

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

**March 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](#) Marty Kelsey
  - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Approval of Agenda *(For Action)* Barbara Sowada
  - A. Requests for Consent Agenda items to be removed to New Business  
(If not removed, no questions/discussion)
  - B. Requests for Senior Leader or Board Committee Reports to be removed to New Business  
(if not removed, no questions/discussion)
- III. Minutes *(For Action)* Barbara Sowada
  - A. [February 5, 2025 Regular Meeting](#)
- IV. Community Communication Barbara Sowada
- V. Old Business Barbara Sowada
  - A. Quarterly Progress Report on Strategic Plans and Goals
  - B. Other
    - 1. Employee Health Plan *(Still in progress)* Ann Marie Clevenger, *Chief Nursing Officer*
- VI. Consent Agenda *(For Action)* Barbara Sowada
  - A. [Approval of Capital Expenditure Requests](#)
  - B. [Approval of Bad Debts](#)
  - C. Approval of Policies on Final Reading
    - 1. Employee Policies
      - a. [Access to Personnel File](#)
      - b. [Dress Code](#)
  - D. Other Requiring Board Action
    - 1. [Revised Meeting Agenda Template for Regular Meetings of the Board of Trustees](#)
    - 2. [Professional Practice Review Plan](#)
- VII. New Business *(Review and Questions/Comments)* Barbara Sowada
  - A. Significant Emerging Issues
  - B. Other
    - 1. [Quality Committee Charter Update](#) *(For Review)* Stephanie Mlinar, *Director of Quality*
    - 2. [Capital Budget Amendment](#) *(For Action)* Tami Love, *Chief Financial Officer*
    - 3. [Request for County Capital Funds](#) *(For Action)* Tami Love

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

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**AGENDA**

**VIII. Reports**

**A. Chief Executive Officer and Guests Verbal Reports**

- |   |                  |
|---|------------------|
| 1. Chief Executive Officer Report               | Irene Richardson |
| 2. Medical Staff Services Chief of Staff Report | Dr. Alicia Gray  |
| 3. County Commissioner Liaison Report           | Taylor Jones     |

**B. Senior Leader and Board Committee Reports**

**1. Senior Leader Written Reports**

- |   |                     |
|---|---------------------|
| a. <a href="#">Chief Clinical Officer</a>   | Kari Quickenden     |
| b. <a href="#">Chief Experience Officer</a> | Cindy Nelson        |
| c. <a href="#">Chief Financial Officer</a>  | Tami Love           |
| d. <a href="#">Chief Nursing Officer</a>    | Ann Marie Clevenger |

**2. Board Committee Written or Verbal Reports**

- |   |                 |
|---|-----------------|
| a. Executive Oversight and Compensation Committee | Barbara Sowada  |
| b. Joint Conference Committee                     | Barbara Sowada  |
| c. <a href="#">Building and Grounds Committee</a> | Craig Rood      |
| d. Compliance Committee                           | Kandi Pendleton |
| e. <a href="#">Governance Committee</a>           | Marty Kelsey    |
| f. <a href="#">Quality Committee</a>              | Barbara Sowada  |
| g. Human Resources Committee                      | Kandi Pendleton |
| h. Finance and Audit Committee                    | Marty Kelsey    |
| 1) <a href="#">Information Services Report</a>    |                 |
| 2) <a href="#">Committee Meeting Information</a>  |                 |
| i. Foundation Board Report                        | Craig Rood      |

**XI. Contracts**

Irene Richardson

**A. Consent Agenda** *(For Information, No Action Needed)*

1. [Coffey Site Assist Training and Technical Support](#)
2. [Coffey Site Assist Website Redesign and Development](#)
3. [Crisis Prevention Institute Training Agreement](#)
4. [QLER Telepsych Amendment](#)

**X. Good of the Order**

Barbara Sowada

**XI. Executive Session (W.S. §16-4-405(a)(ix))**

Barbara Sowada

**XII. Action Following Executive Session**

Barbara Sowada

**XIII. 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**

**February 5, 2025**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on February 5, 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; Dr. Alicia Gray, Chief of Medical Staff; 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**

Dr. Sowada read aloud the mission and vision statements.

**Mission Moment**

Ms. Richardson said she has the opportunity to meet with all new physicians, medical and nursing students, locums, nurse practitioners, etc., and continually hears that people never had the opportunity to meet the CEO and other leaders to learn about the culture and expectations when they visit and work at other locations. They express gratitude for the opportunity we provide. Ms. Richardson gave kudos to Ms. Kerry Downs, Medical Staff Services Director, and her staff for the great orientation they develop for everyone joining us.

**AGENDA**

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

**APPROVAL OF MINUTES**

The motion to approve the minutes of the January 8, 2025, regular meeting as presented was made by Judge James; second by Mr. Rood. Motion carried. The motion to approve the minutes of the January 8, 2025, special meeting as presented was made by Ms. Pendleton; second by Judge James. Mr. Kelsey abstained and the motion carried. The motion to approve the minutes of the January 28, 2025, special meeting as presented was made by Ms. Pendleton; second by Judge James. Motion carried.

**COMMUNITY COMMUNICATION**

There were no comments.



## **OLD BUSINESS**

### **Employee Health Plan**

Dr. Ann Marie Clevenger, Chief Nursing Officer, said the Plan is still under review and will be brought back when ready for consideration.

## **NEW BUSINESS**

### **Employee Policies**

**Access to Personnel File:** Mr. Kelsey asked about adding information regarding other access related to legal requests.

**Dress Code:** There were no concerns shared. Both policies will be brought back next month. Dr. Sowada asked if there are any questions to contact Ms. Amber Fisk, Human Resources Director.

### **Critical Access Hospital Policies Consent Agenda**

The motion to approve the Parenteral Nutrition and Pharmacy Controlled Drugs: Abuses and Losses policies as presented in the consent agenda was made by Mr. Kelsey; second by Judge James. Motion carried.

## **SENIOR LEADER REPORTS**

Dr. Sowada thanked the leaders for the reports. Ms. Pendleton asked about medical oncology referrals almost doubling. Dr. Kari Quickenden, Chief Clinical Officer, said we are receiving more referrals from providers including from the Huntsman Cancer Institute. Ms. Pendleton asked about cash collections of 110%. Ms. Tami Love, Chief Financial Officer, said with critical access and issues with Medicare and estimates of what collections could have been, we estimated 110% if we had not been waiting on payments.

## **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson welcomed Dr. Alicia Gray, Chief of Medical Staff, and introduced Ms. Karali Plonsky, Patient Experience Director. She said both have hit the ground running and have great ideas and are making good things happen. Ms. Richardson reported we continue working on the strategic plan initiatives. In Community and Growth, OB Leadership will present at the Rock Springs Chamber Luncheon in February. Dr. Kyle Hoffman, General Surgery, will present to the Rock Springs High School Health Academy. Ms. Richardson will present to the Green River Chamber of Commerce at their monthly luncheon. She said we are working to get our messages out to the community. We are scheduled to have an onsite visit from a Urologist in March. Dr. Ken Holt and Dr. Javier Hernandez, OB/GYN, will join us in March, as will Ms. Mariah Pacheco, Pediatric Nurse Practitioner. Ms. Richardson said the Finance and Audit Committee approved a new nuclear medicine camera so we will get some redundancy with CT. We are working with Senior Leaders to develop a flash report for key metrics from various departments. Rock Springs Mayor Max Mickelson invited Ms. Richardson to join him for two community town hall meetings in February. The purpose is to discuss the impact from proposed property tax relief bills. Ms. Richardson said, if passed, it will have a huge impact on us and our community. Ms.

Richardson gave a brief update on other bills moving through the state legislature. She said we are watching federal legislation activities. We are watching tariff activities and eyeing the projected impacts on prices and shortages. Ms. Richardson thanked Ms. Lena Warren, Community Outreach Director, and Ms. Cindy Nelson, Chief Experience Officer, for presenting to the Rock Springs Chamber Boost Leadership Academy when they visited onsite at the end of January. Ms. Richardson thanked Ms. Nelson, Ms. Plonsky, and Mr. Josh Wilson, Patient Relations Specialist, for presenting to the Rock Springs Young at Heart Senior Center at the end of January. Following the Master Plan presentation January 28, Senior Leaders will prioritize and include information in the upcoming budget process plans. Ms. Richardson reported we are still waiting for Noridian to provide a rate to start billing under our new number. The Foundation Red Tie Gala was a huge success. Ms. Richardson thanked Ms. Kayla Mannikko, Foundation Executive Director, the Foundation Board, and everyone who volunteered to help make the event a success. She thanked Unidine for the delicious food. Ms. Richardson said we are thankful for the support of our community. She said the American Hospital Association Rural Health Conference will be held in San Antonio at the end of February. She said we are as busy as can be with staff working on all cylinders. Ms. Richardson thanked the Board for their support.

### **CHIEF OF THE MEDICAL STAFF REPORT**

Dr. Gray said she is happy to serve and reported many medical staff committees have started convening for 2025. Physicians have been appointed to various committees. She said we are excited for the opportunities to serve and be involved.

### **COMMITTEE REPORTS**

#### **Joint Conference Committee**

Dr. Sowada said the Committee did not meet.

#### **Buildings & Ground Committee**

Mr. Rood said the information is in the meeting packet.

#### **Compliance Committee**

Ms. Pendleton said she did not have anything additional to report.

#### **Governance Committee**

Mr. Kelsey said the Committee is working through policies with the Board Attorney.

#### **Quality Committee**

Dr. Sowada said the information is in the meeting packet.

#### **Finance & Audit Committee**

#### ***Capital Expenditures:***

Mr. Kelsey said the Committee approved three capital expenditure requests to move forward for Board approval. The motion to approve FY25-29 for \$442,349.89 for network infrastructure as presented was

made by Mr. Kelsey; second by Mr. Rood. Motion carried. The motion to approve FY25-32 for \$52,992 for website redesign as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried. The motion to approve FY25-35 for Siemens Symbia Lease for \$880,000 as presented was made by Mr. Kelsey; second by Mr. Rood. Motion carried.

***Bad Debt:*** The motion to approve the net bad debt and recoveries as presented of \$1,900,904.86 was made by Mr. Kelsey, second by Ms. Pendleton. Motion carried.

### **Foundation Board**

Mr. Rood said the Red Tie Gala had a great turnout and it was a great event. He shared preliminary numbers and said we will see a final report coming out in the near future.

***Ratify Foundation Board of Directors Member:*** The motion to ratify Mr. Jim Jessen as a Foundation Board of Directors member as presented was made by Mr. Rood; second by Ms. Pendleton. Motion carried.

### **Executive Oversight and Compensation**

Dr. Sowada said there would be discussion in the executive session.

## **CONTRACTS**

### **Consent Agenda**

There were no questions or comments.

## **GOOD OF ORDER**

Dr. Sowada encouraged Board members to consider adding community members to be on Board Committees. She said it would be nice to build our own pipeline. She invited Trustees to let her or Ms. Richardson know if they had suggestions for community members to invite.

Ms. Downs said the Board recently reviewed the Medical Staff Peer Review Plan. She said there was a section referencing the Chief Medical Officer. We will need to update since we do not have that position any longer. Dr. Sowada asked Ms. Downs to bring the Plan back to the Board with updates. Dr. Sowada said she hopes to have a Joint Conference Committee meeting in March.

## **EXECUTIVE SESSION**

The motion to go into executive session at 2:41 p.m. to discuss legal, personnel, and items considered confidential by law was made by Ms. Pendleton; second by Judge James. Motion carried.

## **RECONVENE INTO REGULAR SESSION**

The motion to leave the executive session and return to the regular session at 4:55 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 Ms. Pendleton. Motion carried.

### **Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from January 20, 2025**

1. Initial Appointment to Associate Staff (1 year)
  - Dr. Gregory Hammond, Sleep Medicine
  - Dr. Alexandru David, Infectious Disease
  - Dr. Ghazi Ghanem, Infectious Disease
  - Dr. Mark Dowell, Infectious Disease
  - Dr. Charles Mateskon, Radiation Oncology
  - Dr. Ram Baboo, Neurology
  - Dr. Cesar Javier Hernandez, OB/GYN
2. Initial Appointment to Active Staff (2 year)
  - Dr. Rami Ibrahim, Radiology
3. Initial Appointment to Consulting Staff (1 year)
  - Dr. Michael Caruso, Tele-Radiology (VRC)
4. Reappointment to Active Staff (2 year)
  - Dr. Steven Croft, Anesthesia
  - Dr. Michael Bowers, Family Medicine
  - Dr. Peter Jensen, Ophthalmology
5. Reappointment to Consulting Staff (2 year)
  - Dr. Gregg Sydow, Tele-Radiology (VRC)
6. Reappointment to Non-Physician Provider Staff (2 year)
  - Emily James, FNP-C Family Nurse Practitioner

The motion to approve a Memorandum of Understanding and authorize the CEO to sign as discussed in executive session was made by Judge James; second by Mr. Rood. Motion carried.

## **ADJOURNMENT**

There being no further business to discuss, the meeting was adjourned at 4:56 p.m.

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Dr. Barbara Sowada, President

Attest:

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Judge Nena James, Secretary

## Capital Request Summary

Capital Request #

FY25-37

Name of Capital Request:

CAMERA AND BADGE ACCESS SYSTEM - LABORATORY

Requestor/Department:

GERRY JOHNSTON/FACILITIES

Sole Source Purchase: Yes or No

Reason:

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	LINX SECURITY	NEW YORK, NY	\$98,359.15
2.	CONVERGINT	WEST VALLEY CITY, UT	\$78,479.78 * does not include everything needed
3.			

Recommendation:

LINX - \$98,359.15



# Memorial Hospital

OF SWEETWATER COUNTY

<b># Assigned: FY 25 - 37</b>	
<b>Capital Request</b>	
<b>Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.</b> <b>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.</b>	
<b>Department:</b> Facilities	<b>Submitted by:</b> GJJ
<b>Date:</b> 1/23/2025	
<b>Provide a detailed description of the capital expenditure requested:</b>	
New Camera and Badge access system	
<b>Preferred Vendor:</b> LMX	
<b>Total estimated cost of project (Check all required components and list related expense)</b>	
1. Renovation	\$
2. Equipment	\$ 41,698.15
3. Installation	\$ 55,919.27
4. Shipping	\$ 741.73
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8) \$ 98,359.15</b>	
<b>Does the requested item:</b>	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space?	Explain:
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Attach to a new service?	Explain:
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Require physical plan modifications?	Electrical
If yes, list to the right:	HVAC
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety
	Plumbing
	Infrastructure (I/S cabling, software, etc.)
<b>Annualized impact on operations (if applicable):</b>	
<b>Increases/Decreases</b>	
<b>Projected Annual Procedures (NEW not existing)</b>	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
	\$
<b>Total Annual Expenses</b>	\$
<b>Net Income/(loss) from new service</b>	\$
<b>Budgeted Item:</b>	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
# of bids obtained? <u>2</u>	
<input type="checkbox"/> Copies and/or Summary attached.	
If no other bids obtained, reason:	
<b>Review and Approvals</b>	
Submitted by: Gerry Johnston Jr.	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

#### OTHER CONSIDERATIONS

This capital request is for the implementation and installation of a new badge access system and new camera/server system in our "Lab expansion" These systems will cost \$98,359.15 as listed above. This is the second of two quotes received.

Our old badge access system is dated and does not have the software or tools required for an upgrade. All control boxes for this system are full with no room for expanding the system.


Like our badge access, our cameras are dated as well. Some new, some old. The idea behind the cameras is to get more range and visibility. The clarity will be better with the new cameras as well. Both badge access and cameras will be installed as new systems in the "Lab expansion" Doing this will allow us to work out any bugs we might see during implementation. Both systems will also allow us to add on to them in the future for the entire Hospital.

The first quote I received was from Convergent in the amount of \$78,479.78

The reason for going with the higher amount is for two reasons-

1. After dealing with Convergent on our BHT cameras for ED it is clear to me they do not understand the system we have in place currently. Rather than digging in and doing research, they more or less just threw parts at it and hoping they stick.
2. I had Plan One go over both quotes from Linx and Convergent to compare notes. The answer I got back was Linx was providing a more solid system (there may be some unforeseen items we need to purchase) and Convergent was providing a system that we would've needed to add a lot of extra parts to, not as solid.

Please consider this Capital purchase for our Lab Expansion.  
Thank you

  
Submitted by: Signature

1-24-25  
Date



January 21, 2025

PROPOSAL FOR:  
Memorial Hospital of Sweetwater County

Memorial Hospital Lab Addition

Location: 1200 College Dr Rock Springs, WY 82901  
Contact: Gerald Johnston Jr.  
Email: gjohnston@sweetwatermemorial.com  
Quote No: 24-09-S9810  
Ver: 2.1

Kenneth Beckey  
VP Security Sales  
303-902-0456  
kbeckey@teamlinx.com  
Prepared By: Steven Baca



**LINX**  
SECURITY

LINX Security  
303-574-1552 - Normal Business Hours  
866.9GO.LINX - After Business Hours  
LINXBidsSEC@teamlinx.com



## ABOUT LINX

LINX is a technology integrator specializing in the design, installation and support of network cabling, multimedia, security and in-building wireless systems.

Our ability to deliver multiple lines of business means LINX can work within tighter financial constraints to deliver projects within clients' financial goals.

### Serving Clients Across the USA

LINX has five office locations, including Salt Lake City, San Antonio, Denver, Fort Collins, Seattle and Colorado Springs. We employ over 640 people, including technicians, project managers, operations and engineering staff who are dedicated, certified and technically trained in their specific discipline. The strategic partnerships we maintain with best of class manufacturers allow us to perform work on a nationwide basis for Fortune 100 companies.



### Why LINX Security Solutions?

In an ever-changing world, LINX Security keeps you connected and protected. Our expert evaluation of your needs and potential risks will enable you to better protect your business and employees.



**SECURITY  
SOLUTIONS**

#### Product/Expertise

Our security integration team completes vigorous manufacturer training programs each year to maintain our excellent service. We are proud of our reputation that keeps our clients happy, and our partners committed to licensing us.

#### Technology-Savvy Project Approach

To consistently meet project objectives for our clients, LINX utilizes a logical project management approach that includes Bluebeam software technology and stringent testing processes, as well as a "feet on the ground" approach to job coordination and communication.

#### Customized Solutions

LINX works closely with each client to help them customize a solution that fits their needs. Our size gives us flexibility to ramp up as needed for schedule gain, while executive management remains engaged in all projects. We offer a range of best-in-class product options, including Design Build and long-term service options to address project challenges and needs for today and tomorrow.

#### A True Solution Provider

LINX comprehensively manages our client's project from concept to installation through support services. This approach generally involves:

- Studying the client's current security infrastructure
- Evaluating security needs for the client site(s)
- Specifying and evaluating manufacturer products required to meet project objectives, schedule and budget
- Installing the hardware and software at the client site(s)
- Offering a wide range of after-project service, warranty and support options





## BID INCLUSIONS / EXCLUSIONS

### Inclusions

1. Scope of work as defined in this proposal document.
2. All items listed in the bill of materials unless otherwise noted.
3. Administrative costs for testing, documentation, planning, mobilization, and layout for each project.
4. An adequate number of qualified field technicians to meet the installation schedule.
5. All necessary Personal Protective Equipment and personal tools shall be provided.
6. Clean up of our own identifiable debris to a dumpster furnished by others.
7. One Year LINX Workmanship Warranty.
8. Required submittals as stated in scope of work.
9. Necessary permits as stated in scope of work.
10. Required close out documentation as stated in scope of work.

### Exclusions (unless specified otherwise under the Scope of Work)

1. Removal of any existing cabling infrastructure or security devices.
2. Connections between door hardware and power transfer devices unless stated in scope in of work.
3. Connection or installation of mechanical door hardware unless stated in scope of work.
4. Penetrations of raised flooring or coring in concrete and electrical/data core up apparatuses.
5. All conduit and boxes and/or core holes.
6. Raceways and cable tray.
7. Plywood backboards unless stated in scope of work.
8. Installation of owner-furnished equipment, or material provided by others.
9. Bid bond, performance bond, payment bond or warranty bond.
10. Asbestos abatement or toxic waste removal.
11. Builder's risk insurance.
12. Networking equipment: network switches, network drops, patch panels, IP addressing, unless stated in scope of work.
13. Cutting or channeling of millwork.
14. Provision or installation of 120V power.
15. Installation or connection of fire relays.
16. Delays and/or extensions of the project schedule.
17. Cardholder data entry or access-level programming unless stated in scope of work.
18. Costs associated with SQL or client database licensing requirements.
19. All sales are final on any custom ordered material.
20. All fees associated with the usage of a Construction Payment Management System, such as Textura, will be charged back to the customer.



## TERMS AND CONDITIONS

1. This proposal is based on a mutually agreeable schedule to be determined which includes unimpeded access to scheduled work areas.
2. This pricing is based on a 40-hour work week in accordance with local laws and does not include overtime, shift differential or prevailing wage unless otherwise requested in bid documents or stated in scope of work.
3. Work for this proposal is to be performed during normal business hours (7 am to 5 pm).
4. Cancellation charges incurred by LINX shall be the responsibility of the customer along with associated freight charges.
5. LINX shall not be held liable for errors, omissions or inadequacies of materials and equipment specified or supplied by others.
6. We assume all equipment furnished and installed by others will be delivered and installed in a timely manner so as not to delay or impede LINX project schedule.
7. LINX assumes this will be a lump sum contract.
8. This proposal is developed on the assumption that all work defined in the Scope of Work will be awarded to a single contractor. LINX reserves the right to review pricing should work be awarded to more than one contractor.
9. Value engineering on design drawings is subject to review by Authority Having Jurisdiction.
10. All products in this proposal, with the exception of equipment furnished by others, shall be approved and installed in adherence with local building codes at time of proposal generation. If a local building code change occurs after acceptance of this proposal, LINX reserves the right to issue a change order for any additional labor, materials or freight required to deliver the installation in compliance with the code change.
11. Any additional labor or materials requested by the owner not included in the scope of this response will constitute a change order. All change orders must be in writing, signed by both the owner personnel who have signature authority, and the LINX project manager before any materials are ordered or labor is scheduled.
12. All ceiling space is assumed to be easily accessible, and suitable for the installation of the proposed cabling and hardware. LINX has not included demo of existing cabling or devices in the ceiling, unless otherwise requested in bid documents or stated in scope of work.
13. The work environment is assumed to be free of hazardous materials and free from asbestos. The owner is responsible for supplying LINX with the information concerning the safety issues of hazardous material for the disclosure to all employees working on the project.
14. All OSHA safety requirements will be honored and complied with while on owner's project site by all LINX personnel.
15. Delays & downtime caused by the Owner, General Contractor or Owner's Representative may be subject to a mobilization/demobilization charge.
16. Tax is an estimate and final tax amount may vary depending on city, county, and state tax rates defined for the project.
17. Standard Billing Terms
  - a. Materials will be invoiced in full upon physical possession by LINX.
  - b. Labor will be billed monthly on a progress basis.
  - c. Change orders will be invoiced 100% upon execution of the proposed change order.
  - d. Credit card payments are subject to an additional 3% convenience fee.
  - e. All fees associated with the usage of a Construction Payment Management System, such as Textura, will be charged back to the customer.
18. Invoicing and Payment - Unless otherwise agreed to by both parties, invoicing will be on a bi-weekly basis with payment terms of NET 30 days from invoice date. Past due amounts are subject to 18% interest per annum (1.5% per month.) For projects paid by construction draws, monthly progress billings apply.
19. As-built Prints: If included in the scope of work, all as-built prints will be delivered within 30 days of the completion of the project, unless otherwise agreed to by both parties.
20. Warranty - LINX warrants all labor services to be free of workmanship defects for a period of 1-year from the date of substantial completion. During this 1-year period, LINX will promptly repair, at no cost to the customer, any defects that are a direct result of labor workmanship. Any materials or equipment furnished by LINX will be covered by the manufacturer's warranty. LINX will provide labor to support a manufacturer defect on LINX supplied material within the 1-year workmanship warranty. In the event a warranty service call is made but no labor or material defect is found on LINX supplied material or a service call is regarding material supplied by others, LINX will invoice its standard hourly rate for the service call.
21. Material Pricing: If the material cost for a product supplied by LINX hereunder increases more than 5%, the price charged to the customer for such product shall increase by 100% of the material cost increase; provided that LINX provides the customer with not less than 60 days written notice of the pending material cost increase and works with the customer in good faith during such 60-day period to consider options to mitigate such material cost increase. Upon request by the customer, LINX shall furnish actual material cost data in the form of a supplier letter, or other relevant data, as evidence of increase.
22. Proposal is valid for 30 days from delivery to client. LINX reserves the right to adjust pricing to any proposal exceeding 30 days including change orders.





## SYSTEM

### SCOPE

#### Server

- LINX will furnish and install one (1) Genetec Streamvault 2040E Series - 1U 4-Bay Appliance 80TB Raw RAID 5 1x Xeon E-2436 32GB RAM 2x 480GB M.2 SSD 4x 16TB NLSAS 2x 1GbE RJ45 2x 600W PSU Windows Server Standard 5YR NBD KVHD Warranty - Genetec Security Center pre-installed. License sold separately.

#### ACS Licensing

- LINX will furnish one (1) Genetec Security Center (GSC) Base Professional Package. Includes Synergis Professional Package with 2 Access Managers, Remote Security Desk, and Badge Designer. Includes Omnicast Professional Package with Archiving support, Media Router, Audio, Remote Security Desk, Camera Sequences, Camera Blocking, Camera Dewarping, Time Zone, Edge recording, trickling and archive transfer, Keyboard and Joystick Support. Includes AutoVu Standard Package. Other features included: Threat Level module, Plan Manager Advanced for GIS Map servers with unlimited entities, Active Directory Integration, an authentication role, and an Active Directory Federation services connection. Limited to: 256 readers, 2 Access Managers, 10 clients, 250 cameras, 10 clients, and 20 Archivers. Genetec™ Advantage required with system purchase.
- LINX will furnish twelve (12) Genetec Advantage for Synergis Pro Reader - 1 year

#### VMS Licensing

- LINX will furnish five (5) Genetec Omnicast camera connection licenses.
- LINX will furnish five (5) Genetec Advantage for Omnicast Pro Camera - 1 year

#### ICS Licensing

- LINX will furnish three (3) Genetec Sipelia intercom licenses.
- LINX will furnish three (3) Genetec Advantage for Sipelia Intercom connection - 1 Year

## ACCESS CONTROL SYSTEM

QTY	DESCRIPTION	PRICE EXT
1	<b>Genetec ACS Licensing</b>	\$1,449.06
1	Genetec GSC-5.12 Security Center Version 5.12.	
1	Genetec GSC-BASE-P Genetec Security Center (GSC) Base Professional Package. Includes Synergis Professional Packa...	
12	Genetec ADV-RDR-P-1Y Genetec™ Advantage for 1 Synergis™ Pro Reader - 1 year	

## VIDEO MANAGEMENT SYSTEM

QTY	DESCRIPTION	PRICE EXT
1	<b>Genetec Server</b>	\$12,636.25
1	Genetec SV-2040E-R4-80T-20-436 **New Product Launch** Streamvault™ 2040E Series - 1U 4-Bay Appliance 80TB Raw ...	
1	<b>Genetec VMS Licensing</b>	\$1,185.65
5	Genetec GSC-Om-P-1C 1 camera connection	
5	Genetec ADV-CAM-P-1Y Genetec™ Advantage for 1 Omnicast™ Pro Camera - 1 year	

<b>EQUIPMENT TOTAL</b>	<b>\$15,270.96</b>
<b>LABOR TOTAL</b>	<b>\$1,758.12</b>
<b>FREIGHT</b>	<b>\$271.64</b>
<b>SYSTEM TOTAL</b>	<b>\$17,300.72</b>



## FIRST FLOOR

### SCOPE

#### *Access Control System*

- LINX will furnish and install five (5) new access control doors in areas indicated on the drawings.
  - These five (5) doors will each receive one (1) HID Signo reader, one (1) door position switch, one (1) request to exit device, and one (1) lock connection only. Locking hardware is excluded from this proposal and is to be provided and installed by others.
  - LINX will run a composite cable from the head end location to the device location for each door.
- LINX will furnish and install three (3) new access control double doors in areas indicated on the drawings.
  - These three (3) doors will each receive one (1) HID Signo reader, two (2) door position switches, one (1) request to exit device, and two (2) lock connections only. Locking hardware is excluded from this proposal and is to be provided and installed by others.
  - LINX will run a composite cable from the head end location to the device location for each door.
- LINX will furnish and install one (1) new access control door in the area indicated on the drawings.
  - These doors will each receive one (1) HID Signo reader, one (1) door position switch, one (1) request to exit device, and one (1) electric strike.
  - LINX will run a composite cable from the head end location to the device location for each door.
- LINX will furnish and install one (1) rim strike on the existing monitored door.
- LINX will furnish and install one (1) Software House GCM board, one (1) Software House ACM board with 8 reader ports, one (1) Software House Input board, one (1) Software House Output board, and one (1) power supply to be installed in the TDR location indicated on drawings provided. LINX will furnish and install three (3) 12V 7AH Batteries for each power supply.
- LINX will furnish and install one (1) Software House GCM board, one (1) Software House ACM board with 8 reader ports, one (1) Software House Input board, one (1) Software House Output board, and one (1) power supply to be installed in the TDR location indicated on drawings provided. LINX will furnish and install three (3) 12V 7AH Batteries for each power supply.
- LINX will program, test, and commission the devices above after installation completion.

#### *Video Management System*

- *Interior Cameras*
  - LINX will furnish and install three (3) Hanwha 6MP fixed lens recessed mounted cameras in areas designated on the drawings.
  - LINX will program and aim cameras per Memorial Hospital direction.
  - LINX will pull one CAT6 cable from the head end location to each camera listed above.
  - LINX will provide patch cables, and jacks.
  - LINX will program, test, and commission the devices above after installation completion.
- *Exterior Cameras*
  - LINX will furnish and install one (1) Hanwha 2x6MP dual lens corner mounted camera in areas designated on the drawings.
  - LINX will furnish and install one (1) Hanwha 4x5MP multi-lens wall pendant mounted camera in areas designated on the drawings.
  - LINX will program and aim cameras per Memorial Hospital direction.
  - LINX will pull one CAT6 cable from the head end location to each camera listed above.
  - LINX will provide patch cables, and jacks.
  - LINX will program, test, and commission the devices above after installation completion.

#### *Intercom System*

- LINX will furnish and install two (2) 2N IP ONE video door station intercom in areas designated on the drawings.
  - These door stations will each receive an IP relay module to initiate door release.
  - LINX will pull one CAT6 cable from the head end location to each camera listed above.
  - LINX will provide patch cables, and jacks.
  - LINX will program, test, and commission the devices above after installation completion.
- LINX will furnish and install one (1) 2N video master station in areas designated on the drawings.
  - LINX will pull one CAT6 cable from the head end location to each camera listed above.
  - LINX will provide patch cables, and jacks.
  - LINX will program, test, and commission the devices above after installation completion.





#### Owner Network Requirements

- Head-end equipment requiring network data drops and connectivity to the Owner LAN/WAN are as follows:
  - Two (2) Software House GCM
- PoE Switch ports required for the following devices:
  - Five (5) IP cameras
  - Two (2) IP Relay modules

#### ACCESS CONTROL SYSTEM

QTY	DESCRIPTION	PRICE EXT
<b>5</b>	<b>Card Reader Door</b>	<b>\$1,942.30</b>
1	HID Global 40TKS-00-000000 Signo40; Wall mount; 13.56mHz & 125kHz; OSDP/Wiegand; Terminal; Mobile Ready; BLE	
1	Bosch Security Systems DS160 PIR REQUEST TO EXIT SENSOR WITH SOUNDER GRAY	
1	Bosch Security Systems TP160 TRIM PLATE FOR DS150/DS160	
1	Labor ELCO Electrified Lock Connection Only - Lock Hardware Provided and Installed by Others	
1	GRI 195-12-BL SW SET, 3/4" DOOR SWITCH DPDT	
2	G.R.I. 6644 RESISTOR PK 2 BLUE LEADS 2 BLACK LEADS 2 1K RESIS	
<b>3</b>	<b>Card Reader Double Door, Two Active Leaves</b>	<b>\$1,209.21</b>
1	HID Global 40TKS-00-000000 Signo40; Wall mount; 13.56mHz & 125kHz; OSDP/Wiegand; Terminal; Mobile Ready; BLE	
1	Bosch Security Systems DS160 PIR REQUEST TO EXIT SENSOR WITH SOUNDER GRAY	
1	Bosch Security Systems TP160 TRIM PLATE FOR DS150/DS160	
2	Labor ELCO Electrified Lock Connection Only - Lock Hardware Provided and Installed by Others	
2	GRI 195-12-BL SW SET, 3/4" DOOR SWITCH DPDT	
2	G.R.I. 6644 RESISTOR PK 2 BLUE LEADS 2 BLACK LEADS 2 1K RESIS	

#### VIDEO MANAGEMENT SYSTEM

QTY	DESCRIPTION	PRICE EXT
<b>3</b>	<b>Fixed Lens Interior Camera, Recessed</b>	<b>\$2,379.36</b>
1	Hanwha Techwin XND-8082RF Wisenet 7 X-plus series network IR flush mount camera (plenum), 6MP @ 30fps, motoriz...	
<b>1</b>	<b>Dual Lens Exterior Camera, Wall Pendant</b>	<b>\$1,180.57</b>
1	Hanwha Techwin PNM-12082RVD Network vandal outdoor 2CH IR dome camera, (6MP X 2 sensors) 12MP @ 15fps, 3.4~...	
1	Hanwha Techwin SBP-215HMMW Hanging mount for PNM-C7083RVD/7082RVD and PNM-C12083RVD/12082RVD	
1	Hanwha Techwin SBP-300WMW1 Wall Mount Accessory (white), Compatible with white hanging caps	
1	Hanwha Techwin SBP-300KMW1 Corner Mount Adapter Accessory, use with SBP-300WMW1, White color, made of alum...	
1	Ditek DTK-MRJPOE The DTK-MRJPOE is a 10GbE PoE surge protector that is PoE Plus an	
<b>1</b>	<b>Tri-Lens 180° Exterior Camera, Wall Pendant</b>	<b>\$1,745.75</b>
1	Hanwha Techwin PNM-9031RV Network vandal outdoor Multi-sensor dome camera, panoramic view with stitched ima...	
1	Hanwha Techwin SBP-250WMW Wall Mount White Compatible with J. Camera Direct : QNV-C8083R/C9083R, XND-C6083...	
1	Ditek DTK-MRJPOE The DTK-MRJPOE is a 10GbE PoE surge protector that is PoE Plus an	

#### INTERCOM SYSTEM

QTY	DESCRIPTION	PRICE EXT
<b>2</b>	<b>Door Station, Video</b>	<b>\$1,846.50</b>
1	2N 02935-001 2N IP ONE MAIN UNIT BLACK	
1	2N 02941-001 2N IP ONE - FLUSH INSTALLATION BOX	
1	2N 01386-001 2N SECURITY RELAY	
1	Axis Communications 01397-001 Web IP Relay - 1 output, 1 input	
<b>1</b>	<b>Master Station, Video</b>	<b>\$495.49</b>
1	Axis Communications 01935-001 The 2N° Indoor Compact is an indoor answering unit designed especially for the resid...	
1	Axis Communications 02039-001 2N Indoor desk stand is intended for the 2N° Indoor Compact (01935-001 or 01936-00...	



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EQUIPMENT TOTAL	\$10,799.18
LABOR TOTAL	\$27,909.27
FREIGHT	\$192.10
FIRST FLOOR TOTAL	\$38,900.55

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# LINX

## SECURITY

## SECOND FLOOR

### SCOPE

#### Access Control System

- LINX will furnish and install three (3) new access control doors in areas indicated on the drawings.
  - These three (3) doors will each receive one (1) HID Signo reader, one (1) door position switch, one (1) request to exit device, and one (1) lock connection only. Locking hardware is excluded from this proposal and is to be provided and installed by others.
  - LINX will run a composite cable from the head end location to the device location for each door. LINX will furnish and install one (1) rim strike on the existing monitored door.
- LINX will furnish and install one (1) Genetec MP1502 board, four (4) Genetec MR52 boards, and one (1) power supply to be installed in the TDR location indicated on drawings provided. LINX will furnish and install three (3) 12V 7AH Batteries for each power supply.
- LINX will program, test, and commission the devices above after installation completion.

#### Owner Network Requirements

- Head-end equipment requiring network data drops and connectivity to the Owner LAN/WAN are as follows:
  - One (1) Genetec Cloudlink
  - One (1) Genetec MP1502

### ACCESS CONTROL SYSTEM

QTY	DESCRIPTION	PRICE EXT
<b>3</b>	<b>Card Reader Door</b>	<b>\$1,165.38</b>
1	HID Global 40TKS-00-000000 Signo40; Wall mount; 13.56mHz & 125kHz; OSDP/Wiegand; Terminal; Mobile Ready; BLE	
1	Bosch Security Systems DS160 PIR REQUEST TO EXIT SENSOR WITH SOUNDER GRAY	
1	Bosch Security Systems TP160 TRIM PLATE FOR DS150/DS160	
1	Labor ELCO Electrified Lock Connection Only - Lock Hardware Provided and Installed by Others	
1	GRI 195-12-BL SW SET, 3/4" DOOR SWITCH DPDT	
2	G.R.I. 6644 RESISTOR PK 2 BLUE LEADS 2 BLACK LEADS 2 1K RESIS	
<b>1</b>	<b>Genetec Access Control Panels</b>	<b>\$6,864.38</b>
1	Genetec SY-CLOUDLINK-G2 Synergis™ Cloud Link with 4GB of RAM, 16GB Flash, second generation, installed with Syne...	
1	Genetec SY-MP1502 MERCURY MP1502 INTELLIGENT CONTROLLER (2 DOORS, UP TO 4 READERS WITH OSDP) - 2 reader c.	
5	Genetec SY-MR52-S3 Mercury MR52 2-reader interface module Series 3 (8 inputs, 6 relays, PCB only, 2 reader licence co...	
<b>1</b>	<b>Genetec Power Supplies</b>	<b>\$2,168.20</b>
1	Genetec SY-SV16RD-E8M2 GENETEC ENCLOSURE by LSP E8 MERC, 12VDC, 150W 16 Reader - Input 110V/60Hz	
1	LifeSafety Power C8-Boxed 8 Out Relay Lock Module 3A Fuse	
1	LifeSafety Power D8-Boxed DC Power Distribution Module, Auxiliary, Fused, 12/24 Volt DC, 3 Ampere, 8-Output, 4" Wid...	
5	Arlington 4402 1 SNAPIN BUSHING	
3	Energys NP7-12 Lead Calcium Alloy Battery, Sealed, 12 Volt, 7 Amp-Hr, 5.95" Length x 2.56" Width x 3.94" Height	
1	HellermannTyton 181-44020 Wiring Duct - 4" X 4" Non-Adhesive, PVC	
1	HellermannTyton 181-94003 Wiring Duct Cover for 4" Duct, 6 ft Long	
<b>EQUIPMENT TOTAL</b>		<b>\$10,197.96</b>
<b>LABOR TOTAL</b>		<b>\$10,623.50</b>
<b>FREIGHT</b>		<b>\$181.40</b>
<b>SECOND FLOOR TOTAL</b>		<b>\$21,002.86</b>





## CABLING

### SCOPE

#### Cabling

- LINX will pull one (1) composite cable to each access control location listed on the drawings
- LINX will pull one (1) CAT6 cable to each camera location listed on the drawings.
- LINX will pull one (1) CAT6 cable to each intercom location listed on the drawings.
- Containment is excluded from this proposal.
- All patch cables, and jacks are included.
- LINX will furnish and install cable pathway.

### ACCESS CONTROL SYSTEM

QTY	DESCRIPTION	PRICE EXT
1	<b>Cable</b>	\$3,360.00
3000	SmartWire 4461030 4 Elem Comp Cable CMP Ylw Jkt	
1	<b>Pathway</b>	\$1,125.00
150	TOM FIG201-2 "2"" Comfort Cradle - White	
150	Hilti 2230624 6' Rod W/Pin	

### VIDEO MANAGEMENT SYSTEM

QTY	DESCRIPTION	PRICE EXT
9	<b>Patch Cables / Jacks</b>	\$265.05
1	CommScope UC1BBB2-0ZF001 UNC6-BL-1F	
1	Leviton 41089-1WP QuickPort Surface Mount Housing, 1-Port, White	
1	CommScope UC1BBB2-0ZF003 UNC6-BL-3F	
1	Leviton LEV-61110-RW6 Leviton 61110-RW6 Extreme Cat 6 QuickPort Connector - White	
1	<b>Cable</b>	\$680.00
2000	SmartWire CAT6SP-BLU 23-4P OAS SOL CMP C6 Blu Jkt	

<b>EQUIPMENT TOTAL</b>	\$5,430.05
<b>LABOR TOTAL</b>	\$15,628.38
<b>FREIGHT</b>	\$96.59
<b>CABLING TOTAL</b>	\$21,155.02



## PROJECT SUMMARY

### SYSTEMS

	EQUIPMENT	LABOR	TOTAL
ACCESS CONTROL SYSTEM	\$19,283.53	\$44,387.93	\$64,014.47
VIDEO MANAGEMENT SYSTEM	\$20,072.63	\$8,461.17	\$28,890.85
INTERCOM SYSTEM	\$2,341.99	\$3,070.17	\$5,453.82
FREIGHT			\$741.73

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PROJECT TOTAL	\$98,359.14
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## ACCEPTANCE

I accept this proposal and hereby authorize LINX to proceed with the installation of the included systems at the facilities of Memorial Hospital of Sweetwater County constructing at 1200 College Dr Rock Springs, WY 82901 as described in the totality of this document. I further authorize LINX to be granted the facility access that will be required to complete this project in a workmanlike and timely manner and for payment to be made to LINX. In keeping with the Terms of Payment listed above; It has been made clear to me that there exist no understandings regarding this project with any relevant party unless and until Memorial Hospital of Sweetwater County and LINX agree to such additional or alternate understandings in writing. Project cost and pricing are dependent upon a continual flow of work without interruption or delays imposed by Memorial Hospital of Sweetwater County or their staff, construction, other building trades or any other party, and additional costs may be incurred by Memorial Hospital of Sweetwater County from LINX. If such delays result in additional costs that are not covered by the pricing in this proposal: I agree that any additions to and/or deletions from the materials and labor to be provided by my acceptance of this proposal and any resulting change(s) in cost of this project shall only be by way of written change order(s) and shall be valid only after being signed by Memorial Hospital of Sweetwater County and LINX. This proposal is valid only if accepted in writing by Memorial Hospital of Sweetwater County and deposit payment received **no later than February 28, 2025**.

PO# \_\_\_\_\_

## ACCEPTANCE

\_\_\_\_\_  
SIGNED

\_\_\_\_\_  
DATE

\_\_\_\_\_  
PRINTED NAME

\_\_\_\_\_  
TITLE

Please return approved quote to [LINXBidsSEC@teamlinx.com](mailto:LINXBidsSEC@teamlinx.com).



MEMO: March 4, 2025

TO: Board of Trustees *[Signature]*

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: February 2025 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 2,260,809.15
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	\$ 2,260,809.15

Accounts Returned	\$ - 108,736.38
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Net Bad Debt Turned	\$ 2,152,072.77
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Recoveries Collection Agency Cerner	\$ - 235,630.03
Recoveries Collection Agency Affinity	\$ - 39,903.90
Recoveries Payment Plans Affinity	\$ - 1,875.00
Recoveries Collection Agency CPI	\$ - 00.00
Medical Clinic Recoveries EMD's	\$ - 3,014.48
Ortho Clinic Recoveries EMD's	\$ - 1,150.82
Total Bad Debt Recoveries	\$ - 281,574.23

Net Bad Debt Less Recoveries	\$ 1,870,498.54
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Bad Debt by Financial Class

Blue Cross and Commercial	\$ 584,107.61
Medicare	\$ 59,541.14
Medicare Advantage	\$ 14,560.76
Self Pay	\$ 1,432,790.63



Board Meeting Date:3/5/2025

Topic for Old & New Business Items:

Employee Policies – Access to Personnel File – For action.

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

Presented for first read/review at 02/05/2025 Board Meeting. Recommend do pass. Updated as recommended by Geoff Phillips 02-06-2025.

Board Committee Action:

Click or tap here to enter text.

Policy or Other Document:

☐ For Review Only

☒ For Board Action

Legal Counsel Review:

☒ In House      Comments:.

☒ Board      Comments:.

Senior Leadership Recommendation:

Do pass



Approved N/A  
Review Due N/A

Document Area Employee Policies

## EMPLOYEE POLICIES - ACCESS TO PERSONNEL FILE

### Purpose

MHSC maintains personnel records for each 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.

#### EMPLOYEE POLICIES - ACCESS TO PERSONNEL FILE

##### Purpose

MHSC is committed to maintaining personnel records 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 to whom the files pertain and those with a legitimate business or operational need in accordance with their supervisory or administrative responsibilities. The Director of Human Resources is responsible for maintaining the confidentiality and security 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. 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.
- D. Employee files may not be taken outside the HR department.

- E. ~~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

**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. Personnel records may be disclosed in compliance with a lawfully issued subpoena or court order. If such a request is received, MHSC will notify the employee unless prohibited by law or a court directive.

**II. Relation to the MHSC Public Records Release Policy**

Personnel records maintained by MHSC are confidential and not considered public records under the Wyoming Public Records Act (W.S. 16-4-203(d)(iii)). As a result, personnel files are not subject to public disclosure except as required by law.

Requests for personnel records will be handled in accordance with MHSC's internal policies and applicable federal and state laws. Employment contracts and agreements that set forth terms and conditions of employment may be available for public inspection, but all other personnel-related records remain confidential.

## Approval Signatures

Step Description

Approver

Date

Board Meeting Date:3/5/2025

Topic for Old & New Business Items:

Employee Policies – Dress Code Policy – For action

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

Presented for first read/review at 02/05/2025 Board Meeting.

Board Committee Action:

Recommended do pass.

Policy or Other Document:

☐ For Review Only

☒ For Board Action

Legal Counsel Review:

☒ In House      Comments:.

☐ Board      Comments:.

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



Board Meeting Date:3/5/2025

Topic for Old & New Business Items:

Revised Agenda Format for the Board of Trustees Regular Meetings – For action

Policy or Other Document:

- ☐ Revision
- ☒ New

Brief Senior Leadership Comments:

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Board Committee Action:

Approved by the Governance Committee at their February meeting. Presented at the March Board of Trustees meeting for approval via the consent agenda.

Policy or Other Document:

- ☐ For Review Only
- ☒ For Board Action

Legal Counsel Review:

- ☐ In House      Comments:.
- ☐ Board            Comments:.

Senior Leadership Recommendation:

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## AGENDA

- I Call to Order
  - Roll Call
  - Pledge of Allegiance
  - Mission and Vision
  - Mission Moment
- II Approval of Agenda (For Action)
  - Requests for Consent Agenda items to be removed to New Business?  
(If not removed, no questions/discussion)
  - Requests for Senior Leader or Board Committee Reports to be removed to New Business? (If not removed, no questions/discussion)
- III Minutes (For Action)
- IV Community Communication
- V Old Business
  - Quarterly progress report on strategic plans and goals
  - Other
- VI Consent Agenda (For Action)
  - Approval of Capital Expenditure Requests
  - Approval of Bad Debts
  - Approval of Policies on Final Reading
  - Other Requiring Board Action
- VII New Business (Review and Questions/Comments)
  - Significant Emerging Issues
  - Other
- VIII Reports
  - Chief Executive Officer and Guests Verbal Reports
  - Chief Executive Officer Report (Verbal)
  - President of Medical Staff Report (Verbal)
  - County Commissioner Liaison Report (Verbal)
  - 
  - Senior Leader and Board Committee Reports
  - Senior Leader Reports (Written)
    - Chief Clinical Officer
    - Chief Experience Officer
    - Chief Financial Officer
    - Chief Nursing Officer
  - Board Committee Reports (Written or Verbal)
    - Executive Oversight and Compensation Committee
    - Joint Conference Committee
    - Building and Grounds Committee



Compliance Committee  
Governance Committee  
Quality Committee  
Human Resources Committee  
Finance and Audit Committee  
Information Services Report  
Committee Meeting Information  
Foundation Board Report

- IX      Contracts
- X        Good of the Order
- XI      Executive Session [W.S. 16-4-405 (a) (ix)]
- XII     Action Following Executive Session
- XIII    Adjournment



Board Meeting Date:3/5/2025

Topic for Old & New Business Items:

Old Business – Professional Practice Review Plan (Medical Staff Peer Review)

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

CMO was removed from II C – indicated on document in blue for ease of locating.

Board Committee Action:

For review of removal and re-approval

Policy or Other Document:

☐ For Review Only

☒ For Board Action

Legal Counsel Review:

☐ In House      Comments:.

☐ Board      Comments:.

Senior Leadership Recommendation:

Recommend re-approving with the one change of CMO being removed.



Board Meeting Date:3/5/2025

Topic for Old & New Business Items:  
New Business – Board Quality Charter

Policy or Other Document:

- ☒ Revision
- ☐ New

Brief Senior Leadership Comments:

Made edits to the attendees of the meeting. Added the non-voting community member.

Board Committee Action:

As above

Policy or Other Document:

- ☒ For Review Only
- ☐ For Board Action

Legal Counsel Review:

- ☐ In House      Comments:.
- ☐ Board          Comments:.

Senior Leadership Recommendation:

Recommend first read with pending approval at April's meeting.



Approved N/A  
Review Due N/A

Document Area Quality & Risk Management

## Board Quality Committee Charter

### STATEMENT OF PURPOSE:

The purpose of the Quality Committee (Committee) is to assist the Board of Trustees (Board) in its fiduciary and oversight duties regarding the delivery of safe, quality, patient-centered care with the expectation of continuous improvement as set forth below.

### TEXT

- I. **Definition of Quality:** Quality at Memorial Hospital of Sweetwater County (Hospital) is a patient-centered commitment to excellence, consistently using best practices for process improvement to achieve the best outcomes for our patients.
- A. The Institute of Medicine (IOM) defines health care quality as “the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

The IOM defines the six (6) dimensions of quality as:

1. **SAFE**, does not harm
2. **TIMELY**, delivered without unnecessary delays
3. **EFFECTIVE**, based on the best scientific knowledge currently available
4. **EFFICIENT**, does not waste resources
5. **EQUITABLE**, based health needs not personal characteristics
6. **PATIENT-CENTERED**, respectful and customized according to patients needs and values

II. **Authority:**

- A. The committee has no expressed or implied power or authority.

III. **Responsibilities:**

- A. In fulfilling its charge, the Committee is responsible for the following activities and functions.
1. Monitors the monthly quality, safety, and patient experience reports of the Hospital against national benchmarks and other standards.
  2. Monitors priority-focus data as identified by the Performance Improvement and Patient Safety (PIPS) Committee.
  3. Monitors the summary quality, safety, and patient experience reports provided pursuant to provisions of clinical service contracts.
  4. Monitors the summary quality, safety, patient experience reports of the Hospital's medical directors and department chairs.
  5. Reviews all Serious Safety Events, as defined by the Hospital, the National Quality Forum, Wyoming Department of Health, and The Joint Commission, and subsequent improvement plans made in connection therewith.
  6. Monitors the effectiveness of project and committee leaders' improvement plans with regard to negative variances and serious errors.
  7. Reviews the Hospital's annual PIPS Plan, Patient Safety Plan, and Environment of Care Plans, and recommends the Plans to the Board for its approval.
  8. Advocates that quality and cost are appropriately inter-related and that the Hospital's culture and resources are sufficient to support efforts to improve quality, safety, and patient-centered care.
  9. Recommends organizational strategy regarding the delivery of safe, patient-centered, quality care as aligned with the Hospital's strategic plan.
  10. Works with Senior Leadership to help assure that major new programs, service additions, or enhancements have met specific quality-related performance criteria, including, but not limited to, volume, staffing and accreditation requirements.
  11. Recommends Board level policies regarding the delivery of safe, patient-centered, quality care, as needed.
  12. Recommends education programs to the Board.

#### IV. Composition:

- A. The composition of the Committee shall be as follows: two (2) Board members, one of whom to serve as Chair, Chief Executive Officer, Chief ~~Medical~~~~Experience~~ Officer, Chief Financial Officer, Chief Nursing Officer, Chief Clinical Officer, ~~Medical Office Building (MOB) Clinic~~~~Quality~~ Director, ~~Quality Director~~, and not more than two physicians as appointed by the Board President. Each of these members shall have voting privileges.
1. The Chair may invite any director, officer, staff member, expert or other advisor who is not a member of the Committee to attend, but these individuals have no voting privileges.



2. ~~Meetings should be attended by~~ Meetings may be attended by the staff of the Quality Department, ~~Infection Preventionist, and the individual responsible for grievances.~~ These ~~individuals~~ staff members shall not have voting privileges.
3. An appointed community member may serve on the committee as a non-voting member.

**V. Meeting Schedule:**

- A. The committee shall meet monthly and as needed.

**VI. Reports:**

- A. The Committee will regularly receive and review the following reports.
  1. The monthly quality, safety, and patient experience reports of the Hospital
  2. Centers for Medicare and Medicaid quarterly and annual reports
  3. Serious Safety Events, as they occur
  4. Root Cause Analysis (RCA) and Failure Mode and Effects Analysis (FMEA) reports
  5. Environment of Care Plan Evaluation, semi annually
  6. Progress on performance improvements and/or safety goals as aligned with identified priority areas in the PIPS Plan and/or other priorities identified by the PIPS Committee in action plan format
  7. The annual PIPS Plan
  8. The results of the biennial Culture of Safety survey
  9. Accreditation reports when received
  10. Infection Prevention Program Annual Evaluation
  11. Performance Improvement and Patient Safety (PIPS) Plan Annual Evaluation and Performance Improvement (PI) and Patient Safety Report
  12. Summary of clinical contract reviews annually
  13. Audits of credentialing process at least every two (2) years
  14. Audits of peer review, ongoing professional practice evaluations (OPPE), focused professional practice evaluations (FPPE) monitoring, annually

**VII. Confidentiality:**

- A. WY Stat 35-2-910. Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review. Subsection A.
- B. WY Stat 35-2-910 (d)
- C. All quality and patient safety data shall be considered the property of the Hospital.
- D. Confidentiality shall be maintained, based on full respect of the patient's right to privacy and in keeping with Hospital Policy and State and Federal Regulations governing the confidentiality of quality and patient safety work.

- E. Only aggregated data will be reported to the Committee, with two exceptions. These exceptions are Serious Safety Events and events that triggered Root Cause Analysis and/or Failure Mode Effects Analysis. De-identification of protected health information will be used for these reports.

**Approved:**

~~The Board Quality Committee 2/15/2023~~

~~The Board of Trustees 4/5/2023~~

Reviewed and Approved:

~~Board Charter: The Quality Committee~~The Board Quality Committee

~~Category: Board Committees & Committee Charters~~

~~Title: Quality Committee~~

MHSC Board of Trustees

Original Adoption: 7/4/2018

Revision: 7/25/2018; 1/29/2020; 4/1/2020, 04/05/2023, 01/15/2025

Approval Signatures

Step Description

Approver

Date

History

Draft saved by Quickenden, Kari: Chief Clinical Officer on 1/31/2025, 11:08AM EST

## Capital Expenditure Requests

### Budget For The Year Ending 6/30/2025

Department	Requested Item	Number of Units	Capital Equipment Budget	Capital Construction Budget	Notes	FY#	Budgeted Y/N
<b>Quarter 1: July - September</b>							
MEDICAL IMAGING	IUMINOS AGILE MAX TABLE	1	\$522,820		Approved	FY25-1	Y
MEDICAL IMAGING	YSIO X.PREE DIGITAL X-RAY SYSTEM	1	\$316,373		Approved	FY25-2	Y
INFORMATION TECHNOLOGY	LAPTOPS, MONITORS, DOCKING STATION	10	\$15,058		Approved	FY25-3	Y
HOUSEKEEPING	AUTO SCRUBBER	2	\$10,601		Approved	FY25-4	Y
LAUNDRY	WASHER MOTOR	1	\$11,103		Approved	FY25-5	N - emergency
FACILITIES	HOLIDAY TRIMLIGHTS PHASE 2	1	\$96,912		Approved	FY25-7	Y
MOB CLINIC	PEDIATRIC EXAM BED	1	\$5,035		Approved	FY25-8	N
NURSERY	INFANT SECURITY SYSTEM	1	\$42,791		Approved	FY25-6	Y
EMERGENCY ROOM	INTUBATION EQUIPMENT	1	\$30,983		Approved	FY25-9	Y
EMERGENCY ROOM	C-ARM	1	\$69,350		Approved	FY25-10	Y
FACILITIES	ASPHALT PATCH/SEAL/REPLACE HOSPITAL	1		County \$62,175.00	Approved	FY25-15	Y
FACILITIES	ASPHALT PATCH/SEAL/REPLACE 3000 COLLEGE HILL	1		County \$74,810.00	Approved	FY25-14	Y
FISCAL	UPGRADE KRONOS (UKG) TO CLOUD BASED	1	\$80,105		Approved	FY25-13	Y
CLINIC - UROLOGY	SAVIN BW IM 2500 COPIER/PRINTER	1	Lease \$10,867.72		Approved	FY25-11	N
CLINIC - ENT	SAVIN BW IM 2500 COPIER/PRINTER	1	Lease \$10,867.72		Approved	FY25-12	N
FACILITIES	DUAL SIDED ELECTRONIC SIGN-HOSPITAL	1	\$106,429		Approved	FY25-16	Y
FACILITIES	REFRESH EXISTING SIGN GRAPHICS	1	\$19,784		Approved	FY25-17	Y
NUTRITION SERVICES	REACH IN REFRIGERATOR	1	\$5,135		Approved	FY25-18	N
FACILITIES	REPLACEMENT SNOWPLOW	1	\$12,674		Approved	FY25-19	Y
BIO-MED	FLOW ANALYZER	1	\$6,810		Approved	FY25-20	Y
INFORMATION TECHNOLOGY	LAPTOPS, MONITORS, DOCKING STATION	10	\$15,942		Approved	FY25-21	Y
<b>QUARTER 1 TOTAL</b>			<b>\$1,307,905</b>			<b>\$1,307,905</b>	
<b>Quarter 2: October - December</b>							
SURGICAL SERVICES	SCOUT BREAST LOCALIZATION CONSOLE	1	\$65,495		Approved	FY25-22	Y
INFORMATION TECHNOLOGY	ORACLE UCC MODULE	1	\$32,938		Approved	FY25-23	N
SURGICAL SERVICES	PEDIATRIC COLONOSCOPE	1	\$47,616		Approved	FY25-24	Y
SURGICAL SERVICES	GLIDE SCOPE	2	\$42,608		Approved	FY25-25	N
PHARMACY	MEDKEEPER INTERFACE WITH CERNER	1	\$24,761		Approved	FY25-26	Y
<b>QUARTER 2 TOTAL</b>			<b>\$219,417</b>			<b>\$1,521,322</b>	
<b>Quarter 3: January - March</b>							
MEDICAL IMAGING	PACS MERGE VNA	1	\$506,298		Approved	FY25-27	Y
MEDICAL IMAGING	PACS REPORTS & VOICE RECOGNITION	1	\$263,419		Approved	FY25-28	Y
INFORMATION TECHNOLOGY	PACS SERVER	1	\$442,350		Approved	FY25-29	N
FACILITIES	FLOORING - STRESS ROOM	1		COUNTY \$9,843.99	Approved	FY25-30	N
MARKETING	WEBSITE	1	\$52,992		Approved	FY25-32	Y
FACILITIES	SERVCO MOTOR BOILER 1	1		COUNTY \$25,662.06	Approved	FY25-31	N
INFORMATION TECHNOLOGY	LAPTOPS, MONITORS, DOCKING STATION	10	VOID \$14587.2		Approved	FY25-33	Y
INFORMATION TECHNOLOGY	WORKSTATIONS AND MONITORS	10	\$12,243		Approved	FY25-34	Y
MEDICAL IMAGING	SIEMENS SYMBIA PRO SPECTRA	1	CAPITAL LEASE \$880,000		Approved	FY25-35	Y
INFORMATION TECHNOLOGY	LAPTOPS, MONITORS, DOCKING STATION	20	\$29,174		Approved	FY25-36	Y
FACILITIES	FIRE PUMP CONTROL BOX	1		COUNTY \$10,373.88	Approved	FY25-38	N
LAB	STAGO COMPACT MAX	1	\$47,200		Approved	FY25-39	Y
FACILITIES	SEWER PIPE LINED	1		COUNTY \$14,500.00		FY25-41	N
FACILITIES	CAMERA AND BADGE ACCESS SYSTEM - LAB EXPANSION	1	\$98,359			FY25-37	N



			QUARTER 3 TOTAL	\$1,452,035	\$0	\$2,973,357	
Quarter 4: April - June							
FACILITIES	ICE MACHINE - ED	1		\$5,053		FY25-40	N
SURGICAL SERVICES	PEDIATRIC COLONOSCOPE	1		\$47,616			Y
INFORMATION TECHNOLOGY	SYNOLOGY OFFSITE BACKUPS	1		\$79,787			Y
SURGICAL SERVICES	ROBOTICS POSITIONING TABLE	1		\$102,203			Y
SURGERY	MAKO ROBOT	1		\$626,400			Y
EMERGENCY MANAGEMENT	NEW PAPR SYSTEM HOODS	1		\$34,000			Y
INFORMATION TECHNOLOGY	CERNER 24/7	1		\$24,482			N
INFORMATION TECHNOLOGY	LAPTOPS, MONITORS, DOCKING STATION	20		\$29,174			Y
INFORMATION TECHNOLOGY	LAPTOPS, MONITORS, DOCKING STATION	20		\$29,174			Y
			QUARTER 4 TOTAL	\$972,837	\$0	\$3,946,194	

Dear Commissioners,

We are writing to formally submit a proposal and request funding for two essential capital improvement projects at Memorial Hospital of Sweetwater County. We have been informed that the County currently holds \$500,000 earmarked as a capital fund for the Hospital, and we are respectfully requesting the allocation of the full amount for these projects. On behalf of MHSC, we sincerely extend our gratitude to the County Commissioners for providing us with the necessary resources to uphold our mission of delivering compassionate care to every life we touch and our vision to be our community's trusted healthcare leader. We are also deeply appreciative of the long and beneficial relationship between the County and MHSC which has successfully provided vital healthcare services to the Sweetwater County community for more than 130 years.

### **PROJECT 1: OB SUITE RENOVATION**

#### **Scope & Cost:**

- a) This project involves a comprehensive renovation of our Obstetrics (OB) Suite, with an estimated cost of **\$426,350**.
- b) The renovation will include: Replacing the existing bathtubs with showers. Adding a dedicated bathroom to the recovery room.
- c) A detailed design and proposal prepared by Plan One Architects is attached for your review.

#### **Rationale for Replacing Tubs with Showers:**

MHSC's current OB workflow places laboring patients in one of three labor rooms until delivery, at which point they are transferred to a postpartum room approximately 2–4 hours later. However, if all postpartum rooms are full, patients must remain in the labor rooms for their entire hospital stay. These rooms lack showers, and the tubs cannot be used due to infection control concerns. Postpartum patients often have bodily fluids on them and may have sutures, making hygiene essential for infection prevention. The inability to shower not only increases the risk of infection but also compromises patient comfort and recovery.

This issue is a significant patient dissatisfier, as reflected in patient surveys and complaints. Additionally, hydrotherapy is a recommended, non-pharmacological pain management option for laboring patients who choose to deliver without an epidural. Replacing the tubs with showers would provide these patients with access to hydrotherapy while also ensuring that all postpartum patients have proper hygiene options during their stay.

Currently, some patients go their entire hospital stay without the ability to shower, which is unacceptable for their health, comfort, and dignity. Addressing this issue will improve infection control, patient experience, and overall quality of care.

#### **Rationale for the Recovery Room Remodel:**

When all labor rooms are full and another laboring patient arrives, she is placed in the recovery room. This room contains two beds separated only by a curtain, lacking the privacy necessary for

a very intimate and emotional time for families. There have been instances where two patients had to deliver in this room simultaneously, separated only by a curtain, which is unacceptable for patient care and patient dignity.

Additionally, this room does not have a bathroom. Currently, patients must be escorted to the only staff restroom on the unit, which is behind a locked badge-access door, lacks a call light, and is often not cleaned between uses. This presents multiple concerns, including infection control risks, patient safety risks, and negative patient experiences.

If OB volume continues to grow, the use of the recovery room as a labor space will become more frequent, making these limitations even more problematic. A remodel is essential to improve privacy, ensure patient dignity, and provide a safe, accessible restroom within the recovery space.

#### **OB Department Future Growth and Expanding Geographical Reach:**

MHSC's OB department is experiencing a steady increase in deliveries. If this trend continues, labor rooms will need to accommodate postpartum patients for extended stays, and the recovery room will be used more frequently for laboring patients, further straining available resources.

The reason behind the increase in deliveries at MHSC is not entirely clear, but it may be partially attributed to MHSC's expanding geographical reach. Along with local population growth, MHSC is now serving a larger regional community due to the closure of OB units in neighboring areas. Kemmerer's OB department closed in 2022, and Evanston's followed in 2025, making Sweetwater County a critical provider of obstetrical care for the region. This is especially important for Medicaid patients, who must receive care at a Wyoming hospital and often have limited access to alternative facilities.

In addition to OB closures in the region, MHSC anticipates further regional growth driven by new mining operations reinforcing the need for modernized, efficient OB facilities. The expanding geographical reach of MHSC and expanding workforce populations will lead to increased demand for maternity care, requiring MHSC to have the proper infrastructure in place to accommodate future patients.

#### **PROJECT 2: POWERHOUSE ROOF REPLACEMENT**

##### **Scope & Cost:**

- a) This project entails the replacement of the roof on our powerhouse building, with a base cost of **\$73,985**.
- b) A detailed design and proposal prepared by Powerhouse Roof Replacement is attached for your review.
- c) The new roof will also include fall protection measures to ensure the safety of maintenance personnel, with a base cost of **\$35,819.00**.
- d) A detailed design and proposal prepared by Diversified Fall Protection is attached for your review.



**Rationale for the Powerhouse Roof Replacement:**

The current powerhouse roof is the original and over 45 years old. It is actively leaking, posing a serious risk to the infrastructure of MHSC. Water damage could compromise electrical and mechanical systems housed within the powerhouse, impacting hospital operations. A new roof is essential to protect the facility from further deterioration and to ensure a safe environment for staff.

The powerhouse is critical to MHSC's infrastructure. If left unaddressed, leaks could lead to costly emergency repairs, potential system failures, and increased energy inefficiencies. As MHSC prepares for future growth and increased patient volume, maintaining a structurally sound and weatherproof powerhouse is non-negotiable.

**Conclusion & Request**

Given the urgent need to modernize MHSC's OB department and secure its facility infrastructure, MHSC respectfully requests the allocation of the full \$500,000 capital fund toward these projects. While the total cost of the proposed improvements is \$536,154, MHSC is only seeking the \$500,000 earmarked for hospital capital construction to support these critical upgrades.

The OB Suite Renovation (\$426,350) will not only address current service challenges following the regional OB department closures but also ensure MHSC is prepared for future growth driven by increasing deliveries and local economic expansion. Similarly, replacing the 45-year-old, leaking powerhouse roof is essential to safeguard hospital operations and prevent further structural damage. The base cost of the roof replacement is \$73,985, with an additional \$35,819 for fall protection measures, ensuring the safety of maintenance personnel.

Furthermore, these capital improvements will positively impact the local economy. MHSC's capacity to serve a growing regional patient population will be expanded. Local job creation will be supported through construction and healthcare-related employment. Sweetwater County's role as a regional healthcare leader will be reinforced, ensuring continued access to high-quality maternity and emergency care.

MHSC appreciates the Commissioners' consideration and looks forward to discussing these proposals further. Once all questions have been satisfactorily addressed, MHSC respectfully requests that the Commissioners consider this proposal at their next scheduled meeting.

Please find the detailed proposals from Plan One Architects and the roofing contractor attached for review.

Sincerely,

Barbara Sowada,  
President of the Board of Trustees of MHSC

Irene Richardson, CEO  
Memorial Hospital of Sweetwater County

Enclosures:

- Plan One Architects Proposal for OB Suite Renovation (\$426,350)
- Powerhouse Roof Replacement Proposal (\$73,985 base
- Diversified Fall Protection Proposal (\$35,819.00)

## **MHSC Board of Trustees: March 2025**

### **Chief Clinical Officer (CCO) Report**

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

1. In mid-February, our large volume IV bags went on allocation. As of 03/01/2025, BBraun, our supplier, will no longer supply fluids to non-contracted customers, which should assist in alleviating supply concerns. There has been no need to restrict or substitute fluids while on allocation in February.
2. The Pharmacy Department, in coordination with the vendor, is updating the software on all of our Pyxis cabinets. The upgrades will be complete on 03/03/2025. Pyxis cabinets are automated dispensing cabinets for medications. The software upgrade will require a user who is overriding medication or removing medication from a non-profiled cabinet to enter five characters when searching for medication. The Institute for Safe Medication Practices recommends that all automated dispensing cabinets have this functionality to reduce the chance of a medication error.
3. Radiation Oncology is beginning to take referrals for the treatment of osteoarthritis with low-dose radiation therapy. Please see the second page of my report for more information on this service.
4. As part of our ongoing compliance with regulatory and accreditation standards, Nutrition Services and IT have successfully installed electronic temperature monitoring devices in nourishment refrigerators across the organization. This technology will continually track temperatures and alert staff if a temperature is not in range so they can promptly follow up and take action when appropriate.
5. The Clinical Laboratory traveled to 15 different draw-sites in January and February to complete school district health fairs. They completed draws on 484 patients at these health fairs. I want to thank Lena Warren, Patty O'Lexey, Aimee Urbin, the Patient Access Team, and the Clinical Laboratory Team for making these health fairs possible for our community.
6. The Quality Department reports various metrics and data to CMS. Much of this data is available on the Care Compare website. CMS conducts periodic audits of measures that require a quality analyst to abstract information from electronic medical records. CMS completed audits on two measures. The first measure they audited was OP-23. OP-23 measures the timeliness of a head CT/MRI interpretation for suspected stroke patients. The other measure CMS audited was OP-18b, the median time of ED arrival to ED departure. I would like to recognize Kalpana Pokhrel for her excellent work, as she performs the majority of the chart abstractions. We recently received our audit results for quarters one and two of 2024. We are proud to say that we received a score of 100% on the audit. Should the accuracy of the results decrease to less than 75%, we risk losing 2% of our Medicare payment. Again, thank you to Kalpana and the entire Quality Department for their diligence in abstracting charts.
7. We recently received our January 2025 Care Compare report. Several patient experience measures increased from the January 2024 Care Compare report to the January 2025 Care Compare report. In the report's Timely and Effective Care domain, our OP-29 measure performance (appropriate follow-up interval for normal colonoscopy in average-risk patients) is in the top 10% of hospitals. Our compliance with OP-23 (head CT/MRI scan results for acute ischemic stroke or hemorrhagic stroke patients who received head CT/MRI scan interpretation within 45 minutes of ED arrival) improved from 75% on the January 2024 Care Compare report to 92% on the January 2025 Care Compare report.

Respectfully submitted,  
Kari Quickenden



**Treating Osteoarthritis with Low-Dose Radiation Therapy**  
**Radiation Oncology**  
**Dr. Joshua Binks**  
**307-212-7760**

**Who is a good candidate?**

- A patient who is 50+ with osteoarthritis of the foot, ankle, knee, hip, elbow, shoulder, wrist, hand/fingers
- A patient who continues to have symptoms after conservative management
- A patient who wants pain relief without medication, injections, or surgery

**How does radiation therapy relieve pain from osteoarthritis?**

- A low dose of radiation is directed at the site of the arthritis, and it decreases the body's production of inflammation in that area, which leads to pain relief and increased mobility

**How many treatments and how often?**

- A patient would receive 6 treatments, 3 per week, over the course of 2 weeks
- Each treatment only takes about 15 minutes

**What are the risks or side effects and benefits?**

- Because the dose of radiation is so low, there is very little to no risk of side effects
- The greatest risk is that the treatments won't be effective for complete pain relief
- Studies show that approximately 70% of patients have significant to complete pain relief and improved mobility
- The results can last for two years, and the patient would have the option to undergo treatment once more

**Does insurance cover this treatment?**

- Medicare and other insurances should cover the treatment of osteoarthritis with radiation

**How do I set an appointment?**

- Contact the Radiation Oncology front office at 307-212-7760

## MHSC Board of Trustees: March 2025 Chief Experience Officer (CXO) Report

Irene continues working on the update to the organization chart. The departments I lead have been notified and I have been meeting with leaders and scheduled SWOT analysis meetings with Human Resources, Nutrition Services, and Patient Experience Departments. I am also scheduling dates to shadow department staff to “look, listen, and learn” to better serve.

### 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.* 67.11% (2024), 76.92% (January & YTD 2025)
- 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: “Cleanliness & Quietness” 67.56% (2024), Cleanliness was separated out as a single category for 2025, and “Restfulness” added in 2025 (61.54%)  
Discharge Information: 88.80% (2024), 92.31% (January & YTD 2025)
    - Care Transitions (No longer included in the survey)

The final calendar year data was completed February 18, 2025. We did not achieve our year one strategic plan patient experience goals. We have begun rolling out a hospital-wide compassion initiative with a focus on active listening for Quarters 1 and 2. Action plan updates are underway for hospital environment and discharge information improvement efforts.

HCAHPS surveys have been updated for 2025 to see significant changes including: new dimensions focusing on "care coordination," "restfulness of the hospital environment," and "information about symptoms," a longer data collection period of 49 days, the option for proxy respondents to answer surveys, and a shift towards web-first survey administration modes, allowing for more online responses; essentially providing a more comprehensive view of patient care and satisfaction by adding new questions related to these areas. Setting realistic and achievable goals based on comprehensive data is crucial. Consistency and a long-term perspective are essential for achieving meaningful and sustainable improvements in patient care and satisfaction.

Patient & Family Advisory Council Partners: The Council met in February and received an update on the Lab Expansion Project. They provided insight on the importance of active listening to the patient and their family. The next Council meeting is set for Monday, March 31, and the question for discussion is, “What does the “perfect process” look like to you when your physician sends an order for tests to the Hospital?” Our activity that night is to assist with Central Scheduling process mapping. I shared information about our PFAC process when I joined Karali Plonsky, Patient Experience Director, on the KREO radio program with Johnny K on February 21.

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

We are exploring offering PEAK Leadership Training for mid-level management in the coming months, as well as options for employee evaluation formal training. We are making plans to present Leading in a Person-Centered Care Culture Middle Manager Training in April and May.

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.

Turnover numbers were reviewed at the January Performance Improvement and Patient Safety (PIPS) Committee meeting. The goal for CY2024 was 18.9% and we met that goal with 18% at year-end.

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

MHSC's 2024 employee engagement survey score was 3.91/5.0 with a 52% response rate. The respondent distribution was: 26% Highly Engaged, 41% Engaged, 26% Neutral, and 8% Disengaged. The strengths are in Team Collaboration and Care Quality (4.43), Climate of Trust (4.01), and Personal and Organizational Alignment (4.59). Opportunities include Feedback and Communication from Leaders (3.85) and Encouraging Teamwork Further (4.11). Leaders are reviewing improvement strategies to develop action plans.

I was fortunate to be invited to attend the American Hospital Association Rural Healthcare Conference February 23-26 in San Antonio. The sessions I focused on were Workforce and Governance. I am grateful for the opportunity and am preparing my notes and copies of presentations to make available to other leaders who may be interested in the information.

Respectfully submitted,  
Cindy Nelson



## PREVIOUS HCAHPS Measures (VBP)



- |                                    |                             |
|------------------------------------|-----------------------------|
| 1 Communication with Doctors       | 6 Cleanliness and Quietness |
| 2 Communication with Nurses        | 7 Discharge Information     |
| 3 Responsiveness of Hospital Staff | 8 Transition of Care        |
| 4 Pain Management                  | 9 Overall Rating            |
| 5 Communication about Medicines    | 10 Recommendation to Others |



## Mastering the NEW HCAHPS



- |                                    |                               |
|------------------------------------|-------------------------------|
| 1 Communication with Doctors       | 6 Cleanliness                 |
| 2 Communication with Nurses        | 7 Discharge Information       |
| 3 Responsiveness of Hospital Staff | 8 <b>Care Coordination</b>    |
| 4 <b>Restfulness</b>               | 9 <b>Symptoms Information</b> |
| 5 Communication about Medicines    | 10 Overall Rating             |
|                                    | 11 Recommendation             |



## The 12 domains of questions not covered by HCAHPS:

- |                                       |  |
|---------------------------------------|--|
| 1. <b>Billing</b> & insurance         | 7. <b>Support for family</b> & caregivers    |
| 2. <b>Ancillary lab</b> & tests       | 8. <b>Quality</b> of nursing & staff         |
| 3. Facilities                         | 9. <b>Specific type</b> of medical care      |
| 4. <b>Parking</b> & amenities         | 10. <b>Food</b> & Nutrition                  |
| 5. <b>Compassion</b> & courtesy       | 11. <b>Registration process</b> & scheduling |
| 6. <b>Emotional</b> & physical safety | 12. Lack of <b>open-ended</b> feedback       |

Source: <http://www.pharmacytimes.com> April 2016/Updated Feb 2025 Chat GPT



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

**Financial summary** - Revenue increased slightly in January coming in at \$24.2 million, but under budget by \$1.8 million. Expenses were higher than in the previous month at \$11.7 million and were over budget. Our bottom line for January was a slight increase. Through the seven months of the fiscal year, our gross revenue remains over budget by \$1.1 million and expenses are under budget by \$1 million. Revenue is projected to be lower in February, at \$23 million and with expenses staying stable, the estimated bottom line will be a loss for the month.

**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 not to appeal the effective date due to the risk of an appeal taking another 90 days. We released about \$18 million Medicare claims in the week of January 6. There was a delay due to the confusion of having two active Medicare numbers in their system which resulted in almost all Medicare payments stopping. We were notified on Monday, February 17 that the claims had started processing. We expect to see the first payments from this delay starting the last week of February. On Tuesday, we received our Noridian approval and CAH rate letter. We are working on making changes to our billing system for the new numbers and we will start releasing our CAH claims back to 12/06/24. We plan to send small test batches to watch the whole claims cycle before releasing the \$20 million in claims held. Historically, Medicare monthly payments average \$2.5 million per month which is impacting both cash collections and Days Cash on Hand.

**Inflation and Tariffs Impact.** Vizient, our Group Purchasing Organization (GPO), released their Spend Management Outlook edition focusing on inflation estimates for fiscal year 2026 and the potential impact from the new tariffs. We use this resource during budgeting to get a preview of the medical supply market, including pharmaceuticals, equipment, and medical and surgical products. AHA, CLA, and HFMA have also released information on expectations of how the planned tariffs will impact healthcare. They report the newly implemented tariffs will affect pharmaceuticals and computer chips (Mexico) and electronics and medical supplies (China). We believe that not only will costs increase, but we may start seeing delays in deliveries and shortages as hospitals fight for limited resources.

It is predicted that hospital supply costs will rise by at least 15% and pharmaceuticals will see an increase of 10% with the new tariffs. Prior to the tariff announcement, the expected inflation rates were 2.3% for medical supplies and 3.9% for pharmaceuticals. We will work with our GPO to review current supplier contracts and to renegotiate pricing agreements if available.

## **MHSC Board of Trustees: 3/2025**

### **Chief Nursing Officer (CNO) Report**

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

1. Congratulations to MHSC Nurses recently selected as Wyoming Nurses Association (WNA) Board Members.
  - a. Lacy Love BSN, RN, Clinical Lead at MHSC, WNA Director at Large
  - b. Julia Samz, MSN, RN, currently working on her MBA in Healthcare, ED Nurse at MHSC, WNA Director at Large
2. MHSC Emergency Operations
  - a. Thank you to all those involved in the tunnel incident in Green River. MHSC's Incident Command was initiated following emergency operations procedures. The extraordinary teamwork during this event demonstrated the hospital's true mission, vision, values, and care for the community and each other. Thank you to all of our community partners.
  - b. MHSC will participate in a community-wide emergency management drill on April 12, 2025. Stevie Nosich, Emergency Management & Environmental Safety Coordinator, and Tiffany Uranker, Emergency Services Nursing Director, coordinate with outside agencies for our participation. Stevie will email the information.
3. End-Stage Renal Disease (ESRD) Prospective Payment System (PPS) Transitional Drug Add-on Payment Adjustment (TDAPA)
  - a. CMS recently adjusted payment for specific renal dialysis medications. The medications will be covered under the monthly reimbursement MHSCs receive, which includes per-treatment bundled service charges. This results in the patients' inability to obtain payment for some of the medications filled by their pharmacy of choice (CMS expects these to be included in the per treatment bundled charges). These medications are taken daily with meals. A group has met to discuss options as our Cardinal Pharmacy is not a "retail pharmacy." The group is exploring options in our community to serve our patients and their ability to obtain the necessary medications.
4. Community Meeting on Workplace Violence
  - a. On February 27<sup>th</sup>, a small group of community leaders and members of MHSC met to discuss the care of mental health patients in our community. Topics included patients at MHSC awaiting placement at a higher-level care facility, such as the state hospital.
  - b. Discussions also included the safety of patients and staff, including workplace violence against healthcare and law enforcement professionals and mitigation strategies to limit risk.
5. Strategic Initiative: Improving and establishing outreach to the community and outlying areas in mental health-

Governor Gordon implemented an initiative to improve mental health awareness, education, knowledge, and resources. Throughout our state, education is provided for FREE to learn about mental health, suicide prevention, and services within our community. FREE TRAINING will be held in person at MHSC on Monday, April 14<sup>th</sup>, and at WWCC on the 15<sup>th</sup>.






**Training for Medical and Mental  
Health Clinicians, Religious  
Leaders, and Crisis Staff**

**6 Free CE Credits Provided**

This free eight-hour event includes didactics, discussions, videos, and skills practice. Participants will improve their competence, confidence, and comfort in managing individuals at risk of suicide, while advancing their skills in evidence-based risk assessment and clinical decision-making.

**Free Lunch Provided**

 Date: Monday, April 14th, 2025

 Time: 8:30 AM – 4:30 PM MT

 Location:

Memorial Hospital of Sweetwater  
County

1200 College Drive

Rock Springs, WY 82901




**Training for First Responders,  
Educators, and Religious Leaders**

**6 Free CE Credits Provided**

People in these roles often encounter individuals contemplating or attempting suicide, yet many feel underprepared. This full-day session of didactics, discussions, videos, and skills practice will help enhance your competence, confidence, and comfort in managing at-risk individuals, while also caring for your own well-being and that of your colleagues.

**Free Lunch Provided**

 Date: Tuesday, April 15th, 2025

 Time: 8:30 AM – 4:30 PM MT

 Location:

Western Wyoming Community  
College

2500 College Drive, Room 3650A

Rock Springs, WY 82901

## Free Online Training

This online training includes didactics, discussions, videos, and skills practice, designed to enhance participants' competence, confidence, and comfort in managing individuals at risk for suicide. Over the course of **two hours each Thursday session (totaling 6 hours)**, participants will advance their skills in evidence-based risk assessment and decision-making for at-risk individuals. **This training is open to everyone, including educators, faith leaders, mental and medical healthcare providers, peer support, first responders, and others interested in suicide prevention.**



Dates: Mondays, May 5th, 12th, & 19th, 2025



Time: 1:00 PM – 3:00 PM MT

**i** Note: To receive 6 hours of Continuing Education credit, attendance at all three 2-hour sessions is required.

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Please let me know if you have any additional insight that may be helpful in this report. Thank you for your support of the MHSC teams.

Ann

Building and Grounds Committee Meeting  
February 18, 2025

The Building and Grounds Committee met in regular session via Zoom on  
February 18, 2025, at 2:30 PM

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  
                                  Ms. Michele Schmidt, PlanOne Architects

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

Mr. Rood and Ms. Richardson gave compliments to staff for response to the tunnel disaster.

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 January meeting. Mr. Johnston moved to approve the minutes. Ms. Richardson seconded; the motion passed.

**Maintenance Metrics**

Mr. Johnston presented the Maintenance metrics. No questions on the metrics.

**Old Business – Project Review**

**Oncology Suite renovation**

Mr. Johnston explained that other than a nurse call pull station for the bathroom, the project was complete. State had signed off and the area was currently occupying the area.



**Medical Imaging Core, X-ray, and Fluoro**

Mr. Johnston stated that the area was in the demolition stage. Equipment, cabinets, walls, and fixtures have been removed.

**Laboratory Expansion project - SLIB**

Mr. Johnston said that the floor had been poured and that the main support steel was being erected.

**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**

Ms. Richardson said that part of the master plan could be done right away using the \$500,000 capital fund from the County. The projects are the OB tub replacement and a new roof for the powerhouse.

**Tabled Projects**

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

**New Business**

A discussion about the order of approval for project priority. It was confirmed that it would be B&G committee, Board of Trustees, and County Commissioners.

**Other**

There was a discussion on the impact of the possible property tax reduction bill and county funding. Ms. Richardson stated that a majority of our funding is internal and only a small portion of the budget comes from the County.

Mr. Rood adjourned the meeting.

Submitted by Steven D. Skorcz Jr.

Governance Committee Minutes  
February 17, 2025

Attendance: Marty Kelsey, Chair; Kandi Pendleton, Member; Irene Richardson, Member.

Revised Agenda Format for Board of Trustees Regular Meetings:

The Committee approved a revised agenda format for the regular meetings of the Board of Trustees. It will be presented at the March meeting for approval via the consent agenda.

Agenda Format for Executive Sessions of the Board of Trustees:

The Committee approved an Executive Session Agenda Format. This format will be presented to the Board by President Sowada at the next Executive Session of the Board for discussion.

The next meeting of the Governance Committee is scheduled for Monday, March 17<sup>th</sup> at 1:30 p.m.

The meeting was adjourned at 2:10 p.m.

## Executive Update – MHSC Board Quality Committee Meeting

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

REPORTING DATE February 2025 Board Quality Committee Monthly Meeting

### General Highlights

- January 2025 Care Compare report was presented with comparative data from the January 2024 Care Compare report

### 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 MS/ICU Baseline data 70.59% percentage points
    - Surgery Baseline Data 91.03% percentage points MOB Clinics Baseline Data 80.18% percentage pt.
    - College Drive Clinics Baseline Data 82.36% percentage points 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 Continuing with current plans Added a Case Manager focused on ED and OB patients for plans of safe care.		Safe plans of care help with transitions in care.	Re-evaluate goals at the end of February 2025 when all inpatient data from CY 2024 is completed/reported.
Discharge Information: Continuing with current plans Focus on using the discharge packet during the entire stay. Common medications listed for review during stay.			Re-evaluate goals at the end of February 2025 when all inpatient data from CY 2024 is completed/reported.
Compassion: OB, MS and MOB clinics			Re-evaluate goals at the end of February 2025 when all inpatient data from CY 2024 is completed/reported.
Hospital Environment – Cleanliness:			Re-evaluate goals at the end of February 2025 when all inpatient data from CY 2024 is completed/reported.
Hospital Environment – Quietness:			Re-evaluate goals at the end of February 2025 when all inpatient data from CY 2024 is completed/reported.

Accomplishments	Issues	Impact	Action Plan
Formal leader training: All sessions completed		Positively received by leadership team	This goal is met
Dedication of one Senior Leader meeting per month for Strategic Plan	None identified		This is ongoing.

## 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 the current turnover rate. 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%) Cross-trained staff list available and being used for retention. Over 40 nursing staff are cross-trained and competent to provide care in additional units.
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.	Employee Engagement survey completed. HR will present overall findings  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)
- SEP-1 Bundle Compliance: 78% compliance by 6/30/2025, stretch goal 83% (re-evaluate in June '25)
- OP23 -Stroke measure: 95% compliance by 6/30/2025, stretch goal 100% (re-evaluate in June '25)

### 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 methods 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	Continuing to work through identified process barriers/challenges		Continue weekly OFIs with timely feedback to team members. Present severe sepsis checklist to ED nursing staff and physicians by 2/19.
OP 23 – Stroke Measure:  Meeting and exceeding goal	None identified		Continued monitoring
Process Improvement position	Recent opening in Quality and evaluation of department, the replacement of the position will be for process improvement/ accreditation	Quality Department Director and team continue process improvement work in the interim	Job description developed. Competency being developed. Interviews being scheduled.
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. Milestone goal for June 2025 – 85% completion rate.

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	
Synergi report categorization with further development for HIPAA, grievance/complaint, and process improvements	None identified	Further categorization increases tracking and trending capabilities	The Patient Safety Organization (PSO) contract executed, will begin project build within the next two to three months.
Health Equity: AHA HETA assessment completed. Tailored MHSC's HE plans and charter to match resources and strategic goals.	None identified		Align the age-friendly structural measures with health equity efforts.

## 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.  Additional staff presentations occurring in various community settings.
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	RS Chamber 2/13 GR Chamber 2/19 YAH 1/28  Monthly radio spots with KREO

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.	The 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. The contract will be renewed in March.
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:			8 hours of telehealth offered for outpatients on Wednesdays. Feedback is positive and patients are returning for further visits.
Improve Google Star Rating Meeting and exceeding the goal	None identified		
Utilize Master Plan: no update at this time, planning in progress			Senior leaders will meet to discuss priorities.
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 the 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 the annual budget to achieve the \$2,000,000 goal over the three-year strategic plan and still allow for adequate funds in the 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 the current amount of days of cash on hand	Continue to reach out to Noridian (MAC) for a charge ratio letter.
Reduce and maintain Days in A/R	Conversion to Critical Access – need new Medicare billing #	Altering current number of days in AR	Same as above
Maintain the level of claims denials	CLA rolling out new software to track and trend	December metric met goal.	Waiting to update target and stretch goal based on CLA recommendation.
Reduce and maintain Days Not Final Billed: DNFB split into HIM and PFS cases	Conversion to Critical Access – need new Medicare billing #	Altering current number of days in AR	Continue to reach out to Noridian (MAC) for a charge ratio letter.
Build the MHSC County Maintenance Fund		Pending property tax legislation may change this initiative	Request for carryover funds will be made in April 2025
Build and maintain the building fund: receipt of QRA funds helped replenish the building fund.	Conversion to Critical Access billing held since Oct. 1		
Decrease the number of Nursing and Respiratory Therapy travel staff: RT travel staff have decreased. RN travel staff is decreasing		For Med Surg, this will have 3 RNs for day/night shift and limit bed capacity to 15 patients.	CNO and HR Director are actively working on plans. 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



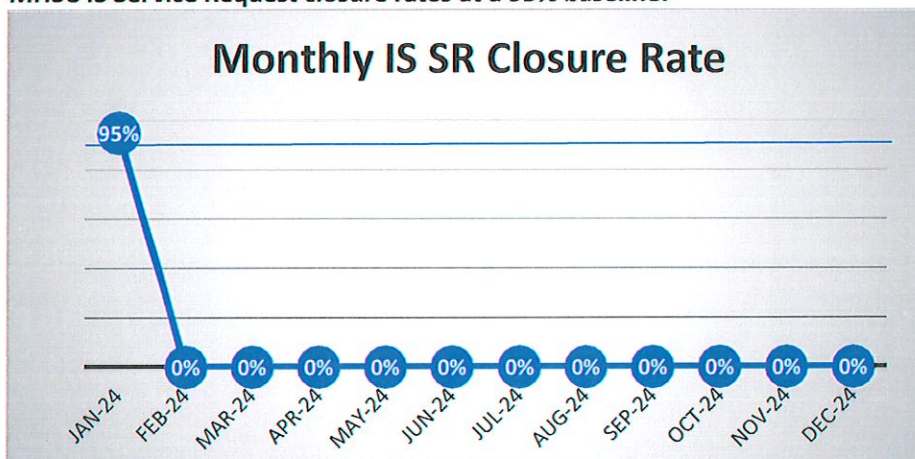
# IS Report January 2025

By Terry (TJ) Thompson, IS Director

## MHSC IS service environment:

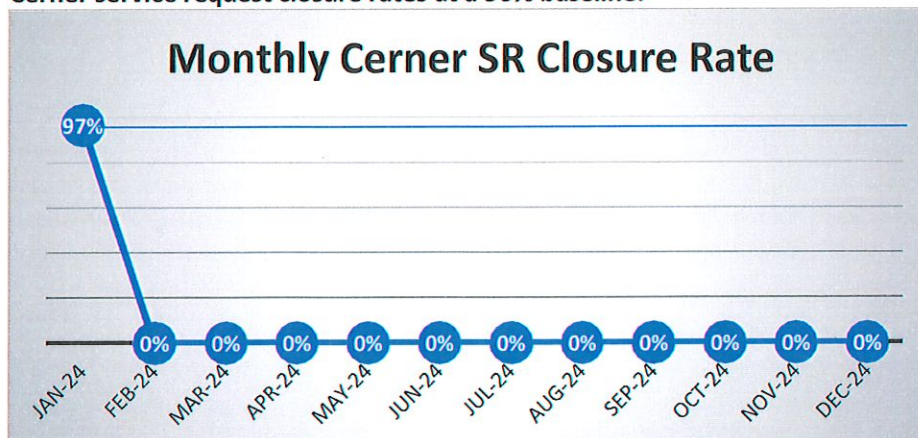
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 Uninterrupted Power Supplies

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



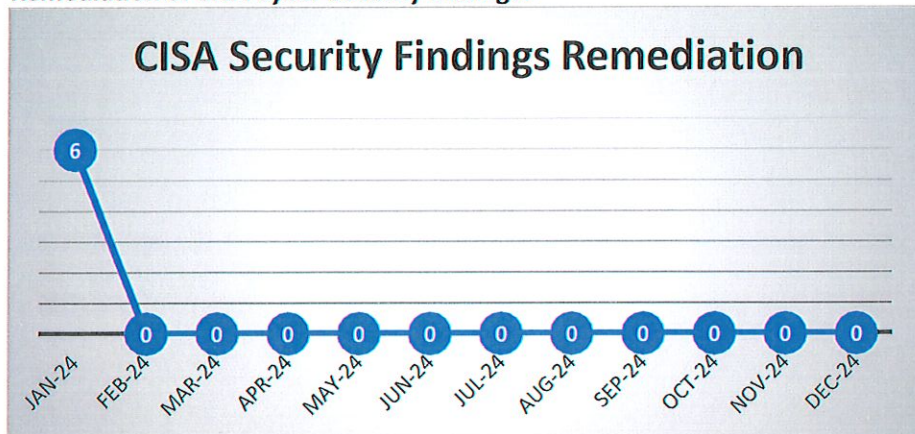
Service Desk 95% of our 95% monthly meantime to restore baseline. Where the service desk closed 821 of the 986 service tickets opened, 121 of which are still pending.

## Cerner service request closure rates at a 90% baseline:



Cerner is at 97% of the weekly meantime to restore the 90% baseline. Cerner closed 84 of the 93 service requests of which 6 are pending.

#### Remediation of CISA Cyber Security findings:



The CISA Security Findings are down to 6, a reduction of 25 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. With the new Intune configuration, we are seeing improvement with system security.

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, we hope to have many of these security findings remediate. 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.



2025-01-25

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

**November 13, 2024 — January 25, 2025**

Completed host scan on all assets

**January 19, 2025 — January 25, 2025**

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

13



No Change

### VULNERABILITIES

4



No Change

## VULNERABILITIES

### SEVERITY BY PROMINENCE



### VULNERABILITY RESPONSE TIME

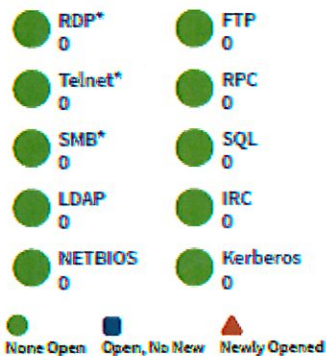


MAX AGE OF ACTIVE CRITICALS



MAX AGE OF ACTIVE HIGHS

## POTENTIALLY RISKY OPEN SERVICES



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

\* Denotes the possibility of a network management interface.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Finance & Audit Committee Meeting  
March 4, 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*

Non-Voting Member Absent: Mr. Terry Thompson, *Director of IT*

Guests: Ms. Carrie Canestorp, *Director of HIM*  
Mr. Gerry Johnston, *Director of Facilities*  
Ms. Cindy Nelson, *CXO*  
Mr. Taylor Jones, *County Commissioner*

**Call Meeting to Order**

Mr. Kelsey called the meeting to order via teleconference at 2:00 PM.

**Mission Moment**

Ms. Richardson shared a mission moment involving a positive experience shared by a former employee who said her family has received great care in OB and they have been hearing great things about what is happening at the Hospital.

**Approve Meeting Minutes**

A motion to approve the meeting minutes from January 29, 2025, was made by Mr. Rood; second by Ms. Richardson. Motion carried.

**Capital Requests FY25**

FY25-37

The motion to approve Capital Request FY25-32 for a camera and badge access system for the new Lab building for \$98,359.15 as presented and following discussion was made by Mr. Rood; second by Ms. Layne. Motion carried.

Capital Budget Amendment

The motion to approve the capital budget amendment as presented and following discussion was made by Mr. Rood; second by Ms. Love. Motion carried.



## **Financial Report**

Ms. Love reviewed the narrative highlights, critical access update, and financial goals information in the meeting packet. There was discussion of exploring incorporating the 3-payroll months into the budget next year. Mr. Rood said he would forward an e-mail with contact information from a company he learned about at the recent American Hospital Association Rural Healthcare Conference relating to AI assisted services. Mr. Cheese reviewed the self-pay report information and noted a new section has been added to reflect the implementation of Payzen. Mr. Cheese reported the preliminary bad debt amount is \$1,870,498.54.

## **Old Business**

### CLA Project – Financial goals

Ms. Love said we will follow up and continue with tracking. Mr. Cheese said he is developing the reports and plans to have in the next meeting materials. Mr. Kelsey said it will be important to monitor and keep track of this work.

## **New Business**

### Request for County Capital Funds

The motion to approve the letter for Dr. Sowada to sign on behalf of the Board as presented following discussion was made by Mr. Rood; second by Ms. Richardson. Motion carried.

### Financial Forum Discussion

Ms. Love said we were looking at doing an economic study. The University of Wyoming did one for the Wyoming Hospital Association a few years ago. They sent us a proposal. Ms. Love said we will bring a statement of work to the Board next month.

Ms. Love asked if there are other things the Committee wants to see in the meeting packet. No requests were made for additional information or changes.

## **Next Meeting**

The next meeting is scheduled Wednesday, March 26 at 2:00 PM.

Mr. Kelsey thanked everyone for attending.

Meeting adjourned at 3:05 PM.

*Submitted by Cindy Nelson*

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### NARRATIVE TO JANUARY 2025 FINANCIAL STATEMENTS

**THE BOTTOM LINE.** The bottom line from operations for January is a gain of \$22,807 compared to a gain of \$1,218,123 in the budget. This yields a .19% operating margin for the month compared to 9.67% in the budget. The year-to-date operating gain is \$1,747,689 compared to a gain of \$394,243 in the budget. The year-to-date operating margin is 2.19%, compared to .50% in the budget.

Year-to-date, the total net gain is \$3,303,112, compared to a total net gain of \$2,116,965 in the budget. This represents a profit margin of 4.14% compared to 2.67% in the budget.

**REVENUE.** Revenue increased slightly in January coming in at \$24,244,707, under budget by \$1,832,981. Inpatient revenue is \$4,933,107 under budget by \$351,742 and outpatient revenue is \$19,311,600, under budget by \$1,481,240. Year-to-date, gross revenue remains over budget by \$1,146,003. The largest percentage variances for revenue to budget comparison came from the following hospital departments:

Medical Floor – 35%	ICU – (43%)
Medical Oncology – 31%	Radiation Oncology – (37%)
Pet Scan – 233%	Behavior Health - (42%)
Histology – 31%	Nuclear Medicine – (35%)
	Echocardiography (27%)
	OB/Nursery - (20%)
	Physical Therapy – (20%)

**REDUCTION OF REVENUE.** Deductions from revenue are estimated at 52%, under budget for the month. The year-to-date reduction of revenue is 53%, right on budget. Total AR grew again, up \$4.3 million from the previous month. At the end of January, we were holding over \$14 million in unbilled Medicare claims plus another \$18 million of claims being held by Medicare as they process the new billing number.

<i>Medicare – increase \$5,598,000</i>	<i>Government – decrease \$213,000</i>
<i>Medicaid – decrease \$256,000</i>	<i>Self-Pay – increase \$270,000</i>
<i>Blue Cross – decrease \$405,000</i>	<i>Worker's Comp – decrease \$118,000</i>
<i>Commercial – decrease \$550,000</i>	

Total collections for the month came in significantly higher this month, at \$9.8 million, at 84.9% of net patient revenue, below the monthly goal. Year-to-date collections decreased to 90.7% 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 \$11,782,301 in January and \$79,710,718 year-to-date. Other operating revenue in January includes occupational medicine revenue, county maintenance reimbursement and cafeteria revenue.

**RATIOS.** Annual Debt Service Coverage is 5.32 for January. Days of Cash on Hand decreased seven days to 102 days for January. Daily cash expense increased to \$336,000 year-to-date. Net days in AR increased to 66.6 days.

**VOLUME.** Inpatient discharges, patient days and births were under budget for January. The average daily census (ADC) increased to 12.9, under the budget for the month, and average length of stay (LOS) decreased to 3.1, right at budget. ER visits, Clinic visits and Outpatient visits came in under budget and Surgeries were over budget.

**EXPENSES.** Total expenses were higher than the prior month, at \$11,759,494, over budget by \$380,487. Expenses remain under budget year to date by \$1,045,903. The following line items were over budget in January:

**Benefits** – FICA, retirement, workers' compensation and disability came in over budget due to the 3-payroll month. Group health came in under budget and remains under budget year-to-date. Paid FTE's are under budget for the month and remain under budget year-to-date.

**Contract Labor** - Contract labor for Medical Floor, Surgical Services, and Radiology are over budget in January. There is unbudgeted contract labor cost in OB, Laboratory, Respiratory, Infection Control and Housekeeping as we continue to recruit permanent staff.

**Physician Fees** – Hospitalist locum fees and Telepsych physician fees were over budget for January. Pediatric locums were over budget.

**Other Purchased Services** – Legal fees, bank card fees, collection agency and department management services were all over budget for the month.

**Other Operating expenses** – Licenses, postage, pharmacy floor and Foundation expenses were over budget in January.

**Leases and Rentals** – Equipment leases were over budget due to the extension of the surgery Mako lease contract.

**PROVIDER CLINICS.** Revenue for the Clinics increased slightly in January, coming in at \$3,082,203, under budget by \$286,441 for the month but remaining over budget year-to-date by \$724,883. Clinic volumes increased from December to 7,205 visits. Total Clinic expenses for January are slightly lower than the previous month, at \$2,161,730, under budget by \$101,272 for the month and under budget by \$135,906 year-to-date. Benefits, professional liability, pharmacy floor expenses and depreciation are over budget for January.



**OUTLOOK FOR FEBRUARY.** Gross patient revenue for February is projected lower in February at \$23 million, under the budget of \$25 million. Inpatient admissions, patient days and births are expected to be under budget again as we continue to see lower inpatient volumes compared to the prior year. LOS is currently lower at 2.9 days and the average daily census is at 10.1. Outpatient and ancillary visits, including ER visits, Lab, Imaging, Clinic and Surgeries are also projected under budget for the month.

Collections are projecting lower in February, around \$8 million 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 delayed Medicare claims. Expenses are expected to come in over budget in February, similar to January expenses. The estimated bottom line for February should be a loss for the month.

**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 not to appeal the effective date due to the risk of an appeal taking another 90 days. We released about \$18 million Medicare claims in the week of January 6. There was a delay due to the confusion of having two active Medicare numbers in their system which resulted in almost all Medicare payments stopping. We were notified on Monday, February 17 that the claims had started processing. We expect to see the first payments from this delay starting the last week of February. On February 18, we received our Noridian approval and CAH rate letter. We are working on making changes to our billing system for the new number and code and we will start releasing our CAH claims back to 12/06/24. We plan to send small test batches to watch the whole claims cycle before releasing the \$20 million in claims held. 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 stoplight 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  
ROCK SPRINGS, WY**

**Unaudited Financial Statements**

**for**

**Seven months ending January 31, 2025**

**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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<b>ROCK SPRINGS, WY</b>	
<b>Seven months ending January 31, 2025</b>	

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

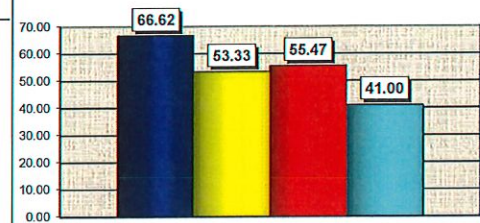
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Seven months ending January 31, 2025

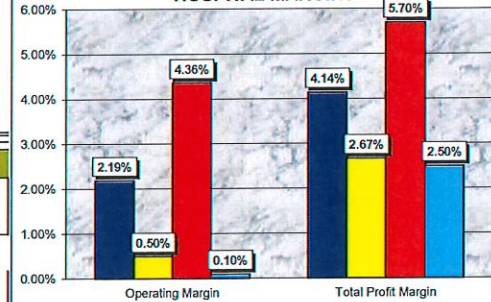
### BALANCE SHEET

	YTD 1/31/2025	Prior FYE 6/30/2024
<b>ASSETS</b>		
Current Assets	\$46,144,425	\$43,911,479
Assets Whose Use is Limited	23,193,744	23,098,589
Property, Plant & Equipment (Net)	71,862,983	74,279,500
Other Assets	856,151	898,060
<b>Total Unrestricted Assets</b>	<b>142,057,302</b>	<b>142,187,628</b>
Restricted Assets	555,873	474,171
<b>Total Assets</b>	<b>\$142,613,175</b>	<b>\$142,661,800</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$14,218,766	\$16,058,606
Long-Term Debt	22,556,306	23,506,667
Other Long-Term Liabilities	10,190,187	10,833,425
<b>Total Liabilities</b>	<b>46,965,259</b>	<b>50,398,698</b>
Net Assets	95,647,916	92,263,102
<b>Total Liabilities and Net Assets</b>	<b>\$142,613,175</b>	<b>\$142,661,800</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



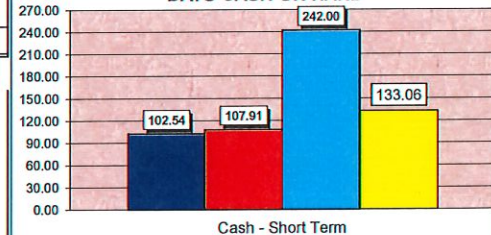
### HOSPITAL MARGINS



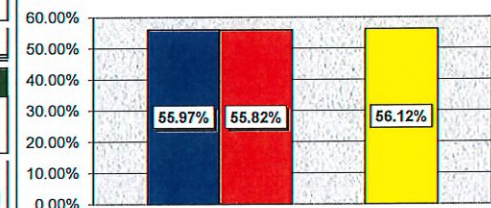
### STATEMENT OF REVENUE AND EXPENSES - YTD

	01/31/25 ACTUAL	01/31/25 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$24,244,707	\$26,077,689	\$167,497,950	\$166,351,947
Deductions From Revenue	(12,617,621)	(13,769,658)	(88,835,949)	(88,196,336)
Net Patient Revenues	11,627,087	12,308,030	78,662,000	78,155,611
Other Operating Revenue	155,214	289,099	1,048,718	1,247,564
<b>Total Operating Revenues</b>	<b>11,782,301</b>	<b>12,597,130</b>	<b>79,710,718</b>	<b>79,403,174</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	6,591,344	6,444,817	43,636,798	44,229,598
Purchased Serv. & Physician Fees	1,406,429	1,060,176	8,260,222	7,876,467
Supply and Drug Expenses	1,962,889	1,998,742	13,433,374	13,583,300
Other Operating Expenses	919,451	985,246	6,419,583	7,087,599
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	879,381	890,026	6,213,052	6,231,966
<b>Total Expenses</b>	<b>11,759,494</b>	<b>11,379,007</b>	<b>77,963,029</b>	<b>79,008,931</b>
<b>NET OPERATING SURPLUS</b>	<b>22,807</b>	<b>1,218,123</b>	<b>1,747,689</b>	<b>394,243</b>
Non-Operating Revenue/(Exp.)	1,029,490	(5,526)	1,555,423	1,722,722
<b>TOTAL NET SURPLUS</b>	<b>\$1,052,297</b>	<b>\$1,212,597</b>	<b>\$3,303,112</b>	<b>\$2,116,965</b>

### DAYS CASH ON HAND



### SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



### KEY STATISTICS AND RATIOS

	01/31/25 ACTUAL	01/31/25 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	401	548	2,659	2,907
Average Acute Length of Stay	3.1	3.1	3.2	3.1
Total Emergency Room Visits	1,408	1,515	10,020	9,585
Outpatient Visits	9,266	9,569	59,016	58,210
Total Surgeries	203	187	1,416	1,225
Total Worked FTE's	503.20	521.15	494.07	521.15
Total Paid FTE's	541.64	571.09	546.82	571.09
Net Revenue Change from Prior Yr	2.66%	9.76%	8.03%	7.62%
EBIDA - 12 Month Rolling Average			10.73%	8.35%
Current Ratio			3.25	
Days Expense in Accounts Payable			30.12	

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Budget	01/31/25
Prior Fiscal Year End	06/30/24
CLA \$50-\$100M Net Revenue	6/30/2020

### FINANCIAL STRENGTH INDEX - 1.44

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

PAGE 3

### ROCK SPRINGS, WY

Seven months ending January 31, 2025

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 1/31/2025	Budget 6/30/2025	Prior Fiscal Year End 06/30/24	CLA \$50-\$100 MM Net Revenue (See Note 1)
<b>Profitability:</b>					
Operating Margin	↑	2.19%	1.47%	4.36%	0.10%
Total Profit Margin	↑	4.14%	4.61%	5.70%	2.50%
<b>Liquidity:</b>					
Days Cash, All Sources **	↑	102.54	133.06	107.91	242.00
Net Days in Accounts Receivable	↓	66.62	53.33	55.47	41.00
<b>Capital Structure:</b>					
Average Age of Plant (Annualized)	↓	12.58	11.59	11.61	12.00
Long Term Debt to Capitalization	↓	19.50%	17.97%	20.74%	27.00%
Debt Service Coverage Ratio **	↑	5.32	3.60	5.84	2.80
<b>Productivity and Efficiency:</b>					
Paid FTE's per Adjusted Occupied Bed	↓	7.32	8.14	6.76	NA
Salary Expense per Paid FTE		\$106,293	\$106,348	\$105,036	NA
Salary and Benefits as a % of Total Operating Exp		55.97%	56.12%	55.82%	NA
Employee Benefits %		30.08%	30.75%	30.97%	22.98%
Supply Expense Per Adj. Discharge		\$2,684	\$2,865	\$2,510	\$1,270
		YTD - Actual 1/31/2025	Prior FYE 6/30/2024		
<b>Other Ratios:</b>					
Gross Days in Accounts Receivable		81.29	64.59		
Net Revenue per Adjusted Discharge		\$15,923	\$14,822		
Operating Expenses per Adj. Discharge		\$15,574	\$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

PAGE 4

### ROCK SPRINGS, WY

Seven months ending January 31, 2025

	Current Month 1/31/2025	Prior Month 12/31/2024	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2024
<b>Current Assets</b>					
Cash and Cash Equivalents	\$12,231,872	\$14,276,708	(\$2,044,836)	-14.32%	\$12,428,264
Gross Patient Accounts Receivable	63,536,033	59,210,138	4,325,895	7.31%	50,557,292
Less: Bad Debt and Allowance Reserves	(38,785,099)	(35,793,847)	(2,991,252)	-8.36%	(30,463,009)
Net Patient Accounts Receivable	24,750,934	23,416,291	1,334,644	5.70%	20,094,283
Interest Receivable	0	0	0	0.00%	0
Other Receivables	4,382,871	3,904,832	478,039	12.24%	6,209,096
Inventories	3,148,061	3,148,752	(691)		3,137,536
Prepaid Expenses	1,630,686	1,556,527	74,160	4.76%	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
<b>Total Current Assets</b>	<b>46,144,425</b>	<b>46,303,109</b>	<b>(158,684)</b>	<b>-0.34%</b>	<b>43,911,479</b>
<b>Assets Whose Use is Limited</b>					
Cash	115,766	90,218	25,548	28.32%	(123,123)
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	967,783	779,992	187,791	24.08%	1,585,606
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	7,495,318	7,468,892	26,426	0.35%	7,021,234
Other Limited Use Assets	14,614,877	14,614,877	1	0.00%	14,614,873
<b>Total Limited Use Assets</b>	<b>23,193,744</b>	<b>22,953,978</b>	<b>239,766</b>	<b>1.04%</b>	<b>23,098,589</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	4,583,118	4,583,118	0	0.00%	4,583,118
Building and Building Improvements	51,819,938	51,735,284	84,654	0.16%	51,482,921
Equipment	139,990,798	140,050,501	(59,703)	-0.04%	138,741,400
Construction In Progress	3,473,840	3,456,325	17,516	0.51%	1,630,998
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	199,867,693	199,825,227	42,467	0.02%	196,438,437
Less: Accumulated Depreciation	(128,004,711)	(127,125,329)	(879,381)	-0.69%	(122,158,937)
<b>Net Property, Plant, and Equipment</b>	<b>71,862,983</b>	<b>72,699,897</b>	<b>(836,915)</b>	<b>-1.15%</b>	<b>74,279,500</b>
<b>Other Assets</b>					
Unamortized Loan Costs	856,151	868,125	(11,974)	-1.38%	898,060
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>856,151</b>	<b>868,125</b>	<b>(11,974)</b>	<b>-1.38%</b>	<b>898,060</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>142,057,302</b>	<b>142,825,109</b>	<b>(767,808)</b>	<b>-0.54%</b>	<b>142,187,628</b>
<b>Restricted Assets</b>	<b>555,873</b>	<b>555,776</b>	<b>97</b>	<b>0.02%</b>	<b>474,171</b>
<b>TOTAL ASSETS</b>	<b>\$142,613,175</b>	<b>\$143,380,885</b>	<b>(\$767,710)</b>	<b>-0.54%</b>	<b>\$142,661,800</b>

# Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ending January 31, 2025

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2024
	Current Month 1/31/2025	Prior Month 12/31/2024	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$5,866,460	\$6,202,470	\$336,010	5.42%	\$5,686,582
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,279,121	2,648,650	1,369,528	51.71%	2,304,822
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	3,168,770	3,066,957	(101,813)		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	2,982,044	3,217,945	235,901	7.33%	3,386,824
Other Current Liabilities	922,371	736,911	(185,460)	-25.17%	1,566,951
<b>Total Current Liabilities</b>	<b>14,218,766</b>	<b>15,872,933</b>	<b>1,654,167</b>	<b>10.42%</b>	<b>16,058,606</b>
Long Term Debt					
Bonds/Mortgages Payable	25,538,350	25,910,976	372,626	1.44%	26,893,490
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	2,982,044	3,217,945	235,901	7.33%	3,386,824
<b>Total Long Term Debt (Net of Current)</b>	<b>22,556,306</b>	<b>22,693,030</b>	<b>136,725</b>	<b>0.60%</b>	<b>23,506,667</b>
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	10,190,187	10,219,400	29,212	0.29%	10,833,425
<b>Total Other Long Term Liabilities</b>	<b>10,190,187</b>	<b>10,219,400</b>	<b>29,212</b>	<b>0.29%</b>	<b>10,833,425</b>
<b>TOTAL LIABILITIES</b>	<b>46,965,259</b>	<b>48,785,363</b>	<b>1,820,104</b>	<b>3.73%</b>	<b>50,398,698</b>
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	552,001	551,904	(97)	-0.02%	470,299
Net Revenue/(Expenses)	3,303,112	2,250,816	N/A	N/A	7,442,051
<b>TOTAL NET ASSETS</b>	<b>95,647,916</b>	<b>94,595,522</b>	<b>(1,052,394)</b>	<b>-1.11%</b>	<b>92,263,102</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$142,613,175</b>	<b>\$143,380,885</b>	<b>\$767,710</b>	<b>0.54%</b>	<b>\$142,661,800</b>



# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ending January 31, 2025

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	CURRENT MONTH				Prior Year 01/31/24
	Actual 01/31/25	Budget 01/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$4,614,671	\$4,925,025	(\$310,353)	-6.30%	\$5,004,383
Outpatient Revenue	16,547,834	17,784,020	(1,236,187)	-6.95%	16,628,567
Clinic Revenue	3,082,203	3,368,644	(286,441)	-8.50%	3,067,826
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	24,244,707	26,077,689	(1,832,981)	-7.03%	24,700,776
Deductions From Revenue					
Discounts and Allowances	(10,734,129)	(12,096,285)	1,362,157	11.26%	(12,184,470)
Bad Debt Expense (Governmental Providers Only)	(1,883,492)	(1,434,320)	(449,172)	-31.32%	(1,320,206)
Medical Assistance	0	(239,053)	239,053	100.00%	(5,763)
Total Deductions From Revenue	(12,617,621)	(13,769,658)	1,152,038	8.37%	(13,510,438)
Net Patient Revenue	11,627,087	12,308,030	(680,944)	-5.53%	11,190,337
Other Operating Revenue	155,214	289,099	(133,885)	-46.31%	286,515
Total Operating Revenue	11,782,301	12,597,130	(814,829)	-6.47%	11,476,852
Operating Expenses					
Salaries and Wages	4,566,303	4,634,339	68,036	1.47%	4,262,641
Fringe Benefits	1,603,417	1,559,478	(43,939)	-2.82%	1,307,203
Contract Labor	421,623	251,000	(170,623)	-67.98%	306,448
Physicians Fees	504,153	365,746	(138,407)	-37.84%	322,799
Purchased Services	902,276	694,430	(207,846)	-29.93%	688,536
Drug Expense	1,097,040	1,015,114	(81,926)	-8.07%	844,768
Supply Expense	865,849	983,628	117,779	11.97%	997,801
Utilities	124,009	140,577	16,569	11.79%	128,505
Repairs and Maintenance	388,570	454,198	65,628	14.45%	460,691
Insurance Expense	99,766	107,291	7,525	7.01%	70,566
All Other Operating Expenses	273,245	261,806	(11,438)	-4.37%	182,091
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	33,862	21,374	(12,488)	-58.43%	20,820
Depreciation and Amortization	879,381	890,026	10,645	1.20%	880,262
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	11,759,494	11,379,007	(380,487)	-3.34%	10,473,131
Net Operating Surplus/(Loss)	22,807	1,218,123	(1,195,316)	-98.13%	1,003,721
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	62,133	19,357	42,777	220.99%	54,241
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)	(74,030)	(70,935)	3,094	-4.36%	(56,478)
Other Non-Operating Revenue/(Expenses)	1,041,386	46,053	995,333	2161.29%	15,618
Total Non Operating Revenue/(Expense)	1,029,490	(5,526)	1,035,016	-18729.39%	13,381
Total Net Surplus/(Loss)	\$1,052,297	\$1,212,597	(\$160,300)	-13.22%	\$1,017,102
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$1,052,297	\$1,212,597	(\$160,300)	-13.22%	\$1,017,102
Operating Margin	0.19%	9.67%			8.75%
Total Profit Margin	8.93%	9.63%			8.86%
EBIDA	7.66%	16.74%			16.42%



# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ending January 31, 2025

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	YEAR-TO-DATE				
	Actual 01/31/25	Budget 01/31/25	Positive (Negative) Variance	Percentage Variance	Prior Year 01/31/24
Gross Patient Revenue					
Inpatient Revenue	\$27,738,423	\$29,802,871	(\$2,064,448)	-6.93%	\$28,344,198
Outpatient Revenue	118,676,507	116,190,940	2,485,568	2.14%	108,665,719
Clinic Revenue	21,083,019	20,358,136	724,883	3.56%	18,290,857
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	167,497,950	166,351,947	1,146,003	0.69%	155,300,774
Deductions From Revenue					
Discounts and Allowances	(74,256,263)	(76,482,723)	2,226,460	2.91%	(72,200,368)
Bad Debt Expense (Governmental Providers Only)	(14,263,784)	(10,040,240)	(4,223,544)	-42.07%	(9,582,632)
Medical Assistance	(315,902)	(1,673,373)	1,357,471	81.12%	(770,374)
Total Deductions From Revenue	(88,835,949)	(88,196,336)	(639,613)	-0.73%	(82,553,374)
Net Patient Revenue	78,662,000	78,155,611	506,390	0.65%	72,747,400
Other Operating Revenue	1,048,718	1,247,564	(198,846)	-15.94%	1,034,946
Total Operating Revenue	79,710,718	79,403,174	307,544	0.39%	73,782,347
Operating Expenses					
Salaries and Wages	31,247,931	32,033,772	785,841	2.45%	28,458,121
Fringe Benefits	9,399,813	9,749,626	349,812	3.59%	8,186,873
Contract Labor	2,989,054	2,446,200	(542,854)	-22.19%	2,394,678
Physicians Fees	3,085,270	2,673,624	(411,646)	-15.40%	2,076,728
Purchased Services	5,174,952	5,202,844	27,892	0.54%	4,392,293
Drug Expense	7,090,656	7,105,796	15,140	0.21%	6,805,852
Supply Expense	6,342,718	6,477,504	134,785	2.08%	5,789,923
Utilities	818,116	884,690	66,574	7.53%	829,139
Repairs and Maintenance	2,704,996	3,135,764	430,768	13.74%	2,821,790
Insurance Expense	689,241	751,035	61,794	8.23%	480,945
All Other Operating Expenses	1,936,502	2,075,365	138,863	6.69%	1,727,009
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	270,728	240,745	(29,983)	-12.45%	223,353
Depreciation and Amortization	6,213,052	6,231,966	18,914	0.30%	6,067,363
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	77,963,029	79,008,931	1,045,903	1.32%	70,254,068
Net Operating Surplus/(Loss)	1,747,689	394,243	1,353,446	343.30%	3,528,279
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	431,236	135,496	295,741	218.27%	245,916
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)	(502,083)	(504,226)	2,143	-0.43%	(428,412)
Other Non-Operating Revenue/(Expense)	1,626,269	2,091,452	(465,183)	-22.24%	119,441
Total Non Operating Revenue/(Expense)	1,555,423	1,722,722	(167,299)	-9.71%	(63,055)
Total Net Surplus/(Loss)	\$3,303,112	\$2,116,965	\$1,186,147	56.03%	\$3,465,224
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$3,303,112	\$2,116,965	\$1,186,147	56.03%	\$3,465,224
Operating Margin	2.19%	0.50%			4.78%
Total Profit Margin	4.14%	2.67%			4.70%
EBIDA	9.99%	8.35%			13.01%



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

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	Actual 1/31/2025	Actual 12/31/2024	Actual 11/30/2024	Actual 10/31/2024	Actual 9/30/2024	Actual 8/31/2024
Gross Patient Revenue						
Inpatient Revenue	\$4,614,671	\$3,452,968	\$3,449,680	\$3,942,476	\$4,229,582	\$3,815,950
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$16,547,834	\$17,310,090	\$17,514,374	\$17,231,477	\$15,461,921	\$16,307,549
Clinic Revenue	\$3,082,203	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$24,244,707	\$23,798,789	\$23,861,624	\$24,479,078	\$22,457,535	\$23,154,021
Deductions From Revenue						
Discounts and Allowances	\$10,734,129	\$10,310,868	\$10,536,882	\$11,073,864	\$10,445,910	\$10,358,617
Bad Debt Expense (Governmental Providers Only)	\$1,883,492	\$2,085,286	\$1,931,492	\$2,142,747	\$1,865,917	\$1,630,927
Charity Care	\$0	\$43,958	\$196,269	\$16,694	\$15,333	\$36,283
Total Deductions From Revenue	12,617,621	12,440,113	12,664,643	13,233,305	12,327,160	12,025,826
Net Patient Revenue	\$11,627,087	\$11,358,676	\$11,196,982	\$11,245,773	\$10,130,375	\$11,128,195
Other Operating Revenue	155,214	135,830	112,512	149,639	68,378	91,198
Total Operating Revenue	11,782,301	11,494,506	11,309,494	11,395,412	10,198,753	11,219,393
Operating Expenses						
Salaries and Wages	\$4,566,303	\$4,498,489	\$4,538,204	\$4,414,210	\$4,421,373	\$4,667,572
Fringe Benefits	\$1,603,417	\$1,168,648	\$1,388,682	\$1,324,180	\$1,138,750	\$1,687,786
Contract Labor	\$421,623	\$380,117	\$429,054	\$454,213	\$393,537	\$501,556
Physicians Fees	\$504,153	\$615,730	\$480,276	\$372,688	\$294,647	\$373,229
Purchased Services	\$902,276	\$676,971	\$759,193	\$758,597	\$739,663	\$724,260
Drug Expense	\$1,097,040	\$973,483	\$1,172,392	\$980,355	\$904,747	\$771,034
Supply Expense	\$865,849	\$1,010,481	\$806,083	\$899,196	\$984,579	\$853,023
Utilities	\$124,009	\$114,124	\$111,144	\$122,431	\$116,368	\$112,884
Repairs and Maintenance	\$388,570	\$421,801	\$352,225	\$414,564	\$337,361	\$447,570
Insurance Expense	\$99,766	\$99,122	\$100,220	\$97,214	\$97,214	\$97,214
All Other Operating Expenses	\$273,245	\$221,366	\$249,418	\$292,699	\$308,900	\$280,875
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$33,862	\$42,299	\$33,335	\$35,124	\$40,673	\$51,789
Depreciation and Amortization	\$879,381	\$885,148	\$884,329	\$884,208	\$889,405	\$900,391
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$11,759,494	\$11,107,778	\$11,304,556	\$11,049,677	\$10,667,216	\$11,469,184
<b>Net Operating Surplus/(Loss)</b>	<b>\$22,807</b>	<b>\$386,729</b>	<b>\$4,937</b>	<b>\$345,735</b>	<b>(\$468,463)</b>	<b>(\$249,791)</b>
Non-Operating Revenue:						
Contributions						
Investment Income	62,133	61,976	34,611	86,954	49,266	63,735
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	0	0	0	0	0
Interest Expense (Governmental Providers Only)	(74,030)	(75,865)	(69,734)	(70,257)	(68,858)	(77,005)
Other Non-Operating Revenue/(Expenses)	1,041,386	25,444	438,535	20,369	16,560	20,984
Total Non Operating Revenue/(Expense)	\$1,029,490	\$11,555	\$401,412	\$37,066	(\$3,032)	\$7,713
<b>Total Net Surplus/(Loss)</b>	<b>\$1,052,297</b>	<b>\$398,284</b>	<b>\$406,350</b>	<b>\$382,802</b>	<b>(\$471,495)</b>	<b>(\$242,078)</b>
Change in Unrealized Gains/(Losses) on Investment	0	0	0	0	0	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>\$1,052,297</b>	<b>\$398,284</b>	<b>\$406,350</b>	<b>\$382,802</b>	<b>(\$471,495)</b>	<b>(\$242,078)</b>
Operating Margin	0.19%	3.36%	0.04%	3.03%	-4.59%	-2.23%
Total Profit Margin	8.93%	3.46%	3.59%	3.36%	-4.62%	-2.16%
EBIDA	7.66%	11.07%	7.86%	10.79%	4.13%	5.80%

Actual 7/31/2024	Actual 6/30/2024	Actual 5/31/2024	Actual 4/30/2024	Actual 3/31/2024	Actual 2/29/2024
\$4,233,097	\$3,753,329	\$4,873,910	\$3,666,923	\$4,236,296	\$4,714,671
\$18,303,263	\$16,025,677	\$17,065,942	\$16,587,785	\$15,459,637	\$15,607,056
\$2,965,835	\$2,909,994	\$3,098,260	\$3,244,931	\$3,031,288	\$3,252,627
\$0	\$0	\$0	\$0	\$0	\$0
\$25,502,195	\$22,689,001	\$25,038,111	\$23,499,639	\$22,727,221	\$23,574,354
\$10,795,994	\$10,263,890	\$11,795,527	\$11,571,869	\$10,397,914	\$9,922,170
\$2,723,923	\$2,000,964	\$1,283,539	\$1,043,471	\$1,508,964	\$1,403,286
\$7,366	\$241,325	\$57,087	\$2,736	\$89,904	\$302,604
13,527,282	12,506,179	13,136,153	12,618,076	11,996,782	11,628,061
\$11,974,912	\$10,182,821	\$11,901,958	\$10,881,563	\$10,730,439	\$11,946,293
335,946	305,556	131,038	163,765	128,902	398,244
12,310,859	10,488,378	12,032,996	11,045,328	10,859,341	12,344,537
\$4,141,780	\$4,693,168	\$4,203,693	\$4,125,869	\$4,151,633	\$4,204,531
\$1,088,350	\$1,105,022	\$1,677,550	\$1,369,376	\$1,751,548	\$1,345,949
\$408,954	\$475,083	\$543,862	\$370,248	\$284,184	\$354,484
\$444,547	\$451,969	\$389,941	\$288,730	\$243,692	\$338,319
\$613,991	\$727,936	\$691,394	\$792,911	\$773,560	\$705,125
\$1,191,605	\$918,152	\$1,125,459	\$1,022,725	\$823,901	\$1,042,911
\$923,507	\$620,399	\$956,733	\$958,145	\$853,767	\$1,193,600
\$117,156	\$107,637	\$122,860	\$118,540	\$123,306	\$123,145
\$342,905	\$446,822	\$367,427	\$380,073	\$359,588	\$433,508
\$98,493	\$62,095	\$135,140	\$72,832	\$71,334	\$71,184
\$310,000	\$260,091	\$253,110	\$271,601	\$216,298	\$301,714
\$33,647	\$42,332	\$36,108	\$37,629	\$48,301	\$54,589
\$890,190	\$920,211	\$946,935	\$887,647	\$885,626	\$878,266
\$10,605,124	\$10,830,915	\$11,450,213	\$10,696,326	\$10,586,737	\$11,047,324
\$1,705,735	(\$342,537)	\$582,783	\$349,002	\$272,604	\$1,297,214
72,561	133,266	282,618	56,673	52,083	55,654
0	0	0	0	0	0
(66,334)	(125,580)	(68,089)	(91,263)	(71,778)	(55,734)
69,457	515,404	15,619	17,003	593,094	512,608
\$75,684	\$523,090	\$230,148	(\$17,587)	\$573,399	\$512,528
\$1,781,419	\$180,553	\$812,931	\$331,415	\$846,003	\$1,809,742
0	59,257	272,726	0	0	0
\$1,781,419	\$239,810	\$1,085,657	\$331,415	\$846,003	\$1,809,742
13.86%	-3.27%	4.84%	3.16%	2.51%	10.51%
14.47%	1.72%	6.76%	3.00%	7.79%	14.66%
21.09%	5.51%	12.71%	11.20%	10.67%	17.62%



## Statement of Cash Flows

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Seven months ending January 31, 2025**

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	<b>CASH FLOW</b>	
	<b>Current Month 1/31/2025</b>	<b>Current Year-To-Date 1/31/2025</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$1,052,297	\$3,303,112
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	879,381	6,213,052
(Increase)/Decrease in Net Patient Accounts Receivable	(1,334,644)	(4,656,652)
(Increase)/Decrease in Other Receivables	(478,039)	1,826,225
(Increase)/Decrease in Inventories	691	(10,525)
(Increase)/Decrease in Pre-Paid Expenses	(74,160)	411,614
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(336,010)	179,878
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,267,716)	(970,359)
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	(644,579)
<b>Net Cash Provided by Operating Activities:</b>	<b>(1,372,739)</b>	<b>5,651,766</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(42,467)	(3,796,534)
(Increase)/Decrease in Limited Use Cash and Investments	(214,218)	143,734
(Increase)/Decrease in Other Limited Use Assets	(25,548)	(238,889)
(Increase)/Decrease in Other Assets	11,974	41,909
<b>Net Cash Used by Investing Activities</b>	<b>(270,258)</b>	<b>(3,849,780)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(372,626)	(1,355,141)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(29,212)	(643,238)
<b>Net Cash Used for Financing Activities</b>	<b>(401,838)</b>	<b>(1,998,379)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,044,836)</b>	<b>(196,392)</b>
Cash, Beginning of Period	14,276,708	12,428,264
<b>Cash, End of Period</b>	<b>\$12,231,872</b>	<b>\$12,231,872</b>

# Patient Statistics

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Seven months ending January 31, 2025**

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Current Month				Year-To-Date				
Actual 01/31/25	Budget 01/31/25	Positive/ (Negative) Variance	Prior Year 01/31/24	STATISTICS	Actual 01/31/25	Budget 01/31/25	Positive/ (Negative) Variance	Prior Year 01/31/24
<b>Discharges</b>								
131	174	(43)	174	Acute	829	933	(104)	933
131	174	(43)	174	Total Adult Discharges	829	933	(104)	933
28	44	(16)	44	Newborn	229	261	(32)	261
159	218	(59)	218	Total Discharges	1,058	1,194	(136)	1,194
<b>Patient Days:</b>								
401	548	(147)	548	Acute	2,659	2,907	(248)	2,907
401	548	(147)	548	Total Adult Patient Days	2,659	2,907	(248)	2,907
48	61	(13)	61	Newborn	369	427	(58)	427
449	609	(160)	609	Total Patient Days	3,028	3,334	(306)	3,334
<b>Average Length of Stay (ALOS)</b>								
3.1	3.1	(0.1)	3.1	Acute	3.2	3.1	0.1	3.1
3.1	3.1	(0.1)	3.1	Total Adult ALOS	3.2	3.1	0.1	3.1
1.7	1.4	0.3	1.4	Newborn ALOS	1.6	1.6	(0.0)	1.6
<b>Average Daily Census (ADC)</b>								
12.9	17.7	(4.7)	17.7	Acute	12.4	13.5	(1.2)	13.5
12.9	17.7	(4.7)	17.7	Total Adult ADC	12.4	13.5	(1.2)	13.5
1.5	2.0	(0.4)	2.0	Newborn	1.7	2.0	(0.3)	2.0
<b>Emergency Room Statistics</b>								
165	177	(12)	177	ER Visits - Admitted	931	985	(54)	985
1,243	1,338	(95)	1,338	ER Visits - Discharged	9,089	8,600	489	8,600
1,408	1,515	(107)	1,515	Total ER Visits	10,020	9,585	435	9,585
11.72%	11.68%		11.68%	% of ER Visits Admitted	9.29%	10.28%		10.28%
125.95%	101.72%		101.72%	ER Admissions as a % of Total	112.30%	105.57%		105.57%
<b>Outpatient Statistics:</b>								
9,266	9,569	(303)	9,569	Total Outpatients Visits	59,016	58,210	806	58,210
200	173	27	173	Observation Bed Days	1,193	993	200	993
6,548	6,776	(228)	6,776	Clinic Visits - Primary Care	41,850	41,911	(61)	41,911
657	512	145	512	Clinic Visits - Specialty Clinics	4,086	3,700	386	3,700
67	55	12	55	IP Surgeries	449	361	88	361
136	132	4	132	OP Surgeries	967	864	103	864
<b>Productivity Statistics:</b>								
503.20	521.15	(17.95)	481.90	FTE's - Worked	494.07	521.15	(27.08)	458.13
541.64	571.09	(29.45)	520.12	FTE's - Paid	546.82	571.09	(24.27)	510.35
1.4300	1.3900	0.04	1.3900	Case Mix Index - Medicare	1.4857	1.4896	(0.00)	1.4057
1.2600	1.1300	0.13	1.1300	Case Mix Index - All payers	1.2829	0.6731	0.61	1.1943



## Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 12

ROCK SPRINGS, WY

01/31/25

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	81.29	64.59
Net Days in Accounts Receivable	66.62	55.47
Number of Gross Days in Unbilled Revenue	25.96	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	16.76%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.00%	0.92%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.19%	1.01%
Bad Debts as a % of Gross Patient Revenue - Current Month	7.77%	5.50%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	8.52%	6.04%
Collections as a Percentage of Net Revenue - Current Month	84.87%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	77.28%	100% or >
Percentage of Blue Cross Receivable > 90 Days	7.45%	< 10%
Percentage of Insurance Receivable > 90 Days	30.46%	< 15%
Percentage of Medicaid Receivable > 90 Days	20.43%	< 20%
Percentage of Medicare Receivable > 60 Days	46.05%	< 6%

## Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 13

ROCK SPRINGS, WYOMING

Seven months ending January 31, 2025

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	%
<b>Gross Patient Revenue</b>	<b>(1,832,981)</b>	<b>-7.03%</b>	<b>1,146,003</b>	<b>0.69%</b>
Gross patient revenue is under budget for the month and over budget year to date. Patient statistics over budget in January were surgeries. Average Daily Census is 12.9 in January which is under budget by 4.7				
<b>Deductions from Revenue</b>	<b>1,152,038</b>	<b>8.37%</b>	<b>(639,613)</b>	<b>-0.73%</b>
Deductions from revenue are under budget for January and over budget year to date. They are currently booked at 52.0% for January and 53.0% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. More detail included in the narrative.				
<b>Bad Debt Expense</b>	<b>(449,172)</b>	<b>-31.32%</b>	<b>(4,223,544)</b>	<b>-42.07%</b>
Bad debt expense is booked at 7.8% for January and 8.5% year to date.				
<b>Charity Care</b>	<b>239,053</b>	<b>100.00%</b>	<b>1,357,471</b>	<b>81.12%</b>
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.				
<b>Other Operating Revenue</b>	<b>(133,885)</b>	<b>-46.31%</b>	<b>(198,846)</b>	<b>-15.94%</b>
Other Operating Revenue is under budget and under budget for the year.				
<b>Salaries and Wages</b>	<b>68,036</b>	<b>1.47%</b>	<b>785,841</b>	<b>2.45%</b>
Salary and Wages are under budget in January and are under budget year to date.  Paid FTEs are under budget by 29.45 FTEs for the month and under 24.27 FTEs year to date.				
<b>Fringe Benefits</b>	<b>(43,939)</b>	<b>-2.82%</b>	<b>349,812</b>	<b>3.59%</b>
Fringe benefits are under budget in January and under budget year to date.				
<b>Contract Labor</b>	<b>(170,623)</b>	<b>-67.98%</b>	<b>(542,854)</b>	<b>-22.19%</b>
Contract labor is over budget for January and over budget year to date. Med Floor, OR, L&D, Infection Control, Housekeeping and Ultrasound are over budget for the month.				



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ending January 31, 2025

PAGE 13

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	%
<b>Physician Fees</b>	(138,407)	-37.84%	(411,646)	-15.40%
Physician fees over budget in January and over budget year to date. Hospitalists, Locum Ped's and Tele-psych clinic are over budget in January.				
<b>Purchased Services</b>	(207,846)	-29.93%	27,892	0.54%
Purchased services are over budget for January and under budget year to date. Expenses over budget are consulting, advertising, bank fee's and department mgmt service				
<b>Supply Expense</b>	117,779	11.97%	134,785	2.08%
Supplies are under budget for January and under budget year to date. Line items over budget include drugs, med/surg supplies, minor equipment, food and other non-med supplies.				
<b>Repairs &amp; Maintenance</b>	65,628	14.45%	430,768	13.74%
Repairs and Maintenance are under budget for January and under budget year to date.				
<b>All Other Operating Expenses</b>	(11,438)	-4.37%	138,863	6.69%
This expense is over budget in January and under budget year to date. Other expenses over budget are postage, pharmacy floor direct and foundation other expenses.				
<b>Leases and Rentals</b>	(12,488)	-58.43%	(29,983)	-12.45%
This expense is over budget for January and is over budget year to date				
<b>Depreciation and Amortization</b>	10,645	1.20%	18,914	0.30%
Depreciation is under budget for January and is under budget year to date				
<b>BALANCE SHEET</b>				
<b>Cash and Cash Equivalents</b>	(\$2,044,836)	-14.32%		
Cash decreased in January. Cash collections for January were \$9.9 million. Days Cash on Hand decreased 103 days.				
<b>Gross Patient Accounts Receivable</b>	\$4,325,895	7.31%		
This receivable increased in January due to holding Medicare claims.				



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ending January 31, 2025

PAGE 13

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	%
<b>Bad Debt and Allowance Reserves</b>	<b>(2,991,252)</b>	<b>-8.36%</b>		
Bad Debt and Allowances increased.				
<b>Other Receivables</b>	<b>478,039</b>	<b>12.24%</b>		
Other Receivables increased in January due to QRA.				
<b>Prepaid Expenses</b>	<b>74,160</b>	<b>4.76%</b>		
Prepaid expenses increased due to the normal activity in this account.				
<b>Limited Use Assets</b>	<b>239,766</b>	<b>1.04%</b>		
These assets increased due to the bond accrual				
<b>Plant Property and Equipment</b>	<b>(836,915)</b>	<b>-1.15%</b>		
The decrease in these assets is due to the the normal increase in accumulated depreciation.				
<b>Accounts Payable</b>	<b>336,010</b>	<b>5.42%</b>		
This liability decreased due to the normal activity in this account.				
<b>Accrued Payroll</b>	<b>1,369,528</b>	<b>51.71%</b>		
This liability decreased in January. The payroll accrual for January was 5 days.				
<b>Accrued Benefits</b>	<b>(101,813)</b>			
This liability increased in January with the normal accrual and usage of PTO.				
<b>Other Current Liabilities</b>	<b>(185,460)</b>	<b>-25.17%</b>		
This liability increased for January due to the payment on the bonds				
<b>Other Long Term Liabilities</b>	<b>29,212</b>	<b>0.29%</b>		
This liability increased with the accrual on the bonds				
<b>Total Net Assets</b>	<b>370,822</b>	<b>-1.11%</b>		
The net gain from operations for January is \$22,807				



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

PROVIDER CLINICS

**Unaudited Financial Statements**

**for**

**Seven months ending January 31, 2025**

**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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<b>ROCK SPRINGS, WY</b>	
<b>Seven months ending January 31, 2025</b>	

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**Key Financial Ratios****MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Seven months ending January 31, 2025****PAGE 2****- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	<b>Month to Date 1/31/2025</b>	<b>Year to Date 1/31/2025</b>	<b>Prior Fiscal Year End 06/30/24</b>	<b>MGMA Hospital Owned Rural</b>
<b>Profitability:</b>				
Operating Margin	-23.24%	-25.27%	-23.84%	-36.58%
Total Profit Margin	-23.24%	-25.27%	-23.84%	-36.58%
Contractual Allowance %	44.45%	44.39%	44.34%	
<b>Liquidity:</b>				
Net Days in Accounts Receivable	42.71	43.38	42.14	39.58
Gross Days in Accounts Receivable	37.91	38.46	36.55	72.82
<b>Productivity and Efficiency:</b>				
Patient Visits Per Day	211.23	194.65	198.57	
Total Net Revenue per FTE	N/A	\$196,046	\$206,194	
Salary Expense per Paid FTE	N/A	\$166,241	\$176,010	
Salary and Benefits as a % of Net Revenue	107.03%	102.40%	103.17%	91.26%
Employee Benefits %	28.86%	20.76%	20.86%	6.10%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ending January 31, 2025

	CURRENT MONTH				Prior Year 01/31/23
	Actual 01/31/25	Budget 01/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,082,203	3,368,644	(286,441)	-8.50%	3,067,826
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	3,082,203	3,368,644	(286,441)	-8.50%	3,067,826
Deductions From Revenue					
Discounts and Allowances	(1,370,087)	(1,454,158)	84,070	5.78%	(1,166,358)
Total Deductions From Revenue	(1,370,087)	(1,454,158)	84,070	5.78%	(1,166,358)
Net Patient Revenue	1,712,115	1,914,486	(202,371)	-10.57%	1,901,467
Other Operating Revenue	42,000	41,485	515	1.24%	40,957
Total Operating Revenue	1,754,116	1,955,971	(201,856)	-10.32%	1,942,425
Operating Expenses					
Salaries and Wages	1,457,053	1,534,423	77,370	5.04%	1,401,458
Fringe Benefits	420,452	356,334	(64,118)	-17.99%	344,600
Contract Labor	0	0	0	0.00%	0
Physicians Fees	71,558	169,383	97,826	57.75%	142,870
Purchased Services	3,185	3,430	244	7.13%	4,971
Supply Expense	27,592	32,830	5,238	15.96%	35,784
Utilities	1,070	1,159	89	7.68%	1,016
Repairs and Maintenance	2,868	6,219	3,351	53.88%	3,991
Insurance Expense	31,941	30,615	(1,326)	-4.33%	22,391
All Other Operating Expenses	135,844	119,374	(16,470)	-13.80%	103,364
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,978	4,828	850	17.60%	4,426
Depreciation and Amortization	6,188	4,408	(1,780)	-40.39%	7,332
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	2,161,730	2,263,002	101,272	4.48%	2,072,203
Net Operating Surplus/(Loss)	(407,614)	(307,031)	(100,583)	32.76%	(129,778)
Total Net Surplus/(Loss)	(\$407,614)	(\$307,031)	(\$100,583)	32.76%	(\$129,778)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$407,614)	(\$307,031)	(\$100,583)	32.76%	(\$129,778)
Operating Margin	-23.24%	-15.70%			-6.68%
Total Profit Margin	-23.24%	-15.70%			-6.68%
EBIDA	-22.88%	-15.47%			-6.30%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ending January 31, 2025

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	YEAR-TO-DATE				Prior Year 01/31/23
	Actual 01/31/25	Budget 01/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	21,083,019	20,358,136	724,883	3.56%	18,290,857
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	21,083,019	20,358,136	724,883	3.56%	18,290,857
Deductions From Revenue					
Discounts and Allowances	(9,357,761)	(8,875,306)	(482,455)	-5.44%	(7,993,226)
Total Deductions From Revenue	(9,357,761)	(8,875,306)	(482,455)	-5.44%	(7,993,226)
Net Patient Revenue	11,725,258	11,482,830	242,428	2.11%	10,297,631
Other Operating Revenue	285,712	290,395	(4,683)	-1.61%	309,703
Total Operating Revenue	12,010,970	11,773,225	237,745	2.02%	10,607,333
Operating Expenses					
Salaries and Wages	10,184,960	10,375,915	190,955	1.84%	9,272,756
Fringe Benefits	2,114,424	1,907,071	(207,353)	-10.87%	1,729,918
Contract Labor	0	0	0	0.00%	0
Physicians Fees	1,176,467	1,285,083	108,616	8.45%	815,730
Purchased Services	15,922	24,049	8,127	33.79%	45,413
Supply Expense	198,524	207,159	8,636	4.17%	172,531
Utilities	6,720	8,113	1,393	17.17%	7,641
Repairs and Maintenance	49,846	43,530	(6,316)	-14.51%	36,431
Insurance Expense	219,725	214,305	(5,420)	-2.53%	152,365
All Other Operating Expenses	1,002,697	1,051,461	48,764	4.64%	917,834
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	32,661	33,752	1,091	3.23%	29,868
Depreciation and Amortization	44,684	32,098	(12,586)	-39.21%	49,462
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	15,046,629	15,182,535	135,906	0.90%	13,229,948
Net Operating Surplus/(Loss)	(3,035,659)	(3,409,310)	373,651	-10.96%	(2,622,615)
Total Net Surplus/(Loss)	(3,035,659)	(3,409,310)	\$373,651	-10.96%	(2,622,615)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(3,035,659)	(3,409,310)	\$373,651	-10.96%	(2,622,615)
Operating Margin	-25.27%	-28.96%			-24.72%
Total Profit Margin	-25.27%	-28.96%			-24.72%
EBIDA	-24.90%	-28.69%			-24.26%



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

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	Actual 1/31/2025	Actual 12/31/2024	Actual 11/30/2024	Actual 10/31/2024	Actual 9/30/2024
Gross Patient Revenue					
Clinic Revenue	\$3,082,203	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$3,082,203	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032
Deductions From Revenue					
Discounts and Allowances	(\$1,370,087)	(\$1,367,918)	(\$1,274,277)	(\$1,573,472)	(\$1,123,349)
Total Deductions From Revenue	(\$1,370,087)	(\$1,367,918)	(\$1,274,277)	(\$1,573,472)	(\$1,123,349)
Net Patient Revenue	\$1,712,115	\$1,667,813	\$1,623,294	\$1,731,653	\$1,642,683
Other Operating Revenue	\$42,000	\$36,932	\$39,322	\$44,944	\$37,318
Total Operating Revenue	1,754,116	1,704,745	1,662,616	1,776,597	1,680,001
Operating Expenses					
Salaries and Wages	\$1,457,053	\$1,531,022	\$1,465,903	\$1,484,489	\$1,472,901
Fringe Benefits	\$420,452	\$249,304	\$286,506	\$292,369	\$245,580
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$71,558	\$289,487	\$181,437	\$183,517	\$128,010
Purchased Services	\$3,185	\$1,579	\$1,505	\$2,324	\$2,679
Supply Expense	\$27,592	\$27,236	\$19,206	\$18,420	\$51,523
Utilities	\$1,070	\$426	\$971	\$635	\$1,048
Repairs and Maintenance	\$2,868	\$12,958	\$7,713	\$3,251	\$3,374
Insurance Expense	\$31,941	\$31,297	\$31,297	\$31,297	\$31,297
All Other Operating Expenses	\$135,844	\$108,182	\$108,064	\$179,591	\$149,112
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,978	\$6,881	\$4,221	\$4,176	\$5,617
Depreciation and Amortization	\$6,188	\$6,374	\$6,374	\$6,485	\$6,485
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$2,161,730	\$2,264,747	\$2,113,197	\$2,206,553	\$2,097,628
Net Operating Surplus/(Loss)	(\$407,614)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)
Total Net Surplus/(Loss)	(\$407,614)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$407,614)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)
Operating Margin	-23.24%	-32.85%	-27.10%	-24.20%	-24.86%
Total Profit Margin	-23.24%	-32.85%	-27.10%	-24.20%	-24.86%
EBIDA	-22.88%	-32.48%	-26.72%	-23.84%	-24.47%

Actual 8/31/2024	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
\$3,030,522	\$2,965,835	\$3,098,260	\$3,244,931	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$3,030,522	\$2,965,835	\$3,098,260	\$3,244,931	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711
(\$1,323,509)	(\$1,325,148)	(\$1,247,082)	(\$1,596,933)	(\$1,305,169)	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)
(\$1,323,509)	(\$1,325,148)	(\$1,247,082)	(\$1,596,933)	(\$1,305,169)	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)
\$1,707,013	\$1,640,687	\$1,851,177	\$1,647,998	\$1,726,120	\$1,814,659	\$1,901,467	\$1,254,080
\$44,317	\$40,879	\$41,325	\$48,843	\$37,502	\$44,208	\$40,957	\$39,646
1,751,330	1,681,566	1,892,502	1,696,841	1,763,622	1,858,867	1,942,425	1,293,727
\$1,447,522	\$1,326,070	\$1,487,393	\$1,445,111	\$1,402,323	\$1,417,161	\$1,401,458	\$1,401,351
\$373,923	\$246,291	\$379,342	\$326,956	\$402,575	\$352,833	\$344,600	\$265,866
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$142,605	\$179,854	\$183,150	\$110,473	\$95,316	\$184,805	\$142,870	\$104,507
\$3,262	\$1,386	\$818	\$7,543	\$8,021	\$4,886	\$4,971	\$3,976
\$34,125	\$20,422	\$25,558	\$40,409	\$15,937	\$20,431	\$35,784	\$18,050
\$1,723	\$848	\$1,754	\$815	\$888	\$890	\$1,016	\$957
\$6,285	\$13,396	\$19,503	\$4,634	\$4,634	\$2,942	\$3,991	\$6,565
\$31,297	\$31,297	\$31,297	\$22,391	\$22,391	\$22,391	\$22,391	\$22,391
\$134,426	\$187,477	\$143,924	\$143,679	\$74,051	\$126,422	\$103,364	\$122,279
\$3,716	\$4,072	\$4,322	\$4,400	\$3,072	\$5,937	\$4,426	\$3,528
\$6,485	\$6,292	\$6,547	\$6,372	\$6,673	\$6,773	\$7,332	\$6,757
\$2,185,370	\$2,017,404	\$2,283,608	\$2,112,782	\$2,035,880	\$2,145,470	\$2,072,203	\$1,956,227
(\$434,039)	(\$335,839)	(\$391,106)	(\$415,941)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)
(\$434,039)	(\$335,839)	(\$391,106)	(\$415,941)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)
0	0	0	0	0	0	0	0
(\$434,039)	(\$335,839)	(\$391,106)	(\$415,941)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)
-24.78%	-19.97%	-20.67%	-24.51%	-15.44%	-15.42%	-6.68%	-51.21%
-24.78%	-19.97%	-20.67%	-24.51%	-15.44%	-15.42%	-6.68%	-51.21%
-24.41%	-19.60%	-20.32%	-24.14%	-15.06%	-15.05%	-6.30%	-50.69%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
 ROCK SPRINGS, WY  
 Seven months ending January 31, 2025

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Current Month				Year-To-Date				
Actual 01/31/25	Budget 01/31/25	Positive/ (Negative) Variance	Prior Year 01/31/23	STATISTICS	Actual 01/31/25	Budget 01/31/25	Positive/ (Negative) Variance	Prior Year 01/31/23
Outpatient Statistics:								
6,548	6,776	(228)	6,776	Clinic Visits - Primary Care	41,850	41,911	(61)	41,911
657	512	145	512	Clinic Visits - Specialty Clinics	4,086	3,700	386	3,700
Productivity Statistics:								
92.76	97.78	(5.02)	92.76	FTE's - Worked	92.10	97.78	(5.68)	77.54
101.36	107.45	(6.09)	103.43	FTE's - Paid	104.01	107.45	(3.44)	88.45



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
CASH DISBURSEMENT SUMMARY FOR JANUARY 25**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	677	10,394,450.49
CAPITAL EQUIPMENT (PLANT FUND)	3	85,768.99
CONSTRUCTION IN PROGRESS (BUILDING FUND)	7	463,252.12
PAYROLL JANUARY 02, 2025		1,964,636.30
PAYROLL JANUARY 16, 2025		1,873,596.11
PAYROLL JANUARY 30, 2025		1,986,604.99
TOTAL CASH OUTFLOW		<u>\$10,943,471.60</u>
CASH COLLECTIONS		9,867,716.95
INCREASE/DECREASE IN CASH		-\$1,075,754.65

**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		
<b>JULY TOTALS</b>					<b>229,636.30</b>	<b>229,636.30</b>

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	53,850.00	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	8/25/2024	GROATHOUSE CONSTRUCTION,	138,013.90	LAB EXPANSION		
WF DEBT SERVICE	8/16/2024	WF DEBT SERVICE	185,523.05	WF DEBT SERVICE		
<b>AUGUST TOTALS</b>					<b>416,356.68</b>	<b>645,992.98</b>

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		
<b>SEPTEMBER TOTALS</b>					<b>316,501.72</b>	<b>962,494.70</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001248	10/3/2024	GROATHOUSE CONSTRUCTION,	134,813.09	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		
<b>OCTOBER TOTALS</b>					<b>598,854.31</b>	<b>1,561,349.01</b>

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		
<b>NOVEMBER TOTALS</b>					<b>635,031.06</b>	<b>2,196,380.07</b>

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		
<b>DECEMBER TOTALS</b>					<b>518,024.37</b>	<b>2,714,404.44</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001259	1/2/2025	PLAN ONE/ARCHITECTS	1,422.81	MRI PHASE 2		
001259	1/2/2025	PLAN ONE/ARCHITECTS	1,923.50	MOB ENTRANCE		
001259	1/2/2025	PLAN ONE/ARCHITECTS	4,232.90	LAB EXPANSION		
001260	1/9/2025	A. PLEASANT CONSTRUCTION, I	43,616.40	ONCOLOGY SUITE RENOVATION		
001261	1/9/2025	GROATHOUSE CONSTRUCTION,	220,740.00	LAB EXPANSION		
001262	1/16/2025	INSULATION INC.	1,924.36	MRI PHASE 2		
001263	1/23/2025	WYLIE CONSTRUCTION INC.	1,000.00	LAB EXPANSION		
001264	1/29/2025	WESTERN ENGINEERS & GEOLC	2,132.00	LAB EXPANSION		
WF DEBT SERVICE	1/16/2025	WF DEBT SERVICE	185,460.15	WF DEBT SERVICE		
<b>JANUARY TOTALS</b>					<b>463,252.12</b>	<b>3,177,656.56</b>

**PLANT FUND CASH DISBURSEMENTS**  
**FISCAL YEAR 2025**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002665	7/11/2024	VERATHON MEDICAL	7,020.00	BLADDER SCANNER		
002666	7/11/2024	WYO ELECTRIC, INC	27,700.00	ELECTRICAL BD X-RAY ROOM		
002666	7/11/2024	WYO ELECTRIC, INC	4,522.00	UPS FOR IT EQUIPMENT		
002667	7/18/2024	CDW GOVERNMENT LLC	24,203.27	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	FULLETT CORPORATION	5,375.54	ICE/WATER MACHINE FOR SAME DAY SURGERY		
<b>JULY TOTALS</b>					<b>72,022.00</b>	<b>72,022.00</b>
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002677	8/1/2024	WYO ELECTRIC, INC	4,954.00	BACKUP UPS UNIT FOR IT		
002678	8/1/2024	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	COMPUTER, INC.	1,250.00	STORAGE FOR DAVINCI VIDEOS		
002683	8/29/2024	DATKX-ORIMEDA, INC.	37,190.44	FETAL MONITORS		
002684	8/29/2024	WAXH SANITARY SUPPLY	10,543.29	AUTOMATIC SCRUBBERS		
<b>AUGUST TOTALS</b>					<b>101,909.63</b>	<b>173,931.63</b>
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	58,316.50	CONTROL HEADS FOR SOFT WATER SYSTEM		
002679	9/12/2024	ALLIED AVNINGS & RENTAL	56,596.58	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		
<b>SEPTEMBER TOTALS</b>					<b>179,479.60</b>	<b>353,411.23</b>
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002690	10/9/2024	EC 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	15,941.00	DELL LAPTOPS AND MONITORS		
002693	10/31/2024	GUARD RFID	2,500.00	INFANT SECURITY SYSTEM		
002694	10/31/2024	WYO ELECTRIC, INC	2,127.00	UPS FOR IT EQUIPMENT		
<b>OCTOBER TOTALS</b>					<b>35,573.00</b>	<b>389,084.23</b>
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 COLONOSCOPE		
002697	11/14/2024	WYO ELECTRIC, INC	24,590.00	DIGITAL MESSAGING SIGN - HOSPITAL		
<b>NOVEMBER TOTALS</b>					<b>106,514.37</b>	<b>495,598.60</b>
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	MERT 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, LC	25,525.00	PARKING LOT REPAIRS		
002702	12/12/2024	VERATHON MEDICAL	36,600.00	VERATHON GLIDE SCOPE		
002703	12/24/2024	HOLOGIC, INC.	69,350.00	MINE C-ARM		
<b>DECEMBER TOTALS</b>					<b>216,170.36</b>	<b>711,778.96</b>
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002704	1/16/2025	GUARD RFID	1,115.00	INFANT SECURITY SYSTEM		
002705	1/16/2025	R & D SWEEPING & ASPHALT MAINTENANCE, LC	74,810.00	PARKING LOT REPAIRS - 3000 COLLEGE DRIVE		
002706	1/16/2025	JC JACOBS CARPET ONE	9,843.99	FLOORING - STRESS ROOM		
<b>JANUARY TOTALS</b>					<b>85,768.99</b>	<b>797,547.95</b>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
1/31/2025

Amount	Description
31,466.25	Advertising Total
5,999.82	Billing Services Total
12,800.49	Blood Total
7,000.00	Building Lease Total
147,545.31	Café Management Total
2,928.44	Cellular Telephone Total
53,085.49	Collection Agency Total
27,904.38	Computer Equipment Total
479,126.20	Contract Maintenance Total
494,874.30	Contract Personnel Total
378.00	Courier Services Total
20,126.32	Credit Card Payment Total
25,069.18	Dental Insurance Total
10,719.94	Dialysis Supplies Total
78,056.00	Education & Travel Total
2,957.00	Employee Recruitment Total
7,370.70	Employee Vision Plan Total
113,390.45	Equipment Lease Total
8,366.70	Food Total
12,292.20	Freight Total
625.36	Fuel Total
4,153.40	Garbage Collection Total
1,350.00	Grant Total
859,281.52	Group Health Total
709,392.51	Hospital Supplies Total
33,243.78	Implant Supplies Total
830.00	Instruments Total
30,043.03	Insurance Premiums Total
16,513.43	Insurance Refund Total
87,485.80	Laboratory Services Total
93,844.58	Laboratory Supplies Total
2,628.14	Laundry Supplies Total
23,942.50	Legal Fees Total
25.00	Licenses & Taxes Total
2,943.96	Linen Total
20,795.20	Maintenance & Repair Total
15,764.60	Maintenance Supplies Total
2,454.00	Membership Dues Total
2,678.02	MHSC Foundation Total
1,061.63	Minor Equipment Total
772.00	Monthly Pest Control Total
4,379.43	Non Medical Supplies Total
20,993.98	Office Supplies Total
4,097.00	Other Employee Benefits Total
23,838.22	Other Purchased Services Total
11,226.69	Oxygen Rental Total
3,113.31	Patient Refund Total



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
1/31/2025

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
1/31/2025

Check Number	Date	Vendor Check Name	Amount	Description
203776	1/16/25	BIG THICKET BROADCASTING	547.50	Advertising
203874	1/23/25	BIG THICKET BROADCASTING	3,277.00	Advertising
203640	1/9/25	BRIDGER VALLEY PIONEER	600.00	Advertising
203918	1/23/25	KEMMERER GAZETTE	2,575.00	Advertising
203575	1/2/25	LAMAR ADVERTISING	2,160.00	Advertising
203814	1/16/25	LAMAR ADVERTISING	450.00	Advertising
204008	1/29/25	LAMAR ADVERTISING	2,160.00	Advertising
203830	1/16/25	PILOT BUTTE BROADCASTING	650.00	Advertising
203944	1/23/25	PINEDALE ROUNDUP	1,100.00	Advertising
203708	1/9/25	PUBLISHING CONCEPTS, INC.	1,000.00	Advertising
203714	1/9/25	ROCKET MINER	202.70	Advertising
203834	1/16/25	ROCKET MINER	44.00	Advertising
204114	1/29/25	ROCKET MINER	228.41	Advertising
203718	1/9/25	SCORPION HEALTHCARE LLC	8,196.00	Advertising
203732	1/9/25	THE RADIO NETWORK	6,265.65	Advertising
203972	1/23/25	TRUE NORTH CUSTOM PUBLISHING	879.99	Advertising
EFT000000008987	1/9/2025	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000009801	1/23/2025	GREEN RIVER STAR	850.00	Advertising
203558	1/2/25	EXPRESS MEDICAID BILLING SERV	2,620.03	Billing Services
203795	1/16/25	EXPRESS MEDICAID BILLING SERV	3,379.79	Billing Services
203743	1/9/25	VITALANT	5,128.32	Blood
203979	1/23/25	VITALANT	7,672.17	Blood
203553	1/2/25	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
203892	1/23/25	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
203973	1/23/25	UNIDINE CORPORATION	22,112.11	Café Management
204130	1/29/25	UNIDINE CORPORATION	125,433.20	Café Management
203613	1/2/25	VERIZON WIRELESS, LLC	2,928.44	Cellular Telephone
204068	1/29/25	EXPRESS RECOVERY SERVICES	38,153.83	Collection Agency
203853	1/16/25	WAKEFIELD & ASSOCIATES, INC.	14,931.66	Collection Agency
203541	1/2/25	CDW GOVERNMENT LLC	100.47	Computer Equipment
203642	1/9/25	CDW GOVERNMENT LLC	10,822.83	Computer Equipment
203781	1/16/25	CDW GOVERNMENT LLC	5,706.67	Computer Equipment
204056	1/29/25	CDW GOVERNMENT LLC	9,677.10	Computer Equipment
203652	1/9/25	DELL COMPUTER CORPORATION	1,597.31	Computer Equipment
203530	1/2/25	ALLEGION ACCESS TECHNOLOGIES	2,279.59	Contract Maintenance
203865	1/23/25	ALLEGION ACCESS TECHNOLOGIES	10,501.69	Contract Maintenance
203876	1/23/25	BISCOM	4,058.78	Contract Maintenance
203878	1/23/25	BRIGHTLY SOFTWARE, INC.	14,986.56	Contract Maintenance
203543	1/2/25	CLOUDLI COMMUNICATIONS INC.	80.06	Contract Maintenance
203545	1/2/25	COMPUNET, INC.	5,275.35	Contract Maintenance
203646	1/9/25	COMPUNET, INC.	440.09	Contract Maintenance
204057	1/29/25	COMPUNET, INC.	5,275.35	Contract Maintenance
204059	1/29/25	CONSUMER FUSION INC.	5,175.00	Contract Maintenance
203905	1/23/25	FRONT RANGE MOBILE IMAGING, INC.	10,512.00	Contract Maintenance
203564	1/2/25	GE HEALTHCARE	355.45	Contract Maintenance
203664	1/9/25	GE HEALTHCARE	1,391.17	Contract Maintenance
204076	1/29/25	GE HEALTHCARE	838.16	Contract Maintenance
204080	1/29/25	GREENSHADES SOFTWARE	743.75	Contract Maintenance

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203809	1/16/25	INOVALON PROVIDER INC.	995.70	Contract Maintenance
203675	1/9/25	ISI WATER CHEMISTRIES	497.10	Contract Maintenance
203913	1/23/25	ISI WATER CHEMISTRIES	2,679.90	Contract Maintenance
204090	1/29/25	LOOPSCREEN LLC	420.00	Contract Maintenance
203695	1/9/25	NETDAIS	4,375.00	Contract Maintenance
203731	1/9/25	NRC HEALTH	995.00	Contract Maintenance
203699	1/9/25	ORACLE AMERICA, INC.	10,806.71	Contract Maintenance
203859	1/16/25	ORACLE AMERICA, INC.	205,068.41	Contract Maintenance
203936	1/23/25	ORACLE AMERICA, INC.	1,326.89	Contract Maintenance
204103	1/29/25	ORACLE AMERICA, INC.	240.00	Contract Maintenance
203700	1/9/25	OTIS ELEVATOR COMPANY	22,185.24	Contract Maintenance
203938	1/23/25	PACT STUDIOS, LLC	960.00	Contract Maintenance
203705	1/9/25	PHILIPS HEALTHCARE	5,499.96	Contract Maintenance
203942	1/23/25	PHILIPS MEDICAL SYSTEM N.A.CO	1,366.67	Contract Maintenance
204107	1/29/25	PHILIPS MEDICAL SYSTEM N.A.CO	1,016.67	Contract Maintenance
203706	1/9/25	PLANETREE	8,250.00	Contract Maintenance
203946	1/23/25	PLAYNETWORK, INC.	191.70	Contract Maintenance
203753	1/14/25	PROWDER RESOURCES, INC.	594.00	Contract Maintenance
204110	1/29/25	QUADRAMED	47,982.10	Contract Maintenance
203956	1/23/25	RED FLAG REPORTING	1,290.00	Contract Maintenance
203953	1/23/25	REMI CORPORATION	3,233.85	Contract Maintenance
203713	1/9/25	RL DATIX	421.00	Contract Maintenance
203595	1/2/25	SIEMENS MEDICAL SOLUTIONS USA	2,059.28	Contract Maintenance
203720	1/9/25	SIEMENS MEDICAL SOLUTIONS USA	12,366.52	Contract Maintenance
203839	1/16/25	SIEMENS MEDICAL SOLUTIONS USA	46,725.25	Contract Maintenance
203959	1/23/25	SIEMENS MEDICAL SOLUTIONS USA	2,995.32	Contract Maintenance
203612	1/2/25	VANDERBILT	4,706.49	Contract Maintenance
204134	1/29/25	VANDERBILT	787.50	Contract Maintenance
204136	1/29/25	VISONEX, LLC	1,990.00	Contract Maintenance
203614	1/2/25	VOIPARA SOLUTIONS, INC.	8,435.00	Contract Maintenance
203615	1/2/25	WORLDWASH LLC	1,575.00	Contract Maintenance
203616	1/2/25	WYODATA SECURITY INC.	1,935.00	Contract Maintenance
203983	1/23/25	WYODATA SECURITY INC.	1,865.00	Contract Maintenance
204138	1/29/25	WYODATA SECURITY INC.	1,865.00	Contract Maintenance
EFT000000008994	1/16/2025	STATE FIRE DC SPECIALTIES	2,425.00	Contract Maintenance
W/T	1/21/25	TRIZETTO	247.68	Contract Maintenance
W/T	1/6/25	ZENITH	420.42	Contract Maintenance
W/T	1/21/25	TRIZETTO	6,428.84	Contract Maintenance
203771	1/16/25	AVALIS WAYFINDING SOLUTIONS, INC.	508.53	Contract Personnel
203794	1/16/25	ELWOOD STAFFING SERVICES, INC	938.47	Contract Personnel
203899	1/23/25	ELWOOD STAFFING SERVICES, INC	513.45	Contract Personnel
204141	1/29/25	ELWOOD STAFFING SERVICES, INC	1,477.60	Contract Personnel
203562	1/2/25	FOCUSONE SOLUTIONS LLC	92,078.50	Contract Personnel
203662	1/9/25	FOCUSONE SOLUTIONS LLC	123,593.00	Contract Personnel
203799	1/16/25	FOCUSONE SOLUTIONS LLC	100,002.25	Contract Personnel
203904	1/23/25	FOCUSONE SOLUTIONS LLC	99,280.25	Contract Personnel
204073	1/29/25	FOCUSONE SOLUTIONS LLC	75,522.25	Contract Personnel
203717	1/9/25	SARAH ROTH	420.00	Contract Personnel
204117	1/29/25	SARAH ROTH	540.00	Contract Personnel

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203937	1/23/25	PACKAGERUNNER LOGISTICS LLC	378.00	Courier Services
W/T	1/28/25	UMB BANK	20,126.32	Credit Card Payment
203653	1/9/25	DELTA DENTAL	25,069.18	Dental Insurance
203563	1/2/25	FRESENIUS USA MARKETING, INC.	4,441.29	Dialysis Supplies
203663	1/9/25	FRESENIUS USA MARKETING, INC.	54.98	Dialysis Supplies
203800	1/16/25	FRESENIUS USA MARKETING, INC.	4,845.75	Dialysis Supplies
204075	1/29/25	FRESENIUS USA MARKETING, INC.	355.10	Dialysis Supplies
203569	1/2/25	HENRY SCHEIN INC	25.54	Dialysis Supplies
203671	1/9/25	HENRY SCHEIN INC	347.87	Dialysis Supplies
203807	1/16/25	HENRY SCHEIN INC	124.74	Dialysis Supplies
203909	1/23/25	HENRY SCHEIN INC	364.07	Dialysis Supplies
204082	1/29/25	HENRY SCHEIN INC	160.60	Dialysis Supplies
203746	1/9/25	WYOMING HOSPITAL ASSOCIATION	78,056.00	Education & Travel
204047	1/29/25	ALTITUDE ANALYSIS	325.00	Employee Recruitment
203570	1/2/25	HOLIDAY INN - ROCK SPRINGS	89.00	Employee Recruitment
203672	1/9/25	HOLIDAY INN - ROCK SPRINGS	1,157.00	Employee Recruitment
203912	1/23/25	INSIGHT SCREENING LLC	1,096.00	Employee Recruitment
204123	1/29/25	STATE OF WYOMING	110.00	Employee Recruitment
203855	1/16/25	WYOMING PUBLIC HEALTH LAB	180.00	Employee Recruitment
203742	1/9/25	VISION SERVICE PLAN - WY	7,370.70	Employee Vision Plan
203540	1/2/25	CAREFUSION SOLUTIONS, LLC	20,990.00	Equipment Lease
204055	1/29/25	CAREFUSION SOLUTIONS, LLC	20,990.00	Equipment Lease
203548	1/2/25	COPIER & SUPPLY COMPANY	27.46	Equipment Lease
203707	1/16/25	COPIER & SUPPLY COMPANY	4,712.86	Equipment Lease
204061	1/29/25	COPIER & SUPPLY COMPANY	11,509.04	Equipment Lease
203666	1/9/25	GE HEALTHCARE FINANCIAL SERVICES	1,717.50	Equipment Lease
203802	1/16/25	GE HEALTHCARE FINANCIAL SERVICES	2,358.25	Equipment Lease
203577	1/2/25	LEAF	2,670.00	Equipment Lease
203682	1/9/25	LEAF	2,800.00	Equipment Lease
203923	1/23/25	MAKO SURGICAL CORP	23,950.00	Equipment Lease
203696	1/9/25	NEWMANE FINANCE COMPANY	59.58	Equipment Lease
203945	1/23/25	PITNEY BOWES INC	796.77	Equipment Lease
203594	1/2/25	SHADOW MOUNTAIN WATER CO, WY	1,049.97	Equipment Lease
203719	1/9/25	SHADOW MOUNTAIN WATER CO, WY	1,236.66	Equipment Lease
203958	1/23/25	SHADOW MOUNTAIN WATER CO, WY	297.60	Equipment Lease
203960	1/23/25	SIEMENS FINANCIAL SERVICES, INC	14,399.38	Equipment Lease
203611	1/2/25	US BANK EQUIPMENT FINANCE	891.86	Equipment Lease
203738	1/9/25	US BANK EQUIPMENT FINANCE	880.11	Equipment Lease
203975	1/23/25	US BANK EQUIPMENT FINANCE	1,109.62	Equipment Lease
204132	1/29/25	US BANK EQUIPMENT FINANCE	881.77	Equipment Lease
203559	1/2/25	F B MCFADDEN WHOLESAL	2,236.95	Food
203659	1/9/25	F B MCFADDEN WHOLESAL	1,958.55	Food
203796	1/16/25	F B MCFADDEN WHOLESAL	1,413.60	Food
204069	1/29/25	F B MCFADDEN WHOLESAL	2,302.80	Food
203922	1/23/25	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	454.88	Food
203752	1/10/25	FED EX	983.33	Freight
203902	1/23/25	FED EX	373.60	Freight
204070	1/29/25	FED EX	113.74	Freight
203610	1/2/25	TRIOSE, INC	3,729.55	Freight



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203735	1/9/25	TRIOSE, INC	2,413.57	Freight
203971	1/23/25	TRIOSE, INC	2,584.41	Freight
204129	1/29/25	TRIOSE, INC	2,094.00	Freight
203712	1/9/25	BAILEY ENTERPRISES	625.36	Fuel
EFT00000009004	1/23/2025	WWS - ROCK SPRINGS	4,153.40	Garbage Collection
203726	1/9/25	ST. JOHN'S HOSPITAL FOUNDATION	1,350.00	Grant
W/T	1/17/25	HEALTH EQUITY	323.87	Group Health
W/T	1/17/25	HEALTH EQ MFSA FUND	323.87	Group Health
W/T	1/9/25	HEALTH EQUITY	360.75	Group Health
W/T	1/30/25	FURTHER FLEX 1/29/25	537.47	Group Health
W/T	1/23/25	FURTHER FLEX 1/22/25	790.86	Group Health
W/T	1/16/25	FURTHER FLEX 1/15/25	876.07	Group Health
W/T	1/3/25	FURTHER FLEX 1/2/25	1,310.39	Group Health
W/T	1/31/25	HEALTH EQ MFSA 1/31/25	5,297.44	Group Health
W/T	1/6/25	FURTHER FLEX 1/4/25	5,502.18	Group Health
W/T	1/24/25	HEALTH EQ MFSA FUND	11,009.38	Group Health
W/T	1/24/25	BLUE CROSS BLUE SHIELD 1/17/25	102,561.00	Group Health
W/T	1/10/25	BLUE CROSS BLUE SHIELD 1/3/25	106,336.65	Group Health
W/T	1/31/25	BLUE CROSS BLUE SHIELD 1/24/25	135,884.73	Group Health
W/T	1/17/25	BLUE CROSS BLUE SHIELD 1/10/25	229,546.27	Group Health
W/T	1/3/25	BLUE CROSS BLUE SHIELD 12/27/24	258,620.58	Group Health
203716	1/9/25	ABBOTT NUTRITION	61.10	Hospital Supplies
203836	1/16/25	ABBOTT NUTRITION	343.05	Hospital Supplies
203527	1/2/25	AESCLAP INC	2,436.61	Hospital Supplies
203622	1/9/25	AESCLAP INC	852.73	Hospital Supplies
203762	1/16/25	AESCLAP INC	2,060.35	Hospital Supplies
204041	1/29/25	AESCLAP INC	59.25	Hospital Supplies
203624	1/9/25	ALLEN MEDICAL SYSTEMS INC	416.96	Hospital Supplies
203764	1/16/25	ALLEN MEDICAL SYSTEMS INC	416.96	Hospital Supplies
203767	1/16/25	AMBU INCORPORATED	76.50	Hospital Supplies
204049	1/29/25	APPLIED MEDICAL	264.00	Hospital Supplies
203532	1/2/25	ARTHREX INC.	2,886.90	Hospital Supplies
203631	1/9/25	ARTHREX INC.	1,584.50	Hospital Supplies
203769	1/16/25	ARTHREX INC.	4,224.00	Hospital Supplies
203869	1/23/25	ARTHREX INC.	1,078.00	Hospital Supplies
203633	1/9/25	AUTOMATED MEDICAL PRODUCTS CORP	2,480.00	Hospital Supplies
203636	1/9/25	B BRAUN MEDICAL INC.	414.20	Hospital Supplies
203773	1/16/25	B BRAUN MEDICAL INC.	621.30	Hospital Supplies
203872	1/23/25	B BRAUN MEDICAL INC.	618.00	Hospital Supplies
204050	1/29/25	B BRAUN MEDICAL INC.	746.62	Hospital Supplies
203533	1/2/25	BARD MEDICAL	888.00	Hospital Supplies
203534	1/2/25	BAXTER HEALTHCARE CORP/IV	1,183.20	Hospital Supplies
203635	1/9/25	BAXTER HEALTHCARE CORP/IV	5,916.00	Hospital Supplies
203537	1/2/25	BIONIX RADIATION THERAPY	356.02	Hospital Supplies
203875	1/23/25	BIONIX RADIATION THERAPY	99.50	Hospital Supplies
203538	1/2/25	BOSTON SCIENTIFIC CORP	2,220.33	Hospital Supplies
203638	1/9/25	BOSTON SCIENTIFIC CORP	21,976.76	Hospital Supplies
203777	1/16/25	BOSTON SCIENTIFIC CORP	1,015.05	Hospital Supplies
203877	1/23/25	BOSTON SCIENTIFIC CORP	2,474.75	Hospital Supplies

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203550	1/2/25	C R BARD INC	352.25	Hospital Supplies
203790	1/16/25	C R BARD INC	2,130.04	Hospital Supplies
203539	1/2/25	CARDINAL HEALTH/V. MUELLER	88,805.61	Hospital Supplies
203641	1/9/25	CARDINAL HEALTH/V. MUELLER	9,973.23	Hospital Supplies
203779	1/16/25	CARDINAL HEALTH/V. MUELLER	82,483.74	Hospital Supplies
203880	1/23/25	CARDINAL HEALTH/V. MUELLER	19,009.31	Hospital Supplies
204054	1/29/25	CARDINAL HEALTH/V. MUELLER	112,635.55	Hospital Supplies
204145	1/30/25	CARDINAL HEALTH/V. MUELLER	5,171.82	Hospital Supplies
203882	1/23/25	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
203885	1/23/25	COASTAL LIFE SYSTEMS, INC.	429.95	Hospital Supplies
204058	1/29/25	CONE INSTRUMENTS	201.26	Hospital Supplies
203647	1/9/25	CONNED CORPORATION	277.55	Hospital Supplies
203888	1/23/25	CONNED CORPORATION	103.10	Hospital Supplies
203546	1/2/25	COOK MEDICAL INCORPORATED	328.00	Hospital Supplies
203648	1/9/25	COOK MEDICAL INCORPORATED	722.10	Hospital Supplies
203889	1/23/25	COOK MEDICAL INCORPORATED	445.56	Hospital Supplies
203791	1/16/25	CR BARD INC	1,224.10	Hospital Supplies
204063	1/29/25	CR BARD INC	1,225.65	Hospital Supplies
203554	1/2/25	DIAGNOSTIGA STAGO INC	9,873.25	Hospital Supplies
203655	1/3/25	DIAGNOSTIGA STAGO INC	271.39	Hospital Supplies
203793	1/16/25	DIAGNOSTIGA STAGO INC	807.24	Hospital Supplies
203656	1/9/25	DJ ORTHOPEDICS, LLC	102.96	Hospital Supplies
203566	1/2/25	GENERAL HOSPITAL SUPPLY CORPORATION	759.00	Hospital Supplies
203906	1/23/25	GETINGE USA SALES, LLC	509.96	Hospital Supplies
203619	1/2/25	HARDY DIAGNOSTICS	3,099.97	Hospital Supplies
203568	1/2/25	HEALTHCARE LOGISTICS INC	204.98	Hospital Supplies
203670	1/9/25	HEALTHCARE LOGISTICS INC	96.32	Hospital Supplies
203806	1/16/25	HEALTHCARE LOGISTICS INC	107.32	Hospital Supplies
204081	1/29/25	HEALTHCARE LOGISTICS INC	29.00	Hospital Supplies
203572	1/2/25	J & J HEALTH CARE SYSTEMS INC	16,455.96	Hospital Supplies
203676	1/9/25	J & J HEALTH CARE SYSTEMS INC	11,339.16	Hospital Supplies
203811	1/16/25	J & J HEALTH CARE SYSTEMS INC	15,793.01	Hospital Supplies
203914	1/23/25	J & J HEALTH CARE SYSTEMS INC	92.34	Hospital Supplies
203679	1/9/25	KARL STORZ ENDOSCOPY-AMERICA	7,200.00	Hospital Supplies
203917	1/23/25	KCI USA	1,752.27	Hospital Supplies
204087	1/29/25	KCI USA	1,263.80	Hospital Supplies
203728	1/9/25	LEICA BIOSYSTEMS RICHMOND	373.90	Hospital Supplies
203846	1/16/25	LEICA BIOSYSTEMS RICHMOND	337.70	Hospital Supplies
203824	1/16/25	M V A P MEDICAL SUPPLIES, INC.	411.70	Hospital Supplies
204099	1/29/25	M V A P MEDICAL SUPPLIES, INC.	58.00	Hospital Supplies
203924	1/23/25	MARK COSTELLO COMPANY	1,749.91	Hospital Supplies
203579	1/2/25	MARKET LAB, INC	764.95	Hospital Supplies
203685	1/9/25	MARKET LAB, INC	1,529.50	Hospital Supplies
203925	1/23/25	MARKET LAB, INC	764.95	Hospital Supplies
203580	1/2/25	MASIMO AMERICAS, INC.	878.00	Hospital Supplies
203926	1/23/25	MASIMO AMERICAS, INC.	1,970.00	Hospital Supplies
203688	1/9/25	MCKESSON MEDICAL-SURGICAL	3,497.30	Hospital Supplies
203819	1/16/25	MCKESSON MEDICAL-SURGICAL	372.32	Hospital Supplies
203928	1/23/25	MCKESSON MEDICAL-SURGICAL	5,775.31	Hospital Supplies

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204091	1/29/25	MCKESSON MEDICAL-SURGICAL	1,765.95	Hospital Supplies
204092	1/29/25	MEAD JOHNSON NUTRITION	91.00	Hospital Supplies
204093	1/29/25	MEDELA LLC	615.16	Hospital Supplies
203581	1/2/25	MEDI-DOSE INCORPORATED	15.82	Hospital Supplies
203582	1/2/25	MEDLINE INDUSTRIES INC	80,971.66	Hospital Supplies
203689	1/9/25	MEDLINE INDUSTRIES INC	24,074.90	Hospital Supplies
203820	1/16/25	MEDLINE INDUSTRIES INC	4,732.19	Hospital Supplies
203929	1/23/25	MEDLINE INDUSTRIES INC	40,026.51	Hospital Supplies
204094	1/29/25	MEDLINE INDUSTRIES INC	21,404.07	Hospital Supplies
203503	1/2/25	MEDTRONIC, USA	360.00	Hospital Supplies
203821	1/16/25	MEDTRONIC, USA	311.47	Hospital Supplies
203930	1/23/25	MEDTRONIC, USA	368.00	Hospital Supplies
203931	1/23/25	MES	51.47	Hospital Supplies
203932	1/23/25	MINDRAY DS USA, INC.	931.16	Hospital Supplies
203823	1/16/25	MOZARC MEDICAL US LLC	263.83	Hospital Supplies
203693	1/9/25	NATUS MEDICAL INC	524.00	Hospital Supplies
204100	1/29/25	NATUS MEDICAL INC	193.00	Hospital Supplies
203694	1/9/25	NEOTECH PRODUCTS, INC	211.00	Hospital Supplies
203934	1/23/25	OLYMPUS AMERICA INC	5,158.59	Hospital Supplies
204102	1/29/25	OLYMPUS AMERICA INC	5,262.34	Hospital Supplies
204104	1/29/25	OVATION MEDICAL	137.70	Hospital Supplies
203701	1/9/25	OWENS & MINOR 90005430	173.27	Hospital Supplies
203940	1/23/25	PATTERSON DENTAL - 408	30.48	Hospital Supplies
204106	1/29/25	PATTERSON DENTAL - 408	48.97	Hospital Supplies
203711	1/9/25	RADIOMETER AMERICA INC	1,360.41	Hospital Supplies
203832	1/16/25	RADIOMETER AMERICA INC	1,830.58	Hospital Supplies
203952	1/23/25	RADIOMETER AMERICA INC	1,461.76	Hospital Supplies
203954	1/23/25	RESMED CORP	201.40	Hospital Supplies
203955	1/23/25	RESPIRONICS	272.50	Hospital Supplies
203601	1/2/25	STERIS CORPORATION	709.17	Hospital Supplies
203724	1/9/25	STERIS CORPORATION	238.36	Hospital Supplies
203842	1/16/25	STERIS CORPORATION	3,037.13	Hospital Supplies
203964	1/23/25	STERIS CORPORATION	13,997.34	Hospital Supplies
204124	1/29/25	STERIS CORPORATION	3,030.39	Hospital Supplies
203845	1/16/25	SUREMARK CO	336.00	Hospital Supplies
203605	1/2/25	TECHNICAL SAFETY SERVICES, LLC	902.90	Hospital Supplies
203609	1/2/25	TRI-ANIM HEALTH SERVICES INC	2,364.23	Hospital Supplies
203734	1/9/25	TRI-ANIM HEALTH SERVICES INC	546.45	Hospital Supplies
203850	1/16/25	TRI-ANIM HEALTH SERVICES INC	1,181.35	Hospital Supplies
203970	1/23/25	TRI-ANIM HEALTH SERVICES INC	465.80	Hospital Supplies
204128	1/29/25	TRI-ANIM HEALTH SERVICES INC	379.32	Hospital Supplies
204133	1/29/25	UTAH MEDICAL PRODUCTS INC	87.72	Hospital Supplies
203740	1/9/25	VERATHON INC.	868.00	Hospital Supplies
204135	1/29/25	VERATHON INC.	4,466.07	Hospital Supplies
203744	1/9/25	WAXIE SANITARY SUPPLY	503.52	Hospital Supplies
203980	1/23/25	WAXIE SANITARY SUPPLY	51.60	Hospital Supplies
204137	1/29/25	WAXIE SANITARY SUPPLY	5,289.04	Hospital Supplies
EFT00000000971	1/2/2025	BREG INC	95.50	Hospital Supplies
EFT00000000973	1/2/2025	OVATION MEDICAL	89.90	Hospital Supplies

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EFT00000000980	1/9/2025	BREG INC	497.33	Hospital Supplies
EFT00000000986	1/9/2025	Ovation Medical	71.70	Hospital Supplies
EFT00000000989	1/16/2025	BREG INC	236.77	Hospital Supplies
EFT00000000998	1/23/2025	BEEKLEY CORPORATION	366.00	Hospital Supplies
EFT00000000900	1/23/2025	BREG INC	95.50	Hospital Supplies
EFT00000000902	1/23/2025	HARDY DIAGNOSTICS	412.87	Hospital Supplies
EFT00000000907	1/29/2025	BREG INC	965.54	Hospital Supplies
EFT00000000908	1/29/2025	HARDY DIAGNOSTICS	2,455.65	Hospital Supplies
203650	1/9/25	CTM BIOMEDICAL, LLC	10,183.00	Implant Supplies
203792	1/16/25	CTM BIOMEDICAL, LLC	5,091.50	Implant Supplies
203829	1/16/25	PARAGON 28 INC.	1,943.28	Implant Supplies
203939	1/23/25	PARAGON 28 INC.	5,206.00	Implant Supplies
203733	1/9/25	TRAXSURGICAL INC.	1,875.00	Implant Supplies
203849	1/16/25	TREACE MEDICAL CONCEPTS, INC.	8,945.00	Implant Supplies
203803	1/23/25	CIVCO MEDICAL INSTRUMENTS	830.00	Instruments
204142	1/30/25	JOSEPH J. OLIVER, M.D.	1,097.70	Insurance Premiums
203737	1/9/25	PROVIDENT LIFE & ACCIDENT	24,753.17	Insurance Premiums
204131	1/29/25	PROVIDENT LIFE & ACCIDENT	4,192.16	Insurance Premiums
204005	1/27/25	INSURANCE REFUND	90.39	Insurance Refund
204000	1/27/25	INSURANCE REFUND	1,264.01	Insurance Refund
204001	1/27/25	INSURANCE REFUND	291.23	Insurance Refund
204002	1/27/25	INSURANCE REFUND	313.13	Insurance Refund
204007	1/27/25	INSURANCE REFUND	2,046.91	Insurance Refund
204008	1/27/25	INSURANCE REFUND	26.98	Insurance Refund
204030	1/27/25	INSURANCE REFUND	372.55	Insurance Refund
204009	1/27/25	INSURANCE REFUND	494.95	Insurance Refund
204010	1/27/25	INSURANCE REFUND	2,383.55	Insurance Refund
204006	1/27/25	INSURANCE REFUND	2,939.76	Insurance Refund
204003	1/27/25	INSURANCE REFUND	20.28	Insurance Refund
204012	1/27/25	INSURANCE REFUND	2,699.47	Insurance Refund
204004	1/27/25	INSURANCE REFUND	3,371.09	Insurance Refund
204011	1/27/25	INSURANCE REFUND	199.13	Insurance Refund
203866	1/23/25	ALLERMETRIX INC	370.25	Laboratory Services
203927	1/23/25	MAYO COLLABORATIVE SERVICES, INC.	314.14	Laboratory Services
204096	1/29/25	METABOLIC NEWBORN SCREENING	4,804.60	Laboratory Services
203966	1/23/25	SUMMIT PATHOLOGY	23,342.70	Laboratory Services
EFT00000000997	1/23/2025	ARUP LABORATORIES, INC.	58,654.11	Laboratory Services
203870	1/23/25	ASSOCIATES OF CAPE COD INC	135.00	Laboratory Supplies
203536	1/2/25	BIOMERIEUX, INC.	36,281.24	Laboratory Supplies
204144	1/30/25	CARDINAL HEALTH	1,164.45	Laboratory Supplies
203542	1/2/25	CEPHEID	230.00	Laboratory Supplies
203782	1/16/25	CEPHEID	335.00	Laboratory Supplies
203561	1/2/25	FISHER HEALTHCARE	2,556.26	Laboratory Supplies
203661	1/9/25	FISHER HEALTHCARE	4,433.51	Laboratory Supplies
203798	1/16/25	FISHER HEALTHCARE	9,111.54	Laboratory Supplies
203903	1/23/25	FISHER HEALTHCARE	4,647.40	Laboratory Supplies
204072	1/29/25	FISHER HEALTHCARE	2,868.83	Laboratory Supplies
203951	1/23/25	R&D SYSTEMS INC	90.47	Laboratory Supplies
203604	1/2/25	SYSMEX AMERICA INC.	3,044.08	Laboratory Supplies



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203847	1/16/25	SYSMEX AMERICA INC.	2,173.53	Laboratory Supplies
203736	1/9/25	TYPENEX MEDICAL, LLC	497.36	Laboratory Supplies
203851	1/16/25	TYPENEX MEDICAL, LLC	678.67	Laboratory Supplies
EFT000000000970	1/2/2025	BIO-RAD LABORATORIES	6,515.43	Laboratory Supplies
EFT000000000972	1/2/2025	GREER LABORATORIES, INC	2,095.46	Laboratory Supplies
EFT000000000979	1/9/2025	BIO-RAD LABORATORIES	1,463.76	Laboratory Supplies
EFT000000000983	1/9/2025	GREER LABORATORIES, INC	474.89	Laboratory Supplies
EFT000000000985	1/9/2025	ORTHO-CLINICAL DIAGNOSTICS INC	13,000.00	Laboratory Supplies
EFT000000000999	1/23/2025	BIO-RAD LABORATORIES	1,907.70	Laboratory Supplies
EFT000000000906	1/29/2025	BIO-RAD LABORATORIES	140.00	Laboratory Supplies
203687	1/9/25	MARTIN-RAY LAUNDRY SYSTEMS	2,080.00	Laundry Supplies
203818	1/16/25	MARTIN-RAY LAUNDRY SYSTEMS	548.14	Laundry Supplies
203552	1/2/25	CROWLEY FLECK ATTORNEYS	630.00	Legal Fees
203943	1/23/25	PHILLIPS LAW, LLC	23,312.50	Legal Fees
204031	1/27/25	WY DEPARTMENT OF AUDIT	25.00	Licenses & Taxes
203599	1/2/25	STANDARD TEXTILE	82.56	Linen
203962	1/23/25	STANDARD TEXTILE	2,171.64	Linen
204120	1/29/25	STANDARD TEXTILE	689.76	Linen
203621	1/9/25	ABOVE ALL MEDICAL PARTS INC.	270.23	Maintenance & Repair
203528	1/2/25	AGILITI SURGICAL EQUIPMENT REPAIR INC.	807.25	Maintenance & Repair
203623	1/9/25	AGILITI SURGICAL EQUIPMENT REPAIR INC.	2,240.35	Maintenance & Repair
203763	1/16/25	AGILITI SURGICAL EQUIPMENT REPAIR INC.	374.52	Maintenance & Repair
203862	1/23/25	AGILITI SURGICAL EQUIPMENT REPAIR INC.	1,850.00	Maintenance & Repair
204042	1/29/25	AGILITI SURGICAL EQUIPMENT REPAIR INC.	1,200.00	Maintenance & Repair
203585	1/2/25	MOUNTAIN MEDICAL GAS LLC	2,245.00	Maintenance & Repair
203697	1/9/25	OHLIN SALES INC.	163.99	Maintenance & Repair
203589	1/2/25	PACIFIC STEEL HIDES FURS RECYC	152.68	Maintenance & Repair
203590	1/2/25	PARTSSOURCE	525.18	Maintenance & Repair
203702	1/9/25	PARTSSOURCE	211.01	Maintenance & Repair
204105	1/29/25	PARTSSOURCE	1,245.06	Maintenance & Repair
204106	1/29/25	PRECISION MEDICAL INC	551.07	Maintenance & Repair
203961	1/23/25	SKYTRON	3,186.00	Maintenance & Repair
203590	1/2/25	SOUTHWEST DOORS	127.50	Maintenance & Repair
203739	1/9/25	UTAH CONTROLS INC	115.00	Maintenance & Repair
203745	1/9/25	WELCH ALLYN, INC	2,781.00	Maintenance & Repair
203981	1/23/25	WELCH ALLYN, INC	46.56	Maintenance & Repair
203854	1/16/25	WYOELECTRIC, INC	850.00	Maintenance & Repair
203984	1/23/25	WYOMING TRUCKS AND CARS INC	77.00	Maintenance & Repair
EFT000000000974	1/2/2025	SERVCO	1,473.10	Maintenance & Repair
EFT000000000982	1/9/2025	COLORADO DOORWAYS, INC	302.70	Maintenance & Repair
203858	1/16/25	ACE HARDWARE	50.97	Maintenance Supplies
203625	1/9/25	ALPINE PURE SOFT WATER	1,455.30	Maintenance Supplies
204052	1/29/25	BLOEDORN LUMBER	1,065.00	Maintenance Supplies
203643	1/9/25	CODALE ELECTRIC SUPPLY, INC	1,443.64	Maintenance Supplies
203783	1/16/25	CODALE ELECTRIC SUPPLY, INC	1,044.12	Maintenance Supplies
203886	1/23/25	CODALE ELECTRIC SUPPLY, INC	1,518.85	Maintenance Supplies
203644	1/9/25	COLONIAL FLAG	298.00	Maintenance Supplies
203555	1/2/25	DJ'S GLASS PLUS, INC.	180.00	Maintenance Supplies
203567	1/2/25	GRAINGER	630.86	Maintenance Supplies

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203668	1/9/25	GRAINGER	657.84	Maintenance Supplies
203804	1/16/25	GRAINGER	140.18	Maintenance Supplies
203907	1/23/25	GRAINGER	327.72	Maintenance Supplies
204079	1/29/25	GRAINGER	595.99	Maintenance Supplies
203571	1/2/25	HOME DEPOT	464.05	Maintenance Supplies
203673	1/9/25	HOME DEPOT	498.76	Maintenance Supplies
203808	1/16/25	HOME DEPOT	490.66	Maintenance Supplies
203911	1/23/25	HOME DEPOT	232.55	Maintenance Supplies
204003	1/29/25	HOME DEPOT	114.27	Maintenance Supplies
203584	1/2/25	MOMCON SPECIALTY	368.68	Maintenance Supplies
204098	1/29/25	MOUNTAIN STATES SUPPLY CO.	1,751.76	Maintenance Supplies
203692	1/9/25	NAPA AUTO PARTS	189.99	Maintenance Supplies
204115	1/23/25	ROCK SPRINGS WINNELSON CO	267.57	Maintenance Supplies
203837	1/16/25	SEWER PHOS LLC	700.00	Maintenance Supplies
203741	1/9/25	VERTIV CORPORATION	866.00	Maintenance Supplies
EFT00000000975	1/2/2025	SHERWIN WILLIAMS CO	30.26	Maintenance Supplies
EFT00000000977	1/9/2025	ACE HARDWARE	19.99	Maintenance Supplies
EFT00000000909	1/29/2025	SHERWIN WILLIAMS CO	361.59	Maintenance Supplies
203669	1/9/25	GREEN RIVER CHAMBER OF COMMERCE	174.00	Membership Dues
204097	1/29/25	MHSC MEDICAL STAFF	150.00	Membership Dues
203603	1/2/25	SUBLETTE COUNTY CHAMBER OF COMMERCE	330.00	Membership Dues
EFT00000000903	1/23/2025	MOUNTAIN STATES EMPLOYERS COUNCIL	1,800.00	Membership Dues
203755	1/14/25	MHSC-FOUNDATION	1,314.01	MHSC Foundation
204033	1/28/25	MHSC-FOUNDATION	1,364.01	MHSC Foundation
203544	1/2/25	COMMUNICATION TECHNOLOGIES, INC	778.38	Minor Equipment
203588	1/2/25	ORACLE AMERICA, INC.	33.25	Minor Equipment
EFT00000000991	1/16/2025	LABORIE MEDICAL TECHNOLOGIES CORP	250.00	Minor Equipment
203608	1/2/25	TERMINIX OF WYOMING	511.00	Monthly Pest Control
204126	1/29/25	TERMINIX OF WYOMING	261.00	Monthly Pest Control
204074	1/29/25	FOLLETT CORPORATION	120.99	Non Medical Supplies
203667	1/9/25	GLOBAL EQUIPMENT COMPANY	39.94	Non Medical Supplies
203803	1/16/25	GLOBAL EQUIPMENT COMPANY	18.25	Non Medical Supplies
204078	1/29/25	GLOBAL EQUIPMENT COMPANY	48.00	Non Medical Supplies
203574	1/2/25	J.J. KELLER & ASSOCIATES, INC.	490.95	Non Medical Supplies
203587	1/2/25	OPTUM360 LLC	687.35	Non Medical Supplies
203698	1/9/25	OPTUM360 LLC	99.95	Non Medical Supplies
203935	1/23/25	OPTUM360 LLC	2,721.10	Non Medical Supplies
203828	1/16/25	ORIENTAL TRADING COMPANY	152.90	Non Medical Supplies
203897	1/23/25	DVE GLOBAL MARKETING INC.	549.98	Office Supplies
203556	1/2/25	ENCOMPASS GROUP, LLC	304.30	Office Supplies
203900	1/23/25	ENCOMPASS GROUP, LLC	3,556.44	Office Supplies
204066	1/29/25	ENCOMPASS GROUP, LLC	278.40	Office Supplies
203915	1/23/25	KAISER AND BLAIR INC.	788.92	Office Supplies
203919	1/23/25	LABELMATCH	200.88	Office Supplies
203957	1/23/25	SEAGULL PRINTING	247.95	Office Supplies
203722	1/9/25	STANDARD REGISTER COMPANY	399.16	Office Supplies
203840	1/16/25	STANDARD REGISTER COMPANY	349.44	Office Supplies
204121	1/29/25	STANDARD REGISTER COMPANY	432.79	Office Supplies
203600	1/2/25	STAPLES BUSINESS ADVANTAGE	2,667.00	Office Supplies

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203723	1/9/25	STAPLES BUSINESS ADVANTAGE	961.99	Office Supplies
203841	1/16/25	STAPLES BUSINESS ADVANTAGE	398.98	Office Supplies
203963	1/23/25	STAPLES BUSINESS ADVANTAGE	2,619.58	Office Supplies
204122	1/29/25	STAPLES BUSINESS ADVANTAGE	6,442.73	Office Supplies
EFT00000000976	1/2/2025	SMYTH PRINTING	383.24	Office Supplies
EFT00000000910	1/29/2025	SMYTH PRINTING	411.40	Office Supplies
203607	1/2/25	TELUS HEALTH (US) LTD	766.50	Other Employee Benefits
203848	1/16/25	TELUS HEALTH (US) LTD	766.50	Other Employee Benefits
203618	1/2/25	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
EFT00000000969	1/2/2025	4IMPRIINT, INC.	594.00	Other Employee Benefits
204065	1/29/25	DANIEL'S JEWELRY, INC	3,048.60	Other Purchased Services
204085	1/29/25	K&S ASSOCIATES, INC	2,342.39	Other Purchased Services
203887	1/23/25	KEVERN CASINO CORP	3,100.00	Other Purchased Services
203574	1/2/25	QUICK RESPONSE TAXI	276.00	Other Purchased Services
203683	1/9/25	QUICK RESPONSE TAXI	157.00	Other Purchased Services
203816	1/16/25	QUICK RESPONSE TAXI	220.00	Other Purchased Services
203921	1/23/25	QUICK RESPONSE TAXI	145.00	Other Purchased Services
204143	1/30/25	QUICK RESPONSE TAXI	107.00	Other Purchased Services
204140	1/28/25	SAVE THE DATE LLC	2,196.00	Other Purchased Services
203788	1/16/25	THE CORPORATE GIFT SERVICE INC	5,952.63	Other Purchased Services
EFT00000000981	1/9/2025	CASTLE ROCK HSP DIST	4,143.60	Other Purchased Services
203967	1/23/25	SWEETWATER EVENTS COMPLEX	2,150.00	Other Purchased Services
EFT00000000969	1/2/2025	AIRGAS INTERMOUNTAIN INC	276.16	Oxygen Rental
EFT00000000978	1/3/2025	AIRGAS INTERMOUNTAIN INC	818.04	Oxygen Rental
EFT00000000988	1/16/2025	AIRGAS INTERMOUNTAIN INC	3,867.29	Oxygen Rental
EFT00000000996	1/23/2025	AIRGAS INTERMOUNTAIN INC	6,139.99	Oxygen Rental
EFT00000000905	1/29/2025	AIRGAS INTERMOUNTAIN INC	125.21	Oxygen Rental
204014	1/27/25	PATIENT REFUND	28.00	Patient Refund
203992	1/27/25	PATIENT REFUND	125.03	Patient Refund
203991	1/27/25	PATIENT REFUND	497.00	Patient Refund
203993	1/27/25	PATIENT REFUND	13.00	Patient Refund
203994	1/27/25	PATIENT REFUND	63.38	Patient Refund
203995	1/27/25	PATIENT REFUND	25.00	Patient Refund
203998	1/27/25	PATIENT REFUND	39.58	Patient Refund
204022	1/27/25	PATIENT REFUND	18.00	Patient Refund
204026	1/27/25	PATIENT REFUND	26.20	Patient Refund
204015	1/27/25	PATIENT REFUND	190.73	Patient Refund
204018	1/27/25	PATIENT REFUND	190.73	Patient Refund
203999	1/27/25	PATIENT REFUND	162.25	Patient Refund
204025	1/27/25	PATIENT REFUND	45.00	Patient Refund
203996	1/27/25	PATIENT REFUND	29.00	Patient Refund
203997	1/27/25	PATIENT REFUND	43.00	Patient Refund
204019	1/27/25	PATIENT REFUND	579.55	Patient Refund
204023	1/27/25	PATIENT REFUND	59.98	Patient Refund
204013	1/27/25	PATIENT REFUND	15.00	Patient Refund
204020	1/27/25	PATIENT REFUND	5.82	Patient Refund
204028	1/27/25	PATIENT REFUND	55.00	Patient Refund
204024	1/27/25	PATIENT REFUND	6.28	Patient Refund
204029	1/27/25	PATIENT REFUND	22.44	Patient Refund

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204027	1/27/25	PATIENT REFUND	67.02	Patient Refund
204021	1/27/25	PATIENT REFUND	30.80	Patient Refund
204017	1/27/25	PATIENT REFUND	639.00	Patient Refund
204016	1/27/25	PATIENT REFUND	10.10	Patient Refund
203908	1/27/25	PATIENT REFUND	70.08	Patient Refund
203907	1/27/25	PATIENT REFUND	21.95	Patient Refund
203909	1/27/25	PATIENT REFUND	15.84	Patient Refund
203990	1/27/25	PATIENT REFUND	18.55	Patient Refund
203759	1/14/25	UNITED WAY OF SOUTHWEST WYOMING	183.24	Payroll Deduction
204037	1/28/25	UNITED WAY OF SOUTHWEST WYOMING	183.24	Payroll Deduction
203754	1/14/25	CIRCUIT COURT 3RD JUDICIAL	285.09	Payroll Garnishment
203756	1/14/25	STATE OF WYOMING DFS/CSES	600.91	Payroll Garnishment
204034	1/28/25	STATE OF WYOMING DFS/CSES	600.91	Payroll Garnishment
203757	1/14/25	SWEETWATER CIRCUIT COURT-RS	491.10	Payroll Garnishment
204035	1/28/25	SWEETWATER CIRCUIT COURT-RS	18.92	Payroll Garnishment
203758	1/14/25	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
204036	1/28/25	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
203760	1/14/25	U.S. DEPARTMENT OF THE TREASURY	392.50	Payroll Garnishment
204038	1/28/25	U.S. DEPARTMENT OF THE TREASURY	449.62	Payroll Garnishment
W/T	1/13/25	PAYROLL 2	1,900,000.00	Payroll Transfer
W/T	1/29/25	PAYROLL 3	1,900,000.00	Payroll Transfer
203780	1/16/25	CARDINAL HEALTH PHARMACY MGMT	5,778.50	Pharmacy Management
203881	1/23/25	CARDINAL HEALTH PHARMACY MGMT	1,214,151.89	Pharmacy Management
203898	1/23/25	DR. ELIZABETH CONGDON	1,500.00	Physician Recruitment
203969	1/23/25	THE PRESERVE AT ROCK SPRINGS	1,958.33	Physician Recruitment
203761	1/16/25	ADVANCED MEDICAL IMAGING, LLC	20,819.00	Physician Services
203645	1/9/25	COMPHEALTH, INC.	87,967.82	Physician Services
203784	1/16/25	COMPHEALTH, INC.	127,721.61	Physician Services
203651	1/9/25	CURATIVE TALENT, LLC	98,327.89	Physician Services
204064	1/29/25	CURATIVE TALENT, LLC	14,786.76	Physician Services
203805	1/16/25	HAYES LOCUMS, LLC	59,068.92	Physician Services
204139	1/29/25	MOUNTAIN STATES MEDICAL PHYSICS	12,573.69	Physician Services
203591	1/2/25	QLER PHYSICIAN MEDICAL GROUP, P.A.	8,550.00	Physician Services
204109	1/29/25	QLER PHYSICIAN MEDICAL GROUP, P.A.	8,550.00	Physician Services
204127	1/29/25	THE SLEEP SPECIALISTS	6,475.00	Physician Services
203974	1/23/25	UNIVERSITY OF UTAH (UJHC OUTREACH)	118,843.83	Physician Services
204032	1/27/25	CESAR J. HERNANDEZ	11,651.26	Physician Services
203863	1/23/25	AIDVANTAGE	2,500.00	Physician Student Loan
203908	1/23/25	GREAT LAKES	1,666.67	Physician Student Loan
203893	1/23/25	MOHBLA	1,666.67	Physician Student Loan
203894	1/23/25	MOHBLA	2,500.00	Physician Student Loan
203976	1/23/25	US DEPARTMENT OF EDUCATION	3,333.34	Physician Student Loan
203977	1/23/25	US DEPT OF EDUCATION	1,666.67	Physician Student Loan
203707	1/9/25	POSTMASTER	1,740.00	Postage
203860	1/23/25	ADVANCED MEDICAL REVIEWS, INC	152.30	Professional Service
203626	1/9/25	ALSCO AMERICAN LINEN	127.68	Professional Service
203766	1/16/25	ALSCO AMERICAN LINEN	42.56	Professional Service
203867	1/23/25	ALSCO AMERICAN LINEN	85.12	Professional Service
204046	1/29/25	ALSCO AMERICAN LINEN	42.56	Professional Service



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203629	1/9/25	AMERICAN COLLEGE OF RADIOLOGY	500.00	Professional Service
203901	1/23/25	CE BROKER	700.95	Professional Service
203884	1/23/25	CLEANIQUE PROFESSIONAL SERVICES	5,250.00	Professional Service
203680	1/9/25	CLIFTON LARSON ALLEN LLP	11,025.00	Professional Service
203815	1/16/25	CLIFTON LARSON ALLEN LLP	20,475.00	Professional Service
203750	1/9/25	JOINT COMMISSION RESOURCES	2,000.00	Professional Service
203749	1/9/25	MEDICAL PHYSICS CONSULTANTS, INC	2,250.00	Professional Service
203978	1/23/25	VERISYS INC.	63.00	Professional Service
EFT000000008995	1/16/2025	WESTERN STAR COMMUNICATIONS	1,609.50	Professional Service
EFT000000008984	1/9/2025	LANDAUER INC	151.05	Radiation Monitoring
203690	1/9/25	MERRY X-RAY	145.38	Radiology Film
203778	1/16/25	BRACCO DIAGNOSTICS INC	4,042.02	Radiology Material
203565	1/2/25	GE HEALTHCARE INC	1,669.30	Radiology Material
203665	1/9/25	GE HEALTHCARE INC	1,669.30	Radiology Material
203801	1/16/25	GE HEALTHCARE INC	1,669.30	Radiology Material
204077	1/29/25	GE HEALTHCARE INC	2,003.20	Radiology Material
203576	1/2/25	LANTHEUS MEDICAL IMAGING, INC	3,110.52	Radiology Material
204089	1/29/25	LANTHEUS MEDICAL IMAGING, INC	85.01	Radiology Material
203941	1/23/25	PHARMALOGIC WY, LTD	6,074.67	Radiology Material
203654	1/9/25	DIERREE STOFFERAHN	666.11	Reimbursement - CME
204044	1/23/25	DR. ALICIA GRAY	220.00	Reimbursement - CME
203634	1/9/25	DR. BANU SYMINGTON	1,315.00	Reimbursement - CME
203772	1/16/25	DR. BANU SYMINGTON	224.89	Reimbursement - CME
203775	1/16/25	DR. BENJAMIN JENSEN	888.00	Reimbursement - CME
203639	1/9/25	DR. BRIANNE CROFTS	2,760.94	Reimbursement - CME
204112	1/29/25	DR. RAZVAN DUCU	1,447.36	Reimbursement - CME
203721	1/9/25	DR. SIGMEE DUCK	150.00	Reimbursement - CME
204084	1/29/25	ISRAEL STEWART, DO	475.00	Reimbursement - CME
203813	1/16/25	JULIANNE FORRESTER	2,437.14	Reimbursement - CME
203686	1/9/25	MARK SANDERS	80.00	Reimbursement - CME
203822	1/16/25	MELISSA JEWELL	4,528.56	Reimbursement - CME
203628	1/9/25	AMANDA KEEN	2,000.00	Reimbursement - Education & Travel
203868	1/23/25	ANGEL BENNETT	29.00	Reimbursement - Education & Travel
204048	1/29/25	ANN CLEVENGER	351.49	Reimbursement - Education & Travel
203879	1/23/25	BRITTANY SOLTIS	233.73	Reimbursement - Education & Travel
203891	1/23/25	CRAIG ROOD	416.98	Reimbursement - Education & Travel
203677	1/9/25	DR. JANENE GLYN	239.80	Reimbursement - Education & Travel
203681	1/9/25	DR. LAWRENCE LAURIDSEN	752.40	Reimbursement - Education & Travel
203573	1/2/25	JACKIE JENSEN	60.47	Reimbursement - Education & Travel
203812	1/16/25	JODI CHEESE	465.00	Reimbursement - Education & Travel
203678	1/9/25	KANDI PENDLETON	659.14	Reimbursement - Education & Travel
203751	1/9/25	LACEY DAVIS	52.44	Reimbursement - Education & Travel
203817	1/16/25	MADISON YOAK	322.77	Reimbursement - Education & Travel
203684	1/9/25	MARIANNE SANDERS	29.00	Reimbursement - Education & Travel
203691	1/9/25	MINDY BYRD	93.48	Reimbursement - Education & Travel
203703	1/9/25	PATTY O'LEXY	19.00	Reimbursement - Education & Travel
204118	1/29/25	SHAYLA MCGREGOR	990.88	Reimbursement - Education & Travel
203729	1/9/25	TAMMIE HENDERSON	25.08	Reimbursement - Education & Travel
203730	1/9/25	TASHA HARRIS	29.00	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

1/31/2025

204101	1/29/25	NORMA MORENO	744.10	Reimbursement - Insurance Premiums
203834	1/16/25	SHAELYN TRAVIS	52.98	Reimbursement - Insurance Premiums
203593	1/2/25	RUTHANN WOLFE	264.00	Reimbursement - Membership Dues
203531	1/2/25	ALVARO HERNANDEZ	240.00	Reimbursement - Non Hospital Supplies
203916	1/23/25	KAYLA MANNIKKO	688.74	Reimbursement - Non Hospital Supplies
204086	1/29/25	KAYLA MANNIKKO	1,748.21	Reimbursement - Non Hospital Supplies
203852	1/16/25	DR. WAGNER VERONESE	1,786.27	Reimbursement - Payroll
W/T	1/27/25	PCS MATCH 1/16/25	99,375.12	Retirement
W/T	1/13/25	PCS MATCH 1/2/25	100,734.90	Retirement
W/T	1/13/25	PCS CONT 1/2/25	165,117.57	Retirement
W/T	1/27/25	PCS CONT 1/16/25	176,821.42	Retirement
203620	1/7/25	SETTLEMENT	140,000.00	Settlement
203827	1/16/25	NORTH PARK SCHOOL PTO	500.00	Sponsorship
203704	1/9/25	PEOPLE FOR KIDS	200.00	Sponsorship
204116	1/29/25	ROCK SPRINGS RENEWAL FUND	300.00	Sponsorship
203715	1/9/25	RSHS - TIGER RHYTHM DANCE TEAM	500.00	Sponsorship
203506	1/2/25	SIN CITY BASEBALL	300.00	Sponsorship
203526	1/2/25	ADVANCED STERILIZATION PRODUCTS INC.	86.98	Surgery Supplies
203861	1/23/25	ADVANCED STERILIZATION PRODUCTS INC.	86.98	Surgery Supplies
203529	1/2/25	ALI MED INC	889.77	Surgery Supplies
203864	1/23/25	ALI MED INC	545.79	Surgery Supplies
204045	1/29/25	ALI MED INC	188.59	Surgery Supplies
203627	1/9/25	ALTA MEDICAL SPECIALTIES	155.05	Surgery Supplies
203768	1/16/25	APPLIED MEDICAL TECHNOLOGY	2,483.98	Surgery Supplies
203535	1/2/25	BECTON DICKINSON	3,795.00	Surgery Supplies
203637	1/9/25	BECTON DICKINSON	3,946.75	Surgery Supplies
203774	1/16/25	BECTON DICKINSON	1,538.00	Surgery Supplies
203873	1/23/25	BECTON DICKINSON	1,897.50	Surgery Supplies
204051	1/29/25	BECTON DICKINSON	1,408.50	Surgery Supplies
204053	1/29/25	BSN MEDICAL, INC.	170.84	Surgery Supplies
203785	1/16/25	CONMED LINVATEC	2,013.70	Surgery Supplies
203547	1/2/25	COOPER SURGICAL	929.46	Surgery Supplies
203786	1/16/25	COOPER SURGICAL	1,303.34	Surgery Supplies
203890	1/23/25	COOPER SURGICAL	278.02	Surgery Supplies
204060	1/29/25	COOPER SURGICAL	1,593.72	Surgery Supplies
203549	1/2/25	COVIDIEN SALES LLC, DBA GIVEN IMAGING	10,762.10	Surgery Supplies
203649	1/9/25	COVIDIEN SALES LLC, DBA GIVEN IMAGING	3,842.48	Surgery Supplies
203789	1/16/25	COVIDIEN SALES LLC, DBA GIVEN IMAGING	10,976.92	Surgery Supplies
204062	1/29/25	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,042.25	Surgery Supplies
203551	1/2/25	CR BARD, INC	255.36	Surgery Supplies
203895	1/23/25	DIRECT SUPPLY	491.96	Surgery Supplies
203557	1/2/25	EQUASHIELD LLC	6,419.84	Surgery Supplies
203657	1/9/25	EQUASHIELD LLC	557.84	Surgery Supplies
203674	1/9/25	INTUITIVE SURGICAL INC.	40,539.68	Surgery Supplies
203810	1/16/25	INTUITIVE SURGICAL INC.	9,078.00	Surgery Supplies
204095	1/29/25	MERIT MEDICAL SYSTEMS, INC	2,755.00	Surgery Supplies
204043	1/29/25	MIADERM	1,392.00	Surgery Supplies
203825	1/16/25	NASACLIP INC.	726.00	Surgery Supplies
203826	1/16/25	NEOGEN CORPORATION	470.96	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
1/31/2025

203933	1/23/25	NEOGEN CORPORATION	340.03	Surgery Supplies
204113	1/29/25	RHYTHMLINK INTERNATIONAL LLC	27.50	Surgery Supplies
204119	1/29/25	SHEATHING TECHNOLOGIES, INC.	162.35	Surgery Supplies
203597	1/2/25	SMITH & NEPHEW ENDOSCOPY INC	1,008.44	Surgery Supplies
203843	1/16/25	STRYKER ENDOSCOPY	2,083.25	Surgery Supplies
203602	1/2/25	STRYKER ORTHOPAEDICS	7,944.05	Surgery Supplies
203727	1/9/25	STRYKER ORTHOPAEDICS	56,394.48	Surgery Supplies
203844	1/16/25	STRYKER ORTHOPAEDICS	9,324.97	Surgery Supplies
203965	1/23/25	STRYKER ORTHOPAEDICS	21,521.52	Surgery Supplies
204125	1/29/25	STRYKER ORTHOPAEDICS	7,623.06	Surgery Supplies
203606	1/2/25	TELEFLEX LLC	850.00	Surgery Supplies
203617	1/2/25	XODUS MEDICAL, INC.	1,083.00	Surgery Supplies
203747	1/9/25	XODUS MEDICAL, INC.	200.00	Surgery Supplies
203856	1/16/25	XODUS MEDICAL, INC.	398.00	Surgery Supplies
203905	1/23/25	XODUS MEDICAL, INC.	1,356.00	Surgery Supplies
203748	1/9/25	ZIMMER BIOMET	172.50	Surgery Supplies
203857	1/16/25	ZIMMER BIOMET	1,409.00	Surgery Supplies
203986	1/23/25	ZIMMER BIOMET	345.00	Surgery Supplies
203947	1/23/25	PRESS GANNEY ASSOCIATES, INC	4,980.50	Surveys
203920	1/23/25	LANGUAGE LINE SERVICES	6,006.18	Translation Services
203592	1/2/25	QUARTERMASTER	374.31	Uniforms
203709	1/9/25	QUARTERMASTER	210.65	Uniforms
203948	1/23/25	QUARTERMASTER	60.26	Uniforms
203765	1/16/25	ALL WEST COMMUNICATIONS	5,971.73	Utilities
203632	1/9/25	AT&T	51.89	Utilities
203770	1/16/25	AT&T	43.97	Utilities
203871	1/23/25	AT&T	350.80	Utilities
203710	1/9/25	CENTURY LINK	3,930.43	Utilities
203831	1/16/25	CENTURY LINK	1,262.89	Utilities
203950	1/23/25	CENTURY LINK	876.41	Utilities
204111	1/29/25	CENTURY LINK	476.13	Utilities
203896	1/23/25	DISH NETWORK LLC	97.64	Utilities
203949	1/23/25	DOMINION ENERGY WYOMING	38,678.58	Utilities
204067	1/29/25	ENVIRO CARE INC.	5,129.82	Utilities
203833	1/16/25	ROCK SPRINGS MUNICIPAL UTILITY	12,198.33	Utilities
203835	1/16/25	ROCKY MOUNTAIN POWER	50,893.37	Utilities
203982	1/23/25	WHITE MOUNTAIN WATER & SEWER DISTRICT	65.18	Utilities
203725	1/9/25	STERICYCLE, INC.	1,099.42	Waste Disposal
203560	1/2/25	FIBERTECH	2,117.00	Window Cleaning
204071	1/29/25	FIBERTECH	2,176.00	Window Cleaning
W/T	1/30/25	STATE OF WY-QTR 4 WORK COMP	119,234.07	Workers Comp
			10,394,450.49	

**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending January 31, 2025**

<b>Vouchers Submitted by MHSC at agreed discounted rate</b>	
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	\$0.00
February 2025	
March 2025	
April 2025	
May 2025	
June 2025	
<b>County Requested Total Vouchers Submitted</b>	<b>\$158,875.05</b>
<b>Total Vouchers Submitted FY 25</b>	<b>\$158,875.05</b>
<b>Less: Total Approved by County and Received by MHSC FY 25</b>	<b>\$123,609.01</b>
<b>Total Vouchers Pending Approval by County</b>	<b>\$35,266.04</b>

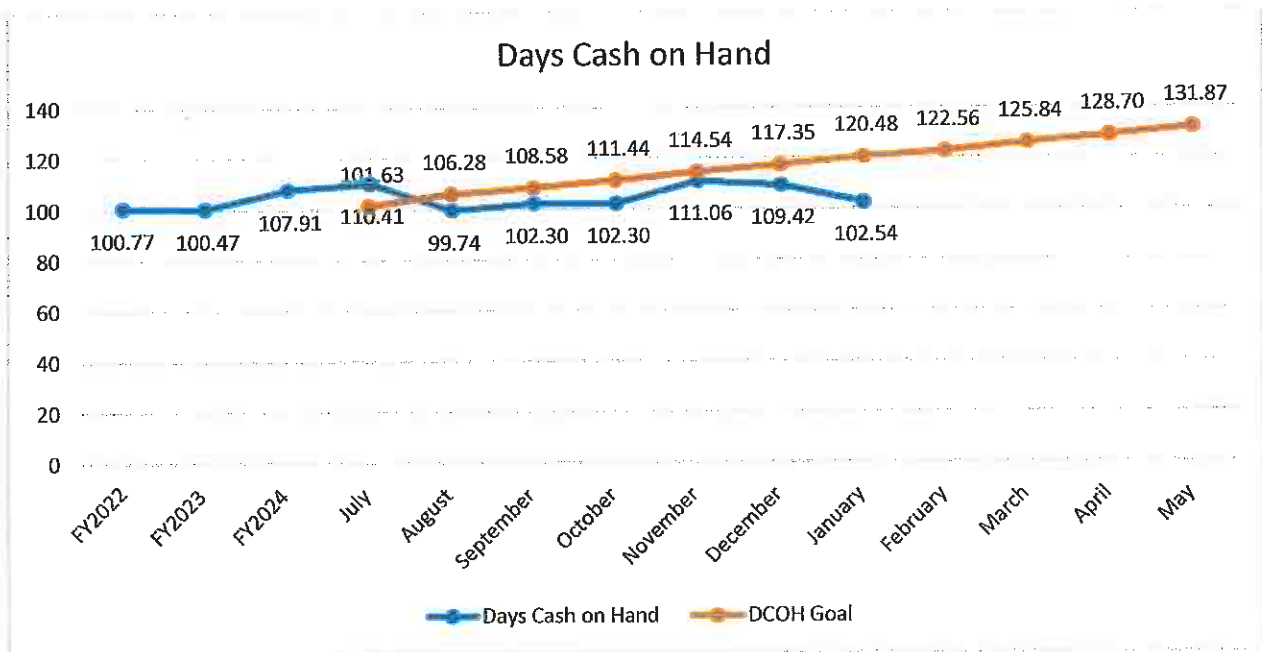
<b>FY25 Title 25 Fund Budget from Sweetwater County</b>	<b>\$244,167.00</b>
<b>Funds Received From Sweetwater County</b>	<b>\$123,609.01</b>
<b>FY25 Title 25 Fund Budget Remaining</b>	<b>\$120,557.99</b>
<b>Total Budgeted Vouchers Pending Submittal to County</b>	<b>\$0.00</b>

<b>FY25 Maintenance Fund Budget from Sweetwater County</b>	<b>\$1,675,536.00</b>
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	\$157,445.10
County Maintenance FY25 - February	
County Maintenance FY25 - March	
County Maintenance FY25 - April	
County Maintenance FY25 - May	
County Maintenance FY25 - June	
	<b>\$505,083.51</b>
<b>FY25 Maintenance Fund Budget Remaining</b>	<b>\$1,170,452.49</b>

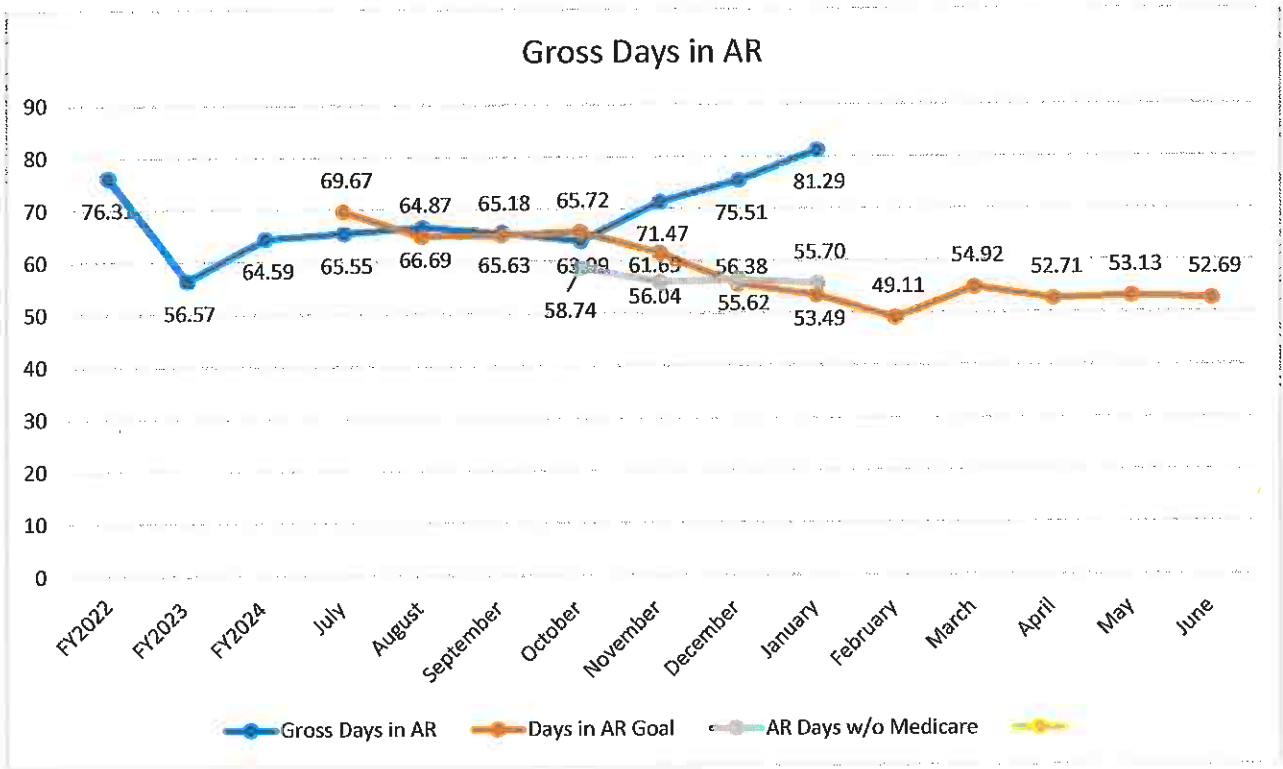


**Strategic Plan – Finance Pillar Goals – Fiscal Year 2025.** The revenue cycle goals for fiscal year 2025 have been created in conjunction with the objectives of the finance pillar of the new Strategic Plan. For fiscal year 2025, we will continue to focus on the following revenue cycle metrics: Days 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.

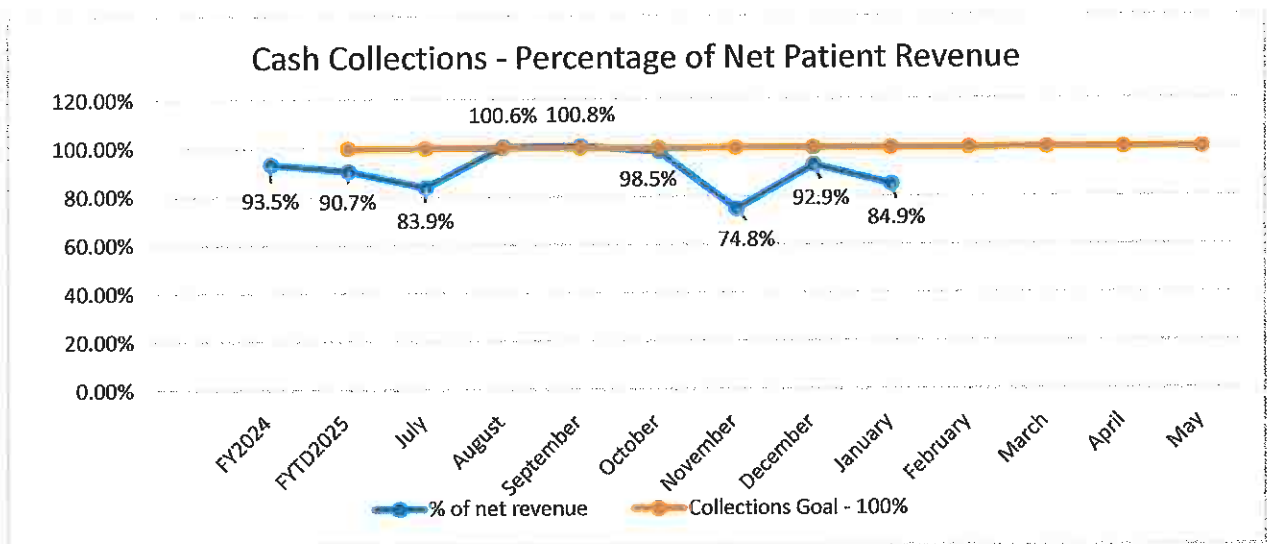
- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 109 days for September, 117 days for December, 126 days for March and 133 days for year end.
  - There was a decrease of seven days in DCOH, coming in at 102, below the goal for the month. Cash collections were \$9.8 million, under budget due to the lack of Medicare payments as we wait for claims to be processed and paid. Daily cash expense increased to \$336,000 in January. **With normal Medicare payments coming in, estimated DCOH would be 121 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 January as a result of the hold on Medicare claims, coming in at 81.29 significantly over the goal of 53.49. Gross AR increased by \$4.3 million from December, despite \$38 million in Medicare claims being delayed for payment. **When the estimated Medicare outstanding AR is removed, Days in AR are estimated at 55.7 in January.**



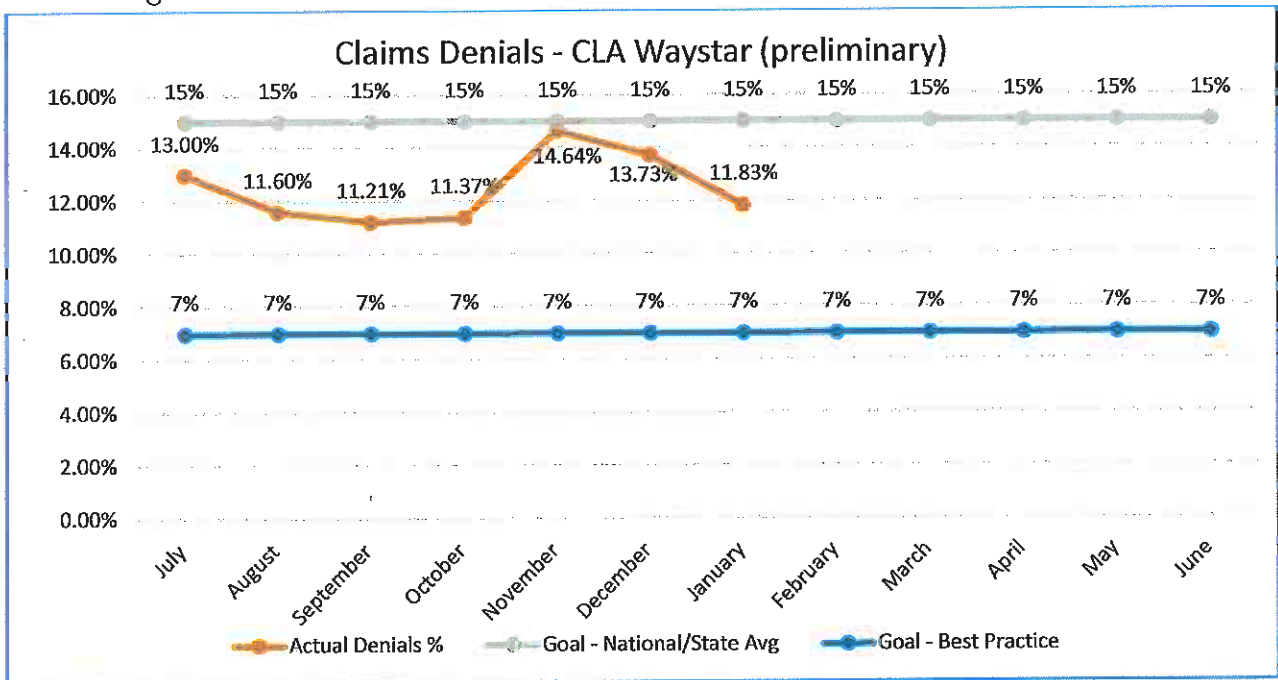
- Cash Collections** – The goal for cash collections is 100% or > than net patient revenue.
  - Cash collections for January were lower, at \$9.8 million, or 84.9% of net patient revenue, below the goal for the month and decreasing the year-to-date percentage to 90.7%. **The lack of Medicare payments since November has impacted this ratio as Medicare payments average \$2.5 million per month. This would estimate the ratio at 106%.**



- **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. Due to meeting the goal, we have added a stretch goal of 7%.

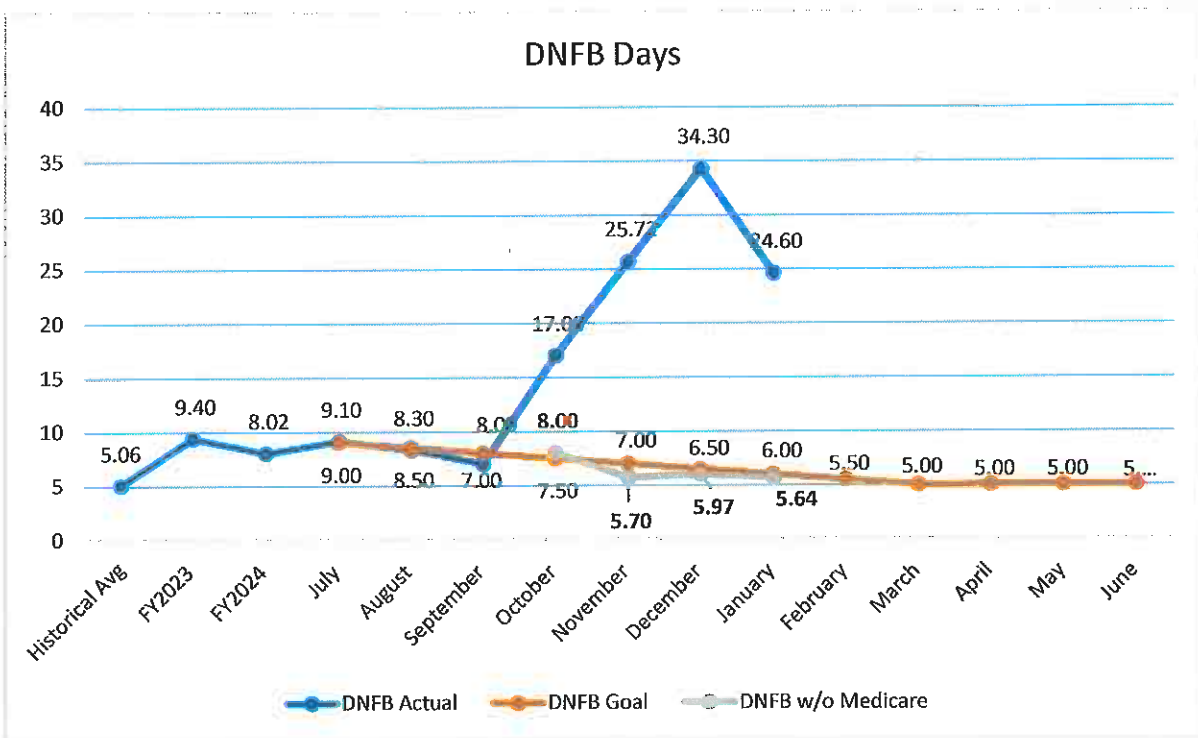
- We continue to work with CLA and their new software and can report preliminary numbers through January with the current month coming in at 11.83%.

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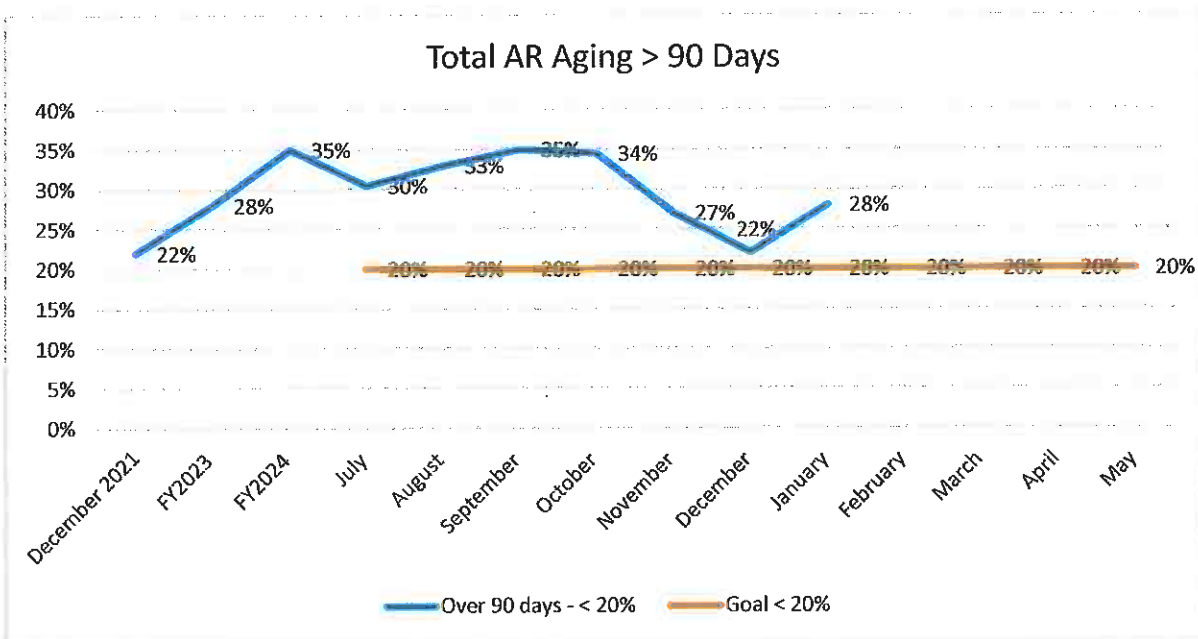


- **DNFB Days – Discharged Not Final Billed days.** Patient accounts that have been discharged but not billed. DNFB includes billing holds, corrections required, credit balances, waiting for coding, ready to bill and standard delay which are accounts held for 3 days before being released for billing. 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 decreased to 24.6 days in January as we released \$18 million in Medicare claims in January. At the end of January, we were still holding \$20 million in CAH claims. **When removed, DNFB is estimated at 5.64 days for the month, just above the goal of 5 days.**

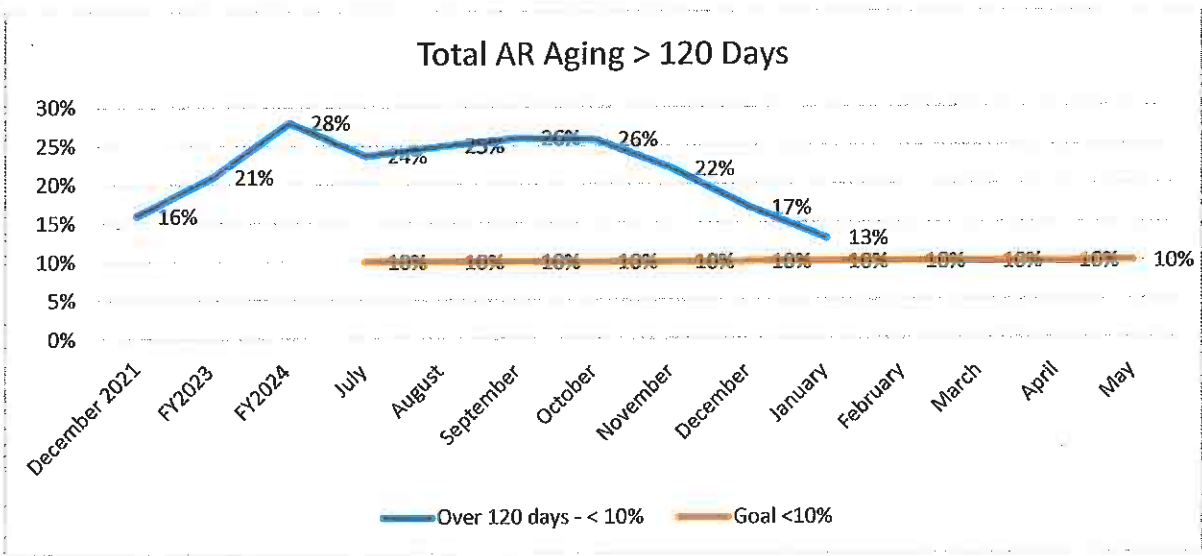


- **Total Accounts Receivable aging** – Goals were set based on national benchmarks received from CLA. These aging ratios are being impacted by the Medicare claims delay as the claims are currently in 0-30 days. Once released, they will fall into the aging buckets based on the discharge date of the patient account, with some being 90 days old.

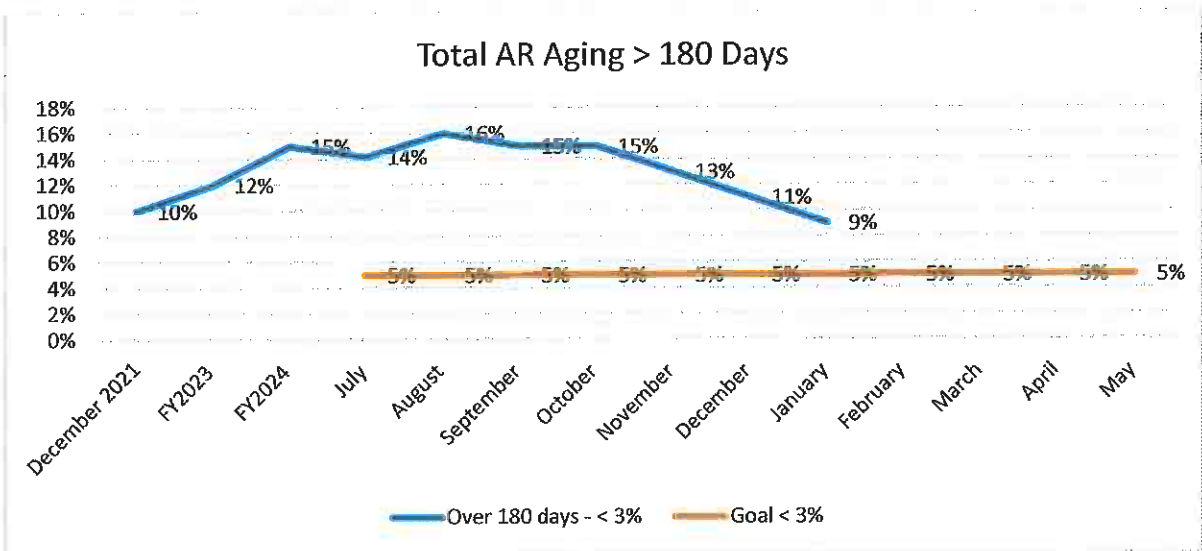


- Days over 90 days increased to 28% for January.





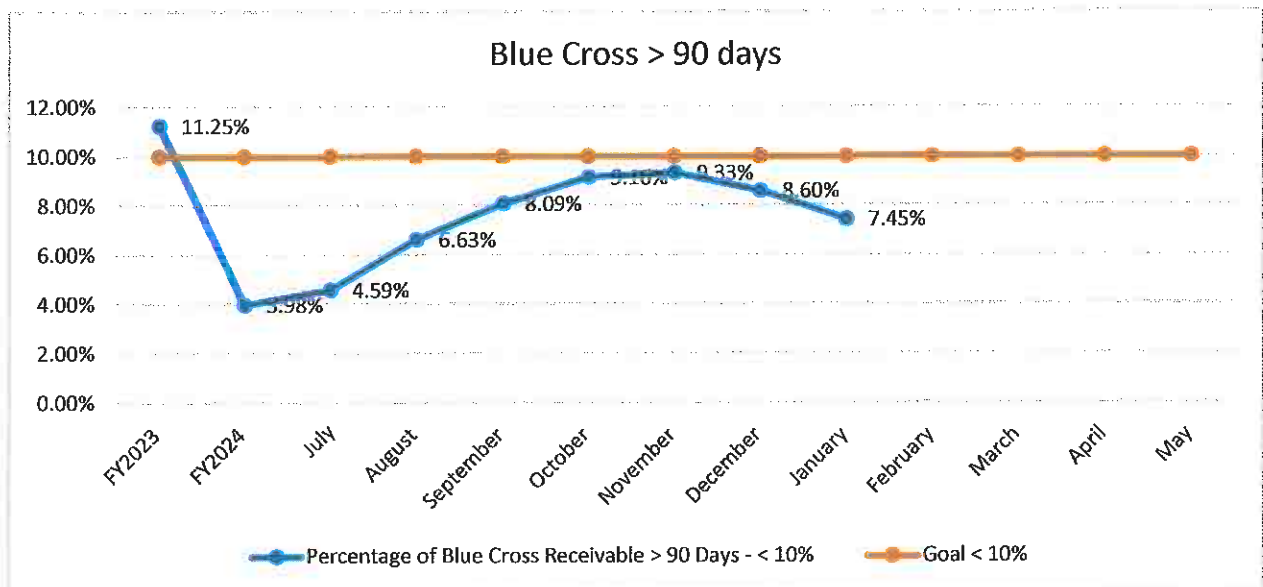
- Days over 120 days decreased to 13% for January.



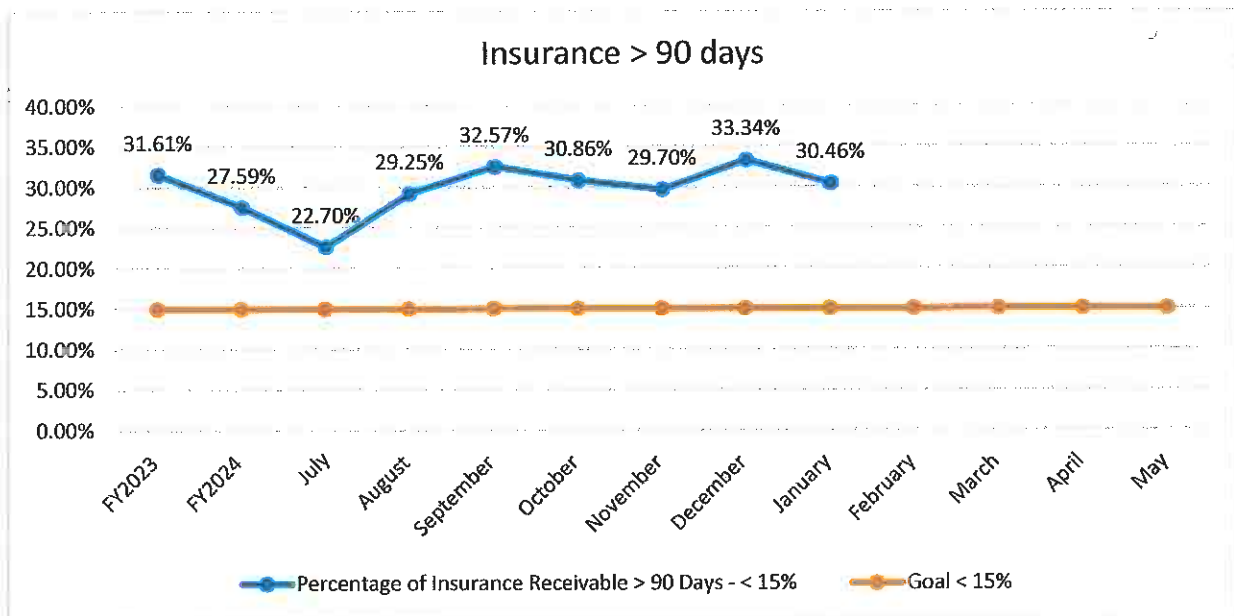
- Days over 180 days decreased to 9% for January.

- **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:

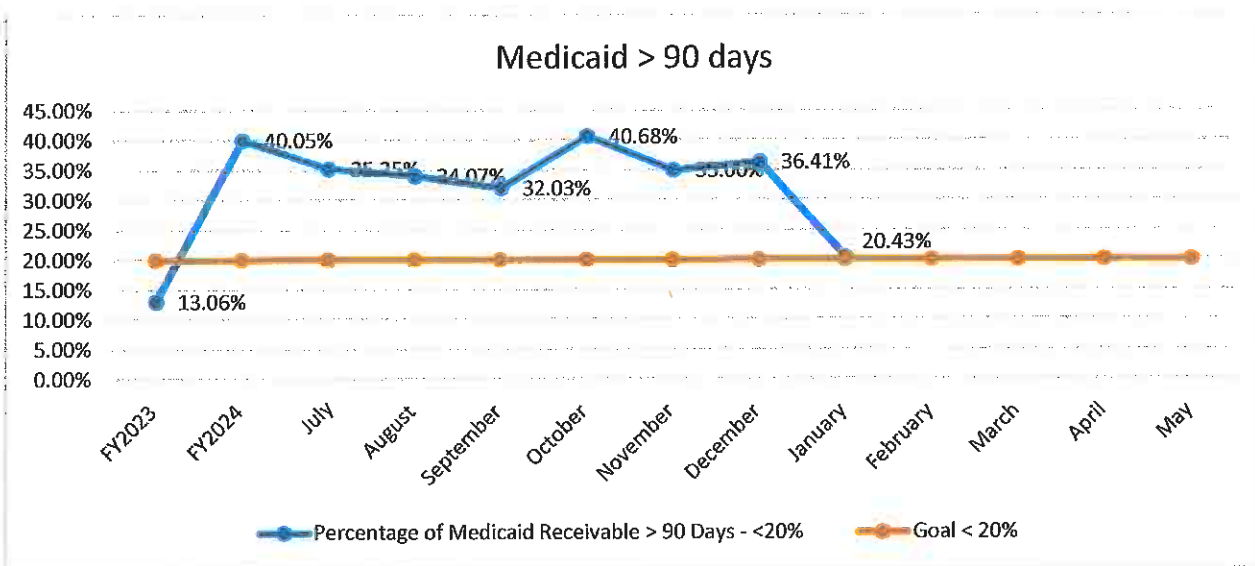
- BCBS Days in AR > 90 days less than 10%
- Insurance Days in AR > 90 days less than 15%
- Medicaid Days in AR > 90 days less than 20%
- Medicare Days in AR > 60 days less than 6%
- Self-Pay Days in AR > 90 days less than 30%



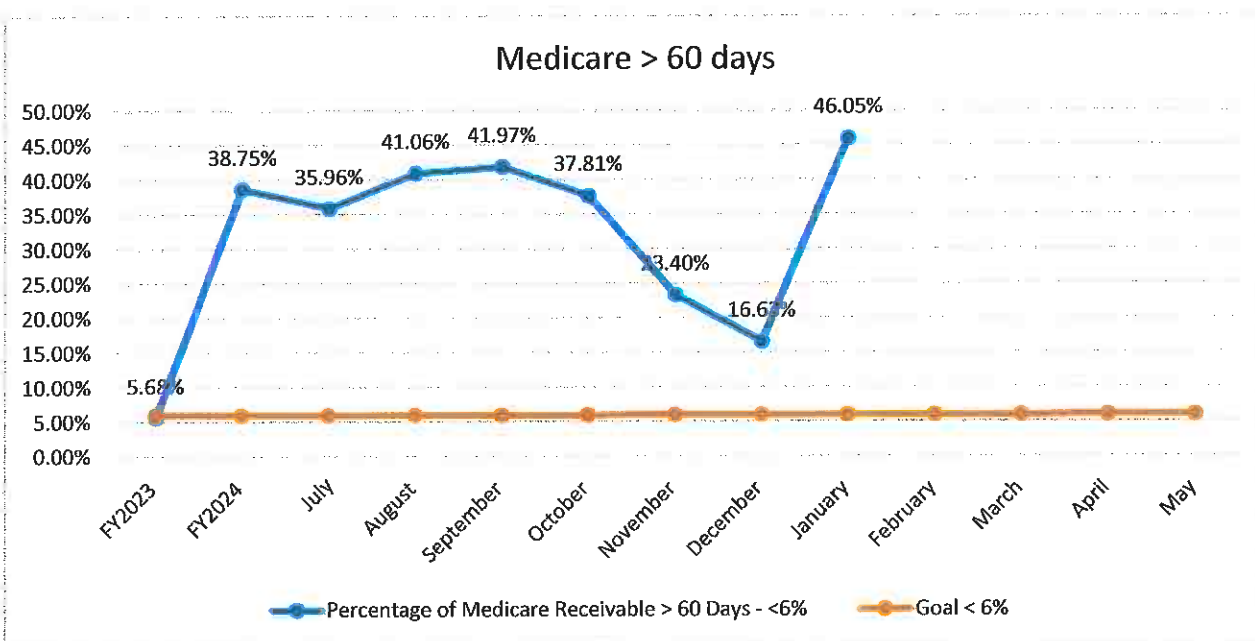
- Blue Cross aging remains under the goal of 10%, at 7.45% in January.



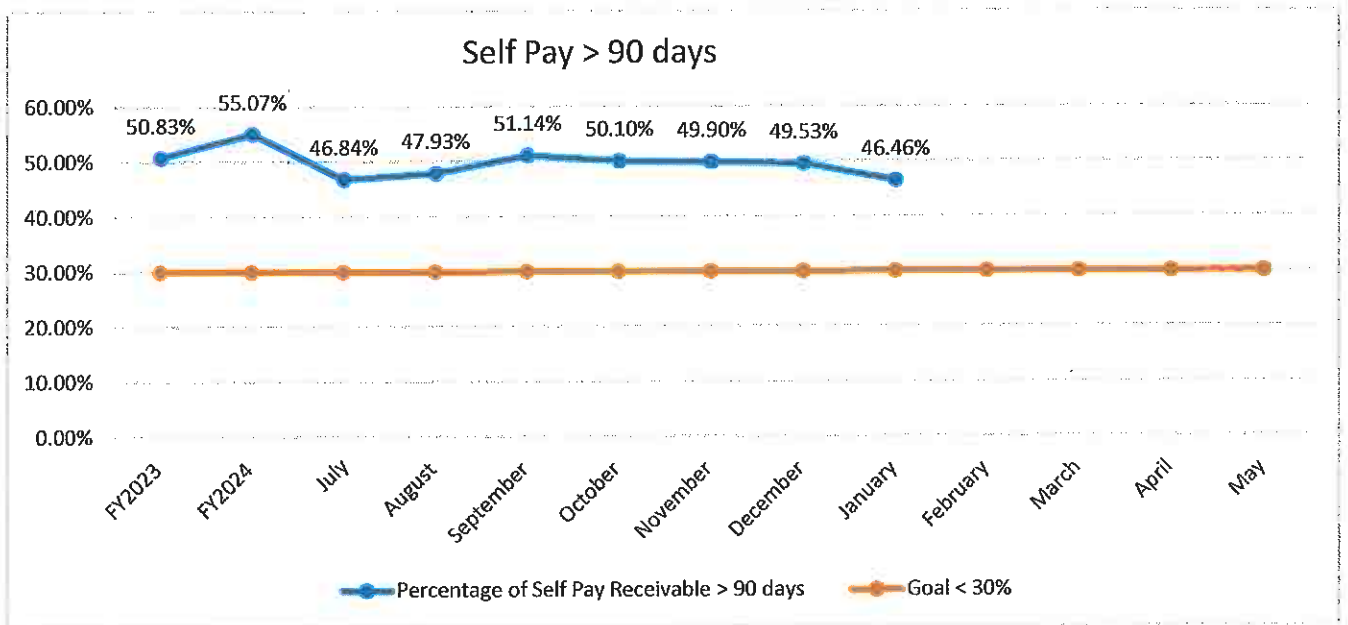
- Commercial aging decreased to 30.46% for January, over the 15% goal. We began the temporary outsourcing of aging account follow-ups in early February.



- Medicaid aging decreased in January, coming in right at the goal of 20%.



- Medicare increased in January to 46.05%, over the 6% goal. The release of Medicare claims previously held due to Critical Access conversion immediately aged at over 60 days per discharge dates. This will continue to climb until Medicare payments resume.



- In January, aging decreased to 46.46%. 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 went live with the program mid-February and are excited to see the results and impact on both AR and cash flow.



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

<b>PAYZEN PMT ARRANGEMENTS</b>	<b>CURRENT MONTH</b>	<b>FY 25</b>	<b>AVG RETURN %</b>
<b>NUMBER OF ACCTS</b>	262	262	
<b>ACCT BALANCES</b>	\$185,034.91	\$185,034.91	
<b>PMTS RECEIVED</b>	\$122,379.54	\$122,379.54	66.14%
	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
<b>SELF PAY DISCOUNTS</b>	1,353,208.58	780,098.39	844,366.51
<b>FY 25 ESTIMATE</b>			844,366.51
<b>JANUARY DISCOUNT AMT</b>			90,620.50

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

	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
<b>HARDSHIP PROGRAM</b>	3,164.60	61,124.87	183,310.54	82,601.92
<b>50% DISCOUNT JANUARY</b>				6,505.75

\*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.

<b>TOTAL SELF PAY PAYMENTS</b>	<b>HOSPITAL</b>	<b>CLINIC</b>
<b>FY 20</b>	8,093,427.44	
<b>FY 21</b>	7,763,867.42	
<b>FY 22</b>	7,359,544.59	
<b>FY 23</b>	7,816,556.16	1,393,371.32
<b>FY 24</b>	8,289,382.17	1,633,256.43
<b>FY 25</b>	5,916,257.98	942,097.00

# Self Pay Plan Information and Results

PAGE 2

## 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	8,006,198.70	819,722.22

## 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
FREE OR REPLACEMENT MEDICATION	285,333.00	235,364.00	135,844.00
COPAY ASSISTANCE	51,976.00	80,886.00	15,352.00
INSURANCE MAXIMUMIZATION	1,058,933.00	2,591,935.00	887,462.00
PREMIUM ASSISTANCE	823,191.00	664,667.00	154,838.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	2,219,433.00	3,572,852.00	1,193,496.00

TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY22  
GOAL - 2 EMPLOYEES AT 1.5 MILLION EACH

162,690.00 166,757.25 226,762.69  
976,140.00 2,441,376.00 3,000,000.00

TOTAL AMOUNT WE NEED TO ACHIEVE OUR GOAL FY 25

1,243,293.00 1,131,476.00 -2,033,266.69

MEMO: March 3, 2025

TO: Finance Committee *R/C*

FROM: Ronald L. Cheese – Director Patient Financial Services

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

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 2,260,809.15
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	\$ 2,260,809.15
Accounts Returned	\$ - 108,736.38

Net Bad Debt Turned \$2,152,072.77

Recoveries Collection Agency Cerner	\$ - 235,630.03
Recoveries Collection Agency Affinity	\$ - 39,903.90
Recoveries Payment Plans Affinity	\$ - 1,875.00
Medical Clinic Recoveries EMD's	\$ - 3,014.48
Ortho Clinic Recoveries EMD's	\$ - 1,150.82
Total Bad Debt Recoveries	\$ - 281,574.23

Net Bad Debt Less Recoveries \$ 1,870,498.54

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$ 584,107.61
Medicare	\$ 59,541.14
Medicare Advantage	\$ 14,560.76
Self Pay	\$ 1,432,790.63

## 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: **Coffey Site Assist**
2. Purpose of contract, including scope and description: **To provide training and technical support; setting up site-assist modules; server-side analytics; ongoing system upgrades.**
3. Effective Date: **Sept. 1, 2025**
4. Expiration Date: **Three years after start date.**
5. Rights of renewal and termination: **Can terminate with 30 days-notice after written notice. Upon termination, client shall pay for the work performed prior to the date of termination.** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **Starting September 1, 2025, the cost per month is TWO THOUSAND SEVEN HUNDRED SEVENTY-NINE DOLLARS (\$2,779) and includes up to TWO (2) hours of monthly website support/maintenance each month. Proration of the monthly costs can apply based on website launch date if prior to Agreement date of September 1, 2025.**  
  
**Starting September 1, 2026, the cost per month is TWO THOUSAND EIGHT HUNDRED SIXTY-TWO DOLLARS (\$2,862) and includes up to TWO (2) hours of monthly website support/maintenance each month.**  
  
**Starting September 1, 2027, the cost per month is TWO THOUSAND NINE HUNDRED FORTY-EIGHT DOLLARS (\$2,948) and includes up to TWO (2) hours of monthly website support/maintenance each month.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Yes**



8. Any confidentiality provisions? **There is a confidentiality provision in the contract.**

9. Indemnification clause present? **??**

10. Is this contract appropriate for other bids? Yes. Two others were solicited from True North and Geonetric.

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



## 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: **Coffey Site Assist**
2. Purpose of contract, including scope and description: **To provide website redesign and development, a one-time content audit and blog analysis.**
3. Effective Date: **March 1, 2025**
4. Expiration Date: **Six months after start date.**
5. Rights of renewal and termination: **Can terminate with 30 days-notice after written notice. Upon termination, client shall pay for the work performed prior to the date of termination.** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **Will not exceed FOURTY ONE THOUSAND ONE HUNDRED FORTY-TWO DOLLARS (\$41,142) for the redesign of Client's website. Coffey will not exceed this amount without prior Client authorization. The cost of the content audit is EIGHT THOUSAND TWO HUNDRED FIFTY DOLLARS (\$8,250). The cost of the opportunity analysis is THREE THOUSAND SIX HUNDRED DOLLARS (\$3,600). The per page cost for content creation is EIGHT HUNDRED FIFTY DOLLARS (\$850) and the per page cost for content editing is SEVEN HUNDRED FIFTY DOLLARS (\$750).**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **N/A**
8. Any confidentiality provisions? **There is a confidentiality provision in the contract.**
9. Indemnification clause present? **??**
10. Is this contract appropriate for other bids? **Yes. Two others were solicited from True North and Geonetric.**



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



## 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: **CRISIS PREVENTION INSTITUTE TRAINING AGREEMENT**
2. Purpose of contract, including scope and description: **CPI provides various training opportunities, and they are coming on-site to provide verbal de-escalation training. CPI will initially train 5 staff members who will become trainers, and they will then train other staff. This agreement also allows for purchase of training bundles for our trainers to provide new participants.**
3. Effective Date: **February 17, 2025**
4. Expiration Date: **Once on-site training is completed**
5. Termination provisions: **none. There are only cancelation provisions** Is this auto-renew? **No**
6. Monetary cost of the contract: **\$5849.00 x 5 staff members=\$29245.00; 50 training packages \$29.00 per package =\$1450.00 Total for initial training \$30,695.00** Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to do so. **NA**
8. Any confidentiality provisions? **NA**
9. Indemnification clause present? **Yes**
10. **Sovereign immunity clause added**
11. Is County Attorney review required? **NO**



## 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: **QLER TELEPSYCH AMENDMENT**
2. Purpose of contract, including scope and description: **Update QLER telepsych contract. The amendment changed the renewal date to March 1<sup>st</sup> moving forward. There is a slight increase in per consult cost (3% at renewal per agreement). Lowered monthly minimum requirement for consults in the ED and in-patient from 30 to 20.**

3. Effective Date: **March 1, 2025**

4. Expiration Date: **March 1, 2026 unless terminated earlier.**

5. Termination provisions: **not addressed in amendment** Is this auto-renew? **Yes for one-year terms.**

6. Monetary cost of the contract: **3% annual renewal= \$285.00 to \$293.00 per consult but we lowered the number of consults to 20 so new monthly rate would be \$5,860.00. This is a savings of \$2,690 per month.**

Budgeted? **Yes**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**

8. Any confidentiality provisions? **NA**

9. Indemnification clause present? **NA**

10. Is this contract appropriate for other bids? **NA**

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