limited to labor, materials, rigging out, and transportation, which costs shall be paid by Purchaser within thirty (30) days of the invoice date.

Purchaser further acknowledges and agrees that (i) the trade-in equipment will be free and clear of all liens and encumbrances including, but not limited to, unpaid leases and loans, and that upon request, it will execute a bill of sale or other documents reasonably satisfactory to Siemens to transfer title and ownership of the

equipment to Seller, (ii) it is Purchaser's sole responsibility to delete all protected health information and any other confidential information from the equipment prior to de-installation, without damaging or cannibalizing the equipment or otherwise affecting the operation of the equipment in accordance with its specifications, (iii) the equipment, including all updates, upgrades, modifications, enhancements, revisions, software, S/W disks and manuals, shall be returned to Siemens in good operating condition, reasonable wear and tear excepted, and (iv) to the extent not prohibited by applicable law, Purchaser shall indemnify and hold Seller harmless from and against any and all claims, demands, causes of action, damages, liability, costs and expenses (including reasonable attorney's fees) resulting or arising from Purchaser's failure to comply with item (i) above.

FOR MR SYSTEMS: cryogen levels must be least 65% upon time of de-installation. FOR MOBILE SYSTEMS: system must be road worthy and a state issued title transferring ownership to Seller (or Designee) must be received prior to the removal of the mobile system. FOR MODALITY TRADE SYSTEMS (non-ultrasound): The trade-in equipment must be available for inspection within two weeks of the scheduled de-installation date. In addition, Purchaser must provide a clear path for the removal of the trade-in equipment and on the date of de-installation after final inspection and test by the Seller (or Designee) has occurred, the Purchaser must supply licensed tradespeople to disconnect the power and plumbing (including draining and removing and disposing of any hazardous materials including, but not limited to glycol from the chiller and oil from the transformer, as examples.) Any additional costs due to the need to use a larger rig (other than a standard 80 ton rig), as well as any construction activities, street closings, permits, etc., required to de-install/remove the equipment are out-of-scope costs and will be the responsibility of Purchaser. FOR ULTRASOUND SYSTEMS - Purchaser may provide transducers with the ultrasound unit being traded in, but will not receive additional credit for such transducers.

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40 Liberty Boulevard, Malvern, PA 19355

SIEMENS REPRESENTATIVE
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lori.vanhout@siemens-healthineers.com

MI Warranty Information

Product (New Systems and "ECO" Refurbished Systems Only)	Period of Warranty ¹	Coverage
MI-SPECT System or MI- PET System (not including radioactive sources and consumables)	12 months	Full Warranty (parts & labor, including ALL CT tubes) Principal Coverage Period 8am-5pm Monday through Friday ²

The parts warranty below only applies to purchased parts, not to replacement parts provided pursuant to a warranty. Repairs or replacements shall not interrupt, extend, or prolong the term of the warranty.

Straton CT tubes	Prorated to a maximum of 160,000 scan- seconds or 12 months whichever occurs first	Prorated credit given to customer against replacement cost	credit percentage = (160,000 – scan- seconds used) / 160,000*100
Dura Akron Q CT tubes	Prorated to a maximum of 120,000 scan- seconds or 12 months whichever occurs first	Prorated credit given to customer against replacement cost	credit percentage = (120,000 – scan- seconds used) / 120,000*100
All other Dura CT tubes	Prorated to a maximum of 130,000 scan- seconds or 12 months whichever occurs first	Prorated credit given to customer against replacement cost	credit percentage = (130,000 – scan- seconds used) / 130,000*100
Radioactive sources	Not covered		
Spare parts	6 months	Parts only	
Consumables	Refer to warranty of consumable item		



January 13th, 2025

Memorial Hospital of Sweetwater County

Siemens Financial Services, Inc. is pleased to submit this Preliminary Financing Proposal to you. The terms and conditions of the proposed financing are as follows:

Lessor: Siemens Financial Services, Inc., its designee or assignee
Lessee: Memorial Hospital of Sweetwater County
Bid ID: 28676
Equipment Location: TBD

60-Month \$1 Out with 6-month skip	
Equipment Description	Equipment Amount
Siemens Symbia Pro.Specta	\$880,000.00
Payment Stream Estimate*: 6 months @ \$0 followed by 60 months @ \$18,037.32	
End of Term: Lessee will own the system for \$1.00	

84-Month \$1 Out with 6-Month skip	
Equipment Description	Equipment Amount
Siemens Symbia Pro.Specta	\$880,000.00
Payment Stream Estimate*: 6 months @ \$0 followed by 84 months @ \$13,738.84	
End of Term: Lessee will own the system for \$1.00	

60 Month FMV with 6-month skip	
Equipment Description	Equipment Amount
Siemens Symbia Pro.Specta	\$880,000.00
Payment Stream Estimate*: 6 months @ \$0 followed by 60 months @ \$15,701.74	
End of Term: Lessee may purchase the system for its then fair market value not to exceed 22% of the original cost, return system to lessor, continue leasing system monthly, or finance the residual over 12 or 24 months and own the system for \$1.00	

PRICING: This Pricing is subject to the submittal by Lessee of its financial and business information and review by Lessor, which may result in modification of the pricing or a decision not to proceed with a lease proposal. Personal Guarantees are required.

RATE ADJUSTMENT: The Monthly Payments are based upon the like term Swap Rate as reported by any nationally recognized source of financial data that may be selected by Lessor in its reasonable discretion for purposes of establishing the Reference Rate for 1/13/2025 or, where there is no Swap Rate reported for the like term, then the Swap Rate for the term that is closest in length to the like term. The Monthly Payments will be adjusted for any corresponding increase in such Swap Rate as reported for the date that is two (2) business days prior to the Commencement Date of the financing. Rate is fixed upon commencement for the term of the financing.

**NET LEASE/
DOCUMENTS:**

This will be a non-cancelable transaction and all fees and costs for insurance, maintenance, filings, registration and taxes relating to the Lease and the Equipment will be for Lessee's account. All lease documentation shall be provided by Lessor and must be satisfactory to all parties.

INSURANCE:

Lessee will be required to provide Lessor with insurance certificates, in form and substance acceptable to Lessor, showing physical damage and liability insurance, with an insurer and in amounts satisfactory to Lessor, and which names Lessor and its assigns as loss payee and additional insured, as applicable.

**DOCUMENTATION
FEE:**

\$395

APPROVAL:

This proposal is subject to, among other things, final pricing and credit approval by Lessor.

REFERRAL:

Lessor may at its option refer the transaction (in part or in whole) to potential designees, along with the transmittal to such designees, of Lessee's financial and business information sent to and obtained by Lessor. Lessee, as well as any individuals whose personal information is included, consent to such transmittal by signing this proposal.

**PROPOSAL
EXPIRATION:**

This proposal shall expire if not accepted by Lessee within thirty (30) days from date of this letter.

The terms and conditions outlined herein are not all-inclusive and are based upon information provided to date. This proposal may be withdrawn or modified by Lessor at any time. This proposal does not represent an offer or commitment by Lessor to enter into a lease agreement or to provide any other financing and does not create any obligation for Lessor.

Please indicate your chosen option and acceptance of this proposal by executing a copy where indicated below and returning it to my attention. Your acceptance hereof acknowledges that this proposal contains the relevant terms and conditions to be incorporated into lease documents.

If you have any questions or comments, please do not hesitate to contact me at the number noted below. I look forward to working with your organization.

Sincerely,

James Blair
Finance Sales Manager – Western Zone
Siemens Financial Services, Inc.
40 Liberty Blvd
Malvern, PA 19355
Phone: 949-395-6583
Email : blair.james@siemens.com

AGREED TO AND ACCEPTED BY:

Lessee Memorial Hospital of Sweetwater County

Signature _____

Name _____

Title _____

Date _____



March 27, 2023

MEMORIAL HOSPITAL OF SWEETWATER

1200 COLLEGE DR,
ROCK SPRINGS, WY, 82901

Re: Executive Agreement

Dear Customer,

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

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

Equipment quotations

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

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

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

Siemens Medical Solutions USA, Inc.

40 Liberty Boulevard
Malvern, PA 19355-9998
USA

Phone: +1-888-826-9702
usa.siemens.com/healthcare

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

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

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

Siemens Medical Solutions USA, Inc.

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

Memorial Hospital of Sweetwater

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

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

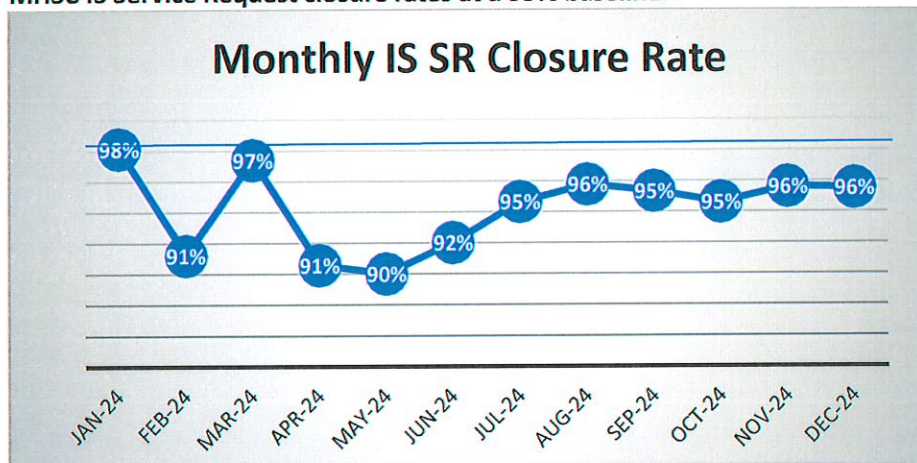
IS Report December 2024

By Terry (TJ) Thompson, IS Director

MHSC IS service environment:

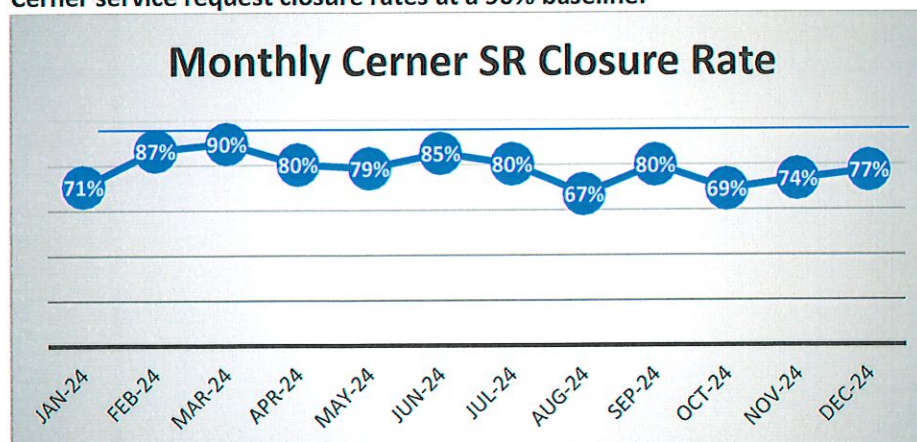
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 Uninterrupted Power Supplies

MHSC IS Service Request closure rates at a 95% baseline:



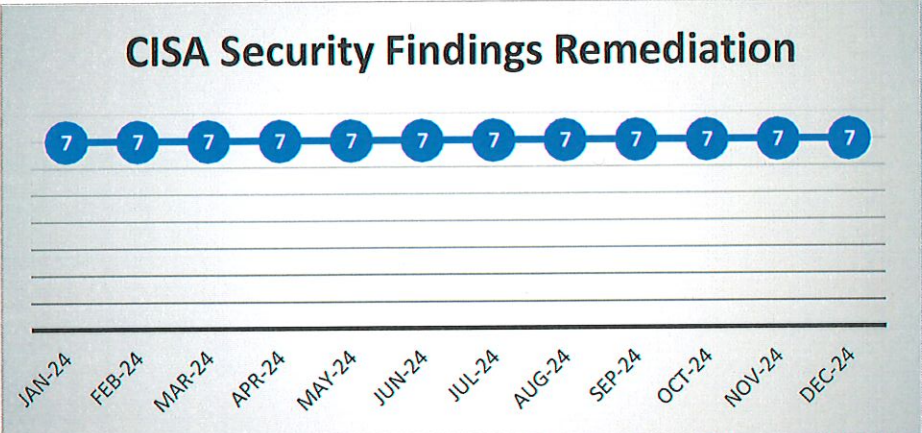
Service Desk 96% of our 95% monthly meantime to restore baseline. Where the service desk closed 859 of the 1052 service tickets opened, 40 of which are still pending. We finished the year at 94.26% where we close 10732 of the 12577 tickets, where 2189 were pending at some point. The reason we did not reach our baseline of 95% is that we were not fully staffed until July, 2024

Cerner service request closure rates at a 90% baseline:



Cerner is at 77% of the weekly meantime to restore the 90% baseline. Cerner closed 55 of the 85 service requests of which 14 are pending. Cerner finished the year at overall 78.29% where 837 tickets of the 1205 opened tickets were closed, and 84 were pending at some point.

Remediation of CISA Cyber Security findings:



The CISA Security Findings are down to 7, a reduction of 24 of the original 31 findings.

The remaining seven CISA security findings are known as heavy lift issues which require a restructuring of MHSC systems and network where we must make infrastructure changes without outages. We are slowly making these changes and will continue to monitor the remaining CISA issues this year with an ETA by the Q1 of 2025. With the new Intune configuration planned to be finished sometime in EOY 2024, we hope to have many of these security findings remediated.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. CISA is scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14 services on these hosts. Where two hosts have 4 medium and 3 low vulnerabilities. We are migrating to our new public IP addressing range, which requires coordination with multiple parties. Once we have completed this process, we will be able to remove the last four vulnerabilities.

2024-12-29

CYBER HYGIENE

REPORT CARD

Memorial Hospital of Sweetwater County



0

Hosts with unsupported software



0

Potentially Risky Open Services



0%

No Change in Vulnerable Hosts



CISA
CYBER INFRASTRUCTURE

HIGH LEVEL FINDINGS

LATEST SCANS

October 23, 2024 — December 29, 2024

Completed host scan on all assets

December 24, 2024 — December 29, 2024

Last vulnerability scan on all hosts

ASSETS OWNED

44

No Change

HOSTS

7

No Change

VULNERABLE HOSTS

2

No Change
29% of hosts vulnerable

ASSETS SCANNED

44

No Change
100% of assets scanned

SERVICES

14

Increase of 1

VULNERABILITIES

4

No Change

VULNERABILITIES

SEVERITY BY PROMINENCE



VULNERABILITY RESPONSE TIME

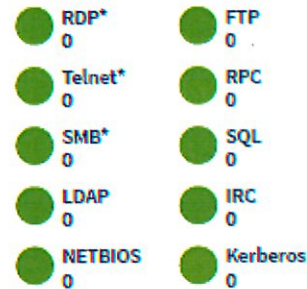


MAX AGE OF ACTIVE CRITICALS



MAX AGE OF ACTIVE HIGHS

POTENTIALLY RISKY OPEN SERVICES



None Open Open, No New Newly Opened

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

* Denotes the possibility of a network management interface.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO DECEMBER 2024 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for December is a gain of \$386,729 compared to a gain of \$803,326 in the budget. This yields a 3.36% operating margin for the month compared to 6.61% in the budget. The year-to-date operating gain is \$1,724,883 compared to a loss of \$823,880 in the budget. The year-to-date operating margin is 2.54%, compared to -1.23% in the budget.

Year-to-date, the total net gain is \$2,250,816, compared to a total net gain of \$904,368 in the budget. This represents a profit margin of 3.31% compared to 1.35% in the budget.

REVENUE. Revenue remained lower in December coming in at \$23,798,789, under budget by \$1,837,529. Inpatient revenue is \$3,731,937 under budget by \$1,163,895 and outpatient revenue is \$20,066,852, under budget by \$673,634. Year-to-date, gross revenue remains over budget by \$2,978,984. The largest percentage variances for revenue to budget comparison came from the following hospital departments:

Medical Oncology – 33%
Physical Therapy – 24%
Histology – 17%
Ultrasound – 14%

Inpatient – (64%)
Behavior Health - (52%)
Pet Scan - (43%)
Echocardiography (35%)
OP Infusions – (25%)
Sleep Lab – (25%)

REDUCTION OF REVENUE. Deductions from revenue are estimated at 52.3%, under budget for the month. The year-to-date reduction of revenue is 53.2%, slightly above budget. Total AR grew again, up \$3.6 million from the previous month. At the end of December, we were holding almost \$25 million in unbilled Medicare claims as we work through the CAH conversion.

Medicare – increase \$5,870,000
Medicaid – decrease \$821,000
Blue Cross – increase \$148,000
Commercial – decrease \$463,000

Government – decrease \$276,000
Self-Pay – decrease \$749,000
Worker's Comp – decrease \$98,000

Total collections for the month came in significantly higher this month, at \$10.5 million, at 92.9% of net patient revenue, below the monthly goal. Year-to-date collections decreased to 91.7% of net patient revenue. The goal for collections as a percentage of net revenue is $\geq 100\%$.

NET OPERATING REVENUE. Total net operating revenue is \$11,494,506 in December and \$67,928,417 year-to-date. Other operating revenue in December includes occupational medicine revenue and cafeteria revenue.

RATIOS. Annual Debt Service Coverage came in at 4.63. Days of Cash on Hand decreased two days to 109 days for December. Daily cash expenses stayed at \$333,000 year-to-date. Net days in AR decreased to 63.7 days.

VOLUME. Inpatient discharges, patient days and births were under budget for December. The average daily census (ADC) decreased to 11.6, under the budget for the month, and average length of stay (LOS) decreased to 3.2, slightly under budget. ER visits and Outpatient visits came in under budget and Clinic Visits and Surgeries were over budget.

EXPENSES. Total expenses were lower than the prior month, at \$11,107,778, under budget by \$243,247. Expenses remain under budget year to date by \$1,426,390. The following line items were over budget in December:

Contract Labor - Contract labor for Medical Floor, Labor & Delivery, Surgical Services, and Radiology are over budget in December. There is unbudgeted contract labor cost in Laboratory, Physical Therapy, Infection Control and Laundry as we continue to recruit permanent staff.

Physician Fees – Hospitalist locum fees were over budget for December. Clinic locums over budget include Obstetrics, Pediatrics and Neurology.

Supplies – Implants, med/surg supplies, minor equipment, food, office supplies, and linen are all over budget in December.

Leases and Rentals – Copier and water machine rentals came in over budget in December.

PROVIDER CLINICS. Revenue for the Clinics increased in December, coming in at \$3,035,731, over budget by \$305,049 for the month and remaining over budget year-to-date by \$1,011,324. Clinic volumes increased from November to 6,762 visits. Total Clinic expenses for December are slightly higher than the previous month, at \$2,264,747, over budget by \$103,172 for the month and under budget by \$34,634 year-to-date. Wages, physician fees, supplies, bio-med repairs, professional liability, equipment leases, and depreciation are over budget for December.

OUTLOOK FOR JANUARY. Gross patient revenue for January is projected slightly higher in January at \$24.5 million, but under the budget of \$26 million. Inpatient admissions, patient days and births are expected to be under budget again as we continue to see lower inpatient volumes compared to last year. LOS is currently lower at 2.5 days and the average daily census is at 12.4. Clinic visits, ER visits and total OP visits are projecting over budget. Respiratory, Laboratory, Imaging and Walk In visits are projecting to be under budget this month and down from the prior year. Surgeries are expected to be slightly over budget and higher from the prior year.

Collections are projecting higher in January, to around \$10.6 million even with minimal Medicare reimbursement coming in. Medicare monthly payments average around \$2.5 million. We expect to keep deductions of revenue stable as we work through the CAH conversion. Expenses are expected to come in close to budget in January. The estimated bottom line for January should be a slight gain for the month.

Critical Access. We received our letter of approval from CMS on 01/02/2025 with an effective date for our new Medicare billing number of 12/6/2024. This was expected but we did decide to release the claims between 10/01 and 12/06 under our prior number due to the risk of an appeal taking another 90 days. We released about \$18 million in Medicare claims the week of January 6 and are hopeful to start seeing some payments the last week of January. We continue to hold over \$10 million in Medicare claims as of 12/6/24 as we continue to wait on approval from Noridian, our Medicare Administrative Contactor. The Noridian approval letter will also include our rate letter which will indicate our cost to charge ratio and how Medicare will start reimbursing under CAH. Historically, Medicare monthly payments average \$2.5 million per month which is impacting both cash collections and Days Cash on Hand.

Strategic Plan - Finance Pillar. The objectives of the finance pillar of the new Strategic Plan have been created around the ongoing Clifton Larsen Allen revenue cycle paired advisory support project. The final executive summary of the engagement is included in the packet. The Strategic Plan objectives are also tracked on the Financial Goal graphs included in the Finance packet and on spotlight reports which report through the Quality Committee.

For fiscal year 2025, we continue to focus on the following revenue cycle metrics:

- Days Cash on Hand
- DNFB Days – Discharged Not Final Billed Days
- Total Days in AR
- Denials
- Accounts Receivable aging – Total and By Payer
- Cash Collections

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
January 29, 2025

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

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

Guests: Ms. Carrie Canestorp, *Director of HIM*
Ms. Cindy Nelson, *CXO*
Ms. Tracie Soller, *Medical Imaging Director*
Ms. Deb Sutton, *Marketing Director*
Mr. Taylor Jones, *County Commissioner*

Call Meeting to Order

Mr. Kelsey called the meeting to order via teleconference at 2:00 PM. He welcomed everyone and noted Commissioner Jones was in attendance.

Mission Moment

Ms. Sutton shared a positive comment that was posted online.

Approve Agenda

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

Approve Meeting Minutes

A motion to approve the meeting minutes from November 26, 2024, was made by Mr. Rood; second by Ms. Love. Motion carried. Mr. Kelsey reminded the group the Committee did not meet in December so there are no minutes from that month.

Capital Requests FY25

FY25-29

Mr. Thompson provided information on the request. Ms. Love reviewed why it was not budgeted. The motion to approve Capital Request FY25-29 for the PACS Network Infrastructure Project for \$442,349.89 as presented was made by Mr. Rood; second by Ms. Richardson. Motion carried.

FY25-32

Ms. Sutton reviewed the request. She said the current company would not sign a Business Associate Agreement (BAA) which is needed between HIPAA-covered entities and businesses to ensure complete protection of Protected Health Information (PHI). The Foundation will also be included in the website instead of having a separate site. The request was budgeted. The motion to approve Capital Request FY25-32 for the Website Redesign and Migration to New Site for \$52,992 as presented with the understanding Ms. Suzan Campbell, In-House Counsel, would sign off on the final agreement was made by Mr. Rood; second by Ms. Richardson. Motion carried.

FY25-35

Ms. Soller and Dr. Quickenden reviewed the request. Ms. Love said there will be construction costs associated with the equipment and we will look at adding those into the lease. The request was budgeted. The motion to approve FY25-35 for the Siemens Symbia Pro Spectra Lease for \$880,000 as presented was made by Mr. Rood; second by Ms. Richardson. Motion carried.

Mr. Kelsey asked Ms. Love to review the capital budget. She said, following these items, we should have approximately \$200,000 remaining. She said we may be coming to ask for an amendment to the capital budget for the year. Ms. Love said we are waiting to see what will happen with critical access financials.

Financial Report

Ms. Love reviewed the narrative highlights, critical access update, and financial goals information in the meeting packet. Mr. Cheese reviewed the self-pay report information. Mr. Cheese reported the preliminary bad debt amount is \$1,984,199.28.

Old Business

CLA Project – Financial goals

Ms. Love said the final report is included in the meeting packet. She said we will create a monthly update moving forward. Mr. Rood said it would be nice to see in six months looking at the baseline of the project and making a comparison with where we initially thought we would be. Ms. Love said she will develop a report.

Outsourcing Aging AR

Mr. Cheese provided an update. He said we signed a contract and spent the last two days training five of the company's personnel. He said we will be working on the accounts by the end of the current week. Ms. Love said we are using the FTE model. She said we should start seeing an impact in the commercial payer area.

Self-Pay Financing Options

Mr. Cheese provided an update and a brief overview. He said we are very excited about this project. Mr. Cheese said we will begin sending out an extra page of our statements to talk about this new option. A QR code will be included for people to go directly to a site to set things up and make a payment.

New Business

Strategic Plan Executive Update CY2024

Ms. Love said Dr. Barbara Sowada requested that this information be brought to the Committee to ensure all Trustees see it.

Financial Forum Discussion

Ms. Love said she received e-mails from Dr. Sowada with requests for some reports. Ms. Love asked the Committee for feedback on changes for future packets. Mr. Kelsey said we will discuss it at the February meeting.

The Committee Charter will be reviewed at the February meeting.

Next Meeting

Due to travel schedules, the next meeting was moved to Thursday or Friday, February 27 or 28. An invitation to a meeting will be sent out.

Mr. Kelsey thanked everyone for attending.

Meeting adjourned at 3:05 PM.

Submitted by Cindy Nelson



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

Unaudited Financial Statements

for

Six months ending December 31, 2024

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

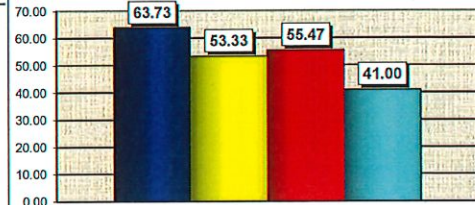
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Six months ending December 31, 2024

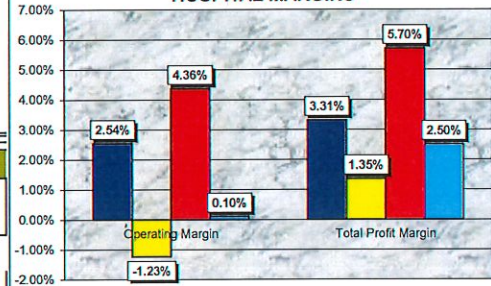
BALANCE SHEET

	YTD 12/31/2024	Prior FYE 6/30/2024
ASSETS		
Current Assets	\$46,303,109	\$43,911,479
Assets Whose Use is Limited	22,953,978	23,098,589
Property, Plant & Equipment (Net)	72,699,897	74,279,500
Other Assets	868,125	898,060
Total Unrestricted Assets	142,825,109	142,187,628
Restricted Assets	555,776	474,171
Total Assets	\$143,380,885	\$142,661,800
LIABILITIES AND NET ASSETS		
Current Liabilities	\$15,872,933	\$16,058,606
Long-Term Debt	22,693,030	23,506,667
Other Long-Term Liabilities	10,219,400	10,833,425
Total Liabilities	48,785,363	50,398,698
Net Assets	94,595,522	92,263,102
Total Liabilities and Net Assets	\$143,380,885	\$142,661,800

NET DAYS IN ACCOUNTS RECEIVABLE



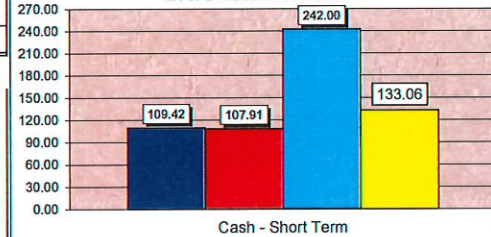
HOSPITAL MARGINS



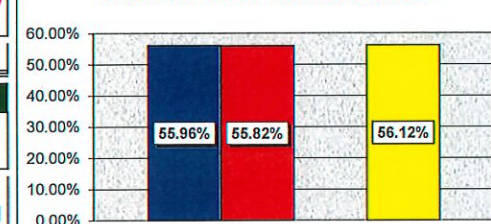
STATEMENT OF REVENUE AND EXPENSES - YTD

	12/31/24 ACTUAL	12/31/24 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$23,798,789	\$25,636,318	\$143,253,242	\$140,274,258
Deductions From Revenue	(12,440,113)	(13,624,399)	(76,218,329)	(74,426,678)
Net Patient Revenues	11,358,676	12,011,919	67,034,914	65,847,581
Other Operating Revenue	135,830	142,431	893,504	958,464
Total Operating Revenues	11,494,506	12,154,350	67,928,417	66,806,045
Expenses:				
Salaries, Benefits & Contract Labor	6,047,254	6,334,010	37,045,454	37,784,781
Purchased Serv. & Physician Fees	1,292,701	1,094,227	6,853,793	6,816,292
Supply and Drug Expenses	1,983,964	2,017,258	11,470,486	11,584,558
Other Operating Expenses	898,711	1,017,208	5,500,132	6,102,353
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	885,148	888,322	5,333,671	5,341,941
Total Expenses	11,107,778	11,351,024	66,203,535	67,629,924
NET OPERATING SURPLUS	386,729	803,326	1,724,883	(823,880)
Non-Operating Revenue/(Exp.)	11,555	824,031	525,933	1,728,248
TOTAL NET SURPLUS	\$398,284	\$1,627,357	\$2,250,816	\$904,368

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	12/31/24 ACTUAL	12/31/24 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	359	421	2,258	2,359
Average Acute Length of Stay	3.2	3.4	3.2	3.1
Total Emergency Room Visits	1,447	1,458	8,612	8,070
Outpatient Visits	8,338	8,548	49,750	48,641
Total Surgeries	205	202	1,213	1,038
Total Worked FTE's	481.03	521.15	492.75	521.15
Total Paid FTE's	564.91	571.09	547.54	571.09
Net Revenue Change from Prior Yr	4.23%	10.21%	9.02%	7.22%
EBIDA - 12 Month Rolling Average			11.47%	6.76%
Current Ratio			2.92	
Days Expense in Accounts Payable			32.88	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	12/31/24
Prior Fiscal Year End	06/30/24
CLA \$50-\$100M Net Revenue	6/30/2020

FINANCIAL STRENGTH INDEX - 1.57	
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Six months ending December 31, 2024

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 12/31/2024	Budget 6/30/2025	Prior Fiscal Year End 06/30/24	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	2.54%	1.47%	4.36%	0.10%
Total Profit Margin	↑	3.31%	4.61%	5.70%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	109.42	133.06	107.91	242.00
Net Days in Accounts Receivable	↓	63.73	53.33	55.47	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	12.55	11.59	11.61	12.00
Long Term Debt to Capitalization	↓	19.77%	17.97%	20.74%	27.00%
Debt Service Coverage Ratio **	↑	4.63	3.60	5.84	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	7.20	8.14	6.76	NA
Salary Expense per Paid FTE		\$105,967	\$106,348	\$105,036	NA
Salary and Benefits as a % of Total Operating Exp		55.96%	56.12%	55.82%	NA
Employee Benefits %		29.22%	30.75%	30.97%	22.98%
Supply Expense Per Adj. Discharge		\$2,653	\$2,865	\$2,510	\$1,270
		YTD - Actual 12/31/2024	Prior FYE 6/30/2024		
Other Ratios:					
Gross Days in Accounts Receivable		75.51	64.59		
Net Revenue per Adjusted Discharge		\$15,709	\$14,822		
Operating Expenses per Adj. Discharge		\$15,310	\$14,176		

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ending December 31, 2024

	ASSETS				
	Current Month 12/31/2024	Prior Month 11/30/2024	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2024
Current Assets					
Cash and Cash Equivalents	\$14,276,708	\$17,860,322	(\$3,583,615)	-20.06%	\$12,428,264
Gross Patient Accounts Receivable	59,210,138	55,600,550	3,609,587	6.49%	50,557,292
Less: Bad Debt and Allowance Reserves	(35,793,847)	(32,510,452)	(3,283,395)	-10.10%	(30,463,009)
Net Patient Accounts Receivable	23,416,291	23,090,099	326,192	1.41%	20,094,283
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,904,832	3,771,522	133,310	3.53%	6,209,096
Inventories	3,148,752	3,128,754	19,998		3,137,536
Prepaid Expenses	1,556,527	1,705,914	(149,387)	-8.76%	2,042,300
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	46,303,109	49,556,611	(3,253,502)	-6.57%	43,911,479
Assets Whose Use is Limited					
Cash	90,218	96,404	(6,186)	-6.42%	(123,123)
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	779,992	592,843	187,148	31.57%	1,585,606
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	7,468,892	4,446,901	3,021,991	67.96%	7,021,234
Other Limited Use Assets	14,614,877	14,614,876	1	0.00%	14,614,873
Total Limited Use Assets	22,953,978	19,751,025	3,202,953	16.22%	23,098,589
Property, Plant, and Equipment					
Land and Land Improvements	4,583,118	4,583,118	0	0.00%	4,583,118
Building and Building Improvements	51,735,284	51,735,284	0	0.00%	51,482,921
Equipment	140,050,501	139,906,341	144,160	0.10%	138,741,400
Construction In Progress	3,456,325	2,858,979	597,346	20.89%	1,630,998
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	199,825,227	199,083,721	741,506	0.37%	196,438,437
Less: Accumulated Depreciation	(127,125,329)	(126,240,182)	(885,148)	-0.70%	(122,158,937)
Net Property, Plant, and Equipment	72,699,897	72,843,539	(143,642)	-0.20%	74,279,500
Other Assets					
Unamortized Loan Costs	868,125	868,125	0	0.00%	898,060
Other	0	0	0	0.00%	0
Total Other Assets	868,125	868,125	0	0.00%	898,060
TOTAL UNRESTRICTED ASSETS	142,825,109	143,019,300	(194,190)	-0.14%	142,187,628
Restricted Assets	555,776	521,887	33,889	6.49%	474,171
TOTAL ASSETS	\$143,380,885	\$143,541,187	(\$160,301)	-0.11%	\$142,661,800

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ending December 31, 2024

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2024
	Current Month 12/31/2024	Prior Month 11/30/2024	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$6,202,470	\$6,517,403	\$314,933	4.83%	\$5,686,582
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	2,648,650	2,285,579	(363,071)	-15.89%	2,304,822
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	3,066,957	3,449,466	382,509		3,113,427
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	3,217,945	3,271,773	53,828	1.65%	3,386,824
Other Current Liabilities	736,911	551,451	(185,460)	-33.63%	1,566,951
Total Current Liabilities	15,872,933	16,075,673	202,739	1.26%	16,058,606
Long Term Debt					
Bonds/Mortgages Payable	25,910,976	26,101,528	190,553	0.73%	26,893,490
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	3,217,945	3,271,773	53,828	1.65%	3,386,824
Total Long Term Debt (Net of Current)	22,693,030	22,829,755	136,725	0.60%	23,506,667
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	10,219,400	10,472,410	253,010	2.42%	10,833,425
Total Other Long Term Liabilities	10,219,400	10,472,410	253,010	2.42%	10,833,425
TOTAL LIABILITIES	48,785,363	49,377,838	592,474	1.20%	50,398,698
Net Assets:					
Unrestricted Fund Balance	89,833,683	89,833,683	0	0.00%	82,391,633
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	551,904	518,015	(33,889)	-6.54%	470,299
Net Revenue/(Expenses)	2,250,816	1,852,532	N/A	N/A	7,442,051
TOTAL NET ASSETS	94,595,522	94,163,349	(432,173)	-0.46%	92,263,102
TOTAL LIABILITIES AND NET ASSETS	\$143,380,885	\$143,541,187	\$160,301	0.11%	\$142,661,800

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ending December 31, 2024

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	CURRENT MONTH				Prior Year 12/31/23
	Actual 12/31/24	Budget 12/31/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,452,968	\$4,655,222	(\$1,202,255)	-25.83%	\$4,119,968
Outpatient Revenue	17,310,090	18,250,414	(940,323)	-5.15%	17,109,573
Clinic Revenue	3,035,731	2,730,682	305,049	11.17%	2,429,711
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	23,798,789	25,636,318	(1,837,529)	-7.17%	23,659,252
Deductions From Revenue					
Discounts and Allowances	(10,310,868)	(11,951,026)	1,640,157	13.72%	(11,030,342)
Bad Debt Expense (Governmental Providers Only)	(2,085,286)	(1,434,320)	(650,966)	-45.39%	(1,360,315)
Medical Assistance	(43,958)	(239,053)	195,095	81.61%	(311,923)
Total Deductions From Revenue	(12,440,113)	(13,624,399)	1,184,286	8.69%	(12,702,579)
Net Patient Revenue	11,358,676	12,011,919	(653,243)	-5.44%	10,956,673
Other Operating Revenue	135,830	142,431	(6,601)	-4.63%	71,274
Total Operating Revenue	11,494,506	12,154,350	(659,844)	-5.43%	11,027,947
Operating Expenses					
Salaries and Wages	4,498,489	4,609,483	110,994	2.41%	4,134,172
Fringe Benefits	1,168,648	1,383,527	214,878	15.53%	1,293,553
Contract Labor	380,117	341,000	(39,117)	-11.47%	327,326
Physicians Fees	615,730	389,646	(226,084)	-58.02%	264,625
Purchased Services	676,971	704,581	27,610	3.92%	681,342
Drug Expense	973,483	1,015,114	41,631	4.10%	864,876
Supply Expense	1,010,481	1,002,144	(8,337)	-0.83%	911,134
Utilities	114,124	156,382	42,259	27.02%	139,792
Repairs and Maintenance	421,801	442,194	20,393	4.61%	356,186
Insurance Expense	99,122	107,291	8,169	7.61%	70,566
All Other Operating Expenses	221,366	274,813	53,447	19.45%	238,412
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	42,299	36,528	(5,771)	-15.80%	17,877
Depreciation and Amortization	885,148	888,322	3,175	0.36%	867,058
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	11,107,778	11,351,024	243,247	2.14%	10,166,918
Net Operating Surplus/(Loss)	386,729	803,326	(416,597)	-51.86%	861,029
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	61,976	19,357	42,620	220.18%	23,953
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(75,865)	(71,988)	3,877	-5.39%	(63,173)
Other Non-Operating Revenue/(Expenses)	25,444	876,663	(851,218)	-97.10%	15,618
Total Non Operating Revenue/(Expense)	11,555	824,031	(812,476)	-98.60%	(23,602)
Total Net Surplus/(Loss)	\$398,284	\$1,627,357	(\$1,229,073)	-75.53%	\$837,427
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$398,284	\$1,627,357	(\$1,229,073)	-75.53%	\$837,427
Operating Margin	3.36%	6.61%			7.81%
Total Profit Margin	3.46%	13.39%			7.59%
EBIDA	11.07%	13.92%			15.67%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ending December 31, 2024

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	YEAR-TO-DATE				Prior Year 12/31/23
	Actual 12/31/24	Budget 12/31/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$23,123,752	\$24,877,847	(\$1,754,094)	-7.05%	\$23,339,815
Outpatient Revenue	102,128,674	98,406,919	3,721,755	3.78%	92,037,152
Clinic Revenue	18,000,816	16,989,492	1,011,324	5.95%	15,223,031
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	143,253,242	140,274,258	2,978,984	2.12%	130,599,998
Deductions From Revenue					
Discounts and Allowances	(63,522,134)	(64,386,438)	864,303	1.34%	(60,015,898)
Bad Debt Expense (Governmental Providers Only)	(12,380,293)	(8,605,920)	(3,774,372)	-43.86%	(8,262,426)
Medical Assistance	(315,902)	(1,434,320)	1,118,418	77.98%	(764,611)
Total Deductions From Revenue	(76,218,329)	(74,426,678)	(1,791,651)	-2.41%	(69,042,935)
Net Patient Revenue	67,034,914	65,847,581	1,187,333	1.80%	61,557,063
Other Operating Revenue	893,504	958,464	(64,961)	-6.78%	748,432
Total Operating Revenue	67,928,417	66,806,045	1,122,373	1.68%	62,305,495
Operating Expenses					
Salaries and Wages	26,681,628	27,399,434	717,806	2.62%	24,195,480
Fringe Benefits	7,796,396	8,190,147	393,751	4.81%	6,879,670
Contract Labor	2,567,430	2,195,200	(372,230)	-16.96%	2,088,230
Physicians Fees	2,581,117	2,307,877	(273,239)	-11.84%	1,753,930
Purchased Services	4,272,676	4,508,414	235,738	5.23%	3,703,757
Drug Expense	5,993,616	6,090,683	97,067	1.59%	5,961,084
Supply Expense	5,476,870	5,493,876	17,006	0.31%	4,792,122
Utilities	694,107	744,113	50,005	6.72%	700,634
Repairs and Maintenance	2,316,425	2,681,566	365,141	13.62%	2,361,099
Insurance Expense	589,475	643,745	54,269	8.43%	410,379
All Other Operating Expenses	1,663,258	1,813,559	150,301	8.29%	1,544,918
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	236,866	219,371	(17,495)	-7.98%	202,533
Depreciation and Amortization	5,333,671	5,341,941	8,270	0.15%	5,187,101
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	66,203,535	67,629,924	1,426,390	2.11%	59,780,937
Net Operating Surplus/(Loss)	1,724,883	(823,880)	2,548,762	-309.36%	2,524,558
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	369,103	116,139	252,964	217.81%	191,676
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(428,053)	(433,290)	5,237	-1.21%	(371,934)
Other Non-Operating Revenue/(Expense)	584,883	2,045,399	(1,460,516)	-71.40%	103,823
Total Non Operating Revenue/(Expense)	525,933	1,728,248	(1,202,315)	-69.57%	(76,435)
Total Net Surplus/(Loss)	\$2,250,816	\$904,368	\$1,346,448	148.88%	\$2,448,123
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$2,250,816	\$904,368	\$1,346,448	148.88%	\$2,448,123
Operating Margin	2.54%	-1.23%			4.05%
Total Profit Margin	3.31%	1.35%			3.93%
EBIDA	10.39%	6.76%			12.38%

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

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	Actual 12/31/2024	Actual 11/30/2024	Actual 10/31/2024	Actual 9/30/2024	Actual 8/31/2024	Actual 7/31/2024
Gross Patient Revenue						
Inpatient Revenue	\$3,452,968	\$3,449,680	\$3,942,476	\$4,229,582	\$3,815,950	\$4,233,097
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$17,310,090	\$17,514,374	\$17,231,477	\$15,461,921	\$16,307,549	\$18,303,263
Clinic Revenue	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522	\$2,965,835
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$23,798,789	\$23,861,624	\$24,479,078	\$22,457,535	\$23,154,021	\$25,502,195
Deductions From Revenue						
Discounts and Allowances	\$10,310,868	\$10,536,882	\$11,073,864	\$10,445,910	\$10,358,617	\$10,795,994
Bad Debt Expense (Governmental Providers Only)	\$2,085,286	\$1,931,492	\$2,142,747	\$1,865,917	\$1,630,927	\$2,723,923
Charity Care	\$43,958	\$196,269	\$16,694	\$15,333	\$36,283	\$7,366
Total Deductions From Revenue	\$12,440,113	\$12,664,643	\$13,233,305	\$12,327,160	\$12,025,826	\$13,527,282
Net Patient Revenue	\$11,358,676	\$11,196,982	\$11,245,773	\$10,130,375	\$11,128,195	\$11,974,912
Other Operating Revenue	135,830	112,512	149,639	68,378	91,198	335,946
Total Operating Revenue	\$11,494,506	\$11,309,494	\$11,395,412	\$10,198,753	\$11,219,393	\$12,310,859
Operating Expenses						
Salaries and Wages	\$4,498,489	\$4,538,204	\$4,414,210	\$4,421,373	\$4,667,572	\$4,141,780
Fringe Benefits	\$1,168,648	\$1,388,682	\$1,324,180	\$1,138,750	\$1,687,786	\$1,088,350
Contract Labor	\$380,117	\$429,054	\$454,213	\$393,537	\$501,556	\$408,954
Physicians Fees	\$615,730	\$480,276	\$372,688	\$294,647	\$373,229	\$444,547
Purchased Services	\$676,971	\$759,193	\$758,597	\$739,663	\$724,260	\$613,991
Drug Expense	\$973,483	\$1,172,392	\$980,355	\$904,747	\$771,034	\$1,191,605
Supply Expense	\$1,010,481	\$806,083	\$899,196	\$984,579	\$853,023	\$923,507
Utilities	\$114,124	\$111,144	\$122,431	\$116,368	\$112,884	\$117,156
Repairs and Maintenance	\$421,801	\$352,225	\$414,564	\$337,361	\$447,570	\$342,905
Insurance Expense	\$99,122	\$100,220	\$97,214	\$97,214	\$97,214	\$98,493
All Other Operating Expenses	\$221,366	\$249,418	\$292,699	\$308,900	\$280,875	\$310,000
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$42,299	\$33,335	\$35,124	\$40,673	\$51,789	\$33,647
Depreciation and Amortization	\$885,148	\$884,329	\$884,208	\$889,405	\$900,391	\$890,190
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$11,107,778	\$11,304,556	\$11,049,677	\$10,667,216	\$11,469,184	\$10,605,124
Net Operating Surplus/(Loss)	\$386,729	\$4,937	\$345,735	(\$468,463)	(\$249,791)	\$1,705,735
Non-Operating Revenue:						
Contributions						
Investment Income	61,976	34,611	86,954	49,266	63,735	72,561
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	0	0	0	0	0
Interest Expense (Governmental Providers Only)	(75,865)	(69,734)	(70,257)	(68,858)	(77,005)	(66,334)
Other Non-Operating Revenue/(Expenses)	25,444	436,535	20,369	16,560	20,984	69,457
Total Non Operating Revenue/(Expense)	\$11,555	\$401,412	\$37,066	(\$3,032)	\$7,713	\$75,684
Total Net Surplus/(Loss)	\$398,284	\$406,350	\$382,802	(\$471,495)	(\$242,078)	\$1,781,419
Change in Unrealized Gains/(Losses) on Investment	0	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	\$398,284	\$406,350	\$382,802	(\$471,495)	(\$242,078)	\$1,781,419
Operating Margin	3.36%	0.04%	3.03%	-4.59%	-2.23%	13.86%
Total Profit Margin	3.46%	3.59%	3.36%	-4.62%	-2.16%	14.47%
EBIDA	11.07%	7.86%	10.79%	4.13%	5.80%	21.09%

Actual 6/30/2024	Actual 5/31/2024	Actual 4/30/2024	Actual 3/31/2024	Actual 2/29/2024	Actual 1/31/2024
\$3,753,329	\$4,873,910	\$3,666,923	\$4,236,296	\$4,714,671	\$5,004,383
\$16,025,677	\$17,065,942	\$16,587,785	\$15,459,637	\$15,607,056	\$16,628,567
\$2,909,994	\$3,098,260	\$3,244,931	\$3,031,288	\$3,252,627	\$3,067,826
\$0	\$0	\$0	\$0	\$0	\$0
\$22,689,001	\$25,038,111	\$23,499,639	\$22,727,221	\$23,574,354	\$24,700,776
\$10,263,890	\$11,795,527	\$11,571,869	\$10,397,914	\$9,922,170	\$12,184,470
\$2,000,964	\$1,283,539	\$1,043,471	\$1,508,964	\$1,403,286	\$1,320,206
\$241,325	\$57,087	\$2,736	\$89,904	\$302,604	\$5,763
12,506,179	13,136,153	12,618,076	11,996,782	11,628,061	13,510,438
\$10,182,821	\$11,901,958	\$10,881,563	\$10,730,439	\$11,946,293	\$11,190,337
305,556	131,038	163,765	128,902	398,244	286,515
10,488,378	12,032,996	11,045,328	10,859,341	12,344,537	11,476,852
\$4,693,168	\$4,203,693	\$4,125,869	\$4,151,633	\$4,204,531	\$4,262,641
\$1,105,022	\$1,677,550	\$1,369,376	\$1,751,548	\$1,345,949	\$1,307,203
\$475,083	\$543,862	\$370,248	\$284,184	\$354,484	\$306,448
\$451,969	\$389,941	\$288,730	\$243,692	\$338,319	\$322,799
\$727,936	\$691,394	\$792,911	\$773,560	\$705,125	\$688,536
\$918,152	\$1,125,459	\$1,022,725	\$823,901	\$1,042,911	\$844,768
\$620,399	\$956,733	\$958,145	\$853,767	\$1,193,600	\$997,801
\$107,637	\$122,860	\$118,540	\$123,306	\$123,145	\$128,505
\$446,822	\$367,427	\$380,073	\$359,588	\$433,508	\$460,691
\$62,095	\$135,140	\$72,832	\$71,334	\$71,184	\$70,566
\$260,091	\$253,110	\$271,601	\$216,298	\$301,714	\$182,091
\$42,332	\$36,108	\$37,629	\$48,301	\$54,589	\$20,820
\$920,211	\$946,935	\$887,647	\$885,626	\$878,266	\$880,262
\$10,830,915	\$11,450,213	\$10,696,326	\$10,586,737	\$11,047,324	\$10,473,131
(\$342,537)	\$582,783	\$349,002	\$272,604	\$1,297,214	\$1,003,721
133,266	282,618	56,673	52,083	55,654	54,241
0	0	0	0	0	0
(125,580)	(68,089)	(91,263)	(71,778)	(55,734)	(56,478)
515,404	15,619	17,003	593,094	512,608	15,618
\$523,090	\$230,148	(\$17,587)	\$573,399	\$512,528	\$13,381
\$180,553	\$812,931	\$331,415	\$846,003	\$1,809,742	\$1,017,102
59,257	272,726	0	0	0	0
\$239,810	\$1,085,657	\$331,415	\$846,003	\$1,809,742	\$1,017,102
-3.27%	4.84%	3.16%	2.51%	10.51%	8.75%
1.72%	6.76%	3.00%	7.79%	14.66%	8.86%
5.51%	12.71%	11.20%	10.67%	17.62%	16.42%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ending December 31, 2024

	CASH FLOW	
	Current Month 12/31/2024	Current Year-To-Date 12/31/2024
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$398,284	\$2,250,816
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	885,148	5,333,671
(Increase)/Decrease in Net Patient Accounts Receivable	(326,192)	(3,322,008)
(Increase)/Decrease in Other Receivables	(133,310)	2,304,265
(Increase)/Decrease in Inventories	(19,998)	(11,216)
(Increase)/Decrease in Pre-Paid Expenses	149,387	485,773
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(314,933)	515,888
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(19,439)	297,357
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	185,460	(830,039)
Net Cash Provided by Operating Activities:	804,408	7,024,506
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(741,506)	(3,754,068)
(Increase)/Decrease in Limited Use Cash and Investments	(3,209,140)	357,952
(Increase)/Decrease in Other Limited Use Assets	6,186	(213,341)
(Increase)/Decrease in Other Assets	0	29,935
Net Cash Used by Investing Activities	(3,944,459)	(3,579,522)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(190,553)	(982,515)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(253,010)	(614,026)
Net Cash Used for Financing Activities	(443,563)	(1,596,540)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(0)
Net Increase/(Decrease) in Cash	(3,583,615)	1,848,444
Cash, Beginning of Period	17,860,322	12,428,264
Cash, End of Period	\$14,276,708	\$14,276,708

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Six months ending December 31, 2024

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Current Month					Year-To-Date			
Actual 12/31/24	Budget 12/31/24	Positive/ (Negative) Variance	Prior Year 12/31/23		Actual 12/31/24	Budget 12/31/24	Positive/ (Negative) Variance	Prior Year 12/31/23
STATISTICS								
Discharges								
111	124	(13)	124	Acute	698	759	(61)	759
111	124	(13)	124	Total Adult Discharges	698	759	(61)	759
21	33	(12)	33	Newborn	201	217	(16)	217
132	157	(25)	157	Total Discharges	899	976	(77)	976
Patient Days:								
359	421	(62)	421	Acute	2,258	2,359	(101)	2,359
359	421	(62)	421	Total Adult Patient Days	2,258	2,359	(101)	2,359
36	54	(18)	54	Newborn	321	366	(45)	366
395	475	(80)	475	Total Patient Days	2,579	2,725	(146)	2,725
Average Length of Stay (ALOS)								
3.2	3.4	(0.2)	3.4	Acute	3.2	3.1	0.1	3.1
3.2	3.4	(0.2)	3.4	Total Adult ALOS	3.2	3.1	0.1	3.1
1.7	1.6	0.1	1.6	Newborn ALOS	1.6	1.7	(0.1)	1.7
Average Daily Census (ADC)								
11.6	13.6	(2.0)	13.6	Acute	12.3	12.8	(0.5)	12.8
11.6	13.6	(2.0)	13.6	Total Adult ADC	12.3	12.8	(0.5)	12.8
1.2	1.7	(0.6)	1.7	Newborn	1.7	2.0	(0.2)	2.0
Emergency Room Statistics								
130	153	(23)	153	ER Visits - Admitted	766	808	(42)	808
1,317	1,305	12	1,305	ER Visits - Discharged	7,846	7,262	584	7,262
1,447	1,458	(11)	1,458	Total ER Visits	8,612	8,070	542	8,070
8.98%	10.49%		10.49%	% of ER Visits Admitted	8.89%	10.01%		10.01%
117.12%	123.39%		123.39%	ER Admissions as a % of Total	109.74%	106.46%		106.46%
Outpatient Statistics:								
8,338	8,548	(210)	8,548	Total Outpatients Visits	49,750	48,641	1,109	48,641
151	207	(56)	207	Observation Bed Days	993	820	173	820
6,089	5,933	156	5,933	Clinic Visits - Primary Care	35,302	35,135	167	35,135
673	475	198	475	Clinic Visits - Specialty Clinics	3,429	3,188	241	3,188
59	56	3	56	IP Surgeries	382	306	76	306
146	146	0	146	OP Surgeries	831	732	99	732
Productivity Statistics:								
481.03	521.15	(40.12)	454.14	FTE's - Worked	492.75	521.15	(28.40)	454.78
564.91	571.09	(6.18)	536.97	FTE's - Paid	547.54	571.09	(23.55)	509.03
1.6100	1.6300	(0.02)	1.6300	Case Mix Index - Medicare	1.4950	1.4896	0.01	1.4083
1.4500	1.2900	0.16	1.2900	Case Mix Index - All payers	1.2867	0.6731	0.61	1.2050

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

12/31/24

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	75.51	64.59
Net Days in Accounts Receivable	63.73	55.47
Number of Gross Days in Unbilled Revenue	35.96	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	17.52%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.18%	0.93%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.22%	1.02%
Bad Debts as a % of Gross Patient Revenue - Current Month	8.76%	5.59%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	8.64%	6.14%
Collections as a Percentage of Net Revenue - Current Month	73.85%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	75.96%	100% or >
Percentage of Blue Cross Receivable > 90 Days	8.60%	< 10%
Percentage of Insurance Receivable > 90 Days	33.34%	< 15%
Percentage of Medicaid Receivable > 90 Days	36.41%	< 20%
Percentage of Medicare Receivable > 60 Days	16.63%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Six months ending December 31, 2024

Monthly Variances in excess of \$10,000 as well as in excess of 10% explained below.

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(1,837,529)	-7.17%	2,978,984	2.12%

Gross patient revenue is under budget for the month and over budget year to date. Patient statistics over budget in December were clinic visits.

Average Daily Census is 11.6 in December which is under budget by 2.0

Deductions from Revenue	1,184,286	8.69%	(1,791,651)	-2.41%
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Deductions from revenue are under budget for December and over budget year to date.

They are currently booked at 52.2% for December and 53.2% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

More detail included in the narrative.

Bad Debt Expense	(650,966)	-45.39%	(3,774,372)	-43.86%
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Bad debt expense is booked at 8.8% for December and 8.6% year to date.

Charity Care	195,095	81.61%	1,118,418	77.98%
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Charity care yields a high degree of variability month over month and is dependent on patient needs.

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

Other Operating Revenue	(6,601)	-4.63%	(64,961)	-6.78%
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Other Operating Revenue is under budget and under budget for the year.

Salaries and Wages	110,994	2.41%	717,806	2.62%
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Salary and Wages are under budget in December and are under budget year to date.

Paid FTEs are under budget by 6.18 FTEs for the month and under 23.55 FTEs year to date.

Fringe Benefits	214,878	15.53%	393,751	4.81%
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Fringe benefits are under budget in December and under budget year to date.

Contract Labor	(39,117)	-11.47%	(372,230)	-16.96%
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Contract labor is over budget for December and over budget year to date.

Med Floor, OR, L&D, Lab, Infection Control, Physical Therapy and Ultrasound are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ending December 31, 2024

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(226,084)	-58.02%	(273,239)	-11.84%
Physician fees over budget in December and over budget year to date. Hospitalists, Locum Ped's and Locums clinic are over budget in December.				
Purchased Services	27,610	3.92%	235,738	5.23%
Purchased services are under budget for December and under budget year to date. Expenses over budget are consulting, advertising, bank fee's and department mgmt service				
Supply Expense	(8,337)	-0.83%	17,006	0.31%
Supplies are under budget for December and under budget year to date. Line items over budget include implants, med/surg supplies, minor equipment and linen.				
Repairs & Maintenance	20,393	4.61%	365,141	13.62%
Repairs and Maintenance are under budget for December and under budget year to date.				
All Other Operating Expenses	53,447	19.45%	150,301	8.29%
This expense is under budget in December and under budget year to date. Other expenses over budget are freight, physician recruitment, and foundation other expenses.				
Leases and Rentals	(5,771)	-15.80%	(17,495)	-7.98%
This expense is uover budget for December and is over budget year to date				
Depreciation and Amortization	3,175	0.36%	8,270	0.15%
Depreciation is under budget for December and is under budget year to date				
BALANCE SHEET				
Cash and Cash Equivalents	(\$3,583,615)	-20.06%		
Cash decreased in December. Cash collections for December were \$10.6 million. Days Cash on Hand decreased 109 days.				
Gross Patient Accounts Receivable	\$3,609,587	6.49%		
This receivable increased in December due to holding Medicare claims.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Six months ending December 31, 2024

Monthly Variances in excess of \$10,000 as well as in excess of 10% explained below.

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(3,283,395)	-10.10%		
Bad Debt and Allowances increased.				
Other Receivables	133,310	3.53%		
Other Receivables increased in December due to QRA.				
Prepaid Expenses	(149,387)	-8.76%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	3,202,953	16.22%		
These assets increased due to QRA funds back to this account				
Plant Property and Equipment	(143,642)	-0.20%		
The decrease in these assets is due to the the normal increase in accumulated depreciation.				
Accounts Payable	314,933	4.83%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(363,071)	-15.89%		
This liability increased in December. The payroll accrual for December was 16 days.				
Accrued Benefits	382,509			
This liability increased in December with the normal accrual and usage of PTO.				
Other Current Liabilities	(185,460)	-33.63%		
This liability increased for December due to the payment on the bonds				
Other Long Term Liabilities	253,010	2.42%		
This liability decreased with the payments on the leases.				
Total Net Assets	370,822	-0.46%		
The net gain from operations for December is \$386,729				



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

PROVIDER CLINICS

Unaudited Financial Statements

for

Six months ending December 31, 2024

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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Six months ending December 31, 2024	

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Six months ending December 31, 2024

PAGE 2

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 12/31/2024	Year to Date 12/31/2024	Prior Fiscal Year End 06/30/24	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-32.85%	-25.62%	-23.84%	-36.58%
Total Profit Margin	-32.85%	-25.62%	-23.84%	-36.58%
Contractual Allowance %	45.06%	44.37%	44.34%	
Liquidity:				
Net Days in Accounts Receivable	43.91	43.27	42.14	39.58
Gross Days in Accounts Receivable	38.34	37.39	36.55	72.82
Productivity and Efficiency:				
Patient Visits Per Day	196.42	191.86	198.57	
Total Net Revenue per FTE	N/A	\$188,219	\$206,194	
Salary Expense per Paid FTE	N/A	\$160,162	\$176,010	
Salary and Benefits as a % of Net Revenue	104.43%	101.61%	103.17%	91.26%
Employee Benefits %	16.28%	19.41%	20.86%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ending December 31, 2024

	CURRENT MONTH				Prior Year 12/31/23
	Actual 12/31/24	Budget 12/31/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,035,731	2,730,682	305,049	11.17%	2,429,711
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	3,035,731	2,730,682	305,049	11.17%	2,429,711
Deductions From Revenue					
Discounts and Allowances	(1,367,918)	(1,206,407)	(161,511)	-13.39%	(1,175,631)
Total Deductions From Revenue	(1,367,918)	(1,206,407)	(161,511)	-13.39%	(1,175,631)
Net Patient Revenue	1,667,813	1,524,275	143,538	9.42%	1,254,080
Other Operating Revenue	36,932	41,485	(4,553)	-10.98%	39,646
Total Operating Revenue	1,704,745	1,565,760	138,985	8.88%	1,293,727
Operating Expenses					
Salaries and Wages	1,531,022	1,491,832	(39,190)	-2.63%	1,401,351
Fringe Benefits	249,304	288,293	38,990	13.52%	265,866
Contract Labor	0	0	0	0.00%	0
Physicians Fees	289,487	169,283	(120,203)	-71.01%	104,507
Purchased Services	1,579	3,470	1,891	54.50%	3,976
Supply Expense	27,236	22,588	(4,648)	-20.58%	18,050
Utilities	426	1,159	733	63.24%	957
Repairs and Maintenance	12,958	6,219	(6,740)	-108.38%	6,565
Insurance Expense	31,297	30,615	(682)	-2.23%	22,391
All Other Operating Expenses	108,182	138,709	30,527	22.01%	122,279
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	6,881	4,814	(2,067)	-42.94%	3,528
Depreciation and Amortization	6,374	4,594	(1,780)	-38.76%	6,757
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	2,264,747	2,161,576	(103,172)	-4.77%	1,956,227
Net Operating Surplus/(Loss)	(560,002)	(595,816)	35,814	-6.01%	(662,500)
Total Net Surplus/(Loss)	(560,002)	(595,816)	\$35,814	-6.01%	(\$662,500)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(560,002)	(595,816)	\$35,814	-6.01%	(\$662,500)
Operating Margin	-32.85%	-38.05%			-51.21%
Total Profit Margin	-32.85%	-38.05%			-51.21%
EBIDA	-32.48%	-37.76%			-50.69%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ending December 31, 2024

	YEAR-TO-DATE				Prior Year 12/31/23
	Actual 12/31/24	Budget 12/31/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	18,000,816	16,989,492	1,011,324	5.95%	15,223,031
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	18,000,816	16,989,492	1,011,324	5.95%	15,223,031
Deductions From Revenue					
Discounts and Allowances	(7,987,674)	(7,421,149)	(566,525)	-7.63%	(6,826,868)
Total Deductions From Revenue	(7,987,674)	(7,421,149)	(566,525)	-7.63%	(6,826,868)
Net Patient Revenue	10,013,143	9,568,344	444,799	4.65%	8,396,163
Other Operating Revenue	243,712	248,910	(5,198)	-2.09%	268,745
Total Operating Revenue	10,256,855	9,817,254	439,601	4.48%	8,664,908
Operating Expenses					
Salaries and Wages	8,727,907	8,841,493	113,586	1.28%	7,871,298
Fringe Benefits	1,693,973	1,550,737	(143,235)	-9.24%	1,385,318
Contract Labor	0	0	0	0.00%	0
Physicians Fees	1,104,910	1,115,700	10,790	0.97%	672,859
Purchased Services	12,736	20,619	7,883	38.23%	40,442
Supply Expense	170,932	174,329	3,397	1.95%	136,747
Utilities	5,650	6,954	1,304	18.75%	6,625
Repairs and Maintenance	46,978	37,311	(9,666)	-25.91%	32,439
Insurance Expense	187,784	183,690	(4,094)	-2.23%	129,974
All Other Operating Expenses	866,853	932,087	65,234	7.00%	814,470
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	28,683	28,924	241	0.83%	25,442
Depreciation and Amortization	38,495	27,690	(10,805)	-39.02%	42,130
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	12,884,900	12,919,533	34,634	0.27%	11,157,745
Net Operating Surplus/(Loss)	(2,628,045)	(3,102,280)	474,235	-15.29%	(2,492,837)
Total Net Surplus/(Loss)	(2,628,045)	(3,102,280)	\$474,235	-15.29%	(2,492,837)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,628,045)	(3,102,280)	\$474,235	-15.29%	(2,492,837)
Operating Margin	-25.62%	-31.60%			-28.77%
Total Profit Margin	-25.62%	-31.60%			-28.77%
EBIDA	-25.25%	-31.32%			-28.28%

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

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	Actual 12/31/2024	Actual 11/30/2024	Actual 10/31/2024	Actual 9/30/2024	Actual 8/31/2024
Gross Patient Revenue					
Clinic Revenue	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522
Deductions From Revenue					
Discounts and Allowances	(\$1,367,918)	(\$1,274,277)	(\$1,573,472)	(\$1,123,349)	(\$1,323,509)
Total Deductions From Revenue	(\$1,367,918)	(\$1,274,277)	(\$1,573,472)	(\$1,123,349)	(\$1,323,509)
Net Patient Revenue	\$1,667,813	\$1,623,294	\$1,731,653	\$1,642,683	\$1,707,013
Other Operating Revenue	\$36,932	\$39,322	\$44,944	\$37,318	\$44,317
Total Operating Revenue	1,704,745	1,662,616	1,776,597	1,680,001	1,751,330
Operating Expenses					
Salaries and Wages	\$1,531,022	\$1,465,903	\$1,484,489	\$1,472,901	\$1,447,522
Fringe Benefits	\$249,304	\$286,506	\$292,369	\$245,580	\$373,923
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$289,487	\$181,437	\$183,517	\$128,010	\$142,605
Purchased Services	\$1,579	\$1,505	\$2,324	\$2,679	\$3,262
Supply Expense	\$27,236	\$19,206	\$18,420	\$51,523	\$34,125
Utilities	\$426	\$971	\$635	\$1,048	\$1,723
Repairs and Maintenance	\$12,958	\$7,713	\$3,251	\$3,374	\$6,285
Insurance Expense	\$31,297	\$31,297	\$31,297	\$31,297	\$31,297
All Other Operating Expenses	\$108,182	\$108,064	\$179,591	\$149,112	\$134,426
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$6,881	\$4,221	\$4,176	\$5,617	\$3,716
Depreciation and Amortization	\$6,374	\$6,374	\$6,485	\$6,485	\$6,485
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$2,264,747	\$2,113,197	\$2,206,553	\$2,097,628	\$2,185,370
Net Operating Surplus/(Loss)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)	(\$434,039)
Total Net Surplus/(Loss)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)	(\$434,039)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)	(\$434,039)
Operating Margin	-32.85%	-27.10%	-24.20%	-24.86%	-24.78%
Total Profit Margin	-32.85%	-27.10%	-24.20%	-24.86%	-24.78%
EBIDA	-32.48%	-26.72%	-23.84%	-24.47%	-24.41%

Actual 7/31/2024	Actual 6/30/2024	Actual 5/31/2024	Actual 4/30/2024	Actual 3/31/2024	Actual 2/29/2024	Actual 1/31/2024	Actual 12/31/2023
\$2,965,835	\$3,098,260	\$3,244,931	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,965,835	\$3,098,260	\$3,244,931	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917
(\$1,325,148)	(\$1,247,082)	(\$1,596,933)	(\$1,305,169)	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)	(\$1,127,929)
(\$1,325,148)	(\$1,247,082)	(\$1,596,933)	(\$1,305,169)	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)	(\$1,127,929)
\$1,640,687	\$1,851,177	\$1,647,998	\$1,726,120	\$1,814,659	\$1,901,467	\$1,254,080	\$1,439,988
\$40,879	\$41,325	\$48,843	\$37,502	\$44,208	\$40,957	\$39,646	\$44,519
1,681,566	1,892,502	1,696,841	1,763,622	1,858,867	1,942,425	1,293,727	1,484,508
\$1,326,070	\$1,487,393	\$1,445,111	\$1,402,323	\$1,417,161	\$1,401,458	\$1,401,351	\$1,379,054
\$246,291	\$379,342	\$326,956	\$402,575	\$352,833	\$344,600	\$265,866	\$246,824
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$179,854	\$183,150	\$110,473	\$95,316	\$184,805	\$142,870	\$104,507	\$141,747
\$1,386	\$818	\$7,543	\$8,021	\$4,886	\$4,971	\$3,976	\$6,143
\$20,422	\$25,558	\$40,409	\$15,937	\$20,431	\$35,784	\$18,050	\$22,062
\$848	\$1,754	\$815	\$888	\$890	\$1,016	\$957	\$957
\$13,396	\$19,503	\$4,634	\$4,634	\$2,942	\$3,991	\$6,565	\$8,071
\$31,297	\$31,297	\$22,391	\$22,391	\$22,391	\$22,391	\$22,391	\$22,391
\$187,477	\$143,924	\$143,679	\$74,051	\$126,422	\$103,364	\$122,279	\$94,799
\$4,072	\$4,322	\$4,400	\$3,072	\$5,937	\$4,426	\$3,528	\$4,556
\$6,292	\$6,547	\$6,372	\$6,673	\$6,773	\$7,332	\$6,757	\$6,757
\$2,017,404	\$2,283,608	\$2,112,782	\$2,035,880	\$2,145,470	\$2,072,203	\$1,956,227	\$1,933,361
(\$335,839)	(\$391,106)	(\$415,941)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)	(\$448,853)
0	0	0	0	0	0	0	0
(\$335,839)	(\$391,106)	(\$415,941)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)	(\$448,853)
-19.97%	-20.67%	-24.51%	-15.44%	-15.42%	-6.68%	-51.21%	-30.24%
-19.97%	-20.67%	-24.51%	-15.44%	-15.42%	-6.68%	-51.21%	-30.24%
-19.60%	-20.32%	-24.14%	-15.06%	-15.05%	-6.30%	-50.69%	-29.78%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ending December 31, 2024

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
12/31/24	12/31/24	Variance	Year 12/31/23		12/31/24	12/31/24	Variance	Year 12/31/23
Outpatient Statistics:								
6,089	5,933	156	5,933	Clinic Visits - Primary Care	35,302	35,135	167	35,135
673	475	198	475	Clinic Visits - Specialty Clinics	3,429	3,188	241	3,188
Productivity Statistics:								
110.84	97.78	13.06	80.31	FTE's - Worked	85.72	97.78	(12.06)	75.77
90.14	107.45	(17.31)	98.24	FTE's - Paid	108.10	107.45	0.65	86.13

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR DECEMBER 24**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	684	13,000,853.83
CAPITAL EQUIPMENT (PLANT FUND)	6	216,178.36
CONSTRUCTION IN PROGRESS (BUILDING FUND)	5	518,024.37
PAYROLL DECEMBER 05, 2023		1,968,977.62
PAYROLL DECEMBER 19, 2023		1,924,443.35
PTO CASH OUT		472,282.85
TOTAL CASH OUTFLOW		<u>\$13,735,056.56</u>
CASH COLLECTIONS		10,625,296.00
INCREASE/DECREASE IN CASH		-\$3,109,760.56

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2025**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002665	7/1/2024	VERATHON MEDICAL	7,020.00	BLADDER SCANNER		
002666	7/1/2024	WYOELECTRIC, INC	27,700.00	ELECTRICAL BD X-RAY ROOM		
002666	7/1/2024	WYOELECTRIC, INC	4,522.00	UPS FOR IT EQUIPMENT		
002667	7/18/2024	CDW GOVERNMENT LLC	24,263.27	UPS FOR MHSC DATA CENTER		
002674	7/25/2024	CDW GOVERNMENT LLC	1,183.69	UPS FOR MHSC DATA CENTER		
002675	7/25/2024	PEDIA PALS, INC.	2,517.50	PEDIATRIC BED		
002676	7/25/2024	FOLLETT CORPORATION	5,375.54	ICE/WATER MACHINE FOR SAME DAY SURGERY		
JULY TOTALS					72,582.00	72,582.00
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002677	8/7/2024	WYOELECTRIC, INC	4,954.40	BACKUP UPS UNIT FOR IT		
002678	8/7/2024	INTERMOUNTAIN TRIMLIGHT (WEST HARRISON ENTERPRISES INC)	18,456.00	TRIMLIGHT SYSTEM ADDITION		
002679	8/16/2024	RADIOMETER AMERICA INC	14,150.00	ABL90 FLEX PLUS ANALYZER		
002680	8/22/2024	MEDICAL POSITIONING, INC	12,239.00	ULTRASCAN TABLE		
002681	8/22/2024	PEDIA PALS, INC.	2,517.50	PEDIATRIC BED		
002682	8/29/2024	COMPUNET, INC.	1,250.00	STORAGE FOR DAVINCI VIDEOS		
002683	8/29/2024	DATEX-OHMEDA, INC.	37,190.44	FETAL MONITORS		
002684	8/29/2024	WAXIE SANITARY SUPPLY	10,543.29	AUTOMATIC SCRUBBERS		
AUGUST TOTALS					101,300.63	173,882.63
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002677	9/12/2024	KARL STORZ ENDOSCOPY-AMERICA	31,042.82	INTUBATION SCOPE		
002678	9/12/2024	PACIFIC WATER INC	58,516.50	CONTROL HEADS FOR SOFT WATER SYSTEM		
002679	9/12/2024	ALLIED AWNING & RENTAL	56,556.58	DIGITAL ELECTRONIC MESSAGING SIGN-HOSPITAL		
002680	9/19/2024	DELL COMPUTER CORPORATION	15,057.70	DELL LAPTOPS		
002681	9/26/2024	INTERMOUNTAIN TRIMLIGHT (WEST HARRISON ENTERPRISES INC)	18,456.00	TRIMLIGHT SYSTEM ADDITION		
SEPTEMBER TOTALS					179,629.60	353,512.23
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002690	10/9/2024	BC GROUP INTERNATIONAL INC.	6,810.00	FLOW ANALYZER		
002691	10/9/2024	US MED-EQUIP, LLC	8,195.00	BLADDER SCANNER		
002692	10/31/2024	DELL COMPUTER CORPORATION	15,941.60	DELL LAPTOPS AND MONITORS		
002693	10/31/2024	GUARD RFID	2,500.00	INFANT SECURITY SYSTEM		
002694	10/31/2024	WYOELECTRIC, INC	2,127.00	UPS FOR IT EQUIPMENT		
OCTOBER TOTALS					35,573.60	389,085.83
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002695	11/14/2024	GUARD RFID	34,281.00	INFANT SECURITY SYSTEM		
002696	11/14/2024	OLYMPUS AMERICA INC	47,643.37	PEDIATRIC COLONSCOPE		
002697	11/14/2024	WYOELECTRIC, INC	24,590.00	DIGITAL MESSAGING SIGN - HOSPITAL		
NOVEMBER TOTALS					106,514.37	495,600.20
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002698	12/5/2024	AMERI-TECH EQUIPMENT COMPANY	13,180.36	SNOW PLOT		
002699	12/5/2024	MERIT MEDICAL SYSTEMS, INC	65,515.00	SAVI SCOUT CONSOLE		
002700	12/5/2024	VERATHON MEDICAL	6,000.00	VERATHON GLIDE SCOPE		
002701	12/12/2024	R & D SWEEPING & ASPHALT MAINTENANCE, L.C	25,525.00	PARKING LOT REPAIRS		
002702	12/12/2024	VERATHON MEDICAL	36,608.00	VERATHON GLIDE SCOPE		
002703	12/24/2024	HOLOGIC, INC.	69,350.00	MINI C-ARM		
DECEMBER TOTALS					216,178.36	711,778.56

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2025**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001240	7/18/2024	GROATHOUSE CONSTRUCTION,	44,113.25	LAB EXPANSION		
WF DEBT SERVICE	7/31/2024	WF DEBT SERVICE	185,523.05	WF DEBT SERVICE		
JULY TOTALS					229,636.30	229,636.30

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001241	8/1/2024	CITY OF ROCK SPRINGS	4,495.00	MOB RENOVATION		
001242	8/7/2024	PLAN ONE/ARCHITECTS	53,858.00	MOB RENOVATION		
001242	8/7/2024	PLAN ONE/ARCHITECTS	29,879.06	MEDICAL IMAGING SUITE RENOVATION		
001242	8/7/2024	PLAN ONE/ARCHITECTS	4,232.90	LAB EXPANSION		
001243	8/7/2024	ROCKET MINER	355.67	MOB RENOVATION		
001244	8/29/2024	GROATHOUSE CONSTRUCTION,	138,013.00	LAB EXPANSION		
WF DEBT SERVICE	8/16/2024	WF DEBT SERVICE	185,523.05	WF DEBT SERVICE		
AUGUST TOTALS					416,356.68	645,992.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001245	9/12/2024	CITY OF ROCK SPRINGS	14,255.00	MRI PHASE 2		
001246	9/12/2024	A. PLEASANT CONSTRUCTION, I	87,352.86	LAB EXPANSION		
001247	9/12/2024	PLAN ONE/ARCHITECTS	7,694.00	MOB ENTRANCE/ADA PARKING RENO		
001247	9/12/2024	PLAN ONE/ARCHITECTS	5,691.25	MRI PHASE 2		
001247	9/12/2024	PLAN ONE/ARCHITECTS	12,537.90	LAB EXPANSION		
001247	9/12/2024	PLAN ONE/ARCHITECTS	3,510.56	ONCOLOGY SUITE RENOVATION		
WF DEBT SERVICE	9/18/2024	WF DEBT SERVICE	185,460.15	WF DEBT SERVICE		
SEPTEMBER TOTALS					316,501.72	962,494.70

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001248	10/3/2024	GROATHOUSE CONSTRUCTION,	134,813.00	LAB EXPANSION		
001249	10/9/2024	PLAN ONE/ARCHITECTS	5,871.16	LAB EXPANSION		
001250	10/24/2024	WESTERN ENGINEERS & GEOLC	132.00	LAB EXPANSION		
001251	10/31/2024	GROATHOUSE CONSTRUCTION,	272,578.00	LAB EXPANSION		
WF DEBT SERVICE	10/16/2024	WF DEBT SERVICE	185,460.15	WF DEBT SERVICE		
OCTOBER TOTALS					598,854.31	1,561,349.01
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001252	11/7/2024	PLAN ONE/ARCHITECTS	9,451.51	LAB EXPANSION		
001253	11/26/2024	GROATHOUSE CONSTRUCTION,	400,246.00	LAB EXPANSION		
001254	11/26/2024	A. PLEASANT CONSTRUCTION, I	39,873.40	ONCOLOGY SUITE RENOVATION		
WF DEBT SERVICE	11/19/2024	WF DEBT SERVICE	185,460.15	WF DEBT SERVICE		
NOVEMBER TOTALS					635,031.06	2,196,380.07

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001255	12/5/2024	WESTERN ENGINEERS & GEOLC	1,499.00	LAB EXPANSION		
001256	12/12/2024	PLAN ONE/ARCHITECTS	7,579.22	LAB EXPANSION		
001257	12/19/2024	GROATHOUSE CONSTRUCTION,	319,491.00	LAB EXPANSION		
001258	12/24/2024	WESTERN ENGINEERS & GEOLC	3,995.00	LAB EXPANSION		
WF DEBT SERVICE	12/19/2024	WF DEBT SERVICE	185,460.15	WF DEBT SERVICE		
DECEMBER TOTALS					518,024.37	2,714,404.44

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2024

Amount	Description
88,085.21	Advertising Total
45.00	Bank Fees Total
24,881.48	Blood Total
3,500.00	Building Lease Total
146,774.00	Café Management Total
2,708.40	Cellular Telephone Total
55,814.12	Collection Agency Total
11,772.66	Computer Equipment Total
14,880.08	Consulting Fees Total
484,294.80	Contract Maintenance Total
493,716.00	Contract Personnel Total
778.14	Courier Services Total
6,709.03	Credit Card Payment Total
52,003.89	Dental Insurance Total
833.88	Diabetes Education Program Total
22,523.43	Dialysis Supplies Total
9,627.45	Employee Recruitment Total
7,199.88	Employee Vision Plan Total
194,697.69	Equipment Lease Total
9,696.05	Food Total
15,498.47	Freight Total
621.32	Fuel Total
3,452.29	Garbage Collection Total
894,064.92	Group Health Total
417,943.76	Hospital Supplies Total
29,070.80	Implant Supplies Total
39,843.90	Insurance Premiums Total
44,193.85	Insurance Refund Total
285,644.16	Laboratory Services Total
1,019.50	Laboratory Supplies Total
2,215.09	Laundry Supplies Total
24,431.60	Legal Fees Total
2,196.02	Liability Insurance Total
869.00	License/Fees Total
200.00	Licenses & Taxes Total
3,576.24	Linen Total
6,200.00	Lithrotripsy Service Total
34,637.92	Maintenance & Repair Total
6,882.72	Maintenance Supplies Total
2,102.69	Marketing & Promotional Supplies Total
865.00	Membership Dues Total
4,072.03	MHSC Foundation Total
6,619.84	Minor Equipment Total
261.00	Monthly Pest Control Total
3,015.49	Non Medical Supplies Total
17,367.03	Office Supplies Total
1,970.00	Other Employee Benefits Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2024

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2024

Check Number	Date	Vendor Check Name	Amount	Description
202918	12/5/24	BIG THICKET BROADCASTING	3,277.00	Advertising
203397	12/24/24	BIG THICKET BROADCASTING	3,277.00	Advertising
202922	12/5/24	BRIDGER VALLEY PIONEER	720.00	Advertising
203398	12/24/24	BRIDGER VALLEY PIONEER	645.00	Advertising
203117	12/12/24	KEMMERER GAZETTE	935.00	Advertising
203437	12/24/24	KEMMERER GAZETTE	460.00	Advertising
202984	12/5/24	LAMAR ADVERTISING	2,160.00	Advertising
203299	12/19/24	LAMAR ADVERTISING	450.00	Advertising
203317	12/19/24	PILOT BUTTE BROADCASTING	650.00	Advertising
203014	12/5/24	PINEDALE ROUNDUP	1,350.00	Advertising
203458	12/24/24	PINEDALE ROUNDUP	1,125.00	Advertising
203148	12/12/24	ROCKET MINER	894.97	Advertising
203027	12/5/24	ROYAL FLUSH ADVERTISING	3,050.87	Advertising
203329	12/19/24	ROYAL FLUSH ADVERTISING	18,005.47	Advertising
203153	12/12/24	SCORPION HEALTHCARE LLC	5,894.00	Advertising
203330	12/19/24	SCORPION HEALTHCARE LLC	2,849.00	Advertising
203162	12/12/24	THE RADIO NETWORK	6,265.65	Advertising
203045	12/5/24	TRUE NORTH CUSTOM PUBLISHING	5,395.00	Advertising
203479	12/24/24	TRUE NORTH CUSTOM PUBLISHING	2,850.00	Advertising
203480	12/24/24	UINTA COUNTY HERALD	250.00	Advertising
203484	12/24/24	UPSLOPE MEDIA LLC	26,010.00	Advertising
EFT000000008935	12/5/2024	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000008962	12/24/2024	GREEN RIVER STAR	1,291.25	Advertising
203147	12/12/24	RSNB BANK	45.00	Bank Fees
203055	12/5/24	VITALANT	9,440.23	Blood
203168	12/12/24	VITALANT	5,379.95	Blood
203490	12/24/24	VITALANT	10,061.30	Blood
203408	12/24/24	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
203504	12/24/24	UNIDINE CORPORATION	146,774.00	Café Management
203167	12/12/24	VERIZON WIRELESS, LLC	2,708.40	Cellular Telephone
203262	12/19/24	COLLECTION PROFESSIONALS, INC	126.00	Collection Agency
203095	12/12/24	EXPRESS RECOVERY SERVICES	42,316.50	Collection Agency
203169	12/12/24	WAKEFIELD & ASSOCIATES, INC.	13,371.62	Collection Agency
202931	12/5/24	CDW GOVERNMENT LLC	7,472.44	Computer Equipment
203078	12/12/24	CDW GOVERNMENT LLC	4,184.70	Computer Equipment
203401	12/24/24	CDW GOVERNMENT LLC	115.52	Computer Equipment
203252	12/19/24	GALLAGHER BENEFIT SERVICES, INC.	1,200.00	Consulting Fees
203009	12/5/24	PACT STUDIOS, LLC	7,455.08	Consulting Fees
203453	12/24/24	PACT STUDIOS, LLC	6,225.00	Consulting Fees
202898	12/5/24	ALLEGION ACCESS TECHNOLOGIES	2,722.50	Contract Maintenance
202904	12/5/24	AMERICAN PHYSICAL THERAPY ASSN	460.00	Contract Maintenance
202920	12/5/24	BISCOM	2,518.99	Contract Maintenance
203253	12/19/24	BISCOM	3,954.97	Contract Maintenance
202933	12/5/24	CERNER CORP	4,375.00	Contract Maintenance
203263	12/19/24	COMPUNET, INC.	2,765.49	Contract Maintenance
203492	12/24/24	COMPUTERSHARE TRUST COMPANY	3,000.00	Contract Maintenance
203265	12/19/24	CONSUMER FUSION INC.	5,175.00	Contract Maintenance
203278	12/19/24	ENERGY LABORATORIES INC.	258.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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202959	12/5/24	FRONT RANGE MOBILE IMAGING, INC.	13,464.00	Contract Maintenance
203421	12/24/24	FRONT RANGE MOBILE IMAGING, INC.	14,290.00	Contract Maintenance
202960	12/5/24	GE HEALTHCARE	24,958.89	Contract Maintenance
203284	12/19/24	GE HEALTHCARE	11,433.89	Contract Maintenance
203422	12/24/24	GE HEALTHCARE	22,781.16	Contract Maintenance
203289	12/19/24	GREENSHADES SOFTWARE	66.50	Contract Maintenance
202968	12/5/24	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
203426	12/24/24	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
203109	12/12/24	HOLOGIC, INC.	926.40	Contract Maintenance
203430	12/24/24	HOLOGIC, INC.	4,769.00	Contract Maintenance
203111	12/12/24	INOVALON PROVIDER INC.	995.70	Contract Maintenance
202980	12/5/24	ISI WATER CHEMISTRIES	5,486.90	Contract Maintenance
202987	12/5/24	LOOPSCREEN LLC	2,520.00	Contract Maintenance
203003	12/5/24	NETDAIS	1,575.00	Contract Maintenance
203005	12/5/24	ORACLE AMERICA, INC.	2,340.15	Contract Maintenance
203173	12/12/24	ORACLE AMERICA, INC.	17,808.75	Contract Maintenance
203312	12/19/24	ORACLE AMERICA, INC.	1,794.14	Contract Maintenance
203450	12/24/24	ORACLE AMERICA, INC.	201,666.73	Contract Maintenance
203007	12/5/24	OVATION HEALTHCARE	4,000.00	Contract Maintenance
203451	12/24/24	OVATION HEALTHCARE	4,000.00	Contract Maintenance
203140	12/12/24	PHILIPS HEALTHCARE	596.68	Contract Maintenance
203316	12/19/24	PHILIPS HEALTHCARE	18,653.00	Contract Maintenance
203012	12/5/24	PHILIPS MEDICAL SYSTEM N.A.CO	3,400.01	Contract Maintenance
203139	12/12/24	PHILIPS MEDICAL SYSTEM N.A.CO	1,016.67	Contract Maintenance
203315	12/19/24	PHILIPS MEDICAL SYSTEM N.A.CO	1,016.67	Contract Maintenance
203457	12/24/24	PHILIPS MEDICAL SYSTEM N.A.CO	1,366.67	Contract Maintenance
203017	12/5/24	QUADRAMED	17,750.00	Contract Maintenance
203022	12/5/24	REMI CORPORATION	3,021.83	Contract Maintenance
203023	12/5/24	RL DATIX	421.00	Contract Maintenance
203042	12/5/24	THOMSON REUTERS	1,775.89	Contract Maintenance
203351	12/19/24	TRANE U.S. INC.	10,552.00	Contract Maintenance
203165	12/12/24	UNITED AUDIT SYSTEMS, INC.	6,141.00	Contract Maintenance
203052	12/5/24	VANDERBILT	787.50	Contract Maintenance
203494	12/24/24	WIXCORP	7,500.00	Contract Maintenance
203171	12/12/24	WYODATA SECURITY INC.	3,800.00	Contract Maintenance
EFT000000008964	12/24/2024	NUANCE COMMUNICATIONS, INC	1,200.00	Contract Maintenance
EFT000000008967	12/24/2024	STATE FIRE DC SPECIALTIES	6,937.78	Contract Maintenance
W/T	12/20/2024	TRIZETTO	247.68	Contract Maintenance
W/T	12/6/2024	ZENITH	420.42	Contract Maintenance
W/T	12/20/2024	TRIZETTO	6,128.84	Contract Maintenance
203388	12/24/24	APPLIED STATISTICS & MANAGEMENT, INC.	16,000.00	Contract Maintenance
202956	12/5/24	FOCUSONE SOLUTIONS LLC	176,550.25	Contract Personnel
203099	12/12/24	FOCUSONE SOLUTIONS LLC	101,832.50	Contract Personnel
203282	12/19/24	FOCUSONE SOLUTIONS LLC	102,261.75	Contract Personnel
203419	12/24/24	FOCUSONE SOLUTIONS LLC	111,811.50	Contract Personnel
203152	12/12/24	SARAH ROTH	720.00	Contract Personnel
203465	12/24/24	SARAH ROTH	540.00	Contract Personnel
203008	12/5/24	PACKAGERUNNER LOGISTICS LLC	418.14	Courier Services
203452	12/24/24	PACKAGERUNNER LOGISTICS LLC	360.00	Courier Services

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W/T	12/30/2024	UMB BANK	6,709.03	Credit Card Payment
203089	12/12/24	DELTA DENTAL	52,003.89	Dental Insurance
203039	12/5/24	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	833.88	Diabetes Education Program
202958	12/5/24	FRESENIUS USA MARKETING, INC.	2,349.21	Dialysis Supplies
203101	12/12/24	FRESENIUS USA MARKETING, INC.	1,432.75	Dialysis Supplies
203283	12/19/24	FRESENIUS USA MARKETING, INC.	15,221.82	Dialysis Supplies
203420	12/24/24	FRESENIUS USA MARKETING, INC.	2,962.51	Dialysis Supplies
202970	12/5/24	HENRY SCHEIN INC	18.59	Dialysis Supplies
203428	12/24/24	HENRY SCHEIN INC	538.55	Dialysis Supplies
203368	12/19/24	ALTITUDE ANALYSIS	715.00	Employee Recruitment
202976	12/5/24	INSIGHT SCREENING LLC	1,379.80	Employee Recruitment
203112	12/12/24	INSIGHT SCREENING LLC	2,035.00	Employee Recruitment
203035	12/5/24	STATE OF WYOMING	130.00	Employee Recruitment
203469	12/24/24	STATE OF WYOMING	120.00	Employee Recruitment
203493	12/24/24	WESTERN WY COLLEGE	5,247.65	Employee Recruitment
203054	12/5/24	VISION SERVICE PLAN - WY	7,199.88	Employee Vision Plan
202928	12/5/24	CAREFUSION SOLUTIONS, LLC	20,990.00	Equipment Lease
202941	12/5/24	COPIER & SUPPLY COMPANY	3,844.53	Equipment Lease
203269	12/19/24	COPIER & SUPPLY COMPANY	6,210.10	Equipment Lease
203406	12/24/24	COPIER & SUPPLY COMPANY	11,301.61	Equipment Lease
202962	12/5/24	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
203103	12/12/24	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
203423	12/24/24	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
203300	12/19/24	LEAF	2,670.00	Equipment Lease
203302	12/19/24	MAKO SURGICAL CORP	15,200.00	Equipment Lease
203132	12/12/24	NEWLANE FINANCE COMPANY	54.99	Equipment Lease
203154	12/12/24	SHADOW MOUNTAIN WATER CO ,WY	49.95	Equipment Lease
203331	12/19/24	SHADOW MOUNTAIN WATER CO ,WY	1,266.44	Equipment Lease
203030	12/5/24	SIEMENS FINANCIAL SERVICES, INC	9,630.81	Equipment Lease
203333	12/19/24	SIEMENS FINANCIAL SERVICES, INC	16,124.17	Equipment Lease
203166	12/12/24	US BANK EQUIPMENT FINANCE	2,505.13	Equipment Lease
203357	12/19/24	US BANK EQUIPMENT FINANCE	1,194.27	Equipment Lease
203485	12/24/24	US BANK EQUIPMENT FINANCE	1,853.51	Equipment Lease
202953	12/5/24	F B MCFADDEN WHOLESALE	3,541.30	Food
203096	12/12/24	F B MCFADDEN WHOLESALE	2,603.25	Food
203279	12/19/24	F B MCFADDEN WHOLESALE	1,508.40	Food
203416	12/24/24	F B MCFADDEN WHOLESALE	2,043.10	Food
202954	12/5/24	FED EX	664.01	Freight
203097	12/12/24	FED EX	381.30	Freight
203280	12/19/24	FED EX	28.33	Freight
203417	12/24/24	FED EX	199.75	Freight
203044	12/5/24	TRIOSE, INC	6,498.27	Freight
203164	12/12/24	TRIOSE, INC	2,698.57	Freight
203354	12/19/24	TRIOSE, INC	2,810.82	Freight
203478	12/24/24	TRIOSE, INC	1,253.30	Freight
203356	12/19/24	UPS STORE	944.00	Freight
EFT00000008952	12/19/2024	LABORIE MEDICAL TECHNOLOGIES CORP	20.12	Freight
203323	12/19/24	BAILEY ENTERPRISES	621.32	Fuel
EFT00000008945	12/12/2024	WWS - ROCK SPRINGS	3,452.29	Garbage Collection

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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12/31/2024

W/T	12/23/2024	FURTHER ADMIN FEE	325.00	Group Health
W/T	12/5/2024	FURTHER FLEX 12/4/24	1,075.29	Group Health
W/T	12/19/2024	FURTHER FLEX 12/18/24	2,337.16	Group Health
W/T	12/27/2024	FURTHER FLEX 12/26/24	5,727.75	Group Health
W/T	12/12/2024	FURTHER FLEX 12/11/24	9,367.51	Group Health
W/T	12/27/2024	BLUE CROSS BLUE SHIELD 12/20/24	44,519.56	Group Health
W/T	12/23/2024	HEALTH EQUITY	72,514.00	Group Health
W/T	12/20/2024	BLUE CROSS BLUE SHIELD 12/13/24	218,154.77	Group Health
W/T	12/6/2024	BLUE CROSS BLUE SHIELD 12/6/24	249,780.65	Group Health
W/T	12/5/2024	BLUE CROSS BLUE SHIELD 11/29/24	290,263.23	Group Health
203026	12/5/24	ABBOTT NUTRITION	106.39	Hospital Supplies
203151	12/12/24	ABBOTT NUTRITION	61.10	Hospital Supplies
203328	12/19/24	ABBOTT NUTRITION	335.54	Hospital Supplies
203464	12/24/24	ABBOTT NUTRITION	39.19	Hospital Supplies
202894	12/5/24	AESCLAP INC	3,580.45	Hospital Supplies
203065	12/12/24	AESCLAP INC	472.39	Hospital Supplies
203240	12/16/24	ALLHEART	2,430.18	Hospital Supplies
202902	12/5/24	AMBU INCORPORATED	215.84	Hospital Supplies
203249	12/19/24	AMBU INCORPORATED	153.00	Hospital Supplies
202906	12/5/24	APPLIED MEDICAL	3,768.00	Hospital Supplies
203070	12/12/24	APPLIED MEDICAL	1,714.00	Hospital Supplies
203250	12/19/24	APPLIED MEDICAL	2,306.00	Hospital Supplies
203387	12/24/24	APPLIED MEDICAL	192.00	Hospital Supplies
202907	12/5/24	ARTHREX INC.	9,078.70	Hospital Supplies
203251	12/19/24	ARTHREX INC.	6,853.40	Hospital Supplies
203389	12/24/24	ARTHREX INC.	976.20	Hospital Supplies
202915	12/5/24	B BRAUN MEDICAL INC.	2,540.75	Hospital Supplies
202912	12/5/24	BARD MEDICAL	3,344.52	Hospital Supplies
202913	12/5/24	BAXTER HEALTHCARE CORP/IV	10,935.19	Hospital Supplies
202914	12/5/24	BAYER HEALTHCARE LLC	585.16	Hospital Supplies
203395	12/24/24	BAYER HEALTHCARE LLC	750.00	Hospital Supplies
202917	12/5/24	BG MEDICAL LLC	2,125.00	Hospital Supplies
202921	12/5/24	BOSTON SCIENTIFIC CORP	6,044.14	Hospital Supplies
203074	12/12/24	BOSTON SCIENTIFIC CORP	5,230.06	Hospital Supplies
203255	12/19/24	BOSTON SCIENTIFIC CORP	6,466.81	Hospital Supplies
203087	12/12/24	C R BARD INC	494.50	Hospital Supplies
203271	12/19/24	C R BARD INC	1,929.55	Hospital Supplies
202927	12/5/24	CARDINAL HEALTH/V. MUELLER	11,124.53	Hospital Supplies
203076	12/12/24	CARDINAL HEALTH/V. MUELLER	6,399.47	Hospital Supplies
203257	12/19/24	CARDINAL HEALTH/V. MUELLER	12,829.58	Hospital Supplies
203399	12/24/24	CARDINAL HEALTH/V. MUELLER	35,011.05	Hospital Supplies
202929	12/5/24	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
203400	12/24/24	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
202936	12/5/24	COASTAL LIFE SYSTEMS, INC.	429.95	Hospital Supplies
203264	12/19/24	CONE INSTRUMENTS	174.95	Hospital Supplies
203084	12/12/24	COOK MEDICAL INC.	360.00	Hospital Supplies
203266	12/19/24	COOK MEDICAL INC.	240.70	Hospital Supplies
202939	12/5/24	COOK MEDICAL INCORPORATED	2,462.02	Hospital Supplies
203267	12/19/24	COOK MEDICAL INCORPORATED	1,342.36	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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203272	12/19/24	CR BARD INC	333.82	Hospital Supplies
202947	12/5/24	DIAGNOSTIGA STAGO INC	1,713.30	Hospital Supplies
203090	12/12/24	DIAGNOSTIGA STAGO INC	524.50	Hospital Supplies
203274	12/19/24	DIAGNOSTIGA STAGO INC	982.03	Hospital Supplies
203092	12/12/24	DJ ORTHOPEDICS, LLC	102.96	Hospital Supplies
203276	12/19/24	DJ ORTHOPEDICS, LLC	1,146.80	Hospital Supplies
202948	12/5/24	EITAN GROUP NORTH AMERICA, INC.	572.32	Hospital Supplies
202951	12/5/24	ETHICON ENDO-SURGERY, INC	3,950.46	Hospital Supplies
203094	12/12/24	EXPAND-A-BAND,LLC	126.00	Hospital Supplies
202963	12/5/24	GENERAL HOSPITAL SUPPLY CORPORATION	999.00	Hospital Supplies
203286	12/19/24	GENERAL HOSPITAL SUPPLY CORPORATION	240.00	Hospital Supplies
202967	12/5/24	GYNEX CORP	483.10	Hospital Supplies
203290	12/19/24	GYNEX CORP	597.41	Hospital Supplies
202969	12/5/24	HEALTHCARE LOGISTICS INC	514.59	Hospital Supplies
203105	12/12/24	HEALTHCARE LOGISTICS INC	23.16	Hospital Supplies
203291	12/19/24	HEALTHCARE LOGISTICS INC	909.57	Hospital Supplies
203427	12/24/24	HEALTHCARE LOGISTICS INC	104.13	Hospital Supplies
203107	12/12/24	HILL-ROM	531.15	Hospital Supplies
203108	12/12/24	HOLLISTER	61.65	Hospital Supplies
202974	12/5/24	HULL ANESTHESIA INC	201.00	Hospital Supplies
203432	12/24/24	HULL ANESTHESIA INC	397.00	Hospital Supplies
203113	12/12/24	J & J HEALTH CARE SYSTEMS INC	2,530.16	Hospital Supplies
203294	12/19/24	J & J HEALTH CARE SYSTEMS INC	22,231.27	Hospital Supplies
203435	12/24/24	J & J HEALTH CARE SYSTEMS INC	8,737.82	Hospital Supplies
203115	12/12/24	KARL STORZ ENDOSCOPY-AMERICA	6,588.99	Hospital Supplies
203297	12/19/24	KARL STORZ ENDOSCOPY-AMERICA	496.62	Hospital Supplies
202983	12/5/24	KCI USA	2,399.31	Hospital Supplies
203116	12/12/24	KCI USA	511.31	Hospital Supplies
203298	12/19/24	KCI USA	821.47	Hospital Supplies
203001	12/5/24	M V A P MEDICAL SUPPLIES, INC.	318.00	Hospital Supplies
203129	12/12/24	M V A P MEDICAL SUPPLIES, INC.	351.80	Hospital Supplies
203303	12/19/24	MARKET LAB, INC	831.95	Hospital Supplies
202990	12/5/24	MASIMO AMERICAS, INC.	880.00	Hospital Supplies
203304	12/19/24	MASIMO AMERICAS, INC.	880.00	Hospital Supplies
203440	12/24/24	MASIMO AMERICAS, INC.	1,090.00	Hospital Supplies
202992	12/5/24	MCKESSON MEDICAL-SURGICAL	3,823.05	Hospital Supplies
203123	12/12/24	MCKESSON MEDICAL-SURGICAL	193.51	Hospital Supplies
203442	12/24/24	MCKESSON MEDICAL-SURGICAL	161.54	Hospital Supplies
202993	12/5/24	MEDLINE INDUSTRIES INC	34,054.20	Hospital Supplies
203125	12/12/24	MEDLINE INDUSTRIES INC	34,900.21	Hospital Supplies
203306	12/19/24	MEDLINE INDUSTRIES INC	24,483.21	Hospital Supplies
203443	12/24/24	MEDLINE INDUSTRIES INC	36,415.49	Hospital Supplies
203307	12/19/24	MEDTRONIC USA INC	865.20	Hospital Supplies
203444	12/24/24	MEDTRONIC, USA	865.20	Hospital Supplies
203004	12/5/24	OLYMPUS AMERICA INC	5,295.59	Hospital Supplies
203134	12/12/24	OLYMPUS AMERICA INC	1,684.09	Hospital Supplies
203311	12/19/24	OLYMPUS AMERICA INC	7,227.90	Hospital Supplies
203449	12/24/24	OLYMPUS AMERICA INC	10,353.41	Hospital Supplies
203138	12/12/24	PERFORMANCE HEALTH SUPPLY INC	178.14	Hospital Supplies

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203318	12/19/24	PREFERRED MEDICAL PRODUCTS	56.46	Hospital Supplies
203020	12/5/24	RADIOMETER AMERICA INC	1,359.63	Hospital Supplies
203142	12/12/24	RADIOMETER AMERICA INC	624.07	Hospital Supplies
203322	12/19/24	RADIOMETER AMERICA INC	1,783.20	Hospital Supplies
203143	12/12/24	RESMED CORP	275.60	Hospital Supplies
203144	12/12/24	RESPIRONICS	165.00	Hospital Supplies
203324	12/19/24	RESPIRONICS	348.58	Hospital Supplies
203462	12/24/24	RESPIRONICS	165.00	Hospital Supplies
203325	12/19/24	ROCK SPRINGS I.V. CENTER	1,198.08	Hospital Supplies
203337	12/19/24	SMITHS MEDICAL ASD INC	422.71	Hospital Supplies
203036	12/5/24	STERIS CORPORATION	8,639.37	Hospital Supplies
203157	12/12/24	STERIS CORPORATION	1,641.89	Hospital Supplies
203342	12/19/24	STERIS CORPORATION	1,671.37	Hospital Supplies
203470	12/24/24	STERIS CORPORATION	6,601.17	Hospital Supplies
203347	12/19/24	SUREMARK CO	336.00	Hospital Supplies
203043	12/5/24	TRI-ANIM HEALTH SERVICES INC	2,471.88	Hospital Supplies
203163	12/12/24	TRI-ANIM HEALTH SERVICES INC	86.48	Hospital Supplies
203352	12/19/24	TRI-ANIM HEALTH SERVICES INC	422.71	Hospital Supplies
203477	12/24/24	TRI-ANIM HEALTH SERVICES INC	1,549.12	Hospital Supplies
203051	12/5/24	UTAH MEDICAL PRODUCTS INC	434.01	Hospital Supplies
203488	12/24/24	UTAH MEDICAL PRODUCTS INC	87.72	Hospital Supplies
203358	12/19/24	VERATHON INC.	491.46	Hospital Supplies
203056	12/5/24	WAXIE SANITARY SUPPLY	6,611.19	Hospital Supplies
203359	12/19/24	WAXIE SANITARY SUPPLY	3.45	Hospital Supplies
203491	12/24/24	WAXIE SANITARY SUPPLY	5,837.45	Hospital Supplies
EFT00000008931	12/5/2024	BREG INC	783.06	Hospital Supplies
EFT00000008933	12/5/2024	HARDY DIAGNOSTICS	722.49	Hospital Supplies
EFT00000008934	12/5/2024	OVATION MEDICAL	23.90	Hospital Supplies
EFT00000008939	12/12/2024	BREG INC	49.42	Hospital Supplies
EFT00000008940	12/12/2024	HARDY DIAGNOSTICS	343.44	Hospital Supplies
EFT00000008942	12/12/2024	MARSHALL INDUSTRIES	756.84	Hospital Supplies
EFT00000008950	12/19/2024	BREG INC	39.56	Hospital Supplies
EFT00000008951	12/19/2024	HARDY DIAGNOSTICS	714.37	Hospital Supplies
EFT00000008954	12/19/2024	OVATION MEDICAL	23.90	Hospital Supplies
EFT00000008960	12/24/2024	BREG INC	29.06	Hospital Supplies
EFT00000008961	12/24/2024	CLINICAL CHOICE	869.96	Hospital Supplies
EFT00000008963	12/24/2024	HARDY DIAGNOSTICS	533.75	Hospital Supplies
EFT00000008966	12/24/2024	OVATION MEDICAL	584.35	Hospital Supplies
203006	12/5/24	OSSIO, INC.	10,845.00	Implant Supplies
203313	12/19/24	OSSIO, INC.	15,430.00	Implant Supplies
203454	12/24/24	PARAGON 28 INC.	2,795.80	Implant Supplies
203049	12/5/24	PROVIDENT LIFE & ACCIDENT	32,114.22	Insurance Premiums
203483	12/24/24	PROVIDENT LIFE & ACCIDENT	7,729.68	Insurance Premiums
203212	12/12/24	INSURANCE REFUND	15.30	Insurance Refund
203213	12/12/24	INSURANCE REFUND	28.18	Insurance Refund
203208	12/12/24	INSURANCE REFUND	187.35	Insurance Refund
203226	12/12/24	INSURANCE REFUND	109.20	Insurance Refund
203371	12/19/24	INSURANCE REFUND	825.69	Insurance Refund
203217	12/12/24	INSURANCE REFUND	20.28	Insurance Refund

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203200	12/12/24	INSURANCE REFUND	49.33	Insurance Refund
203220	12/12/24	INSURANCE REFUND	16,928.65	Insurance Refund
203210	12/12/24	INSURANCE REFUND	292.55	Insurance Refund
203218	12/12/24	INSURANCE REFUND	113.90	Insurance Refund
203219	12/12/24	INSURANCE REFUND	62.60	Insurance Refund
203221	12/12/24	INSURANCE REFUND	2,195.46	Insurance Refund
203222	12/12/24	INSURANCE REFUND	2,851.89	Insurance Refund
203223	12/12/24	INSURANCE REFUND	66.44	Insurance Refund
203224	12/12/24	INSURANCE REFUND	70.99	Insurance Refund
203230	12/12/24	INSURANCE REFUND	209.60	Insurance Refund
203231	12/12/24	INSURANCE REFUND	1,706.03	Insurance Refund
203232	12/12/24	INSURANCE REFUND	1,795.50	Insurance Refund
203233	12/12/24	INSURANCE REFUND	331.28	Insurance Refund
203525	12/31/24	INSURANCE REFUND	734.67	Insurance Refund
203229	12/12/24	INSURANCE REFUND	1,882.90	Insurance Refund
203211	12/12/24	INSURANCE REFUND	13.26	Insurance Refund
203215	12/12/24	INSURANCE REFUND	566.30	Insurance Refund
203216	12/12/24	INSURANCE REFUND	957.00	Insurance Refund
203227	12/12/24	INSURANCE REFUND	2,565.00	Insurance Refund
203209	12/12/24	INSURANCE REFUND	26.98	Insurance Refund
203199	12/12/24	INSURANCE REFUND	407.55	Insurance Refund
203380	12/19/24	INSURANCE REFUND	1,130.50	Insurance Refund
203381	12/19/24	INSURANCE REFUND	1,649.93	Insurance Refund
203382	12/19/24	INSURANCE REFUND	104.12	Insurance Refund
203383	12/19/24	INSURANCE REFUND	1,991.44	Insurance Refund
203214	12/12/24	INSURANCE REFUND	100.00	Insurance Refund
203225	12/12/24	INSURANCE REFUND	3,782.11	Insurance Refund
203228	12/12/24	INSURANCE REFUND	216.41	Insurance Refund
203201	12/12/24	INSURANCE REFUND	22.33	Insurance Refund
203202	12/12/24	INSURANCE REFUND	32.38	Insurance Refund
203203	12/12/24	INSURANCE REFUND	6.13	Insurance Refund
203204	12/12/24	INSURANCE REFUND	59.38	Insurance Refund
203205	12/12/24	INSURANCE REFUND	37.09	Insurance Refund
203206	12/12/24	INSURANCE REFUND	25.82	Insurance Refund
203207	12/12/24	INSURANCE REFUND	22.33	Insurance Refund
202899	12/5/24	ALLERMETRIX INC	896.75	Laboratory Services
203367	12/19/24	ALLERMETRIX INC	1,048.70	Laboratory Services
202957	12/5/24	FOUNDATION MEDICINE	70.00	Laboratory Services
203121	12/12/24	LGC CLINICAL DIAGNOSTICS, INC.	1,017.00	Laboratory Services
202991	12/5/24	MAYO COLLABORATIVE SERVICES, INC.	191.44	Laboratory Services
203441	12/24/24	MAYO COLLABORATIVE SERVICES, INC.	191.44	Laboratory Services
203308	12/19/24	METABOLIC NEWBORN SCREENING	6,200.48	Laboratory Services
203346	12/19/24	SUMMIT PATHOLOGY	30,455.36	Laboratory Services
EFT000000008958	12/24/2024	ARUP LABORATORIES, INC.	79,022.80	Laboratory Services
203390	12/24/24	ASSOCIATES OF CAPE COD INC	437.00	Laboratory Supplies
202919	12/5/24	BIOMERIEUX, INC.	8,505.21	Laboratory Supplies
202932	12/5/24	CEPHEID	7,790.00	Laboratory Supplies
203080	12/12/24	CEPHEID	10,035.00	Laboratory Supplies
203259	12/19/24	CEPHEID	19,832.00	Laboratory Supplies

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203402	12/24/24	CEPHEID	17,942.00	Laboratory Supplies
202955	12/5/24	FISHER HEALTHCARE	5,836.07	Laboratory Supplies
203098	12/12/24	FISHER HEALTHCARE	836.12	Laboratory Supplies
203281	12/19/24	FISHER HEALTHCARE	8,640.89	Laboratory Supplies
203418	12/24/24	FISHER HEALTHCARE	1,538.34	Laboratory Supplies
203133	12/12/24	NOVA BIOMEDICAL CORP.	100.00	Laboratory Supplies
203334	12/19/24	SIGMA-ALDRICH INC	484.00	Laboratory Supplies
203156	12/12/24	STATLAB MEDICAL PRODUCTS	481.54	Laboratory Supplies
203343	12/19/24	STRECK LABORATORIES INC	446.34	Laboratory Supplies
203161	12/12/24	SYSMEX AMERICA INC.	969.16	Laboratory Supplies
203350	12/19/24	SYSMEX AMERICA INC.	39,001.40	Laboratory Supplies
203046	12/5/24	TYPENEX MEDICAL, LLC	236.84	Laboratory Supplies
203355	12/19/24	TYPENEX MEDICAL, LLC	357.91	Laboratory Supplies
EFT00000008930	12/5/2024	BIO-RAD LABORATORIES	2,388.12	Laboratory Supplies
EFT00000008938	12/12/2024	BIO-RAD LABORATORIES	993.55	Laboratory Supplies
EFT00000008949	12/19/2024	BIO-RAD LABORATORIES	12,445.70	Laboratory Supplies
EFT00000008959	12/24/2024	BIO-RAD LABORATORIES	3,063.00	Laboratory Supplies
EFT00000008965	12/24/2024	ORTHO-CLINICAL DIAGNOSTICS INC	24,190.00	Laboratory Supplies
EFT00000008941	12/12/2024	LABORIE MEDICAL TECHNOLOGIES CORP	1,019.50	Laboratory Supplies
202989	12/5/24	MARTIN-RAY LAUNDRY SYSTEMS	2,215.09	Laundry Supplies
202943	12/5/24	CROWLEY FLECK ATTORNEYS	33.00	Legal Fees
202975	12/5/24	HUSCH BLACKWELL LLP	36.50	Legal Fees
203013	12/5/24	PHILLIPS LAW, LLC	24,362.10	Legal Fees
203050	12/5/24	USI INSURANCE SERVICES WYOMING	2,196.02	Liability Insurance
202934	12/5/24	CITY OF ROCK SPRINGS	300.00	License/Fees
203062	12/5/24	CITY OF ROCK SPRINGS	569.00	License/Fees
203363	12/19/24	WY DEPT OF ENVIRONMENT.QUALITY	200.00	Licenses & Taxes
203033	12/5/24	STANDARD TEXTILE	1,401.72	Linen
203338	12/19/24	STANDARD TEXTILE	962.40	Linen
203467	12/24/24	STANDARD TEXTILE	1,212.12	Linen
203496	12/24/24	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Ultrathroscopy Service
203063	12/12/24	AAMI	270.00	Maintenance & Repair
202892	12/5/24	ABOVE ALL MEDICAL PARTS INC.	308.45	Maintenance & Repair
202895	12/5/24	AGILITI SURGICAL EQUIPMENT REPAIR INC.	323.00	Maintenance & Repair
203384	12/24/24	AGILITI SURGICAL EQUIPMENT REPAIR INC.	514.66	Maintenance & Repair
203393	12/24/24	AUTOSPA, INC	200.00	Maintenance & Repair
202910	12/5/24	BADGER DAYLIGHTING CORP	3,254.07	Maintenance & Repair
203260	12/19/24	CLARK'S QUALITY ROOFING, INC	1,360.96	Maintenance & Repair
202971	12/5/24	HIGH SECURITY LOCK & ALARM	40.40	Maintenance & Repair
203106	12/12/24	HIGH SECURITY LOCK & ALARM	30.00	Maintenance & Repair
203445	12/24/24	MOUNTAIN MEDICAL GAS LLC	459.10	Maintenance & Repair
203010	12/5/24	PARTSSOURCE	150.94	Maintenance & Repair
203137	12/12/24	PARTSSOURCE	262.91	Maintenance & Repair
203314	12/19/24	PARTSSOURCE	131.32	Maintenance & Repair
203455	12/24/24	PARTSSOURCE	653.21	Maintenance & Repair
203016	12/5/24	PURE PROCESSING LLC	169.75	Maintenance & Repair
203160	12/12/24	SWEETWATER PLUMBING & HEATING	182.85	Maintenance & Repair
203360	12/19/24	WELCH ALLYN, INC	762.00	Maintenance & Repair
EFT00000008955	12/19/2024	SERVCO	5,100.00	Maintenance & Repair

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203068	12/12/24	ALPINE PURE SOFT WATER	1,455.30	Maintenance Supplies
202937	12/5/24	CODALE ELECTRIC SUPPLY, INC	451.84	Maintenance Supplies
203261	12/19/24	CODALE ELECTRIC SUPPLY, INC	1,615.50	Maintenance Supplies
202965	12/5/24	GRAINGER	2,813.46	Maintenance Supplies
203104	12/12/24	GRAINGER	204.78	Maintenance Supplies
203288	12/19/24	GRAINGER	335.25	Maintenance Supplies
202973	12/5/24	HOME DEPOT	339.07	Maintenance Supplies
203110	12/12/24	HOME DEPOT	840.00	Maintenance Supplies
203431	12/24/24	HOME DEPOT	1,383.22	Maintenance Supplies
202978	12/5/24	INSULATION INC.	8,099.30	Maintenance Supplies
202999	12/5/24	MOUNTAIN STATES SUPPLY CO.	1,810.12	Maintenance Supplies
203127	12/12/24	MOUNTAIN STATES SUPPLY CO.	796.55	Maintenance Supplies
203130	12/12/24	NAPA AUTO PARTS	194.96	Maintenance Supplies
203447	12/24/24	NAPA AUTO PARTS	124.95	Maintenance Supplies
202890	12/3/24	ROCK SPRINGS TIRE & SERVICE	3,544.19	Maintenance Supplies
203149	12/12/24	ROCK SPRINGS WINNELSON CO	2,097.54	Maintenance Supplies
203463	12/24/24	ROCK SPRINGS WINNELSON CO	542.84	Maintenance Supplies
EFT000000008943	12/12/2024	SHERWIN WILLIAMS CO	157.25	Maintenance Supplies
EFT000000008944	12/12/2024	ULINE, INC	100.50	Maintenance Supplies
EFT000000008947	12/19/2024	ACE HARDWARE	303.89	Maintenance Supplies
EFT000000008956	12/19/2024	SHERWIN WILLIAMS CO	136.51	Maintenance Supplies
202946	12/5/24	DESKTOP DESIGN	472.25	Marketing & Promotional Supplies
EFT000000008946	12/19/2024	4IMPRINT, INC.	1,630.44	Marketing & Promotional Supplies
203425	12/24/24	GREEN RIVER CHAMBER OF COMMERCE	865.00	Membership Dues
202886	12/3/24	MHSC-FOUNDATION	1,364.01	MHSC Foundation
203243	12/17/24	MHSC-FOUNDATION	1,366.51	MHSC Foundation
203514	12/30/24	MHSC-FOUNDATION	1,341.51	MHSC Foundation
202909	12/5/24	AUTOMATED MEDICAL PRODUCTS CORP	6,188.00	Minor Equipment
203081	12/12/24	CLAFLIN SERVICE COMPANY (CME)	431.84	Minor Equipment
203040	12/5/24	TERMINIX OF WYOMING	261.00	Monthly Pest Control
202964	12/5/24	GLOBAL EQUIPMENT COMPANY	553.84	Non Medical Supplies
203287	12/19/24	GLOBAL EQUIPMENT COMPANY	767.75	Non Medical Supplies
203305	12/19/24	MEDIBADGE INC	285.88	Non Medical Supplies
203032	12/5/24	SMILEMAKERS	1,043.57	Non Medical Supplies
203335	12/19/24	SMILEMAKERS	364.45	Non Medical Supplies
202949	12/5/24	ENCOMPASS GROUP, LLC	2,139.78	Office Supplies
203414	12/24/24	ENCOMPASS GROUP, LLC	1,505.52	Office Supplies
203124	12/12/24	MEDICAL ARTS PRESS	186.00	Office Supplies
203339	12/19/24	STANDARD REGISTER COMPANY	1,961.59	Office Supplies
203034	12/5/24	STAPLES BUSINESS ADVANTAGE	3,968.04	Office Supplies
203155	12/12/24	STAPLES BUSINESS ADVANTAGE	1,364.76	Office Supplies
203340	12/19/24	STAPLES BUSINESS ADVANTAGE	5,288.12	Office Supplies
203468	12/24/24	STAPLES BUSINESS ADVANTAGE	542.22	Office Supplies
203364	12/19/24	WYOMING EMBROIDERY	411.00	Office Supplies
203060	12/5/24	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
202935	12/5/24	CJ SIGNS	29.00	Other Purchased Services
203100	12/12/24	FOTOS BY JENNI	1,032.50	Other Purchased Services
202972	12/5/24	HO HO HOLIDAY LIGHTING LLC	4,469.00	Other Purchased Services
203292	12/19/24	HORSE WARRIORS	1,695.00	Other Purchased Services

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202986	12/5/24	QUICK RESPONSE TAXI	276.00	Other Purchased Services
203120	12/12/24	QUICK RESPONSE TAXI	192.00	Other Purchased Services
203301	12/19/24	QUICK RESPONSE TAXI	83.00	Other Purchased Services
203439	12/24/24	QUICK RESPONSE TAXI	145.00	Other Purchased Services
202891	12/5/24	ROCK SPRINGS KIWANIS	5,100.00	Other Purchased Services
203326	12/19/24	ROCK SPRINGS KIWANIS	185.00	Other Purchased Services
EFT00000008932	12/5/2024	CASTLE ROCK HSP DIST	4,123.80	Other Purchased Services
EFT00000008929	12/5/2024	AIRGAS INTERMOUNTAIN INC	1,222.47	Oxygen Rental
EFT00000008937	12/12/2024	AIRGAS INTERMOUNTAIN INC	673.36	Oxygen Rental
EFT00000008948	12/19/2024	AIRGAS INTERMOUNTAIN INC	2,388.61	Oxygen Rental
EFT00000008957	12/24/2024	AIRGAS INTERMOUNTAIN INC	6,189.34	Oxygen Rental
203372	12/19/24	PATIENT REFUND	30.00	Patient Refund
203185	12/12/24	PATIENT REFUND	21.18	Patient Refund
203191	12/12/24	PATIENT REFUND	45.00	Patient Refund
203182	12/12/24	PATIENT REFUND	43.28	Patient Refund
203234	12/12/24	PATIENT REFUND	116.67	Patient Refund
203235	12/12/24	PATIENT REFUND	101.91	Patient Refund
203198	12/12/24	PATIENT REFUND	67.00	Patient Refund
203192	12/12/24	PATIENT REFUND	5.26	Patient Refund
203370	12/19/24	PATIENT REFUND	56.06	Patient Refund
203193	12/12/24	PATIENT REFUND	325.34	Patient Refund
203181	12/12/24	PATIENT REFUND	124.87	Patient Refund
203188	12/12/24	PATIENT REFUND	36.83	Patient Refund
203186	12/12/24	PATIENT REFUND	14.42	Patient Refund
203187	12/12/24	PATIENT REFUND	111.94	Patient Refund
203377	12/19/24	PATIENT REFUND	27.77	Patient Refund
203378	12/19/24	PATIENT REFUND	10.00	Patient Refund
203189	12/12/24	PATIENT REFUND	191.07	Patient Refund
203180	12/12/24	PATIENT REFUND	43.01	Patient Refund
203175	12/12/24	PATIENT REFUND	40.00	Patient Refund
203178	12/12/24	PATIENT REFUND	56.46	Patient Refund
203379	12/19/24	PATIENT REFUND	65.00	Patient Refund
203503	12/24/24	PATIENT REFUND	10.74	Patient Refund
203500	12/24/24	PATIENT REFUND	46.67	Patient Refund
203524	12/31/24	PATIENT REFUND	147.00	Patient Refund
203374	12/19/24	PATIENT REFUND	358.09	Patient Refund
203373	12/19/24	PATIENT REFUND	127.44	Patient Refund
203375	12/19/24	PATIENT REFUND	10.06	Patient Refund
203501	12/24/24	PATIENT REFUND	75.01	Patient Refund
203523	12/31/24	PATIENT REFUND	48.21	Patient Refund
203376	12/19/24	PATIENT REFUND	3,080.62	Patient Refund
203522	12/31/24	PATIENT REFUND	227.00	Patient Refund
203195	12/12/24	PATIENT REFUND	25.00	Patient Refund
203502	12/24/24	PATIENT REFUND	70.00	Patient Refund
203520	12/31/24	PATIENT REFUND	16.07	Patient Refund
203521	12/31/24	PATIENT REFUND	140.26	Patient Refund
203197	12/12/24	PATIENT REFUND	119.04	Patient Refund
203179	12/12/24	PATIENT REFUND	616.00	Patient Refund
203183	12/12/24	PATIENT REFUND	327.00	Patient Refund

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203194	12/12/24	PATIENT REFUND	375.00	Patient Refund
202889	12/3/24	UNITED WAY OF SOUTHWEST WYOMING	253.61	Payroll Deduction
203246	12/17/24	UNITED WAY OF SOUTHWEST WYOMING	253.61	Payroll Deduction
203518	12/30/24	UNITED WAY OF SOUTHWEST WYOMING	283.24	Payroll Deduction
202883	12/3/24	CIRCUIT COURT 3RD JUDICIAL	162.20	Payroll Garnishment
202884	12/3/24	CIRCUIT COURT 3RD JUDICIAL	299.78	Payroll Garnishment
203512	12/30/24	CIRCUIT COURT 3RD JUDICIAL	363.54	Payroll Garnishment
202885	12/3/24	DISTRICT COURT THIRD JUDICIAL DIST	1,181.90	Payroll Garnishment
203242	12/17/24	DISTRICT COURT THIRD JUDICIAL DIST	1,181.65	Payroll Garnishment
203513	12/30/24	DISTRICT COURT THIRD JUDICIAL DIST	1,181.90	Payroll Garnishment
202887	12/3/24	STATE OF WYOMING DFS/CSES	600.91	Payroll Garnishment
203244	12/17/24	STATE OF WYOMING DFS/CSES	600.91	Payroll Garnishment
203515	12/30/24	STATE OF WYOMING DFS/CSES	600.91	Payroll Garnishment
203516	12/30/24	SWEETWATER CIRCUIT COURT-RS	382.75	Payroll Garnishment
202888	12/3/24	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
203245	12/17/24	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
203517	12/30/24	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
203519	12/30/24	U.S. DEPARTMENT OF THE TREASURY	346.90	Payroll Garnishment
W/T	12/31/2024	PAYROLL 1	1,900,000.00	Payroll Transfer
W/T	12/3/2024	PAYROLL 25 A	2,000,000.00	Payroll Transfer
W/T	12/17/2024	PAYROLL 26	2,000,000.00	Payroll Transfer
W/T	12/9/2024	PAYROLL 25 B	480,000.00	Payroll Transfer
202996	12/5/24	MHSC - PETTY CASH	25.00	Petty Cash
203077	12/12/24	CARDINAL HEALTH PHARMACY MGMT	6,055.00	Pharmacy Management
203258	12/19/24	CARDINAL HEALTH PHARMACY MGMT	1,398,416.40	Pharmacy Management
203413	12/24/24	DR. ELIZABETH CONGDON	1,500.00	Physician Recruitment
203122	12/12/24	DR. LIRON GOKOVSKI	2,910.00	Physician Recruitment
203429	12/24/24	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	3,101.50	Physician Recruitment
203475	12/24/24	THE PRESERVE AT ROCK SPRINGS	1,958.33	Physician Recruitment
202926	12/5/24	DR. CAMERON KESLER	40,000.00	Physician Retention
203236	12/13/24	DR. JANENE GLYN	15,000.00	Physician Retention
203093	12/12/24	EMILY JAMES	15,000.00	Physician Retention
203126	12/12/24	MELISSA JEWELL	5,000.00	Physician Retention
203064	12/12/24	ADVANCED MEDICAL IMAGING, LLC	24,567.00	Physician Services
203369	12/19/24	AMERICAN ACADEMY OF SLEEP MEDICINE	336.00	Physician Services
202938	12/5/24	COMPHEALTH, INC.	145,657.71	Physician Services
203083	12/12/24	COMPHEALTH, INC.	2,135.45	Physician Services
202944	12/5/24	CURATIVE TALENT, LLC	88,227.40	Physician Services
203088	12/12/24	CURATIVE TALENT, LLC	37,962.32	Physician Services
203273	12/19/24	CURATIVE TALENT, LLC	20,880.00	Physician Services
203170	12/12/24	DR. W. MARCUS BRANN	10,380.00	Physician Services
203128	12/12/24	MOUNTAIN STATES MEDICAL PHYSICS	15,573.69	Physician Services
203041	12/5/24	THE SLEEP SPECIALISTS	6,725.00	Physician Services
203476	12/24/24	THE SLEEP SPECIALISTS	6,850.00	Physician Services
203048	12/5/24	UNIVERSITY OF UTAH (UUHC OUTREACH)	118,843.83	Physician Services
203482	12/24/24	UNIVERSITY OF UTAH (UUHC OUTREACH)	123,743.83	Physician Services
203385	12/24/24	AIDVANTAGE	2,500.00	Physician Student Loan
203424	12/24/24	GREAT LAKES	1,666.67	Physician Student Loan
203409	12/24/24	MOHELA	1,666.67	Physician Student Loan

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2024

203410	12/24/24	MOHELA	2,500.00	Physician Student Loan
203486	12/24/24	US DEPARTMENT OF EDUCATION	3,333.34	Physician Student Loan
203487	12/24/24	US DEPT OF EDUCATION	1,666.67	Physician Student Loan
203499	12/24/24	POSTMASTER	546.00	Postage
202893	12/5/24	ADVANCED MEDICAL REVIEWS, INC	1,228.04	Professional Service
202900	12/5/24	ALSCO AMERICAN LINEN	170.24	Professional Service
202952	12/5/24	CE BROKER	685.72	Professional Service
203415	12/24/24	CE BROKER	610.80	Professional Service
203403	12/24/24	CLEANIQUE PROFESSIONAL SERVICES	4,975.00	Professional Service
202981	12/5/24	JOINT COMMISSION RESOURCES	11,645.00	Professional Service
203136	12/12/24	P3 CONSULTING LLC	735.00	Professional Service
203461	12/24/24	RAVE WIRELESS, INC	4,698.67	Professional Service
203053	12/5/24	VERISYS INC.	42.00	Professional Service
203489	12/24/24	VERISYS INC.	89.25	Professional Service
203057	12/5/24	WYOMING DEPARTMENT OF HEALTH	178.00	Professional Service
203495	12/24/24	WYOMING DEPARTMENT OF HEALTH	247.00	Professional Service
203072	12/12/24	AUDIT MICROCONTROLS, INC.	901.00	Proficiency Testing
203019	12/5/24	RADIATION DETECTION COMPANY	531.31	Radiation Monitoring
203460	12/24/24	RADIATION DETECTION COMPANY	25.66	Radiation Monitoring
202961	12/5/24	GE HEALTHCARE INC	3,338.60	Radiology Material
203102	12/12/24	GE HEALTHCARE INC	3,338.60	Radiology Material
203285	12/19/24	GE HEALTHCARE INC	2,152.28	Radiology Material
203118	12/12/24	LANTHEUS MEDICAL IMAGING, INC	2,233.32	Radiology Material
203011	12/5/24	PHARMALOGIC WY, LTD	6,712.66	Radiology Material
203456	12/24/24	PHARMALOGIC WY, LTD	5,918.50	Radiology Material
203256	12/19/24	BRIAN BARTON, PA-C	80.00	Reimbursement - CME
203028	12/5/24	DR SAMER KATTAN	1,728.00	Reimbursement - CME
202896	12/5/24	DR. ALICIA GRAY	480.00	Reimbursement - CME
202911	12/5/24	DR. BANU SYMINGTON	1,316.00	Reimbursement - CME
203394	12/24/24	DR. BANU SYMINGTON	977.30	Reimbursement - CME
203031	12/5/24	DR. SIGSBEE DUCK	100.00	Reimbursement - CME
203466	12/24/24	DR. SIGSBEE DUCK	102.00	Reimbursement - CME
203277	12/19/24	EMILY JAMES	2,033.00	Reimbursement - CME
203434	12/24/24	ISRAEL STEWART, DO	199.00	Reimbursement - CME
203332	12/19/24	SHAWN ROCKEY, PA-C	160.00	Reimbursement - CME
202905	12/5/24	AMY LUCY	40.00	Reimbursement - Education & Travel
203069	12/12/24	ANGEL BENNETT	205.20	Reimbursement - Education & Travel
202923	12/5/24	BRITTANY WERKELE	55.00	Reimbursement - Education & Travel
202930	12/5/24	CARRIE CANESTORP	1,056.80	Reimbursement - Education & Travel
202945	12/5/24	CYNDI MCQUILLAN	149.84	Reimbursement - Education & Travel
202997	12/5/24	DR MICHAEL BOWERS	110.36	Reimbursement - Education & Travel
203237	12/13/24	DR. JANENE GLYN	979.04	Reimbursement - Education & Travel
203295	12/19/24	DR. JANENE GLYN	1,161.66	Reimbursement - Education & Travel
203362	12/19/24	DR. WILLIAM SARETTE	1,166.22	Reimbursement - Education & Travel
202966	12/5/24	GUADALUPE LOCKWOOD	5,000.00	Reimbursement - Education & Travel
203119	12/12/24	LAWANDA FERNANDEZ	30.00	Reimbursement - Education & Travel
203021	12/5/24	REBEKAH MYERS	39.00	Reimbursement - Education & Travel
203341	12/19/24	STEPHANIE DUPAPE	203.03	Reimbursement - Education & Travel
203296	12/19/24	KARI QUICKENDEN	29.00	Reimbursement - Membership Dues

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2024

202903	12/5/24	AMELIA CUEVAS	46.97	Reimbursement - Non Hospital Supplies
202924	12/5/24	DR. BRYTTON LONG	84.78	Reimbursement - Non Hospital Supplies
202982	12/5/24	KAYLA MANNIKKO	291.62	Reimbursement - Non Hospital Supplies
202994	12/5/24	MEGAN GUESS	66.75	Reimbursement - Non Hospital Supplies
202998	12/5/24	MISTY COZAD	121.54	Reimbursement - Non Hospital Supplies
203024	12/5/24	ROBIN FIFE	15.98	Reimbursement - Non Hospital Supplies
203145	12/12/24	ROBIN FIFE	89.95	Reimbursement - Non Hospital Supplies
203029	12/5/24	SHAYLA MCGREGOR	35.01	Reimbursement - Non Hospital Supplies
202988	12/5/24	MARK SANDERS	245.68	Reimbursement - Non Hospital Supplies
203392	12/24/24	AUDREY SKINNER	110.86	Reimbursement - Notary
203448	12/24/24	NATALIE BERTAGNOLLI	110.86	Reimbursement - Notary
203436	12/24/24	JILL SWEENEY	334.67	Reimbursement - Payroll
203310	12/19/24	NICOLE HAWKS	465.98	Reimbursement - Payroll
W/T	12/26/2024	PCS MATCH	72,766.68	Retirement
W/T	12/16/2024	PCS 12/5/24	74,472.37	Retirement
W/T	12/26/2024	PCS CONT 12/19/24	112,115.08	Retirement
W/T	12/16/2024	PCS CONT 12/5/24	115,041.80	Retirement
203135	12/12/24	OVERLAND STAGE STAMPEDE	2,000.00	Sponsorship
203320	12/19/24	PRONGHORN POWER BOOSTER CLUB	1,000.00	Sponsorship
203025	12/5/24	ROCK SPRINGS RAMS BASEBALL	250.00	Sponsorship
203150	12/12/24	RSHS - INDOOR TRACK & FIELD	500.00	Sponsorship
203348	12/19/24	SW 1 SCHOOL FOUNDATION	1,000.00	Sponsorship
203349	12/19/24	SWEETWATER DIRT RACING ALLIANCE	500.00	Sponsorship
203047	12/5/24	UNIVERSITY OF WYOMING SPORTS PROPERTIES	30,000.00	Sponsorship
203365	12/19/24	WYOMING JUNIOR BOWELERS TOUR	200.00	Sponsorship
EFT000000008936	12/5/2024	WESTERN WYOMING COLLEGE	800.00	Sponsorship
203247	12/19/24	ADVANCED STERILIZATION PRODUCTS INC.	96.12	Surgery Supplies
202897	12/5/24	ALI MED INC	1,225.49	Surgery Supplies
203066	12/12/24	ALI MED INC	188.59	Surgery Supplies
203248	12/19/24	ALI MED INC	426.49	Surgery Supplies
203386	12/24/24	ALI MED INC	295.66	Surgery Supplies
202901	12/5/24	ALTA MEDICAL SPECIALTIES	210.05	Surgery Supplies
202916	12/5/24	BECTON DICKINSON	4,086.05	Surgery Supplies
203073	12/12/24	BECTON DICKINSON	4,281.50	Surgery Supplies
203396	12/24/24	BECTON DICKINSON	1,897.50	Surgery Supplies
203254	12/19/24	BLUE ENDO	565.42	Surgery Supplies
202925	12/5/24	BSN MEDICAL, INC.	85.42	Surgery Supplies
203075	12/12/24	BSN MEDICAL, INC.	181.46	Surgery Supplies
203404	12/24/24	CONMED LINVATEC	4,403.65	Surgery Supplies
202940	12/5/24	COOPER SURGICAL	2,103.21	Surgery Supplies
203085	12/12/24	COOPER SURGICAL	543.33	Surgery Supplies
203268	12/19/24	COOPER SURGICAL	1,086.79	Surgery Supplies
203405	12/24/24	COOPER SURGICAL	155.00	Surgery Supplies
202942	12/5/24	COVIDIEN SALES LLC, DBA GIVEN IMAGING	602.69	Surgery Supplies
203086	12/12/24	COVIDIEN SALES LLC, DBA GIVEN IMAGING	6,294.24	Surgery Supplies
203270	12/19/24	COVIDIEN SALES LLC, DBA GIVEN IMAGING	541.43	Surgery Supplies
203407	12/24/24	COVIDIEN SALES LLC, DBA GIVEN IMAGING	13,198.42	Surgery Supplies
203091	12/12/24	DIRECT SUPPLY	253.98	Surgery Supplies
203275	12/19/24	DIRECT SUPPLY	126.99	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2024

203411	12/24/24	DIRECT SUPPLY	248.00	Surgery Supplies
202950	12/5/24	EQUASHIELD LLC	1,785.20	Surgery Supplies
202977	12/5/24	INSTRAMED INC.	109.00	Surgery Supplies
202979	12/5/24	INTUITIVE SURGICAL INC.	89,878.36	Surgery Supplies
203293	12/19/24	INTUITIVE SURGICAL INC.	15,405.00	Surgery Supplies
203433	12/24/24	INTUITIVE SURGICAL INC.	2,949.95	Surgery Supplies
202995	12/5/24	MERIT MEDICAL SYSTEMS, INC	3,040.00	Surgery Supplies
203000	12/5/24	MUSCULOSKELETAL TRANSPLANT FOUNDATION	284.70	Surgery Supplies
203446	12/24/24	NANOSONICS, INC	1,540.00	Surgery Supplies
203002	12/5/24	NEOGEN CORPORATION	839.46	Surgery Supplies
203131	12/12/24	NEOGEN CORPORATION	477.92	Surgery Supplies
203309	12/19/24	NEOGEN CORPORATION	450.00	Surgery Supplies
203336	12/19/24	SMITH & NEPHEW ENDOSCOPY INC	1,200.24	Surgery Supplies
203037	12/5/24	STRYKER ENDOSCOPY	1,598.99	Surgery Supplies
203344	12/19/24	STRYKER ENDOSCOPY	19,063.85	Surgery Supplies
203471	12/24/24	STRYKER ENDOSCOPY	913.65	Surgery Supplies
203038	12/5/24	STRYKER ORTHOPAEDICS	85,945.19	Surgery Supplies
203159	12/12/24	STRYKER ORTHOPAEDICS	2,425.00	Surgery Supplies
203345	12/19/24	STRYKER ORTHOPAEDICS	7,483.48	Surgery Supplies
203472	12/24/24	STRYKER ORTHOPAEDICS	84,681.96	Surgery Supplies
203473	12/24/24	SURGISHOP	3,000.00	Surgery Supplies
203474	12/24/24	TELEFLEX LLC	1,710.00	Surgery Supplies
203353	12/19/24	TRICOR SYSTEMS INC.	335.00	Surgery Supplies
203059	12/5/24	XODUS MEDICAL, INC.	1,592.00	Surgery Supplies
203172	12/12/24	XODUS MEDICAL, INC.	560.00	Surgery Supplies
203366	12/19/24	XODUS MEDICAL, INC.	796.00	Surgery Supplies
203497	12/24/24	ZIMMER	469.50	Surgery Supplies
203061	12/5/24	ZIMMER BIOMET	345.00	Surgery Supplies
203498	12/24/24	ZIMMER BIOMET	172.50	Surgery Supplies
203015	12/5/24	PRESS GANEY ASSOCIATES, INC	4,980.90	Surveys
203319	12/19/24	PRESS GANEY ASSOCIATES, INC	4,980.90	Surveys
203079	12/12/24	CELERITY SOLUTIONS GROUP, LLC	1,805.00	Transcription Services
202985	12/5/24	LANGUAGE LINE SERVICES	4,009.13	Translation Services
203438	12/24/24	LANGUAGE LINE SERVICES	4,081.15	Translation Services
203058	12/5/24	WYOMING WORK WAREHOUSE	414.84	Uniforms
203067	12/12/24	ALL WEST COMMUNICATIONS	5,971.73	Utilities
202908	12/5/24	AT&T	7.92	Utilities
203071	12/12/24	AT&T	44.67	Utilities
203391	12/24/24	AT&T	328.72	Utilities
203018	12/5/24	CENTURY LINK	5,643.85	Utilities
203141	12/12/24	CENTURY LINK	2,107.15	Utilities
203321	12/19/24	CENTURY LINK	1,870.86	Utilities
203412	12/24/24	DISH NETWORK LLC	97.64	Utilities
203459	12/24/24	DOMINION ENERGY WYOMING	37,567.22	Utilities
203146	12/12/24	ROCK SPRINGS MUNICIPAL UTILITY	12,093.04	Utilities
203327	12/19/24	ROCKY MOUNTAIN POWER	51,312.20	Utilities
203361	12/19/24	WHITE MOUNTAIN WATER & SEWER DISTRICT	65.18	Utilities
203158	12/12/24	STERICYCLE, INC.	1,660.19	Waste Disposal
			13,000,853.83	

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending December 31, 2024**

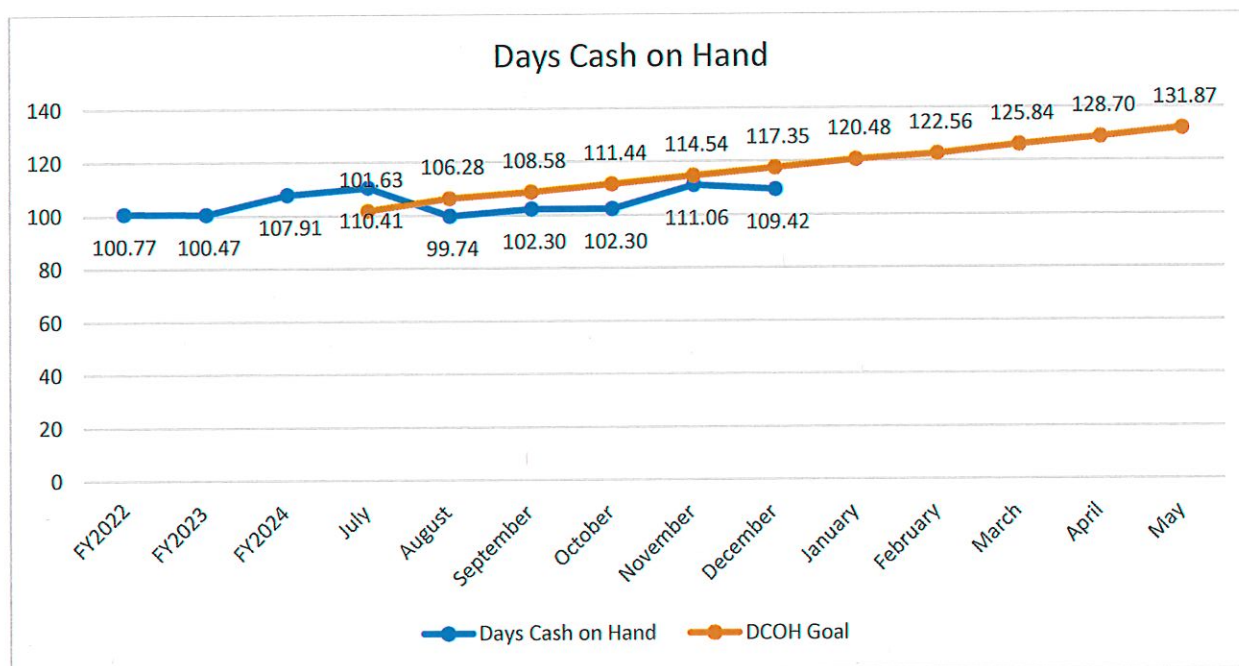
Vouchers Submitted by MHSC at agreed discounted rate	
July 2024	\$45,604.93
August 2024	\$0.00
September 2024	\$41,031.27
October 2024	\$0.00
November 2024	\$36,972.81
December 2024	\$35,266.04
January 2025	
February 2025	
March 2025	
April 2025	
May 2025	
June 2025	
County Requested Total Vouchers Submitted	\$158,875.05
Total Vouchers Submitted FY 25	\$158,875.05
Less: Total Approved by County and Received by MHSC FY 25	\$86,636.20
Total Vouchers Pending Approval by County	\$72,238.85

FY25 Title 25 Fund Budget from Sweetwater County	\$244,167.00
Funds Received From Sweetwater County	\$86,636.20
FY25 Title 25 Fund Budget Remaining	\$157,530.80
Total Budgeted Vouchers Pending Submittal to County	\$0.00

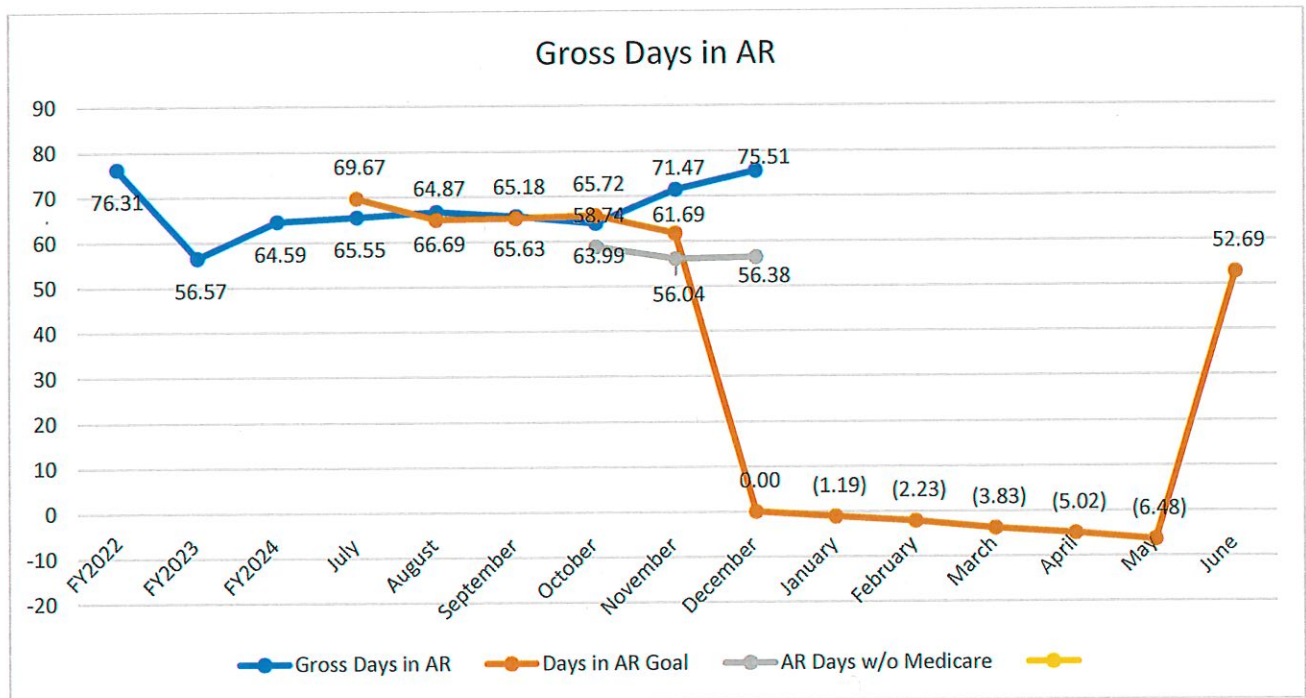
FY25 Maintenance Fund Budget from Sweetwater County	\$1,675,536.00
County Maintenance FY25 - July	\$267,590.41
County Maintenance FY25 - August	\$0.00
County Maintenance FY25 - September	\$0.00
County Maintenance FY25 - October	\$0.00
County Maintenance FY25 - November	\$80,048.00
County Maintenance FY25 - December	\$0.00
County Maintenance FY25 - January	
County Maintenance FY25 - February	
County Maintenance FY25 - March	
County Maintenance FY25 - April	
County Maintenance FY25 - May	
County Maintenance FY25 - June	
	\$347,638.41
FY25 Maintenance Fund Budget Remaining	\$1,327,897.59

Financial Goals – Fiscal Year 2025. The revenue cycle goals for fiscal year 2025 have been created in conjunction with the objectives of the finance pillar of the new Strategic Plan. For fiscal year 2025, we will continue to focus on the following revenue cycle metrics: Days Cash on Hand (DCOH), Days in Accounts Receivable (AR), Cash Collections, Claims Denial Rate, Discharged Not Final Billed Days (DNFB), and Accounts Receivable aging. We have included prior fiscal year data for reference when available.

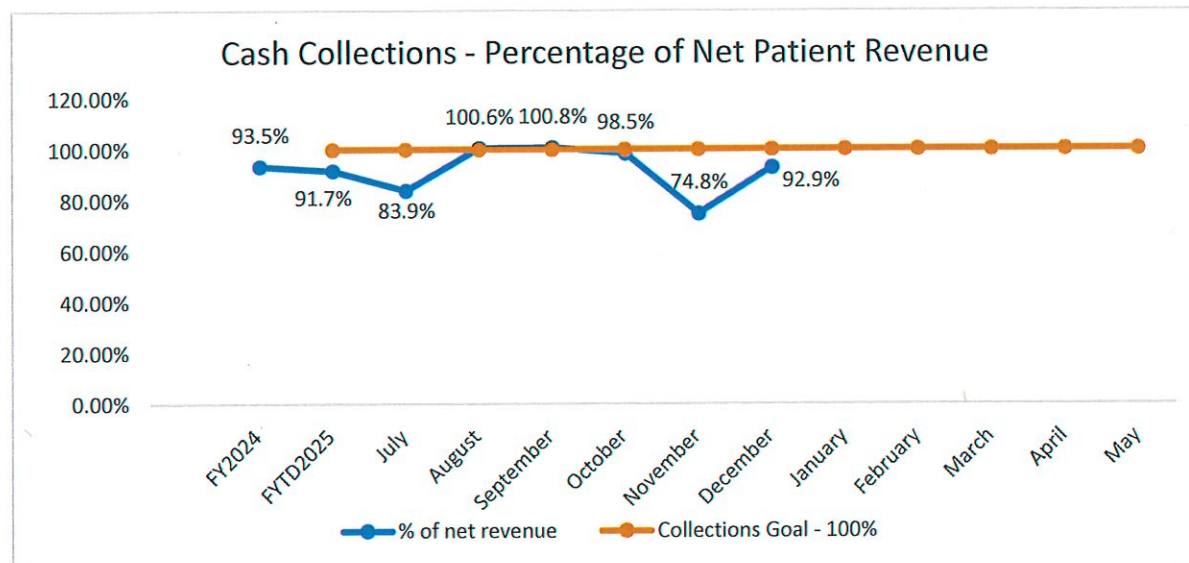
- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 109 days for September, 117 days for December, 126 days for March and 133 days for year end.
 - There was a decrease of two days in DCOH, coming in at 109, below the goal for the month. Cash collections were \$10.5 million, under budget due to the lack of Medicare payments as we wait for our new CAH billing number. Daily cash expense stayed at \$333,000 in December. **With normal Medicare payments coming in, estimated DCOH would be 128 days.**



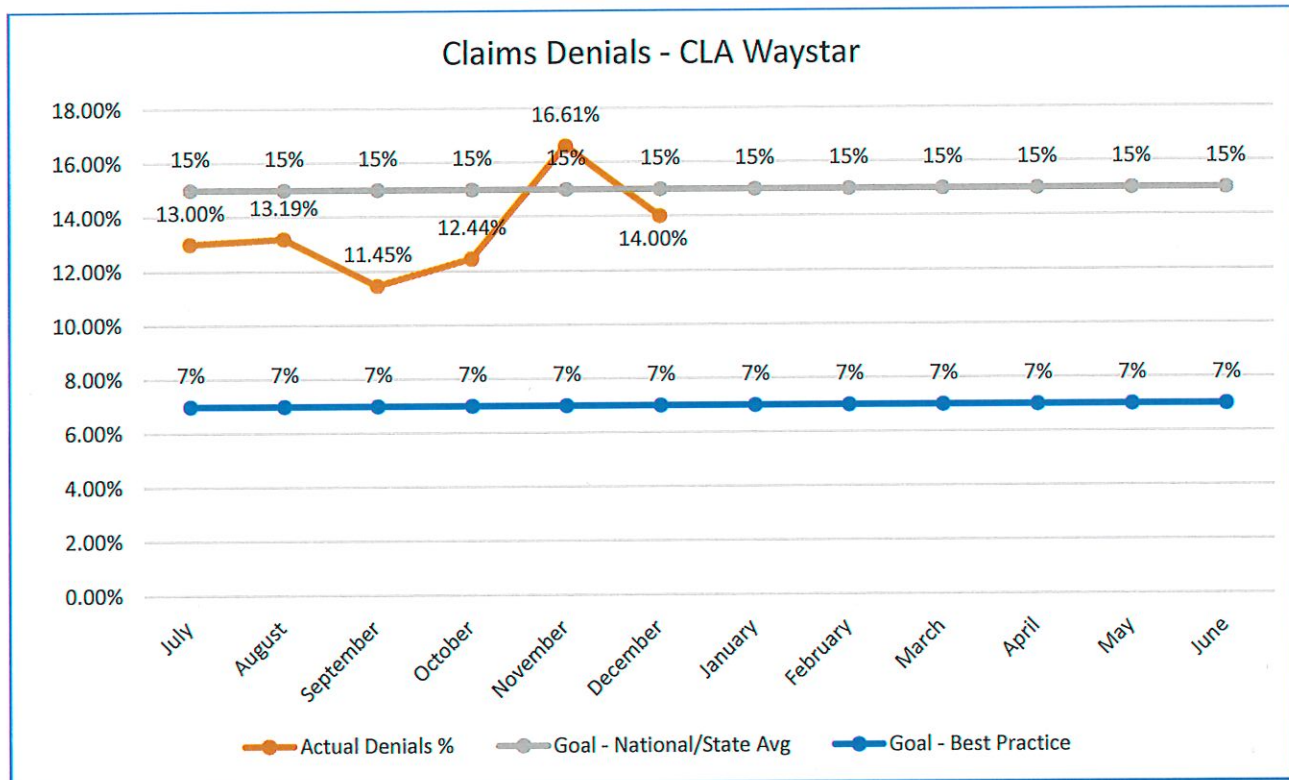
- **Days in Accounts Receivable** represents the number of days of patient charges tied up in unpaid patient accounts. We have set interim goals of 65 days for September, 56 days for December, 55 for March and 53 by year end.
 - Days in AR increased in December as a result of the hold on Medicare claims, coming in at 75.51, above the goal for the month by 20 days. Gross AR only increased by \$3.6 million from December, despite \$25 million in Medicare claims being held. **When the estimated Medicare outstanding AR is removed, Days in AR are estimated at 56.4 in December.**



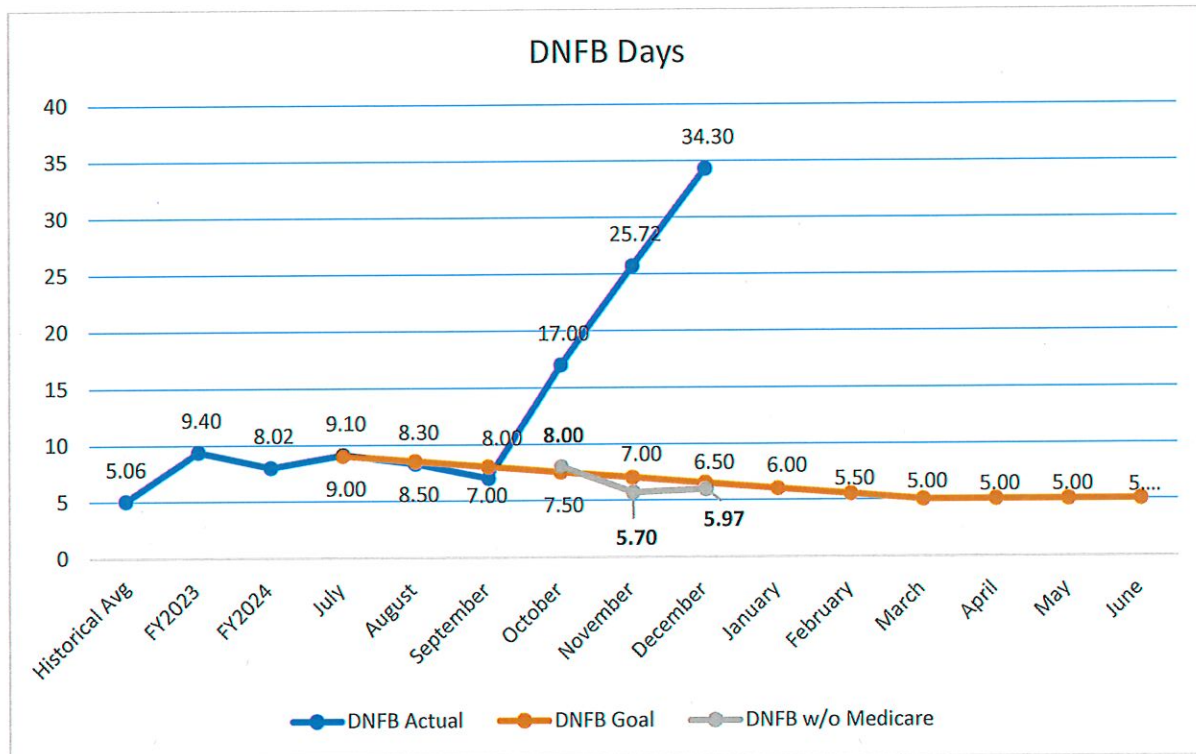
- Cash Collections** – The goal for cash collections is 100% or > than net patient revenue.
 - Cash collections for December were higher this month, at \$10.5 million, or 92.9% of net patient revenue, below the goal for the month but increasing the year-to-date percentage to 91.7%. **The lack of Medicare payments in November and December impacted this ratio as Medicare reimbursement averages \$2.5 million per month. This would have put the ratio at 110%.**



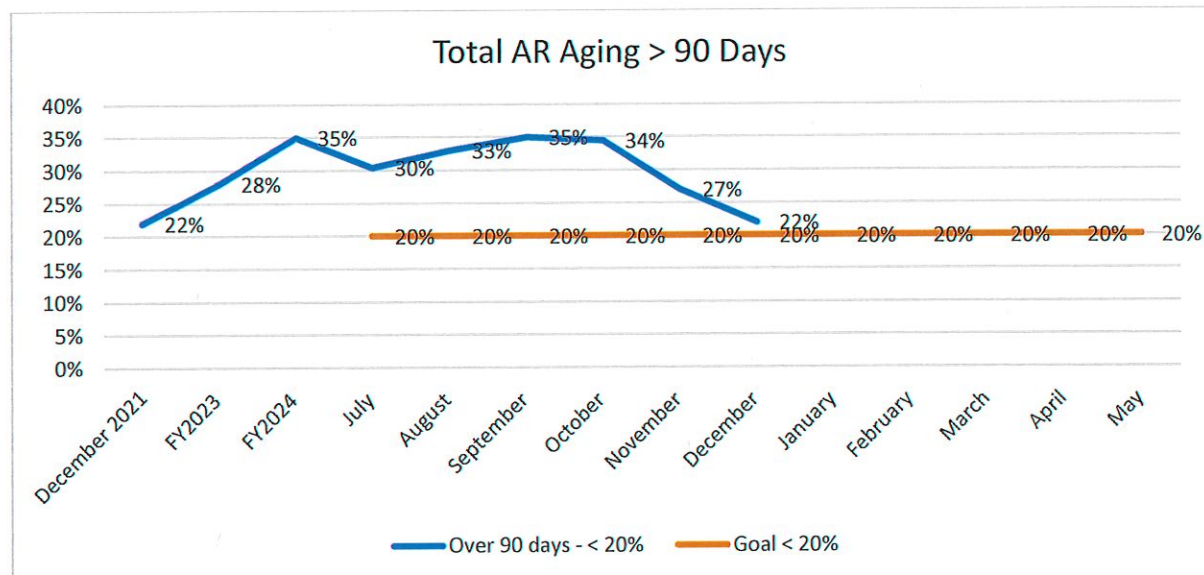
- **Denial Rate** – The denial rate is the percentage of all submitted claims denied by payers. A lower denial rate means improved cash flow. Current state and national benchmarks are at 15%. We have set interim goals of 20% for September, 17% for December, 15% for March and maintaining 15% by year end.
 - We continue to work with CLA to pull historical numbers with their new software. The new software showed an average of 12% over the last 23 months with December coming in at 14%. We are in line with the national and state ratios and have added a stretch goal to be closer to 7%, which is considered best practice in the industry.



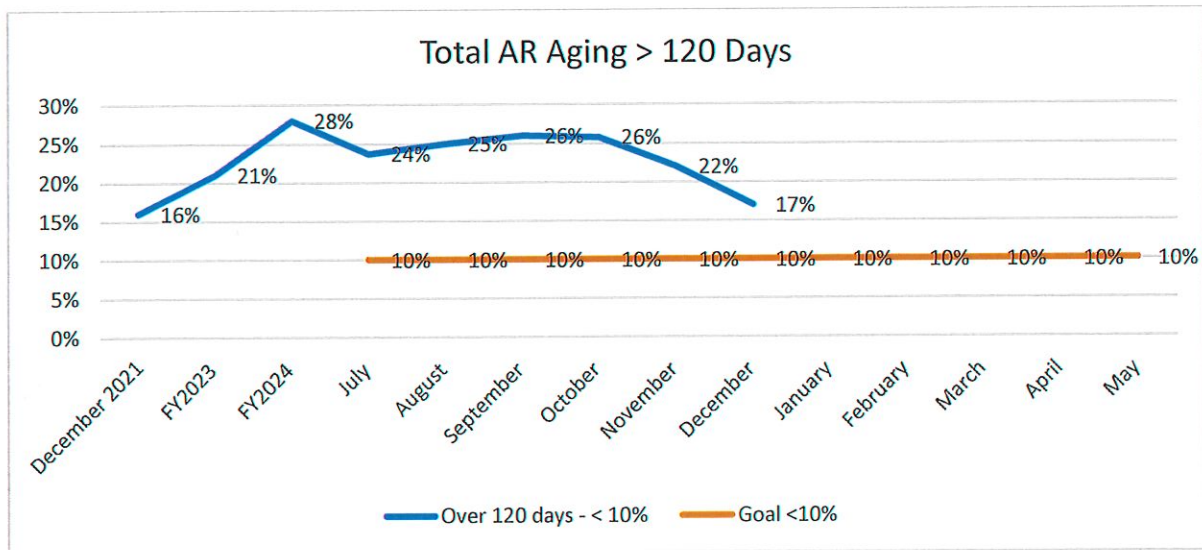
- **DNFB Days – Discharged Not Final Billed days.** Patient accounts that have been discharged but not billed. DNFB includes billing holds, corrections required, credit balances, waiting for coding, ready to bill and standard delay which are accounts held for 3 days before being released for billing. This allows for all charges to be posted, charts documented, and coding completed. The goal for DNFB days is 5 days by the end of the fiscal year.
 - DNFB Days increased to 34.3 days in December due to the hold of \$25 million in Medicare claims. **When removed, DNFB is estimated at 5.97 days for the month, just above the goal of 5 days.**



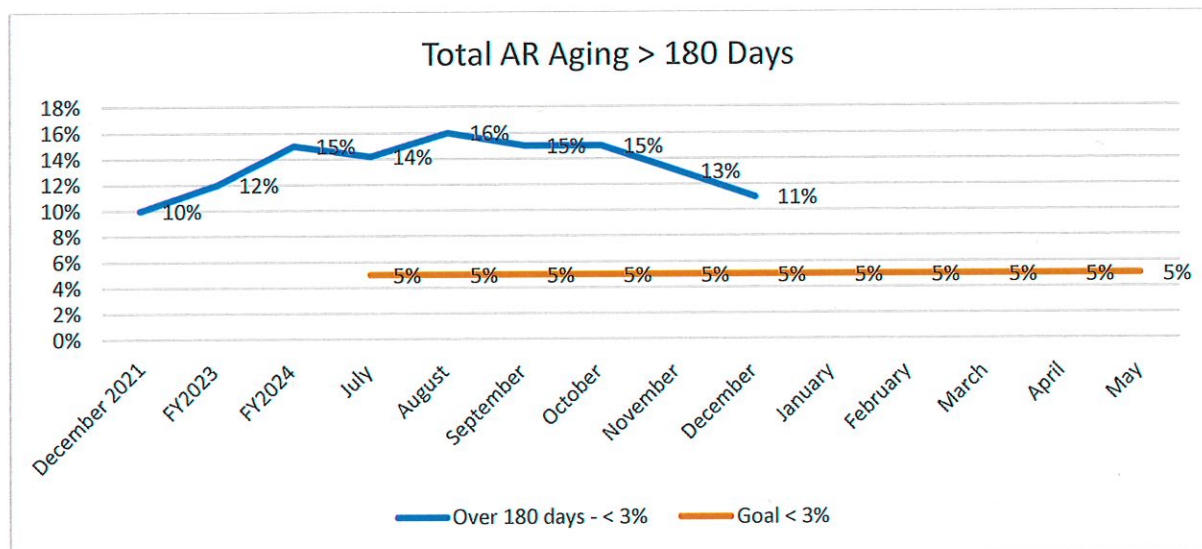
- Total Accounts Receivable aging** – Goals were set based on national benchmarks received from CLA. These aging ratios are being impacted by the Medicare claims delay as the claims are currently in 0-30 days. Once released, they will fall into the aging buckets based on the discharge date of the patient account, with some being 60 days old.



- Days over 90 days decreased to 22% for December.

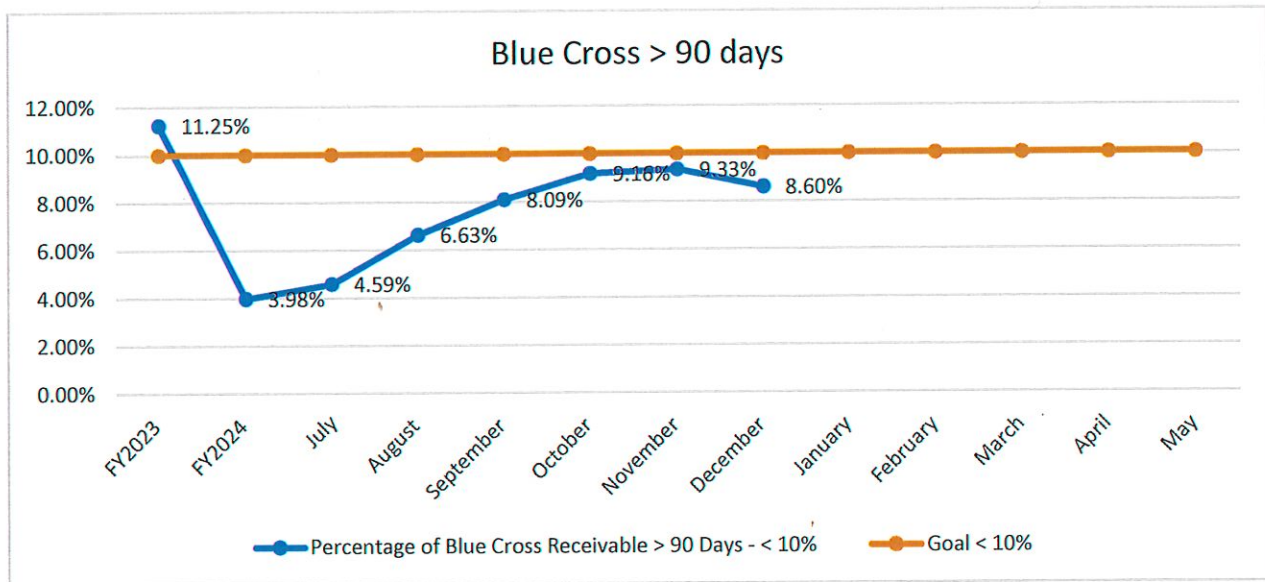


- Days over 120 days decreased to 17% for December.

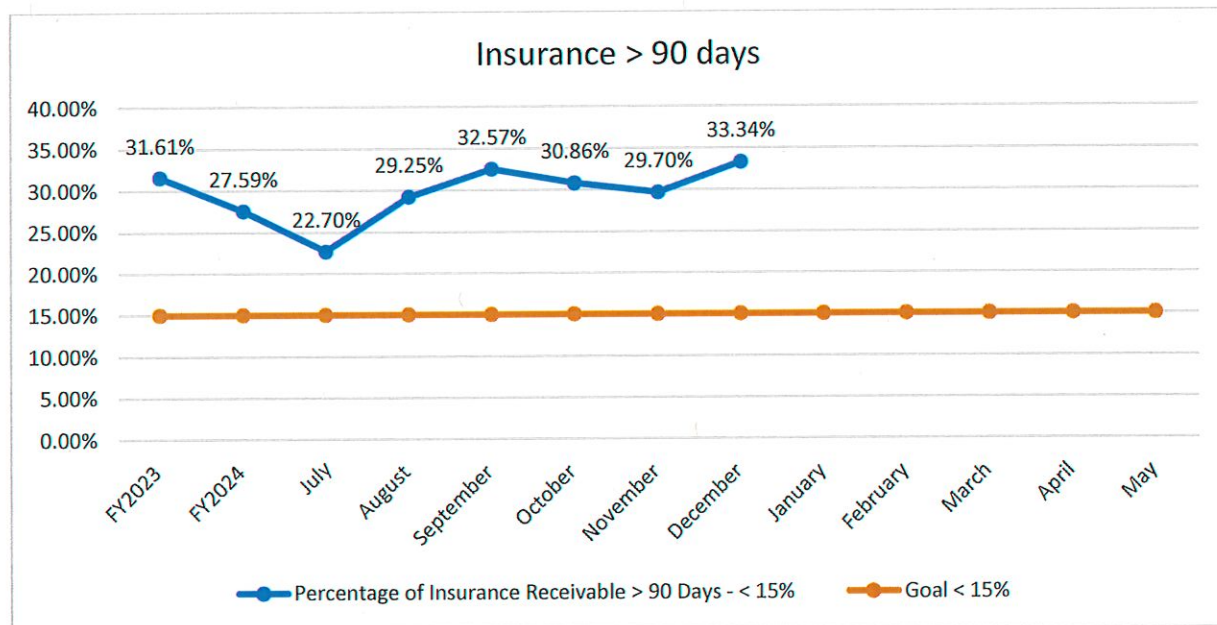


- Days over 180 days decreased to 11% for December.

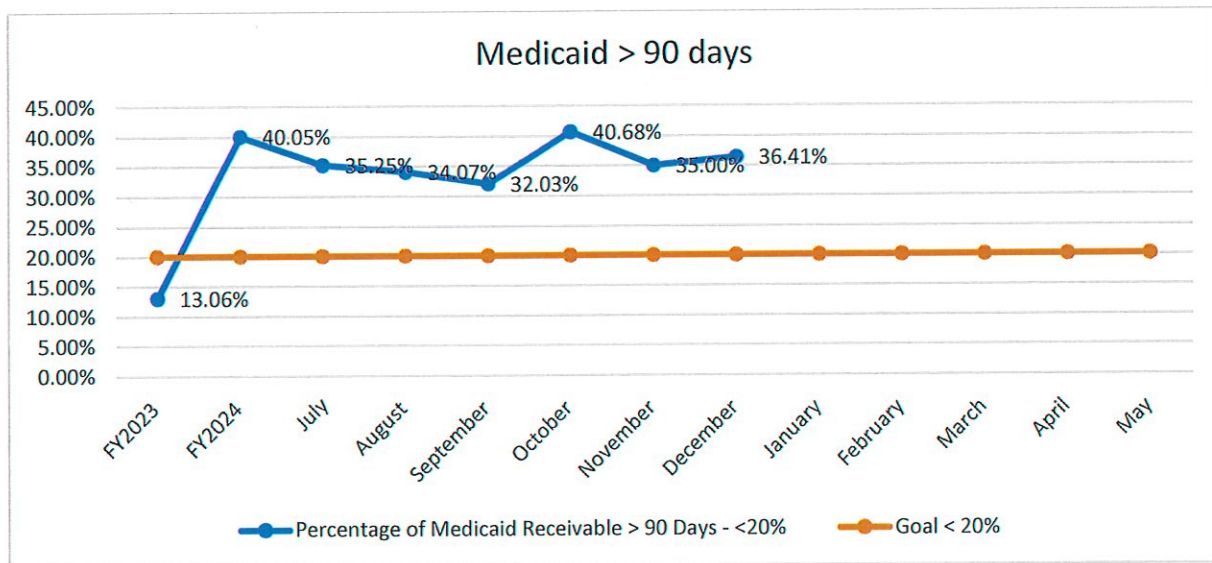
- **Days in AR by Payer** – These metrics show more detail of the aging AR by payer. We saw a decrease in the aging AR for Blue Cross, Commercial and Medicare with Medicaid staying right at the goal. These goals are as follows:
 - BCBS Days in AR > 90 days less than 10%
 - Insurance Days in AR > 90 days less than 15%
 - Medicaid Days in AR > 90 days less than 20%
 - Medicare Days in AR > **60 days** less than 6%
 - Self-Pay Days in AR > 90 days less than 30%



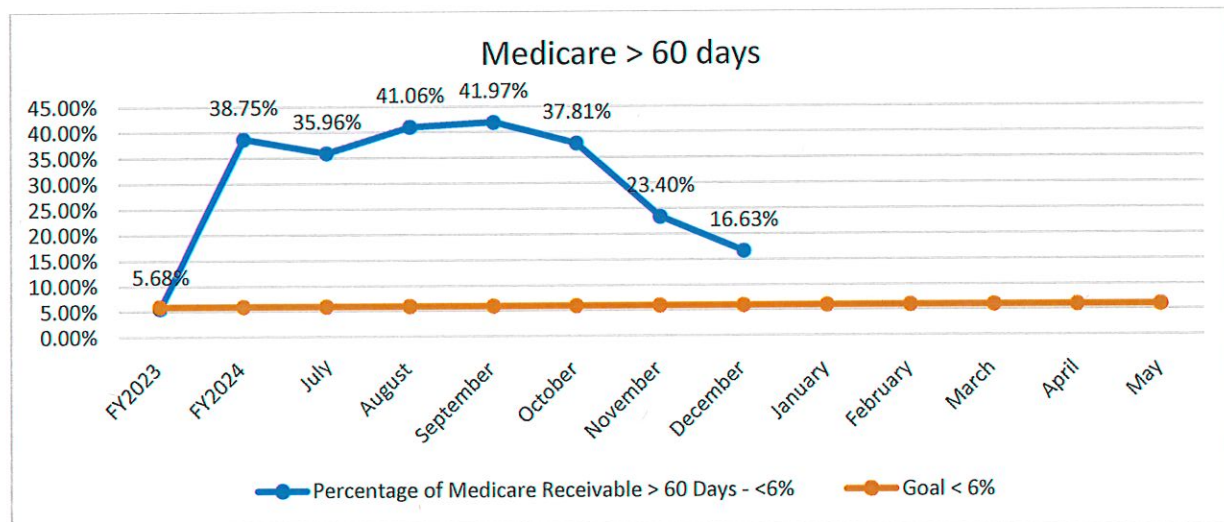
- Blue Cross aging remains under the goal of 10%, at 8.6% in December.



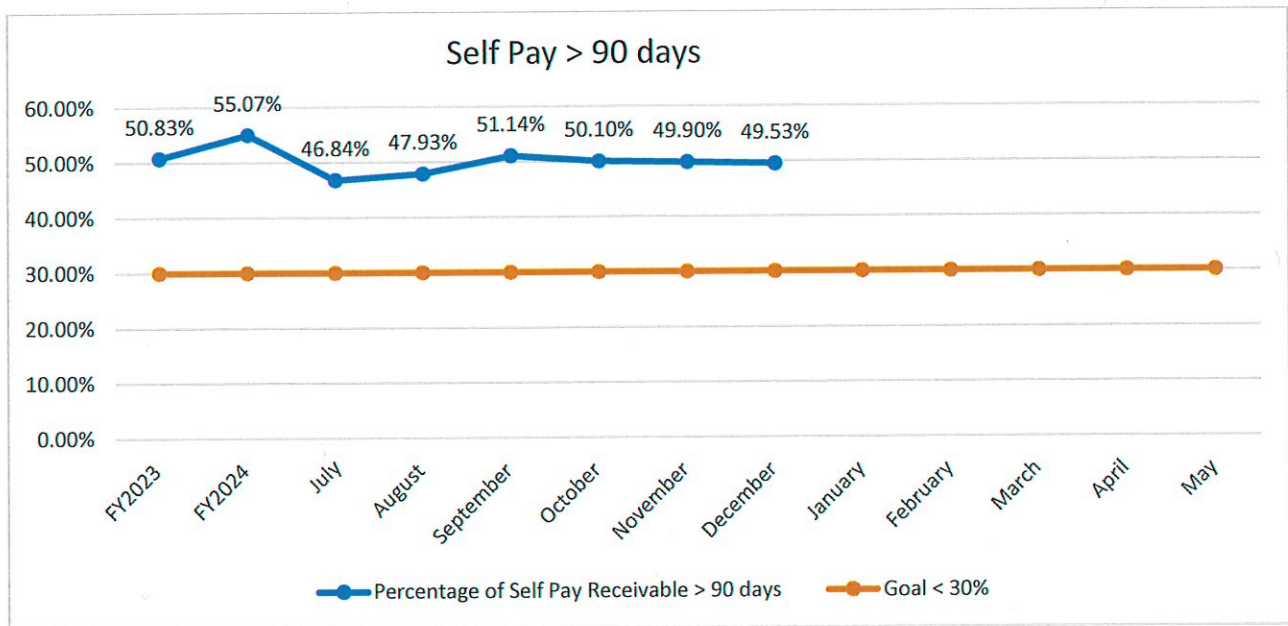
- Commercial aging increased to 33.34% for December, over the 15% goal. We continue to work through the implementation phase of the temporary outsourcing of aging account follow-ups with an expected start date of February 1.



- Medicaid aging increased in December. We have seen a decrease of 30% in Medicaid > 90 days since the temporary project began.



- Medicare decreased in December to 16.63%, over the 6% goal. We have started to see the results of the temporary cleanup project which began December 1. We have seen a decrease of 33% in Medicare > 60 days since the project began.



- In December, aging decreased slightly to 49.53%. With the increase in uninsured and underinsured patients over the last several years, and the increase in individual deductibles and co-pays, we have chosen a vendor for patient financing of payment plans. We continue to work through the implementation phase for the new patient financing project and hope to have the plan implemented by the end of January.

**Self Pay Plan
Information and Results
JANUARY, 2025**

	FY22	FY23	FY24	FY25
SELF PAY DISCOUNTS	1,353,208.58	780,098.39	844,366.51	299,077.42
FY 25 ESTIMATE			844,366.51	598,154.84
DECEMBER DISCOUNT AMT				64,112.25

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

	FY22	FY23	FY24	FY25
HARDSHIP PROGRAM	3,164.60	61,124.87	183,310.54	76,096.17
50% DISCOUNT NOVEMBER				31,421.94

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

TOTAL SELF PAY PAYMENTS	HOSPITAL	CLINIC
FY 20	8,093,427.44	
FY 21	7,763,867.42	
FY 22	7,359,544.59	
FY 23	7,816,556.16	1,393,371.32
FY 24	8,289,382.17	1,633,256.43
FY 25	5,164,857.76	830,253.35

TOTAL SELF PAY REVENUE	HOSPITAL	CLINIC
FY 20	13,566,281.12	
FY 21	14,306,425.74	
FY22	14,129,092.76	
FY 23	14,426,972.88	1,161,887.99
FY 24	14,058,581.93	1,365,896.47
FY 25	6,484,114.96	693,089.58

Self Pay Plan Information and Results

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MEDICAL ASSISTANCE

FY20	2,579,929.74
FY21	2,890,990.97
FY22	1,534,631.43
FY23	2,382,483.18
FY 24	1,488,871.52
FY 25	303,502.22

PATIENT NAVIGATION

	FY23	FY24	FY25
ACTUAL COST SAVINGS OF FREE OR REPLACEMENT MEDICATION	285,333.00	235,364.00	92,050.00
COPAY ASSISTANCE *ACTUAL COLLECTIONS	51,976.00	80,886.00	15,352.00
INSURANCE MAXIMUMIZATION *ACTUAL COLLECTIONS	1,058,933.00	2,591,935.00	742,261.00
PREMIUM ASSISTANCE *ACTUAL COLLECTIONS	823,191.00	664,667.00	143,430.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	<u>2,219,433.00</u>	<u>3,572,852.00</u>	<u>993,093.00</u>
 TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY22	 162,690.00	 166,757.25	 226,762.69
GOAL - 2 EMPLOYEES AT 1.5 MILLION EACH	976,140.00	2,441,376.00	3,000,000.00
 TOTAL AMOUNT WE NEED TO ACHIEVE OUR GOAL FY 25	 <u>1,243,293.00</u>	 <u>1,131,476.00</u>	 <u>-2,233,669.69</u>

MEMO: January 29, 2025

TO: Finance Committee

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: Preliminary January 2025 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 2,280,596.06
Hospital Accounts Affinity	\$ 00.00
Hospital Payment Plans Affinity	\$ 00.00
Medical Clinic Accounts EMD's	\$ 00.00
Ortho Clinic Accounts EMD's	\$ 00.00
Total Potential Bad Debt	\$ 2,280,596.06
Accounts Returned	\$ - 114,915.09

Net Bad Debt Turned \$2,165,680.97

Recoveries Collection Agency Cerner	\$ - 146,066.00
Recoveries Collection Agency Affinity	\$ - 28,461.93
Recoveries Payment Plans Affinity	\$ - 4,626.93
Medical Clinic Recoveries EMD's	\$ - 1,214.67
Ortho Clinic Recoveries EMD's	\$ - 1,112.16
Total Bad Debt Recoveries	\$- 181,481.69

Net Bad Debt Less Recoveries \$ 1,984,199.28

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$ 630,832.00
Medicare	\$ 31,382.00
Medicare Advantage	\$ 26,908.00
Self Pay	\$ 1,434,751.00

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: **PRESS GANEY PATIENT SAFETY ORGANIZATION PARTICIPATION AND CONFIDENTIALITY AGREEMENT**
2. Purpose of contract, including scope and description: **MHSC has been investigating becoming a part of a patient safety organization (PSO). A PSO will help MHSC meet the CMS required Patient Safety Structural measure as outlined in the attachment.**
3. Effective Date: **January 1, 2025**
4. Expiration Date: **initial term is three years. Auto renews for one year periods unless we provide 90 day of intent to non-renew.**
5. Termination provisions: **90 day notice of non-renewal**
6. Monetary cost of the contract: **one time implementaion fee of \$6000.00. Annual fee \$7150.00 price will not increase during years 2-3. Budgeted? YES**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No.**
8. Governmental immunity clause? **Yes**
- Any confidentiality provisions? **Yes Section 9**
9. Indemnification clause present? **Yes section 15**
10. Is this contract appropriate for other bids? **no**
11. Is County Attorney review required? **no**