

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

April 3, 2024

2:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- I. Call to Order Barbara Sowada
  - A. Roll Call
  - B. Pledge of Allegiance
  - C. [Mission and Vision](#) Nena James
  - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Action)* Barbara Sowada
- III. [Minutes](#) *(For Action)* Barbara Sowada
- IV. Community Communication Barbara Sowada
- V. Old Business Barbara Sowada
  - A. Medical Staff Bylaws *(Remains under review/development, no request for action)*
  - B. Employee Policies Amber Fisk, *Human Resources Director*
    - 1. [Non-Discrimination & Anti-Harassment](#) *(For Review)*
    - 2. [Consensual Relationships](#) *(For Action)*
- VI. New Business *(Review and Questions/Comments)* Barbara Sowada
  - A. [Board of Trustees Bylaws](#) *(For Review)* Barbara Sowada
  - B. [Board of Trustees Calendar](#) *(For Review)* Barbara Sowada
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
  - A. Executive Oversight and Compensation Committee Barbara Sowada
  - B. Joint Conference Committee Barbara Sowada
  - C. [Building & Grounds Committee](#) Marty Kelsey
  - D. Compliance Committee Kandi Pendleton
  - E. [Governance Committee](#) Barbara Sowada
  - F. [Quality Committee](#) Kandi Pendleton
  - G. [Human Resources Committee](#) Kandi Pendleton
  - H. Finance & Audit Committee Marty Kelsey
    - 1. [Groathouse GMP](#) (Guaranteed Maximum Price)  
Approval for Laboratory Expansion Project *(For Action)*
    - 2. [I.S. Report](#)
    - 3. Bad Debt *(For Action)*
    - 4. [Finance & Audit Committee Meeting Information](#)
- IX. Contract Review Irene Richardson
  - A. Contract Approved by the CEO since Last Board Meeting *(For Your Information)*
    - 1. [Varian Medical Systems](#)

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**April 3, 2024**

**2:00 p.m.**

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**AGENDA**

- |   |                    |
|---|--------------------|
| X. Board Education                              | Barbara Sowada     |
| A. Effective Compliance Programs by Veralon     |                    |
| B. Compliance & Legal Requirements by Veralon   |                    |
| XI. Medical Staff Report                        | Dr. Brianne Crofts |
| XII. Good of the Order                          | Barbara Sowada     |
| XIII. Executive Session (W.S. §16-4-405(a)(ix)) | Barbara Sowada     |
| XIV. Action Following Executive Session         | Barbara Sowada     |
| XV. Adjourn                                     | Barbara Sowada     |



# 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**

**March 4, 2024**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on March 4, 2024, at 2:00 p.m. with Dr. Barbara Sowada, President, presiding.

**CALL TO ORDER**

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

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

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

**Pledge of Allegiance**

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

**Our Mission and Vision**

Mr. Rood read aloud the mission and vision statements.

**Mission Moment**

Ms. Richardson presented at the Green River Chamber of Commerce monthly luncheon and a recent Davinci surgery patient shared a story with the group about how great his experience was and recommended the procedure at the Hospital.

**AGENDA**

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

**APPROVAL OF MINUTES**

The motion to approve the minutes of the February 7, 2024, regular meeting as presented was made by Ms. Pendleton; second by Judge James. Motion carried. The motion to approve the minutes of the February 28, 2024, special workshop meeting as presented was made by Mr. Rood; second by Judge James. Ms. Pendleton abstained and the motion carried.

## COMMUNITY COMMUNICATION

There were no comments.

### OLD BUSINESS

#### **Employee Policy – Non-Discrimination & Anti-Harassment**

Ms. Amber Fisk, Human Resources Director, said the proposed consensual relationships policy contains an update of information that was contained in the non-discrimination and anti-harassment policy so the policy will be able to come before the Human Resources Committee at their next meeting.

#### **Emergency Operations Plan**

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

### NEW BUSINESS

#### **Employee Policy – Consensual Relationships**

Ms. Fisk said this section was in another larger policy and it became apparent it needed to be revised and be a separate policy. She said the Human Resources Committee reviewed the proposed policy. Mr. Kelsey said he feels it is exceptionally written.

#### **2024-2027 Strategic Plan**

Ms. Richardson reviewed the information. She said we started this work in 2023 and brought in a consultant to assist. The Board of Trustees, Medical Staff, Leadership Team, and staff were involved. Ms. Richardson said this is a living document and we want to dovetail with our Performance Improvement and Patient Safety (PIPS) priorities. She said the consultant thought our mission, vision, values, and strategic priority pillars were wonderful. Ms. Richardson said we developed new goals within each pillar. She said the proposed plan will be shared with staff in upcoming town hall meetings. Ms. Richardson said she will report back to the Board on our progress on a quarterly basis. The motion to approve the 2024-2027 Strategic Plan as presented was made by Ms. Pendleton; second by Judge James. Motion carried.

#### **Medical Staff Bylaws**

Dr. Sowada asked the Trustees to review the proposed Medical Staff Bylaws and get comments and questions to Ms. Pendleton or Dr. Sowada by March 15 to help them prepare to participate in a Joint Conference Committee meeting. Mr. Kelsey asked Mr. Phillips to review the information.

## CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided an update on strategic plan activities related to patient experience, quality and safety, community and growth, workplace experience, and financial stewardship. She said we continue to evaluate Critical Access Hospital status. We are evaluating a trial observation unit. Master Plan work continues. Ms. Richardson recognized Dr. Sowada for doing an excellent job presenting on a panel at the recent American Hospital Association Rural Healthcare Conference. Ms. Richardson thanked staff, physicians, the Board and the County Commissioners for their good work and support.

## COMMITTEE REPORTS

### **Finance and Audit Committee**

Mr. Kelsey said we had another outstanding month financially.

*I.S. Report:* Mr. Kelsey said this is very important to this institution.

*Bad Debt:* Mr. Kelsey said we did not have bad debt information available and would review for approval at the next meeting.

### **Foundation Board**

Ms. Richardson said Ms. Tiffany Marshall, Foundation Director, has resigned and we wish her the best in the future.

### **Executive Oversight and Compensation Committee**

Dr. Sowada said there is nothing to report.

### **Joint Conference Committee**

Dr. Sowada said the Committee has not met.

### **Building and Grounds**

Mr. Kelsey said his report and the meeting minutes are in the packet. He said we are scheduled to receive the Guaranteed Maximum Pricing (GMP) from Groathouse for the Lab Renovation Project later in the month and plan to bring the information to the April meeting for approval. He does not think we will need a special meeting to approve.

### **Compliance Committee**

Ms. Pendleton said the Committee did not meet.

### **Quality Committee**

Ms. Pendleton distributed the executive summary for review. She said Ms. Kara Jackson, Director Quality, Accreditation, Patient Safety, and Risk, resigned and is moving. Ms. Pendleton said we wish her the best.

### **Human Resources Committee**

Ms. Pendleton said the Committee held a special meeting to review the consensual relationships policy.

### **Governance Committee**

Dr. Sowada said the minutes are in the packet. She reminded everyone the June Trustee regular meeting has been moved to May 29, 2024. The May Finance & Audit Committee meeting has been moved to May 28, 2024. The July Trustee regular meeting has been moved from July 3 to July 1, 2024.

### **BOARD EDUCATION**

Dr. Sowada asked for discussion regarding the assignment of Vision and Talent by Kaufman Hall. She asked people to share one talent and one spirit they bring to the table.

### **MEDICAL STAFF REPORT**

Ms. Kerry Downs, Medical Staff Services Director, shared a report provided by Dr. Crofts. The General Medical Staff met and reviewed bylaws changes. Dr. Crofts and other medical leaders attended a WyAMSS (Wyoming Association Medical Staff Services) leadership conference in Sheridan, Wyoming. She said it was very educational and she would like us to consider hosting a future WYAMMS conference in Rock Springs.

### **GOOD OF THE ORDER**

Ms. Pendleton asked if it would be possible to put some health fair lab testing information together to better understand the tests offered and if any of them are suggested to be grouped together, for example, a women's health panel. Dr. Kari Quickenden, Chief Clinical Officer, said she will follow up with the Lab to develop additional information and offerings.

### **EXECUTIVE SESSION**

The motion to go into executive session at 3:14 p.m. to consider or receive any information classified as confidential by law was made by Judge James; second by Mr. Rood. Motion carried. Dr. Sowada said there would be a 10-minute break.

### **RECONVENE INTO REGULAR SESSION**

The motion to leave executive session and return to regular session at 4:26 p.m. was made by Ms. Pendleton; second by Judge James. Motion carried.

## **ACTION FOLLOWING EXECUTIVE SESSION**

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

### **Approval of Privileges**

The motion to grant clinical privileges and appointments to the Medical Staff as discussed in executive session was made by Ms. Pendleton; second by Judge James. Motion carried.

#### Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from February 13, 2024

1. Initial Appointment to Associate Staff (1 year)
  - Dr. Sanjay Ramakumar, Urology
2. Initial Appointment to Consulting Staff (1 year)
  - Dr. Ann Bruno, Maternal Fetal Medicine
  - Dr. Robert Joodi, Tele-Radiology (VRC)
  - Dr. Peggy Rouleau, Tele-Radiology (VRC)
3. Reappointment to Active Staff (2 years)
  - Dr. Neal Asper, Anesthesia
4. Reappointment to Consulting Staff (2 years)
  - Dr. Benjamin Bak, Tele-Radiology (VRC)
  - Dr. Alexander Colonna, Tele-ICU (U of U)
  - Dr. Marta McCrum, Tele-ICU (U of U)
  - Dr. David Renner, Tele-Stroke (U of U)
5. Reappointment to Non-Physician Provider Staff (2 years)
  - Melissa Jewell, Family Medicine Physician Assistant

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

The motion to approve the legal agreement for joint defense as discussed in executive session was made by Ms. Pendleton; second by Judge James. Motion carried.

## **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 4:27 p.m.

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Dr. Barbara Sowada, President

Attest:

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Ms. Kandi Pendleton, Secretary





Board Meeting Date:4/3/2024

Topic for Old & New Business Items:  
HR Committee – Existing Policy

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

The Human Resources Committee held it’s regular meeting on March 18, 2024 and reviewed the updated policy – (14361338) Employee Policies – Non-Discrimination and Anti-Harassment.

Board Committee Action:

HR Committee recommends that the Board take action on this policy as the only changes made were removing the ‘Consensual Relationships’ section which was then made in to it’s own employee policy. This new policy is at the Board level on first read.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review:

- In House      Comments:Suzan Campbell has reviewed
- Board              Comments:Geoff Phillips has reviewed

Senior Leadership Recommendation:

Leadership recommends that this policy pass as to better serve our employees and the interests of the Hospital.



Approved N/A  
Review Due N/A

Document Area **Employee Policies**

# EMPLOYEE POLICIES - NON-DISCRIMINATION AND ANTI-HARASSMENT

## 1. Purpose

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

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

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

## DEFINITIONS

**Bullying** Workplace bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is:

- I. threatening, humiliating, or intimidating; or work interference – sabotage – which prevents work from getting done;  
Verbal abuse or insults; and  
Cruel or vindictive conduct.  
Such behavior is contrary to the Hospital's culture, which requires that all employees be treated with dignity and respect.

**Discrimination** is adverse treatment of any employee based on the protected class or category of persons to whom he/she belongs, rather than on the basis of his/her individual merit, with respect to the terms, conditions, or privileges of employment including, but not limited to hiring, firing, promoting, disciplining, scheduling, training, or deciding how to compensate that employee.

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

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

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

### **Hostile Work Environment**

- I. A hostile work environment results from harassing conduct that has the purpose or effect of unreasonably interfering with an employee's work performance, or creates an intimidating, hostile or offensive working environment. Hostile work environment harassment includes situations where a supervisor threatens a subordinate employee's job or aspect of employment but does not carry out that threat. Hostile work environment harassment also includes situations where a supervisor, co-worker, or non-employee engages in behavior that meets the elements listed below and alters the employee's work environment.
  - The elements of hostile work environment harassment are:
  - The behavior is unwelcome
  - The behavior is offensive to a reasonable person
  - The behavior is likely to negatively impact one or more employees because of an employee's protected status or protected class meaning discrimination that occurs based on gender (or

gender identity), race, age, disability, sexual orientation or religion.

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

### **Romantic/Consensual Relationships**

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

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

### **Inappropriate Relationships - Refer to EMPLOYEE POLICIES CONSENSUAL RELATIONSHIPS**

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

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

**Quid pro quo sexual harassment** occurs when 1) the employee is in a position of authority over the staff member/employee or 2) supervisor demands that an employee/subordinate satisfy sexual demands in order to receive job benefits, to continue employment, or as a basis for making any other employment decision (Quid Pro Quo sexual harassment).

**Whistleblower** is an employee, who in good faith reports a violation he/she believes to be fraudulent, dishonest, illegal or unlawful. Such employee shall not be subject to retaliation, harassment or adverse employment consequences. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including immediate termination of employment.

## COMPLAINT PROCEDURE

- I. If you believe there has been a violation of this policy, including sexual harassment, please use the following complaint procedure. The Hospital expects employees to make a timely complaint to enable the Hospital to investigate and correct any behavior that may be in violation of this policy. Report the incident to:
  - A. HR Director
  - B. Any Supervisor
  - C. Senior Leader
- II. Your complaint will then be referred to HR Department who will investigate the matter and take corrective action. **Your complaint will be kept as confidential as practicable.** The Hospital prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If the Hospital determines that an employee's behavior is in violation of this policy, corrective action will be taken, up to and including termination of employment
- III. All management and supervisory personnel have an affirmative duty and are required to promptly report any discrimination, harassment, retaliation or sexual assault/inappropriate sexual contact that they observe, learn about from others, or reasonably suspect has occurred with respect to an employee.

### IV. INVESTIGATION AND DISPOSITION OF COMPLAINTS

#### A. The Investigation

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

#### B. Findings and Recommendations

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

#### **C. The Investigatory File**

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

#### **D. Responsibilities of Supervisors**

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

#### **V. CONFIDENTIALITY**

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

#### **VI. NON-RETALIATION**

- A. Retaliation is any adverse action taken against an individual (applicant or employee) because he or she filed a charge of discrimination, complained to the Hospital or a government agency about discrimination on the job, or participated in an employment discrimination proceeding (such as an internal investigation or lawsuit), including as a witness.
- B. Retaliation also includes adverse action taken against someone who is associated with the individual opposing the perceived discrimination, such as a family member.
- C. Examples of retaliation include termination, demotion, refusal to promote, or any other adverse action that would discourage a reasonable person from opposing

perceived discrimination.

- D. Retaliation is a serious violation of this policy, as well as federal, state, and local law.
- E. Anyone who believes he/she is a victim of retaliation should report the matter immediately according to the same procedure provided in this policy for making complaints of discrimination, harassment, or sexual assault.
- F. Any person found to have retaliated against another individual will be subject to the same disciplinary action provided under this policy for other violations.
- G. The Hospital will not in any way retaliate against an individual who reports a perceived violation of this policy, participates in any investigation, or otherwise opposes perceived discrimination, harassment, or retaliation, including as a witness.
- H. It will also not retaliate against anyone associated with the individual who engages in such protected conduct, such as a family member.
- I. MHSC further will not tolerate retaliation by any employee.

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

**Approved: Board 6.6.18 updated and approved by HR 12/21 Board of Trustees 2/2022**

DRAFT

Approval Signatures

Step Description

Approver

Date

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## History

**Draft saved by Campbell, Suzan: General Legal Counsel** on 9/13/2023, 2:31PM EDT

**Draft discarded by Campbell, Suzan: General Legal Counsel** on 9/13/2023, 2:34PM EDT

**Draft saved by Campbell, Suzan: General Legal Counsel** on 9/13/2023, 3:04PM EDT

**Draft saved by Fisk, Amber: HR Director** on 3/29/2024, 3:50PM EDT



Approved N/A  
Review Due N/A

Document Area **Employee Policies**

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  - C. Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body.

**Quid pro quo sexual harassment** occurs when 1) the employee is in a position of authority over the staff member/employee or 2) supervisor demands that an employee/subordinate satisfy sexual demands in order to receive job benefits, to continue employment, or as a basis for making any other employment decision (Quid Pro Quo sexual harassment).

**Whistleblower** is an employee, who in good faith reports a violation he/she believes to be fraudulent, dishonest, illegal or unlawful. Such employee shall not be subject to retaliation, harassment or adverse employment consequences. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including immediate termination of employment.

## **COMPLAINT PROCEDURE**

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

- II. Your complaint will then be referred to HR Department who will investigate the matter and take corrective action. **Your complaint will be kept as confidential as practicable.** The Hospital prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If the Hospital determines that an employee's behavior is in violation of this policy, corrective action will be taken, up to and including termination of employment
- III. All management and supervisory personnel have an affirmative duty and are required to promptly report any discrimination, harassment, retaliation or sexual assault/inappropriate sexual contact that they observe, learn about from others, or reasonably suspect has occurred with respect to an employee.

#### IV. INVESTIGATION AND DISPOSITION OF COMPLAINTS

##### A. The Investigation

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

##### B. Findings and Recommendations

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

##### C. The Investigatory File

1. Every complaint will trigger the creation of an investigatory file.
2. The investigatory file will consist of the initial complaint, the final investigative report, including a record of the remedial action to be taken, if

any, and any documents created or used during the investigation.

3. For the duration of the investigation, the Human Resource Director will maintain the investigatory file.
4. Upon completion of the investigation, the Human Resource Director will ensure that the investigatory report remains a separate file and is kept in a secure location.

**D. Responsibilities of Supervisors**

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

**V. CONFIDENTIALITY**

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

**VI. NON-RETALIATION**

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

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

**Approved: Board 6.6.18 updated and approved by HR 12/21 Board of Trustees  
2/2022**

## Approval Signatures

Step Description

Approver

Date

DRAFT



Board Meeting Date:4/3/2024

Topic for Old & New Business Items:

Employee Policy – Consensual Relationship Policy

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

The Human Resources Committee held a special meeting on 02/26/2024 to discuss the above mentioned (and attached) policy. In House Counsel, along with Board Counsel, Geoff Phillips, have worked on this policy and presented it to the Committee members for review. The Committee agreed unanimously that the policy is accurate and recommends a do pass to the Board once they have had a chance to review. It is well written and is imperative to have active.

Board Committee Action:

Please review as a second read for action at the April 2024 Board Meeting.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review:

- In House      Comments: Suzan Campbell has reviewed the policy
- Board            Comments: Geoff Phillips drafted the policy

Senior Leadership Recommendation:

Leadership recommends that this policy pass as to better serve our employees and the interests of the Hospital.

## CONSENSUAL RELATIONSHIP POLICY

**PURPOSE:** The objective of this policy is to minimize the risk of conflicts of interest, promote fairness, and reduce instances of real or perceived sexual harassment in the workplace.

**SCOPE:** This policy applies to employees, physicians, contractors, or other individuals working at Memorial Hospital of Sweetwater County (the "Hospital").

### **POLICY:**

#### **I. Definitions.**

"Consensual Romantic, Dating or Sexual Relationship:" For purposes of this policy, consensual romantic relationships exist when individuals mutually and consensually understand a relationship to be romantic, intimate and/or sexual in nature, whether casual or serious, short-term or long-term, past or present. "Consensual Romantic, Dating or Sexual Relationships" may include incidents or occurrences in the form of electronic, physical or verbal conduct. Non-consensual sexual or romantic conduct is always prohibited by Hospital policy and may be in violation of applicable law.

"Employee(s)" means all at-will employee(s) and non-at-will employee(s) as defined in Hospital Employee Policy – Termination, Suspension without Pay and Appeal; and, all employees, including nurses, doctors, other medical staff and any other employees who have entered into a contract of employment with the Hospital.

"Contractor[s]," or "Independent Contractor[s]" mean any and all contractors; subcontractors; employees of contractors and subcontractors; and, any other independent contractors and their employees that are contracted by or on behalf of the Hospital to provide any work, materials, labor or services to the Hospital.

#### **II. No romantic or sexual relationships between those persons in inherently unequal positions.**

Consensual romantic or dating relationships that might be appropriate in other circumstances are prohibited when they occur between (1) persons in inherently unequal positions where one party has real or perceived authority, influence, or power over the other's conditions of employment or has the ability to directly impact the other's career progression, which includes formal and informal supervisory relationships. This includes, but is not limited to, a person in a management or supervisory position with an employee, physician, contractor, or other individual whom he or she directly supervises or whose terms or conditions of employment or contract he or she may influence (examples of terms or conditions of employment or contract include promotion, termination, discipline and compensation), or (2) an employee of the

Hospital and another employee over whom the employee has or potentially will have supervisory, advisory, evaluative, or other authority or influence.

There are no prohibitions or reporting requirements for consensual social interactions between employees and/or contractors, regardless of supervisory relationships, that are not romantic in nature.

Even where negative consequences to the participants do not result, such relationships create an environment charged with potential or perceived conflicts of interest and possible use of supervisory leverage to maintain or promote the relationship. Romantic or sexual relationships that the parties may view as consensual may still raise questions of favoritism, as well as of an exploitative abuse of trust and power.

Romantic or dating relationships between Hospital employees, physicians, nurses, medical staff, and/or contractors are permitted, subject to the requirements of this policy.

### **III. Reporting Requirements.**

Individuals involved in a relationship at the Hospital who are subject to this policy must immediately disclose the relationship to Human Resources. All employees and contractors are required to report violations of this policy to Human Resources.

Individuals involved in a relationship at the Hospital who are subject to this policy may be asked to sign a document acknowledging that the relationship is free from coercion and harassment.

A supervisor or manager who has had a previous romantic or dating relationship with an employee, physician, contractor, or other individual whom he or she directly supervises or whose terms or conditions of employment or contract he or she may influence must disclose the previous relationship to Human Resources and will not be involved in decisions relating to that individual's promotions, raises, termination or other terms and conditions of employment. With respect to those involved in a previous relationship as described in this paragraph, Hospital management, in its sole discretion, may (1) remove or transfer one or all of the individuals involved, or (2) Remove the supervisor or individual in the position of authority or perceived authority from all official matters affecting, or appearing to affect, the subordinate.

If a prohibited consensual romantic relationship is reported to Human Resources involving a contractor, Human Resources shall immediately contact the involved individual's supervisor and coordinate the enforcement of this policy with the contractor's supervisor.



Retaliation for making a report or participating in a process under this policy is prohibited. The Hospital prohibits an individual from knowingly filing a false complaint or making misrepresentations of a violation of this policy. A complaint made in good faith is not considered false merely because the evidence does not ultimately support the allegation of a violation of this policy. If an investigation results in a finding that a person who has accused another of violating this policy has acted maliciously or has recklessly made false accusations, the reporting party will be subject to appropriate Corrective Action in accordance with Hospital policy. It is important to note that due process considerations may limit the ability to investigate or resolve anonymous complaints.

#### **IV. Professionalism.**

Physicians, nurses, medical staff, contractors and Employees are expected to conduct themselves in a professional manner at all times. Workplace dating, romantic or sexual relationships must not interfere with any contractor's or employee's professionalism, including treating others with respect and refraining from behavior that may make others feel uncomfortable (for example, overt physical displays of affection and using sexual language). Sexual relations or sexual contact of any kind or with anyone is strictly prohibited in Hospital facilities.

Management personnel are expected to set a high standard of professional conduct both at work and in any social setting at events sponsored by the Hospital. For this reason, management personnel are prohibited from social interaction with subordinates that is or might be perceived as inappropriate (for example, unwanted flirting, touching or other behavior that may be regarded as sexual harassment).

#### **V. Discretion and Non-discrimination,**

The organization retains discretion in its enforcement of this policy. Decisions made under this policy will be made based on operational and business reasons and without regard to sex, race, color, religion, creed, age (40 and over), national origin, citizenship, physical or mental disability, military service or application, sexual orientation, gender identity or any other protected characteristic under federal, state or local laws.

#### **VI. Consequences.**

Although one or more corrective action measures may be taken in connection with a violation of this policy, no formal order will be followed. Corrective action may include any of a variety of actions depending on the circumstances and severity of the violation. A violation of this policy may result in one or more of the following consequences at the discretion of Hospital management:

- A. The removal or transfer of one or all of the individuals in violation of the policy to sever the supervisory relationship.
- B. The removal of the supervisor or individual in the position of authority or perceived authority from all official matters affecting, or appearing to affect, the subordinate.
- C. An administrative inquiry into the matter to determine if any inappropriate action(s) occurred as a result of the relationship, which could result in administrative action, including corrective action in accordance with the Hospital Corrective Action Policy up to and including termination from employment. Such findings may also be considered when making administrative decisions to include funding, staff, and resources.

**RELATED POLICIES:**

NON-DISCRIMINATION AND ANTIHARASSMENT



Board Meeting Date:4/3/2024

Topic for Old & New Business Items:  
Revised BOT Bylaws

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

A Board of Trustees subcommittee was formed and appointed by Barbara Sowada to review and revise the Board of Trustees Bylaws. Review and revision has been completed. Revised Bylaws with changes and deletion are ready for full Board of Trustees review.

Board Committee Action:

Bylaws subcommittee, chaired by Marty Kelsey, reviewed and revised the Bylaws.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review:

- In House      Comments:In House Counsel was a member of the Bylaws subcommittee
- Board              Comments:Click or tap here to enter text.

Senior Leadership Recommendation:

CEO recommends approval of revised Board of Trustees Bylaws.

# Memorial Hospital of Sweetwater County

## Board of Trustees

### Bylaws

#### CHAPTER I: DEFINITIONS

##### Section 1. Authority

Memorial Hospital of Sweetwater County (Hospital) was established pursuant to WY Stat § 18-8-101 *et seq.* (2022 2009). Accordingly, it is a county public hospital that operates and acts exclusively for tax-exempt purposes.

##### Section 2. Definitions

- A. The ANNUAL MEETING is the first Wednesday in July.
- B. The BOARD OF TRUSTEES (Board) of Memorial Hospital of Sweetwater County (Hospital) is as defined in Chapter III, Section 1, of these Bylaws.
- C. The BOARD OF COUNTY COMMISSIONERS (Commissioners) shall mean the board of duly qualified elected officials in Sweetwater County, Wyoming as provided in WY Stat § 18-3-501 (2018 2009) that has the authority and duty to appoint members of the Board of the Hospital according to WY Stat § 18-8-102 (2022 2009).
- D. The CHIEF EXECUTIVE OFFICER (CEO) is as defined in Chapter V, Section 1, of these Bylaws.
- E. The FISCAL YEAR commences on July 1 and concludes on June 30 of the following calendar year.
- F. The HOSPITAL shall mean Memorial Hospital of Sweetwater County and all services and facilities operated under its license.
- G. The MEDICAL STAFF refers to licensed practitioners who attend to patients in the Hospital. Members include physicians and non-physician providers.
- H. A TRUSTEE is a member of the Board.

## CHAPTER II: LEGAL STRUCTURE

### Section 1. Legal Structure

The Board is appointed by the Commissioners and is constituted as a body corporate and with perpetual existence with the duty to erect, manage, operate and control the Hospital pursuant to WY Stat §§ 18-8-101 *et seq.* (2022 2009).

### Section 2. Overall Statements

The Board has the authority and duty to approve mission, values and vision statements, and the strategic plans for the Hospital, as well as to provide oversight of the CEO.

## CHAPTER III: GOVERNING BODY

### Section 1. Appointment and Term

A non-partisan board of at least five (5) and no more than eleven (11) residents of Sweetwater County shall be appointed by the Commissioners as provided in WY Stat §§ 18-8-102, 18-8-104 (2022 2009). Hospital employees cannot be appointed to the Board. WY Stat § 18-8-102 (2022 2009). The Board shall always consist of an odd number of Trustees.

Trustees are appointed for a five (5) year term. The term shall begin on the first Monday of July and end on the first Monday of July of the fifth year. Trustees may be eligible for reappointment by the Commissioners to succeed themselves for one (1) additional term. Trustees who are appointed to fill a vacancy are eligible to succeed themselves for two (2) additional terms.

~~The Board, as the Hospital's governing body, has the sole legal responsibility for the conduct of the Hospital as an institution. No individual member of the Board is personally liable for any actions, inactions, omissions, or procedures of the Board. Wyo. Stat. § 18-8-104 (2009 through Reg Sess).~~ The Board, as the Hospital's governing body, has general control over the Hospital as an institution. No individual member of the Board is personally liable for any action or procedure of the Board. WY Stat § 18-8-104 (2022 2009).

### Section 2. Resignation

A Trustee may resign at any time by giving written notice of such resignation to the Commissioners and a copy to the President of the Board. The resignation shall be effective when stated, or if not stated, upon presentation to the President of the Board. Any vacancies shall be filled by appointments made by the Commissioners.

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
05/05/21

### **Section 3. Removal**

A Trustee may be removed from the Board by the Commissioners. The Board may recommend the removal of a disruptive Board member.

### **Section 4. Seal**

The Board shall have a seal on which shall be engraved the name of the Hospital. This seal shall be kept by the Hospital's CEO and used in authentication of acts of the Board and the Hospital when such authentication is required or necessary.

### **Section 5. Policies**

The Board shall create and establish such Board policies as it shall deem necessary and appropriate. The Board shall also create and approve a process for the review of Hospital wide policies over which the Board has oversight obligations.

### **Section 6. Meeting Records**

The minutes of all Board meetings shall be available for public inspection at the Hospital's administrative office and on the Hospital's website, in accordance with applicable laws.

### **Section 7. Powers and General Duties of the Board of Trustees**

The Wyoming Statutes, providing for the creation of memorial hospital's WY Stat §§ 18-8-101 *et seq.* ~~2009-2022~~, vest in the Board the sole duty to erect, manage and control the Hospital and all property, affairs, and funds received for the benefit of the Hospital. Accordingly, the Board shall have the power and authority to do and perform all acts, functions, and things necessary, proper, and consistent with these Bylaws, Laws of the United States, and the Laws of the State of Wyoming to **effect** the purposes for which the Hospital has been created.

Consistent therewith, the powers and duties of the Board, as the governing body, shall generally include, but shall not be limited to, the following:

- A. Organizing itself as provided in these Bylaws (See Chapter IV)
- B. Monitoring compliance with federal, state and local laws
- C. Providing direction and exercising general oversight over the affairs of the Hospital to ensure fulfillment of its mission
- D. Monitoring that all applicable accreditations and licenses are obtained and maintained as are appropriate and necessary to effectuate the Hospital's purpose

- E. Providing for the establishment of a duly licensed and qualified Medical Staff to carry out the Hospital's obligations and objectives for the care of the sick and infirm of the Hospital (See Chapter VII)
- F. Overseeing the ongoing implementation, maintenance, and monitoring of the standards of safe, quality, and efficient medical care in accordance with all applicable laws and accrediting bodies
- G. Appointing and fixing compensation and terms of office for a properly qualified CEO, who shall be responsible to the Board for managing the Hospital and who shall carry out the delegated authority of the Board. Consistent with such appointment, the Board shall periodically review and evaluate the performance of **the CEO** ~~such officer~~
- H. Reviewing and approving an annual operating and annual and long-term capital budgets for the Hospital. The budget shall be for the Hospital's fiscal year, ~~which commences on July 1 and concludes June 30 of the following calendar year.~~ The budget shall be presented to the Commissioners in June, prior to commencement of the fiscal year
- I. Monitoring that the Hospital maintains a uniform system of accounting in accordance with generally accepted accounting principles and federal hospital regulations
- J. Retaining an independent auditor consistent with applicable laws and best practices to examine the Hospital's financial statements and provide a written report that contains an opinion as to whether the financial statements are fairly stated and comply in all material respects to the applicable audit standards
- K. Monitoring that the Hospital ~~has an overall institutional plan that~~ meets the conditions of the Medicare Conditions of Participation
- L. Receiving and owning personal property, and such real property as is authorized by Wyoming Statutes
- M. Making, altering, revoking, amending, executing and enforcing such Bylaws of the Hospital and the Medical Staff as the Board determines will promote the Hospital's best interest in accordance with the laws and the Hospital's mission
- N. Retaining independent counsel
- O. Having a policy and procedure for the approval and oversight of contracts entered into by the Hospital that assures 1) the maintenance of a data base that includes the nature, scope and length of term for each contract and 2) that prior to entering into any contract or affiliation agreement that must be approved by the Commissioners, the Board obtains the Commissioners' approval
- P. Having a policy and procedure for the approval and oversight of clinical service contracts that assures 1) the maintenance of a data base that includes the nature, scope and length of term for each contract, 2) evidence of physician involvement in the selection of the contractor, and 3) an annual evaluation showing the contractor meets quality standards

- Q. Procuring and entering into contracts for adequate and prudent insurance necessary and desirable for the conduct and operation of the Hospital
- R. Making provision for a Hospital Auxiliary and a non-profit Foundation, as the needs may arise. The Board shall require that Bylaws be established and shall approve such Bylaws, and any amendments thereof, for the Auxiliary and Foundation
- S. Reporting to and making recommendations to the Commissioners as necessary and appropriate ~~including the submission of the Hospital's annual budget as required~~
- T. Periodically reviewing and approving a general employee wage/compensation plan to assure an adequate workforce
- U. Monitoring that all Board members understand and fulfill their responsibilities as Trustees of the Hospital and providing for periodic evaluation of the Board's performance. New members of the Board shall participate in a Hospital Trustee orientation program and all members are encouraged to participate in available education programs
- V. Complying with state statutes for conducting open (public) meetings
- W. Providing for a systematic and effective mechanism for communication among the Medical Staff, the Board, and the CEO
- X. Assessing the health care needs of the community, the services provided by the Hospital, and the number of practitioners providing those services. In that regard, the Board retains the authority to restrict or expand the services offered by the Hospital, to restrict or expand the number of employed, licensed practitioners providing services in a given specialty based on its evaluation, and to determine that an exclusive contract is or is not necessary for a specific specialty or service
- Y. Considering, and if appropriate, establishing rules of conduct and behavior for the members of the Medical Staff, and procedures for monitoring compliance with such rules
- Z. Considering, and if appropriate, establishing through Board policy, such economic conflict of interest requirements for membership on the Hospital Medical Staff as deemed to be in the best interest of the Hospital

AA. ~~As the Hospital's governing body, having oversight over the sole legal responsibility for the conduct of the Hospital as an institution. No individual member of the Board is personally liable for any action or procedure of the Board~~ As the Hospital's governing body, having general control over the Hospital as an institution. No individual member of the Board is personally liable for any action or procedure of the Board.

## CHAPTER IV: ORGANIZATION OF THE BOARD OF TRUSTEES

### Section 1. Meetings

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Revised 2004; 2005; 2007; 2010  
 2017; 08/01/2018  
 05/05/21



Any assembly of at least a quorum of the Board that has been called by proper authority for the purpose of discussion, deliberation, presentation of information, or taking action regarding public business is a public meeting, open to the public at all times, except as otherwise provided.

- A. Regular meetings of the Board shall be held on Hospital premises on the first Wednesday of each month, unless the Board sets the regular meeting for an upcoming month on a different date and/or location. The annual meeting of the Hospital governing body shall be the July meeting. The September Board meeting shall be in Green River. Any meeting that is not a regular meeting is a special meeting.
- B. Special meetings may be called by the presiding officer of the Board by giving verbal, electronic, or written notice of the meeting to each member of the governing body and to each newspaper of general circulation, radio, and television requesting the notice. The notice shall specify the time and place of the special meeting and the business to be transacted and shall be issued at least eight (8) hours prior to the commencement of the meeting. No other business, other than noticed, shall be considered at a special meeting.
- C. Notice of special meetings and changes to the time or place of regular meetings shall be announced during the course of regular meetings and/or given to persons as well as each newspaper of general circulation, radio and television stations in Sweetwater County who have requested notice ~~who have requested notice~~. A request for notice shall be in writing and on file with Hospital. The request for notice may be made for all future meetings for which notice is required.
- D. The Board may recess any regular or special meeting to a place and time specified in an order of recess. A copy of the order of recess shall be conspicuously posted on or near the door of the place where the meeting or recessed meeting was held. In the case of a digital meeting, a digital notice will be sent to all participants, as well as to persons who have requested notice.
- E. The Board may hold an emergency meeting on matters of serious, immediate concern to take temporary action without notice. Reasonable efforts shall be made to offer public notice. All action at an emergency meeting is of a temporary nature, and in order to become permanent shall be reconsidered and acted upon at an open, public meeting within forty-eight (48) hours, excluding weekends and holidays, unless the event constituting the emergency continues to exist after forty-eight (48) hours. In such case the Board may reconsider and act upon the temporary action at the next regularly scheduled meeting of the agency, but in no event later than thirty (30) days from the date of the emergency action. WY Stat § 16-4-404(d) (2022 2009).
- F. The Board may hold executive sessions, not open to the public, as provided for by law.

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
05/05/21

- G. All meetings of the Board shall comply with the Wyoming Open Meetings Act, WY Stat §§ 16-4-401 to 16-4-407 (2022 2009).
- H. Any member of the Board who attends, or remains at a meeting, knowing the meeting is in violation of the Wyoming Public Meetings Act WY Stat §§ 16-4-401 through 16-4-410 (2022 2009) shall be liable under WY Stat § 16-4-408 (2022 2009), unless minutes were taken during the meeting and the parts thereof recording the member's objections are made public or at the next regular public meeting the member objects to the meeting where the violation occurred and asks that the objection be recorded in the minutes.
- I. Day-to-day administrative activities of the Hospital shall not be subject to the above notice requirements.

## Section 2. Executive Session

The Board may hold executive sessions not open to the public in accordance with WY Stat § 16-4-405 (2022 1977) under the following circumstances:

- A. With the attorney general, county attorney, district attorney, city attorney, sheriff, chief of police or their respective deputies, or other officers of the law, to consider matters posing a threat to the security of public or private property, or a threat to the public's right of access.
- B. To consider the appointment, employment, right to practice or dismissal of a public officer, professional person or employee, or to hear complaints or charges brought against an employee, professional person or officer, unless the employee, professional person or officer requests a public hearing. The Board may exclude from any public or private hearing during the examination of a witness, any or all other witnesses in the matter being investigated. Following the hearing in or executive session, the Board may deliberate on its decision in executive session.
- C. To consider matters concerning litigation to which the Board and/or the Hospital is a party or proposed litigation to which the Board may be a party.
- D. To consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price.
- E. To consider the acceptance of gifts, donations and bequests that the donor has requested in writing be kept confidential.
- F. To consider or receive any information classified as confidential or proprietary by law.
- G. To consider accepting or tendering offers concerning wages, salaries, benefits and terms of employment during all negotiations.
- H. To consider, discuss and conduct safety and security planning that, if disclosed, would pose a threat to the safety of life or property.
- I. To consider any other matter authorized by law to be considered in an executive session.

Minutes shall be maintained of any executive session. These minutes shall show time, members present, and subjects considered. No action shall be taken in executive session. Any actions taken in connection with executive session shall be taken in the regular session and recorded in the minutes of the regular session. Except for those parts of minutes of an executive session reflecting a members' objection to the executive session as being a violation of this act, minutes and proceedings of executive session shall be confidential and produced only in response to a valid court order.

### **Section 3. Officers**

Officers elected are President, Vice-President, Secretary, and Treasurer. Any Board member may be considered eligible to be an officer of the Board. Board officers shall be elected at the **annual meeting** ~~July meeting~~ of the Board. Officers' terms are from the annual meeting to annual meeting of the following year. No Trustee shall hold the same office for more than three (3) consecutive terms. When completing another officer's term, the Trustee is still eligible for three (3) consecutive terms.

### **Section 4. Duties of Officers**

- A. The President shall prepare the agenda for all meetings of the Board in consultation with the CEO. The President shall call and preside at all meetings of the Board. With the exception of the Finance & Audit Committee, the President shall appoint all members of the Board's standing committees who are not designated in the committee charters. With the exception of the chairperson of the Finance & Audit Committee, who is the Treasurer, the President shall also appoint the chairperson of each standing committee and is an *ex officio* member of all board committees. The President shall act for the Board as a whole only with the Board's authorization.
- B. The Vice President shall, in the absence of the President, or in the event of his/her death, inability, or refusal to act, perform the duties of President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall also perform such executive duties as may be delegated to him/her by the President of the Board.
- C. The Secretary, or his/her designee, shall act as Secretary of the Board and shall act as custodian of all records and reports of the Board. The Secretary's designee shall be responsible for recording and keeping all minutes and transactions of all Board meetings.
- D. The Treasurer shall be the chair of the Finance & Audit Committee; have signing authority on behalf of the Board for financial matters; ensure audited financial statements are

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
05/05/21

presented to the Board on an annual basis; and manage, with the Finance & Audit Committee, the Board's review of, and action related to, the Board's financial responsibilities.

### **Section 5. Quorum**

A quorum of the Board consists of a majority of the Trustees. ~~in attendance at the time the meeting is called to order.~~ No action of the Board shall be valid unless such action has been approved by a majority of the Board. Proxy voting shall not be permitted. Any Trustee may participate in any meeting of the Board or Board committee by means of digital technology whereby all members participating in such meeting can hear one another for the entire discussion of the matter(s) to be voted upon. Such participation shall constitute attendance in person for all purposes, including but not limited to establishing a quorum.

### **Section 6. Conflict of Interest**

The Board shall adopt and maintain a comprehensive Conflict of Interest Policy. Upon taking the Oath of Office, each Trustee shall be required to agree in writing to adhere to the terms of the policy and to annually affirm in writing his/her agreement to adhere to the policy. The Board shall have the right to adjudicate any alleged violations of the policy and determine the disciplinary or corrective measures required. The Board will also report any violations and subsequent disciplinary or corrective measures to the Commissioners.

### **Section 7. Voting**

- A. Each Trustee shall be entitled to one vote on any matter properly submitted to the Board for vote. Voting shall be in person or by digital technology, and there shall be no voting by proxy.
- B. If a Trustee has a conflict of interest, he/she may not participate in the discussion nor vote on the issue for which he/she has declared a conflict.
- C. The President of the Board shall not be required to vote except when necessary in case of a tie vote. The President shall, however, have the privilege to vote when he/she so desires.
- D. If any Trustee(s) in the minority on any question wishes to present a written explanation of his/her position to the Secretary, such explanation shall be filed with the permanent records of the Board.

### **Section 8. Committees**

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
05/05/21

- A. All committee meetings will be held on the Hospital premises, unless otherwise indicated in the call.
- B. Committees may be standing committees or special committees.
- C. Minutes from standing committee meetings will be provided to the Board at the Board meeting following the committee meeting.
- D. Standing committee members shall be appointed by the President with the exception of the Board Treasurer who automatically chairs the Finance and Audit Committee. Two Trustees shall be appointed to each standing committee. Their tenure will run from annual meeting to the following annual meeting, or until a successor is named, whichever last occurs. Standing committees of the Board shall be Building & Grounds, Compliance, Executive Oversight and Compensation, Finance & Audit, Governance, Human Resources, Joint Conference, and Quality. The charge of all standing Committees will be stated in the committee charters as adopted by the Board.
- E. Special committees will be appointed by the President on the approval of the Board for such special tasks as circumstances warrant. The special committees shall limit their activities to the accomplishment of the task for which they were created or appointed and shall have no power to act except as specifically conferred by the Board. Special committees shall be dissolved upon completion of their task.
- F. Community Members may be appointed to appropriate committees per Board and CEO approval.

## CHAPTER V: HOSPITAL CHIEF EXECUTIVE OFFICER

### Section 1. Appointment

The CEO shall be appointed by the Board and be responsible only to the Board and shall be given the necessary authority and be held responsible for the administration of the Hospital in all its activities, subject only to these bylaws and such policies as may be adopted and such orders as may be issued by the Board. The CEO is responsible for investigating and resolving all complaints and allegations concerning the conduct of the Hospital and its staff, and the Board is responsible for investigating and resolving all reported complaints and allegations concerning the conduct of the CEO.

### Section 2. Authority

Within the framework of broad objectives and policies developed and approved by the Board, the CEO shall plan, direct, coordinate and evaluate all activities of the Hospital. The CEO shall report to the Board at its regular monthly meeting and at special meetings as appropriate. ~~Official communication with the Board between regular monthly meetings shall be through the President of the Board. This shall not be interpreted to prohibit a Board member and the CEO from communicating directly with each other.~~

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/201805/05/21

### Section 3. Duties

The CEO is charged with fulfilling the duties as stated in his/her job description and with performing these duties in accordance with his/her employment agreement and in full compliance with the Hospital Bylaws.

## CHAPTER VI: FISCAL CONTROL

### Section 1. Guidelines and Audits

- A. The Chart of Accounts for Hospitals prescribed by the American Hospital Association, with modification as needed, the laws of the State of Wyoming, and Generally Accepted Accounting Principles shall be followed in recording and accounting for financial transactions of the Hospital.
- B. The Board shall review and approve an annual budget for the operation of the Hospital in a format acceptable to the Director of the Wyoming Department of Audit. The budget shall require that 1) businesslike methods are employed in the expenditure of and accounting for all monies, 2) a long-term capital expenditure plan is included and 3) the implementation of the plan is monitored. The annual budget shall be presented to the Commissioners in June, prior to the beginning of the new fiscal year.
- C. The financial records and financial procedures of the Hospital shall be audited annually by an independent, certified public accountant and/or firm. Prior to the audit, Trustees who are members of the Finance & Audit Committee may meet with the auditors, independent of management, to review annual audit and associated management letter. The results of this annual audit shall be presented to the Finance & Audit Committee and to the Board at the meetings immediately following the completion of the audit report.

### Section 2. Execution of Instruments

- A. Unless otherwise specifically determined by the Board, or required by law, formal contracts of the Hospital, promissory notes, deeds of trust, mortgages or other evidences of indebtedness of the Hospital shall be executed, signed or endorsed by the CEO or other officers of the Hospital as provided in Board policy.
- B. There are certain transactions of the Board that require the Commissioners approval as stated in the WY Stat §§ 18-8-108 and 18-8-301 (2022 2009).

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
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- C. The CEO has the authority to endorse checks made to the Hospital for deposit in any of its duly authorized depositories, without countersignature. This authority may be delegated by the CEO to other officer(s) of the Hospital to whom the Board, by policy, has approved such power.
- D. All checks, drafts, or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the Hospital, shall be signed or endorsed by the CEO or other officer(s) to whom the Board, by policy, has approved such power.

## **Chapter VII-MEDICAL STAFF**

### **Section 1. Establishment of Medical Staff**

The Board, by this Chapter VII, and by approving the Bylaws of the Medical Staff, which are incorporated into these Bylaws by this reference, hereby establishes and sets forth the organizational structure of the Medical Staff and its relationship to the Board and to the Hospital administration.

In the event of any conflict between the provisions of these Bylaws and the Medical Staff Bylaws, the provisions of these Bylaws shall supersede any conflicting provisions of the Medical Staff Bylaws; provided, however, that every effort shall be made to interpret these Bylaws and the Medical Staff Bylaws as being consistent with one another. In the event of any such conflict, it shall be referred to the Joint Conference Committee.

The relationship between the Medical Staff and the Hospital is the following:

- A. The Medical Staff makes recommendations to the Board regarding privileges and credentials, which the Board considers in accepting credentials and granting privileges.
- B. Hospital privileges are in the nature of a license to use the Hospital facilities for the treatment of patients.
- C. The Medical Staff is an advisor to the Board concerning the clinical quality and safety of patient care.
- D. The Medical Staff Bylaws serve as a framework for self-governance of Medical Staff activities, but do not suggest that the Medical Staff is a separate entity; the Medical Staff is a part of the Hospital.

### **Section 2. Responsibilities of the Medical Staff**

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2017; 08/01/2018  
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- A. The Board shall ensure that the Medical Staff is organized into a responsible administrative unit. The Medical Staff shall adopt Bylaws subject to Chapter 7, Section 3, of these Bylaws. The Medical Staff shall periodically review its Bylaws, Rules and Regulations, and policies to ensure consistency with current standards of care; consistency with Hospital policies; compliance with the requirements of The Joint Commission and Centers for Medicare and Medicaid; and compliance with applicable laws and regulations. Acting in its role as advisor to the Board in matters requiring clinical expertise, the Medical Staff shall be responsible for making recommendations to the Board concerning initial staff appointments, reappointments and the granting, termination, curtailment or revision of clinical privileges for Medical Staff members. The Medical Staff shall be responsible for the submission of regular reports on the review processes carried out by the Medical Staff in accordance with the requirements of the Medical Staff Bylaws, Rules and Regulations.
- B. The Board shall approve the Medical Staff's Bylaws and act on recommendations concerning Medical Staff appointments, reappointments, terminations of appointments, and the granting, termination, curtailment or revision of clinical privileges within the time specified in the Medical Staff Bylaws.

### **Section 3. Medical Staff Bylaws**

The Medical Staff Bylaws shall set forth the Medical Staff's organization and government, including mechanisms for the following: appointment and reappointment; the granting, termination, curtailment and revision of clinical privileges; liaison between the Board and the Medical Staff; and the quality assurance/improvement, peer review and other responsibilities of the Medical Staff as required by The Joint Commission, the Centers for Medicare and Medicaid, and applicable laws.

The Medical Staff Bylaws shall be drafted and adopted by the Medical Staff and then presented to the Board for approval. The ultimate authority to adopt or amend the Medical Staff Bylaws shall be vested in the Board.

### **Section 4. Medical Staff Communication with the Board of ~~Directors~~ Trustees and Hospital Administration**

There shall be effective and systematic liaison and communication between the Board, the Medical Staff, and the Hospital administration. The primary means of collaboration and communication shall be the Joint Conference Committee. In addition, the Medical Staff shall

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2017; 08/01/2018  
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participate in the regular Board meetings by the attendance of the Chief of Staff. All members of the Medical Staff are welcome at all Board meetings.

### **Section 5. Medical Staff Recommendations**

The Medical Staff, as provided in the Medical Staff Bylaws, shall make recommendations to the Board for the Board's approval, which shall include recommendations pertaining to the following:

- A. The structure of the Medical Staff
- B. The mechanism used to review credentials and to delineate individual clinical privileges
- C. Individual Medical Staff membership
- D. Specific delineated clinical privileges for each individual exercising such privileges
- E. The organization of the quality and safety activities of the Medical Staff and the Hospital as well as the mechanisms used to conduct, evaluate, and revise such activities
- F. Clinical service contracts, as well as mechanisms to monitor and evaluate the quality and safety of the deliverables to be provided under said contracts
- G. The mechanism by which membership on the Medical Staff and clinical privileges may be suspended, curtailed or terminated
- H. The mechanism for fair hearings

### **Section 6. Liability Insurance**

Members of the Medical Staff shall annually provide written proof of **professional** liability insurance (malpractice insurance) for an amount to be determined by the Board. Furthermore, each member of the Medical Staff shall notify the Hospital within two (2) business days of receiving notification of cancellation of **professional** liability insurance. Noncompliance with this requirement is cause for immediate revocation of staff membership and clinical privileges.

## **CHAPTER VIII: DISCRIMINATION**

### **Nondiscrimination Policy**

No discrimination because of sex, race, creed, religion, national origin, disability, age, ancestry, pregnancy, gender identity, or sexual orientation shall be allowed in the admission and treatment of patients, appointments or privileges of Medical Staff members, employment of personnel, or the conduct of other business of the Hospital. **WY Stat §§ 27-9-105 (2022)**

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
05/05/21

## CHAPTER IX: PUBLIC STATEMENTS AND PRONOUNCEMENTS

### Official Positions

The Board acts as a body. Policy and statement of official positions shall be made only after Trustees' concurrence as indicated by a majority vote of the Board. All such statements shall be issued by the President through the office of the CEO.

## CHAPTER X: GIFTS AND BEQUESTS

### Acceptance Policy

The Board may receive, through the Foundation, the donations of real estate, money or other property in the aid of the establishment of the Hospital or for the construction of additions or provision of equipment, furniture, or facilities. The Board shall permit any donor furnishing the means for the construction of any individual portion of the Hospital, or for equipping and especially endowing any service or room therein, to name the same in memory of any person chosen by the donor and shall observe the conditions accompanying every gift that is not in violation of Wyoming Law and is consistent with the proper management and objectives of the Hospital. The Board may consult with the Hospital's Foundation prior to the receipt of such donations.

## CHAPTER XI: VOLUNTEER GROUPS

### Section 1. Purpose

All volunteer groups, such as the Sweetwater County Memorial Hospital Auxiliary Inc., shall serve without remuneration, with their prime purpose being the support and betterment of the Hospital and its services.

### Section 2. Governance

All volunteer groups are authorized to establish a mechanism for governing themselves. Subject to the approval of the Board, all volunteer groups may, for governance purposes, adopt Bylaws, rules, regulations, policies, and procedures. None of these governance mechanisms shall supersede or take priority over these Bylaws.

### Section 3. Reports

Actions of volunteer groups shall may be subject to review by the Board through the CEO and through an annual report of their activities.

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Revised 2004; 2005; 2007; 2010  
2017; 08/01/2018  
05/05/21

## Chapter XII INDEMNIFICATION AND INSURANCE

### Indemnification and Directors and Officers Insurance

The Hospital shall indemnify a Trustee who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the Trustee was a party because he/she is or was a Trustee against reasonable expenses actually incurred by the Trustee in connection with a proceeding. The Hospital shall also advance expenses to the Trustee as outlined in WY Stat §17-19-853 (2020).

The Hospital shall purchase and maintain directors' and officers' insurance on behalf of an individual who is or was a Trustee, officer, employee, or agent of the Hospital against liability asserted against or incurred by him/her in that capacity or arising from his/her status as a Trustee, officer, employee, or agent of the Hospital whether or not the Hospital would have power to indemnify the person against same liability. WS §17-19-857 (2020).

## CHAPTER XIII: AMENDMENTS AND ALTERATIONS

### Section 1. Requirements

Amendments ~~and alterations~~ to the Bylaws shall require a majority vote of the full Board. ~~present at any regular or special meeting, provided the Proposals for change shall be furnished have been furnished~~ in writing to each Trustee at least five (5) days prior to the meeting.

### Section 2. Effective Date

These Bylaws become effective immediately upon ~~their acceptance and~~ adoption and supersede all previously adopted Bylaws.

## ACCEPTANCE AND ADOPTION

The foregoing Bylaws of Memorial Hospital of Sweetwater County Board of Trustees are hereby ~~accepted and~~ adopted as of \_\_\_\_\_, 2024.

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Barbara Sowada, President

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Kandi Pendelton, Secretary

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2017; 08/01/2018  
05/05/21



Board Meeting Date:4/3/2024

Topic for Old & New Business Items: Board of Trustees Calendar

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

The Governance Committee reviewed the board calendar and agreed to bring a draft of prototype to obtain the Board’s opinion regarding its utility and recommendations for events to be included. Prototype includes known activities; approval dates will be spread throughout the calendar year to level the work.

Board Committee Action:

Please review as a first read at the April 2024 Board Meeting.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review: N/A

- In House      Comments:
- Board            Comments:

Senior Leadership Recommendation:

Recommendation for approval.

## Board Calendar

### June (end of fiscal year)

- Approve budget for incoming FY
- Annual CEO evaluation
- Governance Committee- choose slate of officers for incoming FY
- CEO end-of-year report to County Commissioners
- Annual approval of Hospital's quality plan (PIPS), Safety Plan, EOC Plan
- Quarterly HR and Compliance Committee meetings
- Monthly Board education

### July (start of fiscal year)

- Board election of officers
- Board President appoint committee members and chairs
- Board members sign conflict of interest statement
- Monthly Board education

### August

- Annual hospital picnic
- Annual review of Board Committee charters
- Quarterly review of strategic plan
- Approve CMS required Plan of Care or Condition of Participation
- Monthly Board education

### September

- Start of financial audit
- Quarterly review of CEO
- Quarterly HR and Compliance Committee meetings
- Board meeting in Green River
- Monthly Board education
- WHA meeting

### October

- Annual financial audit presented to Board
- Monthly Board education

### November

- Start annual Board Self-Assessment
- Auxiliary annual report to the Board
- Quarterly review of strategic plan
- Monthly Board education

## December

- Annual employee Christmas dinner
- Quarterly review of CEO
- Annual Board Self-Assessment completed
- Quarterly HR and Compliance Committee meetings
- Monthly Board education

## January

- Monthly Board education
- AHA Rural Hospital meeting

## February

- Quarterly review of strategic plan
- Monthly Board education

## March

- Quarterly review of CEO
- Quarterly HR and Compliance Committee meetings
- Monthly Board education

## April

- Doctor's appreciation week
- Monthly Board education

## May

- Hospital week
- Nurses' appreciation week
- Quarterly review of strategic plan
- Monthly Board education
- WHA meeting

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Building and Grounds Committee Meeting  
March 25, 2024

The Building and Grounds Committee met in regular session via Zoom on March 25, 2024, at 2:00 PM with Mr. Craig Rood presiding.

In Attendance: Mr. Craig Rood, *Trustee*  
Ms. Irene Richardson, *CEO*  
Ms. Tami Love, *CFO*  
Mr. James Horan, *Director of Facilities*  
Mr. Gerry Johnston, *Maintenance Supervisor/ Project Manager*  
Mr. Will Wheatley, *PlanOne Architects*  
Mr. Taylor Jones, *County Commissioner*  
Dr. Barbara Sowada, *Trustee*

Mr. Rood called the meeting to order and asked for a mission moment to be shared.

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

Mr. Rood asked for a motion to approve the minutes from the February 20, 2024 meeting. Ms. Richardson made a motion to approve the minutes. Ms. Love seconded; motion passed.

**Maintenance Metrics**

Mr. Johnston said 223 work orders were completed in February, which is right on track. The percentage completed continues to trend with prior months.

**Old Business – Project Review**

**Oncology Suite renovation**

Mr. Wheatley gave an update on Phase 1 of the project as progress is proceeding. There was an issue with incorrect material being ordered which will delay the certification of the space and impact the schedule to move on to Phase II. The contractor has no intent to move the scheduled completion date and expects all Phase II work to be done on time once they get started again.

**Medical Imaging Core and X-ray**

Mr. Wheatley said they met today with Siemens, the equipment vendor. We are working on approving the fees for consultants. The final drawings are being finalized and then an estimate can be completed.

## SLIB Laboratory Expansion project

Mr. Wheatley said the GMP documents were received over the weekend from Groathouse with good news. The GMP came in at \$9,005,423, over the original estimate of \$8,726,476 for a variance of only \$278K. The GMP includes \$500k in contingency. Mr. Wheatley was optimistic the contingency won't be used in full so we should be close to the original amount used for the SLIB grant application. The next steps are to accept and sign the GMP contract as the State OHLS is currently completing the final review of the project. Groathouse will then work on getting final bids from subcontractors and suppliers. The expected construction start date is May 20. Mr. Rood asked how the contingency usage process works. Mr. Wheatley said the contract is written so all parties will approve the use of contingency funds and it is not just at the discretion of the contractor. The process will be very transparent and will be tracked as we move through the project. Ms. Richardson said Senator John Kolb contacted her about needing any of the available additional ARPA funds from the State. All agreed we should ask for the additional funds as they will only be used if needed. Ms. Richardson will talk to Senator Kolb regarding the process to ask for the additional funds and if matching funds will also be required. Ms. Richardson also asked about the timing of being "shovel ready". Mr. Wheatley said once we receive final approval from the OHLS we can break ground. Ms. Richardson asked about doing an official groundbreaking. It was agreed to wait until May so there won't be too much time lapse before the actual project starts. Ms. Love said we will take the GMP documents to the Finance meeting this week. Dr. Sowada agrees we should follow Mr. Kelsey's recommendation to take it to the scheduled Board meeting next week and that a special meeting would not be needed.

## Master Plan

Ms. Richardson said we are still working with PACT to get them the final statistics so they can complete the Master Plan documents. We did meet internally to review the prioritized project list and make changes based on new priorities and the new FY25 capital budget. There are no other updates currently.

## U of U suite renovation

Ms. Love said this project remains tabled.

## **New Business**

Ms. Richardson said we need to start moving on the MOB Entrance SLIB project also. The grant agreement says we need to have funds committed by 12/2024. The completion date is 12/2026. Mr. Wheatley has started looking for consultant and engineer assistance on the project as everyone is backlogged across the County and State. It was agreed we do not want to give back any SLIB grant money so we will push to prioritize this project also. Mr. Wheatley asked if there might be any leniency from the State on dates as everyone is experiencing the backlog and limited resources for all these projects. Ms. Richardson and Ms. Love will reach out to the SLIB grant contact to ask about the dates.



**Other**

The next meeting is scheduled for Tuesday, April 16, 2024; 2:30P – 3:30P.

Mr. Rood adjourned the meeting at 2:34 pm.

*Submitted by Tami Love*

DRAFT

**Minutes**  
**Governance Committee**  
March 18, 2024

Present: Irene Richardson, Marty Kelsey, and Barbara Sowada  
Minutes had been previously approved  
Agenda created during meeting

**Zoom Meeting called to order** at 2:05 pm by Barbara Sowada; all members present.

**Old Business**

None

**New Business**

1. Tabled discussion about Board chair job description and evaluation.
2. Board Policy regarding communication with CEO. Action: Draft of policy was previously reviewed and Committee a policy wasn't needed because communication is working well without a policy.
3. Board Policy regarding public comments. Recommended by WHA's public officer training program. Action: No need for policy at this time because of history of almost no public comments.
4. Board annual calendar of work. Decision: Bring draft of prototype to April Board meeting to obtain Board's opinion regarding its utility and recommendations for events to be included. Prototype will include known activities; approval dates will be spread throughout the calendar year to level the work.
5. Board Policy regarding annual approval of depositories for hospital funds. Recommended by WHA's public officer training program. Action: Include annual approval in Board Annual Calendar of Work. Recommend this be done in March.
6. Bonding of Board president. Recommended by WHA's public officer training program. Action: Irene will have Suzan research this. Recommend \$50,000 bond, which is same as the bond for the Board treasurer.
7. Board policy regarding non-board members on board committees. Discussion: Purposes of policy are to build a pipeline of future, potential board members and to create an opportunity to access the expertise of a non-board member when desirable. Policy is drafted and waiting for revision of Board bylaws to be complete and sent to Board for review and approval. Bylaw comments back from all but one person, whom Barbara will contact. Goal is for April Board meeting to be first reading of the bylaws.
8. Education activity for April will be Verilon video on Compliance. Plus another activity, yet to be determined.

Meeting adjourned at 2:50:00 pm.

Next meeting is tentatively scheduled for April 15<sup>th</sup> at 2:00 pm.

Respectfully submitted,

Barbara J. Sowada, Ph.D.

# Executive Summary – Quality Committee of the Board

**PROVIDED BY** Kari Quickenden, Kara Jackson, and Jennifer Roger

**REPORTING DATE** March 2024 Quality Committee Monthly Meeting

<b>General Highlights</b>	<ul style="list-style-type: none"> <li>We've submitted our Evidence of Standards Compliance to The Joint Commission and are awaiting notification of acceptance and subsequent accreditation letter.</li> <li>Director of OB provided a review of c-section data.</li> </ul>
<b>FY 2024 PIPS Priorities</b>	<ul style="list-style-type: none"> <li>Patient Experience – The patient experience back to basics toolkit was reviewed with each member of leadership in February. This was well received and leaders had suggestions for additions to the toolkit and these will be added in March. Touchbase meetings will occur this summer and the toolkit will become part of leadership orientation. Employee and patient check-ins will begin in April, with the Person-Centered Care committee leading the employee check-ins. Hospital Week gifts will correlate with our compassionate care and I Make A Difference service standards. To continue celebrating our person-centered care culture, BRAVO quarterly winners will also be highlighted in several ways throughout the organization and on social media.</li> </ul>
<b>Patient Safety</b>	<ul style="list-style-type: none"> <li>Pressure injuries not present on admission data was presented, with none reported in 2023.</li> <li>Updates on the proactive risk assessment, initiated in November of 2023 on encouraging staff to report workplace violence, were provided and include annual education course with policy and additional information for all staff; displaying signage for behavior expectations for staff and patients/families in the organization, as well as on our website; encouraging staff to report occurrences; and ensure standard messaging of the intolerance of workplace violence to staff.</li> </ul>
<b>Medication Safety</b>	<ul style="list-style-type: none"> <li>Medication History Updates – Clinics and ED. The nurse directors are working to clean up the data in the reports, as medication refills are managed via an encounter in Cerner.</li> </ul>
<b>Infection Prevention</b>	<ul style="list-style-type: none"> <li>Implementing appropriate isolation precautions for infectious illnesses is incredibly important in caring for our patients. Our staff received targeted training in how our EMR can help us identify and implement precautions quickly, as well as where to document this in the medical record. This training has been received well and we have seen significant improvement in documentation of isolation precautions.</li> </ul>
<b>PIPS Committee</b>	<ul style="list-style-type: none"> <li>We heard about wonderful improvement projects happening in multiple departments and committees. In addition to our improvement work in quality and safety measures, the Patient Safety Committee is working on improving communication between work units by implementing TeamSTEPPS. The Infection Control Committee is working to streamline tracking of devices that are present on admission to ensure proper and effective surveillance. The Trauma Program recently received full accreditation and continues to work on documentation improvement. The Medical Office Building Clinics are working on improving timely communication of critical results and corresponding documentation. The Family Practice and Walk in Clinics are implementing a process to have signed controlled substance agreements to benefit patients receiving opioids. Employee Health is working to improve processes related to fit testing compliance. The Medical/Surgical department is working to improve patient safety by implementing measures to reduce falls.</li> </ul>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Human Resources Committee Meeting Minutes - Draft**  
**Monday- March 18, 2024**

*Zoom*

Trustee Members Present by Zoom: Kandi Pendleton, Nena James  
Voting Members Present by Zoom: Amber Fisk, Irene Richardson  
Non-Voting Members & Guests Present by Zoom: Amy Lucy, Shawn Bazzanella, Ruthann Wolfe, Barbara Sowada, Ann Clevenger

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

**APPROVAL OF AGENDA**

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

**APPROVAL OF MINUTES**

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

**ROUTINE REPORTS**

**A. Turnover**

Amber went over the turnover report, stating nothing out of the ordinary. Irene questioned the portion of the report regarding resignations, asking if most of those were within the probationary period. Amber said that the one year at will is working good for the hospital. Amber went over the percentage of separations was up a little, but the hospital was still well within the national average of 25-26%.

**B. Open Positions**

Amy presented the open positions report, the hospital has 18 RN positions, 35 other positions both clinical and non-clinical. Amy was able to make offers on three of those positions today.

Amy did discuss that she is helping to get a new campaign together to try to reach out to social media in hopes of targeting a bigger audience to help fill some of the open positions.

Barbara asked about a few of the positions that were open, but Amber was able to provide the information she needed to answer her questions.

Kandi requested that in the next report that the dates that these open positions were opened be listed.

Irene answered questions regarding the NP Positions that are open, she stated that they had hoped to bring NPs from Family Med over to help in the Cancer Center and Internal Med but decided that it would be better to hire to cover. Ann did say that they were trying to get someone hired and that Dr. Symington is willing to train anyone.

**C. Contract Staffing**

The next report that was discussed was the contractors, Amber and Amy went over the report. Ann discussed that the physicians want to do more surgeries and to accomplish that the nursing staff will need to be increased from a 3 on 3 schedule to 4 on 4. It was decided that it would be better to try this with contractors to see if would work. Irene reiterated that they want to make sure that this would be a trial period, making sure that the hospital could provide the care needed with the beds that we have available.

Kandi requested that in this report that a little more information be provided, and Amber agreed and would include it in the next meeting.

**D. Employee injury & illness report**

Amber discussed that there was not anything that was surprising or alarming on the OSHA report that was presented. Amber did go over a couple of the items listed and what she does to investigate if violence is part of the report. Barbara asked when reporting if the categories could be broken out better and Amber did say she has meetings on how these are managed and will report back.

**OLD BUSINESS**

**A. Employee Policies Update**

Amber reported that she had included the updated policies in the format that was requested so that they could see the result. Kandi and Barbara discussed that the updated policy should go back to the board for a final review. It was discussed that no one had received any feedback on the updated policies.

**NEW BUSINESS**

Nothing discussed.

**EXECUTIVE SESSION**

None

Kandi ended the meeting by reminding Amber that she wanted to see the dates on the open position report and more information on the contract staffing report.

**Amendment No. 1 to Agreement  
Between Owner and Construction Manager  
March 23, 2024**

Pursuant to Paragraph 3.2 of the Agreement, dated November 3, 2023, Memorial Hospital of Sweetwater County (*Owner*) and Groathouse Construction, Inc. (*Construction Manager*) for the Memorial Hospital of Sweetwater County Laboratory Renovation & Addition, Rock Springs, WY (*the Project*); the Owner and Construction Manager establish a Guaranteed Maximum Price and Contract Time for the Work as set forth below.

**ARTICLE 1 - GUARANTEED MAXIMUM PRICE**

The Construction Manager's Guaranteed Maximum Price (GMP) for the Work, including the estimated Cost of the Work as defined in Article 7 and Construction Manager's Fee as defined in Article 6, is Nine Million, Five Thousand, Four Hundred Twenty-Three Dollars (\$9,005,423).

This Price is for performance of the Work in accordance with the following listed Contract Documents and items included with this proposal:

- Drawings* - Plan One/Architects, Memorial Hospital of Sweetwater County Laboratory Expansion and Renovation, Rock Springs, WY, 98% Construction Document Drawings dated February 29, 2024. Updated Sheets A2.1, A2.2, and A11.2 dated March 6, 2024.
- Specifications* - Plan One/Architects, Memorial Hospital of Sweetwater County Laboratory Expansion and Renovation, Rock Springs, WY, 98% Construction Document Project Manual dated February 29, 2024. Updated MEPT Specifications dated March 8, 2024.
- GMP Estimate* - GMP Estimate prepared by Groathouse Construction, Inc. dated March 23, 2024. Unifomat Summary Page 1 and Unifomat Detail Pages 1 through 13.

**ARTICLE 2 - CONTRACT TIME**

The date of Substantial Completion for the Project established by the Amendment is:

1. August 1, 2025\*

\*The Substantial Completion date is contingent upon the following:

1. Issuance of Notice to Proceed by April 2, 2024
2. Bid Documents Issued April 1, 2024
3. Bids Received by April 30, 2024
4. Construction Start by May 20, 2024

**ARTICLE 3 - OTHER CONDITIONS**

The GMP includes a contingency in the amount of \$541,381. This contingency is for the Construction Manager's exclusive use to cover costs arising under Subparagraph 3.2.4 of the Agreement and other costs which are properly reimbursable as Cost of the Work but not the basis for a Change Order.

The Amendment must be executed by all parties by April 2, 2024 or it will automatically expire.

Notwithstanding the requirements and obligations set forth in the Contract Documents, the Agreement, and this Amendment, Construction Manager and its surety shall not be held liable for any impacts, delays, labor overruns, material overruns and/or cost overruns related to the Work stemming from the current Coronavirus Pandemic or its aftermath. Construction Manager shall be entitled to an extension of the contract time and an equitable adjustment of the Contract Price, due to labor shortages, material

escalation, or otherwise, for the performance of the Work due to events and conditions beyond Construction Manager's control, including the impacts from the Coronavirus Pandemic. Construction Manager shall notify the Owner should any of the above events occur.

**GROATHOUSE CONSTRUCTION, INC.**  
*(Construction Manager)*

**Memorial Hospital of Sweetwater County**  
*(Owner)*

BY:   
Fred A. Bronnenberg, *CEO*

BY: \_\_\_\_\_  
Irene Richardson, *Chief Executive Officer*

Date: March 23, 2024

Date: \_\_\_\_\_

Attest:   
\_\_\_\_\_

Attest: \_\_\_\_\_

## Uniformat Summary

### MHSC Laboratory Expansion and Renovation

Groathouse Construction, Inc.

GMP Estimate

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March 23, 2024

Group Elements	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount
A10Foundtn	13,415	34,093	526,553		574,062
B10Suprstruct	10,116	354,262	196,909		561,287
B20ExClosure	29,187	27,766	501,279		558,232
B30Roofing			115,310		115,310
C10IntConst	103,564	99,766	467,740		671,070
C20Stairs		22,240	32,880		55,120
C30IntFinish	26,628	22,188	496,939		545,756
D10Conveying			140,000		140,000
D40FireProtn			132,888		132,888
D49MECH			2,400,000		2,400,000
D59ELEC			620,144		620,144
E20Furnishng			138,193		138,193
F20BldgDemo	72,885	13,048	2,704		88,638
G10SitePrep			50,909		50,909
G20SiteImpvmt	1,269	537	139,641		141,447
G30MechUtility			57,690		57,690
X10GenReq	569,746	60,548	62,198	190,777	883,269

#### Estimate Totals

Description	Amount	Totals	Hours	Rate
Labor	826,811		13,366.010 hrs	
Material	634,448			
Subcontract	6,081,978			
Other	190,777			
	<b>7,734,014</b>	<b>7,734,014</b>		
Contingency	541,381			7.000 %
Sales / Use Tax	28,362			
General Liability	41,519			0.500 %
Builder's Risk	19,335			0.250 %
Building Permit	42,782			
Plan Check Fee	27,808			65.000 %
CM/GC Bonds	60,481			
	<b>761,668</b>	<b>8,495,682</b>		
CM Fee	509,741			6.000 %
	<b>509,741</b>	<b>9,005,423</b>		
<b>Total</b>		<b>9,005,423</b>		

\* Estimate excludes Owner Contingency Allowance.



## Uniformat Detail

### MHSC Laboratory Expansion and Renovation GMP Estimate

Growthhouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
<b>A10Foundtn</b>									
	<b>A1020SpecialFoundtn</b>								
		Drill & Epoxy Dowel Foundations	120.00 ea	4,760	631	-	-	5,391	
		Pile Caps - Subcontractor	42.33 cy	-	-	50,800	-	50,800	Micropile Caps
		Footling - Subcontractor	4.44 cy	-	-	5,333	-	5,333	Interior Footings at Brace Frames?
		Footling - Subcontractor	3.07 cy	-	-	3,680	-	3,680	
		Foundations - Subcontractor	4.25 cy	-	-	5,096	-	5,096	Elevator Walls
		Foundations - Subcontractor	26.12 cy	-	-	31,348	-	31,348	Exterior Foundation Walls
		Foundations - Subcontractor	9.54 cy	-	-	11,449	-	11,449	
		Column/Pilaster - Subcontractor	11.33 cy	-	-	13,600	-	13,600	Concrete Pilasters
		Rebar - Mat. (Pile Caps)	1.15 ton	-	2,120	-	-	2,120	Micropile Caps
		Rebar - Mat. (Footings)	0.10 ton	-	185	-	-	185	Interior Footings at Brace Frames?
		Rebar - Mat. (Footings)	0.05 ton	-	96	-	-	96	
		Rebar - Mat. (Walls)	0.31 ton	-	570	-	-	570	Elevator Walls
		Rebar - Mat. (Walls)	1.35 ton	-	2,490	-	-	2,490	Exterior Foundation Walls
		Rebar - Mat. (Walls)	0.39 ton	-	782	-	-	782	
		Rebar - Mat. (Columns)	0.73 ton	-	1,358	-	-	1,358	Concrete Pilasters
		Bituminous Dampproofing	604.00 sf	1,917	227	-	-	2,144	Exterior Foundation Walls
		Bituminous Dampproofing	224.00 sf	711	505	-	-	1,216	
		Protection Board	604.00 sf	1,917	908	-	-	2,824	Exterior Foundation Walls
		Fluid Applied Waterproofing	172.00 sf	-	-	2,584	-	2,584	Elevator Walls
		Fluid Applied Waterproofing	152.00 sf	-	-	2,284	-	2,284	Elevator Foundation
		2" Perimeter Insulation	604.00 sf	749	1,225	-	-	1,974	Exterior Foundation Walls
		2" Perimeter Insulation	224.00 sf	278	673	-	-	951	
		8" Subgrade Compaction (small equipment)	14.18 cy	-	-	156	-	156	Micropile Caps
		8" Subgrade Compaction (small equipment)	2.98 cy	-	-	33	-	33	Interior Footings at Brace Frames?
		8" Subgrade Compaction (small equipment)	0.89 cy	-	-	13	-	13	
		Excavate Pile Caps	726.70 cy	-	-	10,901	-	10,901	Micropile Caps
		Excavate Footling	14.22 cy	-	-	213	-	213	Interior Footings at Brace Frames?
		Excavate Footling	51.85 cy	-	-	519	-	519	Excavate & Stockpile
		Backfill Pile Caps	944.71 cy	-	-	18,894	-	18,894	Micropile Caps
		Backfill Foundation	18.49 cy	-	-	370	-	370	Interior Footings at Brace Frames?
		Backfill Foundation	67.41 cy	-	-	1,247	-	1,247	
		MicroPiles	1.00 ls	-	-	250,000	-	250,000	Price from Keller. Includes design, mob, and load testing
	<b>A1020SpecialFoundtn</b>			<b>10,331</b>	<b>11,769</b>	<b>408,519</b>		<b>430,620</b>	
	<b>A1030SlabOnGrade</b>								
		Slab on Grade - Subcontractor	93.56 cy	-	-	84,200	-	84,200	8" slab on grade

## Uniformat Detail

### MHSC Laboratory Expansion and Renovation GMP Estimate

Grothouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	A1030SlabOnGrade								
		Slab on Grade - Subcontractor	5.63 cy	-	-	6,756	-	6,756	Elevator Foundation
		Slab on Grade - Subcontractor	6.91 cy	-	-	13,828	-	13,828	Slab Replacement
		Slab on Grade - Subcontractor	6.36 cy	-	-	6,583	-	6,583	
		Rebar - Mat. (SOG)	6.14 ton	-	11,352	-	-	11,352	8" slab on grade
		Rebar - Mat. (SOG)	0.49 ton	-	910	-	-	910	Elevator Foundation
		Rebar - Mat. (SOG)	0.45 ton	-	838	-	-	838	Slab Replacement
		Rebar - Mat. (SOG)	0.16 ton	-	314	-	-	314	
		Poly Vapor Barrier 10 mil	2.35 sq	53	92	-	-	145	
		Poly Vapor Barrier 15 mil	39.79 sq	902	1,865	-	-	2,767	8" slab on grade
		Poly Vapor Barrier 15 mil	2.94 sq	67	138	-	-	204	Slab Replacement
		Slab Expansion Joint	252.00 lf	2,062	6,815	-	-	8,877	
		8" Subgrade Compaction (small equipment)	94.02 cy	-	-	1,034	-	1,034	8" slab on grade
		8" Subgrade Compaction (small equipment)	3.77 cy	-	-	41	-	41	Elevator Foundation
		8" Subgrade Compaction (small equipment)	6.95 cy	-	-	76	-	76	Slab Replacement
		8" Subgrade Compaction (small equipment)	5.56 cy	-	-	83	-	83	
		Gravel At Slab (small equipment)	46.78 cy	-	-	4,561	-	4,561	8" slab on grade
		Gravel At Slab (small equipment)	1.88 cy	-	-	183	-	183	Elevator Foundation
		Gravel At Slab (small equipment)	3.46 cy	-	-	337	-	337	Slab Replacement
		Gravel At Slab (small equipment)	4.15 cy	-	-	350	-	350	
		<b>A1030SlabOnGrade</b>		<b>3,084</b>	<b>22,324</b>	<b>118,034</b>		<b>143,442</b>	
		<b>A10Foundtn</b>		<b>13,415</b>	<b>34,093</b>	<b>526,553</b>		<b>574,062</b>	
<b>B10Suprstruct</b>									
	B1010FloorConst								
		Slab on Deck - Subcontractor	29.32 cy	-	-	26,389	-	26,389	4" Slab on Deck
		Slab on Deck - Subcontractor	7.40 cy	-	-	6,657	-	6,657	
		WWF 6x6 W2.1x W2.1 - Material (Deck)	2,375.00 sf	-	1,069	-	-	1,069	4" Slab on Deck
		WWF 6x6 W2.1x W2.1 - Material (Deck)	521.00 sf	-	188	-	-	188	
		Structural Steel (30-50 tons) Material	4.85 ton	-	24,260	-	-	24,260	
		Structural Steel (Small Project) Sub	4.85 ton	-	-	7,763	-	7,763	
		Bar Joist K Series Material	3.56 ton	-	24,920	-	-	24,920	
		Bar Joist K Series Sub	3.56 ton	-	-	5,340	-	5,340	
		1 1/2" Metal Decking Material	2,375.00 sf	-	14,250	-	-	14,250	4" Slab on Deck
		1 1/2" Metal Decking Material	521.00 sf	-	2,084	-	-	2,084	
		Metal Decking Sub	2,375.00 sf	-	-	4,750	-	4,750	4" Slab on Deck

**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

Groathouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	B1010FloorConst								
		Metal Decking Sub	521.00 sf	-	-	1,042	-	1,042	
		Spray Fireproofing	2,898.00 sf	-	-	23,168	-	23,168	
		<b>B1010FloorConst</b>			<b>66,770</b>	<b>75,109</b>		<b>141,880</b>	
	B1020RoofConst								
		Structural Steel (30-50 tons) Material	42.35 ton	-	211,750	-	-	211,750	
		Structural Steel (Small Project) Sub	42.35 ton	-	-	67,760	-	67,760	
		Bar Joist K Series Material	5.00 ton	-	35,000	-	-	35,000	
		Bar Joist K Series Sub	5.00 ton	-	-	7,500	-	7,500	
		1 1/2" Metal Decking Material	4,905.00 sf	-	29,430	-	-	29,430	
		3" Composite Decking Material	777.00 sf	-	5,828	-	-	5,828	
		Metal Decking Sub	5,682.00 sf	-	-	11,364	-	11,364	
		Grout Column Bases	52.00 ea	8,251	1,953	-	-	10,205	
		Spray Fireproofing	4,397.00 sf	-	-	35,176	-	35,176	
		Firestopping LF	235.00 lf	1,884	3,531	-	-	5,395	
		<b>B1020RoofConst</b>		<b>10,116</b>	<b>287,492</b>	<b>121,800</b>		<b>419,407</b>	
		<b>B10Suprstruct</b>		<b>10,116</b>	<b>354,262</b>	<b>196,909</b>		<b>561,287</b>	
<b>B20ExClosure</b>									
	B2010ExteriorWalls								
		4" Stone Veneer	193.00 sf	-	-	8,106	-	8,106	
		4" Stone Veneer - Columns	448.00 sf	-	-	18,816	-	18,816	
		Rigid Insulation 2" Wall	737.00 sf	1,827	1,495	-	-	3,322	
		EIFS w/ Profiles	6,671.00 sf	-	-	113,407	-	113,407	
		Weather Barrier - SAM	6,671.00 sf	21,171	17,540	-	-	38,711	
		Metal Composite Panel	544.00 sf	-	-	21,760	-	21,760	includes attachment system (furring/rainscreen).
		Sheetmetal Flashing	612.00 lf	-	-	15,300	-	15,300	
		Exterior Joint Sealants	6,671.00 sf	-	-	2,001	-	2,001	
		Exterior Wall Expansion Joint	130.00 lf	4,126	4,883	-	-	9,009	
		Entry Column Framing	2.00 ea	-	-	10,000	-	10,000	
		MtStud/GWB - Exterior 6"x16 ga	5,950.00 sf	-	-	107,100	-	107,100	
		MtStud/GWB - Exterior Stairs	1,458.00 sf	-	-	29,160	-	29,160	
		<b>B2010ExteriorWalls</b>		<b>27,124</b>	<b>23,918</b>	<b>325,650</b>		<b>376,693</b>	
	B2020ExteriorWindows								
		Exterior Aluminum Storefront	155.00 sf	-	-	11,160	-	11,160	
		Aluminum Curtain Wall	368.90 sf	-	-	40,579	-	40,579	
		Exterior Aluminum Windows	910.00 sf	-	-	77,350	-	77,350	
		Solid Surface Sill	130.00 lf	-	-	10,400	-	10,400	
		<b>B2020ExteriorWindows</b>				<b>139,489</b>		<b>139,489</b>	
	B2030ExteriorDoors								
		Steel Doors Labor	2.00 ea	317	-	-	-	317	Labor to Swing Door Only
		Steel Frame Labor	2.00 ea	317	-	-	-	317	
		Steel Doors Material	2.00 ea	-	1,032	-	-	1,032	

**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
 GMP Estimate

Groathouse Construction, Inc.

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 March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	<b>B2030ExteriorDoors</b>								
		Steel Frame Material	2.00 ea	-	616	-	-	616	
		Alum. doors w/ Frame 3' x 7'	3.00 ea	-	-	7,200	-	7,200	
		Automatic Aluminum Sliding Doors	1.00 ea	-	-	14,000	-	14,000	
		Aluminum Door Hardware Material	4.00 ea	-	-	14,400	-	14,400	
		Exterior Door Hardware Labor	2.00 ea	1,428	-	-	-	1,428	All Hardware Except Hinges
		Exterior Door Hardware Material	2.00 ea	-	2,200	-	-	2,200	
		Paint Door and Frame	2.00 ea	-	-	540	-	540	
		<b>B2030ExteriorDoors</b>		<b>2,063</b>	<b>3,848</b>	<b>36,140</b>		<b>42,051</b>	
		<b>B20ExClosure</b>		<b>29,187</b>	<b>27,766</b>	<b>501,279</b>		<b>558,232</b>	
<b>B30Roofing</b>									
	<b>B3010RoofCoverings</b>								
		Metal Coping (Roof Cap)	306.00 lf	-	-	7,650	-	7,650	
		Type 1 - Single Ply Membrane (small project)	3,544.00 sf	-	-	63,792	-	63,792	Assuming this includes tapered insulation
		Type 2 - Single Ply Membrane (small project)	1,497.00 sf	-	-	20,958	-	20,958	
		Type 3 - Single Ply Membrane (small project)	705.00 sf	-	-	12,690	-	12,690	
		Roof Patching	1.00 ls	-	-	7,500	-	7,500	
		Gutter/Downspouts (18 ga.)	8.00 lf	-	-	200	-	200	
		Roof Expansion Joint	126.00 lf	-	-	2,520	-	2,520	
		<b>B3010RoofCoverings</b>				<b>115,310</b>		<b>115,310</b>	
		<b>B30Roofing</b>				<b>115,310</b>		<b>115,310</b>	
<b>C10IntConst</b>									
	<b>C1010Partitions</b>								
		Misc. Fasteners	11,074.00 sf	-	2,496	-	-	2,496	
		Blocking/Backing	11,074.00 sf	20,403	6,655	-	-	27,058	
		Interior Aluminum Windows	816.00 sf	-	-	69,360	-	69,360	
		Tempered Glass	135.00 sf	-	-	5,400	-	5,400	
		Privacy Film & Vinyl Lettering?	6.00 ea	-	-	2,400	-	2,400	
		Fire Lite Plus Glazing	10.00 sf	-	-	3,000	-	3,000	
		Interior Partitions	18,146.00 sf	-	-	272,190	-	272,190	
		Solid Surface Sill	75.00 lf	-	-	6,000	-	6,000	
		<b>C1010Partitions</b>		<b>20,403</b>	<b>9,151</b>	<b>358,350</b>		<b>387,904</b>	
	<b>C1020InteriorDoors</b>								
		Steel Frame Labor	29.00 ea	4,602	-	-	-	4,602	
		Steel Frame Material	29.00 ea	-	8,932	-	-	8,932	
		Grout Steel Frame	29.00 ea	27,610	6,536	-	-	34,146	
		Wood Hospital Door Labor	29.00 ea	4,602	-	-	-	4,602	
		Wood Hospital Door Material	29.00 ea	-	13,630	-	-	13,630	
		Ceiling/Wall Access Door Material 2' x 3'	4.00 ea	-	1,292	-	-	1,292	

**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

Growthhouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	<b>C1020InteriorDoors</b>								
		Interior Aluminum Storefront	209.00 sf	-	-	12,540	-	12,540	
		Alum. doors w/ Frame 3' x 7'	12.00 ea	-	-	28,800	-	28,800	
		Automatic Aluminum Sliding Doors	1.00 ea	-	-	14,000	-	14,000	
		Aluminum Door Hardware Material	13.00 ea	-	-	46,800	-	46,800	
		Rated Door Hardware Labor	13.00 ea	9,283	-	-	-	9,283	
		Hospital Door Hardware Labor	17.00 ea	13,488	-	-	-	13,488	
		Rated Door Hardware Material	13.00 ea	-	14,300	-	-	14,300	
		Hospital Door Hardware Material	17.00 ea	-	18,700	-	-	18,700	
		Paint Frame	29.00 ea	-	-	7,250	-	7,250	
		<b>C1020InteriorDoors</b>		<b>59,584</b>	<b>63,390</b>	<b>109,390</b>		<b>232,364</b>	
	<b>C1030Specialties</b>								
		Liquid Chalkboards Labor	3.00 ea	952	-	-	-	952	
		Liquid Chalk w/ Wood Trim Material	96.00 sf	-	4,327	-	-	4,327	
		Aluminum 14" Letters Labor	9.00 ea	1,071	-	-	-	1,071	
		Aluminum 4" Letters Labor	44.00 ea	5,236	-	-	-	5,236	
		Remove & Reinstall Misc. Exterior Signs Labor	2.00 ea	1,269	-	-	-	1,269	
		Interior Signs Labor	28.00 ea	1,111	-	-	-	1,111	
		Aluminum 14" Letters Material	9.00 ea	-	2,028	-	-	2,028	
		Aluminum 4" Letters Material	44.00 ea	-	9,916	-	-	9,916	
		Interior Sign Material	28.00 ea	-	3,786	-	-	3,786	
		Corner Protection Labor	32.00 ea	846	-	-	-	846	
		Corner Protection Material	32.00 ea	-	2,404	-	-	2,404	
		Misc. Toilet Access, Labor	41.00 ea	3,253	-	-	-	3,253	
		Misc. Toilet Access, Material	41.00 ea	-	3,080	-	-	3,080	
		Fire Extinguisher Cabinets Labor	4.00 ea	317	-	-	-	317	
		Fire Extinguisher Cabinets Material	4.00 ea	-	1,683	-	-	1,683	
		Locker Reinstall	30.00 ea	9,521	-	-	-	9,521	
		<b>C1030Specialties</b>		<b>23,577</b>	<b>27,225</b>			<b>50,802</b>	
		<b>C10IntConst</b>		<b>103,564</b>	<b>99,766</b>	<b>467,740</b>		<b>671,070</b>	
<b>C20Stairs</b>									
	<b>C2010StairConstructn</b>								
		Steel Stairs w/ Landing Material	2.00 ea	-	16,000	-	-	16,000	
		Railing Material	104.00 lf	-	6,240	-	-	6,240	
		Steel Stairs w/ Landing Sub	2.00 ea	-	-	10,400	-	10,400	
		Railing Sub	104.00 lf	-	-	6,240	-	6,240	
		<b>C2010StairConstructn</b>			<b>22,240</b>	<b>16,640</b>		<b>38,880</b>	
	<b>C2020StairFinishes</b>								
		F9 - Rubber Stair Treads	264.00 lf	-	-	9,240	-	9,240	

**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

Groathouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	<b>C2020StairFinishes</b>								
		Painting Stairs & Railings	2.00 ea	-	-	7,000	-	7,000	
		<b>C2020StairFinishes</b>				16,240	-	16,240	
		<b>C20Stalrs</b>			22,240	32,880	-	55,120	
<b>C30IntFinish</b>	<b>C3010WallFinishes</b>								
		Chair Rail	767.00 lf	-	-	11,513	-	11,513	
		Crown Molding	104.00 lf	-	-	1,561	-	1,561	
		Stainless Steel Wall Cap	36.00 lf	-	-	1,081	-	1,081	
		Wood Handrail	36.00 lf	-	-	720	-	720	
		Interior Joint Sealants	10,360.00 sf	-	-	3,108	-	3,108	
		Intelor Wall Expansion Joint	192.00 lf	-	-	2,880	-	2,880	
		Porcelain Ceramic Wall	492.00 sf	-	-	12,300	-	12,300	
		Impact Resistant Wall Covering	2,685.00 sf	26,628	22,188	-	-	48,816	
		Paint Drywall (walls)	11,940.00 sf	-	-	14,925	-	14,925	
		Epoxy Drywall (walls)	23,000.00 sf	-	-	40,250	-	40,250	
		<b>C3010WallFinishes</b>		26,628	22,188	88,338	-	137,154	
	<b>C3020FloorFinishes</b>								
		F6 - Floor Tile	111.00 sf	-	-	2,775	-	2,775	
		F8 - Sheet Vinyl	5,553.00 sf	-	-	83,295	-	83,295	
		F7 - LVT	2,319.00 sf	-	-	23,190	-	23,190	
		Rubber Base	3,206.00 lf	-	-	12,824	-	12,824	
		F4 - Carpet Tile	2,971.00 sf	-	-	20,797	-	20,797	
		F5 - Walk-Off Carpet	282.00 sf	-	-	8,460	-	8,460	
		<b>C3020FloorFinishes</b>				151,341	-	151,341	
	<b>C3030CeilingFinishes</b>								
		EIFS Soffits	240.00 sf	-	-	7,200	-	7,200	
		Vapor Barrier - Sealed Room	213.00 sf	-	-	3,195	-	3,195	
		Ceiling Expansion Joint	252.00 lf	-	-	3,780	-	3,780	
		Gypsum Soffit Framing	80.00 sf	-	-	1,120	-	1,120	
		C5 - Suspended Gypsum Ceilings	785.00 sf	-	-	10,990	-	10,990	
		Gypsum Ceiling Fireproofing - 2hr rated	571.00 sf	-	-	11,420	-	11,420	
		C7 - Acoustical Ceiling 2x4	1,470.00 sf	-	-	11,760	-	11,760	
		C8 - Acoustical Ceiling 2x2	1,290.00 sf	-	-	12,900	-	12,900	
		C4 - Acoustical Ceiling Tile - Antimicrobial	3,442.00 sf	-	-	41,304	-	41,304	
		Ceiling Patching - Allowance	1,851.00 sf	-	-	13,883	-	13,883	
		C6 - Exterior T&G Ceilings	1,286.00 sf	-	-	77,160	-	77,160	
		C6 - Interior T&G Ceilings	1,017.00 sf	-	-	61,020	-	61,020	
		Paint Drywall (ceilings)	155.00 sf	-	-	155	-	155	
		C5 - Epoxy Drywall (ceilings)	785.00 sf	-	-	1,374	-	1,374	
		<b>C3030CeilingFinishes</b>				257,260	-	257,260	

**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

Groathouse Construction, Inc.

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Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
		<b>C30IntFinish</b>		<b>26,628</b>	<b>22,188</b>	<b>496,939</b>		<b>545,756</b>	
<b>D10Conveying</b>	D1010Elevators&Lifts								
		Elevator	1.00 ea	-	-	140,000	-	140,000	
		D1010Elevators&Lifts				140,000		140,000	
		<b>D10Conveying</b>				<b>140,000</b>		<b>140,000</b>	
<b>D40FireProtn</b>	D4090OthrFireProtSys								
		Fire Protection	11,074.00 sf	-	-	132,888	-	132,888	
		D4090OthrFireProtSys				132,888		132,888	
		<b>D40FireProtn</b>				<b>132,888</b>		<b>132,888</b>	
<b>D49MECH</b>	D4910MechComplete								
		Plumbing & HVAC Complete	1.00 ls	-	-	2,400,000	-	2,400,000	
		D4910MechComplete				2,400,000		2,400,000	
		<b>D49MECH</b>				<b>2,400,000</b>		<b>2,400,000</b>	
<b>D59ELEC</b>	D5910ElecComplete								
		Electrical - Sub	11,074.00 sf	-	-	620,144	-	620,144	
		D5910ElecComplete				620,144		620,144	
		<b>D59ELEC</b>				<b>620,144</b>		<b>620,144</b>	
<b>E20Furnishng</b>	E2010FixedFurnishing								
		Operable Blinds (Motorized)	898.00 sf	-	-	31,433	-	31,433	
		Base Cabinet PLAM	73.00 lf	-	-	12,775	-	12,775	
		Base Cabinet PLAM w/ SS top	113.00 lf	-	-	24,860	-	24,860	
		Wall Cabinets PLAM	119.00 lf	-	-	14,875	-	14,875	
		Solid Surface Countertop	200.00 sf	-	-	16,000	-	16,000	
		Epoxy Top	255.00 sf	-	-	38,250	-	38,250	
		E2010FixedFurnishing				138,193		138,193	
		<b>E20Furnishng</b>				<b>138,193</b>		<b>138,193</b>	
<b>F20BldgDemo</b>	F2010BldgElementDemo								
		Remove 4" Slab on Grade	225.00 sf	3,570	203	-	-	3,773	
		Saw Concrete Floors (per 1" depth)	594.00 lf	808	535	-	-	1,344	
		Remove 8" Concrete Walls	45.00 sf	-	-	2,704	-	2,704	
		Saw Precast Wall (per 1" depth)	768.00 lf	12,187	2,308	-	-	14,494	
		Saw Concrete Wall (per 1" depth)	360.00 lf	5,712	1,298	-	-	7,011	
		Remove Precast Wall Panels	136.00 sf	4,316	204	-	-	4,520	
		Remove Stucco	418.00 sf	3,316	157	-	-	3,473	

## Uniformat Detail

### MHSC Laboratory Expansion and Renovation

GMP Estimate

Growthhouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	<b>F2010BldgElementDemo</b>								
		Remove Alum. Window System - 10' high	1.00 ea	2,380	150	-	-	2,530	
		Remove Alum./HM Door & Frame	7.00 ea	2,222	53	-	-	2,274	
		Remove Drywall Partition	2,058.00 sf	5,443	155	-	-	5,597	
		Remove Acoustical Ceiling	1,851.00 sf	1,469	139	-	-	1,608	
		Remove Carpet	417.00 sf	368	31	-	-	399	
		Remove Sheet Vinyl	4,021.00 sf	8,507	302	-	-	8,809	
		Patch Allowance	1.00 ls	7,512	7,512	-	-	15,025	
		Misc. Demo (labor and material)	95.00 hr	15,075		-	-	15,075	Casework, specialties, etc.
		<b>F2010BldgElementDemo</b>		<b>72,885</b>	<b>13,048</b>	<b>2,704</b>		<b>88,638</b>	
		<b>F20BldgDemo</b>		<b>72,885</b>	<b>13,048</b>	<b>2,704</b>		<b>88,638</b>	
<b>G10SitePrep</b>									
	<b>G1010SiteClearing</b>								
		Clear and Grub	14,000.00 sf	-	-	3,500	-	3,500	
		<b>G1010SiteClearing</b>				<b>3,500</b>		<b>3,500</b>	
	<b>G1020SiteDemolition</b>								
		Site Demolition - Sub	1.00 ls	-	-	5,000	-	5,000	Demo acid waste basin and concrete pad - coordinate with mechanical
		Remove Trees & Shrubs	13.00 ea	-	-	2,600	-	2,600	
		Remove Asphalt (machine)	960.00 sf	-	-	2,880	-	2,880	
		Saw Asphalt	2,000.00 lf	-	-	5,040	-	5,040	
		Remove Curbs	165.00 lf	-	-	693	-	693	
		Remove 4" Sidewalks (machine)	2,800.00 sf	-	-	3,696	-	3,696	
		Saw Concrete	600.00 lf	-	-	1,500	-	1,500	
		<b>G1020SiteDemolition</b>				<b>21,409</b>		<b>21,409</b>	
	<b>G1030SiteEarthwork</b>								
		Earthwork - Mob	1.00 ls	-	-	20,000	-	20,000	
		Site Cut/Fill	200.00 cy	-	-	6,000	-	6,000	
		<b>G1030SiteEarthwork</b>				<b>26,000</b>		<b>26,000</b>	
		<b>G10SitePrep</b>				<b>50,909</b>		<b>50,909</b>	
<b>G20SiteImpvmt</b>									
	<b>G2010Roadways</b>								
		Rebar - Mat. (Pavement)	0.29 ton	-	537	-	-	537	Valley Gutters
		8" Subgrade Compaction (small equipment)	20.78 cy	-	-	229	-	229	Curb & Gutter
		8" Subgrade Compaction (small equipment)	10.22 cy	-	-	112	-	112	Valley Gutters



**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

Growthhouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	<b>G2010Roadways</b>								
		8" Subgrade Compaction (large equipment)	40.75 cy	-	-	285	-	285	4" Asphalt Paving
		Crusher Run Base (Pvmt.)	10.17 cy	-	-	992	-	992	Valley Gutters
		Crusher Run Base (Curb and Gutter)	15.51 cy	-	-	1,714	-	1,714	Curb & Gutter
		Geotextile Fabric	1,642.00 sf	-	-	411	-	411	
		Geotextile Fabric	837.50 sf	-	-	209	-	209	
		Geotextile Fabric	412.00 sf	-	-	103	-	103	
		Asphalt - Patching	315.00 sf	-	-	4,443	-	4,443	
		Base for Asphalt (large equipment)	40.54 cy	-	-	3,426	-	3,426	4" Asphalt Paving
		Asphalt Paving - 4"	1,642.00 sf	-	-	12,738	-	12,738	4" Asphalt Paving
		Concrete Paving - Sub	7.63 cy	-	-	11,445	-	11,445	Valley Gutters
		Curb & Gutter - Subcontractor	335.00 lf	-	-	12,730	-	12,730	Curb & Gutter
		<b>G2010Roadways</b>			<b>537</b>	<b>48,837</b>		<b>49,373</b>	
	<b>G2030PedestrianPvmt</b>								
		8" Subgrade Compaction (small equipment)	55.31 cy	-	-	608	-	608	Sidewalks
		Crusher Run Base (Pvmt.)	28.25 cy	-	-	2,754	-	2,754	Sidewalks
		Concrete Paving - Sub	28.25 cy	-	-	25,425	-	25,425	Sidewalks
		<b>G2030PedestrianPvmt</b>				<b>28,788</b>		<b>28,788</b>	
	<b>G2040SiteDevelopment</b>								
		Remove & Reinstall Bicycle Racks - Labor	1.00 ea	1,269	-	-	-	1,269	
		<b>G2040SiteDevelopment</b>		<b>1,269</b>				<b>1,269</b>	
	<b>G2050Landscaping</b>								
		Lawn Irrigation (<50k sf)	6,237.00 sf	-	-	7,796	-	7,796	
		Replace Topsoil (small equipment)	115.00 cy	-	-	4,485	-	4,485	
		Soil Amendments	115.00 cy	-	-	690	-	690	
		Sod	887.00 sf	-	-	639	-	639	
		Trees	3.00 ea	-	-	1,950	-	1,950	
		Shrubs	42.00 ea	-	-	3,360	-	3,360	
		Ground Cover Plants	51.00 ea	-	-	1,020	-	1,020	
		Landscape Curb	66.00 lf	-	-	528	-	528	
		Weed Control Fabric	5,350.00 sf	-	-	1,177	-	1,177	
		Rock/Cobble Mulch	3,336.00 sf	-	-	33,360	-	33,360	
		Wood Mulch	2,014.00 sf	-	-	1,611	-	1,611	
		Boulders - 2 Ton	9.00 ea	-	-	5,400	-	5,400	
		<b>G2050Landscaping</b>				<b>62,016</b>		<b>62,016</b>	
		<b>G20SiteImpvmt</b>		<b>1,269</b>	<b>537</b>	<b>139,641</b>		<b>141,447</b>	
<b>G30MechUtility</b>									
	<b>G3020SanitarySewer</b>								
		Sanitary Sewer - Sub	108.00 lf	-	-	10,800	-	10,800	
		Sanitary Sewer Manhole	1.00 ea	-	-	6,000	-	6,000	

### Uniformat Detail

#### MHSC Laboratory Expansion and Renovation GMP Estimate

Groathouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	G3030StormSewer	G3020SanitarySewer				16,800		16,800	
		Storm Sewer - Sub	321.00 lf	-	-	28,890	-	28,890	
		Storm Sewer Catch Basin	2.00 ea	-	-	12,000	-	12,000	
		G3030StormSewer				40,890		40,890	
		G30MechUtility				57,690		57,690	
X10GenReq	X1010Field/SiteSetup	Petty Cash	14.00 mo	-	-	-	700	700	
		Postage/UPS	14.00 mo	-	-	-	700	700	
		Office Trailer Temporary Utilities	14.00 mo	-	-	-	8,400	8,400	
		Cellular / Office / Internet Lines - LAN Lines	14.00 mo	-	-	-	3,500	3,500	
		Sanitary Facilities (monthly cost per unit)	14.00 mo	-	-	-	8,400	8,400	AVG of 3 - Waiting on Price from United Services
		Office Trailer Mob/Demob	1.00 ls	-	2,500	-	-	2,500	
		Office Trailer - Large Project	14.00 mo	-	21,000	-	-	21,000	
		Clean Office Trailer	14.00 mo	-	-	-	1,050	1,050	
		Temporary Staging	1.00 ls	-	-	3,500	-	3,500	
		Office Supplies	14.00 mo	-	4,200	-	-	4,200	
		Office Equipment	14.00 mo	-	6,300	-	-	6,300	
		Project Sign	1.00 ea	-	-	-	1,200	1,200	
		Storm Water Prevention Plan & Maintenance	1.00 ls	-	-	-	500	500	
		Project Manager Vehicle	14.00 mo	-	-	-	16,450	16,450	
		Superintendent Vehicle	14.00 mo	-	-	-	16,450	16,450	
		Mobilization	1.00 ls	-	-	-	5,500	5,500	
		Unloading Materials	1.00 ls	-	-	-	3,000	3,000	
		Demobilization	1.00 ls	-	-	-	3,500	3,500	
	X1010Field/SiteSetup				34,000	3,500	69,350	106,850	
	X1015ManagementEngr	Project Manager	14.00 mo	203,840	-	-	-	203,840	
		Superintendent	14.00 mo	133,466	-	-	-	133,466	
		Web-Based Software	1.00 ls	-	-	-	10,800	10,800	\$1350 PER MILLION PER YEAR - ADJUST IF PROJECT DURATION IS LONGER THAN A YEAR.
		Scheduling	60.00 hr	5,062	-	-	-	5,062	
		Layout	1.00 mo	22,420	100	-	-	22,520	
		Layout Instruments/Equipment	1.00 ls	-	500	-	-	500	
		Surveying	1.00 ls	-	-	15,000	-	15,000	
		Punchlist	1.25 wk	13,637	63	-	-	13,700	
		Warranty	1.25 wk	4,218	313	-	-	4,531	
	X1015ManagementEngr			382,644	975	15,000	10,800	409,419	
	X1020Travel&Lodging	Project Manager Fuel	14.00 mo	-	-	-	7,000	7,000	

**Uniformat Detail**  
**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

Groathouse Construction, Inc.

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March 23, 2024

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
	X1020Travel&Lodging								
		Superintendent Fuel	14.00 mo	-	-	-	7,000	7,000	
		Project Manager Lodging	14.00 mo	-	-	-	12,600	12,600	
		Superintendent Lodging	14.00 mo	-	-	-	12,600	12,600	
		Employee Lodging	1.00 ls	-	-	-	12,600	12,600	1 apartment
		<b>X1020Travel&amp;Lodging</b>					<b>51,800</b>	<b>51,800</b>	
	X1025Security&Safety								
		Safety Manager	14.00 mo	29,288	-	-	-	29,288	BASED ON AN AVERAGE OF 5 PROJECTS PER YEAR
		Safety Equipment	14.00 mo	-	-	-	5,600	5,600	
		Safety Equipment - Labor	14.00 mo	9,100	-	-	-	9,100	
		HEPA Negative Air Machines	2.00 ea	-	7,000	-	-	7,000	Cost is to purchase machine. This will cover 17,500 CF Volume.
		HEPA Filters	2.00 ea	-	424	-	-	424	Price is per Case.
		Dust Partitions & Doors	1.00 ls	11	-	35,000	-	35,011	
		HEPA Vacuum/Filters	1.00 ea	-	-	-	3,600	3,600	Assuming 14 filters for duration + \$1,500 for commercial grade vacuum
		Misc Infection Control Supplies	1.00 ls	-	-	1,500	-	1,500	This includes sticky mats, boots, etc.
		Infection Control Monitoring	14.00 mo	32,011	-	-	-	32,011	5 hours per week
		Temporary Fence	800.00 lf	-	9,600	-	-	9,600	
		<b>X1025Security&amp;Safety</b>		<b>70,410</b>	<b>17,024</b>	<b>36,500</b>	<b>9,200</b>	<b>133,134</b>	
	X1035TemporaryConst								
		Project Temporary Electricity	11.20 mo	-	-	-	7,280	7,280	
		Project Final Electricity	2.80 mo	-	-	-	3,920	3,920	
		Building Temporary Heat (rental)	7,074.00 sf	-	-	-	1,627	1,627	
		Fuel for Temporary Heating (small project)	6.00 mo	-	-	-	27,000	27,000	Fuel Costs Represent 50,000sf Facility From Oct15 to Mar15
		Temporary Floor Protection	1,766.00 sf	3,730	2,949	-	-	6,679	
		<b>X1035TemporaryConst</b>		<b>3,730</b>	<b>2,949</b>		<b>39,827</b>	<b>46,506</b>	
	X1050Maint&Clean-up								
		Current Cleanup (Large Project)	14.00 mo	109,900	5,600	-	-	115,500	
		Haul Dumpster	14.00 mo	-	-	-	9,800	9,800	Assuming 30 cy dumpster and an average of 2 hauls per month. Prices from Wyoming Waste - 15 cy \$198/haul, 30 cy \$230/haul, Delivery fee of \$120, Rental Fee of \$180/mo, 10.3% Fuel Surcharge on hauls. No landfill fee - need to sort metal.
		Final Cleanup	11,074.00 sf	-	-	7,198	-	7,198	
		<b>X1050Maint&amp;Clean-up</b>		<b>109,900</b>	<b>5,600</b>	<b>7,198</b>	<b>9,800</b>	<b>132,498</b>	
	X1090OtherGenReq								
		Project Closeout	40.00 hr	3,062	-	-	-	3,062	

**Uniformat Detail**

**MHSC Laboratory Expansion and Renovation**

*GMP Estimate*

Groathouse Construction, Inc.

Group Elements	Individual Elements	Description	Takeoff Quantity	Labor Amount	Material Amount	Sub Amount	Other Amount	Total Amount	Notes
				3,062				3,062	
		X10GenReq		569,746	60,548	62,198	190,777	883,269	

**Uniformat Detail**

**MHSC Laboratory Expansion and Renovation**  
GMP Estimate

**Estimate Totals**

<b>Description</b>	<b>Amount</b>	<b>Totals</b>	<b>Hours</b>	<b>Rate</b>
Labor	826,811		13,366.010 hrs	
Material	634,448			
Subcontract	6,081,978			
Other	<u>190,777</u>			
	<b>7,734,014</b>	<b>7,734,014</b>		
Contingency*	541,381			7.000 %
Sales / Use Tax	28,362			
General Liability	41,519			0.500 %
Builder's Risk	19,335			0.250 %
Building Permit	42,782			
Plan Check Fee	27,808			65.000 %
CM/GC Bonds	<u>60,481</u>			
	<b>761,668</b>	<b>8,495,682</b>		
CM Fee	<u>509,741</u>			6.000 %
	<b>509,741</b>	<b>9,005,423</b>		
<b>Total</b>		<b>9,005,423</b>		

\* Estimate excludes Owner Contingency Allowance.

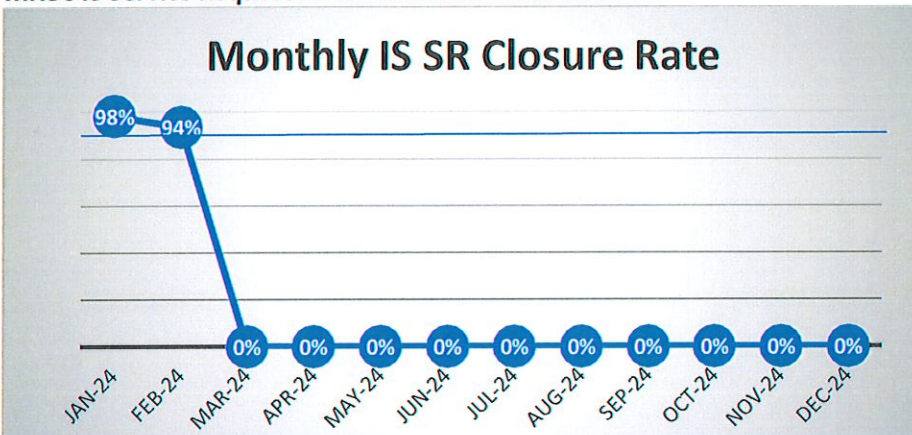
# IS Report February 2024

By Terry (TJ) Thompson, IS Director

## MHSC IS service environment:

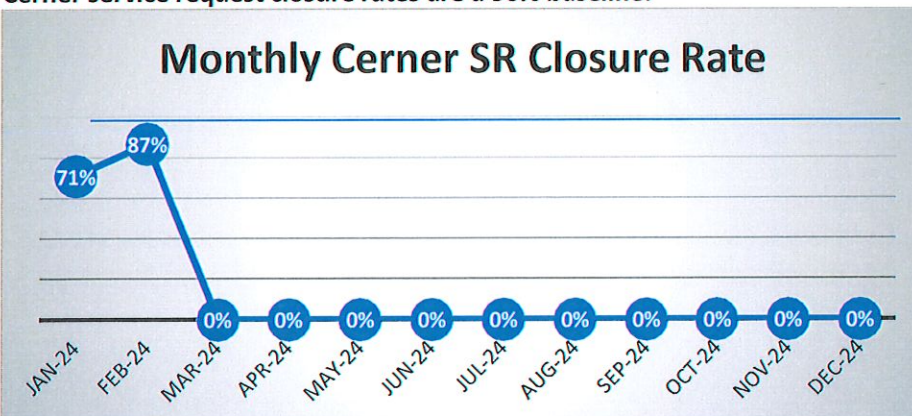
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 UPS

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



Service Desk 94% of our new 95% weekly meantime to restore baseline.  
We dropped below 95% due to staff turnover.

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

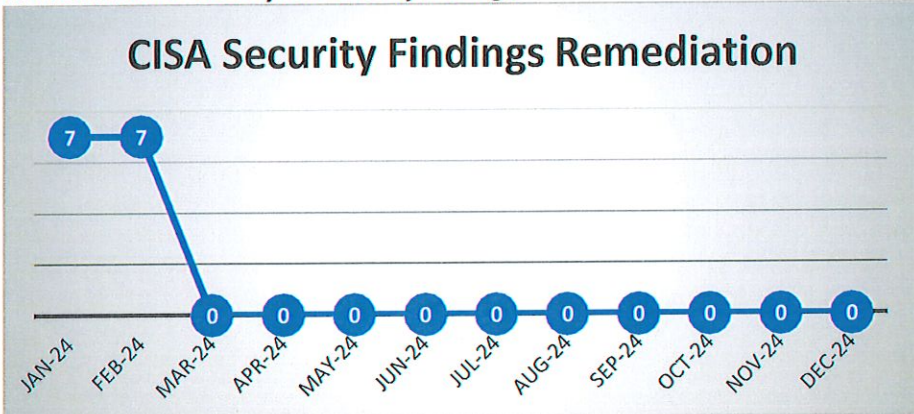


Cerner is at 87% of the weekly meantime to restore the 90% baseline.  
We have a new SSO that has been focused on our Cerner issues.

**MHSC Project Completion:**

Projects being of different sizes and magnitude we decided to break them down into project stories, where they are an hour to two-hour duration. These are included within our service tickets and fall under the same baseline.

**Remediation of CISA Cyber Security findings:**



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

The remaining seven CISA security findings are known as heavy lift issues where we must make infrastructure changes without outages. We will continue to monitor the remaining CISA issues this year with an ETA by the third quarter of 2024. With the new Intune configuration planned to be finished sometime in June 2024, we hope to have many of these security findings remediated.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. CISA is scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14 services on these hosts. Where two hosts have 4 medium vulnerabilities. AllWest Communications has provided routing information to set up our Internet Edge project, which will remove the last three vulnerabilities. We will begin system migration to this new network subnet next month and hope to remove this vulnerability soon.

CYBER HYGIENE

# REPORT CARD

Memorial Hospital of Sweetwater County



**0**  
Hosts with unsupported software



**0**  
Potentially Risky Open Services



**34%**  
Decrease in Vulnerable Hosts

## HIGH LEVEL FINDINGS

### LATEST SCANS

**December 12, 2023 — February 25, 2024**

Completed host scan on all assets

**February 21, 2024 — February 25, 2024**

Last vulnerability scan on all hosts

#### ASSETS OWNED

**44**   
No Change

#### HOSTS

**9**   
No Change

#### VULNERABLE HOSTS

**2**   
Decrease of 1  
22% of hosts vulnerable

#### ASSETS SCANNED

**44**   
No Change  
100% of assets scanned

#### SERVICES

**15**   
No Change

#### VULNERABILITIES

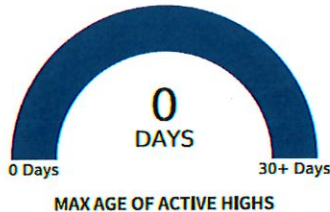
**4**   
Decrease of 1

## VULNERABILITIES

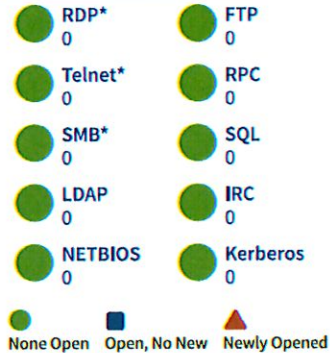
### SEVERITY BY PROMINENCE



### VULNERABILITY RESPONSE TIME



### POTENTIALLY RISKY OPEN SERVICES



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

\* Denotes the possibility of a network management interface.



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
FINANCE & AUDIT COMMITTEE AGENDA

Wednesday~ March 27, 2024      2:00 p.m.      Teleconference

Voting Members:

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

Non-Voting Members:

Ron Cheese      Terry Thompson  
Angel Bennett      Kari Quickenden  
Ann Clevenger      Dr. Augusto Jamias  
Dr. David Dansie

Guests:

Leslie Taylor  
Taylor Jones,  
Commissioner

Barbara Sowada  
James Horan

Carrie Canestorp  
Gerry Johnston

- |       |  |                  |
|-------|--|------------------|
| I.    | Call Meeting to Order                              | Marty Kelsey     |
| II.   | Mission Moment                                     | Irene Richardson |
| III.  | Approve Agenda                                     | Marty Kelsey     |
| IV.   | No minutes to approve                              | Marty Kelsey     |
| V.    | <u>Capital Requests FY24</u>                       | Marty Kelsey     |
|       | A. <u>Groathouse - Guaranteed maximum price</u>    |                  |
| VI.   | Financial Report                                   |                  |
|       | A. Monthly Financial Statements & Statistical Data |                  |
|       | 1. <u>Narrative</u>                                | Tami Love        |
|       | 2. <u>Financial Information</u>                    | Tami Love        |
|       | 3. <u>Financial Goals</u>                          | Tami Love        |
|       | 4. <u>Self-Pay Report</u>                          | Ron Cheese       |
|       | 5. <u>Preliminary Bad Debt</u>                     | Ron Cheese       |
| VII.  | Old Business                                       |                  |
|       | A. Critical Access Update                          | Tami Love        |
|       | B. <u>CLA Project – PIPS Financial Goals</u>       | Tami Love        |
| VIII. | New Business                                       |                  |
|       | A. Financial Forum Discussion                      | Marty Kelsey     |
| IX.   | Next Meeting – April 24, 2024                      | Tami Love        |
| X.    | Adjournment  | Marty Kelsey     |

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### NARRATIVE TO FEBRUARY 2024 FINANCIAL STATEMENTS

**THE BOTTOM LINE.** The bottom line from operations for February is a gain of \$1,297,214, compared to a loss of \$696,747 in the budget. This yields a 10.51% operating margin for the month compared to -7.88% in the budget. The year-to-date gain is \$4,825,492 compared to a loss of \$1,207,339 in the budget. The year-to-date operating margin is 5.60%, compared to -1.53% in the budget.

Year-to-date, the total net gain is \$5,271,150, compared to a total net gain of \$366,488 in the budget. This represents a profit margin of 6.12% compared to .46% in the budget.

**REVENUE.** Revenue remained high in February coming in at \$23,574,354, over budget by \$5,210,346. Inpatient revenue is \$4,714,671, over budget by \$1,077,459 and outpatient revenue is \$18,859,684, over budget by \$4,132,888. Year-to-date, gross revenue remains over budget by \$15,246,338. Gross revenue has increased 19.8% from the same 8-month period last fiscal year, recognizing 5% comes from the annual rate increase. The largest percentage variances for revenue to budget comparison came from the following hospital departments:

Outpatient Services – 43%	Nuclear Medicine – 23%
Surgical Services - 18%	CT Scan – 23%
Obstetrics/Nursery – 15%	Cardiovascular 16%
Radiation Oncology – 19%	
Cardiac Rehab – 84%	ICU – (11%)
Laboratory Services – 14%	Respiratory Therapy – (15%)
Histology – 31%	Behavioral Health – (19%)
Mammo 23%	Physical Therapy – (12%)
Ultrasound 18%	Pet Scan – (19%)

**REDUCTION OF REVENUE.** Deductions from revenue are estimated at 49.3% for the month, under budget for the month. Year-to-date reductions of revenue are 52.6%. Total AR increased from January, up by about \$4.2 million:

<i>Medicare – increase \$2.9 million</i>	<i>Government – increase \$300,000</i>
<i>Medicaid - increase \$800,000</i>	<i>Self Pay – increase \$900,000</i>
<i>Blue Cross - decrease \$1.3 million</i>	<i>Worker’s Comp – increase \$100,000</i>
<i>Commercial - increase \$300,000</i>	

Accounts receivable were most impacted by the high revenue month. Total collections for the month came in at \$9.5 million, under budget by \$1,400,000. We remain 6.5% below budget year to date. Budgeted cash collections are calculated as 47.5% of the average gross revenue of the two prior months.

**NET OPERATING REVENUE.** Total net operating revenue was \$12,344,537 in February and \$86,126,884 year-to-date. Other operating revenue in February includes Foundation revenue, occupational medicine revenue, county maintenance funds and cafeteria revenue.

**RATIOS.** Annual Debt Service Coverage came in at 5.73. Days of Cash on Hand decreased by 7 days to 104 days due to lower cash collections and higher expenses, including a third payroll and an increase in the daily cash expense. Daily cash expenses increased to \$306,700 year-to-date. Net days in AR increased to 57.6 days.

**VOLUME.** Inpatient admissions, discharges and patient days for February came in over budget. The average daily census (ADC) decreased from January to 16.2, but still over budget, and average length of stay (LOS) came in at 3.5 slightly under budget. Births, Surgeries, Emergency Room visits, Outpatient visits, and Clinic visits came in over budget.

**EXPENSES.** Total expenses came in significantly higher in February at \$11,047,324, over budget by \$1,504,475 and are now over budget year to date by \$1,015,822. The following line items were over budget in February:

**Salary & Wages** – Salary expense came in over budget in February due to increased staffing needs due to the higher volumes in departments. This expense remains under budget year to date.

**Benefits** – Group health came in over budget for February. Payroll tax, retirement, work comp and unemployment are over budget due to the third payroll in February.

**Contract Labor** – There was unbudgeted contract labor expense in Medical Floor and Radiology. Surgical services and Emergency department contract expenses are over budget.

**Other Physician Fees** – Locum physician expenses were over budget for pediatrics, urology, and obstetrics as we continue to recruit for these positions.

**Purchased Services** – Expenses over budget for the month include consulting fees, sponsorships, legal fees, bank fees, collection agency, surgical services, send out lab tests, and other professional services for coding and IT.

**Drugs** – Drug expense came in over budget for February due to continued high patient volumes.

**Supplies** – Expenses over budget for February include lab supplies, instruments, patient chargeables, implants, medical supplies, office supplies, maintenance supplies and promotional supplies.

**Repairs and Maintenance** – BioMed repairs were over budget in February.

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

**Other Operating** – Year to date Foundation expenses were reconciled into the financial statements in February.

**Leases & Rentals** – Lease payments for the new orthopedic Mako robot started this month and were unbudgeted.

**PROVIDER CLINICS.** Revenue for the Clinics came in at \$3,252,627, over budget by \$827,762, and the highest revenue month in history. The bottom line for the Clinics in February is a loss of \$286,604 compared to a loss of \$432,920 in the budget. The year-to-date loss for the Clinics is \$2,909,219, right at the budget of \$2,908,968. Clinic volumes were up again in February, at 7,179 visits. Total Clinic expenses for the month are \$2,145,470, over budget by \$316,735. Year-to-date expenses are over budget by \$364,421. Salaries, benefits, physician fees, leases and depreciation are over budget for February.

**OUTLOOK FOR MARCH.** Gross patient revenue for March is projected to be \$22.8 million, under the budget of \$23.3 million. Inpatient admissions remained high during the first half of the month but have decreased the last couple of weeks. LOS is currently down to 2.1 days and average daily census is currently at 12.2. We continue to see increased volumes in outpatient departments with Births, ER visits, Surgeries, Clinic visits and most Outpatient departments projecting over budget.

Collections are projected to be \$9.6 million, under budget. Deductions of revenue are expected to be stable with continued high revenue month and collections. Expenses are expected to be over budget in March. If the projection for revenue remains high and expenses come in as expected, the estimated bottom line for March is a slight gain.

**Critical Access.** We have been notified by the Wyoming Department of Health of their readiness to issue our Critical Access license. We are working through some final items in preparation for the surveys, including policies and bed counts and will then accept the new license. Once the license is issued, we will be surveyed by both the State licensing division and Joint Commission. We have finalized our December Joint Commission survey and will be ready to submit for the CAH survey. We continue to meet with the consultant, our auditors, and cost report preparer as we work through the process.

**Financial PIPS.** Our revenue cycle team meets weekly with Clifton Larsen Allen on the revenue cycle paired advisory support project. The most recent executive summary of the engagement actions and plans are included in the packet. The work of these groups will be reported monthly, through this committee, as part of the Financial PIPS priorities for FY2024.

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

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



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

**Unaudited Financial Statements**

**for**

**Eight months ended February 29, 2024**

**Certification Statement:**

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

Certified by:

**Tami Love**

Chief Financial Officer

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**ROCK SPRINGS, WY**  
**Eight months ended February 29, 2024**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

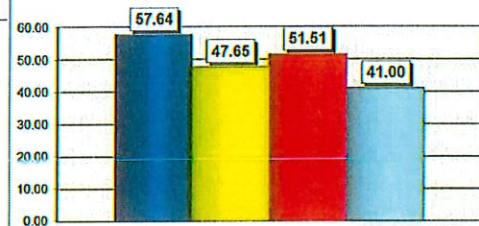
## EXECUTIVE FINANCIAL SUMMARY

Eight months ended February 29, 2024

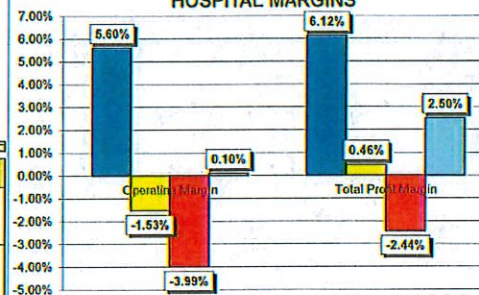
### BALANCE SHEET

	YTD 2/29/2024	Prior FYE 6/30/2023
<b>ASSETS</b>		
Current Assets	\$44,367,328	\$38,972,749
Assets Whose Use is Limited	19,677,445	19,968,483
Property, Plant & Equipment (Net)	75,598,046	79,366,421
Other Assets	922,008	930,753
Total Unrestricted Assets	<b>140,564,828</b>	<b>139,238,406</b>
Restricted Assets	1,058,563	469,827
Total Assets	<b>\$141,623,391</b>	<b>\$139,708,233</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$15,467,621	\$17,193,366
Long-Term Debt	24,059,924	25,114,116
Other Long-Term Liabilities	11,751,237	12,916,028
Total Liabilities	<b>51,278,782</b>	<b>55,223,510</b>
Net Assets	90,344,609	84,484,723
Total Liabilities and Net Assets	<b>\$141,623,391</b>	<b>\$139,708,233</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



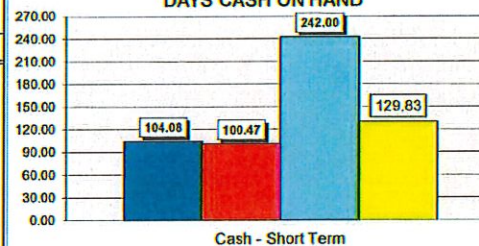
### HOSPITAL MARGINS



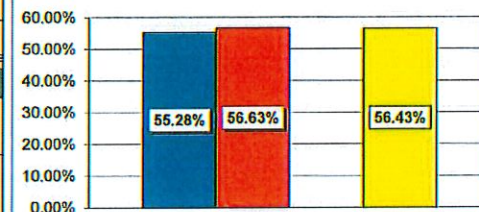
### STATEMENT OF REVENUE AND EXPENSES - YTD

	02/29/24 ACTUAL	02/29/24 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$23,574,354	\$18,364,008	\$178,875,128	\$163,628,790
Deductions From Revenue	(11,628,061)	(9,641,885)	(94,181,435)	(85,910,509)
Net Patient Revenues	11,946,293	8,722,123	84,693,694	77,718,281
Other Operating Revenue	398,244	123,979	1,433,191	1,359,951
Total Operating Revenues	<b>12,344,537</b>	<b>8,846,102</b>	<b>86,126,884</b>	<b>79,078,232</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	5,904,964	5,490,524	44,944,636	44,845,236
Purchased Serv. & Physician Fees	1,043,444	805,827	7,512,466	7,164,931
Supply and Drug Expenses	2,236,511	1,430,292	14,832,286	14,074,465
Other Operating Expenses	984,139	941,448	7,066,375	7,153,215
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	878,266	874,758	6,945,629	7,047,723
Total Expenses	<b>11,047,324</b>	<b>9,542,848</b>	<b>81,301,391</b>	<b>80,285,570</b>
NET OPERATING SURPLUS	<b>1,297,214</b>	<b>(696,747)</b>	<b>4,825,493</b>	<b>(1,207,339)</b>
Non-Operating Revenue/(Exp.)	508,712	22,725	445,657	1,573,827
TOTAL NET SURPLUS	<b>\$1,805,925</b>	<b>(\$674,022)</b>	<b>\$5,271,150</b>	<b>\$366,488</b>

### DAYS CASH ON HAND



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



### KEY STATISTICS AND RATIOS

	02/29/24 ACTUAL	02/29/24 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	471	398	3,378	3,341
Average Acute Length of Stay	3.5	3.7	3.2	3.6
Total Emergency Room Visits	1,274	1,271	10,859	10,364
Outpatient Visits	8,319	7,687	66,529	60,401
Total Surgeries	201	181	1,426	1,268
Total Worked FTE's	490.10	491.43	461.78	491.43
Total Paid FTE's	521.41	540.03	511.68	540.03
Net Revenue Change from Prior Yr	50.48%	7.83%	18.17%	8.50%
EBIDA - 12 Month Rolling Average			10.06%	7.39%
Current Ratio			2.87	
Days Expense in Accounts Payable			38.83	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	02/29/24
Prior Fiscal Year End	06/30/23
CLA \$50-\$100M Net Revenue	6/30/2020

<b>FINANCIAL STRENGTH INDEX - 0.99</b>	
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)



**Key Financial Ratios**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eight months ended February 29, 2024**

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 2/29/2024	Budget 6/30/2023	Prior Fiscal Year End 06/30/23	CLA \$50-\$100 MM Net Revenue (See Note 1)
<b>Profitability:</b>					
Operating Margin	↑	5.60%	0.24%	-3.99%	0.10%
Total Profit Margin	↑	6.12%	0.31%	-2.44%	2.50%
<b>Liquidity:</b>					
Days Cash, All Sources **	↑	104.08	129.83	100.47	242.00
Net Days in Accounts Receivable	↓	57.64	45.02	51.51	41.00
<b>Capital Structure:</b>					
Average Age of Plant (Annualized)	↓	11.78	11.32	10.70	12.00
Long Term Debt to Capitalization	↓	21.60%	19.87%	23.43%	27.00%
Debt Service Coverage Ratio **	↑	5.73	2.42	2.68	2.80
<b>Productivity and Efficiency:</b>					
Paid FTE's per Adjusted Occupied Bed	↓	6.83	8.43	7.36	NA
Salary Expense per Paid FTE		\$103,527	\$86,892	\$103,824	NA
Salary and Benefits as a % of Total Operating Exp		55.28%	56.43%	56.63%	NA

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 29, 2024

	Current Month 2/29/2024	Prior Month 1/31/2024	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2023
<b>Current Assets</b>					
Cash and Cash Equivalents	\$13,384,451	\$14,785,995	(\$1,401,544)	-9.48%	\$10,941,766
Gross Patient Accounts Receivable	49,748,515	45,579,764	4,168,752	9.15%	36,590,061
Less: Bad Debt and Allowance Reserves	(28,153,435)	(25,937,859)	(2,215,576)	-8.54%	(20,161,785)
Net Patient Accounts Receivable	21,595,080	19,641,905	1,953,175	9.94%	16,428,276
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,747,172	3,473,510	273,662	7.88%	5,920,310
Inventories	3,933,493	3,935,506	(2,013)	-0.05%	3,831,105
Prepaid Expenses	1,707,132	1,901,749	(194,617)	-10.23%	1,851,292
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
<b>Total Current Assets</b>	<b>44,367,328</b>	<b>43,738,665</b>	<b>628,663</b>	<b>1.44%</b>	<b>38,972,749</b>
<b>Assets Whose Use is Limited</b>					
Cash	71,562	91,259	(19,697)	-21.58%	84,123
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	1,138,757	960,798	177,959	18.52%	1,515,814
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	4,442,249	4,426,410	15,839	0.36%	4,343,674
Other Limited Use Assets	14,024,877	14,024,877	1	0.00%	14,024,873
<b>Total Limited Use Assets</b>	<b>19,677,445</b>	<b>19,503,344</b>	<b>174,101</b>	<b>0.89%</b>	<b>19,968,483</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	4,583,118	4,583,118	0	0.00%	4,242,294
Building and Building Improvements	51,107,981	51,086,741	21,240	0.04%	49,931,920
Equipment	137,502,084	137,490,727	11,357	0.01%	135,715,602
Construction In Progress	1,164,524	1,098,110	66,414	6.05%	1,531,105
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	194,357,707	194,258,697	99,010	0.05%	191,420,921
Less: Accumulated Depreciation	(118,759,660)	(117,962,978)	(796,682)	-0.68%	(112,054,500)
<b>Net Property, Plant, and Equipment</b>	<b>75,598,046</b>	<b>76,295,719</b>	<b>(697,672)</b>	<b>-0.91%</b>	<b>79,366,421</b>
<b>Other Assets</b>					
Unamortized Loan Costs	922,008	927,995	(5,987)	-0.65%	930,753
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>922,008</b>	<b>927,995</b>	<b>(5,987)</b>	<b>-0.65%</b>	<b>930,753</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>140,564,828</b>	<b>140,465,723</b>	<b>99,105</b>	<b>0.07%</b>	<b>139,238,406</b>
Restricted Assets	1,058,563	476,628	581,935	122.09%	469,827
<b>TOTAL ASSETS</b>	<b>\$141,623,391</b>	<b>\$140,942,351</b>	<b>\$681,040</b>	<b>0.48%</b>	<b>\$139,708,233</b>

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 5

ROCK SPRINGS, WY

Eight months ended February 29, 2024

	LIABILITIES AND FUND BALANCE				
	Current Month 2/29/2024	Prior Month 1/31/2024	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2023
<b>Current Liabilities</b>					
Accounts Payable	\$7,022,996	\$7,222,502	\$199,506	2.76%	\$7,322,373
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,115,429	2,589,578	1,474,149	56.93%	2,077,791
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,957,884	2,757,452	(200,432)	-7.27%	3,014,608
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD	3,295,462	3,295,462	0	0.00%	3,295,462
Other Current Liabilities	1,075,849	901,519	(174,331)	-19.34%	1,483,132
<b>Total Current Liabilities</b>	<b>15,467,621</b>	<b>16,766,514</b>	<b>1,298,893</b>	<b>7.75%</b>	<b>17,193,366</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	27,355,387	27,491,220	135,833	0.49%	28,409,579
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	3,295,462	3,295,462	0	0.00%	3,295,462
<b>Total Long Term Debt (Net of Current)</b>	<b>24,059,924</b>	<b>24,195,757</b>	<b>135,833</b>	<b>0.56%</b>	<b>25,114,116</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	11,751,237	12,023,331	272,094	2.26%	12,916,028
<b>Total Other Long Term Liabilities</b>	<b>11,751,237</b>	<b>12,023,331</b>	<b>272,094</b>	<b>2.26%</b>	<b>12,916,028</b>
<b>TOTAL LIABILITIES</b>	<b>51,278,782</b>	<b>52,985,602</b>	<b>1,706,820</b>	<b>3.22%</b>	<b>55,223,510</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	82,059,650	82,059,650	0	0.00%	84,787,454
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	1,054,690	472,755	(581,935)	-123.09%	465,954
Net Revenue/(Expenses)	5,271,150	3,465,224	N/A	N/A	(2,727,804)
<b>TOTAL NET ASSETS</b>	<b>90,344,609</b>	<b>87,956,749</b>	<b>(2,387,860)</b>	<b>-2.71%</b>	<b>84,484,723</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$141,623,391</b>	<b>\$140,942,351</b>	<b>(\$681,040)</b>	<b>-0.48%</b>	<b>\$139,708,233</b>

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 29, 2024

	CURRENT MONTH				
	Actual 02/29/24	Budget 02/29/24	Positive (Negative) Variance	Percentage Variance	Prior Year 02/28/23
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$4,714,671	\$3,637,212	\$1,077,459	29.62%	\$3,485,435
Outpatient Revenue	15,607,056	12,301,931	3,305,125	26.87%	11,663,453
Clinic Revenue	3,252,627	2,424,865	827,762	34.14%	2,025,043
Specialty Clinic Revenue	0	0	0	0.00%	0
<b>Total Gross Patient Revenue</b>	<b>23,574,354</b>	<b>18,364,008</b>	<b>5,210,346</b>	<b>28.37%</b>	<b>17,173,931</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(9,922,170)	(8,258,431)	(1,663,739)	-20.15%	(8,000,115)
Bad Debt Expense (Governmental Providers Only)	(1,403,286)	(1,198,993)	(204,294)	-17.04%	(1,009,559)
Medical Assistance	(302,604)	(184,460)	(118,144)	-64.05%	(105,022)
<b>Total Deductions From Revenue</b>	<b>(11,628,061)</b>	<b>(9,641,885)</b>	<b>(1,986,176)</b>	<b>-20.60%</b>	<b>(9,114,695)</b>
<b>Net Patient Revenue</b>	<b>11,946,293</b>	<b>8,722,123</b>	<b>3,224,170</b>	<b>36.97%</b>	<b>8,059,235</b>
<b>Other Operating Revenue</b>	<b>398,244</b>	<b>123,979</b>	<b>274,266</b>	<b>221.22%</b>	<b>144,273</b>
<b>Total Operating Revenue</b>	<b>12,344,537</b>	<b>8,846,102</b>	<b>3,498,436</b>	<b>39.55%</b>	<b>8,203,508</b>
<b>Operating Expenses</b>					
Salaries and Wages	4,204,531	4,063,999	(140,532)	-3.46%	3,804,999
Fringe Benefits	1,345,949	1,151,573	(194,376)	-16.88%	1,083,678
Contract Labor	354,484	274,952	(79,532)	-28.93%	412,714
Physicians Fees	338,319	247,326	(90,993)	-36.79%	301,283
Purchased Services	705,125	558,501	(146,624)	-26.25%	518,213
Drug Expense	1,042,911	655,029	(387,882)	-59.22%	831,530
Supply Expense	1,193,600	775,264	(418,336)	-53.96%	687,626
Utilities	123,145	135,612	12,467	9.19%	129,351
Repairs and Maintenance	433,508	425,834	(7,674)	-1.80%	401,388
Insurance Expense	71,184	65,684	(5,499)	-8.37%	64,245
All Other Operating Expenses	301,714	294,810	(6,904)	-2.34%	230,705
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	54,589	19,507	(35,082)	-179.84%	16,048
Depreciation and Amortization	878,266	874,758	(3,508)	-0.40%	861,503
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
<b>Total Operating Expenses</b>	<b>11,047,324</b>	<b>9,542,848</b>	<b>(1,504,475)</b>	<b>-15.77%</b>	<b>9,343,282</b>
<b>Net Operating Surplus/(Loss)</b>	<b>1,297,214</b>	<b>(696,747)</b>	<b>1,993,960</b>	<b>-286.18%</b>	<b>(1,139,774)</b>
<b>Non-Operating Revenue:</b>					
Contributions	0	0	0	0.00%	0
Investment Income	55,654	19,357	36,297	187.52%	19,900
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	10
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(55,734)	(80,643)	(24,909)	30.89%	(82,309)
Other Non-Operating Revenue/(Expenses)	508,792	84,012	424,780	505.62%	6,976
<b>Total Non Operating Revenue/(Expense)</b>	<b>508,712</b>	<b>22,725</b>	<b>485,987</b>	<b>2138.58%</b>	<b>(55,422)</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$1,805,925</b>	<b>(\$674,022)</b>	<b>\$2,479,947</b>	<b>-367.93%</b>	<b>(\$1,195,196)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>\$1,805,925</b>	<b>(\$674,022)</b>	<b>\$2,479,947</b>	<b>-367.93%</b>	<b>(\$1,195,196)</b>
<b>Operating Margin</b>	<b>10.51%</b>	<b>-7.88%</b>			<b>-13.89%</b>
<b>Total Profit Margin</b>	<b>14.63%</b>	<b>-7.62%</b>			<b>-14.57%</b>
<b>EBIDA</b>	<b>17.62%</b>	<b>2.01%</b>			<b>-3.39%</b>

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 29, 2024

	YEAR-TO-DATE				
	Actual 02/29/24	Budget 02/29/24	Positive (Negative) Variance	Percentage Variance	Prior Year 02/28/23
Gross Patient Revenue					
Inpatient Revenue	\$33,058,868	\$32,396,863	\$662,006	2.04%	\$30,697,221
Outpatient Revenue	124,272,776	110,370,099	13,902,677	12.60%	100,677,221
Clinic Revenue	21,543,484	20,861,829	681,655	3.27%	17,918,700
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>178,875,128</u>	<u>163,628,790</u>	<u>15,246,338</u>	<u>9.32%</u>	<u>149,293,141</u>
Deductions From Revenue					
Discounts and Allowances	(82,122,535)	(73,631,624)	(8,490,914)	-11.53%	(68,967,488)
Bad Debt Expense (Governmental Providers Only)	(10,985,918)	(10,641,700)	(344,218)	-3.23%	(7,560,473)
Medical Assistance	(1,072,979)	(1,637,185)	564,206	34.46%	(1,244,245)
Total Deductions From Revenue	<u>(94,181,432)</u>	<u>(85,910,509)</u>	<u>(8,270,925)</u>	<u>-9.63%</u>	<u>(77,772,205)</u>
Net Patient Revenue	<u>84,693,694</u>	<u>77,718,281</u>	<u>6,975,413</u>	<u>8.98%</u>	<u>71,520,936</u>
Other Operating Revenue	1,433,191	1,359,951	73,240	5.39%	1,360,992
Total Operating Revenue	<u>86,126,884</u>	<u>79,078,232</u>	<u>7,048,653</u>	<u>8.91%</u>	<u>72,881,929</u>
Operating Expenses					
Salaries and Wages	32,662,652	32,880,883	218,231	0.66%	30,484,123
Fringe Benefits	9,532,822	9,355,737	(177,085)	-1.89%	8,856,263
Contract Labor	2,749,162	2,608,616	(140,546)	-5.39%	3,783,257
Physicians Fees	2,415,047	2,426,511	11,464	0.47%	2,255,569
Purchased Services	5,097,419	4,738,420	(358,999)	-7.58%	4,332,421
Drug Expense	7,848,763	7,896,836	48,073	0.61%	6,850,367
Supply Expense	6,983,523	6,177,629	(805,894)	-13.05%	5,887,365
Utilities	952,283	942,009	(10,275)	-1.09%	908,676
Repairs and Maintenance	3,255,298	3,389,640	134,343	3.96%	3,519,658
Insurance Expense	552,128	512,716	(39,412)	-7.69%	510,209
All Other Operating Expenses	2,028,723	2,112,259	83,536	3.95%	1,894,608
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	277,942	196,591	(81,351)	-41.38%	202,471
Depreciation and Amortization	6,945,629	7,047,723	102,094	1.45%	6,887,674
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>81,301,391</u>	<u>80,285,570</u>	<u>(1,015,821)</u>	<u>-1.27%</u>	<u>76,372,660</u>
<b>Net Operating Surplus/(Loss)</b>	<b>4,825,493</b>	<b>(1,207,338)</b>	<b>6,032,831</b>	<b>-499.68%</b>	<b>(3,490,731)</b>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	301,570	154,852	146,718	94.75%	153,728
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	11,955
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(484,146)	(664,598)	180,452	-27.15%	(711,512)
Other Non-Operating Revenue/(Expense)	628,233	2,083,573	(1,455,340)	-69.85%	323,684
Total Non Operating Revenue/(Expense)	<u>445,657</u>	<u>1,573,827</u>	<u>(1,128,170)</u>	<u>-71.68%</u>	<u>(222,146)</u>
<b>Total Net Surplus/(Loss)</b>	<b>\$5,271,150</b>	<b>\$366,488</b>	<b>\$4,904,662</b>	<b>1338.29%</b>	<b>(\$3,712,877)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>\$5,271,150</b>	<b>\$366,488</b>	<b>\$4,904,662</b>	<b>1338.29%</b>	<b>(\$3,712,877)</b>
Operating Margin	5.60%	-1.53%			-4.79%
Total Profit Margin	6.12%	0.46%			-5.09%
EBIDA	13.67%	7.39%			4.68%

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

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	Actual 2/29/2024	Actual 1/31/2024	Actual 12/31/2023	Actual 11/30/2023	Actual 10/31/2023	Actual 9/30/2023
<b>Gross Patient Revenue</b>						
Inpatient Revenue	\$4,714,671	\$5,004,383	\$4,119,968	\$3,652,335	\$3,746,554	\$4,038,243
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$15,607,056	\$16,628,567	\$17,109,573	\$15,516,757	\$14,463,990	\$14,487,978
Clinic Revenue	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917	\$2,668,662	\$2,531,474
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Gross Patient Revenue</b>	<b>\$23,574,354</b>	<b>\$24,700,776</b>	<b>\$23,659,252</b>	<b>\$21,637,009</b>	<b>\$20,879,205</b>	<b>\$21,057,695</b>
<b>Deductions From Revenue</b>						
Discounts and Allowances	\$9,922,170	\$12,184,470	\$11,030,342	\$10,060,276	\$9,166,702	\$9,424,162
Bad Debt Expense (Governmental Providers Only)	\$1,403,286	\$1,320,206	\$1,360,315	\$1,134,520	\$1,410,631	\$1,460,018
Charity Care	\$302,604	\$5,763	\$311,923	\$73,754	\$188,565	(\$1,270)
<b>Total Deductions From Revenue</b>	<b>11,628,061</b>	<b>13,510,438</b>	<b>12,702,579</b>	<b>11,268,550</b>	<b>10,765,897</b>	<b>10,882,911</b>
<b>Net Patient Revenue</b>	<b>\$11,946,293</b>	<b>\$11,190,337</b>	<b>\$10,956,673</b>	<b>\$10,368,459</b>	<b>\$10,113,308</b>	<b>\$10,174,785</b>
<b>Other Operating Revenue</b>	<b>398,244</b>	<b>286,515</b>	<b>71,274</b>	<b>91,333</b>	<b>118,581</b>	<b>76,424</b>
<b>Total Operating Revenue</b>	<b>12,344,537</b>	<b>11,476,852</b>	<b>11,027,947</b>	<b>10,459,793</b>	<b>10,231,889</b>	<b>10,251,208</b>
<b>Operating Expenses</b>						
Salaries and Wages	\$4,204,531	\$4,262,641	\$4,134,172	\$4,106,842	\$4,180,542	\$3,826,537
Fringe Benefits	\$1,345,949	\$1,307,203	\$1,293,553	\$1,186,780	\$1,260,515	\$1,004,543
Contract Labor	\$354,484	\$306,448	\$327,326	\$420,155	\$322,974	\$285,363
Physicians Fees	\$338,319	\$322,799	\$264,625	\$303,047	\$282,515	\$252,623
Purchased Services	\$705,125	\$688,536	\$681,342	\$582,899	\$679,295	\$620,426
Drug Expense	\$1,042,911	\$844,768	\$864,876	\$1,056,487	\$987,515	\$1,057,312
Supply Expense	\$1,193,600	\$997,801	\$911,134	\$769,388	\$867,552	\$764,805
Utilities	\$123,145	\$128,505	\$139,792	\$125,552	\$112,585	\$109,851
Repairs and Maintenance	\$433,508	\$460,691	\$356,186	\$421,619	\$374,630	\$415,782
Insurance Expense	\$71,184	\$70,566	\$70,566	\$70,566	\$67,726	\$67,726
All Other Operating Expenses	\$301,714	\$182,091	\$238,412	\$186,495	\$298,563	\$316,879
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$54,589	\$20,820	\$17,877	\$17,833	\$44,102	\$39,636
Depreciation and Amortization	\$878,266	\$880,262	\$867,058	\$841,307	\$866,707	\$862,144
Interest Expense (Non-Governmental Providers)						
<b>Total Operating Expenses</b>	<b>\$11,047,324</b>	<b>\$10,473,131</b>	<b>\$10,166,918</b>	<b>\$10,088,970</b>	<b>\$10,345,220</b>	<b>\$9,623,627</b>
<b>Net Operating Surplus/(Loss)</b>	<b>\$1,297,214</b>	<b>\$1,003,721</b>	<b>\$861,029</b>	<b>\$370,822</b>	<b>(\$113,331)</b>	<b>\$627,582</b>
<b>Non-Operating Revenue:</b>						
Contributions						
Investment Income	55,654	54,241	23,953	25,927	38,387	33,135
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	0	0	0	0	0
Interest Expense (Governmental Providers Only)	(\$5,734)	(\$6,478)	(\$3,173)	(\$8,383)	(\$8,584)	(\$9,321)
Other Non-Operating Revenue/(Expenses)	512,608	15,618	15,618	10,043	23,222	19,095
<b>Total Non Operating Revenue/(Expense)</b>	<b>\$512,528</b>	<b>\$13,381</b>	<b>(\$3,802)</b>	<b>(\$22,412)</b>	<b>\$3,024</b>	<b>(\$7,091)</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$1,809,742</b>	<b>\$1,017,102</b>	<b>\$837,427</b>	<b>\$348,411</b>	<b>(\$110,307)</b>	<b>\$620,491</b>
Change in Unrealized Gains/(Losses) on Investment	0	0	0	0	0	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>\$1,809,742</b>	<b>\$1,017,102</b>	<b>\$837,427</b>	<b>\$348,411</b>	<b>(\$110,307)</b>	<b>\$620,491</b>
Operating Margin	10.51%	8.75%	7.81%	3.55%	-1.11%	6.12%
Total Profit Margin	14.66%	8.86%	7.59%	3.33%	-1.08%	6.05%
EBIDA	17.62%	16.42%	15.67%	11.59%	7.36%	14.53%

Actual 8/31/2023	Actual 7/31/2023	Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023	Actual 3/31/2023
\$3,931,335	\$3,951,380	\$3,536,764	\$4,358,327	\$2,991,123	\$4,216,653
\$15,726,753	\$14,732,101	\$14,165,133	\$13,726,852	\$13,141,671	\$14,677,971
\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030
\$0	\$0	\$0	\$0	\$0	\$0
\$22,282,184	\$21,084,652	\$20,072,234	\$20,514,346	\$18,272,396	\$21,413,654
\$10,876,186	\$9,458,230	\$9,010,157	\$9,644,283	\$8,523,554	\$10,285,189
\$1,252,727	\$1,644,215	\$1,422,556	\$1,426,492	\$1,077,723	\$1,358,895
\$90,013	\$101,628	\$551,325	\$138,943	\$101,640	\$548,297
12,218,926	11,204,072	10,984,039	11,209,718	9,702,917	12,192,381
\$10,063,258	\$9,880,580	\$9,088,195	\$9,304,628	\$8,569,479	\$9,221,274
281,610	109,210	100,075	107,599	144,855	282,468
10,344,868	9,989,789	9,188,271	9,412,227	8,714,334	9,503,742
\$3,963,441	\$3,983,946	\$3,871,776	\$3,950,361	\$3,888,530	\$3,908,184
\$1,054,117	\$1,080,161	\$1,208,615	\$1,435,397	\$1,369,964	\$1,134,999
\$410,651	\$321,761	\$477,181	\$447,220	\$454,168	\$547,722
\$271,892	\$379,227	\$312,753	\$302,718	\$283,149	\$263,670
\$586,786	\$553,011	\$602,444	\$545,625	\$519,259	\$550,837
\$974,794	\$1,020,101	\$1,318,367	\$809,470	\$827,453	\$1,124,257
\$838,743	\$640,500	\$881,133	\$842,063	\$637,278	\$813,502
\$109,628	\$103,225	\$96,330	\$101,696	\$101,324	\$132,036
\$405,279	\$387,603	\$191,167	\$305,197	\$471,430	\$389,765
\$67,726	\$66,071	\$66,244	\$67,760	\$63,281	\$64,245
\$244,956	\$259,612	\$197,353	\$262,044	\$183,485	\$263,420
\$40,578	\$42,507	\$50,618	\$33,506	\$37,330	\$13,433
\$870,730	\$879,156	\$983,997	\$882,532	\$924,151	\$844,640
\$9,839,321	\$9,716,881	\$10,257,979	\$9,785,589	\$9,760,801	\$10,050,710
\$505,547	\$272,909	(\$1,069,708)	(\$373,352)	(\$1,046,468)	(\$540,968)
38,479	31,795	243,819	34,236	27,547	38,410
0	0	110	(579)	214	33
(43,888)	(88,534)	(113,407)	(84,131)	(82,122)	(89,788)
16,549	21,196	401,927	728,019	568,576	284,277
\$11,089	(\$35,543)	\$532,449	\$677,545	\$514,215	\$232,932
\$516,636	\$237,365	(\$537,259)	\$304,183	(\$532,259)	(\$314,037)
0	0	(158,659)	0	0	0
\$516,636	\$237,365	(\$695,918)	\$304,183	(\$532,259)	(\$314,037)
4.89%	2.73%	-11.64%	-3.97%	-12.01%	-5.76%
4.99%	2.38%	-5.85%	3.23%	-6.11%	-3.30%
13.30%	11.53%	-0.93%	5.41%	-1.40%	3.13%

Statement of Cash Flows

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eight months ended February 29, 2024**

	<b>CASH FLOW</b>	
	<b>Current Month 2/29/2024</b>	<b>Current Year-To-Date 2/29/2024</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$1,805,925	\$5,271,150
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	878,266	6,945,629
(Increase)/Decrease in Net Patient Accounts Receivable	(1,953,175)	(5,166,804)
(Increase)/Decrease in Other Receivables	(273,662)	2,173,138
(Increase)/Decrease in Inventories	2,013	(102,388)
(Increase)/Decrease in Pre-Paid Expenses	194,617	144,160
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(199,506)	(299,377)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,273,717)	(1,019,086)
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	174,331	(407,282)
<b>Net Cash Provided by Operating Activities:</b>	<b>(644,909)</b>	<b>7,539,140</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(180,594)	(3,177,255)
(Increase)/Decrease in Limited Use Cash and Investments	(193,798)	278,477
(Increase)/Decrease in Other Limited Use Assets	19,697	12,561
(Increase)/Decrease in Other Assets	5,987	8,745
<b>Net Cash Used by Investing Activities</b>	<b>(348,708)</b>	<b>(2,877,472)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(135,833)	(1,054,192)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(272,094)	(1,164,791)
<b>Net Cash Used for Financing Activities</b>	<b>(407,927)</b>	<b>(2,218,983)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>0</b>	<b>(0)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,401,544)</b>	<b>2,442,685</b>
Cash, Beginning of Period	14,785,995	10,941,766
<b>Cash, End of Period</b>	<b>\$13,384,451</b>	<b>\$13,384,451</b>



Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
 ROCK SPRINGS, WY  
 Eight months ended February 29, 2024

Current Month									Year-To-Date			
Actual 02/29/24	Budget 02/29/24	Positive/ (Negative) Variance	Prior Year 02/28/23	STATISTICS					Actual 02/29/24	Budget 02/29/24	Positive/ (Negative) Variance	Prior Year 02/28/23
<b>Discharges</b>												
134	108	26	108	Acute				1,067	937	130	937	
134	108	26	108	Total Adult Discharges				1,067	937	130	937	
40	23	17	23	Newborn				301	258	43	258	
174	131	43	131	Total Discharges				1,368	1,195	173	1,195	
<b>Patient Days:</b>												
471	398	73	398	Acute				3,378	3,341	37	3,341	
471	398	73	398	Total Adult Patient Days				3,378	3,341	37	3,341	
62	45	17	45	Newborn				489	440	49	440	
533	443	90	443	Total Patient Days				3,867	3,781	86	3,781	
<b>Average Length of Stay (ALOS)</b>												
3.5	3.7	(0.2)	3.7	Acute				3.2	3.6	(0.4)	3.6	
3.5	3.7	(0.2)	3.7	Total Adult ALOS				3.2	3.6	(0.4)	3.6	
1.6	2.0	(0.4)	2.0	Newborn ALOS				1.6	1.7	(0.1)	1.7	
<b>Average Daily Census (ADC)</b>												
16.2	13.7	2.5	13.7	Acute				13.8	13.7	0.2	13.7	
16.2	13.7	2.5	13.7	Total Adult ADC				13.8	13.7	0.2	13.7	
2.1	1.6	0.6	1.6	Newborn				2.0	1.8	0.2	1.8	
<b>Emergency Room Statistics</b>												
136	118	18	118	ER Visits - Admitted				1,121	942	179	942	
1,138	1,153	(15)	1,153	ER Visits - Discharged				9,738	9,422	316	9,422	
1,274	1,271	3	1,271	Total ER Visits				10,859	10,364	495	10,364	
10.68%	9.28%		9.28%	% of ER Visits Admitted				10.32%	9.09%		9.09%	
101.49%	109.26%		109.26%	ER Admissions as a % of Total				105.06%	100.53%		100.53%	
<b>Outpatient Statistics:</b>												
8,319	7,687	632	7,687	Total Outpatients Visits				66,529	60,401	6,128	60,401	
115	98	17	98	Observation Bed Days				1,108	994	114	994	
6,638	5,032	1,606	5,032	Clinic Visits - Primary Care				48,549	41,968	6,581	41,968	
532	587	(55)	587	Clinic Visits - Specialty Clinics				4,232	4,224	8	4,224	
62	89	(27)	89	IP Surgeries				423	395	28	395	
139	92	47	92	OP Surgeries				1,003	873	130	873	
<b>Productivity Statistics:</b>												
490.10	491.43	((1.33))	465.68	FTE's - Worked				461.78	491.43	((29.65))	449.32	
521.41	540.03	((18.62))	498.15	FTE's - Paid				511.68	540.03	((28.35))	498.35	
1.3800	1.5700	(0.19)	1.5700	Case Mix Index - Medicare				1.4025	1.4896	(0.09)	1.4113	
1.2600	1.2900	(0.03)	1.2900	Case Mix Index - All payers				1.2025	0.6731	0.53	1.2063	

# Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**02/29/24**

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	<b><u>Current Month Actual</u></b>	<b><u>Current Month Target</u></b>
Gross Days in Accounts Receivable - All Services	62.93	56.57
Net Days in Accounts Receivable	57.64	55.45
Number of Gross Days in Unbilled Revenue	18.07	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	24.41%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.28%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.60%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.95%	6.53%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.14%	6.50%
Collections as a Percentage of Net Revenue - Current Month	79.67%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	90.37%	100% or >
Percentage of Blue Cross Receivable > 90 Days	5.12%	< 10%
Percentage of Insurance Receivable > 90 Days	24.46%	< 15%
Percentage of Medicaid Receivable > 90 Days	18.94%	< 20%
Percentage of Medicare Receivable > 60 Days	20.64%	< 6%

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eight months ended February 29, 2024

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	5,210,346	28.37%	15,246,338	9.32%
<p>Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget in February were inpatient surgeries. Average Daily Census is 16.2 in February which is over budget by 2.5</p>				
Deductions from Revenue	(1,986,176)	-20.60%	(8,270,926)	-9.63%
<p>Deductions from revenue are over budget for February and over budget year to date. They are currently booked at 49.3% for February and 52.7% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. More detail included in the narrative.</p>				
Bad Debt Expense	(204,294)	-17.04%	(344,218)	-3.23%
<p>Bad debt expense is booked at 6.0% for February and 6.1% year to date.</p>				
Charity Care	(118,144)	-64.05%	564,206	34.46%
<p>Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.</p>				
Other Operating Revenue	274,266	221.22%	73,240	5.39%
<p>Other Operating Revenue is over budget for the month and is over budget year to date because of the Foundation revenue entered</p>				
Salaries and Wages	(140,532)	-3.46%	218,231	0.66%
<p>Salary and Wages are over budget in February and are under budget year to date. Paid FTEs are under budget by 18.62 FTEs for the month and under 28.35 FTEs year to date.</p>				
Fringe Benefits	(194,376)	-16.88%	(177,085)	-1.89%
<p>Fringe benefits are over budget in February and over budget year to date.</p>				
Contract Labor	(79,532)	-28.93%	(140,546)	-5.39%
<p>Contract labor is over budget for February and over budget year to date. Med/Surg, OR, ER and X-ray are over budget for the month.</p>				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
 ROCK SPRINGS, WYOMING  
 Eight months ended February 29, 2024

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
<b>Physician Fees</b>	(90,993)	-36.79%	11,464	0.47%
Physician fees over budget in February and under budget year to date. Locum Ped's and clinic locums are over budget in February.				
<b>Purchased Services</b>	(146,624)	-26.25%	(358,999)	-7.58%
Purchased services are over budget for February and over budget year to date. Expenses over budget are consulting, sponsorships, legal fee's and other purchased services.				
<b>Supply Expense</b>	(418,336)	-53.96%	(805,894)	-13.05%
Supplies are over budget for February and over budget year to date. Line items over budget include lab supplies, instruments, chargables, implants, other med/surg supplies, minor equipment and drugs.				
<b>Repairs &amp; Maintenance</b>	(7,674)	-1.80%	134,343	3.96%
Repairs and Maintenance are over budget for February and under budget year to date.				
<b>All Other Operating Expenses</b>	(6,904)	-2.34%	83,536	3.95%
This expense is over budget in February and under budget year to date. Other expenses over budget are freight, software and foundation other expenses.				
<b>Leases and Rentals</b>	(35,082)	-179.84%	(81,351)	-41.38%
This expense is over budget for February and is over budget year to date due to the Mako robot rental.				
<b>Depreciation and Amortization</b>	(3,508)	-0.40%	102,094	1.45%
Depreciation is over budget for February and is under budget year to date				
<b>BALANCE SHEET</b>				
<b>Cash and Cash Equivalents</b>	(\$1,401,544)	-9.48%		
Cash decreased in February. Cash collections for February were \$9.5 million. Days Cash on Hand decreased to 104 days.				
<b>Gross Patient Accounts Receivable</b>	\$4,168,752	9.15%		
This receivable increased in February due to higher revenue and low collections.				

Variance Analysis

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WYOMING**  
**Eight months ended February 29, 2024**

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
<b>Bad Debt and Allowance Reserves</b>	<b>(2,215,576)</b>	<b>-8.54%</b>		
Bad Debt and Allowances increased.				
<b>Other Receivables</b>	<b>273,662</b>	<b>7.88%</b>		
Other Receivables increased in February due to the QRA accrual				
<b>Prepaid Expenses</b>	<b>(194,617)</b>	<b>-10.23%</b>		
Prepaid expenses decreased due to the normal activity in this account.				
<b>Limited Use Assets</b>	<b>174,101</b>	<b>0.89%</b>		
These assets increased due to debt service fund accrual				
<b>Plant Property and Equipment</b>	<b>(697,672)</b>	<b>-0.91%</b>		
The decrease in these assets is due to the normal increase in accumulated depreciation.				
<b>Accounts Payable</b>	<b>199,506</b>	<b>2.76%</b>		
This liability decreased due to the normal activity in this account.				
<b>Accrued Payroll</b>	<b>1,474,149</b>	<b>56.93%</b>		
This liability decreased in February. The payroll accrual for February was 4 days.				
<b>Accrued Benefits</b>	<b>(200,432)</b>	<b>-7.27%</b>		
This liability increased in February with the normal accrual and usage of PTO.				
<b>Other Current Liabilities</b>	<b>(174,331)</b>	<b>-19.34%</b>		
This liability increased for February due to the accrual on the bonds				
<b>Other Long Term Liabilities</b>	<b>272,094</b>	<b>2.26%</b>		
This liability decreased with the payment on the leases				
<b>Total Net Assets</b>	<b>370,822</b>	<b>-2.71%</b>		
The net gain from operations for February is \$1,297,214				



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

**PROVIDER CLINICS**

**Unaudited Financial Statements**

**for**

**Eight months ended February 29, 2024**

**Certification Statement:**

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

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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ROCK SPRINGS, WY**

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**Eight months ended February 29, 2024**

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**Key Financial Ratios**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eight months ended February 29, 2024**

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

	<b>Month to Date</b>	<b>Year to Date</b>	<b>Prior Fiscal</b>	<b>MGMA</b>
	<b>2/29/2024</b>	<b>2/29/2024</b>	<b>Year End</b>	<b>Hospital Owned</b>
			<b>06/30/23</b>	<b>Rural</b>
<b>Profitability:</b>				
Operating Margin	-15.42%	-23.34%	-30.52%	-36.58%
Total Profit Margin	-15.42%	-23.34%	-30.52%	-36.58%
Contractual Allowance %	44.21%	43.78%	44.16%	
<b>Liquidity:</b>				
Net Days in Accounts Receivable	50.23	57.55	37.74	39.58
Gross Days in Accounts Receivable	39.17	45.69	56.57	72.82
<b>Productivity and Efficiency:</b>				
Patient Visits Per Day	228.90	198.97	193.53	
Total Net Revenue per FTE	N/A	\$207,410	\$219,823	
Salary Expense per Paid FTE	N/A	\$177,856	\$103,824	
Salary and Benefits as a % of Net Revenue	95.22%	102.46%	56.63%	91.26%
Employee Benefits %	24.90%	19.48%	30.38%	6.10%



Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 29, 2024

	CURRENT MONTH				Prior Year 02/28/23
	Actual 02/29/24	Budget 02/29/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,252,627	2,424,865	827,762	34.14%	2,025,043
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>3,252,627</u>	<u>2,424,865</u>	<u>827,762</u>	<u>34.14%</u>	<u>2,025,043</u>
Deductions From Revenue					
Discounts and Allowances	(1,437,969)	(1,067,195)	(370,774)	-34.74%	(948,497)
Total Deductions From Revenue	<u>(1,437,969)</u>	<u>(1,067,195)</u>	<u>(370,774)</u>	<u>-34.74%</u>	<u>(948,497)</u>
Net Patient Revenue	<u>1,814,659</u>	<u>1,357,670</u>	<u>456,989</u>	<u>33.66%</u>	<u>1,076,545</u>
Other Operating Revenue	<u>44,208</u>	<u>38,145</u>	<u>6,063</u>	<u>15.89%</u>	<u>35,492</u>
Total Operating Revenue	<u><u>1,858,867</u></u>	<u><u>1,395,815</u></u>	<u><u>463,052</u></u>	<u><u>33.17%</u></u>	<u><u>1,112,037</u></u>
Operating Expenses					
Salaries and Wages	1,417,161	1,254,045	(163,116)	-13.01%	1,221,606
Fringe Benefits	352,833	280,710	(72,124)	-25.69%	248,570
Contract Labor	0	0	0	0.00%	0
Physicians Fees	184,805	76,667	(108,138)	-141.05%	52,152
Purchased Services	4,886	4,006	(880)	-21.98%	7,966
Supply Expense	20,431	22,831	2,400	10.51%	19,188
Utilities	890	1,691	801	47.34%	1,221
Repairs and Maintenance	2,942	7,315	4,374	59.79%	5,842
Insurance Expense	22,391	24,124	1,733	7.18%	16,237
All Other Operating Expenses	126,422	149,102	22,681	15.21%	122,180
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,937	3,786	(2,150)	-56.80%	3,432
Depreciation and Amortization	6,773	4,459	(2,314)	-51.90%	8,091
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>2,145,470</u>	<u>1,828,735</u>	<u>(316,735)</u>	<u>-17.32%</u>	<u>1,706,485</u>
<b>Net Operating Surplus/(Loss)</b>	<b>(286,604)</b>	<b>(432,920)</b>	<b>146,316</b>	<b>-33.80%</b>	<b>(594,448)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(286,604)</b>	<b>(5432,920)</b>	<b>\$146,316</b>	<b>-33.80%</b>	<b>(5594,448)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>(286,604)</b>	<b>(5432,920)</b>	<b>\$146,316</b>	<b>-33.80%</b>	<b>(5594,448)</b>
Operating Margin	-15.42%	-31.02%			-53.46%
Total Profit Margin	-15.42%	-31.02%			-53.46%
EBIDA	-15.05%	-30.70%			-52.73%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 29, 2024

	YEAR-TO-DATE				
	Actual 02/29/24	Budget 02/29/24	Positive (Negative) Variance	Percentage Variance	Prior Year 02/28/23
Gross Patient Revenue					
Clinic Revenue	21,543,484	20,861,829	681,655	3.27%	17,918,700
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>21,543,484</u>	<u>20,861,829</u>	<u>681,655</u>	<u>3.27%</u>	<u>17,918,700</u>
Deductions From Revenue					
Discounts and Allowances	(9,431,195)	(9,064,960)	(366,235)	-4.04%	(6,009,095)
Total Deductions From Revenue	<u>(9,431,195)</u>	<u>(9,064,960)</u>	<u>(366,235)</u>	<u>-4.04%</u>	<u>(6,009,095)</u>
Net Patient Revenue	<u>12,112,289</u>	<u>11,796,869</u>	<u>315,420</u>	<u>2.67%</u>	<u>9,909,605</u>
Other Operating Revenue	<u>353,910</u>	<u>305,160</u>	<u>48,750</u>	<u>15.98%</u>	<u>307,101</u>
Total Operating Revenue	<u>12,466,200</u>	<u>12,102,029</u>	<u>364,170</u>	<u>3.01%</u>	<u>10,216,705</u>
Operating Expenses					
Salaries and Wages	10,689,917	10,511,672	(178,245)	-1.70%	9,711,160
Fringe Benefits	2,082,751	1,947,275	(135,476)	-6.96%	1,712,364
Contract Labor	0	0	0	0.00%	0
Physicians Fees	1,000,535	934,733	(65,801)	-7.04%	507,060
Purchased Services	50,299	31,520	(18,779)	-59.58%	70,810
Supply Expense	192,961	177,652	(15,309)	-8.62%	161,230
Utilities	8,531	13,168	4,637	35.21%	10,012
Repairs and Maintenance	39,372	58,340	18,968	32.51%	92,331
Insurance Expense	174,756	180,233	5,477	3.04%	132,340
All Other Operating Expenses	1,044,256	1,084,341	40,086	3.70%	1,018,468
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	35,805	29,923	(5,882)	-19.66%	25,678
Depreciation and Amortization	56,235	42,139	(14,096)	-33.45%	64,842
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>15,375,418</u>	<u>15,010,997</u>	<u>(364,421)</u>	<u>-2.43%</u>	<u>13,506,296</u>
<b>Net Operating Surplus/(Loss)</b>	<b>(2,909,219)</b>	<b>(2,908,968)</b>	<b>(250)</b>	<b>0.01%</b>	<b>(3,289,590)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(2,909,219)</b>	<b>(2,908,968)</b>	<b>(250)</b>	<b>0.01%</b>	<b>(3,289,590)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>(2,909,219)</b>	<b>(2,908,968)</b>	<b>(250)</b>	<b>0.01%</b>	<b>(3,289,590)</b>
Operating Margin	-23.34%	-24.04%			-32.20%
Total Profit Margin	-23.34%	-24.04%			-32.20%
EBIDA	-22.89%	-23.69%			-31.56%

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

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	Actual 2/29/2024	Actual 1/31/2024	Actual 12/31/2023	Actual 11/30/2023	Actual 10/31/2023
Gross Patient Revenue					
Clinic Revenue	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917	\$2,668,662
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917	\$2,668,662
Deductions From Revenue					
Discounts and Allowances	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)	(\$1,127,929)	(\$1,208,232)
Total Deductions From Revenue	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)	(\$1,127,929)	(\$1,208,232)
Net Patient Revenue	\$1,814,659	\$1,901,467	\$1,254,080	\$1,439,988	\$1,465,429
Other Operating Revenue	\$44,208	\$40,957	\$39,646	\$44,519	\$40,763
Total Operating Revenue	1,858,867	1,942,425	1,293,727	1,484,508	1,506,193
Operating Expenses					
Salaries and Wages	\$1,417,161	\$1,401,458	\$1,401,351	\$1,379,054	\$1,406,800
Fringe Benefits	\$352,833	\$344,600	\$265,866	\$246,824	\$253,428
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$184,805	\$142,870	\$104,507	\$141,747	\$122,560
Purchased Services	\$4,886	\$4,971	\$3,976	\$6,143	\$8,953
Supply Expense	\$20,431	\$35,784	\$18,050	\$22,062	\$25,675
Utilities	\$890	\$1,016	\$957	\$957	\$954
Repairs and Maintenance	\$2,942	\$3,991	\$6,565	\$8,071	\$3,411
Insurance Expense	\$22,391	\$22,391	\$22,391	\$22,391	\$22,391
All Other Operating Expenses	\$126,422	\$103,364	\$122,279	\$94,799	\$172,653
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,937	\$4,426	\$3,528	\$4,556	\$4,912
Depreciation and Amortization	\$6,773	\$7,332	\$6,757	\$6,757	\$6,757
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$2,145,470	\$2,072,203	\$1,956,227	\$1,933,361	\$2,028,495
<b>Net Operating Surplus/(Loss)</b>	<b>(\$286,604)</b>	<b>(\$129,778)</b>	<b>(\$662,500)</b>	<b>(\$448,853)</b>	<b>(\$522,302)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$286,604)</b>	<b>(\$129,778)</b>	<b>(\$662,500)</b>	<b>(\$448,853)</b>	<b>(\$522,302)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>(\$286,604)</b>	<b>(\$129,778)</b>	<b>(\$662,500)</b>	<b>(\$448,853)</b>	<b>(\$522,302)</b>
Operating Margin	-15.42%	-6.68%	-51.21%	-30.24%	-34.68%
Total Profit Margin	-15.42%	-6.68%	-51.21%	-30.24%	-34.68%
EBIDA	-15.05%	-6.30%	-50.69%	-29.78%	-34.23%

Actual 9/30/2023	Actual 8/31/2023	Actual 7/31/2023	Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023	Actual 3/31/2023	Actual 2/28/2023
\$2,531,474	\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030	\$2,025,043
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,531,474	\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030	\$2,025,043
(\$1,097,845)	(\$1,132,244)	(\$1,089,987)	(\$966,079)	(\$1,078,791)	(\$929,422)	(\$1,105,620)	(\$948,497)
(\$1,097,845)	(\$1,132,244)	(\$1,089,987)	(\$966,079)	(\$1,078,791)	(\$929,422)	(\$1,105,620)	(\$948,497)
\$1,433,629	\$1,491,852	\$1,311,184	\$1,404,258	\$1,350,377	\$1,210,180	\$1,413,410	\$1,076,545
\$40,709	\$56,677	\$46,430	\$45,558	\$43,934	\$39,958	\$40,995	\$35,492
1,474,338	1,548,529	1,357,614	1,449,816	1,394,310	1,250,137	1,454,405	1,112,037
\$1,268,262	\$1,189,449	\$1,226,382	\$1,313,328	\$1,256,318	\$1,250,382	\$1,221,400	\$1,221,606
\$191,356	\$211,574	\$216,269	\$240,597	\$278,825	\$277,921	\$264,654	\$248,570
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$48,223	\$124,955	\$130,867	\$87,845	\$62,293	\$78,330	\$62,578	\$52,152
\$7,449	\$11,119	\$2,801	\$10,728	\$1,912	\$1,797	\$7,333	\$7,966
\$32,976	\$20,843	\$17,142	\$23,512	\$14,520	\$9,471	\$18,138	\$19,188
\$1,866	\$946	\$946	\$946	\$914	\$972	\$1,876	\$1,221
\$7,881	\$3,298	\$3,213	\$4,762	\$2,745	\$3,984	\$3,056	\$5,842
\$22,391	\$20,205	\$20,205	\$20,205	\$20,205	\$16,284	\$16,284	\$16,237
\$153,968	\$97,070	\$173,700	\$89,444	\$162,897	\$81,612	\$115,468	\$122,180
\$3,828	\$2,865	\$5,754	\$3,154	\$3,586	\$3,608	\$3,310	\$3,432
\$6,791	\$7,097	\$7,971	\$8,480	\$8,360	\$8,433	\$8,433	\$8,091
\$1,744,991	\$1,689,421	\$1,805,250	\$1,803,001	\$1,812,574	\$1,732,794	\$1,722,529	\$1,706,485
(\$270,653)	(\$140,892)	(\$447,637)	(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)	(\$594,448)
(\$270,653)	(\$140,892)	(\$447,637)	(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)	(\$594,448)
0	0	0	0	0	0	0	0
(\$270,653)	(\$140,892)	(\$447,637)	(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)	(\$594,448)
-18.36%	-9.10%	-32.97%	-24.36%	-30.00%	-38.61%	-18.44%	-53.46%
-18.36%	-9.10%	-32.97%	-24.36%	-30.00%	-38.61%	-18.44%	-53.46%
-17.90%	-8.64%	-32.39%	-23.78%	-29.40%	-37.93%	-17.86%	-52.73%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
 ROCK SPRINGS, WY  
 Eight months ended February 29, 2024

Current Month				STATISTICS	Year-To-Date			
Actual 02/29/24	Budget 02/29/24	Positive/ (Negative) Variance	Prior Year 02/28/23		Actual 02/29/24	Budget 02/29/24	Positive/ (Negative) Variance	Prior Year 02/28/23
<b>Outpatient Statistics:</b>								
6,638	5,032	1,606	5,032	Clinic Visits - Primary Care	48,549	41,968	6,581	41,968
532	587	(55)	587	Clinic Visits - Specialty Clinics	4,232	4,224	8	4,224
<b>Productivity Statistics:</b>								
94.31	80.17	14.14	74.33	FTE's - Worked	79.41	80.17	(0.76)	69.84
101.29	88.10	13.19	79.19	FTE's - Paid	89.91	88.10	1.81	78.43

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	741	9,786,356.78
CAPITAL EQUIPMENT (PLANT FUND)	5	191,780.58
CONSTRUCTION IN PROGRESS (BUILDING FUND)	5	309,203.94
PAYROLL FEBRUARY 01, 2024		1,833,739.53
PAYROLL FEBRUARY 15, 2024		1,859,326.30
PAYROLL FEBRUARY 29, 2024		1,835,447.51
TOTAL CASH OUTFLOW		<u>\$10,287,341.30</u>
CASH COLLECTIONS		9,517,865.46
INCREASE/DECREASE IN CASH		-\$769,475.84

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2024**

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002603	9/14/2023	STERIS CORPORATION	4,379.58	INNOWAVE SONIC IRRIGATOR		
002604	9/21/2023	BOBCAT OF ROCK SPRINGS (PETE	6,778.65	BOBCAT BRUSH		
002605	9/28/2023	CERNER CORPORATION	22,000.00	PROVIDER BASED BILLING		
<b>SEPTEMBER TOTALS</b>					<b>33,158.23</b>	<b>148,717.13</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002606	10/2/2023	INTERMOUNTAIN TRIMLIGHT (W)	18,000.00	PERMANENT LIGHTING		
002607	10/12/2023	WYOELCTRIC, INC	63,137.75	LIGHTNING PROTECTION		
002608	10/13/2023	BIG SKY PLUMBING LLC	2,000.00	CENTRAL SCHEDULING WALL		
002609	10/19/2023	THE BAKER COMPANY	12,038.57	STERIL COMPOUNDING HOOD		
002610	10/26/2023	COMPUNET, INC.	96,437.69	PURE STORAGE DEVICE EXPANSION		
002611	10/26/2023	FISHER HEALTHCARE	288.16	REFRIGERATOR		
002612	10/26/2023	WYOELCTRIC, INC	63,137.75	LIGHTNING PROTECTION		
<b>OCTOBER TOTALS</b>					<b>255,039.92</b>	<b>403,757.05</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002613	11/2/2023	BRADEN SHIELDING SYSTEMS	17,915.00	SHIELDING VENDOR INSPECT FOR MRI UPGRADE		
002614	11/9/2023	AXON ENTERPRISES, INC.	24,400.84	BODY CAMERAS		
002615	11/9/2023	STERIS CORPORATION	79,698.33	INNOWAVE SONIC IRRIGATOR		
002616	11/9/2023	UL VERIFICATION SERVICES INC	25,700.00	PURE OHS ELECTRONIS EMP HEALTH RECORD		
002617	11/9/2023	WYOELCTRIC, INC	9,890.00	MRI UPGRADE BREAKER & ELECTRICAL		
002618	11/16/2023	BRADEN SHIELDING SYSTEMS	3,085.00	SHIELDING VENDOR INSPECT FOR MRI UPGRADE		
002619	11/16/2023	COMPUNET, INC.	13,310.00	VOIP E911 UPGRADE		
002620	11/22/2023	CDW GOVERNMENT LLC	10,762.14	NETWORK ANALYZER		
002621	11/22/2023	WYOELCTRIC, INC	63,137.75	LIGHTNING PROTECTION		
002622	11/30/2023	FISHER HEALTHCARE	9,662.60	PLATLET INCUBATOR AND AGITATOR		
002622	11/30/2023	FISHER HEALTHCARE	228.78	NEGATIVE 30 DEGREE C FREEZER		
002623	11/30/2023	INTERMOUNTAIN TRIMLIGHT (W)	7,500.00	PERMANENT LIGHTING		
<b>NOVEMBER TOTALS</b>					<b>265,290.44</b>	<b>669,047.49</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002624	12/14/2023	PRONK TECHNOLOGIES	12,385.00	BIOMED TEST EQUIPMENT		
002625	12/21/2023	CODALE ELECTRIC SUPPLY, INC	7,807.35	HEATER FOR MAINT HOSPITAL ENTRANCE		
002626	12/21/2023	DELL COMPUTER CORPORATION	17,586.00	DELL LAPTOP MONITOR DOCKING STATION		
002627	12/21/2023	WYOELCTRIC, INC	64,042.54	LIGHTNING PROTECTION		
002628	12/22/2023	INTERMOUNTAIN TRIMLIGHT (W)	10,500.00	PERMANENT LIGHTING		
<b>DECEMBER TOTALS</b>					<b>112,320.89</b>	<b>781,368.38</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002629	1/5/2024	CERNER CORPORATION	14,250.00	CLINIC MEDICATION INTEGRATION		
002629	1/5/2024	CERNER CORPORATION	7,027.50	MYDINE SOFTWARE		
002630	1/11/2024	DATEX-OHMEDA, INC.	33,133.11	PHOTOTHERAPY SYSTEM-BILI LIGHTS & BLANKETS		
002631	1/18/2024	FISHER HEALTHCARE	9,391.20	NEGATIVE 30 DEGREE C FREEZER		
002632	1/18/2024	TENACORE	72,440.00	ALARIS PUMPS (12) - ASSET NUMBERS 13350-13361		
<b>JANUARY TOTALS</b>					<b>136,241.81</b>	<b>917,610.19</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	YTD TOTAL
002633	2/1/2024	CERNER CORPORATION	18,963.25	HEATED ALSO TREATMENT CHAIRS		
002634	2/1/2024	CERNER CORPORATION	3,500.00	COMPUNET PURE STORAGE DEVICE EXPANSION		
002635	2/7/2024	DATEX-OHMEDA,INC.	21,240.00	ELEVATOR SMOKE CURTAIN		
002636	2/8/2024	FISHER HEALTHCARE	9,642.93	WHEELCHAIRS (4)		
002637	2/29/2024	TENACORE	138,434.40	GE VIVID 4D ULTRASOUND		
<b>FEBRUARY TOTALS</b>					<b>191,780.58</b>	<b>1,109,390.77</b>



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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001210	8/3/2023	PLAN ONE/ARCHITECTS	60,581.98	LAB EXPANSION		
WF DEBT	8/17/2023	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
<b>SEPTEMBER TOTALS</b>					<b>234,912.56</b>	<b>907,130.51</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001211	10/5/2023	WESTERN ENGINEERS & GEOLC	6,366.25	BULK OXYGEN		
001212	10/12/2023	BIG SKY PLUMBING LLC	7,570.00	BULK OXYGEN		
001213	10/12/2023	PLAN ONE/ARCHITECTS	39,748.37	CENTRAL SCHEDULING WALL		
001214	10/12/2023	WYOLECTRIC, INC	13,402.51	CENTRAL SCHEDULING WALL		
001215	10/19/2023	A & B HOME IMPROVEMENTS	12,460.00	CENTRAL SCHEDULING WALL		
001216	10/26/2023	WESTERN ENGINEERS & GEOLC	468.50	BULK OXYGEN		
WF DEBT	10/16/2023	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
<b>OCTOBER TOTALS</b>					<b>254,346.21</b>	<b>1,161,476.72</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001217	11/2/2023	VAUGHNS PLUMBING & HEATP	8,000.00	CENTRAL SCHEDULING WALL		
001218	11/2/2023	WYLIE CONSTRUCTION INC.	138,153.30	BULK OXYGEN		
001219	11/9/2023	PLAN ONE/ARCHITECTS	960.00	MRI AND XRAY ROOMS RENO		
001219	11/9/2023	PLAN ONE/ARCHITECTS	2,340.38	ONCOLOGY SUITE RENOVATION		
001219	11/9/2023	PLAN ONE/ARCHITECTS	21,841.80	LAB EXPANSION		
001220	11/30/2023	WESTERN ENGINEERS & GEOLC	367.50	MRI AND XRAY ROOMS RENO		
WF DEBT	11/16/2023	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
<b>NOVEMBER TOTALS</b>					<b>345,993.56</b>	<b>1,507,470.28</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001221	12/8/2023	A. PLEASANT CONSTRUCTION, I	92,292.50	ONCOLOGY SUITE RENOVATION		
001222	12/14/2023	PLAN ONE/ARCHITECTS	21,841.80	LAB EXPANSION		
001223	12/21/2023	WESTERN ENGINEERS & GEOLC	475.16	LAB EXPANSION		
WF DEBT	12/14/2023	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
<b>DECEMBER TOTALS</b>					<b>288,940.04</b>	<b>1,796,410.32</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001224	1/11/2024	PLAN ONE/ARCHITECTS	13,470.00	BH UNIT		
001224	1/11/2024	PLAN ONE/ARCHITECTS	14,561.20	LAB EXPANSION		
001225	1/18/2024	WYLIE CONSTRUCTION INC.	40,900.14	BULK OXYGEN		
WF DEBT	1/17/2024	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
<b>JANUARY TOTALS</b>					<b>243,261.92</b>	<b>2,039,672.24</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001226	2/8/2024	A. PLEASANT CONSTRUCTION, I	72,646.50	ONCOLOGY SUITE RENOVATION		
001227	2/8/2024	PLAN ONE/ARCHITECTS	7,280.00	LAB EXPANSION		
001228	2/22/2024	A. PLEASANT CONSTRUCTION, I	54,946.86	ONCOLOGY SUITE RENOVATION		
WF DEBT	2/20/2024	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
<b>FEBRUARY TOTALS</b>					<b>309,203.94</b>	<b>2,348,876.18</b>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2024

Amount	Description
71,751.51	<b>Advertising Total</b>
12,671.01	<b>Blood Total</b>
3,500.00	<b>Building Lease Total</b>
167,028.87	<b>Café Management Total</b>
7,334.76	<b>Cellular Telephone Total</b>
50,978.80	<b>Collection Agency Total</b>
21,959.60	<b>Computer Equipment Total</b>
691,617.01	<b>Contract Maintenance Total</b>
365,836.75	<b>Contract Personnel Total</b>
6,015.79	<b>Credit Card Payment Total</b>
42,082.64	<b>Dialysis Supplies Total</b>
4,160.26	<b>Education &amp; Travel Total</b>
21,891.65	<b>Employee Recruitment Total</b>
7,274.89	<b>Employee Vision Plan Total</b>
141,277.54	<b>Equipment Lease Total</b>
10,450.15	<b>Food Total</b>
9,994.34	<b>Freight Total</b>
916.86	<b>Fuel Total</b>
3,926.12	<b>Garbage Collection Total</b>
770,233.66	<b>Group Health Total</b>
610,020.18	<b>Hospital Supplies Total</b>
38,577.40	<b>Implant Supplies Total</b>
1,138.00	<b>Instruments Total</b>
64,706.03	<b>Insurance Premiums Total</b>
48,335.15	<b>Insurance Refund Total</b>
94,918.60	<b>Laboratory Services Total</b>
197,304.25	<b>Laboratory Supplies Total</b>
55,760.16	<b>Legal Fees Total</b>
250.00	<b>License Renewal Total</b>
2,609.04	<b>Linen Total</b>
18,600.00	<b>Lithotripsy Services Total</b>
80,853.94	<b>Maintenance &amp; Repair Total</b>
12,986.15	<b>Maintenance Supplies Total</b>
2,936.70	<b>Marketing &amp; Promotional Supplies Total</b>
6,879.00	<b>Membership Dues Total</b>
8,093.10	<b>MHSC Foundation Total</b>
4,181.00	<b>Minor Equipment Total</b>
261.00	<b>Monthly Pest Control Total</b>
2,296.34	<b>Non Medical Supplies Total</b>
15,992.23	<b>Office Supplies Total</b>
6,335.00	<b>Other Employee Benefits Total</b>
1,729.00	<b>Other Purchased Services Total</b>
9,801.85	<b>Oxygen Rental Total</b>
9,687.95	<b>Patient Refund Total</b>
553.36	<b>Payroll Deduction Total</b>
7,379.67	<b>Payroll Garnishment Total</b>
3,700,000.00	<b>Payroll Transfer Total</b>

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31.00	Petty Cash Total
1,074,704.58	Pharmacy Management Total
2,139.00	Physician Recruitment Total
8,333.33	Physician Retention Total
367,591.09	Physician Services Total
16,666.69	Physician Student Loan Total
5,000.00	Postage Total
48,404.34	Professional Service Total
78.50	Radiology Film Total
18,366.19	Radiology Material Total
17,794.49	Reimbursement - CME Total
17,922.59	Reimbursement - Education & Travel Total
87.94	Reimbursement - Hospital Supplies Total
188.54	Reimbursement - Insurance Premiums Total
758.09	Reimbursement - Non Hospital Supplies Total
477.17	Reimbursement - Payroll Total
479,745.92	Retirement Total
5.77	Sales Tax Payment Total
2,356.60	Scribe Services Total
14,740.00	Software Total
15,817.00	Sponsorship Total
146,341.14	Surgery Supplies Total
4,789.33	Surveys Total
2,808.60	Translation Services Total
6,436.69	Unemployment Total
1,552.59	Uniforms Total
117,069.92	Utilities Total
886.37	Waste Disposal Total
2,176.00	Window Cleaning Total
9,786,356.78	Grand Total

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Check Number	Date	Vendor Check Name	Amount	Description
197183	2/15/2024	KEMMERER GAZETTE	899.00	Advertising
196885	2/1/2024	LAMAR ADVERTISING	1,273.00	Advertising
197184	2/15/2024	LAMAR ADVERTISING	437.00	Advertising
197021	2/8/2024	ROCKET MINER	190.00	Advertising
197023	2/8/2024	ROYAL FLUSH ADVERTISING	154.75	Advertising
197218	2/15/2024	ROYAL FLUSH ADVERTISING	590.00	Advertising
197025	2/8/2024	SCORPION HEALTHCARE LLC	8,368.38	Advertising
197040	2/8/2024	THE RADIO NETWORK	3,365.65	Advertising
197234	2/15/2024	THE RADIO NETWORK	1,025.00	Advertising
197044	2/8/2024	TRUE NORTH CUSTOM PUBLISHING	535.22	Advertising
197258	2/22/2024	ALL WORLD PROMOTIONS	3,590.73	Advertising
197262	2/22/2024	BIG THICKET BROADCASTING	3,147.45	Advertising
197265	2/22/2024	BRIDGER VALLEY PIONEER	674.60	Advertising
197308	2/22/2024	KEMMERER GAZETTE	781.80	Advertising
197337	2/22/2024	PINEDALE ROUNDUP	1,000.00	Advertising
197344	2/22/2024	ROCKET MINER	165.76	Advertising
197347	2/22/2024	ROYAL FLUSH ADVERTISING	577.02	Advertising
197349	2/22/2024	SARATOGA SUN	1,380.00	Advertising
197366	2/22/2024	UINTA COUNTY HERALD	1,998.00	Advertising
197271	2/22/2024	CHERRY ROAD MEDIA, INC.	1,147.50	Advertising
197449	2/29/2024	LAMAR ADVERTISING	1,350.00	Advertising
197482	2/29/2024	SWEETWATER NOW, LLC	1,000.00	Advertising
197489	2/29/2024	TRUE NORTH CUSTOM PUBLISHING	35,173.20	Advertising
197503	2/29/2024	WYOMING NEWS SOURCE LLC	1,590.00	Advertising
EFT00000008553	2/15/2024	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT00000008564	2/22/2024	GREEN RIVER STAR	950.00	Advertising
EFT00000008567	2/22/2024	ROYCE ROLLS RINGER CO	107.45	Advertising
197050	2/8/2024	VITALANT	3,984.87	Blood
197373	2/22/2024	VITALANT	8,686.14	Blood
197383	2/26/2024	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
197240	2/15/2024	UNIDINE CORPORATION	58,497.62	Café Management
197490	2/29/2024	UNIDINE CORPORATION	108,531.25	Café Management
197048	2/8/2024	VERIZON WIRELESS, LLC	3,694.85	Cellular Telephone
197499	2/29/2024	VERIZON WIRELESS, LLC	3,639.91	Cellular Telephone
196854	2/1/2024	COLLECTION PROFESSIONALS, INC	173.71	Collection Agency
197167	2/15/2024	EXPRESS RECOVERY SERVICES	30,608.06	Collection Agency
197243	2/15/2024	WAKEFIELD & ASSOCIATES, INC.	20,128.03	Collection Agency
197274	2/22/2024	COLLECTION PROFESSIONALS, INC	69.00	Collection Agency
196851	2/1/2024	CDW GOVERNMENT LLC	338.54	Computer Equipment
196965	2/8/2024	CDW GOVERNMENT LLC	13,957.77	Computer Equipment
196860	2/1/2024	DELL COMPUTER CORPORATION	369.80	Computer Equipment
196976	2/8/2024	DELL COMPUTER CORPORATION	1,650.00	Computer Equipment
197268	2/22/2024	CDW GOVERNMENT LLC	5,643.49	Computer Equipment
196844	2/1/2024	BISCOM	1,692.36	Contract Maintenance
196852	2/1/2024	CERNER CORPORATION	4,641.49	Contract Maintenance
197059	2/8/2024	CERNER CORPORATION	200,280.63	Contract Maintenance
197148	2/15/2024	CERNER CORPORATION	201,780.63	Contract Maintenance
196969	2/8/2024	CLOUDLI COMMUNICATIONS INC.	47.25	Contract Maintenance

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196856	2/1/2024	COMPUNET, INC.	786.21	Contract Maintenance
196857	2/1/2024	CONSUMER FUSION INC.	6,850.00	Contract Maintenance
196966	2/8/2024	CSG,LLC	1,691.49	Contract Maintenance
196985	2/8/2024	FRONT RANGE MOBILE IMAGING, INC.	6,124.00	Contract Maintenance
196870	2/1/2024	GE HEALTHCARE	5,501.16	Contract Maintenance
196987	2/8/2024	GE HEALTHCARE	637.11	Contract Maintenance
197171	2/15/2024	GE HEALTHCARE	120.00	Contract Maintenance
196873	2/1/2024	GREENSHADES SOFTWARE	1,936.61	Contract Maintenance
196874	2/1/2024	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
197178	2/15/2024	INOVALON PROVIDER INC.	995.70	Contract Maintenance
197190	2/15/2024	MAKO SURGICAL CORP	15,200.00	Contract Maintenance
197197	2/15/2024	MERGE HEALTHCARE SOLUTIONS, INC	2,403.14	Contract Maintenance
197202	2/15/2024	MICRO-TEL	4,208.00	Contract Maintenance
197206	2/15/2024	NETDAIS	6,450.00	Contract Maintenance
196896	2/1/2024	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
197213	2/15/2024	RENAL SERVICES EXCHANGE, INC.	1,443.00	Contract Maintenance
196904	2/1/2024	RL DATIX	421.00	Contract Maintenance
197028	2/8/2024	SIEMENS MEDICAL SOLUTIONS USA	5,919.30	Contract Maintenance
197221	2/15/2024	SIEMENS MEDICAL SOLUTIONS USA	19,772.41	Contract Maintenance
196929	2/1/2024	UNITED AUDIT SYSTEMS, INC.	17,385.00	Contract Maintenance
196931	2/1/2024	VANDERBILT	787.50	Contract Maintenance
196933	2/1/2024	VISONEX, LLC	500.00	Contract Maintenance
196936	2/1/2024	WASATCH CONTROLS	2,017.61	Contract Maintenance
197245	2/15/2024	WORLDWASH LLC	1,575.00	Contract Maintenance
196938	2/1/2024	WYODATA SECURITY INC.	1,935.00	Contract Maintenance
197270	2/22/2024	CERNER CORP	2,268.11	Contract Maintenance
197275	2/22/2024	COMPUNET, INC.	9,000.00	Contract Maintenance
197314	2/22/2024	MAKO SURGICAL CORP	15,200.00	Contract Maintenance
197325	2/22/2024	NEUROMONITORING TECHNOLOGIES	450.00	Contract Maintenance
197328	2/22/2024	OTIS ELEVATOR COMPANY	12,884.16	Contract Maintenance
197335	2/22/2024	PHILIPS HEALTHCARE	20,348.00	Contract Maintenance
197334	2/22/2024	PHILIPS MEDICAL SYSTEM N.A.CO	7,068.00	Contract Maintenance
197350	2/22/2024	SIEMENS MEDICAL SOLUTIONS USA	2,995.32	Contract Maintenance
197367	2/22/2024	UNITED AUDIT SYSTEMS, INC.	6,296.75	Contract Maintenance
197370	2/22/2024	UTAH HEALTH INFORMATION NETWORK, INC	8,621.00	Contract Maintenance
197374	2/22/2024	VVAIRE MEDICAL	14,411.50	Contract Maintenance
197376	2/22/2024	WYODATA SECURITY INC.	2,075.00	Contract Maintenance
197415	2/29/2024	BISCOM	1,811.45	Contract Maintenance
197426	2/29/2024	CERNER CORP	4,046.29	Contract Maintenance
197429	2/29/2024	COMPUNET, INC.	690.00	Contract Maintenance
197430	2/29/2024	CONSUMER FUSION INC.	1,750.00	Contract Maintenance
197442	2/29/2024	GE HEALTHCARE	30,374.08	Contract Maintenance
197463	2/29/2024	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
197466	2/29/2024	PHILIPS HEALTHCARE	596.70	Contract Maintenance
197474	2/29/2024	SIEMENS MEDICAL SOLUTIONS USA	11,717.44	Contract Maintenance
W/T	2/20/2024	TRIZETTO FEE	247.68	Contract Maintenance
W/T	2/8/2024	ZENITH	420.42	Contract Maintenance
W/T	2/20/2024	TRIZETTO FEE	6,128.84	Contract Maintenance
EFT00000008533	2/1/2024	STATE FIRE DC SPECIALTIES	1,461.20	Contract Maintenance

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EFT00000008555	2/15/2024	STATE FIRE DC SPECIALTIES	2,113.00	Contract Maintenance
EFT00000008568	2/22/2024	STATE FIRE DC SPECIALTIES	4,333.47	Contract Maintenance
197321	2/22/2024	MGMA	3,270.00	Contract Maintenance
196868	2/1/2024	FOCUSONE SOLUTIONS LLC	58,668.75	Contract Personnel
196983	2/8/2024	FOCUSONE SOLUTIONS LLC	62,027.50	Contract Personnel
197170	2/15/2024	FOCUSONE SOLUTIONS LLC	85,734.00	Contract Personnel
197220	2/15/2024	SARAH ROTH	540.00	Contract Personnel
197289	2/22/2024	FOCUSONE SOLUTIONS LLC	67,775.50	Contract Personnel
197348	2/22/2024	SARAH ROTH	180.00	Contract Personnel
197440	2/29/2024	FOCUSONE SOLUTIONS LLC	90,911.00	Contract Personnel
W/T	2/28/2024	UMB BANK	6,015.79	Credit Card Payment
197160	2/15/2024	DELTA DENTAL	25,256.84	Dental Insurance
196869	2/1/2024	FRESENIUS USA MARKETING, INC.	4,978.25	Dialysis Supplies
196984	2/8/2024	FRESENIUS USA MARKETING, INC.	10,030.29	Dialysis Supplies
196991	2/8/2024	HENRY SCHEIN INC	350.96	Dialysis Supplies
197175	2/15/2024	HENRY SCHEIN INC	261.29	Dialysis Supplies
197290	2/22/2024	FRESENIUS USA MARKETING, INC.	533.83	Dialysis Supplies
197298	2/22/2024	HENRY SCHEIN INC	140.50	Dialysis Supplies
197441	2/29/2024	FRESENIUS USA MARKETING, INC.	300.00	Dialysis Supplies
197445	2/29/2024	HENRY SCHEIN INC	230.68	Dialysis Supplies
197249	2/15/2024	DEPARTMENT OF HOMELAND SECURITY/USCIS	2,500.00	Education & Travel
197250	2/15/2024	DEPARTMENT OF HOMELAND SECURITY/USCIS	460.00	Education & Travel
197177	2/15/2024	IAHSS	565.00	Education & Travel
197103	2/9/2024	University Of Utah Health Plan	160.26	Education & Travel
197248	2/15/2024	WYOMING MEDICAL SOCIETY	475.00	Education & Travel
196876	2/1/2024	HEALTH ECAREERS	7,595.00	Employee Recruitment
197176	2/15/2024	HOLIDAY INN - ROCK SPRINGS	1,602.00	Employee Recruitment
196995	2/8/2024	INSIGHT SCREENING LLC	879.65	Employee Recruitment
196913	2/1/2024	SIERRA NUSSBAUM	6,000.00	Employee Recruitment
197246	2/15/2024	WYOMING NURSES ASSOCIATION INC	750.00	Employee Recruitment
197292	2/22/2024	GAVIN MARVEL	5,000.00	Employee Recruitment
197401	2/29/2024	ALTITUDE ANALYSIS	65.00	Employee Recruitment
197049	2/8/2024	VISION SERVICE PLAN - WY	7,274.89	Employee Vision Plan
197146	2/15/2024	CAREFUSION SOLUTIONS, LLC	21,706.00	Equipment Lease
196859	2/1/2024	COPIER & SUPPLY COMPANY	3,000.00	Equipment Lease
197154	2/15/2024	COPIER & SUPPLY COMPANY	1,083.18	Equipment Lease
196989	2/8/2024	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
196895	2/1/2024	NEWLANE FINANCE COMPANY	69.16	Equipment Lease
197012	2/8/2024	NEWLANE FINANCE COMPANY	54.99	Equipment Lease
196910	2/1/2024	SHADOW MOUNTAIN WATER CO ,WY	1,306.56	Equipment Lease
197026	2/8/2024	SHADOW MOUNTAIN WATER CO ,WY	3,864.94	Equipment Lease
197046	2/8/2024	US BANK EQUIPMENT FINANCE	1,016.11	Equipment Lease
197242	2/15/2024	US BANK EQUIPMENT FINANCE	293.69	Equipment Lease
197053	2/8/2024	WYOMING RENTS,LLC	2,021.63	Equipment Lease
197278	2/22/2024	COPIER & SUPPLY COMPANY	10,618.42	Equipment Lease
197294	2/22/2024	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
197351	2/22/2024	SIEMENS FINANCIAL SERVICES, INC	16,135.43	Equipment Lease
197369	2/22/2024	US BANK EQUIPMENT FINANCE	1,267.81	Equipment Lease
197423	2/29/2024	CAREFUSION SOLUTIONS, LLC	21,706.00	Equipment Lease

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197462	2/29/2024	NEWLANE FINANCE COMPANY	69.16	Equipment Lease
197473	2/29/2024	SHADOW MOUNTAIN WATER CO ,WY	1,443.88	Equipment Lease
197493	2/29/2024	US BANK EQUIPMENT FINANCE	983.33	Equipment Lease
196864	2/1/2024	F B MCFADDEN WHOLESAL	2,079.05	Food
196979	2/8/2024	F B MCFADDEN WHOLESAL	2,146.35	Food
197168	2/15/2024	F B MCFADDEN WHOLESAL	2,257.65	Food
197188	2/15/2024	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	113.70	Food
197287	2/22/2024	F B MCFADDEN WHOLESAL	1,658.10	Food
197437	2/29/2024	F B MCFADDEN WHOLESAL	2,195.30	Food
196865	2/1/2024	FED EX	281.68	Freight
196980	2/8/2024	FED EX	304.27	Freight
196928	2/1/2024	TRIOSE, INC	1,473.91	Freight
197043	2/8/2024	TRIOSE, INC	1,314.12	Freight
197237	2/15/2024	TRIOSE, INC	1,408.37	Freight
197288	2/22/2024	FED EX	23.33	Freight
197365	2/22/2024	TRIOSE, INC	1,825.17	Freight
197438	2/29/2024	FED EX	27.14	Freight
197488	2/29/2024	TRIOSE, INC	3,336.35	Freight
197018	2/8/2024	BAILEY ENTERPRISES	916.86	Fuel
196921	2/1/2024	SWEETWATER COUNTY SOLID WASTE	40.00	Garbage Collection
EFT00000008558	2/15/2024	WWS - ROCK SPRINGS	3,886.12	Garbage Collection
W/T	2/21/2024	FURTHER ADMIN FEE	321.75	Group Health
W/T	2/1/2024	FURTHER FLEX 1/31/24	4,277.29	Group Health
W/T	2/15/2024	FURTHER FLEX 2/14/24	5,454.29	Group Health
W/T	2/22/2024	FURTHER FLEX 2/21/24	6,696.52	Group Health
W/T	2/29/2024	FURTHER FLEX 2/28/24	7,221.71	Group Health
W/T	2/9/2024	FURTHER FLEX 2/7/24	9,171.87	Group Health
W/T	2/16/2024	BLUE CROSS BLUE SHIELD 2/9/24	121,193.72	Group Health
W/T	2/23/2024	BLUE CROSS BLUE SHEILD 2/16/24	182,995.04	Group Health
W/T	2/9/2024	BLUE CROSS BLUE SHIELD 2/2/24	191,359.82	Group Health
W/T	2/2/2024	BLUE CROSS BLUE SHIELD 1/26/24	241,541.65	Group Health
197022	2/8/2024	ABBOTT NUTRITION	369.68	Hospital Supplies
197217	2/15/2024	ABBOTT NUTRITION	45.00	Hospital Supplies
197133	2/15/2024	ALLEN MEDICAL SYSTEMS INC	416.96	Hospital Supplies
196952	2/8/2024	APPLIED MEDICAL	1,013.00	Hospital Supplies
197137	2/15/2024	APPLIED MEDICAL	432.00	Hospital Supplies
196953	2/8/2024	ARGON MEDICAL	1,714.00	Hospital Supplies
196836	2/1/2024	ARTHREX INC.	10,903.50	Hospital Supplies
196955	2/8/2024	ARTHREX INC.	803.00	Hospital Supplies
196838	2/1/2024	AVANOS MEDICAL, LLC	953.75	Hospital Supplies
196841	2/1/2024	B BRAUN MEDICAL INC.	130.88	Hospital Supplies
196959	2/8/2024	B BRAUN MEDICAL INC.	2,497.00	Hospital Supplies
196839	2/1/2024	BARD MEDICAL	267.12	Hospital Supplies
196958	2/8/2024	BAXTER HEALTHCARE CORP/IV	1,347.90	Hospital Supplies
196846	2/1/2024	BOSTON SCIENTIFIC CORP	2,900.59	Hospital Supplies
196961	2/8/2024	BOSTON SCIENTIFIC CORP	22,304.70	Hospital Supplies
197142	2/15/2024	BOSTON SCIENTIFIC CORP	4,949.50	Hospital Supplies
196973	2/8/2024	C R BARD INC	381.98	Hospital Supplies
197156	2/15/2024	C R BARD INC	2,485.02	Hospital Supplies

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196849	2/1/2024	CARDINAL HEALTH/V. MUELLER	50,692.30	Hospital Supplies
196962	2/8/2024	CARDINAL HEALTH/V. MUELLER	6,719.80	Hospital Supplies
197145	2/15/2024	CARDINAL HEALTH/V. MUELLER	9,948.20	Hospital Supplies
196963	2/8/2024	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
196850	2/1/2024	CARSTENS HEALTH INDUSTRIES INC	68.70	Hospital Supplies
196964	2/8/2024	CARSTENS HEALTH INDUSTRIES INC	428.24	Hospital Supplies
197152	2/15/2024	CONE INSTRUMENTS	330.88	Hospital Supplies
196858	2/1/2024	COOK MEDICAL INCORPORATED	1,087.94	Hospital Supplies
196971	2/8/2024	COOK MEDICAL INCORPORATED	434.25	Hospital Supplies
197153	2/15/2024	COOK MEDICAL INCORPORATED	113.55	Hospital Supplies
197162	2/15/2024	DIAGNOSTIGA STAGO INC	2,514.39	Hospital Supplies
197163	2/15/2024	DJ ORTHOPEDICS, LLC	245.26	Hospital Supplies
197166	2/15/2024	EXPAND-A-BAND,LLC	63.00	Hospital Supplies
196867	2/1/2024	FISHER & PAYKEL HEALTHCARE, INC	4,688.02	Hospital Supplies
196986	2/8/2024	FSI LABEL	255.60	Hospital Supplies
196871	2/1/2024	GENERAL HOSPITAL SUPPLY CORPORATION	240.00	Hospital Supplies
197173	2/15/2024	GENERAL HOSPITAL SUPPLY CORPORATION	240.00	Hospital Supplies
197174	2/15/2024	HEALTHCARE LOGISTICS INC	212.32	Hospital Supplies
196878	2/1/2024	HILL-ROM	564.19	Hospital Supplies
196879	2/1/2024	HOLOGIC, INC.	9,538.00	Hospital Supplies
196992	2/8/2024	HOLOGIC, INC.	48.50	Hospital Supplies
196883	2/1/2024	J & J HEALTH CARE SYSTEMS INC	152.00	Hospital Supplies
196996	2/8/2024	J & J HEALTH CARE SYSTEMS INC	8,743.39	Hospital Supplies
197179	2/15/2024	J & J HEALTH CARE SYSTEMS INC	3,202.91	Hospital Supplies
196998	2/8/2024	KARL STORZ ENDOSCOPY-AMERICA	7,154.03	Hospital Supplies
197182	2/15/2024	KARL STORZ ENDOSCOPY-AMERICA	6,955.20	Hospital Supplies
196999	2/8/2024	KCI USA	1,543.79	Hospital Supplies
197232	2/15/2024	LEICA BIOSYSTEMS RICHMOND	346.15	Hospital Supplies
197204	2/15/2024	M V A P MEDICAL SUPPLIES, INC.	626.00	Hospital Supplies
197002	2/8/2024	MARKET LAB, INC	440.95	Hospital Supplies
197003	2/8/2024	MASIMO AMERICAS, INC.	2,190.00	Hospital Supplies
197192	2/15/2024	MASIMO AMERICAS, INC.	1,316.00	Hospital Supplies
197193	2/15/2024	MCKESSON MEDICAL-SURGICAL	1,279.85	Hospital Supplies
196889	2/1/2024	MEDI-DOSE INCORPORATED	66.48	Hospital Supplies
197004	2/8/2024	MEDI-DOSE INCORPORATED	126.15	Hospital Supplies
196890	2/1/2024	MEDLINE INDUSTRIES INC	45,648.26	Hospital Supplies
196945	2/8/2024	MEDLINE INDUSTRIES INC	56,476.01	Hospital Supplies
197005	2/8/2024	MEDLINE INDUSTRIES INC	61,216.38	Hospital Supplies
197196	2/15/2024	MEDLINE INDUSTRIES INC	1,301.73	Hospital Supplies
197010	2/8/2024	NATUS MEDICAL INC	205.00	Hospital Supplies
196897	2/1/2024	OLYMPUS AMERICA INC	19,320.77	Hospital Supplies
197013	2/8/2024	OLYMPUS AMERICA INC	169.61	Hospital Supplies
196898	2/1/2024	OWENS & MINOR 90005430	350.20	Hospital Supplies
197207	2/15/2024	OWENS & MINOR 90005430	329.14	Hospital Supplies
197016	2/8/2024	PREFERRED MEDICAL PRODUCTS	48.33	Hospital Supplies
197211	2/15/2024	RADIOMETER AMERICA INC	1,340.35	Hospital Supplies
197020	2/8/2024	RESPIRONICS	102.50	Hospital Supplies
196918	2/1/2024	STERIS CORPORATION	1,171.66	Hospital Supplies
197034	2/8/2024	STERIS CORPORATION	4,338.93	Hospital Supplies



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197227	2/15/2024	STERIS CORPORATION	797.60	Hospital Supplies
196927	2/1/2024	TRI-ANIM HEALTH SERVICES INC	935.72	Hospital Supplies
197042	2/8/2024	TRI-ANIM HEALTH SERVICES INC	1,108.57	Hospital Supplies
197236	2/15/2024	TRI-ANIM HEALTH SERVICES INC	74.15	Hospital Supplies
197238	2/15/2024	TSI INCORPORATED	175.00	Hospital Supplies
197047	2/8/2024	VAPOTHERM INC.	1,272.00	Hospital Supplies
197051	2/8/2024	WAXIE SANITARY SUPPLY	5,228.31	Hospital Supplies
197346	2/22/2024	ABBOTT NUTRITION	228.70	Hospital Supplies
197254	2/22/2024	AESCULAP INC	454.74	Hospital Supplies
197260	2/22/2024	BARD MEDICAL	444.00	Hospital Supplies
197264	2/22/2024	BOSTON SCIENTIFIC CORP	2,711.47	Hospital Supplies
197266	2/22/2024	CARDINAL HEALTH/V. MUELLER	31,969.59	Hospital Supplies
197276	2/22/2024	CONMED CORPORATION	267.80	Hospital Supplies
197277	2/22/2024	COOK MEDICAL INCORPORATED	317.94	Hospital Supplies
197283	2/22/2024	DJ ORTHOPEDICS, LLC	184.89	Hospital Supplies
197285	2/22/2024	EITAN GROUP NORTH AMERICA, INC.	574.47	Hospital Supplies
197286	2/22/2024	ETHICON ENDO-SURGERY, INC	1,511.50	Hospital Supplies
197291	2/22/2024	FSI LABEL	31.95	Hospital Supplies
197297	2/22/2024	HEALTHCARE LOGISTICS INC	175.00	Hospital Supplies
197301	2/22/2024	HULL ANESTHESIA INC	397.00	Hospital Supplies
197304	2/22/2024	J & J HEALTH CARE SYSTEMS INC	6,769.96	Hospital Supplies
197307	2/22/2024	KARL STORZ ENDOSCOPY-AMERICA	6,401.36	Hospital Supplies
197316	2/22/2024	MARK COSTELLO COMPANY	526.22	Hospital Supplies
197317	2/22/2024	MASIMO AMERICAS, INC.	1,100.00	Hospital Supplies
197318	2/22/2024	MEDLINE INDUSTRIES INC	71,479.01	Hospital Supplies
197319	2/22/2024	MEDTRONIC, USA	2,127.24	Hospital Supplies
197326	2/22/2024	NEWCOMER SUPPLY	237.00	Hospital Supplies
197329	2/22/2024	OWENS & MINOR 90005430	338.70	Hospital Supplies
197341	2/22/2024	QUEST DIAGNOSTICS	42.00	Hospital Supplies
197353	2/22/2024	SPACELABS MEDICAL	314.82	Hospital Supplies
197364	2/22/2024	TRI-ANIM HEALTH SERVICES INC	3,722.06	Hospital Supplies
197371	2/22/2024	UTAH MEDICAL PRODUCTS INC	800.50	Hospital Supplies
197398	2/29/2024	AESCULAP INC	163.26	Hospital Supplies
197408	2/29/2024	ARGON MEDICAL	604.00	Hospital Supplies
197412	2/29/2024	B BRAUN MEDICAL INC.	2,497.00	Hospital Supplies
197414	2/29/2024	BELMONT MEDICAL TECHNOLOGIES	2,132.00	Hospital Supplies
197418	2/29/2024	BOSTON SCIENTIFIC CORP	7,522.58	Hospital Supplies
197422	2/29/2024	CARDINAL HEALTH/V. MUELLER	24,942.89	Hospital Supplies
197424	2/29/2024	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
197431	2/29/2024	COOK MEDICAL INCORPORATED	1,743.46	Hospital Supplies
197448	2/29/2024	KCI USA	2,052.65	Hospital Supplies
197460	2/29/2024	M V A P MEDICAL SUPPLIES, INC.	98.80	Hospital Supplies
197454	2/29/2024	MARKET LAB, INC	582.95	Hospital Supplies
197456	2/29/2024	MASIMO AMERICAS, INC.	810.00	Hospital Supplies
197457	2/29/2024	MCKESSON MEDICAL-SURGICAL	2,008.67	Hospital Supplies
197458	2/29/2024	MEDELA LLC	223.30	Hospital Supplies
197459	2/29/2024	MEDLINE INDUSTRIES INC	31,098.64	Hospital Supplies
197469	2/29/2024	RADIOMETER AMERICA INC	1,340.39	Hospital Supplies
197471	2/29/2024	RESPIRONICS	165.00	Hospital Supplies

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197479	2/29/2024	STERIS CORPORATION	4,248.61	Hospital Supplies
197484	2/29/2024	TECHNICAL SAFETY SERVICES, LLC	378.00	Hospital Supplies
197487	2/29/2024	TRI-ANIM HEALTH SERVICES INC	1,980.67	Hospital Supplies
197495	2/29/2024	UTAH MEDICAL PRODUCTS INC	84.66	Hospital Supplies
197496	2/29/2024	VAPOTHERM INC.	636.00	Hospital Supplies
197498	2/29/2024	VERATHON INC.	868.00	Hospital Supplies
EFT00000008529	2/1/2024	BREG INC	578.92	Hospital Supplies
EFT00000008537	2/8/2024	BREG INC	195.37	Hospital Supplies
EFT00000008540	2/8/2024	HARDY DIAGNOSTICS	997.45	Hospital Supplies
EFT00000008542	2/8/2024	STRYKER INSTRUMENTS	2,087.66	Hospital Supplies
EFT00000008546	2/15/2024	BREG INC	621.57	Hospital Supplies
EFT00000008548	2/15/2024	HARDY DIAGNOSTICS	490.95	Hospital Supplies
EFT00000008550	2/15/2024	OVATION MEDICAL	899.00	Hospital Supplies
EFT00000008556	2/15/2024	STRYKER INSTRUMENTS	152.36	Hospital Supplies
EFT00000008562	2/22/2024	BREG INC	618.78	Hospital Supplies
EFT00000008565	2/22/2024	HARDY DIAGNOSTICS	915.61	Hospital Supplies
EFT00000008570	2/22/2024	ZOLL MEDICAL CORPORATION	1,389.00	Hospital Supplies
EFT00000008575	2/29/2024	HARDY DIAGNOSTICS	798.21	Hospital Supplies
EFT00000008576	2/29/2024	OVATION MEDICAL	134.85	Hospital Supplies
EFT00000008577	2/29/2024	STRYKER INSTRUMENTS	329.16	Hospital Supplies
196926	2/1/2024	TREACE MEDICAL CONCEPTS, INC.	7,028.00	Implant Supplies
197327	2/22/2024	OSSIO, INC.	22,730.00	Implant Supplies
197330	2/22/2024	PARAGON 28 INC.	1,791.40	Implant Supplies
197363	2/22/2024	TREACE MEDICAL CONCEPTS, INC.	7,028.00	Implant Supplies
197231	2/15/2024	SUMMIT MEDICAL LLC	308.00	Instruments
197427	2/29/2024	CIVCO MEDICAL INSTRUMENTS	830.00	Instruments
196930	2/1/2024	PROVIDENT LIFE & ACCIDENT	32,119.28	Insurance Premiums
197492	2/29/2024	PROVIDENT LIFE & ACCIDENT	32,586.75	Insurance Premiums
197098	2/9/2024	INSURANCE REFUND	50.63	Insurance Refund
197101	2/9/2024	INSURANCE REFUND	34.89	Insurance Refund
197108	2/9/2024	INSURANCE REFUND	71.81	Insurance Refund
197095	2/9/2024	INSURANCE REFUND	133.95	Insurance Refund
197057	2/8/2024	INSURANCE REFUND	210.00	Insurance Refund
197096	2/9/2024	INSURANCE REFUND	31,730.00	Insurance Refund
197100	2/9/2024	INSURANCE REFUND	2,035.24	Insurance Refund
197104	2/9/2024	INSURANCE REFUND	153.50	Insurance Refund
197109	2/9/2024	INSURANCE REFUND	141.96	Insurance Refund
197117	2/9/2024	INSURANCE REFUND	2,832.21	Insurance Refund
197113	2/9/2024	INSURANCE REFUND	38.63	Insurance Refund
197094	2/9/2024	INSURANCE REFUND	966.15	Insurance Refund
197097	2/9/2024	INSURANCE REFUND	115.60	Insurance Refund
197110	2/9/2024	INSURANCE REFUND	2,939.76	Insurance Refund
197105	2/9/2024	INSURANCE REFUND	287.18	Insurance Refund
197106	2/9/2024	INSURANCE REFUND	28.61	Insurance Refund
197107	2/9/2024	INSURANCE REFUND	88.50	Insurance Refund
197058	2/8/2024	INSURANCE REFUND	111.07	Insurance Refund
197118	2/9/2024	INSURANCE REFUND	86.66	Insurance Refund
197119	2/9/2024	INSURANCE REFUND	86.66	Insurance Refund
197120	2/9/2024	INSURANCE REFUND	65.90	Insurance Refund

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197115	2/9/2024	INSURANCE REFUND	15.06	Insurance Refund
197099	2/9/2024	INSURANCE REFUND	1,991.44	Insurance Refund
197102	2/9/2024	INSURANCE REFUND	1,130.50	Insurance Refund
197112	2/9/2024	INSURANCE REFUND	104.12	Insurance Refund
197116	2/9/2024	INSURANCE REFUND	1,649.93	Insurance Refund
197114	2/9/2024	INSURANCE REFUND	760.95	Insurance Refund
197111	2/9/2024	INSURANCE REFUND	474.24	Insurance Refund
197257	2/22/2024	ALLERMATRIX INC	622.80	Laboratory Services
197320	2/22/2024	METABOLIC NEWBORN SCREENING	5,031.92	Laboratory Services
197358	2/22/2024	SUMMIT PATHOLOGY	22,458.83	Laboratory Services
197452	2/29/2024	LGC CLINICAL DIAGNOSTICS, INC.	4,232.00	Laboratory Services
EFT000000008571	2/22/2024	ARUP LABORATORIES, INC.	62,573.05	Laboratory Services
196951	2/8/2024	ANAEROBE SYSTEMS	43.20	Laboratory Supplies
196843	2/1/2024	BIOMERIEUX, INC.	12,203.68	Laboratory Supplies
197141	2/15/2024	BIOMERIEUX, INC.	16,462.19	Laboratory Supplies
196848	2/1/2024	CANCER DIAGNOSTICS, INC	315.25	Laboratory Supplies
196967	2/8/2024	CEPHEID	5,428.60	Laboratory Supplies
197147	2/15/2024	CEPHEID	29,254.60	Laboratory Supplies
196866	2/1/2024	FISHER HEALTHCARE	2,790.76	Laboratory Supplies
196982	2/8/2024	FISHER HEALTHCARE	6,700.89	Laboratory Supplies
197169	2/15/2024	FISHER HEALTHCARE	499.07	Laboratory Supplies
196916	2/1/2024	STATLAB MEDICAL PRODUCTS	713.36	Laboratory Supplies
197228	2/15/2024	STRECK LABORATORIES INC	313.89	Laboratory Supplies
196923	2/1/2024	SYSMEX AMERICA INC.	40,918.66	Laboratory Supplies
197038	2/8/2024	SYSMEX AMERICA INC.	219.15	Laboratory Supplies
197233	2/15/2024	SYSMEX AMERICA INC.	1,408.16	Laboratory Supplies
197045	2/8/2024	TYPENEX MEDICAL, LLC	236.84	Laboratory Supplies
197239	2/15/2024	TYPENEX MEDICAL, LLC	37.15	Laboratory Supplies
197269	2/22/2024	CEPHEID	8,739.60	Laboratory Supplies
197360	2/22/2024	SYSMEX AMERICA INC.	952.62	Laboratory Supplies
197404	2/29/2024	ANAEROBE SYSTEMS	57.60	Laboratory Supplies
197410	2/29/2024	ASSOCIATES OF CAPE COD INC	415.00	Laboratory Supplies
197420	2/29/2024	CANCER DIAGNOSTICS, INC	116.25	Laboratory Supplies
197421	2/29/2024	CARDINAL HEALTH	35,247.05	Laboratory Supplies
197425	2/29/2024	CEPHEID	1,246.40	Laboratory Supplies
197439	2/29/2024	FISHER HEALTHCARE	4,046.12	Laboratory Supplies
197483	2/29/2024	SYSMEX AMERICA INC.	494.31	Laboratory Supplies
EFT000000008528	2/1/2024	BIO-RAD LABORATORIES	5,449.31	Laboratory Supplies
EFT000000008536	2/8/2024	BIO-RAD LABORATORIES	295.74	Laboratory Supplies
EFT000000008539	2/8/2024	GREER LABORATORIES, INC	6,535.05	Laboratory Supplies
EFT000000008541	2/8/2024	IDENTICARD	315.56	Laboratory Supplies
EFT000000008545	2/15/2024	BIO-RAD LABORATORIES	2,773.01	Laboratory Supplies
EFT000000008549	2/15/2024	ORTHO-CLINICAL DIAGNOSTICS INC	267.85	Laboratory Supplies
EFT000000008552	2/15/2024	IDENTICARD	1,060.00	Laboratory Supplies
EFT000000008561	2/22/2024	BIO-RAD LABORATORIES	2,773.01	Laboratory Supplies
EFT000000008574	2/29/2024	BIO-RAD LABORATORIES	8,974.32	Laboratory Supplies
196840	2/1/2024	BARRY J. WALKER	3,000.00	Legal Fees
197157	2/15/2024	CROWLEY FLECK ATTORNEYS	495.00	Legal Fees
196880	2/1/2024	HUSCH BLACKWELL LLP	14,017.50	Legal Fees

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196900	2/1/2024	PHILLIPS LAW, LLC	15,950.00	Legal Fees
197052	2/8/2024	WELBORN SULLIVAN MECK & TOOLEY, P.C.	13,677.50	Legal Fees
197336	2/22/2024	PHILLIPS LAW, LLC	8,620.16	Legal Fees
196853	2/1/2024	CLIA LABORATORY PROGRAM	250.00	License Renewal
197030	2/8/2024	STANDARD TEXTILE	1,329.60	Linen
197476	2/29/2024	STANDARD TEXTILE	1,279.44	Linen
197247	2/15/2024	WYOMING UROLOGICAL SERVICES, LP	9,300.00	Lithotripsy Service
197502	2/29/2024	WYOMING UROLOGICAL SERVICES, LP	9,300.00	Lithotripsy Service
197151	2/15/2024	COMPLIANCE PLUS INC.	1,100.00	Maintenance & Repair
196833	2/1/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	18,941.64	Maintenance & Repair
196946	2/8/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	857.25	Maintenance & Repair
196990	2/8/2024	HANS RUDOLPH, INC.	140.00	Maintenance & Repair
196877	2/1/2024	HIGH SECURITY LOCK & ALARM	4.00	Maintenance & Repair
196899	2/1/2024	PARTSSOURCE	442.97	Maintenance & Repair
197015	2/8/2024	PARTSSOURCE	1,468.29	Maintenance & Repair
197208	2/15/2024	PARTSSOURCE	588.43	Maintenance & Repair
196917	2/1/2024	STEALTH TECHNOLOGIES	2,358.21	Maintenance & Repair
197252	2/22/2024	A & B HOME IMPROVEMENTS	5,600.00	Maintenance & Repair
197255	2/22/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	4,995.00	Maintenance & Repair
197263	2/22/2024	BOBCAT OF ROCK SPRINGS	1,366.57	Maintenance & Repair
197312	2/22/2024	LEAF	2,670.00	Maintenance & Repair
197331	2/22/2024	PARTSSOURCE	724.29	Maintenance & Repair
197356	2/22/2024	STEALTH TECHNOLOGIES	379.72	Maintenance & Repair
197361	2/22/2024	TENACORE	149.00	Maintenance & Repair
197377	2/22/2024	WYOELECTRIC, INC	685.00	Maintenance & Repair
197464	2/29/2024	PARTSSOURCE	83.80	Maintenance & Repair
197497	2/29/2024	VEOLIA WTS SERVICES USA, INC.	2,367.25	Maintenance & Repair
197500	2/29/2024	WELCH ALLYN, INC	187.50	Maintenance & Repair
EFT00000008530	2/1/2024	COLORADO DOORWAYS, INC	632.10	Maintenance & Repair
EFT00000008554	2/15/2024	SERVCO	35,112.92	Maintenance & Repair
196949	2/8/2024	ALPINE PURE SOFT WATER	970.20	Maintenance Supplies
196872	2/1/2024	GRAINGER	216.60	Maintenance Supplies
196994	2/8/2024	HOME DEPOT	746.16	Maintenance Supplies
197181	2/15/2024	JOHNSON CONTROLS INC	1,963.74	Maintenance Supplies
197205	2/15/2024	NAPA AUTO PARTS	33.98	Maintenance Supplies
197273	2/22/2024	CODALE ELECTRIC SUPPLY, INC	303.22	Maintenance Supplies
197295	2/22/2024	GRAINGER	514.06	Maintenance Supplies
197300	2/22/2024	HOME DEPOT	460.38	Maintenance Supplies
197302	2/22/2024	INSULATION INC.	1,116.35	Maintenance Supplies
197345	2/22/2024	ROCK SPRINGS WINNELSON CO	34.21	Maintenance Supplies
197416	2/29/2024	BLOEDORN LUMBER	862.80	Maintenance Supplies
197428	2/29/2024	CODALE ELECTRIC SUPPLY, INC	27.88	Maintenance Supplies
197443	2/29/2024	GRAINGER	135.24	Maintenance Supplies
197461	2/29/2024	NAPA AUTO PARTS	318.04	Maintenance Supplies
197472	2/29/2024	ROCK SPRINGS WINNELSON CO	3,940.31	Maintenance Supplies
EFT00000008532	2/1/2024	SHERWIN WILLIAMS CO	96.21	Maintenance Supplies
EFT00000008534	2/1/2024	ULINE, INC	271.50	Maintenance Supplies
EFT00000008543	2/15/2024	ACE HARDWARE	95.93	Maintenance Supplies
EFT00000008557	2/15/2024	ULINE, INC	181.50	Maintenance Supplies

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EFT00000008559	2/22/2024	ACE HARDWARE	379.02	Maintenance Supplies
EFT00000008572	2/29/2024	ACE HARDWARE	318.82	Maintenance Supplies
196978	2/8/2024	ESCAPE DAY SPA	138.00	Marketing & Promotional Supplies
197339	2/22/2024	PURPLE LIZARDS, LLC	2,105.00	Marketing & Promotional Supplies
197468	2/29/2024	PURPLE LIZARDS, LLC	693.70	Marketing & Promotional Supplies
EFT00000008566	2/22/2024	MOUNTAIN STATES EMPLOYERS COUNCIL	1,700.00	Membership Dues
196894	2/1/2024	NAMSS	685.00	Membership Dues
196943	2/2/2024	NAMSS	205.00	Membership Dues
197024	2/8/2024	R.S. CHAMBER OF COMMERCE	390.00	Membership Dues
197444	2/29/2024	GREEN RIVER CHAMBER OF COMMERCE	500.00	Membership Dues
196912	2/1/2024	SHERIDAN MEMORIAL HOSPITAL	2,400.00	Membership Dues
197403	2/29/2024	AMERICAN ORGANIZATION FOR NURSING LEADERSHIP	249.00	Membership Dues
196891	2/1/2024	MHSC MEDICAL STAFF	350.00	Membership Dues
197200	2/15/2024	MHSC MEDICAL STAFF	400.00	Membership Dues
197127	2/13/2024	MHSC-FOUNDATION	1,505.30	MHSC Foundation
197199	2/15/2024	MHSC-FOUNDATION	5,000.00	MHSC Foundation
197394	2/27/2024	MHSC-FOUNDATION	1,587.80	MHSC Foundation
197296	2/22/2024	THE HARLOFF COMPANY	2,937.44	Minor Equipment
197494	2/29/2024	US MED-EQUIP, LLC	991.56	Minor Equipment
197504	2/29/2024	Z & Z MEDICAL, INC.	252.00	Minor Equipment
196925	2/1/2024	TERMINIX OF WYOMING	261.00	Monthly Pest Control
196997	2/8/2024	JOHN PARAS FURNITURE & APPL.	1,287.04	Non Medical Supplies
197222	2/15/2024	SMILEMAKERS	311.46	Non Medical Supplies
197352	2/22/2024	SMILEMAKERS	76.96	Non Medical Supplies
EFT00000008551	2/15/2024	POSITIVE PROMOTIONS	620.88	Non Medical Supplies
196914	2/1/2024	STANDARD REGISTER COMPANY	470.88	Office Supplies
197031	2/8/2024	STANDARD REGISTER COMPANY	428.40	Office Supplies
196915	2/1/2024	STAPLES BUSINESS ADVANTAGE	2,185.42	Office Supplies
197032	2/8/2024	STAPLES BUSINESS ADVANTAGE	1,410.06	Office Supplies
197224	2/15/2024	STAPLES BUSINESS ADVANTAGE	4,450.68	Office Supplies
197306	2/22/2024	KAISER AND BLAIR INC.	785.76	Office Supplies
197354	2/22/2024	STANDARD REGISTER COMPANY	581.72	Office Supplies
197355	2/22/2024	STAPLES BUSINESS ADVANTAGE	1,650.37	Office Supplies
197434	2/29/2024	ENCOMPASS GROUP, LLC	1,935.78	Office Supplies
197477	2/29/2024	STAPLES BUSINESS ADVANTAGE	2,093.16	Office Supplies
196940	2/1/2024	YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00	Other Employee Benefits
196944	2/2/2024	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
197055	2/8/2024	YOUNG AT HEART SENIOR CITIZENS CENTER	425.00	Other Employee Benefits
196887	2/1/2024	QUICK RESPONSE TAXI	151.00	Other Purchased Services
197001	2/8/2024	QUICK RESPONSE TAXI	57.00	Other Purchased Services
197187	2/15/2024	QUICK RESPONSE TAXI	95.00	Other Purchased Services
197313	2/22/2024	QUICK RESPONSE TAXI	413.00	Other Purchased Services
197450	2/29/2024	QUICK RESPONSE TAXI	233.00	Other Purchased Services
197226	2/15/2024	STATE OF WYO DEPT FAMILY SERVICES	780.00	Other Purchased Services
EFT00000008527	2/1/2024	AIRGAS INTERMOUNTAIN INC	1,652.97	Oxygen Rental
EFT00000008535	2/8/2024	AIRGAS INTERMOUNTAIN INC	260.57	Oxygen Rental
EFT00000008544	2/15/2024	AIRGAS INTERMOUNTAIN INC	174.81	Oxygen Rental
EFT00000008560	2/22/2024	AIRGAS INTERMOUNTAIN INC	7,554.72	Oxygen Rental
EFT00000008573	2/29/2024	AIRGAS INTERMOUNTAIN INC	158.78	Oxygen Rental

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197087	2/9/2024	PATIENT REFUND	15.32	Patient Refund
197086	2/9/2024	PATIENT REFUND	161.89	Patient Refund
197088	2/9/2024	PATIENT REFUND	97.11	Patient Refund
197092	2/9/2024	PATIENT REFUND	129.28	Patient Refund
197093	2/9/2024	PATIENT REFUND	1,956.02	Patient Refund
197089	2/9/2024	PATIENT REFUND	99.21	Patient Refund
197084	2/9/2024	PATIENT REFUND	55.00	Patient Refund
196975	2/8/2024	PATIENT REFUND	155.96	Patient Refund
197091	2/9/2024	PATIENT REFUND	137.76	Patient Refund
197072	2/9/2024	PATIENT REFUND	15.00	Patient Refund
197085	2/9/2024	PATIENT REFUND	26.70	Patient Refund
197090	2/9/2024	PATIENT REFUND	30.00	Patient Refund
197121	2/9/2024	PATIENT REFUND	3,698.00	Patient Refund
197122	2/9/2024	PATIENT REFUND	375.00	Patient Refund
197069	2/9/2024	PATIENT REFUND	79.99	Patient Refund
197064	2/9/2024	PATIENT REFUND	28.38	Patient Refund
197071	2/9/2024	PATIENT REFUND	13.39	Patient Refund
197066	2/9/2024	PATIENT REFUND	98.00	Patient Refund
197063	2/9/2024	PATIENT REFUND	328.74	Patient Refund
197073	2/9/2024	PATIENT REFUND	825.47	Patient Refund
197078	2/9/2024	PATIENT REFUND	25.00	Patient Refund
197065	2/9/2024	PATIENT REFUND	40.00	Patient Refund
197068	2/9/2024	PATIENT REFUND	69.85	Patient Refund
197067	2/9/2024	PATIENT REFUND	94.89	Patient Refund
197062	2/9/2024	PATIENT REFUND	31.02	Patient Refund
197083	2/9/2024	PATIENT REFUND	10.00	Patient Refund
197077	2/9/2024	PATIENT REFUND	20.66	Patient Refund
197075	2/9/2024	PATIENT REFUND	150.00	Patient Refund
197080	2/9/2024	PATIENT REFUND	408.43	Patient Refund
197081	2/9/2024	PATIENT REFUND	114.00	Patient Refund
197061	2/9/2024	PATIENT REFUND	18.02	Patient Refund
197074	2/9/2024	PATIENT REFUND	10.00	Patient Refund
197082	2/9/2024	PATIENT REFUND	28.22	Patient Refund
197060	2/9/2024	PATIENT REFUND	193.47	Patient Refund
197076	2/9/2024	PATIENT REFUND	21.32	Patient Refund
197070	2/9/2024	PATIENT REFUND	25.00	Patient Refund
197079	2/9/2024	PATIENT REFUND	66.81	Patient Refund
197311	2/22/2024	PATIENT REFUND	25.04	Patient Refund
197505	2/29/2024	PATIENT REFUND	10.00	Patient Refund
197130	2/13/2024	UNITED WAY OF SWEETWATER COUNTY	276.68	Payroll Deduction
197396	2/27/2024	UNITED WAY OF SWEETWATER COUNTY	276.68	Payroll Deduction
197125	2/13/2024	CIRCUIT COURT 3RD JUDICIAL	286.25	Payroll Garnishment
197126	2/13/2024	CIRCUIT COURT 3RD JUDICIAL	652.01	Payroll Garnishment
197128	2/13/2024	STATE OF WYOMING DFS/CSES	1,926.32	Payroll Garnishment
197123	2/13/2024	SWEETWATER CIRCUIT COURT-RS	278.96	Payroll Garnishment
197124	2/13/2024	SWEETWATER CIRCUIT COURT-RS	347.17	Payroll Garnishment
197129	2/13/2024	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
197390	2/27/2024	CIRCUIT COURT 3RD JUDICIAL	282.64	Payroll Garnishment
197391	2/27/2024	CIRCUIT COURT 3RD JUDICIAL	634.96	Payroll Garnishment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2024

197395	2/27/2024	STATE OF WYOMING DFS/CSES	1,880.17	Payroll Garnishment
197392	2/27/2024	SWEETWATER CIRCUIT COURT-RS	279.24	Payroll Garnishment
197393	2/27/2024	SWEETWATER CIRCUIT COURT-RS	350.41	Payroll Garnishment
W/T	2/13/2024	PAYROLL 3	1,800,000.00	Payroll Tansfer
W/T	2/26/2024	PAYROLL 4	1,900,000.00	Payroll Tansfer
197201	2/15/2024	MHSC - PETTY CASH	21.00	Petty Cash
197322	2/22/2024	MHSC - PETTY CASH	10.00	Petty Cash
196942	2/1/2024	CARDINAL HEALTH PHARMACY MGMT	1,066,711.14	Pharmacy Management
197267	2/22/2024	CARDINAL HEALTH PHARMACY MGMT	7,993.44	Pharmacy Management
197299	2/22/2024	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	2,139.00	Physician Recruitment
196847	2/1/2024	BRIAN BARTON, PA-C	8,333.33	Physician Retention
196855	2/1/2024	COMPHEALTH,INC.	63,554.93	Physician Services
197150	2/15/2024	COMPHEALTH,INC.	26,169.11	Physician Services
196935	2/1/2024	DR. WAGNER VERONESE	6,046.79	Physician Services
196875	2/1/2024	HAYES LOCUMS, LLC	45,691.85	Physician Services
196888	2/1/2024	LOCUM TENENS.COM	3,683.70	Physician Services
197189	2/15/2024	LOCUM TENENS.COM	35,993.98	Physician Services
197008	2/8/2024	MOUNTAIN STATES MEDICAL PHYSICS	12,207.46	Physician Services
196893	2/1/2024	MPLT HEALTHCARE, LLC	3,848.80	Physician Services
197203	2/15/2024	MPLT HEALTHCARE, LLC	433.39	Physician Services
197017	2/8/2024	QLER PHYSICIAN MEDICAL GROUP, P.A.	4,495.00	Physician Services
197241	2/15/2024	UNIVERSITY OF UTAH (UUHC OUTREACH)	5,940.00	Physician Services
197253	2/22/2024	ADVANCED MEDICAL IMAGING, LLC	20,018.00	Physician Services
197485	2/29/2024	THE SLEEP SPECIALISTS	8,375.00	Physician Services
197491	2/29/2024	UNIVERSITY OF UTAH (UUHC OUTREACH)	131,133.08	Physician Services
197382	2/26/2024	AIDVANTAGE	2,500.00	Physician Student Loan
197386	2/26/2024	GREAT LAKES	1,666.67	Physician Student Loan
197387	2/26/2024	GREAT LAKES EDUCATION LOAN SERVICES	1,666.67	Physician Student Loan
197384	2/26/2024	MOHELA	3,333.34	Physician Student Loan
197385	2/26/2024	MOHELA	1,666.67	Physician Student Loan
197388	2/26/2024	US DEPARTMENT OF EDUCATION	1,666.67	Physician Student Loan
197389	2/26/2024	US DEPARTMENT OF EDUCATION	4,166.67	Physician Student Loan
197019	2/8/2024	RESERVE ACCOUNT	5,000.00	Postage
196950	2/8/2024	ALSCO AMERICAN LINEN	127.68	Professional Service
197000	2/8/2024	KONICA MINOLTA MEDICAL IMAGING USA, INC	2,250.00	Professional Service
197194	2/15/2024	MEDICAL PHYSICS CONSULTANTS, INC	7,150.00	Professional Service
197014	2/8/2024	P3 CONSULTING LLC	780.00	Professional Service
196932	2/1/2024	VERISYS INC.	5.25	Professional Service
197272	2/22/2024	CLEANIQUE PROFESSIONAL SERVICES	6,930.00	Professional Service
197310	2/22/2024	CLIFTONLARSONALLEN LLP	28,916.55	Professional Service
197372	2/22/2024	VERISYS INC.	63.00	Professional Service
197400	2/29/2024	ALSCO AMERICAN LINEN	42.56	Professional Service
197436	2/29/2024	CE BROKER	322.30	Professional Service
197501	2/29/2024	WYOMING DEPARTMENT OF HEALTH	129.00	Professional Service
EFT00000008569	2/22/2024	WESTERN STAR COMMUNICATIONS	1,688.00	Professional Service
197198	2/15/2024	MERRY X-RAY	78.50	Radiology Film
197158	2/15/2024	CURIUM US LLC	277.46	Radiology Material
196988	2/8/2024	GE HEALTHCARE INC	3,488.60	Radiology Material
197172	2/15/2024	GE HEALTHCARE INC	1,669.30	Radiology Material

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2024

196886	2/1/2024	LANTHEUS MEDICAL IMAGING, INC	2,054.74	Radiology Material
197185	2/15/2024	LANTHEUS MEDICAL IMAGING, INC	2,628.29	Radiology Material
197293	2/22/2024	GE HEALTHCARE INC	1,669.30	Radiology Material
197333	2/22/2024	PHARMALOGIC WY, LTD	6,578.50	Radiology Material
196908	2/1/2024	DR SAMER KATTAN	305.00	Reimbursement - CME
196947	2/8/2024	DR. ALICIA GRAY	420.00	Reimbursement - CME
196957	2/8/2024	DR. BANU SYMINGTON	1,500.00	Reimbursement - CME
196974	2/8/2024	DR. DAVID DANSIE	1,295.00	Reimbursement - CME
197159	2/15/2024	DR. DAVID DANSIE	225.00	Reimbursement - CME
196903	2/1/2024	DR. RAHUL PAWAR	1,825.00	Reimbursement - CME
197212	2/15/2024	DR. RAZVAN DUCU	1,500.00	Reimbursement - CME
197251	2/19/2024	DR. SIGSBEE DUCK	5,447.37	Reimbursement - CME
197191	2/15/2024	MARK SANDERS	189.00	Reimbursement - CME
197027	2/8/2024	SHAWN ROCKEY, PA-C	195.00	Reimbursement - CME
197305	2/22/2024	JOSEPH J. OLIVER, M.D.	3,393.12	Reimbursement - CME
197419	2/29/2024	BRIAN BARTON, PA-C	1,500.00	Reimbursement - CME
197149	2/15/2024	CHRISTINA SANDERS	136.80	Reimbursement - Education & Travel
197143	2/15/2024	DR. BRYTTON LONG	287.28	Reimbursement - Education & Travel
197144	2/15/2024	DR. CAMERON KESLER	1,869.60	Reimbursement - Education & Travel
196968	2/8/2024	DR. CIELETTE KARN	270.00	Reimbursement - Education & Travel
197186	2/15/2024	DR. LAWRENCE LAURIDSEN	888.00	Reimbursement - Education & Travel
196937	2/1/2024	DR. WILLIAM SARETTE	600.00	Reimbursement - Education & Travel
197244	2/15/2024	DR. WILLIAM SARETTE	600.00	Reimbursement - Education & Travel
197164	2/15/2024	EDDIE BOGGS	244.00	Reimbursement - Education & Travel
197165	2/15/2024	ERIC SAARI	246.00	Reimbursement - Education & Travel
197180	2/15/2024	JAN LAYNE	561.22	Reimbursement - Education & Travel
197006	2/8/2024	MEGAN GUESS	1,500.00	Reimbursement - Education & Travel
196911	2/1/2024	SHAUNA ERRAMOUSPE	351.00	Reimbursement - Education & Travel
196924	2/1/2024	TAMI LOVE	2,717.59	Reimbursement - Education & Travel
197235	2/15/2024	TONYA PRESTON	1,500.00	Reimbursement - Education & Travel
197280	2/22/2024	CRAIG ROOD	206.71	Reimbursement - Education & Travel
197303	2/22/2024	IRENE RICHARDSON	217.74	Reimbursement - Education & Travel
197405	2/29/2024	ANDREA MARSHALL	1,418.44	Reimbursement - Education & Travel
197406	2/29/2024	ANN CLEVENGER	907.85	Reimbursement - Education & Travel
197411	2/29/2024	BARBARA SOWADA	53.92	Reimbursement - Education & Travel
197433	2/29/2024	DESERIEE PADILLA	256.50	Reimbursement - Education & Travel
197446	2/29/2024	DR. JANENE GLYN	1,806.15	Reimbursement - Education & Travel
197447	2/29/2024	JENNIFER WARPNESS	520.67	Reimbursement - Education & Travel
197451	2/29/2024	LENA WARREN	128.82	Reimbursement - Education & Travel
197465	2/29/2024	PATTY O'LEXY	452.18	Reimbursement - Education & Travel
197467	2/29/2024	PHILLIP FLAKE	133.38	Reimbursement - Education & Travel
197478	2/29/2024	STEPHANIE WELSH	48.74	Reimbursement - Education & Travel
197033	2/8/2024	STEPHANIE WELSH	87.94	Reimbursement - Hospital Supplies
197453	2/29/2024	LLUVIA VIANA	105.96	Reimbursement - Insurance Premiums
197455	2/29/2024	MARY KINNEAR	34.78	Reimbursement - Insurance Premiums
197486	2/29/2024	TIFFANY WALKER	47.80	Reimbursement - Insurance Premiums
196892	2/1/2024	DR MICHAEL BOWERS	6.54	Reimbursement - Non Hospital Supplies
197315	2/22/2024	MARIANNE SANDERS	349.55	Reimbursement - Non Hospital Supplies
197362	2/22/2024	TIFFANY MARSHALL	402.00	Reimbursement - Non Hospital Supplies



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2024

196863	2/1/2024	ERICA URIATE	91.67	Reimbursement - Payroll
196884	2/1/2024	KRISTIN GILES	105.96	Reimbursement - Payroll
196905	2/1/2024	ROBIN SNOWBERGER	192.66	Reimbursement - Payroll
196909	2/1/2024	SARA THOMPSON	86.88	Reimbursement - Payroll
W/T	2/26/2024	PCS 2/15/24	239,265.03	Retirement
W/T	2/9/2024	PCS 2/4/24	240,480.89	Retirement
197225	2/15/2024	STATE OF WYO.DEPT.OF REVENUE	5.77	Sales Tax Payment
197041	2/8/2024	VITASCRIPITUM LLC	2,356.60	Scribe Services
196934	2/1/2024	VOLPARA SOLUTIONS, INC.	7,740.00	Software
197407	2/29/2024	APPLIED STATISTICS & MANAGEMENT, INC.	7,000.00	Software
197136	2/15/2024	AMERICAN LEGION TOM WHITMORE POST 28	500.00	Sponsorship
196993	2/8/2024	HOLY SPIRIT CATHOLIC SCHOOL	800.00	Sponsorship
196901	2/1/2024	PMS SCREEN PRINTING	142.00	Sponsorship
196907	2/1/2024	R.S. CHAMBER OF COMMERCE	1,750.00	Sponsorship
197219	2/15/2024	RSGSA	500.00	Sponsorship
196906	2/1/2024	RSHS CLASS OF 2024	250.00	Sponsorship
196922	2/1/2024	SWEETWATER EVENTS COMPLEX	4,275.00	Sponsorship
197284	2/22/2024	DUCKS UNLIMITED	800.00	Sponsorship
197323	2/22/2024	MULEY FANATIC FOUNDATION	2,000.00	Sponsorship
197332	2/22/2024	PEOPLE FOR KIDS	200.00	Sponsorship
197359	2/22/2024	SWEETWATER COUNTY CHILD DEVELOPMENTAL CENTER	500.00	Sponsorship
197402	2/29/2024	ALZHEIMER'S ASSOCIATION	800.00	Sponsorship
197470	2/29/2024	RED DESERT ROUNDUP RODEO	3,000.00	Sponsorship
197397	2/27/2024	RSHS - TIGER RHYTHM DANCE TEAM	300.00	Sponsorship
196832	2/1/2024	ACADEMY OF LYMPHATIC STUDIES	307.75	Surgery Supplies
196834	2/1/2024	ALI MED INC	4,664.11	Surgery Supplies
196948	2/8/2024	ALI MED INC	183.45	Surgery Supplies
197132	2/15/2024	ALI MED INC	508.15	Surgery Supplies
197135	2/15/2024	ALTA MEDICAL SPECIALTIES	443.05	Surgery Supplies
196835	2/1/2024	ARMSTRONG MEDICAL INDUSTRIES	82.00	Surgery Supplies
196954	2/8/2024	ARMSTRONG MEDICAL INDUSTRIES	392.00	Surgery Supplies
197138	2/15/2024	ARMSTRONG MEDICAL INDUSTRIES	620.00	Surgery Supplies
196842	2/1/2024	BECTON DICKINSON	568.10	Surgery Supplies
196960	2/8/2024	BECTON DICKINSON	3,146.75	Surgery Supplies
197140	2/15/2024	BECTON DICKINSON	256.00	Surgery Supplies
196845	2/1/2024	BLUE ENDO	109.08	Surgery Supplies
196970	2/8/2024	CONMED LINVATEC	322.30	Surgery Supplies
196972	2/8/2024	COVIDIEN SALES LLC, DBA GIVEN IMAGING	3,587.96	Surgery Supplies
197155	2/15/2024	COVIDIEN SALES LLC, DBA GIVEN IMAGING	10,448.64	Surgery Supplies
196861	2/1/2024	DESOUTTER MEDICAL	839.30	Surgery Supplies
196862	2/1/2024	EQUASHIELD LLC	251.20	Surgery Supplies
196977	2/8/2024	EQUASHIELD LLC	1,010.72	Surgery Supplies
196881	2/1/2024	INTEGRA SURGICAL	104.47	Surgery Supplies
196882	2/1/2024	INTUITIVE SURGICAL INC.	5,670.00	Surgery Supplies
197195	2/15/2024	MEDICAL PACKAGING LLC	846.17	Surgery Supplies
197007	2/8/2024	MERCURY MEDICAL	65.88	Surgery Supplies
197131	2/15/2024	MIADERM	696.00	Surgery Supplies
197009	2/8/2024	NANOSONICS, INC	148.00	Surgery Supplies
197011	2/8/2024	NEOGEN CORPORATION	822.97	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2024

197214	2/15/2024	RHYTHMLINK INTERNATIONAL LLC	104.00	Surgery Supplies
197029	2/8/2024	SMITH & NEPHEW ENDOSCOPY INC	2,219.12	Surgery Supplies
197223	2/15/2024	SMITH & NEPHEW ENDOSCOPY INC	5,303.58	Surgery Supplies
196919	2/1/2024	STRYKER ENDOSCOPY	909.94	Surgery Supplies
197036	2/8/2024	STRYKER ENDOSCOPY	2,650.71	Surgery Supplies
197229	2/15/2024	STRYKER ENDOSCOPY	592.89	Surgery Supplies
196920	2/1/2024	STRYKER ORTHOPAEDICS	20,181.44	Surgery Supplies
197037	2/8/2024	STRYKER ORTHOPAEDICS	13,605.00	Surgery Supplies
197230	2/15/2024	STRYKER ORTHOPAEDICS	5,525.00	Surgery Supplies
197039	2/8/2024	TELEFLEX LLC	59.00	Surgery Supplies
197054	2/8/2024	XODUS MEDICAL, INC.	939.75	Surgery Supplies
196941	2/1/2024	ZIMMER BIOMET	170.00	Surgery Supplies
197056	2/8/2024	ZIMMER BIOMET	3,364.50	Surgery Supplies
197256	2/22/2024	ALI MED INC	218.45	Surgery Supplies
197259	2/22/2024	ALTA MEDICAL SPECIALTIES	195.95	Surgery Supplies
197261	2/22/2024	BECTON DICKINSON	4,162.25	Surgery Supplies
197279	2/22/2024	COVIDIEN SALES LLC, DBA GIVEN IMAGING	2,795.00	Surgery Supplies
197281	2/22/2024	DESOUTTER MEDICAL	2,685.20	Surgery Supplies
197324	2/22/2024	NANOSONICS, INC	695.00	Surgery Supplies
197357	2/22/2024	STRYKER ORTHOPAEDICS	28,532.00	Surgery Supplies
197368	2/22/2024	URESIL LLC.	310.00	Surgery Supplies
197378	2/22/2024	XODUS MEDICAL, INC.	1,323.00	Surgery Supplies
197379	2/22/2024	ZIMMER BIOMET	172.50	Surgery Supplies
197399	2/29/2024	ALI MED INC	1,396.69	Surgery Supplies
197409	2/29/2024	ARMSTRONG MEDICAL INDUSTRIES	82.00	Surgery Supplies
197413	2/29/2024	BECTON DICKINSON	2,466.50	Surgery Supplies
197417	2/29/2024	BLUE ENDO	379.28	Surgery Supplies
197432	2/29/2024	CR BARD INC	1,200.00	Surgery Supplies
197435	2/29/2024	EQUASHIELD LLC	251.20	Surgery Supplies
197475	2/29/2024	SMITH & NEPHEW ENDOSCOPY INC	1,833.15	Surgery Supplies
197480	2/29/2024	STRYKER ENDOSCOPY	629.47	Surgery Supplies
197481	2/29/2024	STRYKER ORTHOPAEDICS	2,609.75	Surgery Supplies
EFT000000008531	2/1/2024	COOPER SURGICAL	1,015.00	Surgery Supplies
EFT000000008538	2/8/2024	COOPER SURGICAL	128.29	Surgery Supplies
EFT000000008547	2/15/2024	COOPER SURGICAL	526.48	Surgery Supplies
EFT000000008563	2/22/2024	COOPER SURGICAL	1,015.00	Surgery Supplies
197338	2/22/2024	PRESS GANEY ASSOCIATES, INC	4,789.33	Surveys
197309	2/22/2024	LANGUAGE LINE SERVICES	2,808.60	Translation Services
W/T	2/23/2024	UNEMPLOYMENT QTR 4 2023	6,436.69	Unemployment
196902	2/1/2024	QUARTERMASTER	1,108.55	Uniforms
197209	2/15/2024	QUARTERMASTER	48.27	Uniforms
196939	2/1/2024	WYOMING WORK WAREHOUSE	323.96	Uniforms
197340	2/22/2024	QUARTERMASTER	71.81	Uniforms
197134	2/15/2024	ALL WEST COMMUNICATIONS	2,295.96	Utilities
196837	2/1/2024	AT&T	99.41	Utilities
196956	2/8/2024	AT&T	42.15	Utilities
197139	2/15/2024	AT&T	255.15	Utilities
197210	2/15/2024	CENTURY LINK	1,674.15	Utilities
197215	2/15/2024	ROCK SPRINGS MUNICIPAL UTILITY	11,674.63	Utilities



Memorial Hospital of Sweetwater County  
 County Voucher Summary  
 as of month ending February 29, 2024

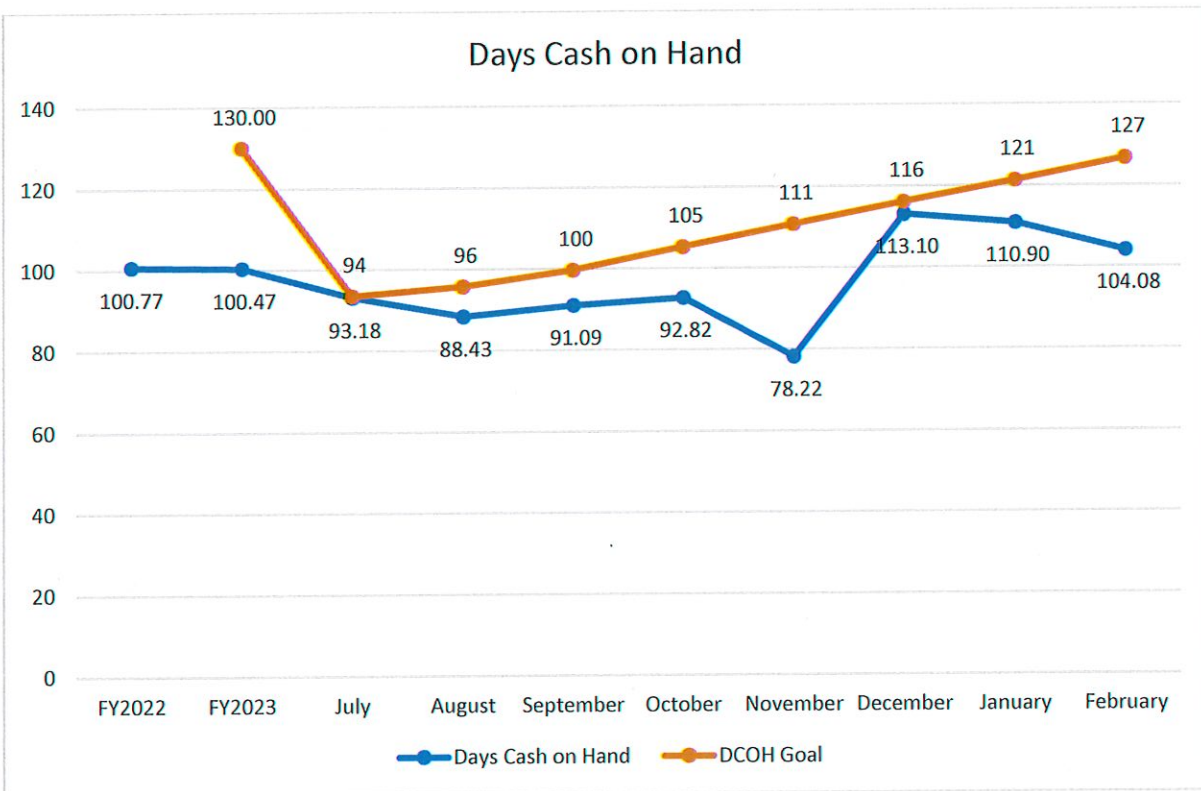
Vouchers Submitted by MHSC at agreed discounted rate	
July 2023	\$0.00
August 2023	\$49,254.59
September 2023	\$0.00
October 2023	\$27,913.61
November 2023	\$7,018.05
December 2023	\$0.00
January 2024	\$0.00
February 2024	\$44,243.47
March 2024	
April 2024	
May 2024	
June 2024	
County Requested Total Vouchers Submitted	\$128,429.72
Total Vouchers Submitted FY 24	\$128,429.72
Less: Total Approved by County and Received by MHSC FY 24	\$128,429.72
Total Vouchers Pending Approval by County	\$0.00

FY24 Title 25 Fund Budget from Sweetwater County	\$471,488.00
Funds Received From Sweetwater County	\$128,429.72
FY24 Title 25 Fund Budget Remaining	\$343,058.28
Total Budgeted Vouchers Pending Submittal to County	\$0.00

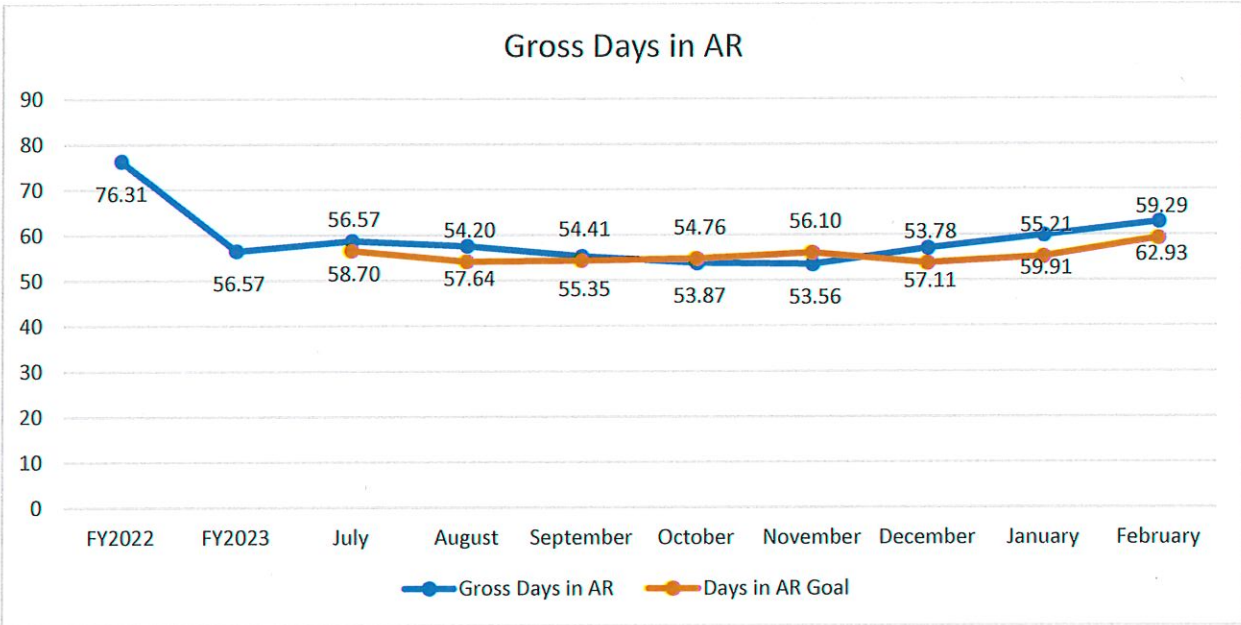
FY24 Maintenance Fund Budget from Sweetwater County	\$1,448,215.00
County Maintenance FY24 - July	\$0.00
County Maintenance FY24 - August	\$197,516.66
County Maintenance FY24 - September	\$0.00
County Maintenance FY24 - October	\$21,575.13
County Maintenance FY24 - November	\$20,665.42
County Maintenance FY24 - December	\$0.00
County Maintenance FY24 - January	\$100,431.64
County Maintenance FY24 - February	\$0.00
County Maintenance FY24 - March	
County Maintenance FY24 - April	
County Maintenance FY24 - May	
County Maintenance FY24 - June	
	\$340,188.85
FY24 Maintenance Fund Budget Remaining	\$1,108,026.15

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

- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 100 days for September, 116 days for December, 132 days for March and 139 days for year end.
  - We saw a decrease in DCOH of 7 days with under budget collections and a significant increase in expenses, increasing our year-to-date daily cash expense. Cash collections came in under budget, at \$9.5 million. Daily cash expense increased to \$306,700 in February.



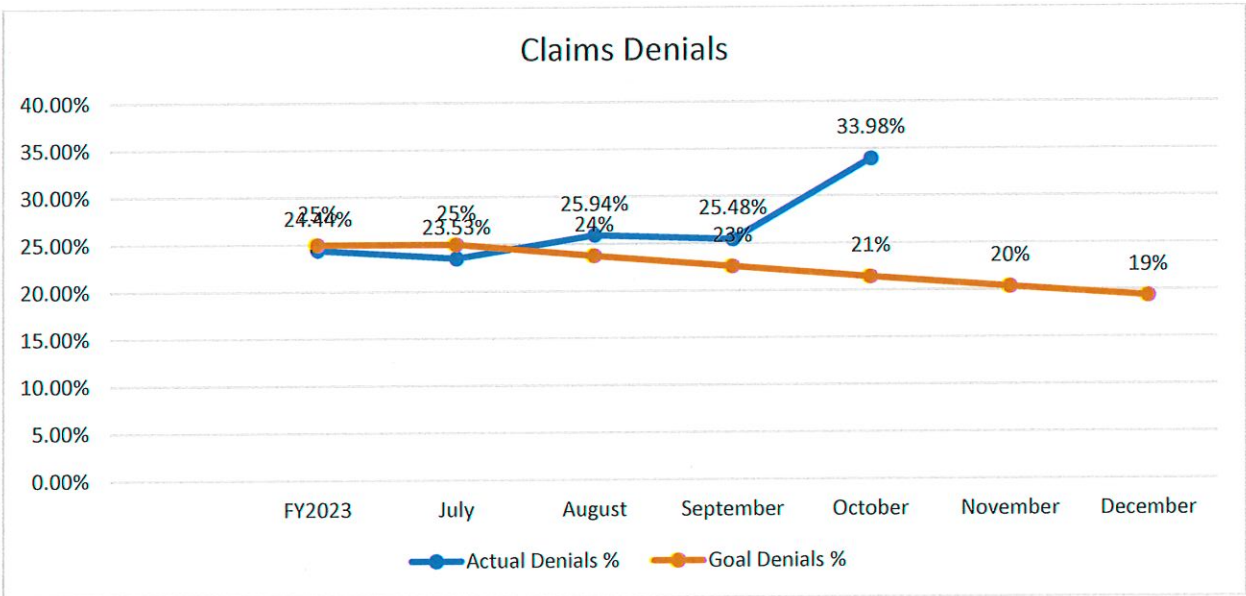
- **Days in Accounts Receivable** represents the number of days of patient charges tied up in unpaid patient accounts. We have set interim goals of 54.4 days for September, 53.8 days for December, 48.6 for March and 47.7 by year end.
  - We use a 3-month average calculation in the financial statements for this metric. Days in AR for February increased due to the continued growth in AR and came in at 62.9, missing the goal for the month.



- **Cash Collections** – The goal for cash collections is 47.5% of the average gross revenue of the two prior months. This is the inverse ratio of budgeted reductions of revenue.
  - Cash collections for February were \$9.52 million, under budget by \$1,400,000.

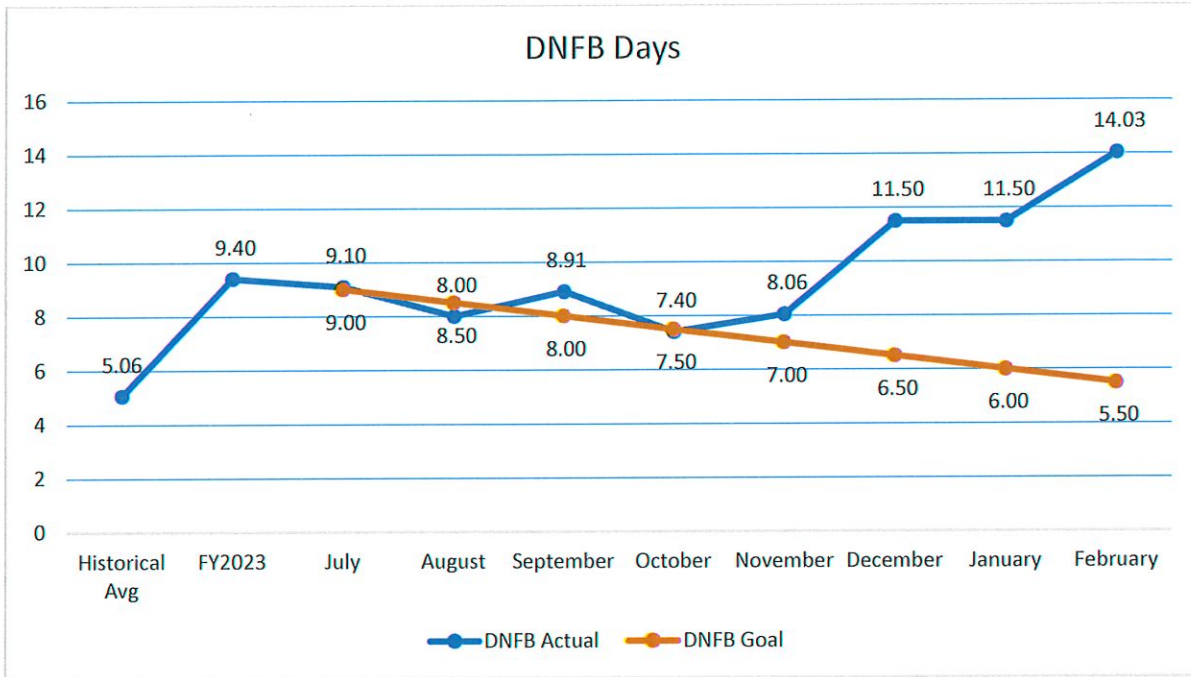


- **Denial Rate** – The denial rate is the percentage of all submitted claims denied by payers. A lower denial rate means improved cash flow. Current state and national benchmarks are at 15%.
  - At the end of FY2023, our denial rate was 24.4%. We are working with CLA to track our denial rate through their BI dashboard using actual claims information. We continue to work with CLA on action plans around denials management and will report monthly.

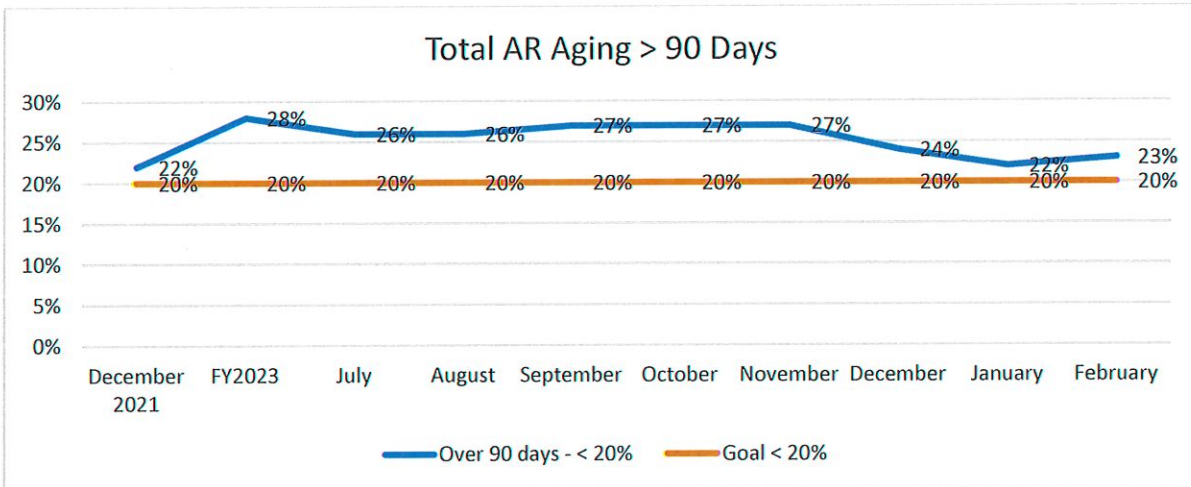


**Revenue Cycle Goals – Fiscal Year 2024** - We have also set goals for specific financial metrics impacting the revenue cycle, DNFB Days, Total AR Aging and Payer Specific Aging.

- **DNFB Days – Discharged Not Final Billed days.** These are patient accounts where the patient has been discharged but the account has not been billed. Several categories fall under DNFB, including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay are accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the fiscal year, equal to our 5-day standard delay for billing accounts.
  - DNFB Days increased to 14 in February with the continued increase in AR and delays due to prior authorizations and denials. We continue to work through the details in bringing our DNFB days down.

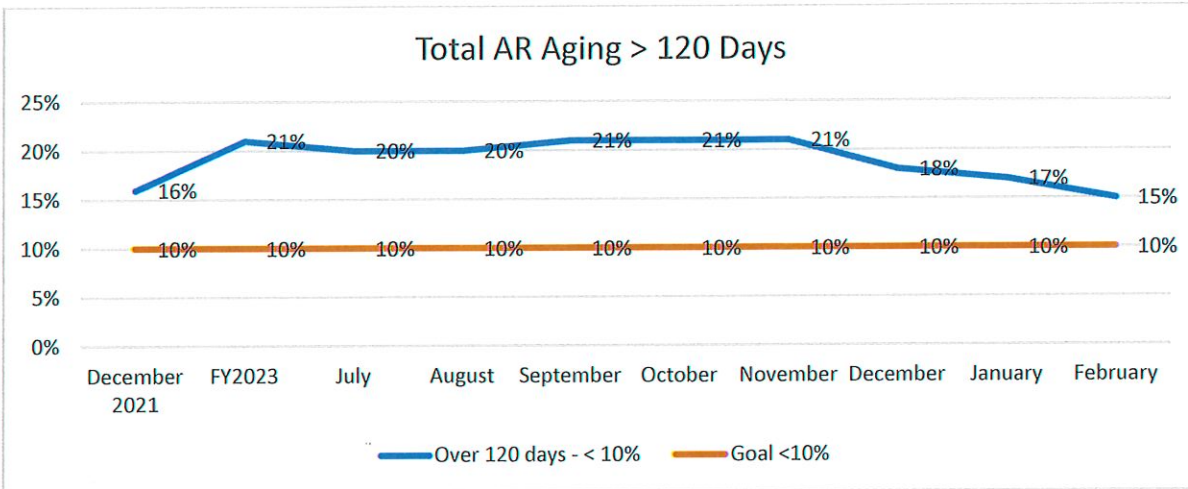


- **Total Accounts Receivable aging** – These goals were set based on national benchmarks received from CLA and are set as follows:
  - Days over 90 days set be < 20% of total AR.
  - Days over 120 days set at < 10% of total AR.
  - Days over 180 days set at < 3% of total AR.

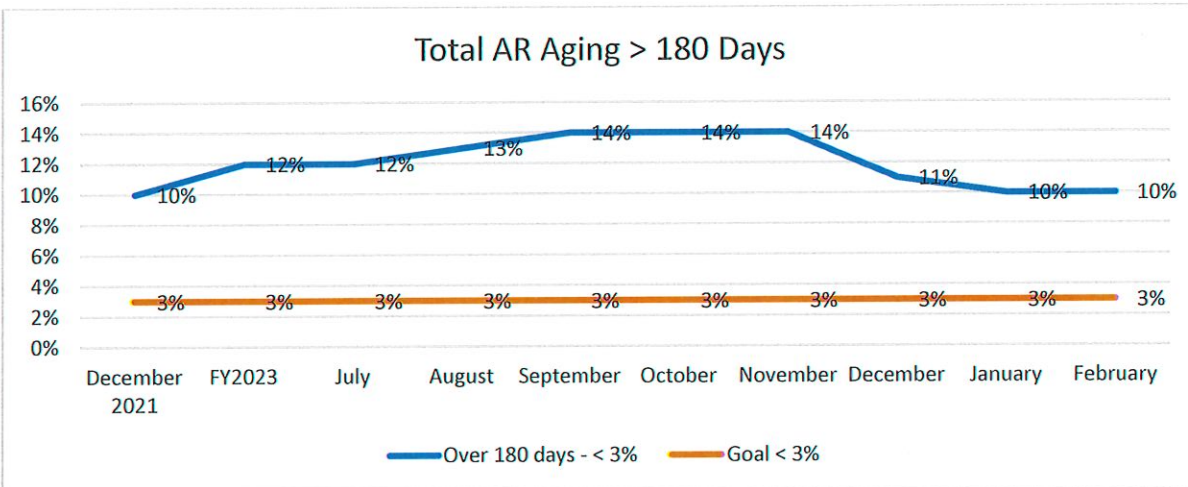


- Days over 90 days are at 23% for February, slight increase from prior month but close to budget.



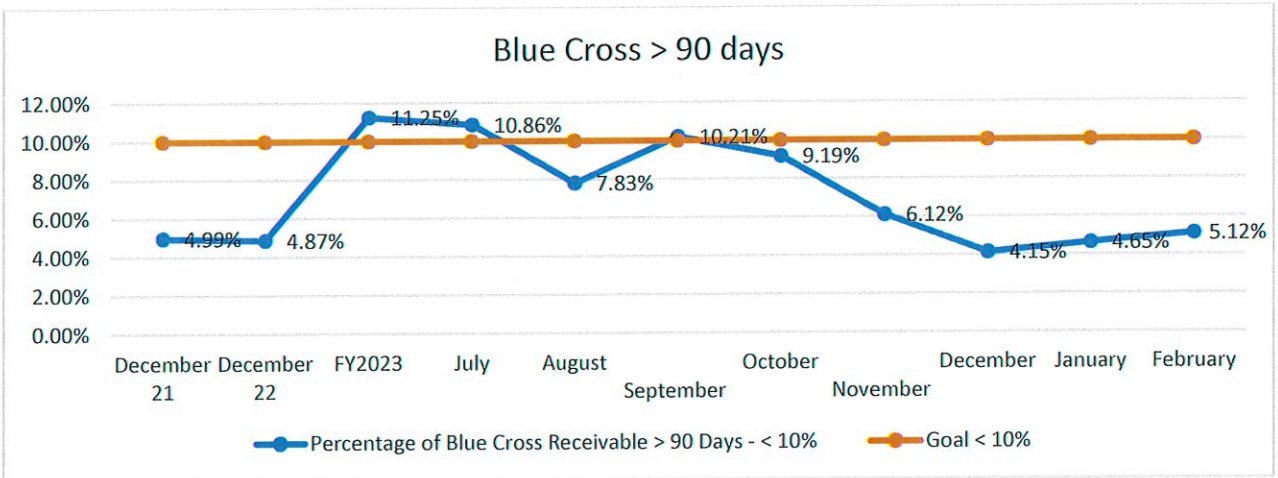


- Days over 120 days decreased to 15% for February.

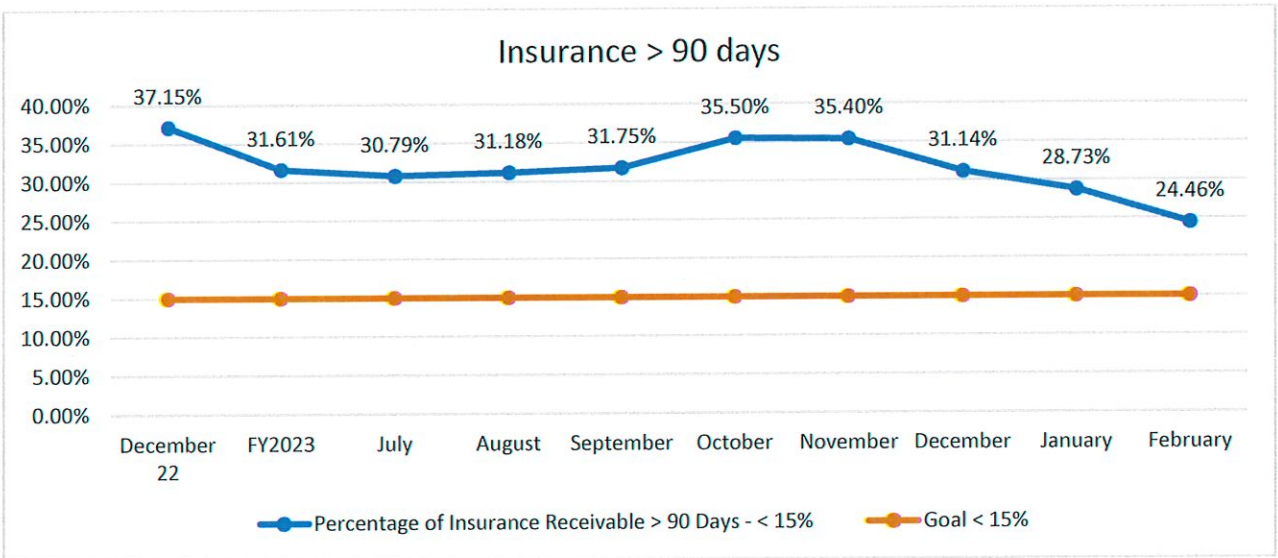


- Days over 180 days remained at 10% for February.

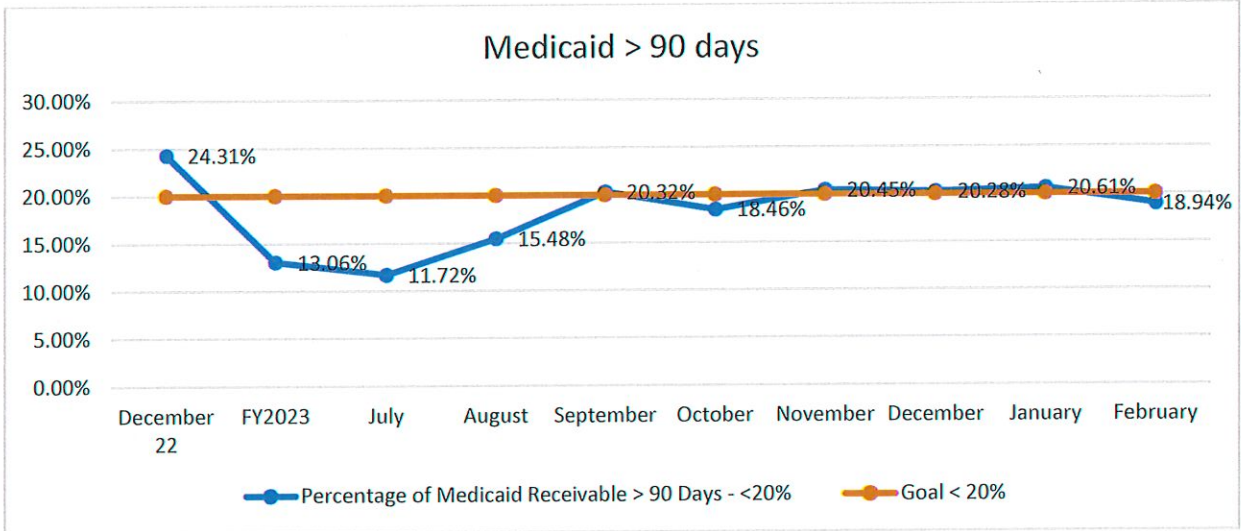
- **Days in AR by Payer** – These metrics show more detail of the aging AR by payer. We saw a decrease in the aging AR for Blue Cross, Commercial and Medicare with Medicaid staying right at the goal. These goals are as follows:
  - BCBS Days in AR > 90 days less than 10%
  - Insurance Days in AR > 90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



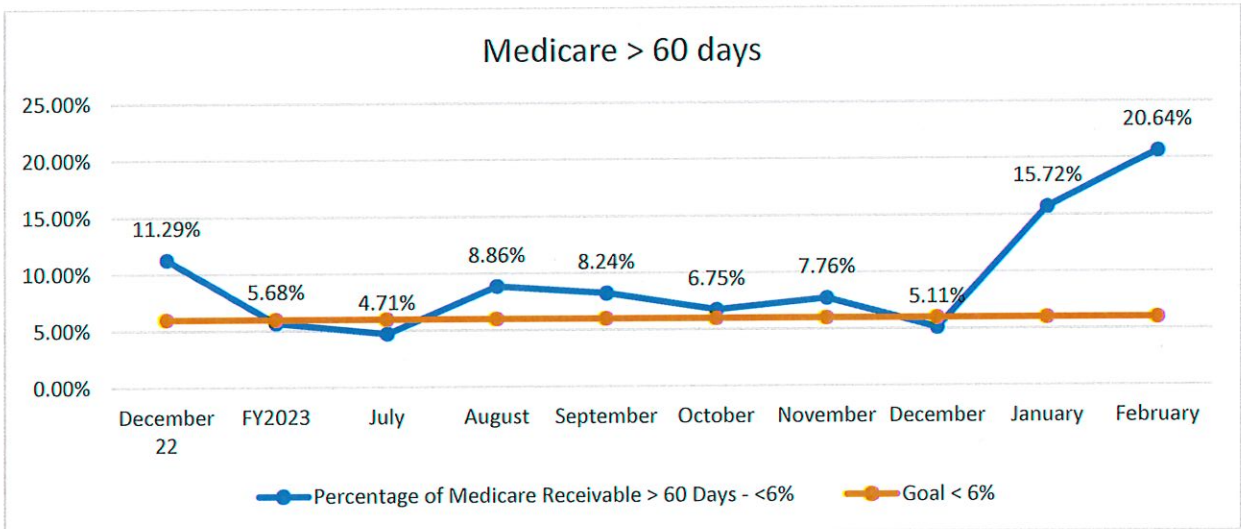
- o Blue Cross aging remains under the goal of 10% in February.



- o Commercial aging continues to decrease, down to 24.46%, as we focus on efficient workflows and train staff on denials management.



- o Medicaid aging is at 18.94% for February, under the 20% goal.



- o Medicare saw a significant increase in aging > 60 days. We have seen Medicare AR increase by \$6 million over the last two months.

**Self Pay Plan  
Information and Results  
March, 2024**

	FY21	FY22	FY23	FY24
<b>SELF PAY DISCOUNTS</b>	983,066.30	1,353,208.58	780,098.39	480,328.00
	FY 24 ESTIMATE			720,492.00
	JAN/FEB TOTAL			161,181.47

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

	FY21	FY22	FY23	FY24
<b>HARDSHIP PROGRAM</b>	75,053.94	3,164.60	61,124.87	122,530.15
<b>50% DISCOUNT</b>	FEB TOTAL			47,533.60

\*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>	HOSPITAL	CLINIC
FY 19	7,931,404.51	
FY 20	8,093,427.44	
FY 21	7,763,867.42	
FY 22	7,359,544.59	
FY 23	7,816,556.16	1,393,371.32
FY 24	5,793,326.08	1,088,469.72

<b>TOTAL SELF PAY REVENUE</b>	HOSPITAL	CLINIC
FY 19	12,651,794.61	
FY 20	13,566,281.12	
FY 21	14,306,425.74	
FY 22	14,129,092.76	
FY 23	14,426,972.88	1,161,887.99
FY 24	10,650,666.67	968,270.05

## Self Pay Plan Information and Results

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### MEDICAL ASSISTANCE

FY19	2,122,865.57
FY20	2,579,929.74
FY21	2,890,990.97
FY22	1,534,631.43
FY23	2,382,483.18
FY 24	1,098,612.32

### PAYMENT PLANS

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

### FY23 CURRENT CERNER FORMAL PMT PLANS

CERNER UNABLE TO CALCULATE AT THIS TIME  
WENT LIVE W/CERNER FAMILY BILLING OCT 23.

### PATIENT NAVIGATION


	FY22	FY23	FY24
ACTUAL COST SAVINGS OF FREE OR REPLACEMENT MEDICATION	261,211.00	285,333.00	219,414.00
COPIAY ASSISTANCE                   *ACTUAL COLLECTIONS	40,733.69	51,976.00	45,888.00
INSURANCE MAXIMUMIZATION       *ACTUAL COLLECTIONS	1,015,657.00	1,058,933.00	1,859,586.00
PREMIUM ASSISTANCE               *ACTUAL COLLECTIONS	798,050.00	823,191.00	599,910.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	2,115,651.69	2,219,433.00	2,724,798.00
 TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY22	 142,622.52	 162,690.00	 166,757.25
GOAL - TOTAL LAST YEARS COLLECTIONS AND SAVINGS PLUS 10%	156,884.77	976,140.00	2,441,376.00
 TOTAL AMOUNT TO ACHIEVE OUR GOAL FOR FY 24	 1,958,766.92	 1,243,293.00	 283,422.00

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

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

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

MEMO: March 26, 2024

TO: Finance Committee 

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: Preliminary March, 2024 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 1,790,000.00
Hospital Accounts Affinity	\$ 5,000.00
Hospital Payment Plans Affinity	\$ 00.00
Medical Clinic Accounts EMD's	\$ 00.00
Ortho Clinic Accounts EMD's	\$ 00.00
Total Potential Bad Debt	\$ 1,795,000.00
Accounts Returned	\$ - 67,000.00

Net Bad Debt Turned \$ 1,728,000.00

Recoveries Collection Agency Cerner	\$ - 120,000.00
Recoveries Collection Agency Affinity	\$ - 75,000.00
Recoveries Payment Plans Affinity	\$ - 1,275.00
Medical Clinic Recoveries EMD's	\$ - 5,000.00
Ortho Clinic Recoveries EMD's	\$ - 1,000.00
Total Bad Debt Recoveries	\$ - 202,275.00

Net Bad Debt Less Recoveries \$ 1,525,725.00

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$ 450,000.00
Medicare	\$ 12,000.00
Medicare Advantage	\$ 10,000.00
Self Pay	\$ 1,300,000.00



# Memorial Hospital Sweetwater County (MHSC)

## Revenue Cycle: Paired Advisory Support

### Project Summary – Period Ending: March 1, 2024

Executive summary of engagement actions and plans associated with the Revenue Cycle Paired Advisory Support for the period: **February 9, 2024, to March 1, 2024**. The project objectives are outlined below:

- **Patient Access Assistance** - to develop/implement a corrective action plan to address findings and recommendations from recent operational evaluation.
- **Business Office Assistance** – to develop/implement a corrective action plan to address findings and recommendations from recent operational evaluation.
- **Clinical Documentation and Coding Education** – to provide education and training to physician providers, coding, billing, and nursing staff on ICD-10-CM diagnosis coding guideline updates and changes, HCPCS/CPT procedural coding updates, Evaluation & Management levels as related to clinical documentation, coding, and billing compliance.

This summary is divided in the following four sections:

- Workplan Milestones
- Issues for Management Attention
- Major Accomplishments
- Timeline (Workplan)
- Expectations for the Next Reporting Period

#### PROJECT MANAGEMENT

Are milestones/deliverables being completed at the rate planned?	X	Ok – On track/Completed as Planned
		Concern – Trailing by 1 or 2 Milestones
		Problem – Trailing by > 2 Milestones

#### OVERALL DASHBOARD RATING

	RED		Red-Threat to project, intervention required
	YELLOW	X	Yellow-Shift in schedule or delay, moderate risk, or issues
	GREEN		Green-on schedule, minimal risks, or issues

Workplan Milestones	Finish Date	Responsible Party	Status
<b>Project Mobilization</b> • Establish project governance structure, management tools, identify workgroup participants, and hold project kickoff meeting	12-05-23	CLA Consultants & Project Team Leader	Completed
<b>Future State Workflow Redesign</b> • Patient Access • Business Office	12-31-23	CLA Consultants, Project Team Leaders, & Workgroups	Completed
<b>Future State Workflow Build</b> • Patient Access • Business Office	01-31-24	CLA Consultants, Project Team Leaders, & Workgroups	In Progress



Workplan Milestones	Finish Date	Responsible Party	Status
<b>Clinical Documentation/Coding Education</b> • HIM Coding	12-31-23	CLA Consultants	<b>Completed</b>
<b>Clinical Documentation/Coding Education</b> • Providers	03-31-24	CLA Consultants	In Progress

**Issues for Management Attention**

#	Issue	Definition/Impact	Action Plan	Status
01	Inappropriate assignment of charge capture posting and reconciliation of dialysis charge functions.	Billing staff completes dialysis charge functions. Activity impacts staff workload, productivity, and accuracy.	CFO to meet with Dialysis Leadership to request department be accountable for posting charges of services rendered in area. 02-09 -PFS leadership is currently testing a new approach with use of scanning application for general ledger updates/interface. 03-01: testing is still in progress.	In progress
02	Outstanding incomplete clinical documentation which hinders HIM-Coding from processing charts timely. An active HIM-Medical Staff Committee.	Days in Discharged Not Final Billed exceed industry best practice <u>&gt; 4-days</u> .	Work with HIM-Medical Staff Committee to re-establish routine meetings. Enforcement of Rules & Regulations for chart completion.	HIM-Medical Staff Committee agreed to modify Bylaws/Rules & Regulations to require records be completed in 7-days instead of 14-days
03	Finance policy requires a \$90 payment for self-pay patients and at least a \$25-\$30 co-pay for insured patients.	Self-pay patients are unable to pay \$90 and co-pays are not being collected. Modify policy to require a minimum of \$25 to be collected upfront for self-pay and insured patients.	Modify Finance policy to reflect co-pay and self-pay requirement of \$25. 03-01:final review was being done to ensure that all forms/policies have been updated.	In progress
04	Establishing workflow for patient collections across all clinical departments.	Registration staff collects owed funds as it relates to copays and self-pay patients.	Outstanding questions are resolved, and training schedule is established with all registration departments. 2-9-Training to take place the week of February 26. 03-01: Training completed	<b>Completed</b>
05	Editing of patient statements	Patient statements need to be edited to reflect updated financial policy.	Ron to enter SR with Cerner 2/9-Waiting for SR to be entered. 03-01: Waiting for SR to be entered until after decision is made about patient finance company. Recommendation made to pause taking next steps on patient finance company and moving forward with edits to patient statements.	In progress





#	Issue	Definition/Impact	Action Plan	Status
06	Interpreter schedule is currently saved on Outlook calendar.	Team members are not currently able to access Outlook calendar.	Clinic Director to collaborate with Clinical Informatics team to establish schedule within Cerner. 2/9-Jodi is in the process of building schedule within Cerner. 03-01: Schedules completed	Completed
07	Lack of understanding regarding automated eligibility within Cerner.	Increase staff productivity by increased use of automation.	Clinic Registration Supervisor to collaborate with Clinical Informatics team to gain clearer understanding of functionality. 2/9-Jodi working with Cerner to gain clearer understanding of system set up. 03-01: Jodi will enter SR with Cerner to have all clinics set up in the same manner.	In Progress

**Out of Scope**

#	Activity	Action Pending/Taken
01	Patient Financing Options	03-01: Review of vendors has been completed and a list of pros and cons have been established. CLA has recommended that MHSC pause on making their final selection until consistent workflows have been created with the patient AR team as this is an immediate need due to the rising patient AR.

**Major Accomplishments for this Reporting Period**

1. Onsite training took place for Patient Access and Patient Financial Services the week of 2/26. Insurance accounts receivable policy and procedure was reviewed with the team and implemented. Training with clinic and hospital Patient Access took place the week of 2/26. Items covered were new patient copay collections process, interpreter schedule/messaging process and review of registration processes. The copay collections process and scheduling of interpreter is to begin 3/1.
2. Onsite workgroup for Patient Financial Services patient AR and payment posting took place the week of 3/1. During this workgroup it was found that there are opportunities to streamline processes and improve efficiencies. Future meetings to take place regarding this in March.
3. Action codes will start being monitored 3/1 and forward in the Business Office to track productivity.
4. Business Office phone volume report was reviewed week of 2/26 with inefficiencies found. Recommendations were given and modifications are in the process of being made.
5. Review of authorization workflow, to avoid avoidable denials, continues to be an item of discussion.
6. Finalized Provider Clinical Documentation & Coding education program with defined training schedule. Clinical documentation and coding education program has been launched to providers on February 12<sup>th</sup> with plans for completing in March. See educational schedule below.



Provider Clinical Documentation & Coding Education Schedule							
Mon. 02/12		Tue. 02/13		Wed. 02/14		Thur. 2/15	
Time	Topic	Time	Topic	Time	Topic	Time	Topic
12N - 1:30PM MST	Specialty Area - ENT	12N - 1:30PM MST	Evaluation/Management Levels for -- Internal Medicine, Pediatrics, & Neurology Services	12N - 1:30PM MST	Specialty Area -Pulmonology	12N - 1:00PM MST	Specialty Area - OB GYN
Tues. 02/20	Topic	Tues. 02/20	Topic	Wed. 02/21	Topic		
7AM - 8:30AM MST	Specialty Area - Ortho	12N - 1:30PM MST	Evaluation/Management Levels for -- Internal Medicine, Family Practice, Pediatrics, & Neurology Services	12N - 1:30PM MST	Specialty Area - Nephrology/Dialysis and Urology		
		Tues. 02/27	Topic	Wed. 02/28	Topic	Wed. 02/28	Topic
		3pm - 4:30pm MST	Hospitalists	12N - 1:30PM MST	Specialty Area - General Surgery	3pm - 4:30pm MST	Hospitalists
Mon. 03/18	Topic			Mon. 03/25	Topic		
12N - 1:30PM MST	Specialty Area -Hem/RadOnc			3pm - 4:30pm MST	Hospitalists		

- HIM-Leadership has met with Medical Staff and re-instituted a HIM Medical Staff Committee. Held first HIM Medical Staff Committee and modified Bylaws/Rules & Regulations addressing medical records completion from 14-days to 7-days requirement.

**High-level Timeline (Workplan)**

MHSC Project Plan V4						
ID	Task Mode	Task Name	Duration	Start	Finish	
1	🚀	Redesign & Implementation	153 days	Wed 11/1/23	Fri 5/31/24	
2	🚀	Project Mobilization	28 days	Wed 11/1/23	Fri 12/8/23	
3	🚀	Planning Meeting	22 days	Wed 11/1/23	Thu 11/30/23	
4	🚀	Onsite meeting	2 days	Tue 12/5/23	Wed 12/6/23	
5	🚀	Future State Model Definition & Design	44 days	Tue 12/5/23	Fri 2/2/24	
6	🚀	Patient Access	30 days	Tue 12/5/23	Mon 1/15/24	
9	🚀	Patient Financial Services	42 days	Tue 12/5/23	Wed 1/31/24	
16	🚀	Reporting/Data Analytics	30 days	Tue 12/5/23	Mon 1/15/24	
18	🚀	Polcies and Procedures	98 days	Wed 11/1/23	Fri 3/15/24	
19	🚀	Patient Access	87 days	Wed 11/1/23	Thu 2/29/24	
23	🚀	Patient Financial Services	87 days	Wed 11/1/23	Thu 2/29/24	
28	🚀	Training	32 days	Thu 2/1/24	Fri 3/15/24	
34	🚀	Denials Management/Prevention Committee	96 days	Fri 2/16/24	Sun 6/30/24	
36	🚀	Parking lot items	129 days	Tue 12/5/23	Fri 5/31/24	



### Expectations for the Next Reporting Period

The following major activities are scheduled to occur during the next reporting period.

Key Activity	Start Date	Completed Date
Kick-off Provider Clinical Documentation & Coding Education	02-12-24	03-25-24
Review phone tree flow chart	12-13-23	02-29-24
Finalization of pre-registration and registration process	12-5-23	01-31-24
Review action code report	12-13-23	01-31-24
Review of policies and procedures regarding newly established workflows	01-08-24	
Review of KPI reports/dashboard	01-08-24	
Modifications to phone tree	02-29-24	
Review of Patient AR and Payment Posting Workflow	02-29-24	
Identify/train Denials Coordinator	03-05-24	
Establish/Implement Denials Management Workgroup	04-01-24	



## Service Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel and the CEO.

*Any contract equal to or greater than \$50,000.00 This excludes service agreements (regardless of the dollar amount) attached to Board approved capital equipment. The service agreements attached to this equipment can be signed and approved by the CEO and reported to the Board at the next Board meeting after approval.*

1. Name of Contract: **VARIAN**

2. Purpose of contract, including scope and description: this is a service agreement for the hardware maintenance for the **linear accelerator machine located in the Cancer Center.**

**The linear accelerator is the machine that actually delivers the radiation to the patient. This contract includes coverage for RPM gated treatments (treatment while holding their breath) and if their breath falls below a certain level the machine will turn off. Assures they are hitting (radiating) where they want to hit. Varian is manufacturer of the machine and hardware update needs to come from the manufacturer.**

**The CLINAC-Trilogy portion of the agreement covers all parts, features and hardware needed for our machine to function correctly, and the computers that run our machine. It also includes PMIs (Periodic Maintenance Inspections). The RPM gating portion of the agreement covers the 4D gating camera and the computer that runs the gating software and connects to the machine. On-site emergency or non-emergency labor is included in our service agreement.**

3. Date of contract execution: **March 31, 2024**

4. Date of contract expiration: **March 31, 2027**

5. Rights of renewal and termination: **Hospital could terminated with written notice 60 days before the end of the term (March 31) and if we pay remainder of the support agreement and early termination fee.**

6. Monetary costs: **Clinac HE essentials \$202,000.00 year 1 + RPM Essentials \$3000. 00 year 1; Clinic HE essentials \$208,000.00 year 2 + RPM essentials**

**\$4000.00 year 2; Clinac HE essentials \$214,000.00 year 3 + RPM essentials \$5000.00 year 3 for a TOTAL cost of \$636,000.00 over three years.**

7. Included in Department Budget: **Yes**
8. Extraneous costs associated with contract: **NONE**
9. Confidentiality clause/provisions? **Yes page 6 Section 8.1**
10. Indemnification provisions? **No**
11. Jurisdiction/Venue in Wyoming? **No**
12. Immunity provision added? **Yes**
13. Let for bid, if appropriate: **Varian manufactured the machine so they need to provide service for the machine.**
14. County Attorney reviewed (if applicable):
15. In-house Counsel Reviewed: **Yes**