

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

October 1, 2025 2:00 p.m.
MHSC Classrooms 1, 2 & 3

AGENDA

- | | | |
|------|---|---|
| I. | Call to Order | Kandi Pendleton |
| | A. Roll Call | |
| | B. Pledge of Allegiance | |
| | C. Mission and Vision | Kandi Pendleton |
| | D. Mission Moment | Irene Richardson, <i>Chief Executive Officer</i> |
| II. | Approval of Agenda <i>(For Action)</i> | Kandi Pendleton |
| III. | Community Communication | Kandi Pendleton |
| | A. The Governance Institute Leadership Conference Report | Dr. Jacques Denker |
| IV. | Consent Agenda <i>(For Action)</i> | Kandi Pendleton |
| | <i>Requests for Consent Agenda items to be removed to New Business</i> | |
| | A. Approval of Meeting Minutes | |
| | B. Approval of Capital Expenditure Request | |
| | C. Approval of Bad Debt | |
| | D. Senior Leader and Board Committee Reports | |
| | 1. Senior Leader Written Reports | |
| | a. Chief Clinical Officer | Kari Quickenden |
| | b. Chief Experience Officer | Cindy Nelson |
| | c. Chief Financial Officer | Tami Love |
| | d. Chief Nursing Officer | Ann Marie Clevenger |
| | 2. Board Committee Written or Verbal Reports | |
| | a. Human Resources Committee | Nena James |
| | b. Finance and Audit Committee | Craig Rood |
| | c. Foundation Board Report | Craig Rood |
| | d. Executive Oversight and Compensation Committee | Kandi Pendleton |
| | e. Joint Conference Committee | Nena James |
| | f. Building and Grounds Committee | Marty Kelsey |
| | g. Compliance Committee | Kandi Pendleton |
| | h. Governance Committee | Kandi Pendleton |
| | i. Quality Committee | Nena James |
| E. | Credentials Committee Requests <i>(For Action)</i> | Kerry Downs, <i>Medical Staff Services Director</i> |
| | 1. Cardiovascular Medicine Privilege Form | |
| V. | Old Business | Kandi Pendleton |
| | 1. Firearms and Weapons Policy <i>(Under Development)</i> | Geoff Phillips, <i>Legal Counsel</i> |
| VI. | New Business <i>(For Review and Questions/Comments)</i> | Kandi Pendleton |
| | A. 2025-2026 Memorandum of Understanding Between | Geoff Phillips |
| | The Sweetwater County Commissioners and The Memorial Hospital
of Sweetwater County <i>(For Action)</i> | |

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

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REGULAR MEETING OF THE BOARD OF TRUSTEES
October 1, 2025 2:00 p.m.
MHSC Classrooms 1, 2 & 3**

AGENDA

VII. Reports

A. Chief Executive Officer and Guests Verbal Reports

1. Chief Executive Officer Report

Irene Richardson

2. Chief of Staff Report

Dr. Israel Stewart, *Chief of Staff*

3. County Commissioner Liaison Report

Taylor Jones, *County Commissioner*

VIII. Education

A. VMG Health (formerly Veralon) Mission & Strategy - "[The Rural Health Landscape-Advocacy](#)"

IX. Good of the Order

Kandi Pendleton

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

Kandi Pendleton

XI. Action Following Executive Session

Kandi Pendleton

XII. Adjourn

Kandi Pendleton

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



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

Compassionate care for every life we touch.

OUR VISION

To be our community's trusted healthcare leader.

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Community, Services & Growth

Employee Experience

Financial Stewardship

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

September 11, 2025

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on September 11, 2025, at 2:00 p.m. in the Sweetwater County Commissioner Meeting Room in Green River, Wyoming, with Ms. Kandi Pendleton, President, presiding.

CALL TO ORDER

Ms. Pendleton welcomed everyone and called the meeting to order.

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

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Dr. Israel Stewart, Chief of Medical Staff; Mr. Geoff Phillips, Legal Counsel; and Mr. Taylor Jones, Sweetwater County Commission Liaison.

Trustee Appointment & Oath of Office

Mr. Phillips administered the Oath of Office to Mr. Malicoat. Ms. Pendleton welcomed Mr. Malicoat and asked for introductions from everyone in attendance.

Pledge of Allegiance

Ms. Pendleton led the attendees in the Pledge of Allegiance.

Mission and Vision

Mr. Kelsey read aloud the mission and vision statements.

Mission Moment

Ms. Richardson shared a recent Google review regarding an excellent patient experience.

AGENDA

Ms. Pendleton said an updated agenda is presented clarifying the items in the consent agenda. Ms. Pendleton asked for requests for any items to be moved from the Consent Agenda to New Business. There was a request to move the Hospital Insurance Policy to New Business. Ms. Pendleton asked if there were requests for Senior Leader or Board Committee Reports to be moved to New Business. There was a request for the Chief Financial Officer Report to be moved to New Business. The motion to approve the agenda with the items noted as moved as requested was made by Judge James; second by Mr. Rood. Motion carried.

COMMUNITY COMMUNICATION

Ms. Deb Sutton, Marketing Director, invited everyone to attend an open house at the Sweetwater County Library in Green River later that evening.

ECONOMIC IMPACT STUDY PRESENTATION

Ms. Richardson said the Finance & Audit Committee had discussed conducting an economic impact study. She recently heard at the Wyoming Hospital Association and The Governance Institute how hospitals must tell their own stories. Ms. Richardson said our economic impact is huge. Mr. Kelsey suggested we reach out and request a study so we did and she said it was great working with the University of Wyoming. She introduced Mr. Alexander Specht, Associate Director and Research Economist for the University of Wyoming Center for Business and Economic Analysis, and he reviewed the study. Mr. Specht said the project was completed in June 2025 and reviews the economic impact for 2024. He said the Hospital has a significant impact on the economy in Sweetwater County and referenced non-financial impacts in addition to the significant financial impacts. Mr. Rood asked for a copy of the PowerPoint. Ms. Richardson will request to present the report to the County Commissioners in the near future.

OLD BUSINESS

Quarterly Progress Report on Strategic Plans and Goals

Ms. Richardson presented strategic plan updates for each of the pillars. She highlighted the good things happening within each strategic pillar. Ms. Richardson thanked staff for the good work being done.

Firearms and Weapons Policy

The information is still under development. Mr. Phillips will take updated information to the Governance Committee.

Patient Safety

Ms. Stephanie Mlinar, Quality Director, said occurrence reporting information will come before the Board at a future meeting.

CONSENT AGENDA

The motion to approve the Consent Agenda as presented was made by Mr. Kelsey; second by Judge James. Motion carried. Items approved: Meeting Minutes; Bad Debt; Siemens Executive Agreement, Performance Improvement and Patient Safety (PIPS) Plan, Critical Access Hospital Exposure Control Plan, Credentials Confidentiality of Medical Staff Records/Access to Files Policy and Advance Practice Provider Hematology/Oncology Privilege Form; 16 CAH Policies as listed on the agenda.

NEW BUSINESS

Quality Committee Charter

The motion to approve the updated Quality Committee Charter was made by Judge James; second by Mr. Rood. Motion carried.

Hospital Insurance Policy

Mr. Kelsey thanked Mr. Phillips and Ms. Suzan Campbell, In-House Counsel, for their work on the policy. He said most organizations don't have this policy and he thinks it is a great thing. The motion to approve the policy as presented was made by Mr. Kelsey; second by Mr. Rood. Motion carried.

Chief Financial Officer Report

Mr. Kelsey said he wanted to bring forward some key metrics in comparison to one year ago and said there have been significant improvements. Ms. Pendleton thanked Mr. Kelsey for pulling those out.

REPORTS

Chief Executive Officer Report

Ms. Richardson said we continue to introduce our person-centered care culture to everyone joining us. We had a very successful audit. The interim replacement for Mr. Ron Cheese started September 8. We continue interviewing Community Health Needs Assessment vendors and hope to bring an agreement to the Board soon. Peak Consulting will be onsite September 15 and 16 to kick off the job description update and performance evaluation review project. Ms. Richardson said the Wyoming Hospital Association annual meeting was wonderful. She reviewed some highlights. She said Dr. Ann Marie Clevenger, Chief Nursing Officer, received the Norman S. Holt award for nursing excellence. The Hospital was recognized for 80 years of WHA membership. Ms. Richardson said The Governance Institute Leadership Conference followed. She thanked the Board for being willing to move the September meeting to allow trustees and leaders to participate in the WHA and TGI opportunities. She referenced the importance of the three legs of the stool to lead: board leadership, hospital leadership, medical staff leadership. She commended the Board for their commitment to the Hospital and said being aligned makes all the difference. Ms. Richardson said our successes are tied to the Board. She thanked the County Commissioners for appointing good board members. She said it is good to collaborate and learn, then come back to celebrate and acknowledge the good things we are doing. Ms. Richardson reviewed rural health transformation funding and said feedback is being solicited. She said she will send out meeting information to the Board and staff. She said she feels it is important for us to participate fully in the process. Ms. Richardson is in her second year as Chair of the Wyoming Hospital Association Board. Ms. Richardson said things have been very busy at the Hospital and thanked everyone for all the work they do.

Medical Staff Services Chief of Staff Report

Dr. Stewart reviewed highlights from the medical staff committee meetings. Ms. Pendleton thanked Dr. Stewart for the good information.

County Commissioner Liaison Report

Commissioner Jones said there were impressive results shared in the meeting and thanked everyone for everything they are doing.

CONTRACTS

Onpoint Healthcare Solutions, Inc.

Ms. Campbell noted we added the government immunity language in the agreement. The motion to approve the agreement as presented was made by Mr. Rood; second by Judge James. Motion carried.

Press Ganey Workforce Statement of Work

The item was presented for information only. There were no comments.

EDUCATION

VMG health Mission & Strategy – “The Rural Health Landscape – Advocacy”

Ms. Pendleton suggested moving the topic to the October education assignment.

GOOD OF ORDER

Ms. Pendleton thanked everyone who attended the TGI event. She said there was a lot of focus on Artificial Intelligence (AI) and said there was good information on not replacing people but putting people with the process.

EXECUTIVE SESSION

The motion to go into executive session at 3:13 p.m. to discuss litigation and personnel items considered confidential by law was made by Judge James; second by Mr. Rood. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to leave the executive session and return to the regular session at 4:42 p.m. was made by Judge James; second by Mr. Rood. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

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

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

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from August 12, 2025

1. Initial Appointment to Locum Tenens Staff (1 year)
Dr. William Chad Burton, Hospitalist
2. Initial Appointment to Consulting Staff (1 year)

- Dr. Talmage Shill, Tele-Radiology (U of U)
Dr. Mckenna Coletti, Tele-Stroke (U of U)
Dr. Eric Hoyer, Tele-Radiology (VRC)
Dr. Avez Rizvi, Tele-Radiology (VRC)
3. Reappointment to Active Staff (3 year)
Dr. Arion Lochner, Emergency Medicine
Dr. Daniel Stone, Emergency Medicine
Dr. Anisha Tailor, Emergency Medicine
4. Reappointment to Locum Tenens Staff (1 year)
Dr. Brad Cohen, Radiation Oncology
5. Reappointment to Consulting Staff (3 year)
Dr. Maryellen Gilfeather, Tele-Radiology (VRC)
Dr. Alan Pratt, Tele-Radiology (VRC)
Dr. Karen Simmons, Tele-Radiology (VRC)
Dr. Albert Ybasco, Tele-Radiology (VRC)
Dr. Aisha Ahmed, Tele-Psychiatry (QLER)
Dr. James Lamousin, Tele-Psychiatry (QLER)
Dr. Jeffrey Liubicich, Tele-Psychiatry (QLER)
Dr. Dwayne Narayan, Tele-Psychiatry (QLER)
Dr. Dustin Plowman, Tele-Psychiatry (QLER)
Dr. Taniya Pradhan, Tele-Psychiatry (QLER)
Dr. Brian Quigley, Tele-Psychiatry (QLER)
Dr. Gregory Renck, Tele-Psychiatry (QLER)
Dr. Michelle Schofield, Tele-Psychiatry (QLER)
Dr. Andrew Smith, Tele-Psychiatry (QLER)
Dr. Ernest Spiotto, Tele-Psychiatry (QLER)
Dr. Susan Waterman, Tele-Psychiatry (QLER)

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

ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 4:43 p.m.

Ms. Kandi Pendleton, President

Attest:

Judge Nena James, Secretary

Capital Request Summary

Capital Request #

FY26-8

Name of Capital Request:

COLLEGE HILL ROOF REPLACEMENT

Requestor/Department:

GERRY JOHNSTON/FACILITIES

Sole Source Purchase: Yes or No

Reason: Sole source vendor in Wyoming

☐

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	War Horse Roofing	Fort Washakie, WY	\$97,000.00
2.			
3.			

Recommendation:

War Horse Roofing - \$97,000.00



Assigned: FY 24 - 8

Capital Request

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

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

Department: Facilities

Submitted by: GJJ

Date: 9/11/2025

Provide a detailed description of the capital expenditure requested:

This will provide an alternative to replacing the College Hill roof

Preferred Vendor: War Horse Roofing

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

1. Renovation	\$
2. Equipment	\$
3. Installation	\$ 97,000.00
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 97,000.00

Does the requested item:

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

Infrastructure (I/S cabling, software, etc.)

\$
\$
\$
\$
\$
\$
\$
\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Budgeted Item:

☒ YES ☐ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

of bids obtained? 1

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

Sole source vendor for Wyoming

Review and Approvals

Submitted by: Gerry Johnston Jr.

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

GJJ 9-15-25
[Signature] 9-16-25

OTHER CONSIDERATIONS

As we know the roof on College Hill building is in need of replacement, but to do so this would be a relatively large cost. The product on this quote will keep the old EPDM in place saving man hours and will coat it with a product that will buy another 20 years. They will wash the membrane, seal around all penetrations, apply a primer and spray on the reinforced coating. The coating is energy efficient with 85% reflectiveness. This product has a 2 year labor, 1 year maintenance and 20 non-prorated warranty and is also Class "A" fire rated.

This is the only company that uses this product in Wyoming, there were no other quotes for this product.

We will submit to the County for reimbursement from the Maintenance fund.

Submitted by: Signature

Date



War Horse Roofing, LLC
262 Old Wind River HWY
Fort Washakie, WY 82514
(307)438-1030

wade.lebeau@warhorse-roofing.com

Project Proposal

Metal Restoration - Fabric Reinforcement - Foam & Coating - PVC & TPO Membrane

Submitted to: Walk-In Clinic	Date: 9/1/2025
Address: 3000 College Dr	Phone: 307-390-9319
City/State/Zip: Rock Springs, WY 82901	Contact: Gerry Johnston
Job Description: Fabric Reinforced System	
Solution:	

We hereby submit specifications and estimate for:

1. Apply Conklin's Wac II cleaner over the entire roof area.
 2. Power washing the entire roof area.
 3. Apply Conklin's Primetime primer over the entire roof area.
 4. Apply Conklin's Benchmark Basecoat with 4" polyester fabric embedded into basecoat over all seams.
 5. Apply Conklin's Benchmark Basecoat with polyester fabric embedded into the basecoat, over the entire roof area.
 6. Seal all roof protrusions & A/C units with a combination of Conklin's Premium caulking compound, coatings, & polyester fabric.
 7. Apply Conklin's Puma XL Topcoat over the entire roof area at 1.9G per square.
- *The Conklin Fabric Reinforced system offers a bright white (85% reflective) finish and has an elongation of 338% which gives the entire roof a durable weather resistant seal.*

- *Fabric Reinforced System Benchmark Base Coat and Puma XL are Class A Fire Rated and Class 4 Hail Rated.*
- *A written 2 year labor, 1 year maintenance, and 20 year non-prorated warranty will be issued upon completion of job.*

We Propose to furnish Conklin materials and/or labor in accordance with above specifications, for the sum of:

\$ 97,000.00 Ninety-Seven Thousand Dollars and 00 cents.

Payment is to be made as follows:

- **50% (\$48,500 Forty-Eight Thousand Five Hundred Dollars and 00 cents) to be paid upon acceptance of this contract with the balance to be paid upon completion of the job.**
- **Modes of payment shall be the same.**
- **All materials are guaranteed as specified by War Horse Roofing LLC and, per the manufacturer warranty, Conklin Products.**
- **All work is to be completed in a manner that adheres to workmanship standard practices.**
- **Any alteration or deviation from above specifications will be executed only upon written approval, and will accrue an extra charge in conjunction to this estimate.**
- **It is recommended that the customer carry hail, tornado, and other necessary insurance, as the War Horse and Conklin warranties do not cover destruction/damage caused by forces of nature, strikes, accidents, delays beyond our control, etc.**

Acceptance of Proposal

The above prices, specifications, and conditions are satisfactory and are hereby accepted. I authorize War Horse Roofing LLC to do the work as specified.

Payment will be made as outlined above.

This Proposal is valid for 20 days or subject to material price increases from the date specified above.

Contractor Signature_____

Date_____

Customer Signature_____

Date_____

MHSC Board of Trustees: October 2025
Chief Experience Officer (CXO) Report
Report prepared and submitted by Cindy Nelson, SHRM-SCP, FPCC

Patient Experience

We continue working on a compassionate care hospital-wide initiative. This quarter, we have been focusing on Personalized Care. Personalized care means finding out what matters to our patients and getting to know them. We want to have a personalized approach that tailors medical treatment, care plans, and more to the individual characteristics, needs, preferences, and values of each of our patients.

We have finalized the Likelihood to Recommend data to communicate hospital-wide to clearly state the starting data, goals data, and end date timing for the FY26 Success Sharing Goal.

Likelihood to Recommend <i>"Would you recommend this hospital to your friends and family?"</i>				
Department	Baseline % FY 2025	AIM % (+1.5%)	Year to Date FY 2026 %	% Change from Baseline
MHSC Average	74.38	75.88	76.39	2.01
<small>Baseline data was taken from PG on 9/5/2025 MHSC Average was taken as average of the light green highlights (Inpatient Average, Surgery, ED, and Medical Practice Average) Last Updated: 9/19/25</small>				

The primary HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) question regarding patient loyalty is: "How likely are you to recommend this hospital to your friends and family?" This question is a core component of the patient experience survey, used to gauge patient satisfaction and provide standardized data on a hospital's quality of care to the public and regulatory bodies like the Centers for Medicare & Medicaid Services (CMS). We look forward to the opportunity to focus on this measure for the current fiscal year.

Human Resources and Employee Experience

The Human Resources Department reviewed the Symplr Performance Manager Overview at the September Human Resources Committee meeting. PEAK Consulting was onsite to begin the job description review and performance review update project. They conducted interviews and will return in late October to begin overview training sessions. We are reviewing mentoring programs to determine the best path forward for MHSC staff

Nutrition Services

Nutrition Services Leadership continues daily patient rounding. The associates are training in fire prevention, food allergy basics, managing food safety, and culture of belonging. They are working with staff to offer Rock Springs High School and Green River High School football team dinners as well as prepare for the October 23 MHSC Fall Festival event.

Board Experience

I had the opportunity to participate in the Wyoming Hospital Association Annual Meeting, The Governance Institute Leadership Conference, and the Wyoming Society of Human Resources Management (SHRM) Wyoming Conference in September. The events offered valuable information regarding Trustee Experience, Patient Experience, Employee Experience, and employment law. I am developing a Leadership Brown Bag Lunch and Learn to share the information obtained for anyone interested.

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

FINANCIAL SUMMARY. Revenue was like July, coming in at \$26.4 million, over budget by \$1.4 million. Net revenue remains over budget due to the decrease in reductions from Critical Access collections. Expenses were lower in August, coming in at \$11.3 million, under budget year-to-date by \$500,000. Our bottom line for August was a gain of \$1.8 million, bringing our year-to-date gain to \$3.3 million after two months of the fiscal year. Collections came in close to \$12.6 million for August positively impacting Days Cash on Hand by 8 days. For September, revenue is projected to be lower at \$25 million, but still over the budget of \$24 million. Reduction of revenue will be low again with higher Medicare payments, and expenses should be on budget, resulting in another significant gain for September.

CRITICAL ACCESS. Days in AR and Days Cash on Hand continue to reflect the move to Critical Access. We will be filing our first cost report as a CAH by the end of September and do expect an increase in our cost-to-charge ratio which will increase Medicare collections. We are still waiting for the State survey and continue to operate under a provisional license.

FY25 FINANCIAL AUDIT AND COST REPORT. We are holding the audit open as we wait for final numbers for the QRA program and first CAH cost report settlement. While we do accrue for these numbers throughout the year, we want to validate the cost report settlement. The final audit will be presented at the October Finance meeting and the November Board meeting.

ORACLE ROADMAP. Our Account Executive from Oracle (formerly Cerner) was onsite last week to share Oracle's roadmap, discuss short-and long-term goals, strategies and initiatives the hospital is focusing on. He was able to meet with several groups including the C-suite, Revenue Cycle team, Information Technology and Clinical teams. The focus is to bring AI-empowered solutions across both clinical and revenue cycle spaces. These new products will enhance analysis reporting, patient experience, provider satisfaction and staff productivity. Oracle will be conducting demonstrations of their new products over the next several months and into the new year, with some being free add-ons and others with additional costs.

MASTER PLAN UPDATE. PlanOne Architects met with our team to walk through the Master Plan Phase I projects. This allowed us all to get a better idea of what is coming over the next fiscal year and for the team to understand the domino effect of each project.

- The OB Renovation project has been submitted to the State for plan review and will be going out for bid in the next few weeks.
- We are working with Staples furniture division to prepare for furniture and equipment that will be needed for the new Laboratory expansion.
- The final SLIB grant request for the Laboratory project was submitted. We will now start requesting the matching funds from the County and the Foundation.

MHSC Board of Trustees: 10/2025

Chief Nursing Officer (CNO) Report

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

1. Nursing Leadership
 - a. We currently do not have a Director of Nursing for Acute Care Services covering MS, ICU, and Outpatient Infusion. We do, however, have Shayla McGregor and Kelsey Pearson as CCs to help cover. We are currently seeking an interim director while we post for the permanent position.
 - b. Congratulations
 - a. Congratulations to the following Wyoming Nurses Association Award Winners
 - i. Megan Tozzi and Tiffany Uranker for the “Collaborative Practice Award Winners
 - ii. Andrea Meyers for receiving the “Face of Our Future Nurses” Award.
 - b. Congratulations to the following Wyoming Nurses Association Award Nominees
 - i. Megan Gilbert received a nomination for the Wyoming Nurses Association for the “Nursing Excellence in the Workplace” Award.
2. University of Utah Transfer Update
 - a. Aaron Smith from the University of Utah informed me that when calling the transfer center to transfer patients to the University, if their hospital is at critical capacity and unable to accept patients, they may recommend you to an affiliated hospital (Common Spirit) such as Holy Cross, which is staffed by the University of Utah Providers. Aaron stated this is only a recommendation and not a requirement. This is to ensure patients receive the best possible care when a transfer to a higher level of care is necessary, but the beds are unavailable at the University of Utah. Aaron shared that within the University of Utah itself, they are also transferring to these hospitals when beds are unavailable at the University. Aaron stated that he will provide additional information, criteria, or updates as they are presented to him.
3. Nurse Practice Review Committee (NPRC)
 - a. The committee is progressing with finalization of the forms, process, and procedures.
 - b. Initial cases have been identified for review.
 - c. Thank you to Stephanie Milinar and Patty O’Lexey for facilitating this important committee.

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting Minutes - Draft
Monday – September 15, 2025

Zoom

Trustee Members Present by Zoom: Nena James; Neil Malicoat

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

Non-Voting Members & Guests Present by Zoom: Tami Love, Kari Quickenden, Shawn Bazzanella, Ruthann Wolfe, Eddie Boggs

Judge James called the meeting to order and welcomed everyone. Ms. Richardson introduced Mr. Malicoat.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Ms. Fisk; second by Ms. Nelson. Motion carried.

APPROVAL OF MINUTES

The motion to approve the June 16, 2025 meeting minutes as corrected was made by Ms. Nelson; second by Mr. Malicoat. Motion carried.

ROUTINE REPORTS

Turnover

Ms. Fisk reviewed the data included in the meeting packet. She said our turnover rate continues to stay below the national average.

Open Positions

Ms. Fisk reviewed the open positions report. The group discussed why we sometimes may pull a posting back and then re-post at a later date based on our needs.

Contract Staffing

Ms. Fisk reviewed the contract staffing report and said we continue to work to decrease contract staff. Unfortunately, we continue to experience the nationwide difficulty in recruiting in Medical Imaging which results in continuing to utilize contract staff. We are exploring creative ideas to “grow our own” or offer training opportunities to help recruit to our hospital.

OSHA Log – WPV Statistics

Ms. Fisk reviewed options to break down report information. The group discussed degrees of seriousness and incidents resulting in injury. Ms. Fisk said she has not designated a severity rating previously. She said she will investigate options. Dr. Clevenger said utilizing the WPV Workgroup may help with identifying severity and trending. Judge James said the information could also be helpful with education and training needs. The group meets quarterly. We will develop a plan to track severity moving forward as well as look back historically to capture and assign severity.

OLD BUSINESS

No items for discussion.

NEW BUSINESS

Performance Manager

Ms. Campbell reminded the group that Compliance is working on this process, too, and requested to be included on any demos with the Performance Manager system. Ms. Fisk said we have hired a consultant to help us with our PIPS priority of reviewing job descriptions and the performance evaluation process. She Said there are three components to the Symplr program: hiring, performance, education. They were implemented in 2019 and are tied together.

Judge James congratulated Dr. Clevenger on her award from the Wyoming Hospital Association.

NEXT MEETING

The next meeting is Monday, December 15 at 3:00 p.m.

The meeting adjourned at 3:51 p.m.

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

Wednesday~ August 27, 2025 2:00 p.m. Teleconference

Voting Members:

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

Non-Voting Members:

Ron Cheese	Terry Thompson
Angel Bennett	Kari Quickenden
Ann Clevenger	Dr. Augusto Jamias
Cindy Nelson	Dr. David Dansie
Tianna Copeland-Miles	

Guests:

Carrie Canestorp	Veronica Anson	Taylor Jones,
Gerry Johnston		Commissioner

- | | |
|--|-------------------------|
| I. Call Meeting to Order | Craig Rood |
| II. Mission Moment | |
| III. Approve Agenda | Craig Rood |
| IV. Approve minutes from August 27, 2025 | Craig Rood |
| V. Capital Requests FY26 | |
| A. FY26-8 College Hill Roof | Gerry Johnston |
| VI. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narrative | Tami Love |
| 2. Financial Information | Tami Love |
| 3. Strategic Plan - Financial Goals | Tami Love |
| 4. Self-Pay Report | Ron Cheese/Tianna Miles |
| 5. Preliminary Bad Debt | Ron Cheese/Tianna Miles |
| VII. Old Business | |
| A. Critical Access update | Tami Love |
| B. FY25 Financial audit update | Jan Layne |
| VIII. New Business | |
| A. Financial Forum Discussion | Craig Rood |
| IX. Next meeting – October 29, 2025 | Tami Love |
| X. Adjournment | Craig Rood |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
August 27, 2025

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

Voting Members Absent:

Non-Voting Members Present: Mr. Ron Cheese, *Director of Patient Financial Services*
Dr. Ann Marie Clevenger, *CNO*
Ms. Angel Bennett, *Director of Materials*
Dr. Kari Quickenden, *CCO*
Ms. Carrie Canestorp, *Director of HIM*
Dr. David Dansie, *Medical Staff*
Ms. Cindy Nelson, *CXO*

Non-Voting Members Absent:

Mr. Terry Thompson, *Director of IT*
Dr. Augusto Jamias, *Medical Staff*

Guests:

Mr. Taylor Jones, *County Commissioner*
Ms. Tasha Harris, *Director of Radiation Oncology*
Ms. Tracie Soller, *Director of Medical Imaging*
Ms. Veronica Anson, *Lead Collection Specialist*

Call Meeting to Order

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

Mission Moment

Ms. Richardson shared a mission moment involving the Press Ganey surveys about a patient that said they have lived here 70+ years and they finally have a hospital they are proud of.

Agenda

A motion to approve the agenda was made by Mr. Kelsey; seconded by Ms. Love. Motion carried.

Approve Meeting Minutes

A motion to approve the meeting minutes of June 25, 2025, was made by Mr. Richardson; second by Mr. Kelsey. Motion carried.

Capital Requests FY25

There were not any capital requests for the committee to approve this month. Ms. Love presented a new Siemens Executive Agreement. This agreement will hold the prices over several years. In the agreement there is a PET CT scanner for Oncology, X-ray machine for Ortho Clinic, CT for the hospital and the Linear Accelerator for Oncology. Ms. Quickenden said we currently use a mobile PET machine. Ms. Harris said we would be able to perform more services and PET scans resulting in more revenue with the purchase of this new PET CT scanner. A motion to approve this agreement was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

Financial Report

Ms. Love reviewed the narrative highlights and the financial goals. She said we had a gain for July of \$1,487,993. We were under budget in revenue. This budgeted number is based off last year's actuals and this July we saw a significant decrease. Our reduction of revenue came in much lower again this month at 49%. Our expenses also came slightly under budget. AR increased by around \$400,000. We are seeing an increase in government payor accounts due to the delay by payors converting us over to CAH. Days of Cash on Hand decreased due to the calculation only using one month.

Ms. Love reviewed the financial graphs with the new goals for FY26. The denial rate is still a struggle to pull. CLA has decided to build their own program to pull these as the one they were using is not working as they would like it to.

Mr. Cheese presented the Self-pay report included in the packet. Payzen continues to help decrease the self-pay balances. He also presented the preliminary Bad Debt of \$1,195,100.

Old Business

Critical Access Update

We are still working under a provisional license and waiting on the State Survey. Ms. Love discussed the steps to enroll in the 340B program. This is a discount program for drugs. We need to file our first Cost Report as a CAH and then we will be eligible to apply. We are estimating April before we will be able to start with 340B. The cost savings could be around \$1 million annually. A group was also created to start looking into adding Swing Beds.

CLA Project – Financial goals

Mr. Cheese provided an update on the project goals. The report is included in the packet.

FY25 Audit

Ms. Layne presented information on the FY25 audit. The auditors were on-site the week of August 11th. They were able to work through most of the information, there are just a few items still open. The auditors are suggesting we wait until the Cost Report is filed to see what the result is and then adjust this receivable if needed. This will be our first Cost Report filed as Critical Access. Every year we also wait to finalize the audit until the QRA number is provided by the State. The plan is to have the auditors present at the September F&A meeting if the QRA number is received. It may have to be pushed back to October depending on when the State releases that number.

New Business

Ms. Richardson said we have partnered with the University of Wyoming for an Economic Impact Study. It has been completed and will be presented to the Board on September 11th.

Ms. Love said they have been interviewing to hire an Interim PFS Director. They found someone that will be starting on September 8th.

Next Meeting

The next meeting is scheduled for Wednesday, September 24, 2025 at 2:00 PM.

Meeting adjourned at 2:57pm.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO AUGUST 2025 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for August is a gain of \$1,848,795 compared to a gain of \$512,810 in the budget. This yields a 14.1% operating margin for the month compared to 4.2% in the budget. The year-to-date operating gain is \$3,336,788 compared to a gain of \$1,359,533 in the budget. The year-to-date operating margin is 12.5%, compared to 5.4% in the budget.

Year-to-date, the total net gain is \$3,389,843, compared to a total net gain of \$1,488,848 in the budget. This represents a profit margin of 12.7% compared to 5.9% in the budget.

REVENUE. Revenue was high again in August coming in at \$26,360,841, over budget by \$1,441,488. Inpatient revenue is \$3,945,515, under budget by \$589,786 and outpatient revenue is \$22,415,326, over budget by \$2,031,275. Year-to-date, gross revenue is over budget by \$1,310,683 and net patient revenue is over budget by \$1,521,303. The largest percentage variances for revenue to budget comparison came from the following hospital departments:

OB & Nursery – 18%
Surgical Services - 20%
Radiation Oncology – 30%
Medical Floor - 46%
Pharmacy – 41%
Behavioral Health – 35%
MRI – 30%

Physical Therapy – (33%)
ICU – (62%)
Family Practice/Walk In – (15%)

REDUCTION OF REVENUE. Deductions from revenue are estimated at 50.7% for the month and 49.9% year to date, under the budget of 51.5%. Total AR increased from July, by \$600,000:

Medicare – decrease \$1,300,000
Medicaid – increase \$485,000
Blue Cross – increase \$367,000
Commercial - decrease \$360,000

Government – increase \$1,060,000
Self Pay – increase \$375,000
Worker's Comp – decrease \$3,000

The continued increase in Other Government is due to the CAH conversion as they make the change in their system. We have started seeing payments in September. Total collections for the month came in at \$12.6 million, at 97.3% of net patient revenue. Year-to-date collections are at 98.3% of net patient revenue. The goal for collections as a percentage of net revenue is $\geq 100\%$.

NET OPERATING REVENUE. Total net operating revenue is \$13,115,573 in August and \$26,736,813 year-to-date, over budget by \$1,476,544. Other operating revenue in

August includes occupational medicine revenue, cafeteria revenue, and county maintenance funds.

RATIOS. Annual Debt Service Coverage came in at 11.69. Days of Cash on Hand increased eight days to 127 days at the end of August. Daily cash expenses decreased to \$351,000 year-to-date. Net days in AR increased to 48.13 days.

VOLUME. Inpatient admissions and patient days came in over budget for August. The average daily census (ADC) increased to 11.7, which is above budget for the month, and average length of stay (LOS) came in at 2.8, under budget. Births, Surgeries, and Clinic visits came in over budget with Outpatient visits under budget. ER visits were right at budget for the month.

EXPENSES. Total expenses came in lower this month at \$11,266,778, under budget by \$463,540. Expenses are under budget for the year by \$500,712. The following line items were over budget in August:

Other Physician Fees – Locum expenses for Anesthesia and Hospitalists are over budget in August.

Supplies – Drug expense is over budget for August, but total supplies came in under budget for the month.

Leases and Rentals – Lease expense for the nuclear medicine equipment is over budget as we wait for the delivery of the new equipment approved last fiscal year.

PROVIDER CLINICS. Revenue for the Clinics came in at \$3,302,682, over budget by \$124,290 month and remaining over budget year-to-date by \$185,499. Clinic volumes decreased slightly to 6,573 visits. Total Clinic expenses were also down for August, at \$2,180,933, under budget by \$169,817 and under budget by \$297,183 year-to-date. Purchased services, Utilities, and depreciation are slightly over budget for August.

OUTLOOK FOR SEPTEMBER. Gross patient revenue for September is projected close to \$26 million, over the budget of \$24 million. Inpatient admissions and patient days are trending a little lower than budget during the month and Births are right at budget. LOS is currently down to 2.5 days, and average daily census is down to 8.3. Surgeries, Clinic visits and most Outpatient departments are projecting over budget for the month. Lab visits and ER visits are projecting lower than budget.

Collections are projecting higher in September, at about \$13 million. Deductions of revenue percentage is expected to be stable. Expenses are expected to be at budget in September. With the higher revenue month, the estimated bottom line for September will be another significant gain.

Critical Access. We continue to wait for the State survey for our conversion to CAH. Our current provisional license goes through September 30, 2025. We will be filing our first CAH cost report by the end of September. We should see a slight increase in our outpatient cost-to-charge ratio and a decrease in our inpatient per diem costs. This results in an estimated increase in Medicare reimbursement of about \$1.4 million for the current fiscal year. Any lump sum amounts owed will be paid after November and then they will reconcile payments back to July through November. Best practice going forward is to file an interim cost report in April or May to verify our expenses and get adjustments before year-end.

340B Program. Once the cost report is filed, we will submit our application for the 340B program. We are currently looking at software vendors for the split billing software. We are on schedule to start the program in April. Depending on decisions made through the Master Plan and available space, we are hoping to establish our own specialty pharmacy inhouse.

Swing Beds. We continue to research the requirements for creating a swing bed program at MHSC including CMS and State applications, staffing and facility requirements, policies, documentation standards, and any needed Cerner builds for billing and reimbursement.

Strategic Plan - Finance Pillar. The objectives of the finance pillar of the Strategic Plan have been updated for the new fiscal year. We are tracking these objectives on the Financial Goal graphs included in the Finance packet for the Finance & Audit Committee and Board. The progress will also be through the Quality Committee.

For fiscal year 2026, we will continue to focus on the following revenue cycle metrics:

- Days Cash on Hand
- DNFB Days – Discharged Not Final Billed Days
- Total Days in AR
- Denials

We are also tracking our goals for these additional financial metrics:

- Accounts Receivable aging – Total and By Payer
- Cash Collections



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

Unaudited Financial Statements

for

Two months ending August 31, 2025

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY**

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

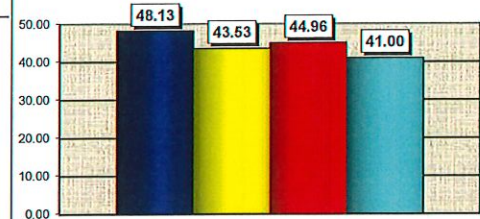
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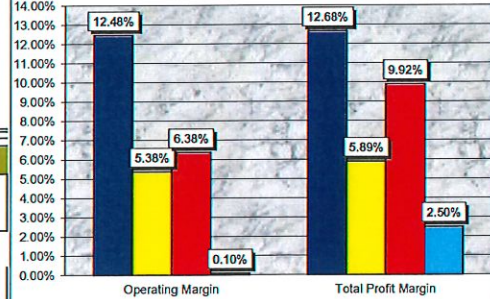
BALANCE SHEET

	YTD 8/31/2025	Prior FYE 6/30/2025
ASSETS		
Current Assets	\$52,809,702	\$51,231,397
Assets Whose Use is Limited	28,134,444	27,679,613
Property, Plant & Equipment (Net)	73,374,731	74,099,024
Other Assets	814,241	826,215
Total Unrestricted Assets	155,133,118	153,836,250
Restricted Assets	523,332	522,932
Total Assets	\$155,656,450	\$154,359,181
LIABILITIES AND NET ASSETS		
Current Liabilities	\$14,711,219	\$16,101,544
Long-Term Debt	21,568,756	21,839,167
Other Long-Term Liabilities	8,982,893	9,415,132
Total Liabilities	45,262,868	47,355,843
Net Assets	110,393,582	107,003,339
Total Liabilities and Net Assets	\$155,656,450	\$154,359,181

NET DAYS IN ACCOUNTS RECEIVABLE



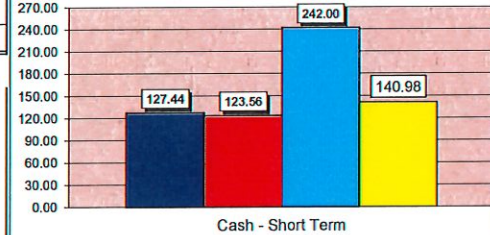
HOSPITAL MARGINS



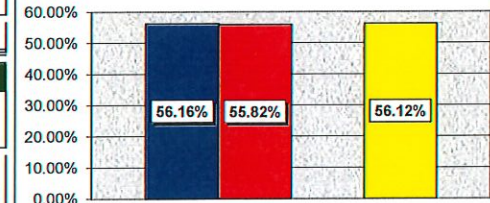
STATEMENT OF REVENUE AND EXPENSES - YTD

	08/31/25 ACTUAL	08/31/25 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$26,360,841	\$24,919,353	\$52,745,156	\$51,434,473
Deductions From Revenue	(13,373,904)	(12,824,207)	(26,300,101)	(26,510,721)
Net Patient Revenues	12,986,937	12,095,146	26,445,055	24,923,752
Other Operating Revenue	128,636	147,981	291,758	336,517
Total Operating Revenues	13,115,573	12,243,127	26,736,813	25,260,270
Expenses:				
Salaries, Benefits & Contract Labor	6,379,479	6,570,362	13,142,350	13,386,290
Purchased Serv. & Physician Fees	1,297,965	1,346,238	2,693,941	2,653,933
Supply and Drug Expenses	1,871,146	1,927,750	3,980,470	4,021,566
Other Operating Expenses	872,685	976,403	1,842,574	2,013,435
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	845,502	912,131	1,740,690	1,825,512
Total Expenses	11,266,778	11,732,884	23,400,025	23,900,737
NET OPERATING SURPLUS	1,848,795	510,243	3,336,788	1,359,533
Non-Operating Revenue/(Exp.)	37,411	64,805	53,055	129,315
TOTAL NET SURPLUS	\$1,886,206	\$575,048	\$3,389,843	\$1,488,848

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	08/31/25 ACTUAL	08/31/25 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	362	340	655	758
Average Acute Length of Stay	2.8	3.1	2.8	3.1
Total Emergency Room Visits	1,461	1,462	2,873	3,019
Outpatient Visits	8,272	8,402	16,970	17,065
Total Surgeries	220	198	435	401
Total Worked FTE's	504.25	512.00	501.87	512.00
Total Paid FTE's	562.15	562.55	562.38	562.55
Net Revenue Change from Prior Yr	16.90%	9.12%	13.63%	7.35%
EBIDA - 12 Month Rolling Average			14.66%	12.61%
Current Ratio			3.59	
Days Expense in Accounts Payable			27.31	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Budget	08/31/25
Prior Fiscal Year End	06/30/25
CLA \$50-\$100M Net Revenue	6/30/2020

FINANCIAL STRENGTH INDEX - 2.96

Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Two months ending August 31, 2025

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 8/31/2025	Budget 6/30/2026	Prior Fiscal Year End 06/30/25	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	12.48%	3.58%	6.38%	0.10%
Total Profit Margin	↑	12.68%	7.36%	9.92%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	127.44	140.98	123.56	242.00
Net Days in Accounts Receivable	↓	48.13	43.53	44.96	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	13.92	11.90	12.48	12.00
Long Term Debt to Capitalization	↓	16.66%	14.52%	17.28%	27.00%
Debt Service Coverage Ratio **	↑	11.69	4.72	9.14	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	6.63	8.14	8.13	NA
Salary Expense per Paid FTE		\$106,033	\$106,348	\$113,953	NA
Salary and Benefits as a % of Total Operating Exp		56.16%	56.12%	55.82%	NA
Employee Benefits %		31.59%	30.75%	29.70%	22.98%
Supply Expense Per Adj. Discharge		\$2,120	\$2,865	\$2,984	\$1,270
		YTD - Actual 8/31/2025	Prior FYE 6/30/2025		
Other Ratios:					
Gross Days in Accounts Receivable		51.64	46.82		
Net Revenue per Adjusted Discharge		\$14,237	\$18,540		
Operating Expenses per Adj. Discharge		\$12,460	\$13,915		

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Two months ending August 31, 2025

	Current Month 8/31/2025	Prior Month 7/31/2025	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2025
Current Assets					
Cash and Cash Equivalents	\$18,638,815	\$17,156,045	\$1,482,769	8.64%	\$16,492,756
Gross Patient Accounts Receivable	42,907,869	42,281,148	626,721	1.48%	41,867,773
Less: Bad Debt and Allowance Reserves	(22,761,064)	(21,992,779)	(768,285)	-3.49%	(21,149,221)
Net Patient Accounts Receivable	20,146,805	20,288,369	(141,564)	-0.70%	20,718,552
Interest Receivable	0	0	0	0.00%	0
Other Receivables	8,518,649	8,285,004	233,645	2.82%	8,621,178
Inventories	3,382,705	3,399,374	(16,669)		3,395,148
Prepaid Expenses	2,122,729	2,238,126	(115,397)	-5.16%	2,003,763
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	52,809,702	51,366,918	1,442,784	2.81%	51,231,397
Assets Whose Use is Limited					
Cash	165,222	165,225	(3)	0.00%	163,584
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	1,992,360	1,802,824	189,536	10.51%	1,614,069
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	10,698,351	10,662,317	36,033	0.34%	10,623,450
Other Limited Use Assets	15,278,512	15,278,512	1	0.00%	15,278,511
Total Limited Use Assets	28,134,444	27,908,878	225,567	0.81%	27,679,613
Property, Plant, and Equipment					
Land and Land Improvements	4,810,911	4,810,911	0	0.00%	4,810,911
Building and Building Improvements	52,927,376	52,927,376	0	0.00%	52,927,376
Equipment	142,528,006	143,029,140	(501,134)	-0.35%	142,999,401
Construction In Progress	6,525,333	5,795,571	729,763	12.59%	5,710,264
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	206,791,626	206,562,997	228,629	0.11%	206,447,952
Less: Accumulated Depreciation	(133,416,895)	(133,244,116)	(172,780)	-0.13%	(132,348,928)
Net Property, Plant, and Equipment	73,374,731	73,318,882	55,849	0.08%	74,099,024
Other Assets					
Unamortized Loan Costs	814,241	820,228	(5,987)	-0.73%	826,215
Other	0	0	0	0.00%	0
Total Other Assets	814,241	820,228	(5,987)	-0.73%	826,215
TOTAL UNRESTRICTED ASSETS	155,133,118	153,414,905	1,718,213	1.12%	153,836,250
Restricted Assets	523,332	522,932	400	0.08%	522,932
TOTAL ASSETS	\$155,656,450	\$153,937,837	\$1,718,613	1.12%	\$154,359,181

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Two months ending August 31, 2025

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2025
	Current Month 8/31/2025	Prior Month 7/31/2025	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$5,233,200	\$5,564,274	\$331,074	5.95%	\$5,781,166
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,610,369	1,124,373	(485,996)	-43.22%	2,550,371
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	3,467,260	3,502,594	35,334		3,566,374
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD	2,441,728	2,535,642	93,913	3.70%	2,612,853
Other Current Liabilities	1,958,662	1,774,721	(183,941)	-10.36%	1,590,780
Total Current Liabilities	14,711,219	14,501,603	(209,616)	-1.45%	16,101,544
Long Term Debt					
Bonds/Mortgages Payable	24,010,484	24,239,603	229,119	0.95%	24,452,019
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	2,441,728	2,535,642	93,913	3.70%	2,612,853
Total Long Term Debt (Net of Current)	21,568,756	21,703,961	135,205	0.62%	21,839,167
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	8,982,893	9,225,297	242,404	2.63%	9,415,132
Total Other Long Term Liabilities	8,982,893	9,225,297	242,404	2.63%	9,415,132
TOTAL LIABILITIES	45,262,868	45,430,861	167,993	0.37%	47,355,843
Net Assets:					
Unrestricted Fund Balance	104,525,160	104,525,160	0	0.00%	90,168,770
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	519,459	519,059	(400)	-0.08%	519,059
Net Revenue/(Expenses)	3,389,843	1,503,637	N/A	N/A	14,356,390
TOTAL NET ASSETS	110,393,582	108,506,976	(1,886,606)	-1.74%	107,003,339
TOTAL LIABILITIES AND NET ASSETS	\$155,656,450	\$153,937,837	(\$1,718,613)	-1.12%	\$154,359,181

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ending August 31, 2025

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	CURRENT MONTH				Prior Year 08/31/24
	Actual 08/31/25	Budget 08/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,533,254	\$4,130,561	(\$597,308)	-14.46%	\$3,815,950
Outpatient Revenue	19,524,905	17,610,400	1,914,505	10.87%	16,307,549
Clinic Revenue	3,302,682	3,178,391	124,290	3.91%	3,030,522
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	26,360,841	24,919,353	1,441,488	5.78%	23,154,021
Deductions From Revenue					
Discounts and Allowances	(11,892,830)	(10,555,530)	(1,337,300)	-12.67%	(10,358,617)
Bad Debt Expense (Governmental Providers Only)	(1,345,341)	(1,975,645)	630,304	31.90%	(1,630,927)
Medical Assistance	(135,733)	(293,032)	157,299	53.68%	(36,283)
Total Deductions From Revenue	(13,373,904)	(12,824,207)	(549,697)	-4.29%	(12,025,826)
Net Patient Revenue	12,986,937	12,095,146	891,791	7.37%	11,128,195
Other Operating Revenue	128,636	147,981	(19,346)	-13.07%	91,198
Total Operating Revenue	13,115,573	12,243,127	872,445	7.13%	11,219,393
Operating Expenses					
Salaries and Wages	4,694,174	4,769,292	75,118	1.58%	4,667,572
Fringe Benefits	1,443,881	1,510,220	66,339	4.39%	1,687,786
Contract Labor	241,425	290,850	49,426	16.99%	501,556
Physicians Fees	527,185	442,950	(84,235)	-19.02%	373,229
Purchased Services	770,780	903,288	132,508	14.67%	724,260
Drug Expense	1,108,919	953,059	(155,860)	-16.35%	771,034
Supply Expense	762,227	974,690	212,463	21.80%	853,023
Utilities	110,861	120,322	9,461	7.86%	112,884
Repairs and Maintenance	383,955	444,598	60,643	13.64%	447,570
Insurance Expense	103,843	103,952	109	0.10%	97,214
All Other Operating Expenses	245,239	284,754	39,514	13.88%	280,875
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	28,787	22,779	(6,009)	-26.38%	51,789
Depreciation and Amortization	845,502	912,131	66,629	7.30%	900,391
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	11,266,778	11,732,884	466,107	3.97%	11,469,184
Net Operating Surplus/(Loss)	1,848,795	510,243	1,338,552	262.34%	(249,791)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	68,525	53,627	14,898	27.78%	63,735
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(62,818)	(74,674)	(11,856)	15.88%	(77,005)
Other Non-Operating Revenue/(Expenses)	31,704	85,852	(54,148)	-63.07%	15,518
Total Non Operating Revenue/(Expense)	37,411	64,805	(27,394)	-42.27%	2,248
Total Net Surplus/(Loss)	\$1,886,206	\$575,048	\$1,311,158	228.01%	(\$247,544)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$1,886,206	\$575,048	\$1,311,158	228.01%	(\$247,544)
Operating Margin	14.10%	4.17%			-2.23%
Total Profit Margin	14.38%	4.70%			-2.21%
EBIDA	20.54%	11.62%			5.80%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two months ending August 31, 2025

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	YEAR-TO-DATE				Prior Year 08/31/24
	Actual 08/31/25	Budget 08/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$6,572,064	\$8,467,259	(\$1,895,194)	-22.38%	\$8,049,047
Outpatient Revenue	39,555,347	36,534,968	3,020,379	8.27%	34,610,812
Clinic Revenue	6,617,745	6,432,246	185,499	2.88%	5,996,357
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	52,745,156	51,434,473	1,310,683	2.55%	48,656,216
Deductions From Revenue					
Discounts and Allowances	(22,821,219)	(21,722,177)	(1,099,043)	-5.06%	(21,154,610)
Bad Debt Expense (Governmental Providers Only)	(3,269,003)	(4,171,930)	902,928	21.64%	(4,354,849)
Medical Assistance	(209,879)	(616,614)	406,735	65.96%	(43,649)
Total Deductions From Revenue	(26,300,101)	(26,510,721)	210,620	0.79%	(25,553,108)
Net Patient Revenue	26,445,055	24,923,752	1,521,303	6.10%	23,103,107
Other Operating Revenue	291,758	336,517	(44,759)	-13.30%	427,144
Total Operating Revenue	26,736,813	25,260,270	1,476,544	5.85%	23,530,252
Operating Expenses					
Salaries and Wages	9,539,999	9,716,587	176,588	1.82%	8,809,352
Fringe Benefits	3,013,272	3,000,003	(13,269)	-0.44%	2,776,136
Contract Labor	589,079	669,700	80,621	12.04%	910,510
Physicians Fees	1,124,987	901,899	(223,088)	-24.74%	817,776
Purchased Services	1,568,953	1,752,034	183,081	10.45%	1,338,251
Drug Expense	2,311,821	2,106,119	(205,702)	-9.77%	1,962,639
Supply Expense	1,668,649	1,915,447	246,798	12.88%	1,776,530
Utilities	220,922	234,552	13,630	5.81%	230,041
Repairs and Maintenance	827,162	885,309	58,146	6.57%	790,475
Insurance Expense	209,417	208,024	(1,392)	-0.67%	195,706
All Other Operating Expenses	527,954	639,993	112,039	17.51%	590,875
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	57,119	45,557	(11,562)	-25.38%	85,436
Depreciation and Amortization	1,740,690	1,825,512	84,822	4.65%	1,790,581
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	23,400,025	23,900,737	500,712	2.09%	22,074,308
Net Operating Surplus/(Loss)	3,336,788	1,359,533	1,977,255	145.44%	1,455,944
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	128,121	107,254	20,867	19.46%	136,296
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(126,700)	(149,644)	22,943	-15.33%	(143,339)
Other Non-Operating Revenue/(Expense)	51,634	171,705	(120,071)	-69.93%	80,474
Total Non Operating Revenue/(Expense)	53,055	129,315	(76,260)	-58.97%	73,432
Total Net Surplus/(Loss)	\$3,389,843	\$1,488,848	\$1,900,995	127.68%	\$1,529,375
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$3,389,843	\$1,488,848	\$1,900,995	127.68%	\$1,529,375
Operating Margin	12.48%	5.38%			6.19%
Total Profit Margin	12.68%	5.89%			6.50%
EBIDA	18.99%	12.61%			13.80%

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

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	Actual 8/31/2025	Actual 7/31/2025	Actual 6/30/2025	Actual 5/31/2025	Actual 4/30/2025	Actual 3/31/2025	Actual 2/28/2025
Gross Patient Revenue							
Inpatient Revenue	\$3,533,254	\$3,038,810	\$3,047,626	\$3,742,907	\$3,224,887	\$3,617,679	\$3,352,717
Inpatient Psych/Rehab Revenue							
Outpatient Revenue	\$19,524,905	\$20,030,442	\$17,508,593	\$18,836,874	\$17,656,350	\$16,225,685	\$16,835,749
Clinic Revenue	\$3,302,682	\$3,315,063	\$3,143,540	\$3,115,172	\$3,143,338	\$3,007,057	\$3,101,927
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$26,360,841	\$26,384,315	\$23,699,759	\$25,694,952	\$24,024,575	\$22,850,422	\$23,290,393
Deductions From Revenue							
Discounts and Allowances	\$11,892,830	\$10,928,390	\$9,653,048	\$7,824,424	\$8,047,045	\$10,170,301	\$10,412,140
Bad Debt Expense (Governmental Providers Only)	\$1,345,341	\$1,923,662	\$1,868,491	\$1,988,368	\$1,836,167	\$1,711,294	\$1,874,592
Charity Care	\$135,733	\$74,146	\$116,415	\$123,205	\$29,287	\$62,223	\$22,474
Total Deductions From Revenue	13,373,904	12,926,197	11,637,955	9,935,997	9,912,498	11,943,818	12,309,206
Net Patient Revenue	\$12,986,937	\$13,458,118	\$12,061,804	\$15,758,955	\$14,112,077	\$10,906,603	\$10,981,187
Other Operating Revenue	128,636	163,122	278,334	392,294	306,929	129,835	94,606
Total Operating Revenue	13,115,573	13,621,240	12,340,138	16,151,249	14,419,005	11,036,439	11,075,793
Operating Expenses							
Salaries and Wages	\$4,694,174	\$4,845,825	\$5,150,265	\$4,859,327	\$4,580,437	\$4,708,174	\$4,318,369
Fringe Benefits	\$1,443,881	\$1,569,391	\$1,240,518	\$1,514,770	\$1,504,353	\$1,352,195	\$1,347,844
Contract Labor	\$241,425	\$347,654	\$339,426	\$376,277	\$328,485	\$331,200	\$326,025
Physicians Fees	\$527,185	\$597,803	\$473,419	\$525,477	\$509,471	\$450,781	\$510,272
Purchased Services	\$770,780	\$798,173	\$852,977	\$1,077,633	\$710,533	\$766,610	\$679,822
Drug Expense	\$1,108,919	\$1,202,902	\$895,549	\$1,184,787	\$963,669	\$845,045	\$921,807
Supply Expense	\$762,227	\$906,422	\$675,179	\$1,086,312	\$1,015,585	\$760,219	\$872,534
Utilities	\$110,861	\$110,061	\$105,802	\$105,255	\$108,134	\$105,079	\$118,660
Repairs and Maintenance	\$383,955	\$443,207	\$478,183	\$424,616	\$456,227	\$476,252	\$406,347
Insurance Expense	\$103,843	\$105,574	\$105,574	\$105,824	\$104,871	\$104,197	\$102,247
All Other Operating Expenses	\$245,239	\$282,715	\$310,990	\$298,132	\$338,085	\$341,109	\$248,371
Bad Debt Expense (Non-Governmental Providers)							
Leases and Rentals	\$28,787	\$28,332	\$31,357	\$46,833	\$44,531	\$59,201	\$37,770
Depreciation and Amortization	\$845,502	\$895,188	\$893,465	\$868,305	\$869,987	\$914,343	\$877,351
Interest Expense (Non-Governmental Providers)							
Total Operating Expenses	\$11,266,778	\$12,133,247	\$11,552,704	\$12,473,546	\$11,534,367	\$11,214,406	\$10,767,420
Net Operating Surplus/(Loss)	\$1,848,795	\$1,487,993	\$787,434	\$3,677,703	\$2,884,638	(\$177,968)	\$308,374
Non-Operating Revenue:							
Contributions							
Investment Income	68,525	59,596	98,833	41,151	275,850	60,251	55,248
Tax Subsidies (Except for GO Bond Subsidies)							
Tax Subsidies for GO Bonds	0	0	0	0	0	0	0
Interest Expense (Governmental Providers Only)	(62,818)	(63,882)	(75,533)	(65,584)	(66,300)	(77,888)	(67,140)
Other Non-Operating Revenue/(Expenses)	37,309	19,930	2,170,291	40,959	569,571	51,183	562,205
Total Non Operating Revenue/(Expense)	\$43,016	\$15,644	\$2,193,591	\$16,526	\$779,122	\$33,546	\$550,312
Total Net Surplus/(Loss)	\$1,891,811	\$1,503,637	\$2,981,024	\$3,694,229	\$3,663,760	(\$144,422)	\$858,686
Change in Unrealized Gains/(Losses) on Investment:	0	0	0	0	294,865	0	0
Increase/(Decrease in Unrestricted Net Assets	\$1,891,811	\$1,503,637	\$2,981,024	\$3,694,229	\$3,958,625	(\$144,422)	\$858,686
Operating Margin	14.10%	10.92%	6.38%	22.77%	20.01%	-1.61%	2.78%
Total Profit Margin	14.42%	11.04%	24.16%	22.87%	25.41%	-1.31%	7.75%
EBIDA	20.54%	17.50%	13.62%	28.15%	26.04%	6.67%	10.71%

Actual 1/31/2025	Actual 12/31/2024	Actual 11/30/2024	Actual 10/31/2024	Actual 9/30/2024	Actual 8/31/2024
\$4,614,671	\$3,452,968	\$3,449,680	\$3,942,476	\$4,229,582	\$3,815,950
\$16,547,834	\$17,310,090	\$17,514,374	\$17,231,477	\$15,461,921	\$16,307,549
\$3,082,203	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522
\$0	\$0	\$0	\$0	\$0	\$0
\$24,244,707	\$23,798,789	\$23,861,624	\$24,479,078	\$22,457,535	\$23,154,021
\$10,734,129	\$10,310,868	\$10,536,882	\$11,073,864	\$10,445,910	\$10,358,617
\$1,883,492	\$2,085,286	\$1,931,492	\$2,142,747	\$1,865,917	\$1,630,927
\$0	\$43,958	\$196,269	\$16,694	\$15,333	\$36,283
12,617,621	12,440,113	12,664,643	13,233,305	12,327,160	12,025,826
\$11,627,087	\$11,358,676	\$11,196,982	\$11,245,773	\$10,130,375	\$11,128,195
155,214	135,830	112,512	149,639	68,378	91,198
11,782,301	11,494,506	11,309,494	11,395,412	10,198,753	11,219,393
\$4,566,303	\$4,498,489	\$4,538,204	\$4,414,210	\$4,421,373	\$4,667,572
\$1,603,417	\$1,168,648	\$1,388,682	\$1,324,180	\$1,138,750	\$1,687,786
\$421,623	\$380,117	\$429,054	\$454,213	\$393,537	\$501,556
\$504,153	\$615,730	\$480,276	\$372,688	\$294,647	\$373,229
\$902,276	\$676,971	\$759,193	\$758,597	\$739,663	\$724,260
\$1,097,040	\$973,483	\$1,172,392	\$980,355	\$904,747	\$771,034
\$865,849	\$1,010,481	\$806,083	\$899,196	\$984,579	\$853,023
\$124,009	\$114,124	\$111,144	\$122,431	\$116,368	\$112,884
\$388,570	\$421,801	\$352,225	\$414,564	\$337,361	\$447,570
\$99,766	\$99,122	\$100,220	\$97,214	\$97,214	\$97,214
\$273,245	\$221,366	\$249,418	\$292,699	\$308,900	\$280,875
\$33,862	\$42,299	\$33,335	\$35,124	\$40,673	\$51,789
\$879,381	\$885,148	\$884,329	\$884,208	\$889,405	\$900,391
\$11,759,494	\$11,107,778	\$11,304,556	\$11,049,677	\$10,667,216	\$11,469,184
\$22,807	\$386,729	\$4,937	\$345,735	(\$468,463)	(\$249,791)
62,133	61,976	34,611	86,954	49,266	63,735
0	0	0	0	0	0
(74,030)	(75,865)	(69,734)	(70,257)	(68,858)	(77,005)
1,041,386	25,444	436,535	20,369	16,560	20,984
\$1,029,490	\$11,555	\$401,412	\$37,066	(\$3,032)	\$7,713
\$1,052,297	\$398,284	\$406,350	\$382,802	(\$471,495)	(\$242,078)
0	0	0	0	0	0
\$1,052,297	\$398,284	\$406,350	\$382,802	(\$471,495)	(\$242,078)
0.19%	3.36%	0.04%	3.03%	-4.59%	-2.23%
8.93%	3.46%	3.59%	3.36%	-4.62%	-2.16%
7.66%	11.07%	7.86%	10.79%	4.13%	5.80%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Two months ending August 31, 2025

CASH FLOW

	Current Month 8/31/2025	Current Year-To-Date 8/31/2025
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$1,886,206	\$3,389,843
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	845,502	1,740,690
(Increase)/Decrease in Net Patient Accounts Receivable	141,564	571,747
(Increase)/Decrease in Other Receivables	(233,645)	102,529
(Increase)/Decrease in Inventories	16,669	12,444
(Increase)/Decrease in Pre-Paid Expenses	115,397	(118,966)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(331,074)	(547,967)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	450,662	(1,039,116)
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	183,941	367,882
Net Cash Provided by Operating Activities:	3,075,223	4,479,086
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(901,352)	(1,016,397)
(Increase)/Decrease in Limited Use Cash and Investments	(225,570)	(453,193)
(Increase)/Decrease in Other Limited Use Assets	3	(1,638)
(Increase)/Decrease in Other Assets	5,987	11,974
Net Cash Used by Investing Activities	(1,120,931)	(1,459,254)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(229,119)	(441,535)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(242,404)	(432,239)
Net Cash Used for Financing Activities	(471,522)	(873,774)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(0)
Net Increase/(Decrease) in Cash	1,482,769	2,146,058
Cash, Beginning of Period	17,156,045	16,492,756
Cash, End of Period	\$18,638,815	\$18,638,815

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Two months ending August 31, 2025

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Current Month				Year-To-Date				
Actual 08/31/25	Budget 08/31/25	Positive/ (Negative) Variance	Prior Year 08/31/24	STATISTICS	Actual 08/31/25	Budget 08/31/25	Positive/ (Negative) Variance	Prior Year 08/31/24
Discharges								
128	110	18	141	Acute	234	244	(10)	273
128	110	18	141	Total Adult Discharges	234	244	(10)	273
43	31	12	50	Newborn	85	72	13	87
171	141	30	191	Total Discharges	319	316	3	360
Patient Days:								
362	340	22	413	Acute	655	758	(103)	812
362	340	22	413	Total Adult Patient Days	655	758	(103)	812
70	50	20	81	Newborn	136	115	21	142
432	390	42	494	Total Patient Days	791	873	(82)	954
Average Length of Stay (ALOS)								
2.8	3.1	(0.3)	2.9	Acute	2.8	3.1	(0.3)	3.0
2.8	3.1	(0.3)	2.9	Total Adult ALOS	2.8	3.1	(0.3)	3.0
1.6	1.6	0.0	1.6	Newborn ALOS	1.6	1.6	0.0	1.6
Average Daily Census (ADC)								
11.7	11.0	0.7	13.3	Acute	10.6	12.2	(1.7)	13.1
11.7	11.0	0.7	13.3	Total Adult ADC	10.6	12.2	(1.7)	13.1
2.3	1.6	0.6	2.6	Newborn	2.2	1.9	0.3	2.3
Emergency Room Statistics								
132	120	12	132	ER Visits - Admitted	270	253	17	267
1,329	1,342	(13)	1,169	ER Visits - Discharged	2,603	2,766	(163)	2,442
1,461	1,462	(1)	1,301	Total ER Visits	2,873	3,019	(146)	2,709
9.03%	8.21%		10.15%	% of ER Visits Admitted	9.40%	8.38%		9.86%
103.13%	109.09%		93.62%	ER Admissions as a % of Total	115.38%	103.69%		97.80%
Outpatient Statistics:								
8,272	8,402	(130)	8,506	Total Outpatients Visits	16,970	17,065	(95)	16,041
151	139	12	127	Observation Bed Days	384	300	84	242
6,048	5,911	137	6,243	Clinic Visits - Primary Care	12,312	11,867	445	11,306
525	607	(82)	578	Clinic Visits - Specialty Clinics	1,058	1,217	(159)	1,138
57	63	(6)	53	IP Surgeries	103	132	(29)	98
163	135	28	109	OP Surgeries	332	269	63	213
Productivity Statistics:								
504.25	512.00	(7.75)	494.22	FTE's - Worked	501.87	512.00	(10.13)	487.94
562.15	562.55	(0.40)	538.64	FTE's - Paid	562.38	562.55	(0.17)	539.49
1.6100	1.5800	0.03	1.0700	Case Mix Index - Medicare	1.5150	1.4896	0.03	1.1100
1.1800	1.1800	0.00	1.1600	Case Mix Index - All payers	1.1250	0.6731	0.45	1.1800

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

08/31/25

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	51.64	46.82
Net Days in Accounts Receivable	48.13	43.53
Number of Gross Days in Unbilled Revenue	12.39	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	22.49%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.51%	1.18%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.40%	1.20%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.10%	7.93%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.20%	8.11%
Collections as a Percentage of Net Revenue - Current Month	97.25%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	98.29%	100% or >
Percentage of Blue Cross Receivable > 90 Days	17.56%	< 10%
Percentage of Insurance Receivable > 90 Days	22.82%	< 15%
Percentage of Medicaid Receivable > 90 Days	2.05%	< 20%
Percentage of Medicare Receivable > 60 Days	14.21%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Two months ending August 31, 2025

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	1,441,488	5.78%	1,310,683	2.55%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget in August were outpatient visits and Clinic visits Average Daily Census is 11.7 in August which is under budget by 0.7				
Deductions from Revenue	(549,697)	-4.29%	210,620	0.79%
Deductions from revenue are under budget for August and over budget year to date. They are currently booked at 50.7% for August and 49.9% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. More detail included in the narrative.				
Bad Debt Expense	630,304	31.90%	902,928	21.64%
Bad debt expense is booked at 5.1% for August and 6.2% year to date.				
Charity Care	157,299	53.68%	406,735	65.96%
Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.				
Other Operating Revenue	(19,346)	-13.07%	(44,759)	-13.30%
Other Operating Revenue is under budget and under budget for the year.				
Salaries and Wages	75,118	1.58%	176,588	1.82%
Salary and Wages are under budget in August and are under budget year to date. Paid FTEs are under budget by 0.4 FTEs for the month and under 0.17 FTEs year to date.				
Fringe Benefits	66,339	4.39%	(13,269)	-0.44%
Fringe benefits are under budget in August and over budget year to date.				
Contract Labor	49,426	16.99%	80,621	12.04%
Contract labor is under budget for August and under budget year to date. Respiratory, Radiology and Ultrasound are over budget in August.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 13

ROCK SPRINGS, WYOMING

Two months ending August 31, 2025

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(84,235)	-19.02%	(223,088)	-24.74%
Physician fees over budget in August and over budget year to date. Hospitalists and Locums are over budget in August.				
Purchased Services	132,508	14.67%	183,081	10.45%
Purchased services are under budget for August and under budget year to date. Expenses over budget are other purchased services.				
Supply Expense	212,463	21.80%	246,798	12.88%
Supplies are under budget for August and under budget year to date. Line items over budget include oxygen, chargeables and drugs.				
Repairs & Maintenance	60,643	13.64%	58,146	6.57%
Repairs and Maintenance are under budget for August and under budget year to date.				
All Other Operating Expenses	39,514	13.88%	112,039	17.51%
This expense is under budget in August and under budget year to date. Other expenses over budget are Other expenses & employee recruitment				
Leases and Rentals	(6,009)	-26.38%	(11,562)	-25.38%
This expense is over budget for August and is over budget year to date due to the Nuc Med CT lease.				
Depreciation and Amortization	66,629	7.30%	84,822	4.65%
Depreciation is under budget for August and is under budget year to date				
BALANCE SHEET				
Cash and Cash Equivalents	\$1,482,769	8.64%		
Cash increased in August. Cash collections for August were \$12.6 million. Days Cash on Hand increased to 127 days.				
Gross Patient Accounts Receivable	\$626,721	1.48%		
This receivable increased in August due to higher revenue.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 13

ROCK SPRINGS, WYOMING

Two months ending August 31, 2025

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(768,285)	-3.49%		
Bad Debt and Allowances increased.				
Other Receivables	233,645	2.82%		
Other Receivables increased in August due to QRA.				
Prepaid Expenses	(115,397)	-5.16%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	225,567	0.81%		
These assets increased due to the bond accrual.				
Plant Property and Equipment	55,849	0.08%		
The increase in these assets is due to the the normal increase in accumulated depreciation.				
Accounts Payable	331,074	5.95%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(485,996)	-43.22%		
This liability increased in August. The payroll accrual for August was 7 days.				
Accrued Benefits	35,334			
This liability decreased in August with the normal accrual and usage of PTO.				
Other Current Liabilities	(183,941)	-10.36%		
This liability increased for August due to the bond accrual				
Other Long Term Liabilities	242,404	2.63%		
This liability decreased with the payments on the leases				
Total Net Assets	370,822	-1.74%		
The net gain from operations for August is \$1,848,795				



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

PROVIDER CLINICS

Unaudited Financial Statements

for

Two months ending August 31, 2025

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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Two months ending August 31, 2025	

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Two months ending August 31, 2025

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 8/31/2025	Year to Date 8/31/2025	Prior Fiscal Year End 06/30/25	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-16.24%	-18.25%	-27.02%	-36.58%
Total Profit Margin	-16.24%	-18.25%	-27.02%	-36.58%
Contractual Allowance %	44.53%	43.22%	44.51%	
Liquidity:				
Net Days in Accounts Receivable	32.53	32.18	35.20	39.58
Gross Days in Accounts Receivable	30.41	30.54	36.55	72.82
Productivity and Efficiency:				
Patient Visits Per Day	195.10	198.58	201.25	
Total Net Revenue per FTE	N/A	\$214,182	\$191,872	
Salary Expense per Paid FTE	N/A	\$168,665	\$165,443	
Salary and Benefits as a % of Net Revenue	97.10%	96.16%	104.44%	91.26%
Employee Benefits %	20.28%	22.11%	21.12%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Two months ending August 31, 2025

	CURRENT MONTH				Prior Year 08/31/24
	Actual 08/31/25	Budget 08/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,302,682	3,178,391	124,290	3.91%	3,030,522
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	3,302,682	3,178,391	124,290	3.91%	3,030,522
Deductions From Revenue					
Discounts and Allowances	(1,470,520)	(1,222,961)	(247,560)	-20.24%	(1,323,509)
Total Deductions From Revenue	(1,470,520)	(1,222,961)	(247,560)	-20.24%	(1,323,509)
Net Patient Revenue	1,832,162	1,955,431	(123,269)	-6.30%	1,707,013
Other Operating Revenue	44,134	55,278	(11,144)	-20.16%	44,317
Total Operating Revenue	1,876,296	2,010,709	(134,413)	-6.68%	1,751,330
Operating Expenses					
Salaries and Wages	1,514,636	1,580,016	65,380	4.14%	1,447,522
Fringe Benefits	307,194	356,975	49,781	13.95%	373,923
Contract Labor	0	0	0	0.00%	0
Physicians Fees	146,228	181,183	34,954	19.29%	142,605
Purchased Services	3,922	3,023	(898)	-29.70%	3,262
Supply Expense	23,629	28,289	4,660	16.47%	34,125
Utilities	1,153	1,013	(141)	-13.89%	1,723
Repairs and Maintenance	5,009	6,464	1,455	22.50%	6,285
Insurance Expense	35,350	35,732	382	1.07%	31,297
All Other Operating Expenses	134,062	148,748	14,686	9.87%	134,426
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,073	5,337	1,264	23.69%	3,716
Depreciation and Amortization	5,678	3,971	(1,707)	-42.97%	6,485
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	2,180,933	2,350,750	169,817	7.22%	2,185,370
Net Operating Surplus/(Loss)	(304,637)	(340,041)	35,404	-10.41%	(434,039)
Total Net Surplus/(Loss)	(\$304,637)	(\$340,041)	\$35,404	-10.41%	(\$434,039)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$304,637)	(\$340,041)	\$35,404	-10.41%	(\$434,039)
Operating Margin	-16.24%	-16.91%			-24.78%
Total Profit Margin	-16.24%	-16.91%			-24.78%
EBIDA	-15.93%	-16.71%			-24.41%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Two months ending August 31, 2025

	YEAR-TO-DATE				Prior Year 08/31/24
	Actual 08/31/25	Budget 08/31/25	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	6,617,745	6,432,246	185,499	2.88%	5,996,357
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	6,617,745	6,432,246	185,499	2.88%	5,996,357
Deductions From Revenue					
Discounts and Allowances	(2,860,437)	(2,508,985)	(351,452)	-14.01%	(2,648,657)
Total Deductions From Revenue	(2,860,437)	(2,508,985)	(351,452)	-14.01%	(2,648,657)
Net Patient Revenue	3,757,308	3,923,261	(165,954)	-4.23%	3,347,700
Other Operating Revenue	92,231	110,557	(18,326)	-16.58%	85,196
Total Operating Revenue	3,849,538	4,033,818	(184,280)	-4.57%	3,432,896
Operating Expenses					
Salaries and Wages	3,031,450	3,235,830	204,380	6.32%	2,773,592
Fringe Benefits	670,361	718,185	47,824	6.66%	620,214
Contract Labor	0	0	0	0.00%	0
Physicians Fees	389,402	362,365	(27,037)	-7.46%	322,459
Purchased Services	6,662	6,110	(552)	-9.04%	4,649
Supply Expense	50,681	62,894	12,212	19.42%	54,547
Utilities	2,148	2,025	(122)	-6.04%	2,571
Repairs and Maintenance	16,881	12,927	(3,954)	-30.58%	19,681
Insurance Expense	70,700	71,585	886	1.24%	62,595
All Other Operating Expenses	294,069	358,718	64,649	18.02%	321,903
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	7,972	10,674	2,702	25.31%	7,787
Depreciation and Amortization	11,748	7,943	(3,805)	-47.90%	12,777
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	4,552,073	4,849,256	297,183	6.13%	4,202,774
Net Operating Surplus/(Loss)	(702,534)	(815,438)	112,904	-13.85%	(769,878)
Total Net Surplus/(Loss)	(\$702,534)	(\$815,438)	\$112,904	-13.85%	(\$769,878)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(702,534)	(815,438)	112,904	-13.85%	(769,878)
Operating Margin	-18.25%	-20.22%			-22.43%
Total Profit Margin	-18.25%	-20.22%			-22.43%
EBIDA	-17.94%	-20.02%			-22.05%

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

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	Actuap 8/31/2025	Actuap 7/31/2025	Actuap 6/30/2025	Actuan 5/31/2025	Actuan 4/30/2025
Gross Patient Revenue					
Clinic Revenue	\$3,302,682	\$3,315,063	\$3,143,540	\$3,115,172	\$3,143,338
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$3,302,682	\$3,315,063	\$3,143,540	\$3,115,172	\$3,143,338
Deductions From Revenue					
Discounts and Allowances	(\$1,470,520)	(\$1,389,917)	(\$1,404,858)	(\$1,452,706)	(\$1,411,217)
Total Deductions From Revenue	(\$1,470,520)	(\$1,389,917)	(\$1,404,858)	(\$1,452,706)	(\$1,411,217)
Net Patient Revenue	\$1,832,162	\$1,925,146	\$1,738,682	\$1,662,466	\$1,732,121
Other Operating Revenue	\$44,134	\$48,096	\$58,494	\$43,329	\$38,467
Total Operating Revenue	1,876,296	1,973,243	1,797,176	1,705,796	1,770,588
Operating Expenses					
Salaries and Wages	\$1,514,636	\$1,516,814	\$1,674,906	\$1,529,174	\$1,602,287
Fringe Benefits	\$307,194	\$363,167	\$300,720	\$348,476	\$363,915
Contract Labor	\$0	\$0	\$0	\$0	(\$1,589)
Physicians Fees	\$146,228	\$243,174	\$124,414	\$169,679	\$188,520
Purchased Services	\$3,922	\$2,740	\$4,994	\$3,288	\$4,197
Supply Expense	\$23,629	\$27,053	\$31,157	\$26,098	\$19,441
Utilities	\$1,153	\$994	\$950	\$950	\$950
Repairs and Maintenance	\$5,009	\$11,872	\$4,154	\$4,642	\$5,755
Insurance Expense	\$35,350	\$35,350	\$35,350	\$35,350	\$41,427
All Other Operating Expenses	\$134,062	\$160,007	\$155,737	\$105,282	\$146,327
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,073	\$3,899	\$4,491	\$4,556	\$3,941
Depreciation and Amortization	\$5,678	\$6,070	\$6,068	\$6,070	\$6,070
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$2,180,933	\$2,371,140	\$2,342,941	\$2,233,565	\$2,381,240
Net Operating Surplus/(Loss)	(\$304,637)	(\$397,897)	(\$545,765)	(\$527,769)	(\$610,652)
Total Net Surplus/(Loss)	(\$304,637)	(\$397,897)	(\$545,765)	(\$527,769)	(\$610,652)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$304,637)	(\$397,897)	(\$545,765)	(\$527,769)	(\$610,652)
Operating Margin	-16.24%	-20.16%	-30.37%	-30.94%	-34.49%
Total Profit Margin	-16.24%	-20.16%	-30.37%	-30.94%	-34.49%
EBIDA	-15.93%	-19.86%	-30.03%	-30.58%	-34.15%

Actual 3/31/2025	Actual 2/28/2025	Actual 1/31/2025	Actual 12/31/2024	Actual 11/30/2024	Actual 10/31/2024	Actual 9/30/2024	Actual 8/31/2024
\$3,007,057	\$3,101,927	\$3,082,203	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$3,007,057	\$3,101,927	\$3,082,203	\$3,035,731	\$2,897,570	\$3,305,125	\$2,766,032	\$3,030,522
(\$1,290,761)	(\$1,371,053)	(\$1,370,087)	(\$1,367,918)	(\$1,274,277)	(\$1,573,472)	(\$1,123,349)	(\$1,323,509)
(\$1,290,761)	(\$1,371,053)	(\$1,370,087)	(\$1,367,918)	(\$1,274,277)	(\$1,573,472)	(\$1,123,349)	(\$1,323,509)
\$1,716,297	\$1,730,874	\$1,712,115	\$1,667,813	\$1,623,294	\$1,731,653	\$1,642,683	\$1,707,013
\$36,136	\$36,852	\$42,000	\$36,932	\$39,322	\$44,944	\$37,318	\$44,317
1,752,433	1,767,726	1,754,116	1,704,745	1,662,616	1,776,597	1,680,001	1,751,330
\$1,512,850	\$1,436,447	\$1,457,053	\$1,531,022	\$1,465,903	\$1,484,489	\$1,472,901	\$1,447,522
\$327,894	\$333,664	\$420,452	\$249,304	\$286,506	\$292,369	\$245,580	\$373,923
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$160,009	\$228,117	\$71,558	\$289,487	\$181,437	\$183,517	\$128,010	\$142,605
\$2,977	\$1,299	\$3,185	\$1,579	\$1,505	\$2,324	\$2,679	\$3,262
\$31,316	\$19,057	\$27,592	\$27,236	\$19,206	\$18,420	\$51,523	\$34,125
\$990	\$1,070	\$1,070	\$426	\$971	\$635	\$1,048	\$1,723
\$5,529	\$8,733	\$2,868	\$12,958	\$7,713	\$3,251	\$3,374	\$6,285
\$43,000	\$31,297	\$31,941	\$31,297	\$31,297	\$31,297	\$31,297	\$31,297
\$154,954	\$99,388	\$135,844	\$108,182	\$108,064	\$179,591	\$149,112	\$134,426
\$4,993	\$4,990	\$3,978	\$6,881	\$4,221	\$4,176	\$5,617	\$3,716
\$6,189	\$6,188	\$6,188	\$6,374	\$6,374	\$6,485	\$6,485	\$6,485
\$2,250,701	\$2,170,251	\$2,161,730	\$2,264,747	\$2,113,197	\$2,206,553	\$2,097,628	\$2,185,370
(\$498,267)	(\$402,525)	(\$407,614)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)	(\$434,039)
(\$498,267)	(\$402,525)	(\$407,614)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)	(\$434,039)
0	0	0	0	0	0	0	0
(\$498,267)	(\$402,525)	(\$407,614)	(\$560,002)	(\$450,581)	(\$429,957)	(\$417,627)	(\$434,039)
-28.43%	-22.77%	-23.24%	-32.85%	-27.10%	-24.20%	-24.86%	-24.78%
-28.43%	-22.77%	-23.24%	-32.85%	-27.10%	-24.20%	-24.86%	-24.78%
-28.08%	-22.42%	-22.88%	-32.48%	-26.72%	-23.84%	-24.47%	-24.41%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Two months ending August 31, 2025

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
08/31/25	08/31/25	Variance	08/31/24		08/31/25	08/31/25	Variance	08/31/24
Outpatient Statistics:								
6,048	5,911	137	5,911	Clinic Visits - Primary Care	12,312	11,867	445	11,867
525	607	(82)	607	Clinic Visits - Specialty Clinics	1,058	1,217	(159)	1,217
Productivity Statistics:								
90.62	100.67	(10.05)	93.50	FTE's - Worked	91.06	100.67	(9.61)	90.34
105.48	110.63	(5.15)	103.31	FTE's - Paid	105.81	110.63	(4.82)	101.79

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	574	10,708,978.78
CAPITAL EQUIPMENT (PLANT FUND)	4	33,302.25
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	906,705.37
PAYROLL AUGUST 14, 2025		2,042,656.89
PAYROLL AUGUST 28, 2025		2,070,296.01
TOTAL CASH OUTFLOW		<u>\$11,648,986.40</u>
CASH COLLECTIONS		\$12,630,191.84
INCREASE/DECREASE IN CASH		\$981,205.44

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2026**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001286	7/10/2025	PLAN ONE/ARCHITECTS	4,232.90	LAB EXPANSION		
001287	7/10/2025	WESTERN ENGINEERS & GEOLOGISTS, INC.	4,643.75	MOB ENTRANCE		
001288	7/17/2025	GROATHOUSE CONSTRUCTION, INC.	136,060.00	MOB ENTRANCE		
001288	7/17/2025	GROATHOUSE CONSTRUCTION, INC.	620,765.00	LAB EXPANSION		
001289	7/24/2025	GROATHOUSE CONSTRUCTION, INC.	62,919.00	MRI PHASE 2		
001290	7/31/2025	WESTERN ENGINEERS & GEOLOGISTS, INC.	3,096.25	MOB ENTRANCE		
WF DEBT SERVICE	7/17/2025	WF DEBT SERVICE	183,940.90	WF DEBT SERVICE		
JULY TOTALS					1,015,657.80	1,015,657.80

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001291	8/7/2025	PLAN ONE/ARCHITECTS	14,612.22	OB RENO/LAB RENO		
001292	8/21/2025	WESTERN ENGINEERS & GEOLOGISTS, INC.	340,466.00	LAB EXPANSION		
001292	8/21/2025	WESTERN ENGINEERS & GEOLOGISTS, INC.	222,283.00	MRI PHASE 2		
001292	8/21/2025	WESTERN ENGINEERS & GEOLOGISTS, INC.	144,957.00	MOB ENTRANCE		
001293	8/28/2025	GROATHOUSE CONSTRUCTION, INC.	446.25	OB RENO		
WF DEBT SERVICE	8/15/2025	WF DEBT SERVICE	183,940.90	WF DEBT SERVICE		
AUGUST TOTALS					906,705.37	1,922,363.17

PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2026

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002740	7/10/2025	DELL COMPUTER CORPORATION	7,208.95	ORACLE 724 SERVER & LAPTOPS		
002741	7/10/2025	DIAGNOSTIGA STAGO INC	47,200.00	STAGO COMPACT MAX		
002742	7/17/2025	DELL COMPUTER CORPORATION	31,107.40	LAPTOPS		
JULY TOTALS					85,516.35	85,516.35

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002743	8/7/2025	COFFEY COMMUNICATIONS INC.	8,832.00	WEBSITE DESIGN		
002744	8/7/2025	KARL STORZ ENDOSCOPY-AMERICA	18,959.70	FLEXIBLE VIDEOSCOPE		
002745	8/21/2025	KRONOS INCORPORATED	3,099.50	KRONOS UPGRADE		
002746	8/28/2025	CDW GOVERNMENT LLC	2,411.05	SYNOLOGY BACKUP		
AUGUST TOTALS					33,302.25	118,818.60

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

Amount	Description
24,244.22	Advertising Total
10,029.25	Billing Services Total
11,910.96	Blood Total
3,500.00	Building Lease Total
266,743.99	Café Management Total
2,942.74	Cellular Telephone Total
49,312.09	Collection Agency Total
13,218.07	Computer Equipment Total
536,936.62	Contract Maintenance Total
374,934.25	Contract Personnel Total
421.00	Courier Services Total
1,628.38	Credit Card Payment Total
34,503.78	Dental Insurance Total
16,909.11	Dialysis Supplies Total
2,189.00	Education & Travel Total
2,616.14	Employee Recruitment Total
88,691.15	Equipment Lease Total
224.65	Finance Charge Total
11,875.95	Food Total
11,442.12	Freight Total
1,059.49	Fuel Total
4,381.31	Garbage Collection Total
1,186,878.61	Group Health Total
459,927.97	Hospital Supplies Total
12,113.50	Implant Supplies Total
38,241.47	Insurance Premiums Total
17,318.09	Insurance Refund Total
157,071.56	Laboratory Services Total
5,331.63	Laundry Supplies Total
42,881.16	Legal Fees Total
2,524.92	Linen Total
61,716.65	Maintenance & Repair Total
15,756.50	Marketing & Promotional Supplies Total
5,359.57	MHSC Foundation Total
915.95	Minor Equipment Total
659.00	Monthly Pest Control Total
1,110.27	Non Medical Supplies Total
450.03	Non Surgical Supplies Total
250.00	Notary Bond Total
11,876.63	Office Supplies Total
3,490.04	Other Employee Benefits Total
52,643.92	Other Purchased Services Total
8,809.62	Oxygen Rental Total
9,052.56	Patient Refund Total
366.48	Payroll Deduction Total
6,152.79	Payroll Garnishment Total
399.98	Payroll Reimbursement Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

GENERAL FUND DISBURSEMENTS

8/31/2025

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

Check Number	Date	Vendor Check Name	Amount	Description
207365	8/21/2025	ARVIG MEDIA	2,760.00	Advertising
207316	8/14/2025	LAMAR ADVERTISING	2,160.00	Advertising
207535	8/28/2025	LAMAR ADVERTISING	464.00	Advertising
207409	8/21/2025	PILOT BUTTE BROADCASTING	650.00	Advertising
207235	8/7/2025	ROCKET MINER	21.85	Advertising
207415	8/21/2025	ROCKET MINER	987.00	Advertising
207417	8/21/2025	ROYAL FLUSH ADVERTISING	637.50	Advertising
207562	8/28/2025	ROYAL FLUSH ADVERTISING	164.75	Advertising
207238	8/7/2025	SCORPION HEALTHCARE LLC	2,849.00	Advertising
207426	8/21/2025	THE ACTOR'S MISSION	600.00	Advertising
207342	8/14/2025	THE RADIO NETWORK	6,066.65	Advertising
207577	8/28/2025	TRUE NORTH CUSTOM PUBLISHING	2,326.47	Advertising
EFT000000000666	8/29/2025	BIG THICKET BROADCASTING	3,277.00	Advertising
EFT000000000680	8/29/2025	GREEN RIVER STAR	1,000.00	Advertising
EFT000000000568	8/1/2025	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000000583	8/8/2025	EXPRESS MEDICAID BILLING SERV	10,029.25	Billing Services
207257	8/7/2025	VITALANT	6,678.84	Blood
207583	8/28/2025	VITALANT	5,232.12	Blood
EFT000000000673	8/29/2025	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
EFT000000000571	8/1/2025	UNIDINE CORPORATION	125,433.20	Café Management
EFT000000000659	8/22/2025	UNIDINE CORPORATION	15,877.59	Café Management
EFT000000000695	8/29/2025	UNIDINE CORPORATION	125,433.20	Café Management
207582	8/28/2025	VERIZON WIRELESS, LLC	2,942.74	Cellular Telephone
207290	8/14/2025	COLLECTION PROFESSIONALS, INC	97.16	Collection Agency
EFT000000000640	8/22/2025	EXPRESS RECOVERY SERVICES	49,214.93	Collection Agency
207197	8/7/2025	CDW GOVERNMENT LLC	2,068.10	Computer Equipment
207286	8/14/2025	CDW GOVERNMENT LLC	7,063.31	Computer Equipment
207370	8/21/2025	CDW GOVERNMENT LLC	521.38	Computer Equipment
207504	8/28/2025	CDW GOVERNMENT LLC	3,565.28	Computer Equipment
207289	8/14/2025	CFCS (NAVECTIS GROUP)	7,000.00	Contract Maintenance
207199	8/7/2025	CLOUDLI COMMUNICATIONS INC.	69.30	Contract Maintenance
207509	8/28/2025	COMPUNET, INC.	60,066.28	Contract Maintenance
207302	8/14/2025	GE HEALTHCARE	425.00	Contract Maintenance
207521	8/28/2025	GE HEALTHCARE	3,525.00	Contract Maintenance
207210	8/7/2025	GE MEDICAL SYSTEMS INFO TECH	431.12	Contract Maintenance
207216	8/7/2025	HOLOGIC, INC.	6,090.95	Contract Maintenance
207309	8/14/2025	HOLOGIC, INC.	5,455.00	Contract Maintenance
207389	8/21/2025	HOLOGIC, INC.	4,038.00	Contract Maintenance
207311	8/14/2025	INOVALON PROVIDER INC.	1,047.47	Contract Maintenance
207229	8/7/2025	ORACLE AMERICA, INC.	200,498.76	Contract Maintenance
207323	8/14/2025	ORACLE AMERICA, INC.	10,067.40	Contract Maintenance
207406	8/21/2025	ORACLE AMERICA, INC.	480.00	Contract Maintenance
207549	8/28/2025	ORACLE AMERICA, INC.	7,130.90	Contract Maintenance
207324	8/14/2025	OVATION HEALTHCARE	12,000.00	Contract Maintenance
207550	8/28/2025	OVATION HEALTHCARE	4,000.00	Contract Maintenance
207232	8/7/2025	PHILIPS HEALTHCARE	298.34	Contract Maintenance
207408	8/21/2025	PHILIPS HEALTHCARE	1,971.14	Contract Maintenance
207554	8/28/2025	PHILIPS HEALTHCARE	5,008.36	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

207553	8/28/2025	PHILIPS MEDICAL SYSTEM N.A.CO	1,366.67	Contract Maintenance
207410	8/21/2025	QUADRAMED	17,750.00	Contract Maintenance
207240	8/7/2025	SIEMENS MEDICAL SOLUTIONS USA	3,886.65	Contract Maintenance
207331	8/14/2025	SIEMENS MEDICAL SOLUTIONS USA	22,363.00	Contract Maintenance
207419	8/21/2025	SIEMENS MEDICAL SOLUTIONS USA	3,874.76	Contract Maintenance
207248	8/7/2025	TINY HOOD HEALTHCARE	2,500.00	Contract Maintenance
207249	8/7/2025	TRANE U.S. INC.	10,869.00	Contract Maintenance
207433	8/21/2025	VERTIV CORPORATION	25,487.98	Contract Maintenance
EFT000000000668	8/29/2025	BISCOM	2,128.61	Contract Maintenance
EFT000000000678	8/29/2025	FRONT RANGE MOBILE IMAGING, INC.	15,851.44	Contract Maintenance
EFT000000000589	8/8/2025	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
EFT000000000682	8/29/2025	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
EFT000000000648	8/22/2025	NUANCE COMMUNICATIONS, INC	1,959.00	Contract Maintenance
EFT000000000598	8/8/2025	STATE FIRE DC SPECIALTIES	210.00	Contract Maintenance
EFT000000000600	8/8/2025	SYSMEX AMERICA INC.	33,246.41	Contract Maintenance
EFT000000000574	8/1/2025	WYODATA SECURITY INC.	1,935.00	Contract Maintenance
EFT000000000698	8/29/2025	WYODATA SECURITY INC.	3,800.00	Contract Maintenance
W/T	8/20/2025	TRIZETTO FEE	6,619.12	Contract Maintenance
W/T	8/20/2025	TRIZETTO FEE	267.48	Contract Maintenance
207527	8/28/2025	INTERACT INTRANET INC	37,764.48	Contract Maintenance
EFT000000000560	8/1/2025	FOCUSONE SOLUTIONS LLC	90,700.00	Contract Personnel
EFT000000000585	8/8/2025	FOCUSONE SOLUTIONS LLC	84,293.50	Contract Personnel
EFT000000000613	8/15/2025	FOCUSONE SOLUTIONS LLC	73,385.00	Contract Personnel
EFT000000000642	8/22/2025	FOCUSONE SOLUTIONS LLC	67,739.25	Contract Personnel
EFT000000000677	8/29/2025	FOCUSONE SOLUTIONS LLC	58,816.50	Contract Personnel
207198	8/7/2025	CITY CAB	25.00	Courier Services
EFT000000000688	8/29/2025	PACKAGERUNNER LOGISTICS LLC	396.00	Courier Services
W/T	8/28/2025	UMB BANK	1,628.38	Credit Card Payment
EFT000000000674	8/29/2025	DELTA DENTAL	34,503.78	Dental Insurance
207208	8/7/2025	FRESENIUS USA MARKETING, INC.	2,579.98	Dialysis Supplies
207301	8/14/2025	FRESENIUS USA MARKETING, INC.	4,614.17	Dialysis Supplies
207520	8/28/2025	FRESENIUS USA MARKETING, INC.	8,157.07	Dialysis Supplies
207215	8/7/2025	HENRY SCHEIN INC	777.35	Dialysis Supplies
207308	8/14/2025	HENRY SCHEIN INC	377.75	Dialysis Supplies
207388	8/21/2025	HENRY SCHEIN INC	402.79	Dialysis Supplies
207495	8/28/2025	ASHE	300.00	Education & Travel
207202	8/7/2025	COPE2THRIVE, LLC	665.00	Education & Travel
207563	8/28/2025	R.S. CHAMBER OF COMMERCE	1,075.00	Education & Travel
207237	8/7/2025	RQI PARTNERS, LLC	149.00	Education & Travel
207275	8/14/2025	ALTITUDE ANALYSIS	455.00	Employee Recruitment
207569	8/28/2025	STATE OF WYOMING	80.00	Employee Recruitment
207434	8/21/2025	WESTERN WY COLLEGE	800.00	Employee Recruitment
207584	8/28/2025	WYOMING PUBLIC HEALTH LAB	18.00	Employee Recruitment
EFT000000000683	8/29/2025	INDEED INC.	1,263.14	Employee Recruitment
207196	8/7/2025	CAREFUSION SOLUTIONS, LLC	22,430.00	Equipment Lease
207587	8/28/2025	CAREFUSION SOLUTIONS, LLC	22,430.00	Equipment Lease
207375	8/21/2025	COPIER & SUPPLY COMPANY	1,740.00	Equipment Lease
207511	8/28/2025	COPIER & SUPPLY COMPANY	10,633.22	Equipment Lease
207304	8/14/2025	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

207223	8/7/2025	LEAF	3,080.00	Equipment Lease
207420	8/21/2025	SIEMENS FINANCIAL SERVICES, INC	9,630.81	Equipment Lease
207564	8/28/2025	SIEMENS FINANCIAL SERVICES, INC	6,493.36	Equipment Lease
207253	8/7/2025	US BANK EQUIPMENT FINANCE	505.98	Equipment Lease
207345	8/14/2025	US BANK EQUIPMENT FINANCE	142.94	Equipment Lease
207430	8/21/2025	US BANK EQUIPMENT FINANCE	2,341.06	Equipment Lease
207579	8/28/2025	US BANK EQUIPMENT FINANCE	233.87	Equipment Lease
EFT000000000622	8/15/2025	SHADOW MOUNTAIN WATER CO ,WY	134.94	Equipment Lease
EFT000000000652	8/22/2025	SHADOW MOUNTAIN WATER CO ,WY	1,362.71	Equipment Lease
EFT000000000692	8/29/2025	SHADOW MOUNTAIN WATER CO ,WY	59.94	Equipment Lease
EFT000000000553	8/1/2025	ALSCO AMERICAN LINEN	44.93	Finance Charge
EFT000000000577	8/8/2025	ALSCO AMERICAN LINEN	44.93	Finance Charge
EFT000000000605	8/15/2025	ALSCO AMERICAN LINEN	44.93	Finance Charge
EFT000000000627	8/22/2025	ALSCO AMERICAN LINEN	44.93	Finance Charge
EFT000000000664	8/29/2025	ALSCO AMERICAN LINEN	44.93	Finance Charge
EFT000000000559	8/1/2025	F B MCFADDEN WHOLESale	2,783.85	Food
EFT000000000584	8/8/2025	F B MCFADDEN WHOLESale	1,949.55	Food
EFT000000000612	8/15/2025	F B MCFADDEN WHOLESale	2,263.70	Food
EFT000000000641	8/22/2025	F B MCFADDEN WHOLESale	2,508.30	Food
EFT000000000675	8/29/2025	F B MCFADDEN WHOLESale	2,370.55	Food
207180	8/1/2025	FED EX	925.57	Freight
207205	8/7/2025	FED EX	70.64	Freight
207299	8/14/2025	FED EX	541.36	Freight
207518	8/28/2025	FED EX	634.28	Freight
207251	8/7/2025	TRIOSE, INC	1,510.83	Freight
207344	8/14/2025	TRIOSE, INC	3,213.89	Freight
207428	8/21/2025	TRIOSE, INC	2,675.72	Freight
207575	8/28/2025	TRIOSE, INC	1,869.83	Freight
EFT000000000567	8/1/2025	BAILEY ENTERPRISES	569.07	Fuel
EFT000000000691	8/29/2025	BAILEY ENTERPRISES	490.42	Fuel
207263	8/8/2025	WWS - ROCK SPRINGS	4,361.31	Garbage Collection
EFT000000000656	8/22/2025	SWEETWATER COUNTY SOLID WASTE	20.00	Garbage Collection
W/T	8/1/2025	HEALTHEQ 07/30/25	6,480.83	Group Health
W/T	8/15/2025	BLUE CROSS BLUE SHEILD 8/8/25	204,510.98	Group Health
W/T	8/8/2025	BLUE CROSS BLUE SHEILD 8/1/25	133,333.95	Group Health
W/T	8/1/2025	BLUE CROSS BLUE SHEILD 7/25/25	410,846.16	Group Health
W/T	8/8/2025	HEALTHEQ 8/6/25	3,951.51	Group Health
W/T	8/8/2025	HEALTHEQ FEE	377.00	Group Health
W/T	8/15/2025	HEALTHEQ 8/13/25	2,705.54	Group Health
W/T	8/22/2025	HEALTHEQ 8/20/25	1,930.51	Group Health
W/T	8/22/2025	HEALTHEQ 8/20/25	839.16	Group Health
W/T	8/22/2025	BLUE CROSS BLUE SHEILD 8/15/25	205,792.35	Group Health
W/T	8/29/2025	BLUE CROSS BLUE SHEILD 8/22/25	214,715.83	Group Health
W/T	8/29/2025	HEALTHEQ 8/27/25	1,394.79	Group Health
207561	8/28/2025	ABBOTT NUTRITION	273.28	Hospital Supplies
207273	8/14/2025	AESCLAP INC	1,076.89	Hospital Supplies
207355	8/21/2025	AESCLAP INC	1,194.58	Hospital Supplies
207486	8/28/2025	AESCLAP INC	1,716.07	Hospital Supplies
207360	8/21/2025	ALLEN MEDICAL SYSTEMS INC	208.48	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

207184	8/7/2025	AMAZON.COM CREDIT PLAN	940.14	Hospital Supplies
207276	8/14/2025	AMAZON.COM CREDIT PLAN	74.15	Hospital Supplies
207362	8/21/2025	AMAZON.COM CREDIT PLAN	304.42	Hospital Supplies
207490	8/28/2025	AMAZON.COM CREDIT PLAN	199.99	Hospital Supplies
207186	8/7/2025	APPLIED MEDICAL	277.00	Hospital Supplies
207277	8/14/2025	APPLIED MEDICAL	1,330.00	Hospital Supplies
207363	8/21/2025	APPLIED MEDICAL	1,231.00	Hospital Supplies
207493	8/28/2025	APPLIED MEDICAL	215.00	Hospital Supplies
207189	8/7/2025	ARTHREX INC.	6,664.90	Hospital Supplies
207278	8/14/2025	ARTHREX INC.	13,010.30	Hospital Supplies
207364	8/21/2025	ARTHREX INC.	5,253.01	Hospital Supplies
207494	8/28/2025	ARTHREX INC.	1,652.70	Hospital Supplies
207498	8/28/2025	BARD MEDICAL	460.02	Hospital Supplies
207499	8/28/2025	BAYER HEALTHCARE LLC	292.58	Hospital Supplies
207295	8/14/2025	C R BARD INC	407.63	Hospital Supplies
207195	8/7/2025	CARDINAL HEALTH/V. MUELLER	8,189.71	Hospital Supplies
207284	8/14/2025	CARDINAL HEALTH/V. MUELLER	9,515.21	Hospital Supplies
207368	8/21/2025	CARDINAL HEALTH/V. MUELLER	8,739.05	Hospital Supplies
207502	8/28/2025	CARDINAL HEALTH/V. MUELLER	120,277.25	Hospital Supplies
207503	8/28/2025	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
207291	8/14/2025	CONMED CORPORATION	133.90	Hospital Supplies
207372	8/21/2025	CONMED CORPORATION	2,732.00	Hospital Supplies
207292	8/14/2025	COOK MEDICAL INCORPORATED	519.20	Hospital Supplies
207373	8/21/2025	COOK MEDICAL INCORPORATED	852.60	Hospital Supplies
207296	8/14/2025	CR BARD INC	470.14	Hospital Supplies
207376	8/21/2025	CR BARD INC	1,225.65	Hospital Supplies
207204	8/7/2025	DIAGNOSTIGA STAGO INC	9,821.52	Hospital Supplies
207383	8/21/2025	DIAGNOSTIGA STAGO INC	214.50	Hospital Supplies
207385	8/21/2025	DJ ORTHOPEDICS, LLC	2,474.08	Hospital Supplies
207515	8/28/2025	DJ ORTHOPEDICS, LLC	265.12	Hospital Supplies
207523	8/28/2025	GENERAL HOSPITAL SUPPLY CORPORATION	241.00	Hospital Supplies
207211	8/7/2025	GETINGE USA SALES, LLC	619.46	Hospital Supplies
207306	8/14/2025	GYNEX CORP	319.64	Hospital Supplies
207307	8/14/2025	HEALTHCARE LOGISTICS INC	82.20	Hospital Supplies
207387	8/21/2025	HEALTHCARE LOGISTICS INC	178.62	Hospital Supplies
207524	8/28/2025	HEALTHCARE LOGISTICS INC	673.44	Hospital Supplies
207313	8/14/2025	J & J HEALTH CARE SYSTEMS INC	4,792.91	Hospital Supplies
207392	8/21/2025	J & J HEALTH CARE SYSTEMS INC	14,931.00	Hospital Supplies
207529	8/28/2025	J & J HEALTH CARE SYSTEMS INC	1,482.13	Hospital Supplies
207220	8/7/2025	KARL STORZ ENDOSCOPY-AMERICA	14,430.50	Hospital Supplies
207222	8/7/2025	KCI USA	1,499.51	Hospital Supplies
207395	8/21/2025	KCI USA	1,499.51	Hospital Supplies
207534	8/28/2025	KCI USA	315.95	Hospital Supplies
207425	8/21/2025	LEICA BIOSYSTEMS RICHMOND	227.79	Hospital Supplies
207404	8/21/2025	M V A P MEDICAL SUPPLIES, INC.	550.00	Hospital Supplies
207540	8/28/2025	MASIMO AMERICAS, INC.	872.00	Hospital Supplies
207320	8/14/2025	MCKESSON MEDICAL-SURGICAL	1,121.63	Hospital Supplies
207397	8/21/2025	MCKESSON MEDICAL-SURGICAL	307.08	Hospital Supplies
207225	8/7/2025	MEDELA LLC	106.60	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

207226	8/7/2025	MEDLINE INDUSTRIES INC	55,153.58	Hospital Supplies
207321	8/14/2025	MEDLINE INDUSTRIES INC	30,416.89	Hospital Supplies
207398	8/21/2025	MEDLINE INDUSTRIES INC	29,027.13	Hospital Supplies
207541	8/28/2025	MEDLINE INDUSTRIES INC	48,077.38	Hospital Supplies
207402	8/21/2025	MOZARC MEDICAL US LLC	142.15	Hospital Supplies
207414	8/21/2025	RESMED CORP	480.00	Hospital Supplies
207422	8/21/2025	STERIS CORPORATION	330.06	Hospital Supplies
207570	8/28/2025	STERIS CORPORATION	4,346.44	Hospital Supplies
207245	8/7/2025	STRYKER INSTRUMENTS	1,380.08	Hospital Supplies
207337	8/14/2025	STRYKER MEDICAL	108.00	Hospital Supplies
207246	8/7/2025	SUREMARK CO	434.00	Hospital Supplies
207250	8/7/2025	TRI-ANIM HEALTH SERVICES INC	1,057.37	Hospital Supplies
207343	8/14/2025	TRI-ANIM HEALTH SERVICES INC	379.32	Hospital Supplies
207574	8/28/2025	TRI-ANIM HEALTH SERVICES INC	86.48	Hospital Supplies
207254	8/7/2025	UTAH MEDICAL PRODUCTS INC	117.30	Hospital Supplies
207347	8/14/2025	UTAH MEDICAL PRODUCTS INC	89.76	Hospital Supplies
207255	8/7/2025	VAPOTHERM INC.	657.00	Hospital Supplies
207256	8/7/2025	VERATHON INC.	1,428.90	Hospital Supplies
207580	8/28/2025	VERATHON INC.	990.00	Hospital Supplies
EFT00000000554	8/1/2025	BIONIX RADIATION THERAPY	178.01	Hospital Supplies
EFT00000000579	8/8/2025	BOSTON SCIENTIFIC CORP	4,125.74	Hospital Supplies
EFT00000000608	8/15/2025	BOSTON SCIENTIFIC CORP	2,896.78	Hospital Supplies
EFT00000000631	8/22/2025	BOSTON SCIENTIFIC CORP	2,076.93	Hospital Supplies
EFT00000000669	8/29/2025	BOSTON SCIENTIFIC CORP	12,904.87	Hospital Supplies
EFT00000000556	8/1/2025	BREG INC	411.32	Hospital Supplies
EFT00000000580	8/8/2025	BREG INC	76.40	Hospital Supplies
EFT00000000632	8/22/2025	BREG INC	395.21	Hospital Supplies
EFT00000000670	8/29/2025	BREG INC	864.68	Hospital Supplies
EFT00000000609	8/15/2025	CARSTENS HEALTH INDUSTRIES INC	109.52	Hospital Supplies
EFT00000000639	8/22/2025	EITAN GROUP NORTH AMERICA, INC.	750.60	Hospital Supplies
EFT00000000562	8/1/2025	HARDY DIAGNOSTICS	801.93	Hospital Supplies
EFT00000000588	8/8/2025	HARDY DIAGNOSTICS	234.92	Hospital Supplies
EFT00000000615	8/15/2025	HARDY DIAGNOSTICS	2,161.84	Hospital Supplies
EFT00000000643	8/22/2025	HARDY DIAGNOSTICS	957.52	Hospital Supplies
EFT00000000681	8/29/2025	HARDY DIAGNOSTICS	552.46	Hospital Supplies
EFT00000000563	8/1/2025	HULL ANESTHESIA INC	201.00	Hospital Supplies
EFT00000000590	8/8/2025	IN PRO CORPORATION	211.12	Hospital Supplies
EFT00000000616	8/15/2025	IN PRO CORPORATION	432.13	Hospital Supplies
EFT00000000593	8/8/2025	OLYMPUS AMERICA INC	532.14	Hospital Supplies
EFT00000000649	8/22/2025	OLYMPUS AMERICA INC	672.58	Hospital Supplies
EFT00000000597	8/8/2025	RADIOMETER AMERICA INC	3,379.32	Hospital Supplies
EFT00000000651	8/22/2025	RADIOMETER AMERICA INC	1,606.46	Hospital Supplies
EFT00000000603	8/8/2025	WAXIE SANITARY SUPPLY	1,029.61	Hospital Supplies
207546	8/28/2025	MIACH ORTHOPAEDICS, INC.	5,495.00	Implant Supplies
EFT00000000582	8/8/2025	CTM BIOMEDICAL, LLC	5,091.50	Implant Supplies
EFT00000000595	8/8/2025	PARAGON 28 INC.	1,527.00	Implant Supplies
207252	8/7/2025	PROVIDENT LIFE & ACCIDENT	38,241.47	Insurance Premiums
207460	8/21/2025	INSURANCE REFUND	26.98	Insurance Refund
207466	8/21/2025	INSURANCE REFUND	54.00	Insurance Refund

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207464	8/21/2025	INSURANCE REFUND	92.02	Insurance Refund
207465	8/21/2025	INSURANCE REFUND	92.02	Insurance Refund
207467	8/21/2025	INSURANCE REFUND	92.02	Insurance Refund
207448	8/21/2025	INSURANCE REFUND	115.02	Insurance Refund
207462	8/21/2025	INSURANCE REFUND	115.02	Insurance Refund
207463	8/21/2025	INSURANCE REFUND	193.04	Insurance Refund
207450	8/21/2025	INSURANCE REFUND	505.00	Insurance Refund
207443	8/21/2025	INSURANCE REFUND	587.10	Insurance Refund
207453	8/21/2025	INSURANCE REFUND	604.85	Insurance Refund
207458	8/21/2025	INSURANCE REFUND	498.75	Insurance Refund
207451	8/21/2025	INSURANCE REFUND	313.40	Insurance Refund
207457	8/21/2025	INSURANCE REFUND	59.67	Insurance Refund
207459	8/21/2025	INSURANCE REFUND	162.39	Insurance Refund
207438	8/21/2025	INSURANCE REFUND	209.54	Insurance Refund
207452	8/21/2025	INSURANCE REFUND	285.77	Insurance Refund
207455	8/21/2025	INSURANCE REFUND	295.79	Insurance Refund
207454	8/21/2025	INSURANCE REFUND	326.25	Insurance Refund
207470	8/21/2025	INSURANCE REFUND	475.47	Insurance Refund
207444	8/21/2025	INSURANCE REFUND	852.87	Insurance Refund
207447	8/21/2025	INSURANCE REFUND	8,867.23	Insurance Refund
207482	8/28/2025	INSURANCE REFUND	258.80	Insurance Refund
207449	8/21/2025	INSURANCE REFUND	113.15	Insurance Refund
207456	8/21/2025	INSURANCE REFUND	766.08	Insurance Refund
207445	8/21/2025	INSURANCE REFUND	1,234.64	Insurance Refund
207468	8/21/2025	INSURANCE REFUND	88.55	Insurance Refund
207446	8/21/2025	INSURANCE REFUND	32.67	Insurance Refund
207538	8/28/2025	LGC CLINICAL DIAGNOSTICS, INC.	129.00	Laboratory Services
207544	8/28/2025	METABOLIC NEWBORN SCREENING	5,843.16	Laboratory Services
EFT00000000665	8/29/2025	ARUP LABORATORIES, INC.	69,863.23	Laboratory Services
EFT00000000687	8/29/2025	MAYO COLLABORATIVE SERVICES, INC.	191.44	Laboratory Services
EFT00000000655	8/22/2025	SUMMIT PATHOLOGY	12,800.75	Laboratory Services
207367	8/21/2025	BIOMERIEUX, INC.	19,617.89	Laboratory Supplies
207287	8/14/2025	CEPHEID	9,611.30	Laboratory Supplies
207371	8/21/2025	CEPHEID	230.00	Laboratory Supplies
207206	8/7/2025	FISHER HEALTHCARE	3,355.65	Laboratory Supplies
207300	8/14/2025	FISHER HEALTHCARE	4,703.79	Laboratory Supplies
207386	8/21/2025	FISHER HEALTHCARE	1,815.74	Laboratory Supplies
207519	8/28/2025	FISHER HEALTHCARE	12,070.95	Laboratory Supplies
EFT00000000555	8/1/2025	BIO-RAD LABORATORIES	3,028.10	Laboratory Supplies
EFT00000000578	8/8/2025	BIO-RAD LABORATORIES	1,830.00	Laboratory Supplies
EFT00000000607	8/15/2025	BIO-RAD LABORATORIES	575.92	Laboratory Supplies
EFT00000000630	8/22/2025	BIO-RAD LABORATORIES	1,205.28	Laboratory Supplies
EFT00000000667	8/29/2025	BIO-RAD LABORATORIES	1,889.43	Laboratory Supplies
EFT00000000587	8/8/2025	GREER LABORATORIES, INC	412.06	Laboratory Supplies
EFT00000000620	8/15/2025	IDENTICARD	539.64	Laboratory Supplies
EFT00000000565	8/1/2025	LIFELOC TECHNOLOGIES	420.00	Laboratory Supplies
EFT00000000617	8/15/2025	MAGNOLIA MEDICAL TECHNOLOGIES	1,961.00	Laboratory Supplies
EFT00000000594	8/8/2025	ORTHO-CLINICAL DIAGNOSTICS INC	1,213.85	Laboratory Supplies
EFT00000000599	8/8/2025	STATLAB MEDICAL PRODUCTS	130.36	Laboratory Supplies

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EFT000000000625	8/15/2025	STATLAB MEDICAL PRODUCTS	311.38	Laboratory Supplies
EFT000000000693	8/29/2025	STATLAB MEDICAL PRODUCTS	691.83	Laboratory Supplies
EFT000000000654	8/22/2025	STRECK LABORATORIES INC	547.45	Laboratory Supplies
EFT000000000657	8/22/2025	SYSMEX AMERICA INC.	1,278.15	Laboratory Supplies
EFT000000000694	8/29/2025	SYSMEX AMERICA INC.	43.75	Laboratory Supplies
EFT000000000570	8/1/2025	TYPENEX MEDICAL, LLC	469.65	Laboratory Supplies
EFT000000000601	8/8/2025	TYPENEX MEDICAL, LLC	248.68	Laboratory Supplies
EFT000000000658	8/22/2025	TYPENEX MEDICAL, LLC	42.13	Laboratory Supplies
EFT000000000591	8/8/2025	MARTIN-RAY LAUNDRY SYSTEMS	930.63	Laundry Supplies
EFT000000000618	8/15/2025	MARTIN-RAY LAUNDRY SYSTEMS	3,480.00	Laundry Supplies
EFT000000000686	8/29/2025	MARTIN-RAY LAUNDRY SYSTEMS	921.00	Laundry Supplies
207377	8/21/2025	CROWLEY FLECK ATTORNEYS	352.00	Legal Fees
207555	8/28/2025	PHILLIPS LAW, LLC	42,529.16	Legal Fees
207242	8/7/2025	STANDARD TEXTILE	430.56	Linen
207332	8/14/2025	STANDARD TEXTILE	621.12	Linen
207567	8/28/2025	STANDARD TEXTILE	1,218.24	Linen
EFT000000000602	8/8/2025	WASATCH ACCESS SOLUTIONS LLC	255.00	Linen
207484	8/28/2025	A & B HOME IMPROVEMENTS	5,525.00	Maintenance & Repair
207352	8/21/2025	AAF INTERNATIONAL	9,600.23	Maintenance & Repair
207357	8/21/2025	AGILITI HEALTH, INC.	225.00	Maintenance & Repair
207356	8/21/2025	AGILITI SURGICAL EQUIPMENT REPAIR INC.	1,385.00	Maintenance & Repair
207492	8/28/2025	AMERIWATER	328.00	Maintenance & Repair
207192	8/7/2025	BHD TEST AND MEASUREMENT	132.00	Maintenance & Repair
207285	8/14/2025	CARRIER COMMERCIAL SERVICE	5,860.93	Maintenance & Repair
207369	8/21/2025	CARRIER COMMERCIAL SERVICE	1,100.00	Maintenance & Repair
207203	8/7/2025	CUMMINS ROCKY MOUNTAIN, LLC	5,955.98	Maintenance & Repair
207305	8/14/2025	GOODWAY TECHNOLOGIES CORPORATION	347.50	Maintenance & Repair
207213	8/7/2025	HANS RUDOLPH, INC.	150.00	Maintenance & Repair
207525	8/28/2025	HIGH SECURITY LOCK & ALARM	69.00	Maintenance & Repair
207526	8/28/2025	ICU MEDICAL SALES, INC.	995.00	Maintenance & Repair
207393	8/21/2025	JIM'S UPHOLSTERY	1,600.00	Maintenance & Repair
207230	8/7/2025	PACIFIC WATER INC	1,320.00	Maintenance & Repair
207231	8/7/2025	PARTSSOURCE	3,609.75	Maintenance & Repair
207325	8/14/2025	PARTSSOURCE	579.32	Maintenance & Repair
207407	8/21/2025	PARTSSOURCE	825.43	Maintenance & Repair
207551	8/28/2025	PARTSSOURCE	1,517.72	Maintenance & Repair
207241	8/7/2025	SOUTHWEST DOORS	1,800.00	Maintenance & Repair
207566	8/28/2025	SOUTHWEST DOORS	462.50	Maintenance & Repair
207429	8/21/2025	UNETIXS VASCULAR INC.	130.18	Maintenance & Repair
207346	8/14/2025	UTAH CONTROLS INC	115.00	Maintenance & Repair
EFT000000000662	8/29/2025	ABOVE ALL MEDICAL PARTS INC.	1,305.47	Maintenance & Repair
EFT000000000581	8/8/2025	CJ SIGNS	31.00	Maintenance & Repair
EFT000000000635	8/22/2025	CJ SIGNS	285.00	Maintenance & Repair
EFT000000000611	8/15/2025	COUNTERWISE	1,314.00	Maintenance & Repair
EFT000000000575	8/1/2025	WYOMING TRUCKS AND CARS INC	268.00	Maintenance & Repair
EFT000000000592	8/8/2025	OHLIN SALES INC.	378.61	Maintenance & Repair
207182	8/7/2025	ACE HARDWARE	79.94	Maintenance Supplies
207485	8/28/2025	ACE HARDWARE	57.10	Maintenance Supplies
207361	8/21/2025	ALPINE PURE SOFT WATER	1,455.30	Maintenance Supplies

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207191	8/7/2025	BARD ACCESS SYSTEMS	855.00	Maintenance Supplies
207280	8/14/2025	BARD ACCESS SYSTEMS	898.28	Maintenance Supplies
207200	8/7/2025	CODALE ELECTRIC SUPPLY, INC	3,140.60	Maintenance Supplies
207508	8/28/2025	CODALE ELECTRIC SUPPLY, INC	426.60	Maintenance Supplies
207217	8/7/2025	HOME DEPOT	910.10	Maintenance Supplies
207310	8/14/2025	HOME DEPOT	367.65	Maintenance Supplies
207390	8/21/2025	HOME DEPOT	276.88	Maintenance Supplies
207401	8/21/2025	MOUNTAIN STATES SUPPLY CO.	4,381.69	Maintenance Supplies
EFT000000000561	8/1/2025	GRAINGER	449.16	Maintenance Supplies
EFT000000000586	8/8/2025	GRAINGER	563.98	Maintenance Supplies
EFT000000000614	8/15/2025	GRAINGER	398.31	Maintenance Supplies
EFT000000000679	8/29/2025	GRAINGER	203.87	Maintenance Supplies
EFT000000000653	8/22/2025	SHERWIN WILLIAMS CO	36.57	Maintenance Supplies
EFT000000000566	8/1/2025	PURPLE LIZARDS, LLC	2,659.50	Marketing & Promotional Supplies
EFT000000000596	8/8/2025	PURPLE LIZARDS, LLC	1,925.00	Marketing & Promotional Supplies
EFT000000000621	8/15/2025	PURPLE LIZARDS, LLC	1,230.00	Marketing & Promotional Supplies
EFT000000000650	8/22/2025	PURPLE LIZARDS, LLC	860.00	Marketing & Promotional Supplies
EFT000000000690	8/29/2025	PURPLE LIZARDS, LLC	9,082.00	Marketing & Promotional Supplies
207228	8/7/2025	MHSC-FOUNDATION	678.30	MHSC Foundation
207268	8/12/2025	MHSC-FOUNDATION	1,314.01	MHSC Foundation
207474	8/26/2025	MHSC-FOUNDATION	1,309.01	MHSC Foundation
207545	8/28/2025	MHSC-FOUNDATION	2,058.25	MHSC Foundation
207516	8/28/2025	ECOLAB	409.55	Minor Equipment
EFT000000009101	8/21/2025	LABORIE MEDICAL TECHNOLOGIES CORP	506.40	Minor Equipment
207341	8/14/2025	TERMINIX OF WYOMING	659.00	Monthly Pest Control
207487	8/28/2025	AFFORDABLE FUNERAL SUPPLY, LLC	474.88	Non Medical Supplies
207315	8/14/2025	J.J. KELLER & ASSOCIATES, INC.	490.95	Non Medical Supplies
EFT000000000623	8/15/2025	SMILEMAKERS	144.44	Non Medical Supplies
EFT000000000606	8/15/2025	ALTA MEDICAL SPECIALTIES	450.03	Non Surgical Supplies
207339	8/14/2025	TEGELER & ASSOCIATES-RS	250.00	Notary Bond
207333	8/14/2025	STANDARD REGISTER COMPANY	1,710.12	Office Supplies
207243	8/7/2025	STAPLES BUSINESS ADVANTAGE	494.60	Office Supplies
207334	8/14/2025	STAPLES BUSINESS ADVANTAGE	2,080.44	Office Supplies
207421	8/21/2025	STAPLES BUSINESS ADVANTAGE	96.48	Office Supplies
207568	8/28/2025	STAPLES BUSINESS ADVANTAGE	6,169.78	Office Supplies
EFT000000000569	8/1/2025	SMYTH PRINTING	881.51	Office Supplies
EFT000000000624	8/15/2025	SMYTH PRINTING	443.70	Office Supplies
207330	8/14/2025	SEAGULL PRINTING	213.04	Other Employee Benefits
207259	8/7/2025	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
EFT000000000628	8/22/2025	GALLAGHER BENEFIT SERVICES, INC.	1,200.00	Other Employee Benefits
207233	8/7/2025	PMS SCREEN PRINTING	107.00	Other Employee Benefits
207207	8/7/2025	FOTOS BY JENNI	79.00	Other Purchased Services
207317	8/14/2025	QUICK RESPONSE TAXI	202.00	Other Purchased Services
207396	8/21/2025	QUICK RESPONSE TAXI	67.00	Other Purchased Services
207537	8/28/2025	QUICK RESPONSE TAXI	134.00	Other Purchased Services
EFT000000000638	8/22/2025	BABY360	493.58	Other Purchased Services
EFT000000000629	8/22/2025	BC SERVICES	13,000.00	Other Purchased Services
EFT000000000610	8/15/2025	CASTLE ROCK HSP DIST	4,131.00	Other Purchased Services
EFT000000000672	8/29/2025	CONSUMER FUSION INC.	5,175.00	Other Purchased Services

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EFT000000000684	8/29/2025	ISI WATER CHEMISTRIES	2,679.90	Other Purchased Services
EFT000000000646	8/22/2025	MOUNTAIN STATES MEDICAL PHYSICS	12,573.69	Other Purchased Services
EFT000000000647	8/22/2025	NETOALS	6,825.00	Other Purchased Services
EFT000000000572	8/1/2025	UNITED AUDIT SYSTEMS, INC.	720.00	Other Purchased Services
EFT000000000660	8/22/2025	UNITED AUDIT SYSTEMS, INC.	6,563.75	Other Purchased Services
EFT000000000552	8/1/2025	AIRGAS INTERMOUNTAIN INC	83.69	Oxygen Rental
EFT000000000576	8/8/2025	AIRGAS INTERMOUNTAIN INC	288.90	Oxygen Rental
EFT000000000604	8/15/2025	AIRGAS INTERMOUNTAIN INC	248.55	Oxygen Rental
EFT000000000626	8/22/2025	AIRGAS INTERMOUNTAIN INC	93.65	Oxygen Rental
EFT000000000663	8/29/2025	AIRGAS INTERMOUNTAIN INC	8,094.83	Oxygen Rental
207261	8/8/2025	PATIENT REFUND	212.57	Patient Refund
207469	8/21/2025	PATIENT REFUND	666.00	Patient Refund
207262	8/8/2025	PATIENT REFUND	108.32	Patient Refund
207483	8/28/2025	PATIENT REFUND	400.00	Patient Refund
207441	8/21/2025	PATIENT REFUND	355.00	Patient Refund
207440	8/21/2025	PATIENT REFUND	2.45	Patient Refund
207437	8/21/2025	PATIENT REFUND	6,966.57	Patient Refund
207480	8/28/2025	PATIENT REFUND	141.00	Patient Refund
207439	8/21/2025	PATIENT REFUND	130.65	Patient Refund
207481	8/28/2025	PATIENT REFUND	70.00	Patient Refund
207270	8/12/2025	UNITED WAY OF SOUTHWEST WYOMING	183.24	Payroll Deduction
207478	8/26/2025	UNITED WAY OF SOUTHWEST WYOMING	183.24	Payroll Deduction
207266	8/12/2025	CIRCUIT COURT 3RD JUDICIAL	337.88	Payroll Garnishment
207472	8/26/2025	CIRCUIT COURT 3RD JUDICIAL	218.26	Payroll Garnishment
207471	8/26/2025	CIRCUIT COURT 3RD JUDICIAL	332.18	Payroll Garnishment
207267	8/12/2025	DISTRICT COURT THIRD JUDICIAL DIST	1,223.27	Payroll Garnishment
207473	8/26/2025	DISTRICT COURT THIRD JUDICIAL DIST	1,223.02	Payroll Garnishment
207269	8/12/2025	STATE OF WYOMING DFS/CSES	681.68	Payroll Garnishment
207475	8/26/2025	STATE OF WYOMING DFS/CSES	681.68	Payroll Garnishment
207265	8/12/2025	SWEETWATER CIRCUIT COURT-RS	58.92	Payroll Garnishment
207264	8/12/2025	SWEETWATER CIRCUIT COURT-RS	520.83	Payroll Garnishment
207476	8/26/2025	SWEETWATER CIRCUIT COURT-RS	413.53	Payroll Garnishment
207477	8/26/2025	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
207479	8/27/2025	APRIL PRICE	255.85	Payroll Reimbursement
207379	8/21/2025	DANIELLE PERRY	47.80	Payroll Reimbursement
207338	8/14/2025	TAMARA WALKER, FNP	96.33	Payroll Reimbursement
W/T	8/12/2025	PAYROLL 17	2,100,000.00	Payroll Transfer
W/T	8/26/2025	PAYROLL 18	2,000,000.00	Payroll Transfer
207399	8/21/2025	MHSC - PETTY CASH	21.00	Petty Cash
EFT000000000633	8/22/2025	CARDINAL HEALTH PHARMACY MGMT	1,464,605.68	Pharmacy Management
207427	8/21/2025	THE PRESERVE AT ROCK SPRINGS	976.61	Physician Recruitment
EFT000000009102	8/28/2025	CASE RECRUITERS, INC.	3,600.00	Physician Recruitment
207489	8/28/2025	DR. ALICIA GRAY	35,000.00	Physician Retention
207218	8/7/2025	DR. JACQUES DENKER	10,000.00	Physician Retention
207239	8/7/2025	SHAWN ROCKEY, PA-C	15,000.00	Physician Retention
207271	8/14/2025	ADVANCED MEDICAL IMAGING, LLC	23,768.00	Physician Services
207297	8/14/2025	CURATIVE TALENT, LLC	63,193.89	Physician Services
207513	8/28/2025	CURATIVE TALENT, LLC	8,369.84	Physician Services
207588	8/28/2025	DR. W. MARCUS BRANN	2,694.00	Physician Services

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207351	8/14/2025	LOCUM TENENS.COM	762.93	Physician Services
207557	8/28/2025	QLER PHYSICIAN MEDICAL GROUP, P.A.	29,960.00	Physician Services
207578	8/28/2025	UNIVERSITY OF UTAH (UHC OUTREACH)	119,750.96	Physician Services
EFT000000000558	8/1/2025	COMPHEALTH, INC.	86,457.27	Physician Services
EFT000000000637	8/22/2025	COMPHEALTH, INC.	106,329.45	Physician Services
EFT000000000671	8/29/2025	COMPHEALTH, INC.	46,469.41	Physician Services
EFT000000000573	8/1/2025	WEATHERBY LOCUMS, INC	24,619.15	Physician Services
EFT000000000661	8/22/2025	WEATHERBY LOCUMS, INC	73,711.25	Physician Services
EFT000000000696	8/29/2025	WEATHERBY LOCUMS, INC	56,629.60	Physician Services
207358	8/21/2025	AIDVANTAGE	2,500.00	Physician Student Loan
207381	8/21/2025	DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
207400	8/21/2025	MOHELA	2,500.00	Physician Student Loan
207382	8/21/2025	MOHELA	3,333.34	Physician Student Loan
207179	8/1/2025	US DEPARTMENT OF EDUCATION	1,666.67	Physician Student Loan
207431	8/21/2025	US DEPARTMENT OF EDUCATION	3,333.34	Physician Student Loan
207432	8/21/2025	US DEPT OF EDUCATION	1,666.67	Physician Student Loan
207413	8/21/2025	RESERVE ACCOUNT	5,000.00	Postage
207517	8/28/2025	CE BROKER	588.80	Professional Service
207219	8/7/2025	JOINT COMMISSION RESOURCES	1,950.00	Professional Service
207581	8/28/2025	VERISYS INC.	105.00	Professional Service
EFT000000000636	8/22/2025	CLEANIQUE PROFESSIONAL SERVICES	5,250.00	Professional Service
EFT000000000564	8/1/2025	CLIFTONLARSONALLEN LLP	19,950.00	Professional Service
EFT000000000619	8/15/2025	P3 CONSULTING LLC	970.00	Professional Service
EFT000000000697	8/29/2025	WESTERN STAR COMMUNICATIONS	807.00	Professional Service
207190	8/7/2025	AUDIT MICROCONTROLS, INC.	505.00	Proficiency Testing
207496	8/28/2025	AUDIT MICROCONTROLS, INC.	505.00	Proficiency Testing
EFT000000000557	8/1/2025	COLLEGE OF AMERICAN PATHOLOGY	462.71	Proficiency Testing
207181	8/1/2025	UNITED STATES TREASURY	2,946.03	Q4 941 Taxes
207234	8/7/2025	RADIATION DETECTION COMPANY	717.68	Radiation Monitoring
207559	8/28/2025	RADIATION DETECTION COMPANY	21.40	Radiation Monitoring
207193	8/7/2025	BRACCO DIAGNOSTICS INC	3,473.35	Radiology Material
207209	8/7/2025	GE HEALTHCARE INC	4,006.40	Radiology Material
207303	8/14/2025	GE HEALTHCARE INC	4,187.24	Radiology Material
207522	8/28/2025	GE HEALTHCARE INC	4,006.40	Radiology Material
207552	8/28/2025	PHARMALOGIC WY, LTD	10,511.90	Radiology Material
EFT000000000645	8/22/2025	LANTHEUS MEDICAL IMAGING, INC	4,317.38	Radiology Material
207282	8/14/2025	BRIAN BARTON, PA-C	813.75	Reimbursement - CME
207288	8/14/2025	CESAR J. HERNANDEZ	1,357.29	Reimbursement - CME
207322	8/14/2025	DR MICHAEL BOWERS	1,500.00	Reimbursement - CME
207283	8/14/2025	DR. BRYTTON LONG	4,633.77	Reimbursement - CME
207531	8/28/2025	DR. JOSHUA BINKS	3,516.20	Reimbursement - CME
207576	8/28/2025	DR. TRISTAN MELE	1,399.97	Reimbursement - CME
207348	8/14/2025	DR. WILLIAM SARETTE	272.32	Reimbursement - CME
207532	8/28/2025	JULIANNE FORRESTER	888.00	Reimbursement - CME
207340	8/14/2025	TENNY HANSON	159.99	Reimbursement - CME
207353	8/21/2025	ABRAM JEWELL	82.08	Reimbursement - Education & Travel
207488	8/28/2025	AILEEN RANI SISON	1,803.67	Reimbursement - Education & Travel
207491	8/28/2025	AMELIA CUEVAS	359.11	Reimbursement - Education & Travel
207185	8/7/2025	AMY WIIG	211.00	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025

207194	8/7/2025	BRIANNA SCHAFER	2,640.56	Reimbursement - Education & Travel
207505	8/28/2025	CESAR J. HERNANDEZ	258.68	Reimbursement - Education & Travel
207514	8/28/2025	DANI SMITH	2,335.43	Reimbursement - Education & Travel
207378	8/21/2025	DANIELLE TURNER	378.00	Reimbursement - Education & Travel
207497	8/28/2025	DR. BANU SYMINGTON	785.00	Reimbursement - Education & Travel
207506	8/28/2025	DR. CIELETTE KARN	294.93	Reimbursement - Education & Travel
207314	8/14/2025	DR. JANENE GLYN	1,908.20	Reimbursement - Education & Travel
207530	8/28/2025	DR. JANENE GLYN	897.05	Reimbursement - Education & Travel
207560	8/28/2025	DR. RASHEEL CHOWDHARY	4,186.08	Reimbursement - Education & Travel
207436	8/21/2025	DR. WILLIAM SARETTE	1,166.22	Reimbursement - Education & Travel
207533	8/28/2025	KAITLYN ICE	494.08	Reimbursement - Education & Travel
207394	8/21/2025	KARALI PLONSKY	475.97	Reimbursement - Education & Travel
207221	8/7/2025	KAYLA ANDERSON	650.00	Reimbursement - Education & Travel
207319	8/14/2025	MADISON YOAK	428.77	Reimbursement - Education & Travel
207542	8/28/2025	MEGAN TOZZI	147.75	Reimbursement - Education & Travel
207547	8/28/2025	MISTY COZAD	155.04	Reimbursement - Education & Travel
207565	8/28/2025	SIERRA NUSSBAUM	369.18	Reimbursement - Education & Travel
207573	8/28/2025	TIFFANY URANKER	206.07	Reimbursement - Education & Travel
W/T	8/11/2025	PCS MATCH 07/31/25	96,119.59	Retirement
W/T	8/11/2025	PCS CONT 07/31/25	148,588.11	Retirement
W/T	8/25/2025	PCS MATCH 8/14/25	91,820.32	Retirement
W/T	8/25/2025	PCS CONTRIB 8/14/25	143,017.94	Retirement
207416	8/21/2025	ROCK SPRINGS RENEWAL FUND	1,500.00	Sponsorship
207236	8/7/2025	RSHS CROSS COUNTRY PARENT COMMITTEE	500.00	Sponsorship
207247	8/7/2025	WOLVES BOOSTER CLUB BANNER PROGRAM	500.00	Sponsorship
207187	8/7/2025	WYOMING DOWN SYNDROME ASSOCIATION	500.00	Sponsorship
207585	8/28/2025	WYOMING SHRM STATE COUNCIL	625.00	Sponsorship
207272	8/14/2025	ADVANCED STERILIZATION PRODUCTS INC.	86.98	Surgery Supplies
207359	8/21/2025	ALI MED INC	205.58	Surgery Supplies
207183	8/7/2025	ALK ABELLO, INC.	845.38	Surgery Supplies
207188	8/7/2025	ARMSTRONG MEDICAL INDUSTRIES	558.00	Surgery Supplies
207281	8/14/2025	BECTON DICKINSON	859.85	Surgery Supplies
207366	8/21/2025	BECTON DICKINSON	2,933.60	Surgery Supplies
207500	8/28/2025	BECTON DICKINSON	3,225.17	Surgery Supplies
207501	8/28/2025	BLUE ENDO	346.33	Surgery Supplies
207507	8/28/2025	CIVCO RADIOTHERAPY	954.00	Surgery Supplies
207201	8/7/2025	CONMED LINVATEC	70.70	Surgery Supplies
207293	8/14/2025	COOPER SURGICAL	507.50	Surgery Supplies
207374	8/21/2025	COOPER SURGICAL	407.26	Surgery Supplies
207510	8/28/2025	COOPER SURGICAL	2,080.95	Surgery Supplies
207294	8/14/2025	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,444.97	Surgery Supplies
207512	8/28/2025	COVIDIEN SALES LLC, DBA GIVEN IMAGING	7,618.43	Surgery Supplies
207380	8/21/2025	DATEX-OHMEDA, INC.	134.36	Surgery Supplies
207298	8/14/2025	EQUASHIELD LLC	885.12	Surgery Supplies
207212	8/7/2025	GLOBAL FOCUS MARKETING AND DISTRIBUTION, LTD.	239.55	Surgery Supplies
207214	8/7/2025	HEALTHMARK INDUSTRIES CO., INC.	105.04	Surgery Supplies
207312	8/14/2025	INTUITIVE SURGICAL INC.	387.95	Surgery Supplies
207391	8/21/2025	INTUITIVE SURGICAL INC.	40,539.68	Surgery Supplies
207528	8/28/2025	INTUITIVE SURGICAL INC.	12,085.95	Surgery Supplies

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/2025**

[illegible]

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

Vouchers Submitted by MHSC at agreed discounted rate		
July 2025		\$0.00
August 2025		\$0.00
County Requested Total Vouchers Submitted	\$0.00	
Total Vouchers Submitted FY 26		\$0.00
Less: Total Approved by County and Received by MHSC FY 26		
Total Vouchers Pending Approval by County		\$0.00

FY26 Title 25 Fund Budget from Sweetwater County	\$275,003.00
Funds Received From Sweetwater County	\$0.00
FY26 Title 25 Fund Budget Remaining	\$275,003.00
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY26 Maintenance Fund Budget from Sweetwater County	\$1,344,700.00
County Maintenance FY26 - July	\$0.00
County Maintenance FY26 - August	\$66,497.95
County Maintenance FY26 - September	
County Maintenance FY26 - October	
County Maintenance FY26 - November	
County Maintenance FY26 - December	
County Maintenance FY26 - January	
County Maintenance FY26 - February	
County Maintenance FY26 - March	
County Maintenance FY26 - April	
County Maintenance FY26 - May	
County Maintenance FY26 - June	
	\$66,497.95
FY26 Maintenance Fund Budget Remaining	\$1,278,202.05

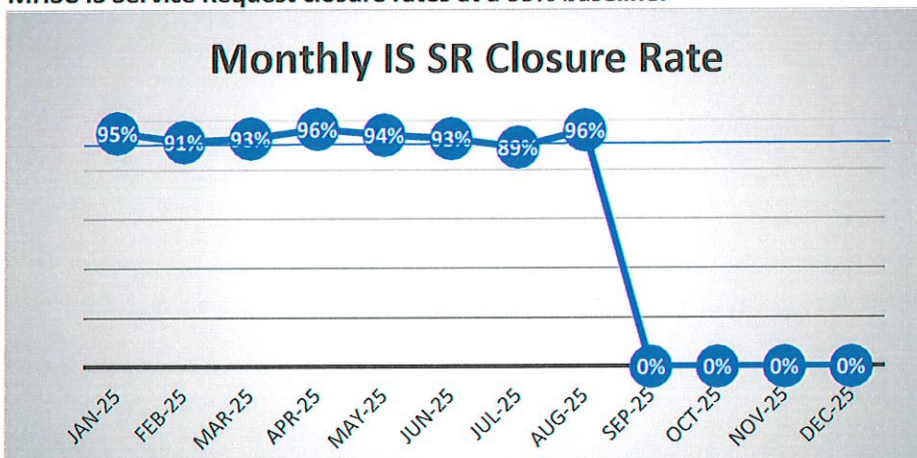
IS Report August 2025

By Terry (TJ) Thompson, IS Director

MHSC IS service environment:

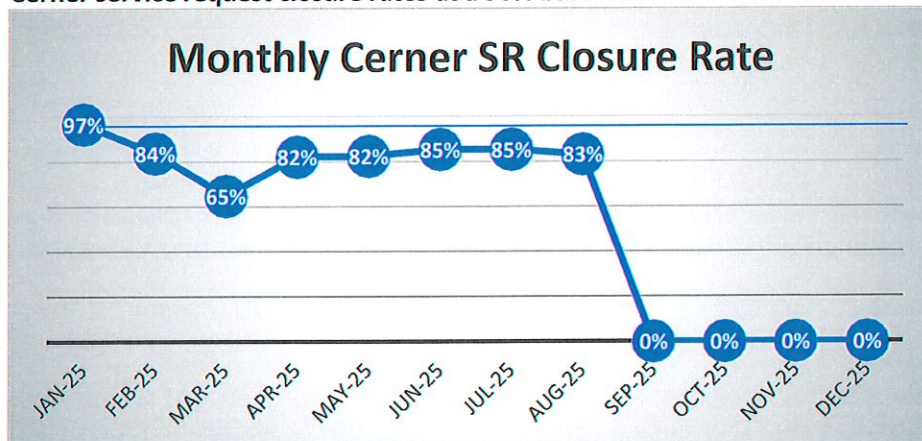
- 1275 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 Uninterrupted Power Supplies

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



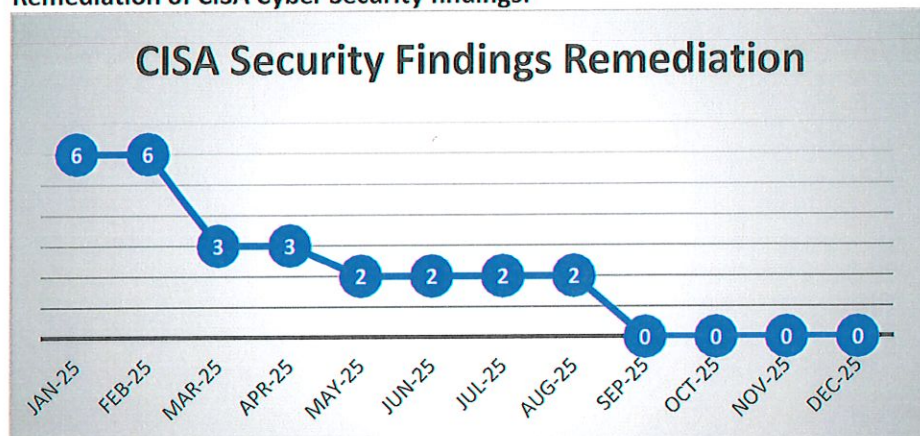
Service Desk achieved 96% of our 95% monthly meantime to restore baseline. Where the service desk closed 773 of the 929 service tickets opened, 123 of which are pending. .

Cerner service request closure rates at a 90% baseline:



Cerner achieved 83% of the 90% monthly meantime to restore baseline. Cerner closed 74 of the 98 service requests of which 9 are pending, leaving 15 SR opened.

Remediation of CISA Cyber Security findings:



The CISA Security Findings are down to 2, a reduction of 29 of the original 31 findings.

The remaining two CISA security findings are known as heavy lift issues which require a restructuring of MHSC systems and network where we must make infrastructure changes without outages. We are slowly making these changes and will continue to monitor the remaining CISA issues. Once we have our MDR solution implemented we will start monitoring their tickets.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. CISA is scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14, we hope to have many of these security findings remediate. Where now that we have new public IP addresses, we need to notify CISA of this change.

2025-08-31

CYBER HYGIENE

REPORT CARD

Memorial Hospital of Sweetwater County



0

Hosts with unsupported software



0

Potentially Risky Open Services



0%

No Change in Vulnerable Hosts



CISA
CYBER INFRASTRUCTURE

HIGH LEVEL FINDINGS

LATEST SCANS

June 7, 2025 — August 31, 2025

Completed host scan on all assets

August 27, 2025 — August 31, 2025

Last vulnerability scan on all hosts

ASSETS OWNED

259

No Change

HOSTS

9

No Change

VULNERABLE HOSTS

2

No Change
22% of hosts vulnerable

ASSETS SCANNED

259

No Change
100% of assets scanned

SERVICES

15

No Change

VULNERABILITIES

3

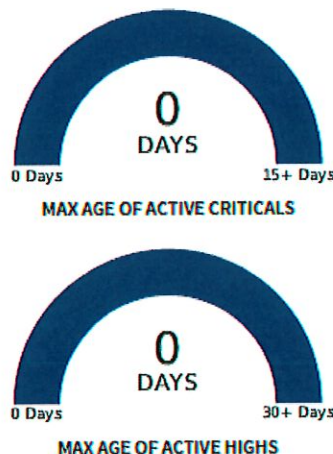
No Change

VULNERABILITIES

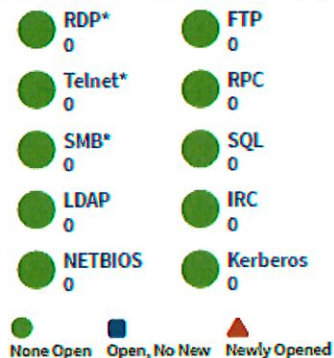
SEVERITY BY PROMINENCE



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.

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

PAYZEN PMT ARRANGEMENTS	CURRENT MONTH	FY 25 2014	FY 26	AVG RETURN %
NUMBER OF ACCTS	660	924		
ACCT BALANCES	\$405,959.87	\$1,341,626.95	\$583,461.16	
PMTS RECEIVED	\$257,624.17	\$858,941.94	\$363,891.99	62.37%

	FY23	FY24	FY25	FY26
SELF PAY DISCOUNTS	780,098.39	844,366.51	758,553.99	\$146,761.72
FY 26 ESTIMATE		844,366.51	826,387.96	\$880,570.32
AUGUST DISCOUNT AMT			66,486.05	66,486.05

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

	FY23	FY24	FY25	FY26
HARDSHIP PROGRAM	61,124.87	183,310.54	126,357.35	\$13,565.43
50% DISCOUNT AUGUST			19,502.21	\$3,085.82

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

TOTAL SELF PAY PAYMENTS	HOSPITAL	CLINIC
FY 22	7,359,544.59	
FY 23	7,816,556.16	1,393,371.32
FY 24	8,289,382.17	1,633,256.43
FY 25	10,985,312.89	1,652,541.72
FY 26	1,969,065.33	301,323.20

Self Pay Plan Information and Results

PAGE 2

TOTAL SELF PAY REVENUE

	HOSPITAL	CLINIC
FY22	14,129,092.76	
FY 23	14,426,972.88	1,161,887.99
FY 24	14,058,581.93	1,365,896.47
FY 25	14,577,297.59	1,542,737.42
FY 26	2,812,768.38	280,253.00

MEDICAL ASSISTANCE

FY22	1,534,631.43
FY23	2,382,483.18
FY 24	1,488,871.52
FY 25	643,749.98
FY 26	209,878.93

PATIENT NAVIGATION

	FY24	FY25	FY26
FREE OR REPLACEMENT MEDICATION	235,364.00	156,521.00	51,497.00
COPAY ASSISTANCE	80,886.00	83,604.00	24,573.00
INSURANCE MAXIMUMIZATION	2,591,935.00	2,275,219.00	372,028.00
PREMIUM ASSISTANCE	664,667.00	258,616.00	22,322.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	<u>3,572,852.00</u>	<u>2,773,960.00</u>	<u>470,420.00</u>

TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY26
GOAL - 3 EMPLOYEES AT 1.5 MILLION EACH

TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY26	162,690.00	166,757.25	240,000.00
GOAL - 3 EMPLOYEES AT 1.5 MILLION EACH	976,140.00	2,441,376.00	4,500,000.00

TOTAL AMOUNT WE NEED TO ACHIEVE OUR GOAL FY 26

TOTAL AMOUNT WE NEED TO ACHIEVE OUR GOAL FY 26	<u>2,596,712.00</u>	<u>332,584.00</u>	<u>-4,029,580.00</u>
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MEMO: September 24, 2025

TO: Finance Committee

FROM: Veronica Anson ^{VA} – Lead Collection Specialist

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

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 1,950,000.00
Hospital Accounts Affinity	\$ 00.00
Hospital Payment Plans Affinity	\$ 00.00
Medical Clinic Accounts EMD's	\$ 00.00
Ortho Clinic Accounts EMD's	\$ 00.00
Total Potential Bad Debt	\$ 1,950,000.00
Accounts Returned	\$ - 92,000.00

Net Bad Debt Turned \$1,858,000.00

Recoveries Collection Agency Cerner	\$ - 147,000.00
Recoveries Collection Agency Affinity	\$ - 13,000.00
Recoveries Payment Plans Affinity	\$ - 900.00
Medical Clinic Recoveries EMD's	\$ - 2,500.00
Ortho Clinic Recoveries EMD's	\$ - 500.00
Total Bad Debt Recoveries	\$-163,900.00

Net Bad Debt Less Recoveries \$ 1,694,100.00

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$ 650,000.00
Medicare	\$ 190,000.00
Medicare Advantage	\$ 15,000.00
Self Pay	\$ 1,095,000.00



MHSC Board of Trustees Report

October Meeting 2025

Business

- Working with Tami Love and Gerry Johnston on furnishing needs/ progress for the new building; It looks amazing! We hope you can attend the tour on **October 3rd**!
- Irene, Craig, Kayla and other Leaders of MHSC attended the Wyoming Hospital Association Annual Conference in Laramie. Kayla took time away from the conference to meet with other Foundation Directors from across Wyoming.
- Hillary Lyons Associates will be working closely with Kayla to achieve an exceptional and sustainable strategic plan for the Foundation Board. Please join us for our Retreat Day on **November 6th**! More information to come.

Grants/ Community Donations

- \$50,000 donation **Approved** from Wyoming Community Foundation
- \$10,000 Grant **Received** from Wyoming Cancer Program for a Survivorship Wellness project
- \$6,000 ACS **Received** for transportation assistance
- \$4,800 Grant **Received** in support for Cancer Survivors during “survivorship night.”
- \$10,000 Grant **Approved** for Breast Boutique for Breast Cancer patients

Upcoming Events

Foundation Board Retreat/ Strategic Plan- November 6th

Red Tie Gala- February 7, 2026

Report Submitted By: Kayla Mannikko

Building and Grounds Committee Meeting
September 16, 2025

The Building and Grounds Committee met in regular session via Zoom on September 16, 2025
at 2:30 PM with Mr. Marty Kelsey presiding.

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

Voting Members Absent: Mr. Gerry Johnston, *Director of Facilities*

Non-Voting Members Present: Mr. Steven Skorcz, *Facilities Supervisor*

Non-Voting Members Absent: Ms. Stevie Kennedy, *Safety Coordinator*

Guests: Mr. Wayne Kitchen, *Groathouse Construction*
 Mr. Will Plummer, *Groathouse Construction*
 Ms. Michele Schmidt, *PlanOne Architects*

Mr. Kelsey called the meeting to order.

Ms. Richardson shared a mission moment.

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

Mr. Kelsey asked for a motion to approve the minutes of the August 19,2025 meeting. This agenda item was tabled as there was not a quorum of attendees from the meeting to approve the minutes.

Maintenance Metrics

Mr. Johnston was excused from the meeting, and no metrics were presented.

Old Business – Project Review

Medical Imaging Core and X-ray

Mr. Skorcz said we received approval of occupancy from the State on September 8, and patients are being seen in the new area with the new equipment. They have removed barriers for the next phase of completing asbestos mitigation and new flooring in the remaining hallways. Mr. Kelsey asked what the schedule is to be completed. Mr. Kitchen said the project is scheduled to be completed by December 15. The remaining work will need to be done during non-busy hours so as not to disrupt patient care. Mr. Kelsey asked about the doors and lighting that had been delayed. Mr. Skorcz said all material has been received and installed for the Imaging project. He said they are still waiting on door hinges for the MOB project. Mr. Plummer said those items will be delivered next week.

Laboratory Expansion project - SLIB

Mr. Plummer said the walls have been blocked off for tie into the existing lab and hospital areas. Inside, the drywall is being completed, and they are getting ready to close up the building with window installation. Mr. Kelsey asked when the committee could tour the new area. Mr. Kitchen asked if we schedule a Friday, when there is less activity. Ms. Love said she will coordinate with Mr. Johnston, Groathouse and the Committee to get a tour scheduled.

MOB Entrance – SLIB

Mr. Skorcz said they have been delayed for the door hinges. Once those are here and installed, the flooring will be completed, barriers pulled, and they will be ready to close down the front entrance to start on the new entryway. Mr. Kelsey asked how patients are responding to the construction. Ms. Love said there has been some confusion with the construction and it will probably get worse once the whole entrance is shut down. We are planning to get the information out on social media, increase signage and have staff available to assist patients as they arrive for appointments.

OB Bathroom

Ms. Schmidt reported the plans have been submitted to the State for preliminary review and they have had some updates through the review. Once we hear back from the State, the project will be ready to go to bid. The OB triage area will be added as an alternative bid option.

Foundation Area Renovation

Ms. Schmidt said PlanOne met with Ms. Love, Mr. Johnston and Mr. Skorcz to review the Master Plan Phase I and look at their programming and timelines. We did a walkthrough of the Foundation area with the PFS staff to get ideas for their needs. There was also discussion on the laundry project and the need to get the engineers involved.

Master Plan

Ms. Richardson reviewed the first phase of the Master Plan and the priorities for County funds for fiscal year 2026. She asked what the timeline would be for getting the U of U space updated after they moved out. Mr. Skorcz said he will contact Vaughn's to get an idea of what work will need to be done. This work will also need to be done after hours and weekends to limit disruption. We will add all the phase I projects to the agenda to keep track of progress, including PFS relocation, central scheduling and laundry projects.

New Business

No new business was discussed.

The next meeting is scheduled for Tuesday, October 21, 2025.

Mr. Kelsey adjourned the meeting at 2:54 pm.

Submitted by Tami Love

Quarterly Executive Update on MHSC Strategic Plan and Goals – MHSC Board Quality Committee – September 2025

Patient Experience Pillar: Last data update 9/10/2025								
Objective/Initiative	Dept.	Baseline FY 2024	Aim % (+2%)	Stretch % (+3%)	FY 2025 Outcome & New Baseline	Target Goal (2% increase)	Stretch Goal (3% increase)	FY 2026 YTD
Care Transition/Care Coordination (HCAHPS)* --CY 2025 is only reflecting Care Coordination. The Care Transition domain has been discontinued.	Inpatient [MS, ICU, OB]	NA	NA	NA	MS: 75.17% ICU: 68.18% OB: 82.42% Overall: 74.75%	MS: 77.17% ICU: 70.18% OB: 84.42% Overall: 76.75%	MS: 78.17% ICU: 71.18% OB: 85.42% Overall: 77.75%	MS: 71.43% ICU: 100% OB: 100% Overall: 85.71%
Discharge information (HCAHPS)*		88.66%	90.66%	91.66%	MS: 89.29% ICU: 91.67% OB: 95.24% Overall: 90.71%	MS: 91.29% ICU: 93.67% OB: 97.24% Overall: 92.71%	MS: 92.29% ICU: 94.67% OB: 98.24% Overall: 93.71%	MS: 92.86% ICU: 100% OB: 100% Overall: 96.15%
Hospital Environment: Cleanliness sub measurement		73.52%	75.52%	76.52%	MS: 69.38% ICU: 75.56% OB: 78.26% Overall: 71.49%	MS: 71.38% ICU: 77.56% OB: 80.26% Overall: 73.49%	MS: 72.38% ICU: 78.56% OB: 81.26% Overall: 74.49%	MS: 85.71% ICU: 75.00% OB: 66.67% Overall: 78.57%
Hospital Environment: Quietness sub measurement		64.31%	66.31%	67.31%	MS: 56.41% ICU: 57.14% OB: 72.73% Overall: 58.18%	MS: 58.41% ICU: 59.14% OB: 74.73% Overall: 60.18%	MS: 59.41% ICU: 60.14% OB: 75.73% Overall: 61.18%	MS: 42.86% ICU: 100% OB: 66.67% Overall 64.29%
<u>FY 2026 PIPS Priority</u> Degree to which all staff showed compassion (HCAHPS)* *Survey data may lag by 49 days per CMS reporting guidelines	Inpatient [MS, ICU, OB]	73.31%	76.31%	77%	MS: 73.15% ICU: 67.44% OB: 86.36% Overall: 73.36%	MS: 75.15% ICU: 69.44% OB: 88.36% Overall: 75.36%	MS: 76.15% ICU: 70.44% OB: 89.36% Overall: 76.36%	MS: 75.00% ICU: 100% OB: 66.67% Overall: 80.00%
<u>FY 2026 PIPS Priority</u> Degree to which all staff showed compassion (non-HCAHPS areas) * *Survey data may lag	Surgical Services Emergency Department Specialty Clinics (MOB) Family Medicine/WIC (3000 College)	Not evaluated at this level in 2024			Surgical Services: 91.25% Emergency Department: 67.50% Specialty Clinics (MOB): 88.34% 3000 College Hill Clinics: 90.01%	Surgical Services: 93.25% Emergency Department: 69.50% Specialty Clinics (MOB): 90.34% 3000 College Hill Clinics: 92.01%	Surgical Services: 94.25% Emergency Department: 70.50% Specialty Clinics (MOB): 91.34% 3000 College Hill Clinics: 93.01%	Surgical Services: 100% Emergency Department: 74.65% Specialty Clinics (MOB): 91.46% 3000 College Hill Clinics: 92.15%

Employee Experience Pillar: Last data update 8/31/2025

Objective/Initiative	Baseline	FY 2025 Target Goal	FY 2025 Stretch Goal	FY 2025 Outcome & New Baseline	Target Goal	Stretch Goal	FY 2026 YTD
Reduce staff turnover by 10% per year, using the current turnover rate.	CY 2023: 21% National Average 2023: 22.7%	10% reduction 18.9%	18%	18% or 63 staff separated	16.2% or No more than 57 staff separations	15% or no more than 54 staff separations	July & August 2026 12 staff separations 15 newly hired staff
Improve our employee engagement scores by 3% per year.	Baseline data collected October 2024	NA	NA	Surveys sent: 576 Response Rate: 52% Overall Score: 3.91/5.0 Engagement levels: 26% Highly Engaged 41% Engaged 26% Neutral 8% Disengaged	Response Rate: 60% Overall Score: statistically significant increase in overall score as determined by vendor	Response Rate: 70% Engagement levels with statistically significant increase in Highly Engaged and Engaged and decreased in Neutral and Disengaged levels	Survey will be conducted in fall of 2026 (FY27)
Develop plans for success sharing bonuses for employees if goals are reached	NA	1 sharing bonus	NA	2 Success sharing bonuses FY 24 & 25 New baseline is metric set for bonuses	Likelihood to Recommend HCAHPS		
<u>FY 2026 PIPS Priority</u> With the assistance of a consulting agency current job descriptions will be evaluated and revised. By 12/31/25 the team will evaluate all job descriptions and make revision as a step to improve employee experience and retention.				Existing job descriptions	Revisions completed by December 31, 2025.	Revisions completed by November 30, 2025.	Consultant group to meet with leadership mid-September
<u>FY 2026 PIPS Priority</u> Make revisions to the appraisal process.				Existing process	Revisions completed by April 30, 2026.	Revisions completed by March 31, 2026.	Will begin after job descriptions are revised
<u>FY 2026 PIPS Priority</u> Pilot mentorship program developed and implemented for one hospital department based on baseline turnover rate based on FY 2025. By June 30, 2026, the Team will implement the Pilot Mentorship Program to aid in reduction of staff turnover.				No mentorship program	By June 30, 2026 one department will have fully implemented pilot mentorship program	By June 30, 2026 two departments will have fully implemented pilot mentorship program	Research occurring, meeting of key individuals on 9/22/25.

Quality & Safety Pillar – Last Updated 9/10/2025

Objective/Initiative	Baseline	FY 2025 Target Goal	FY 2025 Stretch Goal	FY 2025 Outcome & New Baseline	Target Goal	Stretch Goal	FY 2026 YTD
Improve overall star rating. Objective Improve safety of care and timeliness of care Measurement To be within the top 10% in three measures in the Timeliness of Care domain.							
SEP-1 Bundle Compliance Baseline from January 2025 Care Compare	MHSC 66% State 68% Nation 62% Top 10% - 83%	78%	83%	78.81%	80%	85%	MHSC 80% Top 10% -no (July)
ED Care – 18b Median Time of ED Arrival to ED Departure Baseline from January 2025 Care Compare	MHSC 139 min State 135 min Nation 136 min Top 10% -100 mins	134 min	120 min	185 min	130 min	120 min	MHSC 120 min Top 10% -no (July)
ED care – OP 22 Left Without Being Seen Baseline from January 2025 Care Compare	MHSC 1% State 1% Nation 2% Top 10% - 0%	0%	0%	0.98%	0%	NA	0.76% Top 10% -no (July)
ED Care – OP 40 STEMI Baseline from January 2025 Care Compare	MHSC NA State NA Nation 46% Top 10% - 69%	NA	NA	18%	50%	70%	33% Top 10% -no (July/Aug)
ED Care - OP23 -Stroke measure: Baseline from January 2025 Care Compare	MHSC 92% State 56% National 70% Top 10% - 100%	95%	100%	88.89%	100%	NA	100% Top 10% - YES (July)
Core OP29/ASC9 - Colonoscopy: F/U for Avg Risk Pts Baseline from January 2025 Care Compare	MHSC 100% State 95% National 92% Top 10% - 100%	100%	100%	100%	100%	NA	100% Top 10% - YES (July)
IMM 3 Influenza coverage Baseline from January 2025 Care Compare	MHSC 98% State 80% Nation 80%			98%	98%	100%	Starts 10/1
Hospital Harm HH01 Severe Hypoglycemia Baseline from January 2025 Care Compare	MHSC NA State 1% Nation 1% Top 10% - 0%			2.2%	Less than 1%	0%	MHSC 0% Top 10% - YES
Hospital Harm HH02 Severe Hyperglycemia Baseline from January 2025 Care Compare	MHSC NA State 3% Nation 7% Top 10% - 0%			15.7%	Less than 10%	Less than 7%	MHSC 9.6% Top 10% - no (July/Aug)

Objective/Initiative	Baseline	FY 2025 Target Goal	FY 2025 Stretch Goal	FY 2025 Outcome & New Baseline	Target Goal	Stretch Goal	FY 2026 YTD
100% of clinical staff will complete TeamSTEPPS training by the end of three years (CY 2027)	0%	66%	75%	79%	95% of clinical by 6/2026	98% Clinical by 6/2026	86% Clinical 90% Non-Clinical
<u>FY 2026 PIPS Priority</u>				MHSC 15% State 15% Nation 15% Top 10% - 8% (January 2025 care compare) FY 25 MHSC 12.9%	12% by December 31, 2025	10% by December 31, 2025	MHSC 8.6% Top 10% - no (July/Aug)
<u>FY 2026 PIPS Priority</u>				Audit process/tool not in place. Target goal for compliance will be determined after sample baseline audit information available.	Develop audit process/tool by September 30, 2025	Develop audit/process tool by July 31, 2025	Audit tool and process developed and in place Goals being re-evaluated

Community, Services and Growth Pillar - Last data update 9/10/2025

Objective/Initiative	Baseline	FY 2025 Target Goal	FY 2025 Stretch Goal	FY 2025 Outcome & New Baseline	Target Goal	Stretch Goal	FY 2026 YTD
Improve and establish outreach to community and outlying areas/ Increase number of community presentations							
Community education	Baseline data unavailable, goals are being set by each team.	7 presentations	8 Presentations	7 presentations	Add 6 presentations	Add 8 presentations	Meeting exceeded
Diabetes Education		Training	Whole Process	On target	Manage referrals		Meeting goal
Care for the caregiver		Resources for caregiver	Whole Process	On target	Increase community Contact	Have 211 Ambassador	Meeting goal
Mental health		Secure mental health services	Whole process	On target	Prosper training for MHSC staff	Increasing access to Qler telehealth	Meeting goal
Improve from a Google 2-star Rating to a Google 3-star rating by the end of three years	2.3	3	4	4.1	4	4.5	Hospital 4.3 Hospital + Clinics 4.7
<u>FY 2026 PIPS Priority</u> Measurement: Advance key areas identified in our community needs assessment Sub-Measurement: Conduct community health needs assessment (CHNA) by the end of FY 2026				Last CHNA 2019	Present CHNA overview to the Board of Trustees by June 2026	Present CHNA overview to the Board of Trustees by March 2026	Three (3) companies have been interviewed and are submitting proposals.

Financial Stewardship Pillar – Last data update 9/10/2025

Objective/Initiative	Baseline	FY 2025 Target Goal	FY 2025 Stretch Goal	FY 2025 Outcome & New Baseline	Target Goal	Stretch Goal	FY 2026 YTD
Improve Days of Cash on Hand by 10% each year for three year	1/1/24 = 110.9	119	125	124	FY26 = 131 FY27 = 144	135	119
Reduce and maintain Days in A/R to 45 days by the end of 2024	CY 24 Jan-Jul Average 63 days	54 days	45 by 12/31/27	51.9	46 days by 6/30/26	Less than 45 days by 12/31/27	51.3
Maintain the level of claims denials at state and national benchmarks	CY 24 Apr-June 24.7%	<15% by end of FY 2025	<12% by end of FY25	14%	Less than 15% by June 30, 2024	(7%)	No data available
Reduce and maintain Days Not Final Billed (DNFB)	CY 24 Jan-Aug Average 10.1 days	5 days	< 5 days by end of FY25	6.3	5 days	< 5 days by end of FY25	7.5
Build and maintain the building fund to the amount of depreciation expense by the end of three years / Supplement the building fund from monthly, quarterly, or annual contributions from cash flow from operations to achieve the total amount of depreciation expense by the end of three-year strategic plan	6/30/2024 \$7,000,000	amount of depreciation expense by the end of three years	Intermediate goal - \$8 million by 06/30/25.	\$7,447,000 as of 12/31/24	\$11.2 M	\$12.5M	\$10.3 M
Decrease the number of Nursing and Respiratory Therapy travel staff by 30%, per year for three years	CY 2023 RT/RN staff 17 total	RT/RN Staff 11.9 total	RT/RN Staff 11 total	18 total (RN/RRT) 17 RN / 1 RRT 7 Med. Img. 1 Lab 1 Rehab	No >13 RN/RRT	No >11 RN/RRT	11 10 RN/1RRT 7 Med. Img. 0 Lab 0 Rehab
Nursing leadership will work with Human Resources to recruit and retain permanent staff and reduce travel staff by 30% per year							
FY 2026 PIPS Priority Overall Goal: Managing financial resources that will provide for the reinvestment in our people, services, physical facility buildings and grounds and our community Measurement: Complete a project plan to address the Master Plan				Baseline: No project plan in place.	Identify top three priorities by September 30, 2025.	Identify sequential changes necessary to address the top priority area(s) by March 31, 2026.	OB Renovation Laundry Renovation Foundation Renovation



Board Meeting Date:10/1/2025

Topic for Old & New Business Items:
Cardiovascular Privilege Form

Policy or Other Document:

- ☒ Revision
- ☒ New

Brief Senior Leadership Comments:

This is a revised privilege form, with the new format that we have utilized for other specialties. This form has been approved by Dr. Mansour Khaddr (Cardiologist), as well as the Medicine Department Chair, Credentials Committee, and MEC.

Board Committee Action:

Approval of Privilege Form

Policy or Other Document:

- ☐ For Review Only
- ☒ For Board Action

Legal Counsel Review:

☒ In House Comments:Suzan has reviewed this form at Credentials Committee and also at MEC.

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

Senior Leadership Recommendation:
Recommend Approval

Name: _____

Page 1

Delineation of Privileges
CARDIOVASCULAR MEDICINE PRIVILEGES

☐ Initial appointment ☐ Reappointment ☐ Modification of Privileges

Applicant

Check the "Requested" box for each privilege requested. Applicants have the burden of producing information deemed adequate by the hospital for a proper evaluation of current competence, current clinical activity, and other qualifications and for resolving any doubts related to qualifications for requested privileges.

To be eligible to request privileges in Cardiovascular Medicine, a practitioner must meet the following minimum threshold criteria:

LICENSURE / PROFESSIONAL LIABILITY INSURANCE	MD or DO Licensed to practice medicine in the State of Wyoming Current Wyoming designated DEA Registration and current Wyoming Controlled Substance Registration Proof of Professional Liability Insurance in the amounts of at least: Per Claim: \$1,000,000.00 Aggregate: \$3,000,000.00
EDUCATION / TRAINING	Completion of an approved residency in Internal Medicine by the Accreditation Council for Graduate Medical Education (ACGME) or American Osteopathic Association (AOA); AND completion of an ACGME or AOA accredited fellowship training program in Cardiovascular Disease or Cardiology.
CERTIFICATION	Certification by the applicable Internal Medicine board for any clinical privileges for which applicant has applied, or be eligible for certification by such board; AND certification in Cardiovascular Disease by the American Board of Internal Medicine or certification in Cardiology by the American Osteopathic Board of Internal Medicine, or be eligible for certification by such board. Once physician is board certified, Maintenance of Board Certification is required.
CLINICAL EXPERIENCE (INITIAL)	Applicants for initial appointment must be able to demonstrate provision of Cardiovascular Disease services reflective of scope of privileges requested, in the last 12 months or demonstrate successful completion of an ACGME- or AOA-accredited residency, clinical fellowship, or research in a clinical setting within the past 12 months. Applicants for initial appointment may be requested to provide documentation of the number and types of cases during the past 24 months. Applicants have the burden of producing information deemed adequate by the Hospital for a proper evaluation of current competence, and other qualifications and for resolving any doubts.
CLINICAL EXPERIENCE (REAPPOINTMENT)	To be eligible to renew core privileges in Cardiovascular Medicine, the applicant must meet the following maintenance of privilege criteria: Current demonstrated competence and an adequate volume of experience with acceptable results, reflective of the scope of privileges requested, for the past 24 months based on results of ongoing professional practice evaluation and outcomes. Evidence of current ability to perform privileges requested is required of all applicants for renewal of privileges.
FPPE	FPPE criteria will be assigned by the Department Chair during the approval process.
OTHER REQUIREMENTS	<ul style="list-style-type: none"> Note that privileges granted may only be exercised at the site(s) and setting(s) that have the appropriate equipment, license, beds, staff, and other support required to provide the services defined in this document. Site-specific services may be defined in hospital or department policy. This document is focused on defining qualifications related to competency to exercise clinical privileges. The applicant must also adhere to any additional organizational, regulatory, or accreditation requirements that the organization is obligated to meet.

Name: _____

Page 2

Requested		Board Approval
	PATIENT POPULATION	
<input type="checkbox"/>	Adult (18 years or older)	<input type="checkbox"/>
<input type="checkbox"/>	Geriatric (65 and older)	<input type="checkbox"/>
	SETTING	
<input type="checkbox"/>	Outpatient	<input type="checkbox"/>
<input type="checkbox"/>	Inpatient	<input type="checkbox"/>
Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	Admit, evaluate, diagnose, provide consultation, medically manage, and treat patients with cardiovascular complaints.. Privileges include medical management of general medical conditions which are encountered in the course of caring for the cardiovascular patient. Provide care to patients in the intensive care setting in conformance with unit policies. Assess, stabilize, and determine disposition of patients with emergent conditions consistent with medical staff policy regarding emergency and consultative call services.	<input type="checkbox"/>
<input type="checkbox"/>	Adult Echocardiography	<input type="checkbox"/>
<input type="checkbox"/>	Cardiopulmonary exercise testing	<input type="checkbox"/>
<input type="checkbox"/>	Clinical pharmacology	<input type="checkbox"/>
<input type="checkbox"/>	Direct Current Cardioversion	<input type="checkbox"/>
<input type="checkbox"/>	Electrocardiogram (EKG) interpretation including ambulatory monitoring	<input type="checkbox"/>
<input type="checkbox"/>	Elective or emergency cardioversion	<input type="checkbox"/>
<input type="checkbox"/>	Event monitor interpretation	<input type="checkbox"/>
<input type="checkbox"/>	Exercise/Dobutamine Stress Echocardiography	<input type="checkbox"/>
<input type="checkbox"/>	Exercise Electrocardiogram	<input type="checkbox"/>
<input type="checkbox"/>	Exercise/Pharmacologic SPECT Myocardial Perfusion	<input type="checkbox"/>
<input type="checkbox"/>	Holter monitor interpretation	<input type="checkbox"/>
<input type="checkbox"/>	Perform History & Physical exam	<input type="checkbox"/>
<input type="checkbox"/>	Stress test interpretation	<input type="checkbox"/>
<input type="checkbox"/>	Transesophageal Echocardiogram (TEE)	<input type="checkbox"/>
<input type="checkbox"/>	Twenty-four (24) hour blood pressure monitoring interpretation	<input type="checkbox"/>
	Administration of Sedation and Analgesia <i>Must be requested separately. Contact Medical Staff Services for privilege form.</i>	

Name: _____

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ACKNOWLEDGEMENT OF APPLICANT

I have requested only those privileges for which by education, training, current experience, and demonstrated performance I am qualified to perform and that I wish to exercise at Hospital, and I understand that:

- a. In exercising any clinical privileges granted, I am constrained by Hospital and Medical Staff policies and rules applicable generally and any applicable to the particular situation.
- b. Any restriction on the clinical privileges granted to me is waived in an emergency situation and in such situation my actions are governed by the applicable section of the Medical Staff Bylaws or related documents.

Applicant's Printed Name: _____

Applicant's Signature: _____ Date: _____

DEPARTMENT CHAIR REVIEW

I have reviewed the requested clinical privileges and supporting documentation and make the following recommendations:

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Recommend all privileges as requested |
| <input type="checkbox"/> | Recommend privileges with conditions/modifications (describe): |
| <input type="checkbox"/> | Do not recommend the following requested privileges (rationale for recommendation): |
| <input type="checkbox"/> | I assign _____ to complete the initial FPPE evaluations on this Practitioner. |

Department Chair's Printed Name _____

Department Chair's Signature: _____ Date: _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee approval

Date: _____

Medical Executive Committee Approval

Date: _____

Board of Trustees approval

Date: _____

Privileges Effective From: _____ To: _____

Date Form Approved by Specialty: _____ 8/1/2025

Date Form Approved by Department Chair: _____ 9/16/2025

Date Approved by Credentials Committee: _____ 9/16/2025

Date Approved by MEC: _____ 9/23/2025

Date Approved by Board of Trustees: _____



Board Meeting Date:10/1/2025

Topic for Old & New Business Items:

2025-26 MEMORANDUM OF UNDERSTANDING BETWEEN THE
SWEETWATER COUNTY BOARD OF COUNTY COMMISSIONERS AND THE
MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Policy or Other Document:

- ☒ Revision
- ☐ New

Brief Senior Leadership Comments:

.

Board Committee Action:

.

Policy or Other Document:

- ☐ For Review Only
- ☒ For Board Action

Legal Counsel Review:

- ☐ In House Comments:.
- ☒ Board Comments: Provided by Geoff Phillips

Senior Leadership Recommendation:

The CEO recommends approval of the MOU

**2025-26 MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY
COMMISSIONERS AND
THE MEMORIAL HOSPITAL OF SWEETWATER
COUNTY**

1. **PARTIES.** The parties to this Memorandum of Understanding (“MOU”) are the Sweetwater County Board of County Commissioners (“COUNTY”), 80 West Flaming Gorge Way, Green River, Wyoming 82935 and the Board of Trustees of Memorial Hospital of Sweetwater County (the “Hospital”), 1200 College Drive, Rock Springs, Wyoming 82901.
2. **PURPOSE AND SCOPE.** The parties recognize the value of continuing the collaborative relationship to provide quality healthcare to the Sweetwater County community in accordance with Wyoming law. The parties are entering into this MOU with the specific and mutual goals of working together to ensure the Hospital has the necessary COUNTY funding to be the community’s trusted healthcare leader; address COUNTY funding of the Hospital for the 2025-2026 fiscal year as set forth under Wyoming law; provide information to the Hospital regarding changes to the budgeting methods that will be implemented by COUNTY during the 2025-2026 fiscal year; and, ensure the collaborative and productive relationship between the parties continues.
3. **TERM.** The provisions of this MOU shall commence on July 1, 2025, or the date last executed by the duly authorized representatives of the parties to this MOU, whichever is later, and shall terminate on June 30, 2026. See W.S. § 16-4-111(a). There is no right or expectation of extension and any extension will be determined at the discretion of the parties.
4. **PROPERTY.** In accordance with the terms and conditions of Title 18, Chapter 8 of Wyoming Statutes, COUNTY owns the real property, attachments, additions, alterations, improvements and grounds located at:

- a. Memorial Hospital of Sweetwater County, Rock Springs, Wyoming 82901.

The above-identified grounds shall be referred to as the “Property.”

5. **SERVICES.** In accordance with the terms and conditions of Title 18, Chapter 8 of Wyoming Statute, the Hospital provides healthcare services to the Sweetwater County community.

6. **THE COMMITMENTS OF THE PARTIES:**

- a. The parties hereby expressly acknowledge this MOU and the ongoing collaboration between the parties described herein are exclusively governed by the provisions of Title 18, Chapter 8 of Wyoming Statutes and applicable Wyoming and federal law. Notwithstanding anything contained herein, it is the

intent of the parties to comply with all the provisions of Title 18, Chapter 8 of Wyoming Statutes and applicable Wyoming and federal law. Any provision of this MOU that is determined to be in conflict with the provisions of Title 18, Chapter 8 of Wyoming Statutes and applicable Wyoming or federal law shall be null and void and in no further force or effect.

- b. COUNTY shall appropriate the budget request of the Hospital for Hospital maintenance in the amount of \$1,447,109.40. The COUNTY will take into account prior realized Hospital mill dedications and revenues from taxes such that the budget dedication as of the date of this MOU is \$1,447,109.40. COUNTY shall appropriate additional funds in an amount determined by COUNTY to compensate the Hospital for Title 25 funding as set forth below in paragraph c. The appropriation for \$1,447,109.40 includes \$426,350.00 for the purpose of remodeling rooms within the Hospital obstetrics department pursuant to Resolution 25-05-CC-01.
- c. Title 25: The Hospital provides emergency detention mental health services in accordance with Title 25 of the Wyoming Statutes (“Title 25”). COUNTY is obligated by statute to reimburse the Hospital for certain Title 25 costs as set forth in W.S. § 25-10-112. The actual funding required to cover the statutory costs of Title 25 patients during the term of this MOU is dependent on the number of Title 25 patients treated. Based on the Title 25 patient volume from the previous year, the estimated cost to treat Title 25 patients during the term of this MOU is \$275,003.00. The budgeted amount of Title 25 funding in the amount of \$275,003.00 may increase or decrease depending on the volume of Title 25 patients during the 2025-2026 fiscal year. From time to time during the 2025-2026 fiscal year, as the Hospital treats Title 25 patients, the Hospital will submit funding requests for the treatment of Title 25 patients to COUNTY for approval. If the cost of Title 25 patients exceeds the budgeted amount of \$275,003.00, COUNTY will increase the budgeted amount of \$275,003.00 to cover the excess cost. If the cost of Title 25 patients is less than \$275,003.00, COUNTY will retain any unexpended funds from the budgeted amount of \$275,003.00. At the end of the 2025-2026 fiscal year, the Title 25 budget amount of \$275,003.00 will be amended by COUNTY to accurately reflect the actual Title 25 funds expended for 2025-2026. The parties shall follow the same procedure used during the 2024-2025 fiscal year to calculate the Title 25 reimbursement amounts, submit requests for payment, provide Title 25 budget information to COUNTY and amend the Title 25 budget.
- d. Said total appropriation, including any Title 25 amendments as set forth herein, shall satisfy all statutory requirements and the total number of mills dedicated to the Hospital with no amounts owing. Notwithstanding anything contained herein, the Hospital, in its sole discretion, shall be permitted to request funds deemed necessary by the Hospital or request matching grant funds from COUNTY in excess of the budgeted amounts set forth herein.
- e. The Hospital acknowledges COUNTY will receive prior Hospital dedications and revenues from taxes to be set into the county memorial hospital fund which will then be distributed via voucher reimbursement in the estimated amount of \$1,447,109.40 subject to the Title 25 budget amendments referenced herein and

in accordance with applicable Wyoming law.

- f. COUNTY issued revenue bonds in 2006 and 2008 for the purpose of acquiring, erecting, constructing, reconstructing, improving, remodeling, furnishing or equipping the Property. The same bonds were reissued or converted in 2013, 2021 and 2023.

7. GENERAL PROVISIONS.

- a. No Admission: Neither party will consider, deem, or suggest that anything in this MOU constitutes the other party's admission of liability, wrongdoing, or violation of Law.
- b. Termination: This MOU may be terminated (a) by either party, with thirty (30) days prior written notice to the other party; or (b) upon mutual written agreement by both parties.
- c. Amendments: Any changes, modifications, revisions, or amendments to this MOU which are mutually agreed upon by the parties to this MOU shall be only by written agreement, duly executed by all parties hereto.
- d. Contingencies: The parties certify and warrant no gratuities, kick-backs or contingency fees were paid in connection with this MOU, nor were any fees, commissions, gifts or other considerations made contingent upon the execution of this MOU.
- e. COUNTY Governmental/Sovereign Immunity: COUNTY does not waive its Governmental/Sovereign Immunity, as provided by any applicable law including W.S. § 1-39-101 et seq., by entering into this MOU. Further, COUNTY fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this MOU.
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- g. Notices: All notices required and permitted under this MOU shall be deemed to have been given, if and when deposited in the U.S. Mail, properly stamped and addressed to the party for whom intended at such party's address listed herein, or when personally delivered to such party. A party may change its address for notice hereunder by giving written notice to the other party.
- h. Counterparts: This MOU may be executed in two or more counterparts, each of which will together be deemed an original, but all of which together shall constitute one and the same instrument. If any signature is delivered by facsimile transmission, electronic mail of a PDF format data file, or electronic signature, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such signature were an original thereof.

- i. Audit and Access to Records: The parties to this MOU and their respective representatives shall have access to any books, documents, papers, electronic data, and records which are pertinent to this MOU ("Records"). A party receiving a request for Records shall immediately, upon receiving the request from the requesting party, provide said documents to the requesting party or its representative or independent auditor for review and cooperate fully with the same.

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**COUNTY HOSPITAL DEPRECIATION ACCOUNT
MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY
COMMISSIONERS AND
THE MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Signature Page

SWEETWATER COUNTY, WYOMING

By: _____ Date _____
Keaton D. West, Chairman, Sweetwater County Commissioners

ATTEST:

By: _____ Date _____
Cynthia L. Lane, Sweetwater County Clerk

MEMORIAL HOSPITAL OF SWEETWATER COUNTY DIRECTOR

By: _____ Date _____
Irene Richardson, CEO,
Memorial Hospital of Sweetwater County

MEMORIAL HOSPITAL OF SWEETWATER BOARD OF TRUSTEES

By: _____ Date _____
Kandi Pendleton,
President of the Board of Trustees,
Memorial Hospital of Sweetwater County

This Agreement is effective the date of the last signature affixed to this page.

REVIEWED AND APPROVED AS TO FORM ONLY:

By: _____ Date _____
Sweetwater County Attorney

By: _____ Date _____
Attorney for Memorial Hospital of Sweetwater County

**2025-26 MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY
COMMISSIONERS AND
THE MEMORIAL HOSPITAL OF SWEETWATER
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- e. COUNTY Governmental/Sovereign Immunity: COUNTY does not waive its Governmental/Sovereign Immunity, as provided by any applicable law including W.S. § 1-39-101 et seq., by entering into this MOU. Further, COUNTY fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this MOU.
- f. Hospital Governmental/Sovereign Immunity: the Hospital does not waive its Governmental/Sovereign Immunity, as provided by any applicable law including W.S. § 1-39-101 et seq., by entering into this MOU. Further, the Hospital fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this MOU.
- g. Notices: All notices required and permitted under this MOU shall be deemed to have been given, if and when deposited in the U.S. Mail, properly stamped and addressed to the party for whom intended at such party's address listed herein, or when personally delivered to such party. A party may change its address for notice hereunder by giving written notice to the other party.
- h. Counterparts: This MOU may be executed in two or more counterparts, each of which will together be deemed an original, but all of which together shall constitute one and the same instrument. If any signature is delivered by facsimile transmission, electronic mail of a PDF format data file, or electronic signature, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such signature were an original thereof.

- i. Audit and Access to Records: The parties to this MOU and their respective representatives shall have access to any books, documents, papers, electronic data, and records which are pertinent to this MOU ("Records"). A party receiving a request for Records shall immediately, upon receiving the request from the requesting party, provide said documents to the requesting party or its representative or independent auditor for review and cooperate fully with the same.

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**COUNTY HOSPITAL DEPRECIATION ACCOUNT
MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY
COMMISSIONERS AND
THE MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Signature Page

SWEETWATER COUNTY, WYOMING

By: _____ Date _____
Keaton D. West, Chairman, Sweetwater County Commissioners

ATTEST:

By: _____ Date _____
Cynthia L. Lane, Sweetwater County Clerk

MEMORIAL HOSPITAL OF SWEETWATER COUNTY DIRECTOR

By: _____ Date _____
Irene Richardson, CEO,
Memorial Hospital of Sweetwater County

MEMORIAL HOSPITAL OF SWEETWATER BOARD OF TRUSTEES

By: _____ Date _____
Kandi Pendleton,
President of the Board of Trustees,
Memorial Hospital of Sweetwater County

This Agreement is effective the date of the last signature affixed to this page.

REVIEWED AND APPROVED AS TO FORM ONLY:

By: _____ Date _____
Sweetwater County Attorney

By: _____ Date _____
Attorney for Memorial Hospital of Sweetwater County



VMG
HEALTH

The Rural Health Landscape: Advocacy

TRANSCRIPT

Why should Board members be involved in advocacy work?

A key critical stakeholder in our rural organizations that we can't lose sight of are our elected officials. Those could be elected officials in our communities at the state level, and congressional leaders as well.

Policies that are made, whether that's at the federal level or the state level, have great impact on our organizations and making sure that we're telling the story, that they're really informed of the challenges, the issues that we're facing, how certain policies impact our organizations, and by extension, then our patients and our community is really important.

Health care is a very complex industry, and it's very difficult for even people inside the industry to be able to get their arms around all of the complexity and all of the issues. So it becomes that much more challenging for elected officials to try to understand the depth of some of these issues.

As we're going through this whole transition, you know, in health care and we're engaging with our elected officials, I think board members bring some unique perspectives, not just as a board member of the organization. Many of them are employers in our communities and or an end user of the health care system. So they can actually experience, you know, the health care system in a variety of different perspectives.

And I think bringing those stories forward, understanding that, you know, hospitals are a critical pillar in rural communities in particular. Often they are the largest employer, certainly an economic engine, for the community with, you know, jobs and workforce and, you know, the ways that they connect with other organizations, you know, to support the whole community and help the community thrive is another role that we play.

So, you know, advocacy is one of those things that maybe board members don't always see as a role. It might be they think, you know, the CEO should do it. But I really do think that it's a great opportunity, particularly today when there is so much that is going on. Telling our story is something that's really important. And we have to get out and we have to do it often. And I think, you know, that the board can help just be an extension of being able to do that and get that story out there so that we're not harmed in the process just because we weren't.

How can Board members get involved with advocacy?

Board members who would like to get more involved with the advocacy for their rural or health care organizations can, I think do this in a multitude of ways.

I think first and foremost, it's just understanding, you know, the issues that are most pressing and important to your local organization, so that can be a discussion, you know, with your CEO about what those issues are, how those show up in the organization, what are the policies that are related to that.

Once a board member is well informed around what those issues are for their local organization, I think they may want to also look at, you know, what are the opportunities that state hospital associations might have for training and education for board members specifically.

Many of these hospital associations provide trustee education. Some of them, most of them probably have spots on their board for trustees. So being able to engage in, in roles like that, is a way to get more educated, to get more opportunities, to be on the front end of that advocacy agenda.

In state associations in particular, there's a lot of opportunity to potentially testify on policies to, talk with legislators informally or in small groups. And, and we're really looking for, all types of perspectives and board members certainly have a multitude of perspectives that could, be brought forward.

But I think working with, hospital associations and or even the American Hospital Association and trustee education and briefings. These organizations really put together some solid information around the key policies and the advocacy that is being put forward because that's their primary purpose. And board members just can kind of step into that. And if there is a willingness to engage with elected officials and have that dialog that's really the core work.

But it has to link back to your local organization. What are those issues? How does that manifest in your local community? What is good about a policy? What is, maybe harmful about a policy and being able to articulate those well, and share stories of that, it is really what legislators are looking for.

In my case, I have a board member who is on a regional policy board, and prior to that board meeting, there is information that he has sent about the agenda, the policies they're going to talk about, and so forth. So I have the opportunity to sit down with him, talk through all of the issues, find examples here locally that illustrate that so that he can talk in a confident and informed manner and share that information.

He comes back to our full board meeting, and he shares all of the conversations that were happening at that regional policy board, which, again, just elevates the understanding of the full board, that, you know, in our hospital such that really people are just more informed, our board members are more informed about the issues, about the policies. And I could take, you know, different ones to go and speak to different legislators.

I think another opportunity is, you know, the hospital can invite legislators or elected officials to the location, give them a tour, show them, what is going on, inside the walls, and really again, illustrate.



What could help? What could harm, you know, depending on how a policy moves its way through, the process.

I think it's this is a constant this is something that really never stops, even if there are cycles of, you know, advocacy that can happen. I think at the end of the day, we really are constantly advocating, which is really around educating more than anything and telling our story so nobody else is telling it for us.

What should be avoided when getting involved with advocacy?

There's a really important opportunity for board members to get involved in advocacy, and I would encourage all board members to really think strongly about doing so. Board members carry a lot of weight at their local communities, at state levels. And I think even nationally and being able to tell the story of their local health care organization.

In all of that, I think it's important that board members ensure that they understand what the issues are, specifically that are facing their local health care organization and, and have, you know, some examples of how that manifests so that they can share those to illustrate, what these issues are and know what those positions are desired by the local organization.

In their advocacy, I think, you know, board members really don't have to be worried about, stepping over too many lines. I think, you know, when you're always keeping that organization front and center, and you're keeping, you know, those messages, clear and concise and, in line, with, you know, what is the position that is going to be most helpful to the organization, I think that's, you know, that's really smooth sailing for board members.

I think the one thing to always just be cautious of is that the board really is an entity that speaks as one. So board members who take on the role of advocacy are really, becoming spokespersons for really the board as a whole.

And so if there are different opinions, if there are different ideas, if there are different perspectives, those are things that we really don't want to enter into the advocacy role. We want to stay clear and on point and on message, when those are being delivered to our legislators.

So in the example of my board member who is on a regional policy board, he is well informed of our issues. He is well informed of our examples that illustrate how these issues impact our organization. He comes back, reports back to the board. But he really is really there as a representative of the board, speaking on behalf of the board and really sharing our story, sharing our positions, sharing our key messages, and keeping clarity about that and it's a, it's a, it's, I think a lot easier, for board members when they understand and have that clarity that it is trying to weave in a lot of other types of messages.



The Rural Health Landscape: Advocacy

Key Takeaways

1. Stay well informed about the issues facing the organization, and be prepared to discuss examples and desired positions with policymakers
2. Develop relationships with elected officials at the federal and state level to share the organization's impact in the community
3. Take advantage of the education offered by hospital associations to stay on the front end of the advocacy agenda
4. Invite legislators for a tour to illustrate how policies could help or harm the organization
5. Always keep the organization at the forefront and key messages clear and concise in advocacy work

