

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

December 1, 2021

2:00 p.m.

Dial: 01715 8592

Meeting ID: 819 819 985

Password: 712

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Our Mission and Vision](#) Andi Pendleton
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda (For Action) Taylor Jones
- III. [Minutes](#) (For Action) Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. COVID-19 Preparation and Recovery Incident Command Team Update Jim White,
Director of Emergency Services
 - B. Employee Policy (from the Human Resources Committee) Barbara Sowada
 1. [Introductory and Probationary Period Policy](#) (For Action)
 2. [Employee Corrective Action Policy](#) (For Action)
 3. [Termination, Suspension Without Pay and Appeal Policy](#) (For Action)
 - C. Rules of Practice governing Hearings Geoff Phillips, *Legal Counsel*
 - D. [Compliance Committee of the Board Charter](#) (For Action) Marty Elsey
 - E. Risk Management Program Marty Elsey
 - F. Compliance Program Marty Elsey
 - G. Medical Staff Bylaws Dr. Jacques Denker, *Medical Staff President*
- VI. New Business (Review and Questions/Comments) Taylor Jones
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
 - A. [Quality Committee](#) Barbara Sowada
 - B. Human Resources Committee Barbara Sowada
 - C. Finance & Audit Committee Ed Tardoni
 1. [Capital Expenditure Requests](#) (For Action)
 2. Bond Indenture Approval (For Action)
 3. Bad Debt (For Action)

[November Committee Meeting Information](#)

MEMORIAL HOSPITAL OF SOUTHERN CALIFORNIA
REGULAR MEETING OF THE BOARD OF TRUSTEES

December 1, 2021

2:00 p.m.

Dial: 714 715 8592

Meeting ID: 819 811 9851

Password: 714121

AGENDA

- | | |
|---|--------------------|
| D. Building Grounds Committee | Marty Elsey |
| E. Foundation Board | Taylor Jones |
| F. Compliance Committee | Marty Elsey |
| G. Governance Committee | Taylor Jones |
| H. Executive Oversight and Compensation Committee | Taylor Jones |
| I. Joint Conference Committee | Taylor Jones |
| II. Board Review of iProtean | Barbara Sowada |
| III. Medical Staff Report | Dr. Jacques Denker |
| IV. Good of the Order | Taylor Jones |
| V. Executive Session (W.S. 164405(a)(ix)) | Taylor Jones |
| VI. Action Following Executive Session | Taylor Jones |
| VII. Adjourn | Taylor Jones |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

November 3, 2021

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on November 3, 2021 at 2:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

Mr. Jones called the meeting to order and announced there was a quorum. The following Trustees were present online at the call to order: Mr. Taylor Jones, Mr. Marty Elsey, Mr. Barbara Sowada, and Mr. Ed Tardoni. Excused: Ms. Andi Pendleton.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer, Mr. Geoff Phillips, Legal Counsel.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Sowada read aloud the mission and vision statements.

Mission Moment

Ms. Richardson said the National Guard is on site and assisting in various areas. They have been so helpful and kind. She said we are grateful to them and the State of Wyoming for allowing them to help us. Two members of the National Guard stopped by to talk to her to tell her how kind everyone in every area of the Hospital is including the community members visiting. They told her the culture we have built here is something to be proud of and they can feel that and wanted her to know.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the October 14, 2021 regular meeting as presented was made by Mr. Tardoni, second by Mr. Elsey. Motion carried.

COMMUNITY COMMUNICATION

Mr. Jones said in an effort to keep the meeting time as reasonable as possible to help staff in caring for patients the reminder was given to limit community communication comments to three minutes. Mr. Michael Eddy of Kemmerer introduced himself as a pharmacist and shared comments regarding the Covid-19 vaccine. He referenced information he had forwarded via e-mail for additional information and invited anyone interested in further discussion to contact him following the meeting.

OLD BUSINESS

COVID-19 Preparation and Recovery – Incident Command Team Update

Ms. Jim White Incident Commander and Director of Emergency Services provided a Covid-19 update. She reported we are still in crisis level of care due to staffing especially staffing in the ICU. Ms. White said the vaccine clinics are being well-attended. The HHA approved the Pfizer vaccine for kids 12 to 11 years old. Ms. Noreen Hove Director of Infection Prevention/Employee Health and Grievance will be working with Public Health to get those out.

PolicyStat Approvals for Board Committees

Mr. Tardoni said he thinks this is an administrative function. He said we have chair reports and we can track documents by date. Mr. Tardoni said if we add this step it means five people would have to go into a program and said he thinks it is a step we don't have to do. Dr. Sowada said the discussion was around ensuring the date and signature of the Board to help with record keeping for future reference. Mr. Elsey said he appreciates Ms. Robin White Clinical Administrative Assistant and Special Events Coordinator's explanation sent via e-mail. Mr. Tardoni suggested someone at the Hospital can go in and type in the name and date. Mr. Elsey said the real official action and record needs to be in the minutes where the action occurred. The rest is administrative. The motion to approve Board policies in PolicyStat going forward containing the electronic signature of the Board President and date originally approved and when updates are approved that can be done by hospital staff was made by Mr. Sowada second by Mr. Elsey. Motion carried. Mr. Tardoni said this is limited to policies approved by the Board and wanted to clarify we are not applying this to committee approval. Everyone agreed.

Introductory and Probationary Period Policy, Employee Corrective Action Policy, and Termination, Suspension Without Pay and Appeal Policy

Mr. Jones said there has been a ton of hard work time discussions and meetings and he appreciates everyone's hard work. Mr. Tardoni asked who to send written comments to. Dr. Sowada said she was not involved until July the information has been in draft form for a very long time and involves various groups and she suggested comments be sent to Ms. Richardson. The group agreed to forward notes and comments to Ms. Richardson and Mr. Jones. Mr. Jones said depending on the comments the Board may or may not vote on these at the December meeting.

Rules of Practice Governing Hearings

Mr. Jones said the placeholder remains on the agenda for the Rules of Practice Governing Hearings.

Medical Staff Bylaws

Ms. Perry owns the Director of Medical Staff Services reported Mr. Penner was meeting with patients. Mr. Jones said Mr. Penner could report at any time he was available to join the meeting.

NEW BUSINESS

Compliance Committee of the Board Charter, Risk Management Program, Compliance Program

Mr.elsey said there are three items for review from the Compliance Committee and provided a brief overview. He said earlier in the year the CEO made a decision to put Compliance under the umbrella of the Quality Department. He said the documents presented are revisions and were approved by the Committee the prior week. Mr.elsey said since then there have been some further discussions and he invited Ms. Richardson to provide an update. Ms. Richardson thanked Ms. Susan Campbell, In-House Counsel, Mr. Ari Quicenden, Chief Clinical Officer, and Ms. Mara Jackson, Director of Accreditation, Patient Safety, Risk Management, Compliance, for all of their hard work on these programs and documents. Ms. Richardson said through all of the discussion she thinks we have all been enlightened about the who and what of Compliance. She said she wants to revisit the decisions made to have Compliance fall under Quality. Ms. Richardson said she wants to look at Compliance reporting directly to the CEO. Regarding Risk Management, Ms. Richardson said she reached out to a number of hospitals in the state to learn about their structures and found there are as many varieties of structures as there are hospitals. She said she would like some time to review. She does not want to duplicate efforts. Ms. Richardson said the Quality Department is currently doing a lot of risk management-type work. She said Mr. Sowada directed us to look at three modules in iProtean regarding enterprise risk management. Ms. Richardson said it is opening eyes to look at options on the direction to go. She said she thinks both should report to her directly and wants to explore and look at that and report back. She said she appreciates all of the work done and wants to take the time to decide on the reporting function. Mr. Sowada noted we are a smaller hospital, and asked where is the risk here, what are the big-ticket items. Ms. Richardson said staffing, Covid reimbursement models, there are a lot of things across the seven domains mentioned in the video. Ms. Richardson said we are complying with all the rules and regulations, keeping our patients safe, looking at eternal risks, enterprise risk management as a whole, and how that features into our strategic plan. Mr. Sowada said work has been done by the Board and she is wondering if this is the time to highlight the responsibilities that fall on each department director and work that into the plan. She said the directors are really the first line eyes for senior leadership. Mr. Sowada said she really likes structure, and she didn't see that in the compliance plan. Ms. Richardson said she appreciates the Board supporting us looking at what works best and what works best for us. She will bring a new draft of the plan when it is ready. Mr. Jones said he appreciates that we are looking at other locations as well as seeing what works for us.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson thanked the Board for all of their support as we have worked through September and October with Covid-related issues. She provided an update. She said we started several years ago with a strategic plan to work toward a person-centered care culture. To-date 31 people have attended the person-centered care workshops. We will resume workshops in November and December. 302 people have completed the communicating with empathy workshops. Based on staffing we hope to resume those workshops in November and December also. Ms. Richardson said we continue to introduce our culture during new employee orientation. She said Quality and safety continue to be our priority. She thanked the Board for allowing us to put our patients first. We canceled a majority of committee meetings in September and October. We plan to resume our regular meetings schedule in November. Ms. Richardson said the senior leaders continue to meet weekly and work with department leaders on Quality and safety. In the area of the workplace experience Ms. Richardson said we are grateful to physicians and staff and their resilience. We continue to prepare for whatever tomorrow brings. We are working on staffing needs and looking to incentivize staff to take additional shifts. Regarding financial stewardship we are in the process of refinancing our bonds. We are taking advantage of lower interest rates. She said we hope to save \$300,000 to \$350,000 in interest per year. She reviewed the groups and timeline involved. Ms. Richardson said everyone has been very excellent to work with and we look forward to closing mid-December. She provided a construction projects update and thanked the Board and Board of County Commissioners for their support. Ms. Richardson welcomed Ms. Jamie Lee, Interim Director of Dialysis and Mr. Greg Puchala, Hospitalist. Mr. Rasheel Chowdhary, Pulmonologist joins us November 1. Ms. Richardson said Cerner Go-Live for our new electronic health record has been moved to February 2, 2022 due to our needs regarding patients. We continue to offer Covid testing and drive-thru vaccines at the front entrance. We go out to various sites to offer vaccine clinics. The Halloween Cru-Thru was held October 31 at the front entrance with approximately 1,000 bags of goodies given out to kids. Ms. Richardson said people were so grateful for the event. She expressed thanks to Ms. Mike and everyone who volunteered to help including staff who donated all the candy. A Veterans' Day Drive-Thru lunch is planned November 11. A Christmas Cru-Thru is planned Friday, December 10 from 3:00 – 6:00 PM. The Rock Springs Lighted Parade is December 4 at 6:00 PM. Ms. Richardson invited everyone to join us for upcoming events. She wished everyone a Happy Thanksgiving. She said she is so thankful to hospital staff, physicians, and the Board for their support. Ms. Richardson said it has been a difficult time but our staff is amazing and resilient. She said they keep coming back and doing the right things every day.

COMMITTEE REPORTS

Mr. Jones asked everyone to please still try to shorten meetings if they are needed moving forward so the priority is patients and not the meetings.

Quality Committee

Mr. Sowada said the Committee did not meet in October and plan to meet in November.

Human Resources Committee

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

Finance and Audit Committee

Mr. Tardoni said his comments and the usual financial reports are in the meeting packet.

The motion to approve ratification of Capital Expenditure FY 22-20 for \$2,132,000 for the purchase of an instrument to place feeding tubes was made by Mr. Tardoni second by Mr. Sowada. Mr. Tardoni noted this was purchased by the Hospital under the Covid provisions approved by the Board. Motion carried.

The motion to approve Capital Expenditure Request FY 22-22 for \$991,000 to replace a snowplow truck replacing a 2001 truck at the end of service life following receipt of three bids was made by Mr. Tardoni second by Mr. Elsey. Motion carried.

The motion to approve Capital Expenditure Request FY 22-24 for \$399,130 for end user laptops and monitors compliant with Cerner following receipt of two bids was made by Mr. Tardoni second by Mr. Elsey. Motion carried.

The motion to approve Capital Expenditure Request FY 22-24 for a video cystoscope that Mr. Cody Christensen helped to negotiate a lower price of \$29,000 was made by Mr. Tardoni second by Mr. Sowada. Motion carried.

Mr. Tardoni reviewed Change Order 4 and said he feels the Board should review and consider them separately and approve separately. The motion to approve 100% of the change order related to scheduling required to keep Imaging in action during the upgrade in the Imaging area was made by Mr. Tardoni second by Mr. Elsey. Motion carried. The motion to approve the remaining 22% portion of the change order to allow windows and doors to be added to the S1 lower workspace so the area can be used for a maintenance work area was made by Mr. Tardoni second by Mr. Sowada. Motion carried.

The motion to approve the net potential budget deficit of \$909,000.00 presented by Mr. Ron Cheese, Director of Patient Financial Services was made by Mr. Tardoni second by Mr. Sowada. Motion carried. Mr. Sowada asked how this compares to July or August. Mr. Cheese said all have been very close and he reviewed the process.

Building & Grounds Committee

Mr. Elsey said his report and the minutes are in the packet. He reviewed Change Order 4 from Roathouse Construction. He said some fireproofing is needed to meet code. The Committee did not want to hold up the project and recommended Ms. Richardson use her Covid-related authority to move forward. The motion to ratify the change order following hospital leadership action was made by Mr. Elsey second by Mr. Tardoni. Motion carried.

Foundation

Ms. Tiffany Marshall Foundation Executive Director reported the Board of Directors did not meet the prior month. She said they are excited to bring the Red Tie Gala back and it will be virtual. They plan to offer an activity week in the community leading up to the event. The event website should go up in one week. There will be a live and silent auction. Mr. Jones asked if the Board of Trustees is interested in putting together an auction item like they have done in the past. Ms. Marshall suggested a challenge with the Board of County Commissioners. Ms. Marshall said donor wall plans continue moving forward. The Foundation postponed their retreat and are working to reschedule toward the end of February. The Board of Directors has discussed three current vacancies. When people term off, it's in groups of two, three, or four. The Board of Directors is talking about adding a new member every year to help with turnover timing. Ms. Marshall asked everyone to please forward suggestions to her for names to consider. Funding requests were presented to the Board of Directors.

BOARD REVIEW OF IPROTEAN

Mr. Sowada invited Trustees to share their comments on the three 10-minute videos assigned. Mr. Elsey thanked Ms. Downs for providing some excellent information via e-mail. Ms. Campbell said she will get with Ms. Downs to put together detailed information on credentialing and privileges and then differences between the processes.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Richardson said she feels we will be able to devote time to the Kaufman Hall project and feels this work should answer some questions and help us move forward with our strategic plan. The motion to approve the Kaufman Hall contract was made by Mr. Sowada second by Mr. Elsey. Motion carried.

MEDICAL STAFF REPORT

Ms. Downs reported Mr. Penner was unable to join the meeting. Mr. Jones noted patients always come first.

GOOD OF THE ORDER

Mr. Elsey asked for assistance with his portal program. He said it times out after 1.5 hours.

EXECUTIVE SESSION

Mr. Jones said there would be an executive session. He said the Board would leave the current meeting go to another link and then return to the original meeting for actions taken following executive session. He said the Board would take a 10-minute break and reconvene in executive session at 3:00 PM. The motion to go into executive session was made by Mr. Tardoni second by Mr. Sowada. Motion carried.

RECONVENE INTO REGULAR SESSION

At 01 PM the motion to leave executive session and return to regular session was made by Mr. Sowada second by Mr.elsey. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve credentials and privileges for everyone on the list provided by Ms. owns was made by Mr. Sowada second by Mr. Tardoni. Motion carried.

Credentials Committee Recommendations from October 12, 2021

1. Initial Appointment to Active Staff 2 years
 - Mr. LeAuguste O/YN
2. Initial Appointment to Associate Staff 1 year
 - Mr. Regor Puchala Hospitalist
3. Reappointment to Active Staff 2 year
 - Mr. John Iliya General Surgery
4. Reappointment to Consulting Staff 2 years
 - Mr. Sara McCorvey Tele Radiology VRC
 - Mr. eiron Kennedy Tele Radiology VRC
 - Mr. Mansour haddr Cardiovascular Disease Casper Cardiology

The motion to approve the physician contract discussed in executive session and delegate the signing of the contract to the CEO was made by Mr. Sowada second by Mr.elsey. Motion carried.

ADJOURNMENT

Mr. ones thanked everyone. There being no further business to discuss the meeting adjourned at 02 PM.

Mr. Taylor ones President

Attest:

Mr. Marty elsey Secretary



Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standards:

EMPLOYEE POLICIES - INTRODUCTORY AND PROBATIONARY PERIODS

Purpose

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

Policy

I. Introductory period.

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

II. Probationary Period

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

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

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

Approved: Board 11/18

Attachments

No Attachments

DRAFT



Approved: N/A
 Review Due: N/A
 Document Area: *Employee Policies*
 Reg. Standards:

EMPLOYEE POLICIES - EMPLOYEE CORRECTIVE ACTION

Purpose

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

Policy

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

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

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

Approved: Board ☐ ☐ 18

Attachments

No Attachments

Termination/Suspension without Pay and Appeal

I. General:

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

II. Definitions:

- a. At-will employee: An at-will employee is an employee of the Hospital employed during the Introductory Period or as applicable during the Probationary Period as set forth by Hospital policy 20211. At-will employees are subject to termination with or without cause with or without notice and at any time. Nothing in this policy or any other policy of the Hospital shall be interpreted to be in conflict with or to eliminate or modify in any way the at-will employment status of employees employed during the Introductory Period or Probationary Period as applicable.
- b. Non at-will employee: A non at-will employee is an employee of the Hospital who has successfully completed the Introductory Period or as applicable the Probationary Period of employment as set forth in Policy 20211.
- c. Termination: The involuntary termination of an employee by the Hospital.

III. Termination of At-Will Employees:

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

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

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

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

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

OR

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

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

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

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

4. The pre-determination hearing shall be recorded.

- ☐ After hearing the employee's side of the story and considering the information provided by the employee, the CEO may withdraw, reduce, or recommend the imposition of the proposed discipline or action.
- ☐ The employee may waive the right to participate in the pre-determination hearing.
- ☐ At the pre-determination hearing, the CEO or designee, in consultation with the CEO, shall be in attendance. The employee's supervisor shall also be in attendance, unless the employee plans to attend the meeting and objects to the presence of the employee's supervisor.
- ☐ As determined by the CEO or designee, in consultation with the CEO, the employee is allowed to have a limited number of other individuals attend the pre-determination hearing to speak in support of the employee.

- d. Decision following the pre-determination hearing: Following the pre-determination hearing, the CEO or designee, in consultation with the CEO, will provide written notice either in person, by electronic means or via United States Mail to the employee of the Hospital's decision. The decision shall indicate whether the employee shall remain employed at the Hospital, be suspended without pay, or be terminated. The decision shall include the reasons for the recommendation. Proof of such written decision together with the proof of mailing or electronic delivery shall be kept and retained in the records of the Hospital.
- e. Appeal of final decision: In accordance with the Rules of Practice, employees who are subject to this policy and desire to appeal a decision by the CEO to terminate or suspend without pay may request a hearing before the Board of Trustees of Memorial Hospital of Sweetwater County ("Board") in accordance with the Rules of Practice.

- f. Hearing: The Board shall then conduct a formal contested case hearing in accordance with the Rules of Practice and the Wyoming Administrative Procedure Act, 5 S. 1-3-101 et seq. 19 as amended.
- i. Upon receipt of a request for appeal as set forth herein, the CEO shall immediately notify the Board's attorney of the request for appeal and shall forward the request to the employee. The Board's attorney shall then arrange for a hearing to be conducted in accordance with the Rules of Practice.
 - ii. Every reasonable effort shall be made by the Hospital to ensure that these due process proceedings are conducted in a timely manner.



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

Board Compliance Committee Charter

STATEMENT OF PURPOSE:

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

TEXT

I. Authority:

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

II. Responsibilities:

- A. In fulfilling its charge, the Board Compliance Committee is responsible for the following activities and functions:
 - 1. Oversee the Hospital's compliance program and monitor its performance.
 - 2. Make recommendations to the Board regarding compliance practices.
 - 3. Review compliance risk areas, based on the compliance audits, and the steps the Hospital has taken to assess, control, and report such compliance risk exposures.
 - 4. Ensure the Board is aware of significant compliance issues (EMTALA, OSHA, CMS, other regulatory/supervisory entities) and the measures taken by the Hospital to address non-compliance.

III. Composition:

- A. The Board Compliance Committee shall consist of four (4) voting members and shall include the Chief Executive Officer, Compliance Officer, and two members of the Board of Trustees, one of whom shall serve as chair. The Compliance Auditor will be a non-voting member of the Committee and may serve as Secretary for meeting minutes.

B. Meeting Schedule:

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

IV. Reports:

- A. Annual Work Plan
- B. Internal and external investigations

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

Approved: FILL IN APPROVAL DATE

Board Charter: The Compliance Committee

Category: Board Committees & Committee Charters

Title: Compliance Committee

Original Adoption: 7/4/2018

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

Attachments

No Attachments

Present: **Voting Members:** Kara Jackson (Quality Director), Dr. Barbara Sowada (Quality Board Chair), Ed Tardoni (Quality Board Member), Irene Richardson (CEO), Dr. Alicia Gray, Dr. Melinda Poyer (CMO), Dr. Kari Quickenden (CCO), Leslie Taylor (Clinic Director), Noreen Hove

Non-voting Members: Cindy Nelson,

Guests: Taylor Jones (Board of Trustees Chair), Dr. Jacques Denker, Jodi Corley (Nursing Informatics)

Absent/Excused: **Voting Members:** Tami Love (CFO), Ann Marie Clevenger (CNO), Dr. Phillip Najm

Non-voting Members: Corey Worden, Valerie Boggs, Kalpana Pokhrel, Karali Plonsky,

Chair: Dr. Barbara Sowada

Approval of Agenda & Minutes

Dr. Sowada presented the Agenda and proposed a change: Eliminate old business, drop Informational items for review/discussion, to allow for time for an Executive Session. Dr. Poyer motioned to approve the Agenda with changes, Mr. Tardoni seconded the motion. Motion was approved.

Dr. Sowada presented the Minutes from August 25, 2021. Mr. Tardoni motioned to approve, Dr. Poyer seconded. Motion was approved.

Mission Moment

Ms. Nelson shared two Mission Moments we have received several emails from people recently. One was an ED visit, one was a couple of out of towners who used to live in Rock Springs and visited Dr. Johnson in the Clinic. Ms. Nelson further shared an Oncology patients experience, who was scared and a nurse took time to sit with her.

Old Business

No discussion.

New Business

Ms. Jackson presented 3 Root Cause Analysis (RCA), which will be further discussed in Executive Session.

Dr. Quickenden presented the MQSA (Mammography Quality Standards Act) Survey, which occurred on November 8th. They normally come every other year, but it has been 2 ½ years since they were last here. Spent ¾ day here; inspected equipment, work flow and quality review process – there were no citations!

Ms. Corley reviewed MIPS, final score was 88.10. Our goal was 85 or above in order to get the "Exceptional Performance Adjustment" of 0.46%. Overall our score was up 10 points for the year. Changes coming in 2022: Quality = 40%, Cost =20%, Improvement Activities = 15%, Promoting Interoperability = 25%. Next year we will be able to report completely from Cerner, no more mixing of systems.

Ms. Jackson reviewed the Hospital Readmission Reduction Program (HRRP) report from CMS; Heart Failure, Acute Myocardial Infarction, COPD, Pneumonia, CABG, Elective Primary Total Hip and Total Knee.

Ms. Hove presented Healthcare Acquired Infection related to COVID. The pandemic has created practice changes, including staffing ratios, increased critical care capacity, and PPE usage nationwide.

Medical Staff Update

Dr. Poyer gave the Medical Staff report, noting we are still operating in crisis care with the changes noted by Ms. Hove, with an increase in critical care practice. As of this morning we zero (0) COVID patients, although we anticipate the coming holiday events to create another surge in December. The staff has worked really hard with limited assets, supplies and staffing, BUT have done a really great job!

Informational Items for Review/Discussion

No discussion.

From the Director – bimonthly

No report this month.

Meeting Adjourned

The Regular Session moved into Executive Session at 9:12 am. Dr. Sowada noted they may or may not have action items upon return to Regular Session. Executive Session ended at 10:03 am, with no action items. They did not return to Regular session, meeting adjourned at 10:03 am.

Next Meeting

January 19, 2022 at 08:15 am via ZOOM.

Respectfully Submitted,

Robin Fife, Recording Secretary

Capital Request Summary

Capital Request #

FY22-30

Name of Capital Request:

BBraun Dialysis machines (9)

Requestor/Department:

Jamie Webb/Dialysis

Sole Source Purchase: Yes or No

Reason:

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	BBraun Medical, Inc	Philadelphia, PA	\$130,680.00
2.	Fresenius USA Marketing, Inc	Boston, MA	\$115,650.00 - \$149,850.00
3.			

Recommendation:

BBraun Medical, Inc - \$130,680.00

Assigned: FY 22 - 30

Capital Request

Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.
Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

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

Department: Dialysis 640 Submitted by: Nicole Halstead

Date: 11/1/2021

Provide a detailed description of the capital expenditure requested:
Nine dialysis machines for the hemodialysis unit.

Preferred Vendor:

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

1. Renovation	\$0
2. Equipment	\$13,500.00 x 9
3. Installation	\$0
4. Shipping	\$0
5. Accessories	\$1,020.00 x 9
6. Training	\$0
7. Travel costs	\$0
8. Other e.g. interfaces	\$ Included in accessory cost
Total Costs (add 1-8)	
\$130,680.00	

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?
☒ YES ☐ NO

Explain: To replace the machines that are currently in use but have surpassed their recommended hours of use.

Attach to a new service?
☐ YES ☒ NO

Explain: Click or tap here to enter text.

Require physical plan modifications?
 If yes, list to the right:
☐ YES ☒ NO

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

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

Budgeted item:
☒ YES ☐ NO

Projected Annual Procedures (NEW not existing)

of bids obtained? 2

Revenue per procedure	\$ Amount
Projected gross revenue	\$ Amount
Projected net revenue	\$ Amount
Projected Additional FTE's	\$ Amount
Salaries	\$ Amount
Benefits	\$ Amount
Maintenance	\$ Amount
Supplies	\$ Amount
Total Annual Expenses	\$ Total
Net Income/(loss) from new service	\$ Amount

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

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 11/17/2021
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 11-18-21
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 11-18-2021

OTHER CONSIDERATIONS

Our current machines were purchased in 2014 when the new Dialysis Suite was built in our Medical Office Building. Our machines currently have 20,000+ hours. Complications with our machines are occurring more frequently requiring numerous repairs. Our current machines are at the end of life as most machines are maxed out at 15-16,000 hours. These complications are affecting patient care, patient safety, and patient satisfaction. We have one extra machine for back up. This helps us to prevent delays or changes for each patients treatment schedule. Because our back-up machine is in use more frequently, due to issues with other machines, it increases our risk of delays in patient care. By not having up-to-date and equipment, that is in working order, it could potentially cause patient safety issues that may negatively impact their health and daily lives.

In addition to the cost of the machine they have added a program called ADIMEA to the quote. Along with this monitoring program (which improves patient care and outcome) they have bundled the "extras" we would need for the machine into the cost. Prices included in the bundled, include the "Central Concentrate Sytem," the "Wall Nipple for Central Concentrate Connection," and the "Computer Interface Hardware."

We will be implementing a new EMR (Clarity/Visionex) early next year. One of our goals is to reduce the risk of human error by changing our current routine. Our new EMR will help us to achieve that goal. This interface will allow the data from the machines to dump (real-time) into the EMR. The ability to data dump is already part of our EMR proposal. Our IT department has been involved in this proposal as well.

Our current machines are BBraun. Our staff is trained on them and the transistion to new equipment will have less disruption to our staff. We have discussed with IT about incorporating the new Clarity/VisionEx dialysis software. The new BBraun machines are compatible with this new software. The contract for our current water system is also with BBraun.

Nicole Halstead 11/1/2021
Submitted by: Signature

Date



**B. BRAUN MEDICAL INC.
("B. BRAUN")**

Proposal For

Dialog⁺® "Evolution" Hemodialysis System

For

**Memorial Hospital Sweetwater County
("Customer")**

Rock Springs, WY

November 10, 2021

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

TABLE OF CONTENTS

Description of the Dialog® "Evolution" Hemodialysis System	pp. 2
ADIMEA® Accurate Dialysis Measure System	pp. 5
Description of Available Options	pp. 6
Cost Saving Opportunities	pp. 8
In-Service Staff Training and Technician Training	pp. 9
Service Commitment	pp. 10
Description of Disposable Products	pp. 11
Pricing Proposal	pp. 12
General Terms and Conditions.	pp. 16
Sample Disposable Products Purchase Agreement	

DESCRIPTION OF THE DIALOG[®] "Evolution" HEMODIALYSIS SYSTEM

PHYSICAL DESCRIPTION

The Dialog[®] "Evolution" hemodialysis system ("Dialog[®] Evolution") consists of a flat, color "touch" screen that can swivel nearly 360° for easy viewing. The screen is mounted on a metal housing containing the Dialog[®] Evolution's hydraulic compartment. The electronic components including upper and lower level microprocessors are separated from the hydraulic compartment by dividers, covers, and shelves which protect the electronics from fluid leaks while maintaining their accessibility. The Dialog[®] Evolution can be accessed from the front or rear making servicing the machine and accessing internal components quick and easy.

All the blood side components including blood pump, heparin pump, dialyzer holder, and safety devices are mounted on the front of the Dialog[®] Evolution. The IV pole has four (4) hooks and the height can be adjusted up or down with one hand.

Concentrate jugs can be located on the front shelf. The acid and bicarbonate wands are integrated with concentrate lines and disinfected with the rest of the dialysate fluid path.



INNOVATIVE FEATURES

The Dialog⁺ Evolution is equipped with the following standard, innovative features:

Flat High Resolution Touch Screen with Tray



Dialog⁺ Evolution has a large, high resolution rotating, flat touch screen that provides a clear, highly visible user interface. The flat screen makes space available for the removeable tray behind the screen.

Touch Screen combined with Off-screen Hard Keys

Dialog⁺ Evolution uniquely combines the advantages of a touch screen with hard key entry off the touch screen. This combination provides the following advantages:

- Blood Pump operation, on/off and speed control is always available via the hard keys.
- Alarm conditions are muted and cleared via the "Acknowledge" hard key.
- Treatment parameters are entered via the "Enter" hard key. This key lights up when the user must press it to confirm an entry.



These "off screen" functions make Dialog⁺ Evolution easier to learn and operate. The touch screen is icon-driven, which makes Dialog⁺ Evolution easy to learn and use. The icons are easily identified and make the screen

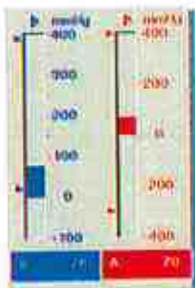
less cluttered.

Treatment Profiles



Pre-programmed and user-defined profiles can be set for UF, Na, Bicarb, Dialysate Flow, Temperature, and Heparin. The profiles give the clinician the ability to tailor the treatment to the patient's needs. Specific treatment profiles can be saved to the patient diskette.

Enhanced Arterial & Venous Pressure Monitoring



The Dialog⁺ Evolution monitors the arterial and venous pressures and provides a warning if the machine does not detect pressure fluctuations. This monitoring system provides a higher level of safety by detecting blocked or disconnected transducer protectors and lines as well as bloodline disconnects.

INNOVATIVE FEATURES continued

Auto-on/off Timer



The Auto-on/off feature allows the center to save time. When activated from the disinfection screen, the Dialog⁺ Evolution will automatically turn itself off after the disinfection procedure and rinse is completed. The user can also set the time that the Dialog⁺ Evolution will automatically switch itself on the next morning.

Event Timer



The event timer allows the user to set a sound notification at intervals during the treatment. Additionally, the event timer can be used as a stop watch to time drug infusions or other timed events.

Technical Service Mode (TSM)



The TSM allows the technician to access via the CRT screen data on every pump, valve, and measuring device in the Dialog⁺ Evolution. The TSM enables the Dialog⁺ Evolution's computer control system to aid in trouble shooting, calibration and preventative maintenance, thus minimizing downtime.

Arterial Bolus Administration



The arterial bolus administration utilizes the blood pump to measure the amount of saline infused into the bloodlines. The saline bolus can be set so that the precise amount is infused.

Single Needle Mode



The single needle mode allows for the continuation of treatment when an access clots. This ensures the therapy is completed in the dialysis center without transferring the patient.

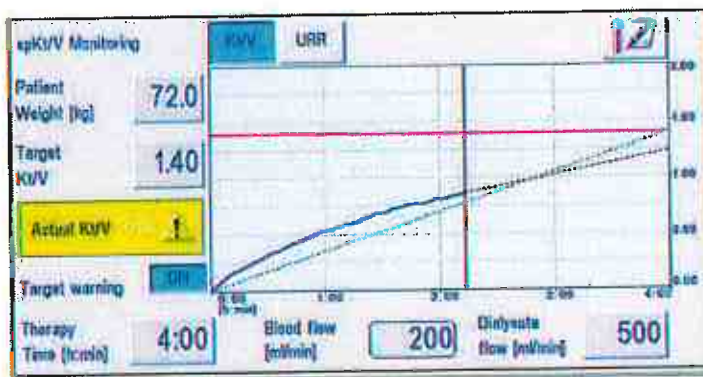
ADINEA® - Accurate Dialysis Measure System

Standing for **A**ccurate **D**ialysis **M**easurement, Adinea is a unique option on the Dialog® Evolution that continuously measures the **KT/V** or **URR** during the dialysis treatment.

Adinea uses an ultraviolet (UV) light transmitter and sensor to measure the change in the concentration of urinary substances in the dialysate exiting the dialyzer. At the beginning of the treatment ①, there is high molar concentrate.

Toward the middle of the treatment ②, the concentration decreases and less UV light is adsorbed by the dialysate.

Near the end of the treatment ③, there are few remaining molecules in the dialysate and there is very low UV light adsorption. The UV adsorption curve has a 2% correlation to the urea concentration. This allows Adinea to provide the user with a continuous real measurement of the **KT/V** or **URR** throughout the dialysis treatment.



The Dialog® Evolution displays the **KT/V** as a curve so that the user can see how the patient's therapy is progressing toward the treatment target, which can be set by the user. If enabled, the Dialog® Evolution will provide a warning that the target **KT/V** will not be achieved. The user can then make changes to the treatment to ensure the target **KT/V** is achieved.

Adinea only requires that the patient's pre-dialysis weight be entered. Changes to the therapy can be made at any time without disrupting the Adinea system. The Adinea data can be stored on the Patient Therapy Card so that past results can be viewed.

DESCRIPTION OF AVAILABLE OPTIONS

Patient Card Reader



Patient parameters such as treatment time, conductivity, dialysate flow, temperature, and profiles (UF, Dialysate Flow, Temperature, Na, Bicarb, and Heparin) can all be saved to a Patient Therapy Card. All of these settings can then be retrieved from the Patient Therapy Card for subsequent treatments minimizing the set-up time. Additionally, the Therapy Cards hold fifty (50) Adimea and CritLine treatment results that can be viewed on the Dialog⁺ Evolution screen.

Automatic Blood Pressure Monitor



The integrated blood pressure monitor automatically takes the patient's systolic and diastolic pressures and pulse measurements at intervals set by the operator. A STAT pressure can also be initiated at any time. The machine displays all blood pressure measurements taken during the treatment, so the operator can track trends. Low and high alarm limits can be set by the operator. If the blood pressure goes outside these limits the machine's alarm will sound.

Solcart Holder

Hardware necessary to allow for the use of Solcart B® bicarbonate cartridges with the Dialog⁺ Evolution. The hardware includes the external holder as well as internal hydraulic components. Machines equipped with Solcart holders can still utilize bicarbonate concentrate from jugs or central delivery systems.



Concentrate Central Delivery System

Allows for concentrate to be delivered directly to the Dialog⁺ Evolution from a central source as opposed to jugs. The system consists of valves and adapters for connecting the central delivery line to the Dialog⁺ Evolution's integrated wand system.

Dialog® Computer Interface (DCI) Kit

Dialog⁺ Evolution hardware to export data from the machine to the Dialog® Data Interface software. One DCI Kit is required per Dialog⁺ Evolution.

Dialog® Data Interface (DDI) Software

Data collection software that takes the data from the DCI systems and makes it available for third party patient information systems. The DDI software can be loaded on any Windows® PC.

Pyrogen Filter Holder



Hardware kit to install B.Braun's Diacap® Ultra pyrogen filter. The filter is located outside the Dialog® Evolution housing so that it can be easily changed as instructed by the Dialog® Evolution software. The Diacap Ultra produces "UltraPure" dialysate at the levels recommended by AAMI.

Dialog® Evolution with Integrated RO System



By utilizing the integrated cart, the Dialog® Evolution, Millennium RO System, and pre-treatment tanks can all be transported as one complete acute system. All four wheels rotate making the system easier to transport. The Millennium RO system can be easily removed from the cart in case the Dialog® Evolution needs to be accessed from the rear. The rotating screen allows the user to place the system into a small treatment room while still being able to easily access the screen. The Solcart bicarbonate cartridge system makes it unnecessary to mix bicarb which is an excellent feature for acute hemodialysis. A stand-alone RO cart is also available.

COST SAVING OPPORTUNITIES

Decreased Maintenance Costs

The Dialog⁺ Evolution requires only annual preventative maintenance ("PM") procedures regardless of the operating hours of the Dialog⁺ Evolution. The PM takes approximately four (4) hours to accomplish and the PM kit is the same regardless of the age of the Dialog⁺ Evolution. Typically, competitive machines require either bi-annual PM's or have escalating PM kits. The result is that the maintenance cost is substantially lower for the Dialog⁺ Evolution when compared to the competition.

Improved Reliability

The advanced, modern design of Dialog⁺ Evolution provides improved reliability through available sub-assemblies to reduce parts costs. The Technical Service Mode makes identifying and solving problems quicker and easier not only reducing technician time but also eliminating "shot gunning" parts to quickly resolve problems.

Dialysate Savings

The Dialog⁺ Evolution has several features that reduce wasted dialysate – RO water, acid, and bicarbonate concentrate.

Dialog⁺ Evolution Stand-By Mode



Automatically stops dialysate consumption at the end of the preparation cycle to conserve usage until the therapy is ready to be started. Dialog⁺ Evolution's innovative hydraulic system that incorporates flow block technology allows the machine to achieve conductivity and temperature in a few minutes so that time is not wasted waiting for the machine after Stand-By Mode is discontinued.

Adimea

Adimea allows the user to optimize the dialysate flow rate so that the target KT/V can be achieved. The dialysate flow rate can be reduced and if Adimea alerts the user that the target KT/V will not be achieved, the user can increase the dialysate flow rate.

Annual Potential Cost Savings

The table below provides an estimate of the cost savings over seven (7) years based on the number of Dialog⁺ Evolutions in a clinic. The cost savings examples below are for illustrative purposes only. Please contact your B. Braun Sales Specialist for details of the savings for your clinic based on your operating parameters.

Number of Dialog ⁺ Evolutions	1	10	15	20
Estimated Total Savings	\$1,576	\$15,780	\$23,640	\$31,520
Adimea Dialysate Savings	\$899	\$8,990	\$13,485	\$17,980
Stand-By Mode Dialysate Savings	\$168	\$1,680	\$2,520	\$3,360
Preventative Maintenance Costs	\$250	\$2,500	\$3,750	\$5,000
Improved Reliability	\$259	\$2,590	\$3,885	\$5,180

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

IN-SERVICE STAFF TRAINING

Customers purchasing the Dialog⁺ Evolution will receive four (4) days of in-service staff training on the use of the Dialog⁺ Evolution. Additional training may be conducted depending on the number of units purchased and the number of clinics involved. The Pricing section of this Proposal specifies the in-service training Customer will receive. Additional in-service staff training may be purchased and provided at dates and times mutually agreed upon by Customer and B.Braun. A minimum number of days may be required. The price for additional training is \$850 per day plus expenses incurred.

During the four (4) day training session, the B.Braun trainer will be at the facility up to twelve (12) continuous hours per day (excluding the arrival and departure days). If your facility requires additional coverage, please inform your B.Braun representative so that this Proposal may be modified.

Customer's staff will be trained in the following areas:

- Setting-up the Dialog⁺ Evolution for dialysis
- Running the dialysis treatment
- Ending the dialysis treatment
- Acknowledging and responding to alarm conditions
- Using the operation manuals and supplements
- Utilization of online training materials and set up video

B.Braun personnel will oversee the Dialog⁺ Evolution operation and procedures during the installation period but will not be responsible for patient care.

TECHNICIAN TRAINING

One of the most important aspects of any dialysis system is the machine's availability. Most customers have their own machine technicians to maintain equipment. B.Braun offers a five (5) day training program for Customer's technicians on the Dialog⁺ Evolution. The program covers the following topics:

- | | |
|---|---------------------------------|
| 1. Theory of Operation of Dialog ⁺ Evolution | 5. Calibration procedures |
| 2. Using schematics & circuit diagrams | 6. Troubleshooting |
| 3. Using the Technical Service Mode | 7. Interpreting & correction |
| 4. Commissioning & preventative maintenance | 8. Spare parts alarm conditions |

Specialty adapters for accessing the hydraulic pathway are included with the technician training class. Students are also provided access to certain web-based resources and the Dialog⁺ Evolution service manual.

The five (5) day training class is conducted at B.Braun's corporate headquarters in Bethlehem, Pennsylvania. The technician training classes and associated expenses are separate items and are priced separately in the Pricing section of this Proposal.

Additional details regarding these training classes and scheduling can be found at www.bbraunusa.com/technical.

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

SERVICE COMMITMENT

B.Braun is committed to making Dialog⁺ *Evolution* a dependable part of your dialysis program. B.Braun offers the following services:

DirectLine: 24 HOUR EMERGENCY HOTLINE

B.Braun provides 24-hour, 7-day support for Customer's trained technicians. Technical support is available using B.Braun's on-line service program, or toll-free telephone number. Technical and operational support is available.

48 HOUR ON-SITE RESPONSE TIME

If B.Braun's technicians are unable to address Customer's needs via B.Braun's twenty-four (24) hour emergency telephone support hotline, B.Braun will use commercially reasonable efforts to respond to all machine problems and failures on-site within forty-eight (48) hours of being notified of the problem, barring extraordinary circumstances.

COMPREHENSIVE MAINTENANCE SERVICES

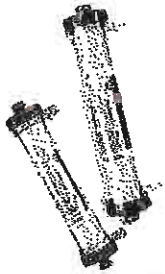
Customer may purchase additional repair and maintenance services from B.Braun upon request. Please contact your B.Braun Sales Specialist for a description of the comprehensive maintenance services offered by B.Braun.

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

DESCRIPTION OF DISPOSABLE PRODUCTS

Diacap® Pro and Xevonta® Dialyzers

Diacap® Pro, and Xevonta® single use dialyzers contain a B. Braun manufactured polysulfone fiber with excellent biocompatibility and high middle molecule clearance characteristics. Both series of dialyzers are oxygen-free gamma sterilized and come in a wide size range to optimize patient treatments.



Item Number	Model	Fiber Type	Surface Area
720DH13	Pro 13H	α-Polysulfone Pro	1.3 m ²
720DH16	Pro 16H	α-Polysulfone Pro	1.6 m ²
720DH19	Pro 19H	α-Polysulfone Pro	1.9 m ²
7204403	Xevonta Hi 18	Amembris Polysulfone	1.8 m ²
7204404	Xevonta Hi 20	Amembris Polysulfone	2.0 m ²
7204405	Xevonta Hi 23	Amembris Polysulfone	2.3 m ²

StreamLine® Bloodlines

B. Braun offers the StreamLine® blood tubing set. The StreamLine blood tubing set offered in this Proposal is designed and validated to function with the Dialog® Evolution. The StreamLine blood tubing set is an "air-free" bloodline that provides enhanced blood flows for improved dialysis clearances. StreamLine also includes LockSite® needle-free access ports.

Item Number	Description
SL-2010M2096	StreamLine® Airfree Bloodline

Medisystems MasterGuard® Fistula Needle Sets

MasterGuard® fistula needles include the MasterGuard safety shield to protect the user from needle-stick injuries. 250 Fixed Wing Needles are in each case with 120 needles in twin packs and 10 individually packaged needles. Rotatable hub and buttonhole needles are available upon request.

Item Number	Size
D9-2004MGP	14G X 1"
D9-2005MGP	15G X 1"
D9-2006MGP	16G X 1"
D9-2007MGP	17G X 1"
D9-2015MGP	15G X 1-1/4"

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

PRICING PROPOSAL

- SHIPPING** All prices listed below are F.O.B. Origin with freight prepaid by B.Braun and added to the invoice or invoiced separately. Customer is responsible for all freight charges.
- DELIVERY** Delivery of the Dialog⁺ *Evolution* can be made within ten (10) to twelve (12) weeks of B.Braun's acceptance of Customer's purchase order and signed Proposal. Acceptance of Customer's purchase order by B.Braun is subject to prior credit approval.
- VALIDITY** This Proposal is available for acceptance through December 15, 2021. If this Proposal is accepted by you, pricing is valid until March 31, 2022. Please indicate your acceptance of this Proposal by signing and dating below and returning a signed copy to your B.Braun Sales Specialist.
- INSTALLATION** Installation of the Dialog⁺ *Evolution* will be performed by B.Braun personnel. Installation will be scheduled at a date and time mutually acceptable to Customer and B.Braun.

By submitting a purchase order for the Dialog⁺ *Evolution* and related disposable products at the pricing set forth in this Proposal, Customer accepts and agrees to be bound by this Proposal and the General Terms and Conditions included in this Proposal.

PRICING FOR EQUIPMENT, OPTIONS, AND ASSOCIATED SERVICES

Note – Please be sure to include required options on your purchase order, even if those options are included in the Dialog⁺ *Evolution* price, to ensure the Dialog⁺ *Evolution* is delivered with the correct configuration.

Dialog⁺ **"EVOLUTION"** hemodialysis systems with automatic blood pressure module, pyrogen filter hardware and Solcart system holder installed - As described on page 2 of this Proposal. Item Number: 710200L

PRICE - Nine (9) Dialog⁺ *Evolution* System(s) **\$13,500.00 each**

ADIMEA® - Accurate Dialysis Measurement System, as described in the Adimea section of this Proposal. Item Number 7102233.

PRICE - **\$ 975.00 each**

Patient Card Reader - As described in the Available Options section of this Proposal including five (5) therapy cards. Item Number: 7105230

PRICE - **Included with purchase of Adimea***

***Included option must be ordered as a separate line item on the purchase order**

Pyrogen Filter Hardware – Necessary hardware to utilize the Diacap Ultra Pyrogen Filter. Item Number: 7102102

PRICE - **Included in Dialog⁺ machine price***

***Included option must be ordered as a separate line item on the purchase order**

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

Dialog® Computer Interface Hardware – Machine hardware to download data from the Dialog⁺ *Evolution*. One (1) hardware kit is required per Dialog⁺ *Evolution* to be interfaced.

Item Number: 7107218

PRICE - Included with purchase of Adimea*

*Included option must be ordered as a separate line item on the purchase order

Central Concentrate System – Dialog⁺ *Evolution* hardware for connecting to the Customer-supplied wall connection of a central delivery acid and bicarbonate concentrate system.

One (1) system is required per Dialog⁺ *Evolution*.

PRICE - Acid only, Item Number: S20100 Included with purchase of Adimea*

*Included option must be ordered as a separate line item on the purchase order

Wall Nipple for Central Concentrate Connection – Includes valve. Consult with your B.Braun Sales Specialist to see if this is required for your facility. Item Number: 38245442

PRICE - \$ 45.00 each

PRICING FOR TRAINING

IN-SERVICE STAFF TRAINING - In-Service Staff Training is described in the In-Service Staff Training section of this Proposal. The purchase price of the Dialog⁺ *Evolution* includes four (4) days of In-Service Staff Training as detailed in this Proposal.

PRICE Included in the purchase price of the Dialog⁺ *Evolution*

Additional In-Service Staff Training is available at the pricing below.

TUITION \$850.00 per day
plus expenses

TECHNICIAN TRAINING – Technician Training is described in the Technician Training section of this Proposal. The purchase price of the Dialog⁺ *Evolution* includes the cost of a five (5) day training program for one (1) technician in Bethlehem, Pennsylvania, as well as lodging and breakfast and lunch expenses which will be arranged by B.Braun. Customer will be responsible for the cost of transportation to and from Bethlehem, Pennsylvania, dinner expenses and any other expenses incurred.

TUITION Included in the purchase price of the Dialog⁺ *Evolution*

Training is available for additional technicians at the pricing below. Customer will also be responsible for all expenses, including transportation, meals and lodging.

TUITION \$1,975.00 each

Customer understands and acknowledges that B.Braun is required to report certain transfers of value pursuant to applicable federal and state laws, rules and regulations, including, without limitation, the Federal Patient Protection and Affordable Health Care Act.

B. BRAUN MEDICAL INC.
Memorial Hospital Sweetwater County
November 10, 2021

PRICING FOR DISPOSABLES

In addition to the terms set forth in this Proposal, purchases of disposable products ("Disposable Products") from B.Braun will be governed by B.Braun's Purchase Agreement, which will be provided to you by your B.Braun Sales Specialist. The Purchase Agreement must be executed in order for Customer to receive the Disposable Products pricing in this Proposal. A sample Purchase Agreement is attached as Schedule A to this Proposal and incorporated by reference herein for your review.



November 9, 2021

Ms. Jamie Webb
Memorial Hospital Of Sweetwater
1200 College Drive
Rock Springs, Wyoming 82901

Dear Ms. Webb:

Fresenius USA Marketing, Inc. ("FUSA") is pleased to offer Memorial Hospital Of Sweetwater ("PURCHASER") the following pricing for Hemodialysis equipment as a one-time limited offer:

<u>Hemodialysis Equipment DESCRIPTION</u>	<u>PRODUCT NO.</u>	<u>PRICE/EACH</u>
2008T HD SYS. CDX BLUE STAR	191124	\$13,850.00
2008T HD SYS. CDX BLUESTAR with CLIC	191124 + CL10041001	\$15,700.00
2008T HD SYS. CDX W/BIBAG BLUE STAR	191126	\$14,850.00
2008T HD SYS. CDX W/BIBAG BLUESTAR with CLIC	191126 + CL10041001	\$16,650.00
2008T HD SYS. W/O CDX BLUE STAR	191128	\$12,850.00

For this one-time offer, the following terms and conditions will apply:

- Payment Terms – 30 Days, subject to Credit review.
- FOB Origin
- Immediate delivery
- Purchase may not count toward any previous discount offering.
- Order must be received by 1/31/2022
- For every ten (10) 2008T machines purchased, PURCHASER shall pay one hundred percent (100%) of the airfare and the hotel costs (room and tax only) for one (1) technician to attend a regularly-scheduled FUSA Level One technical training class held in Dallas-Fort Worth, Texas within twelve (12) months from the date of machine installation. FUSA shall be responsible for one hundred percent (100%) of the training and materials fees. PURCHASER shall be responsible for one hundred percent (100%) for any other expenses associated with this technical training class (e.g., shuttle, meals). Notwithstanding, if the credit is not used within the twelve (12) month period after the installation of the purchased machines, this offer mentioned herein shall expire.
- FUSA shall provide a credit of three hundred fifty dollars (\$350.00) for the trade-in of each Competitive machine towards the purchase of a new 2008T machine. Equipment trade-in credits shall only apply on a one-to-one ratio against the purchase of new Fresenius 2008T systems. Traded machines must be disabled and removed by Fresenius Medical Care North America service personnel within sixty (60) days of the new equipment purchase in order for the credit to be issued to Purchaser. All trade-in machines must be totally drained and disinfected prior to pick up. If Fresenius machines are being traded-in, please retain the packaging from the new 2008T machines purchased so that the trade-ins can be boxed for removal.
- Installation fee shall be waived
- Warranty for Hemodialysis Equipment – Parts and labor for Hemodialysis Equipment will be warranted for twelve (12) months from the date of installation, if machines are installed within six (6) months from the date of receipt of delivery. If machines are not installed within six (6) months from the date of receipt of delivery, parts and labor for Hemodialysis Equipment will be warranted for eighteen (18) months from the date of delivery.
- Warranty for Crit-Line Clip (CLIC) – USB – Fourteen (14) months parts and labor
- All sales are final.
- Unless otherwise provided herein, all orders shall be governed by FUSA's standard terms and conditions located at: <https://fmcna.com/support/product-support-services/product-catalogs/>, (Product Catalog titled, "General Information on Product Ordering and Management"), and shall not be subject to the terms, conditions, or provisions of any Instrument, including purchase orders or order confirmation, except for the quantities specified in such Instrument.
- The terms, conditions and pricing stated in this letter are confidential information of FUSA, which cannot be shared with any third party without FUSA's prior written consent.
- Any discounts, rebates or deductions from FUSA's list price or other concessions received by PURCHASER from FUSA are "Discounts or Other Reductions in Price" under 42 U.S.C. § 1320a-7b(b)(3)(A). The parties shall comply with all laws and regulations (including 42 C.F.R. 1001.952(h)) regarding reporting of any discount, rebate, or other concession in the fiscal year of the PURCHASER in which it was earned or the year after, and report any discount, rebate, or other concession, consistent with applicable rules.
- Please see the attached Exhibit 1.0, entitled "Warranty," for additional conditions specific to Hemodialysis Equipment



Page Two
Memorial Hospital Of Sweetwater
Special Offer Letter
11/9/2021

In order to expedite your purchase, please fax your completed purchase order to the Equipment Order Department at (781) 699-9735. We at Fresenius USA Marketing, Inc. appreciate your continued support. Should you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in cursive script, appearing to read 'John C. Gustin'.

John Gustin
Regional Sales Manager

/JC

Enclosure

cc: D. Walker

[SAP: N030]

Memorial Hospital Of Sweetwater County, 4030, 00030646.0, 02867



EXHIBIT 1.0

WARRANTY

Section 1.0 Warranty

1.1 FUSA warrants to PURCHASER that EQUIPMENT delivered is free from defects in material or workmanship for the periods specified in the appropriate Operator's Manual (which outlines the complete warranty) unless otherwise specified in the attached one-time limited offer, provided the EQUIPMENT is used and maintained in accordance with the manufacturer's operating instructions. Parts installed which have been purchased from vendors other than FUSA shall void all applicable warranties.

1.2 The Warranty does not apply to any EQUIPMENT that is misused, abused, neglected, tampered with, damaged by accident, flood, water, fire or other hazard, subjected to abnormal or unusual electrical or fluid stress, improperly installed or operated, or not maintained in accordance with the routine maintenance schedule set forth in the Operator's and Technician's manual for the EQUIPMENT. Periodic preventative maintenance required to maintain proper machine operation is not covered under the Warranty. Warranty does not provide replacement dialyzers or any other compensation during the period that PURCHASER'S EQUIPMENT is inoperative.

1.3 FUSA shall repair or replace, at its option, using new or reconditioned parts and/or subassemblies, any parts subject to this warranty that are proven defective in materials or workmanship. Such repair or replacement shall be made without cost to PURCHASER and FUSA reserves the right to determine the location at which the repair or replacement will be accomplished.

1.4 All warranties stated herein shall be construed to comply with the warranty Safe Harbor found at 42 C.F.R. 1001.952(g).

1.5 THE WARRANTY IN THIS SECTION 1.0 SHALL BE IN LIEU OF ANY OTHER WARRANTY EXPRESSED, OR IMPLIED OR STATUTORY, RESPECTING THE EQUIPMENT, AND FUSA MAKES NO IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. THE PURCHASER'S SOLE AND EXCLUSIVE REMEDY IN ONE TIME OFFER LETTER, TORT OR UNDER ANY OTHER THEORY AGAINST FUSA WITH RESPECT TO THE EQUIPMENT AND ITS USE SHALL BE THE REPLACEMENT OR REPAIR OF THE EQUIPMENT AND NO OTHER REMEDY (INCLUDING, WITHOUT LIMITATION, CONSEQUENTIAL AND INCIDENTAL DAMAGES) SHALL BE AVAILABLE TO PURCHASER. FUSA SHALL HAVE NO FURTHER OBLIGATION OR LIABILITY WITH RESPECT TO THE EQUIPMENT, OR ITS SALE, OPERATION AND USE, AND FUSA NEITHER ASSUMES, NOR AUTHORIZES THE ASSUMPTION OF, ANY OBLIGATION OR LIABILITY IN CONNECTION WITH THE EQUIPMENT.

Capital Request Summary

Capital Request #

FY22-31

Name of Capital Request:

Philips EPIQ Elite Diagnostic Ultrasound System

Requestor/Department:

Tracie Soller/Medical Imaging

Sole Source Purchase: Yes or No

Reason:

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Philips Healthcare	Nashville, TN	\$127,282.98
2.	GE Healthcare	Chicago, IL	\$141,590.00
3.			

Recommendation:

Philips Healthcare - \$127,282.98



Assigned: FY 22 - 31

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: Medical Imaging - US Submitted by: Tracie Soller Date: 11/15/2021

Provide a detailed description of the capital expenditure requested:

Philips EPIQ Elite Diagnostic Ultrasound System

Preferred Vendor: Philips

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

1. Renovation	\$ 127,282.98
2. Equipment	
3. Installation	
4. Shipping	
5. Accessories	
6. Training	
7. Travel costs	
8. Other e.g. interfaces	
Total Costs (add 1-8)	\$ 127,282.98

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 (US cabling, software, etc.)

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

Budgeted Item:
☒ YES ☐ NO

Projected Annual Procedures (NEW not existing)

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

of bids obtained? 1

☒ Copies and/or Summary attached.
 If no other bids obtained, reason:
 We reviewed several machines late summer when another machine was replaced.

Total Annual Expenses \$
Net Income/(loss) from new service \$

Review and Approvals

Submitted by: <u>Tracie Soller</u>	Verified enough Capital to purchase
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

Ken Camp 11/18/2021
Cheryl 11-18-21
S 11-18-2021

OTHER CONSIDERATIONS

EPIC Elite for general ultrasound imaging is a premium diagnostic ultrasound system featuring nSight Imaging architecture for elevated levels of tissue uniformity, frame rate and penetration. Supports 3D/4D imaging modes. Needle visualization enhancement for ultrasound guided biopsy procedures. Includes the strain elastography needed for imaging the breast.

Our current Philips IU-22 ultrasound machine was manufactured in 2009. The operating systems for the computer on the machine will not be supported and the machine cannot be upgraded at this point. The machine is currently having numerous issues that require service; the machine won't power on or freezes frequently which makes it difficult to take care of patients. This quote contains all of the transducers and software packages necessary to sustain our current level of patient care in ultrasound.

Only one quote was obtained as we had recently done demonstrations on several machines when Ultrasound B was replaced, the technologists asked that we look at the Philips machine now that Philips has addressed all of the issues they had with the EPIQ ELITE. Dr. Hunnicutt was present for the review of the EPIQ ELITE with the enhancements and is in agreement with the purchase of this machine. The current Philips EPIC 7 can be upgraded to the ELITE platform which will offer consistent imaging. Philips is offering a trade-in amount of \$35,001.00 for the old Philips machine and offering a bigger discount if the machine can be purchased by 12-31-2021. After that date the price will increase \$22,600. The current quote is \$10,072 less than was budgeted.

Tracie Soller, RT/RDMS

Digitally signed by Tracie
Soller, RT/RDMS
Date: 2021.03.10 09:35:14 -0700

Submitted by: Signature

11/17/2021

Date

Customer Summary

PHILIPS

Reference #: 1-2LRQ2C1	Rev: 2	Effective From:	To:
Presented To: MEMORIAL HOSPITAL OF SWEETWATER COUNTY 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Tel: Alternate Address:		Presented By: Jeff Fergus <i>Account Manager</i> Bert Foreman <i>Regional Manager</i> Tel: (303) 898-3201 Fax: (425) 487-8110 Tel: Fax:	
Date Printed: 17-Nov-21			

Field Instructions:

1. This summary is not an approved quotation
2. This summary cannot be used for Order Entry purposes.
3. This summary contains confidential and proprietary information of Philips Healthcare, a division of Philips North America LLC ("Philips") and is intended for use only by the customer whose name appears on this summary. It may not be disclosed to third parties without the prior written consent of Philips.
4. If this potential solution is agreeable to the parties, then Philips will issue a quotation for Customer to sign.

IMPORTANT NOTICE: Health care providers are reminded that if the transactions herein include or involve a loan or discount (including a rebate or other price reduction), they must fully and accurately report such loan or discount on cost reports or other applicable reports or claims for payment submitted under any federal or state health care program, including but not limited to Medicare and Medicaid, such as may be required by state or federal law, including but not limited to 42 CFR 1001.952(h).

Solution Summary

<u>Line #</u>	<u>Product</u>	<u>Qty</u>	<u>Price</u>
	101978 EPIQ Elite Diagnostic Ultrasound System	1	\$127,282.98
Equipment Total:			\$127,282.98

Solution Summary Detail

<u>Product</u>	<u>Qty</u>	<u>Each</u>	<u>Monthly</u>	<u>Price</u>
101978 EPIQ Elite Diagnostic Ultrasound System	1	\$127,282.98		\$127,282.98
Buying Group: INTALERE	Contract #: VQ01300			

**FOR INFORMATION PURPOSES ONLY
THIS IS A SUMMARY SHEET NOT A QUOTE**

Quote Summary

101978 EPIQ Elite Diagnostic Ultrasound System

Qty	Product
1	NNAV418 EPIQ Elite G
1	NNAV458 Essential Radiology High Frequ
1	NUSY041 Radiology
1	NUSY063 V9-2 4D Imaging 3D9-3v Bundle
1	NUSY126 TrueVue Pro Bundle Elite
1	NUSY173 aBlometry Assist
1	FUS9186 mC12-3 Transducer
1	FUS9193 L15-7to Transducer
1	NUSY290 Strain Elastography
1	NUSY293 ElastQ Imaging Linear
1	FUS7000 English Manual
1	NUSY301 HD Max Display
1	NUSY314 Internal B&W Printer
2	SP059T Xtend Coverage
1	SP019 Trade In Allowance
1	SEBLRSVNP1 Customer Note

FOR INFORMATION PURPOSES ONLY
THIS IS A SUMMARY SHEET NOT A QUOTE

101978 EPIQ Elite Diagnostic Ultrasound System

System Type: New
Freight Terms: FOB Destination
Warranty Terms: Part numbers beginning with two (2) asterisks (**) are covered by a System 12 Months Warranty. All other part numbers are third (3rd) party items.
Special Notations: Contingencies must be removed 120 days before scheduled shipment to assure delivery on specified date. Any rigging costs are the responsibility of the Purchaser.
Additional Terms:

Line #	Part #	Description	Qty	Each	Price
1	**NNAV418	EPIQ Elite G	1	\$56,343.43	\$56,343.43

EPIQ Elite for general imaging is a premium diagnostic ultrasound system featuring an uncompromised level of clinical performance, design and intelligence to meet the challenges of today's most demanding practices.

- Proprietary nSIGHT Imaging architecture for elevated levels of tissue uniformity, frame rate and penetration.
- Supports PureWave family of transducers
- xMATRIX upgradable
- Supports 3D/4D imaging modes across various clinical options
- XRES Pro next generation image processing, Variable XRES
- Supports MicroFlow Imaging option with MicroFlow HD across various transducers and applications
- Supports Needle Visualization enhancement (eL18-4 transducer)
- Supports CEUS clinical option
- Supports TrueVue Pro photorealistic 3D option
- Supports FlexVue curved MPR capability
- Supports TouchVue with MPR touch
- Supports Fusion and Navigation Interventional option
- Active Native data for post-processing of frozen image data and Cineloop image data
- Supports strain elastography, ElastPQ and ElastQ Imaging shear wave elastography clinical options across various applications and transducers
- AutoScan (real time iSCAN) automatically optimizes gain and TCG continuously
- SmartExam system-guided protocols
- Tablet-like user interface with gesture control
- Infinite articulation of control panel and monitor allows for perfect alignment whether sitting or standing
- Control panel adjustability with 720 degrees of freedom to scan ergonomically
- Enhanced mobility with battery backup options
- MaxVue High Definition Ultrasound with over a 1 million more pixels and 38% larger viewing area
- Standard 21-inch high definition LED display for easy viewing in virtually any environment
- Optional 24-inch HD MAX immersive display monitor for the ultimate ultrasound visualization
- 4 active transducer ports
- Supports Anatomically Intelligent Ultrasound (AIUS) options (some options require xMATRIX upgrade)
 - AI Breast
 - Dynamic HeartModel
 - AAA Model
 - AutoRegistration for Fusion/Nav
 - aBiometry Assist
 - aReveal
- Windows 10 Operating System
- Defense in depth security support
- Multi-Modality Query Retrieve (Allows for the viewing of DICOM CT, Mammography, NM, MRI and ultrasound images – you can review these images while you are live imaging)

101978 EPIQ Elite Diagnostic Ultrasound System

Line #	Part #	Description	Qty	Each	Price
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- NetLink/DICOM 3.0 provides network print and store, commit, modality worklist, DICOM Query and Retrieve, and structured reporting for adult and pediatric echo, vascular, and OB/GYN
- DICOM 3.0 Print and Store capability to internal drive or DVD/CD
- Integrated Wireless DICOM
- On-board workstation-class data management with thumbnail previews and storage of images, loops,
- Retrospective and prospective clip capture to internal drive or removable media and reports

MicroFlow Imaging

MicroFlow Imaging (MFI) enhances visualization of small and weak blood. Now includes MFI HD a sub mode that offers twice the sensitivity and resolution of MFI feature.

DVD Option

Integrated DVD/CD burning capability for storage of DICOM images or export in JPEG and .avi for PC compatibility.

SafeGuard

This is a standard computer administration tool used to prevent unauthorized programs (malware) from running on the ultrasound system.

Security Plus

Security Plus provides a Defense-in-depth strategy implementing security features designed to help healthcare facilities provide additional patient data privacy and protection from unauthorized access via the ultrasound systems on hospital networks. New data security enhancements will make EPIQ and Affiniti compatible with data security on medical devices.

Extended Life Battery

Highly recommended for portable ultrasound studies. Doubles the time to be in transport mode when going mobile as compared to the Battery Standard Life. Allows system to be place in sleep mode and booted up in 20 seconds. Allows activation of the smart handle when not plugged in to central power.

Clinical Education

Clinical Education

***2 days of Implementation Onsite Training (expires 90 days after install, provided Mon-Fri during normal business hours), an Online e-Learning Bundle for one person (expires 60 days after install), a 1 Day 2D AST w/Travel & Accom (expires 180 days after install), and an Onsite

101978 EPIQ Elite Diagnostic Ultrasound System

Line #	Part #	Description	Qty	Each	Price
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Readiness Assessment (expires 180 days after install). All offsite training includes travel, see travel disclaimer**

**Travel packages included with education entitlements are available if needed, to cover the customer's airfare, transportation, hotel, and meals while attending a Philips program at one of our Philips corporate training centers. These packages are only provided if needed and are not intended to provide a dollar value to the customer to use towards alternative programs. Travel packages included with entitlements do not cover travel and accommodations to one of our premium education symposiums. Customer will be required to purchase a premium travel package in order to attend. Philips reserves the right to deliver virtually or through live stream, any live in person courses that may be impacted due to facility shut down, inclement weather, natural disaster, speakers inability to travel, or any other situation that is outside Philips control. Note: 21 day Cancellation/Rescheduling policy is strictly enforced.

***Note: Philips Healthcare personnel are not responsible for actual patient contact or operation of equipment during education sessions except to demonstrate proper equipment operation. The training sessions should be attended by the appropriate healthcare professional as identified by the department director. Repeat training for staff non-attendance will not be accepted. Site must be patient-ready to meet training expectations.

2	**NNAV458	Essential Radiology High Freque	1	\$27,380.21	\$27,380.21
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C5-1 Transducer

PureWave curved array transducer with 5 to 1 MHz extended operating frequency range. C5-1 PureWave Curved Array for high performance OB/GYN, Fetal Echo, Abdominal and Interventional applications. Now, one transducer provides exceptional clinical performance for a wide range of patient types including obese and technically challenging patients.

L12-3 Ergo Transducer

L12-3 ERGO is an ergonomically designed Linear array transducer with 12 to 3 MHz extended operating frequency range for vascular applications. Also supports musculoskeletal, pediatric radiology, small parts applications.

eL18-4 EMT Transducer

Ultra-broadband 18-4 MHz PureWave Linear multi-focal array transducer with fine elevation focusing. This transducer incorporates integrated EM (electro-magnetic) tracking coils for AI Breast and Fusion navigation compatibility. This transducer supports a broad range of high resolution applications including breast, small parts, vascular and musculoskeletal imaging. Also supports pediatric and specialty OB imaging. The eL18-4 transducer features exceptional imaging performance and supports advanced clinical tools such as full solution elastography, MicroFlow imaging and precision biopsy.

3	**NUSY041	Radiology	1	\$12,736.24	\$12,736.24
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Includes the following:

- Abdominal Clinical Option
- Gynecology Clinical Option
- Vascular Clinical Option
- Pediatric GI Clinical Option
- Small Parts Clinical Option
- Musculoskeletal Clinical Option
- Obstetrical Clinical Option
- Fetal Echocardiography Option

101978 EPIQ Elite Diagnostic Ultrasound System

Line #	Part #	Description	Qty	Each	Price
		- Urology Clinical Option			
		- TCD Clinical Option			
		- Interventional Clinical Option			

Clinical Education

A Virtual CSS Led Lecture (Up to 2 Hrs) for one (expires 180 days after install), a 1:1 CSS Led Virtual Session (Up to 2 hrs) (expires 180 days after install), Virtual Speaker Led Lecture (Up to 2 Hrs) qty 3 (expires 180 days after install), a 1 Day Vascular AST w/Travel (expires 180 days after install), and a 1 Day Virtual Speaker led Vascular Course for one (expires 180 days after install). All offsite training includes travel, see travel disclaimer**

**Travel packages included with education entitlements are available if needed, to cover the customer's airfare, transportation, hotel, and meals while attending a Philips program at one of our Philips corporate training centers. These packages are only provided if needed and are not intended to provide a dollar value to the customer to use towards alternative programs. Travel packages included with entitlements do not cover travel and accommodations to one of our premium education symposiums. Customer will be required to purchase a premium travel package in order to attend. Philips reserves the right to deliver virtually or through live stream, any live in person courses that may be impacted due to facility shut down, inclement weather, natural disaster, speakers inability to travel, or any other situation that is outside Philips control. Note: 21 day Cancellation/Rescheduling policy is strictly enforced.

4	**NUSY063	V9-2 4D Imaging 3D9-3v Bundle	1	\$23,560.24	\$23,560.24
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V9-2, 4D imaging and 3D9-3v bundle- Point of sale

Clinical Education

*A one Day 3D AST w/Accommodations Only (expires 180 days after install), a one Day Clinical University w/Travel & Accom Pkg for one (expires 180 days after install), Virtual OS Led Lecture (Up to 2 Hrs) qty 2 (expires 180 days after install), a 1:1 CSS Led Virtual Session (Up to 2 hrs) (expires 180 days after install), Virtual Speaker Led Lecture (Up to 2 Hrs) qty 2 (expires 180 days after install). ***1 day of Implementation Onsite Training (expires 90 days after install, provided Mon-Fri during normal business hours). All offsite training includes travel, see travel disclaimer**

*If purchased with 2D Quantification bundle, offsite advanced system training (AST) tuitions must be used consecutively.

Travel packages included with education entitlements are available if needed, to cover the customer's airfare, transportation, hotel, and meals while attending a Philips program at one of our Philips corporate training centers. These packages are only provided if needed and are not intended to provide a dollar value to the customer to use towards alternative programs. Travel packages included with entitlements do not cover travel and accommodations to one of our premium education symposiums. Customer will be required to purchase a premium travel package in order to attend. Philips reserves the right to deliver virtually or through live stream, any live in person courses that may be impacted due to facility shut down, inclement weather, natural disaster, speakers inability to travel, or any other situation that is outside Philips control. Note: 21 day Cancellation/Rescheduling policy is strictly enforced.

101978 EPIQ Elite Diagnostic Ultrasound System

Line #	Part #	Description	Qty	Each	Price
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***Note: Philips Healthcare personnel are not responsible for actual patient contact or operation of equipment during education sessions except to demonstrate proper equipment operation. The training sessions should be attended by the appropriate healthcare professional as identified by the department director. Repeat training for staff non-attendance will not be accepted. Site must be patient-ready to meet training expectations.

5	**NUSY126	TrueVue Pro Bundle Elite	1	\$6,440.28	\$6,440.28
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aReveal and FlexVue included for EPIQ ELITE:
TrueVue Pro with its advanced GPU upgrade allows for faster transition times with the TrueVue 3D photo realistic rendering mode with enhanced TouchVue touch screen workflow functionality of zoom and editing of 3D volumes. Also, TrueVue rendering on FlexVue. GlassVue is a transparent 3D rendering mode. aReveal uses AIUS technology to automatically detects and removes extraneous 3D information from fetal face volumes.
FlexVue and Orthogonal view are highly versatile tools that allows planar visualization of technically difficult anatomical views from 3D volumes.

6	**NUSY173	aBiometry Assist	1	\$581.79	\$581.79
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aBiometry assist is a semi-automated measurement tool for fetal biometry based on Philips Anatomical Intelligent Ultrasound (AIUS). The workflow enhancement measurement tool applies to the following fetal biometric measurements: BPD, HC, OFD, FL and AC.

7	**FUS9186	mC12-3 Transducer	1	\$9,989.65	\$9,989.65
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mC12-3 PureWave micro convex transducer for pediatric and vascular applications.

8	**FUS9193	L15-7io Transducer	1	\$7,644.45	\$7,644.45
---	-----------	--------------------	---	------------	------------

Compact high resolution linear array transducer with 15 to 7 MHz extended operating frequency range for intraoperative vascular imaging. Also supports high-resolution superficial venous and arterial studies.

9	**NUSY290	Strain Elastography	1	\$2,277.55	\$2,277.55
---	-----------	---------------------	---	------------	------------

Highly sensitive strain imaging requires no external compression and can be used to assess relative tissue stiffness across a variety of applications. Strain elastography requires the purchase of the L12-5, L18-5 and/or eL18-4 transducer for breast, small parts applications. Strain for uterine applications requires the purchase of the C11-3v transducer.

Clinical Education

If you purchase any combination of Strain Elastography, Elast PQ, Elast Q Imaging Curved, Elast Q Imaging Linear or A Breast you are entitled to a one Day Clinical University w/Travel & Accom Pkg course (one expires 90 days after install) and 1 day of Implementation Onsite Training (expires 90 days after install, provided Mon-Fri during normal business hours)*** All offsite training includes travel, see travel disclaimer**

***Travel packages included with education entitlements are available if needed, to cover the customer's airfare, transportation, hotel, and meals while attending a Philips program at one of our Philips corporate training centers. These packages are only provided if needed and are not intended to provide a dollar value to the customer to use towards alternative programs. Travel packages included with entitlements do not cover travel and accommodations to one of our premium education symposiums. Customer will be required to purchase a premium travel package in order to attend. Philips reserves the right to deliver virtually or through live stream, any live in person courses that may be impacted due to facility shut down, inclement weather, natural disaster, speakers inability to travel, or any other situation that is outside Philips control. Note: 21 day Cancellation/Rescheduling policy is strictly enforced.

101978 EPIQ Elite Diagnostic Ultrasound System

Line #	Part #	Description	Qty	Each	Price
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***Note: Philips Healthcare personnel are not responsible for actual patient contact or operation of equipment during education sessions except to demonstrate proper equipment operation. The training sessions should be attended by the appropriate healthcare professional as identified by the department director. Repeat training for staff non-attendance will not be accepted. Site must be patient-ready to meet training expectations.

10	**NUSY293	ElastQ Imaging Linear	1	\$4,559.61	\$4,559.61
----	-----------	-----------------------	---	------------	------------

ElastQ Imaging shear wave elastography for eL18-4 linear array transducer. Requires the purchase of the eL18-4 transducer and Evolution 4.0 Part B software release to enable functionality.

Clinical Education

If you purchase any combination of Strain Elastography, Elast PQ, Elast Q Imaging Curved, Elast Q Imaging Linear, or AI Breast you are entitled to a one Day Clinical University w/Travel & Accom Pkg course for one (expires 180 days after install) and 1 day of Implementation Onsite Training (expires 90 days after install, provided Mon-Fri during normal business hours)*** All offsite training includes travel, see travel disclaimer**

**Travel packages included with education entitlements are available if needed, to cover the customer's airfare, transportation, hotel, and meals while attending a Philips program at one of our Philips corporate training centers. These packages are only provided if needed and are not intended to provide a dollar value to the customer to use towards alternative programs. Travel packages included with entitlements do not cover travel and accommodations to one of our premium education symposiums. Customer will be required to purchase a premium travel package in order to attend. Philips reserves the right to deliver virtually or through live stream, any live in person courses that may be impacted due to facility shut down, inclement weather, natural disaster, speakers inability to travel, or any other situation that is outside Philips control. Note: 21 day Cancellation/Rescheduling policy is strictly enforced.

***Note: Philips Healthcare personnel are not responsible for actual patient contact or operation of equipment during education sessions except to demonstrate proper equipment operation. The training sessions should be attended by the appropriate healthcare professional as identified by the department director. Repeat training for staff non-attendance will not be accepted. Site must be patient-ready to meet training expectations.

11	**FUS7000	English Manual	1		
		Operation Manual			
12	**NUSY301	HD Max Display	1	\$2,277.55	\$2,277.55
		24" HD MAX Immersive display monitor for the ultimate ultrasound visualization			
13	**NUSY314	Internal B&W Printer	1	\$892.98	\$892.98
		Internal B&W Printer			
14	SP059T	Xtend Coverage	2	\$7,600.00	\$15,200.00
		1 year of full service coverage + 2 years of Xtend full service with Maximizer = 3 years of full service coverage			

101978 EPIQ Elite Diagnostic Ultrasound System

Line.#	Part#	Description	Qty	Each	Price
--------	-------	-------------	-----	------	-------

Xtend Coverage is offered under the terms and conditions set forth in the "Ultrasound Addendum Xtend Coverage and Philips Maximizer Package Terms and Conditions" attached hereto and incorporated herein. 1-year coverage will begin at the completion of standard Warranty period. Coverage is for ultrasound console and Philips will provide for the replacement of one standard probe per year on probes purchased with the system due to failure or accidental damage (excluding TEE and laparoscopic transducers). Additional transducer replacements due to failure or accidental damage at 50% off the Philips Service Exchange Program price. This excludes TEE and laparoscopic transducers.

Labor: Labor and travel coverage for on-site service 8:00 am-5:00 pm, Monday - Friday, excluding Philips published holidays. Planned maintenance coverage from 8:00 am-5:00 pm, Monday-Friday, excluding Philips published holidays.

Standard parts coverage: This provides coverage on parts used to maintain and repair System hardware and software items. This excludes all transducers.

Lifecycle: System software updates. This includes on-site or remote labor, travel and parts necessary to complete safety, performance and reliability modifications to the System software or hardware.

Customer Care Solutions Center: Unlimited Technical telephone support. Unlimited Clinical telephone support from 8:00 am - 5:00 pm, Monday - Friday. Remote Services: System diagnostics and monitoring, including Remote Desktop and Remote Proactive Monitoring (requires connection to Philips Remote Services network). Philips equipment is connected via an Internet secure single point of access network to our Solutions Center as described in the Terms and Conditions Exhibit. Features may vary by equipment and software release level.

Philips Technology Maximizer (PTU): 1-year coverage will begin at the completion of standard Warranty period, and includes software upgrades only. Hardware updates are not included.

15	SP019	Trade In Allowance	1	(\$4.00)	(\$1.00)
----	-------	--------------------	---	----------	----------

Customer represents and warrants that (i) Customer has, and shall have when title passes, good and marketable title to the equipment being traded in and (ii) has the authority to effect such trade in.

Product: 100600.000 IU22 Ultrasound System
Serial Number: 034JZ1
Manufacturer: **PHILIPS HEALTHCARE**

Transducers: OEMs

Trade-in authorization number: 182708

Trade-In Value: \$1.00

Scheduled Removal Date:

Customer warrants the trade-in equipment described above is complete and accurate, which Trade-In the parties agree (i) will be removed on the Removal Date and (ii) is currently in working condition. In addition, the parties agree as follows:

1. Customer represents and warrants that Customer has good and marketable title to the Trade-In as of the date of this Quotation and will have good and marketable title until the Scheduled Removal Date;
2. Title to the Trade-In shall pass from Customer to Philips at installation of the purchased system, but Customer shall be responsible for any loss, theft, or damage to the Trade-In until the date that Philips actually removes the Trade-In from Customer's site (the "Actual Removal Date");

101978 EPIQ Elite Diagnostic Ultrasound System

Line #	Part #	Description	Qty	Each	Price
3.		Notwithstanding anything to the contrary in any Business Associate Addendum, Customer represents and warrants that by the Actual Removal Date all Protected Health Information will have been deidentified or removed from the Trade-In;			
4.		If the Actual Removal Date is later than the Scheduled Removal Date, unless Philips causes the delay, then Philips may reduce the price quoted for the Trade-In by six percent (6%) per month.			
5.		If Customer does not allow Philips to remove the Trade-In, then Philips may invoice Customer for the Trade-In value plus any promotional dollars relating to the Trade-In.			

16 SEBLRSVNP1 Customer Note 1
Philips will ship the Product as soon as commercially reasonable, which Philips expects to be approximately 45 days, and no more than 60 days, from the date the order is accepted.

*****PROMOTIONS*****

Promotion Name	Description
EPIQ Base Trade In GI	Philips Healthcare is pleased to offer you a special promotion. Purchase a new Philips EPIQ Elite Ultrasound system and take advantage of a promotional discount of \$8,000 when trading in a Philips Ultrasound system or non-Philips Ultrasound System. The discount will be taken off the NET purchase price of the new system and is in addition to the FMV of the trade-in system. The serial number, make and model of the trade-in system will be required to take advantage of this promotion, and it must be returned to Philips Healthcare upon delivery of the new EPIQ Elite system.
EPIQ Rad/ShS Trade In GI	Philips Healthcare is pleased to offer you a special promotion. Purchase a new Philips EPIQ Elite system with a Radiology Clinical Package or Shared Service Clinical Package and take advantage of a promotional discount of \$14,000 when trading in either a Philips Ultrasound System, or a non-Philips Ultrasound System. The discount will be taken off the NET purchase price of the new system, and is in addition to the FMV of the trade-in system. The serial number, make and model of the trade-in system will be required to take advantage of this promotion, and it must be returned to Philips Healthcare upon delivery of the new EPIQ Elite system.
EPIQ Elite Xtend Buy 1 Get 1 Free Promotion GI	Customers purchasing a new EPIQ Elite ultrasound system will have an opportunity to take advantage of this promotion. When purchasing 2 years of Xtend Service, only 1 year will be charged by our purchase. Following the 12mo. warranty coverage, you will receive 24mo. Xtend service coverage at the Value Service Agreement level. Federal Government, VA, and DoD may not be quoted Xtend Coverage.
EPIQ Elite Loyalty Lift GI as	Philips is pleased to offer a limited time promotion to loyal customers trading in 2 or more EPIQ Elite systems and purchasing 2 or more new EPIQ Elite systems. This promotion will take an additional \$15,000 off the purchase price of the EPIQ Elite system. Promotional trade-in allowances is combinable with any other applicable trade-in promotions. To be eligible Philips must receive your order by the expiration date of this quotation.

FOR INFORMATION PURPOSES ONLY
THIS IS A SUMMARY SHEET NOT A QUOTE

101978 EPIQ Elite Diagnostic Ultrasound System

LIST PRICE	\$358,180.00
DISCOUNT	\$195,896.02
TRADE IN AMOUNT	(\$35,001.00)
NET PRICE	\$127,282.98

FOR INFORMATION PURPOSES ONLY
THIS IS A SUMMARY SHEET NOT A QUOTE

Capital Request Summary

Capital Request #

FY22-32

Name of Capital Request:

MD Stat

Requestor/Department:

Kara Jackson/Quality

Sole Source Purchase: Yes or No

Reason:

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Applied Statistics Management, Inc	Temecula, CA	\$25,000.00
2.	Riskconnect	Kennesaw, GA	\$150,000.00
3.	RLDatix	Chicago, IL	\$110,075.00

Recommendation:

Applied Statistics Management, Inc - \$25,000.00

Memorial Hospital

OF SWEETWATER COUNTY

Assigned: FY 2022 - 32

Capital Request

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

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

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

Department: Quality Submitted by: Kara Jackson Date: 11/15/2021

Provide a detailed description of the capital expenditure requested:
MD Stat add on module of MD Staff credentialing and privileging software.

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

1. Renovation	\$ 0
2. Equipment	\$ 0
3. Installation	\$ 25,000
4. Shipping	\$ 0
5. Accessories	\$ 0
6. Training	\$ Included
7. Travel costs	\$ N/A
8. Other e.g. interfaces	\$ 0
Total Costs (add 1-8)	
	\$ 25,000 ⁰⁰

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space? Explain: N/A
☒ YES ☐ NO

Attach to a new service? Explain: N/A
☐ YES ☒ NO

Require physical plan modifications? Electrical \$ 0
If yes, list to the right: HVAC \$ 0
☐ YES ☒ NO Safety \$ 0
Plumbing \$ 0
Infrastructure (I/S cabling, software, etc.) \$ 0

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

Budgeted Item:
☒ YES ☐ NO

Projected Annual Procedures (NEW not existing)

Revenue per procedure \$ 0

Projected gross revenue \$ 0

Projected net revenue \$ 0

Projected Additional FTE's

Salaries \$ 0

Benefits \$ 0

Maintenance \$ 0

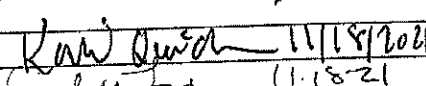
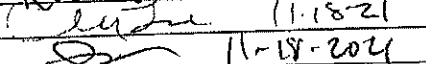
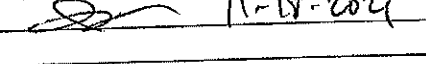
Supplies \$ 0

Total Annual Expenses \$ 7,000

Net Income/(loss) from new service \$ 7,000

of bids obtained? 3

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

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	 11/18/2021  11-18-21  11-18-2021
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

MD Stat is a web application that provides data and analytics for hospitals specific to provider performance. This software will replace our current Quality Management Software, Midas, which will be retired upon go live with Cerner. MD Stat is an additional module purchased from MD Staff, a system that is currently used by the Medical Staff Services Department for credentialing and privileging. This software has the ability to bring data from multiple systems together to establish a more effective process for peer review, ongoing professional practice evaluations (OPPE), and focused professional practice evaluations (FPPE).

The Quality Department obtained demos and proposals from two other companies. One quote was obtained from Riskconnect for \$150,000 for the first year plus implementation and \$50,000 annually thereafter. The second quote was obtained from RLDatix for \$110,075 for the first year plus implementation and \$26,950 annually thereafter. MD Stat is the least expensive option and will help us meet regulatory and accreditation requirements.

Our organization will use MD Stat to facilitate the peer review process on behalf of the medical staff, build and run OPPE profiles, and facilitate FPPE. MD Stat will lend to a more streamlined process for our medical staff functions and will increase efficiency by decreasing manual work for the Quality and Medical Staff Services Departments. We are making a deliberate decision not to interface our EMR and MD Stat. We may explore this in the future. MD Stat go live will occur in April of 2022.

Our recommendation is to move forward with MD Stat based on our evaluation and research.

Kara Jackson, RN
Submitted by: Signature

11/17/2021

Date



MD-Stat

Web-Based OPPE/FPPE, Peer Review System

Quote for:

Memorial Hospital of Sweetwater County

November 16, 2021



Applied Statistics & Management, Inc.

32848 Wolf Store Road

Temecula, CA 92592, USA

Confidentiality Statement

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Contents

Contents	2
Executive Summary	3
MD-Staff for the Web	3
ASM	3
Proposed Solutions.....	3-6

Quote #:	AS-571
Expiration Date:	March 31, 2022
Please direct all inquiries regarding this quote to:	Nino Limatola nlimatola@mdstaff.com P: (951) 553-7618 F: (951) 699-4374

Executive Summary

MD-Stat

MD-Stat is a stand-alone web application providing provider performance data and analysis for hospitals and healthcare systems. MD-Stat provides a beautiful, yet customizable solution using experience gained from MD-Staff's successful OPPE/FPPE module combined with ASM's expertise in consuming and manipulating data. Report cards make it easy to understand how a provider is performing at your facility. Easily track performance, find outliers and compare them with their peers. Customizable thresholds and indicators allow limitless combinations. MD-Stat is a completely web-based application optimized for Macs, PCs, tablets, and phones

ASM

ASM has been an active software provider to the Healthcare Information Systems marketplace for over 34 years. The company maintains a careful balance of product development, support, and implementation services with a similar number of staff in each of these departments.

Key product/service differentiators are Ease of Use, Scalability, and accurate/timely Support. Also, the underlying technical architecture has been carefully engineered to offer maximum data security and high availability. MD-Staff/MD-Stat can be hosted at a client's site, at ASM's data centers (multiple Equinix locations) or at a third-party data center. Unlike other systems, ASM has supported MD-Staff/MD-Stat as a web/cloud system for over 12 years and end-users only need Internet Access and a standard web browser to access the system -- no other software (citrix, etc.) or hardware is required.

As the health care industry is forever evolving, the demand for advanced and innovative credentialing solutions is increasing. ASM is dedicated to creating software solutions that leverage the latest technologies and methodologies that help to improve the speed and accuracy of the credentialing process.

Customer service is an important component to any software product. ASM provides unparalleled support for all of its software products. Rather than simply providing technical support, ASM focuses on building relationships with its clients to provide the best possible service and support.

Proposed Solutions

Items	Initial First Year & Implementation Cost ¹	Years 2+ Recurring Cost ¹
<input checked="" type="checkbox"/> MD-Stat <ul style="list-style-type: none"> • Peer Case Review Module • Web-based OPPE Solution • Highly relational provider management database • Drag-and-drop Score Card customization • Built-in reports • Utilization Review • Unlimited number of users 	\$22,000	\$7,000
<input checked="" type="checkbox"/> Implementation Services³ MD-Stat <ul style="list-style-type: none"> • Setup 20 OPPE Score Card Templates • Standard OPPE import interface from EMR and up to 2 other data sources • Configure up to 15 Indicators • Setup Standard Peer Review data import Custom Reports <ul style="list-style-type: none"> • Additional reports/exports/imports require a separate Statement of Work based on a rate of \$225 per hour 	\$3,000	N/A
<input checked="" type="checkbox"/> Training <ul style="list-style-type: none"> • 10 hours of online training 	Included	N/A
<input checked="" type="checkbox"/> Support <ul style="list-style-type: none"> • Toll-free Telephone and Email Support • Remote Assistance 	Included	Included
Total Cost (with modules described above)	\$25,000	\$7,000

1. The initial cost includes the first year of annual cost(s). The annual cost is due on the anniversary of the due date of the initial cost.
2. Some online verifications require an account with a third party (e.g. ABMS®, NPDB, etc). Therefore, queries performed within MD-Staff involving a third party may incur a cost which is billed by the third party. ASM is not responsible for these costs.
3. Although ASM will make every reasonable effort to migrate all of the data from the source database, ASM cannot guarantee that every data element will convert to the new database.

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

Monday~ November 29, 2021 2:00 p.m. Teleconference

Voting Members:

Ed Tardoni , Chairman
Kandi Pendleton, Trustee
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

Ron Cheese	Kari Quickenden
Angel Bennett	Dr. Israel Stewart
Ann Clevenger	Dr. Ben Jensen
Brad Kowalski	

Guests:

Jeff Smith, Commission	Kara Jackson	Tracie Soller
Jamie Webb		

- | | | |
|-------|---|------------------|
| I. | Call Meeting to Order | Ed Tardoni |
| II. | Approve Agenda | Ed Tardoni |
| III. | <u>Approve October 27, 2021 Meeting Minutes</u> | Ed Tardoni |
| IV. | <u>Capital Requests FY 22</u> | |
| V. | Financial Report | |
| A. | Monthly Financial Statements & Statistical Data | |
| | 1. <u>Narrative</u> | Tami Love |
| | 2. <u>Financial Information</u> | Tami Love |
| | 3. Self-Pay Report | Ron Cheese |
| | 4. Preliminary Bad Debt | Ron Cheese |
| VI. | Old Business | |
| A. | Bond Refinancing | Irene Richardson |
| | 1.Review Bond resolution | |
| VII. | New Business | |
| A. | Investment Balances and Interest Rates | Tami Love |
| B. | Financial Forum Discussion | Ed Tardoni |
| VIII. | Next Meeting – December 29, 2021 | Ed Tardoni |
| IX. | Adjournment | Ed Tardoni |

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

NARRATIVE TO OCTOBER 2021 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for October was a gain of \$359,825, compared to a gain of \$99,113 in the budget. This yields a 3.66% operating margin for the month compared to 1.20% in the budget. The year-to-date gain is \$835,866, compared to a gain \$1,585,972 in the budget. The year to date operating margin is 2.31%, compared to 4.73% in the budget.

The total net gain for October is \$796,859, compared to a gain of \$56,325 in the budget. Year-to date, the total net gain is \$1,325,653, compared to a total net gain of \$1,415,886 in the budget. This represents a YTD profit margin of 3.66% compared to 4.22% in the budget.

REVENUE. Revenue for the month is \$18,593,188, the largest revenue month and over budget by \$1,744,385. Inpatient revenue is over budget by \$2,945,846, hospital outpatient revenue was under budget by \$1,062,550 and the Clinic was under budget by \$138,911.

VOLUME. We have seen a continued increase in inpatient volumes due to COVID inpatients. The average daily census (ADC), remained high at 20.3 in October. The normal ADC prior to the pandemic was 12. Average length of stay (LOS) stayed at 4.6 days which normally averages 2.6 days. In October, on average, we had 10 COVID positive inpatients daily with a high of 17. All other service volumes are under budget with the exception of Behavioral Health, ER visits, Imaging and Infusions, which are slightly higher in October.

Annual Debt Service Coverage came in at 4.17. Days of Cash on Hand are 136. Daily cash expense increased to \$269,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are down slightly, 47.8% in October and 49.7% year to date, both under budget. Total collections for the month came in at \$7,863,527. The repayment of the Medicare Advanced Payment began in April and through October we have paid back \$2.5 million of the \$7.4 million received.

Net days in AR grew to 48.75 days. We have seen an increase in our days in AR as we see higher dollar inpatient account balances. We continue to meet the goals for AR greater than 90 days for all Payers.

EXPENSES. Total expenses in October remained high with the higher volumes, at \$9,483,525, over budget by \$1,321,052. Expenses are over budget \$3,395,482 year to date of which \$1,603,687 are COVID-19 related expenses. The following line items were over budget in October:

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

Benefits – Group Health, FICA, Retirement and Work Comp are all over budget in October as most are related to the higher payroll costs.

Contract Labor – Due to staffing shortages in clinical areas there are currently contract labor positions in Labor & Delivery, ICU, Surgery, Emergency Room, Laboratory, Ultrasound, Respiratory Therapy and Social Services. COVID related staff include door monitors and additional nursing, laboratory and respiratory therapy positions. We have seen as much as an 175% increase in contract labor rates.

Physician Fees – Locum coverage is over budget due to additional shift coverage for Hospitalists with the higher inpatient volumes.

Supplies – Oxygen, Lab supplies, Implants and Drugs are over budget with increased volumes. Patient chargeables are under budget with the decrease in surgeries.

Repairs & Maintenance – Maintenance & Support contracts and Bio Med repair expenses are over budget in October.

PROVIDER CLINIC. Revenue for the Clinics in October is under budget by \$138,911, coming in at \$1,927,365. Year to date gross revenue is \$7,131,227, under budget by \$840,541. Net operating revenue in October is \$1,122,992, under budget by \$39,339 and \$4,146,486 year to date, under budget by \$358,092. The bottom line for the Clinics in October is a loss of \$532,707 compared to a loss of \$343,892 in the budget. The year to date loss is \$2,141,637, under budget by \$603,866. Deductions from revenue for the Clinics are at 44.6% year to date. Clinic volumes are 5,505 visits in October.

Total Clinic expenses for the month are \$1,655,700, over budget by \$149,476. The majority of the expenses consist of Salaries and Benefits; at 84% of total expenses year-to-date. Wages, Benefits, Supplies, Education and Pharmacy are over budget for October.

OUTLOOK FOR NOVEMBER. Gross patient revenue is projecting lower in November at \$17 million, but slightly over budget. The average daily census has started to decrease, down to 16.2 halfway through the month. Average length of stay is at 4.2 days. We are averaging 5 COVID positive inpatients each day through the first couple weeks of November.

Collections for November are projecting close to \$8.5 million as we start to collect from the last two high revenue months. Deductions of revenue are expected to come in close

to budget at 51%. Expenses will remain high in November due to staffing shortages and the continued COVID related expenses. The bottom line for November is estimated at \$400k - \$500k loss.

CARES ACT. The CARES Act funding ended June 30, 2021 but we continue to see lost revenue and increased COVID-19 related expenses into fiscal year 2022 due to surges in August, September and October and continuing into November. We continue to research any new assistance funds that will be available for responding to the pandemic. These include federal, state and county funds. The Wyoming Hospital Association, in collaboration with the State, has announced \$30 million in assistance for personnel costs including contract labor and temporary employees. We received \$524,000 in October from WHA. We are using these funds for retention bonuses for positions most impacted by the shortages. We also have the opportunity to be reimbursed up to \$60,000 for expenses for recruitment and vaccine incentives.

We submitted out application for the combined American Rescue Plan rural funding and Phase 4 of the Provider Relief Fund which opened on October 29. The total new funding is \$25.5 billion, including \$8.5 billion for rural healthcare and \$17 billion for revenue loss and expenses associated with the pandemic. They have not released any information on how these funds will be allocated.

CMS released its Interim Final Rule on vaccine mandates on November 5th. For healthcare facilities receiving Medicare and Medicaid funding, CMS will be regulating the mandate.



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

Unaudited Financial Statements

for

Four months ended October 31, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

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

PAGE 1

Four months ended October 31, 2021

TABLE OF CONTENTS

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

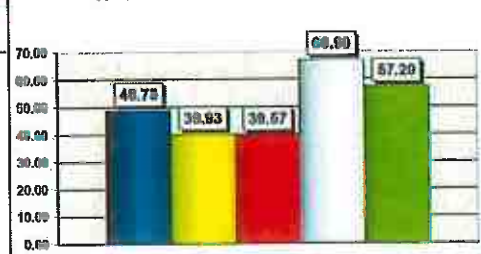
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Four months ended October 31, 2021

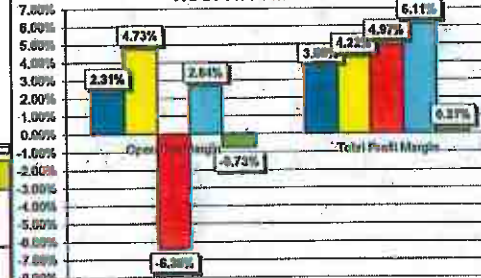
BALANCE SHEET

	YTD 10/31/2021	Prior FYE 6/30/2021
ASSETS		
Current Assets:	\$32,679,843	\$28,361,282
Assets Whose Use is Limited	31,764,727	38,038,595
Property, Plant & Equipment (Net)	68,506,502	68,424,357
Other Assets	205,885	210,003
Total Unrestricted Assets	133,156,958	135,034,237
Restricted Assets	396,162	395,362
Total Assets	\$133,553,120	\$135,429,599
LIABILITIES AND NET ASSETS		
Current Liabilities:	\$9,133,907	\$10,645,170
Long-Term Debt:	27,723,507	27,742,755
Other Long-Term Liabilities	4,971,682	6,644,104
Total Liabilities	41,829,096	45,032,029
Net Assets	91,724,023	90,397,570
Total Liabilities and Net Assets	\$133,553,120	\$135,429,599

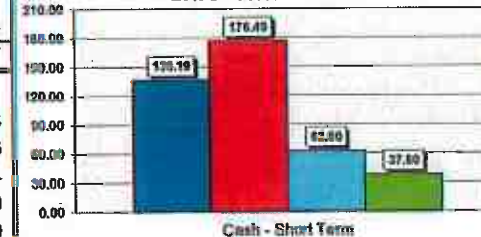
NET DAYS IN ACCOUNTS RECEIVABLE



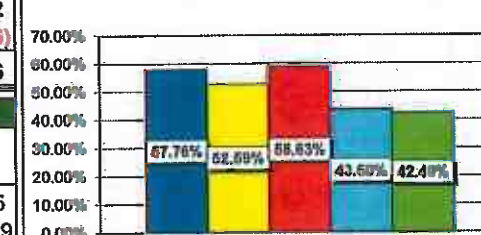
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	10/31/21 ACTUAL	10/31/21 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	630	350	1,965	1,355
Average Acute Length of Stay	4.6	3.2	3.9	2.9
Total Emergency Room Visits	1,243	1,123	5,230	4,641
Outpatient Visits	9,291	8,718	38,161	31,504
Total Surgeries	135	152	464	659
Total Worked FTE's	479.56	450.97	457.71	450.97
Total Paid FTE's	518.55	494.77	506.78	494.77
Net Revenue Change from Prior Yr	25.52%	5.35%	334.29%	302.54%
EBIDA - 12 Month Rolling Average			1.63%	12.29%
Current Ratio			3.58	
Days Expense in Accounts Payable			32.52	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	10/31/21
Prior Fiscal Year End	06/30/21
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX -	2.14
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

Four months ended October 31, 2021

PAGE 3

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 10/31/2021	Budget 6/30/2021	Speculative Grade Rating	BBB Credit Rating	Prior Fiscal Year End 06/30/21	WYOMING All Hospitals (See Note 1)	National Rural < \$50M Net Rev. (See Note 2)
Profitability:								
Operating Margin	↑	2.31%	1.90%	1.60%	-1.00%	-6.39%	2.64%	-0.73%
Total Profit Margin	↑	3.66%	0.76%	2.60%	1.30%	4.97%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources**	↑	136.19	129.76	103.40	226.00	176.49	62.00	37.80
Net Days in Accounts Receivable	↓	48.75	50.02	52.40	51.80	39.57	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	↓	16.17	12.58	14.00	13.90	14.61	9.50	12.40
Long Term Debt to Capitalization	↓	23.66%	25.75%	36.60%	22.30%	24.02%	16.80%	10.00%
Debt Service Coverage Ratio **	↑	4.17	3.97	2.80	2.50	5.03	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	↓	8.30	8.43			8.61	6.60	4.63
Salary Expense per Paid FTE		\$95,115	\$86,892			\$95,218	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp.		57.76%	56.43%			58.63%	43.60%	42.40%

Note 1 - 2017 Ingenix report (2015 median data), for all hospitals within the state regardless of size.

Note 2 - 2017 Ingenix report (2015 median data), for all U. S. hospitals that match this type and size.

**Bond Covenant ratio is 75 Days Cash on Hand and 1.25 Debt Service Coverage

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 4

ROCK SPRINGS, WY

Four months ended October 31, 2021

	Current Month 10/31/2021	Prior Month 9/30/2021	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2021
Current Assets					
Cash and Cash Equivalents	\$8,228,151	\$6,723,120	\$1,505,031	22.39%	\$10,302,741
Gross Patient Accounts Receivable	30,966,135	27,850,625	3,115,511	11.19%	22,751,139
Less: Bad Debt and Allowance Reserves	(16,437,781)	(15,048,227)	(1,389,505)	-9.23%	(12,710,325)
Net Patient Accounts Receivable	14,528,404	12,802,398	1,726,006	13.48%	10,040,814
Interest Receivable	0	0	0	0.00%	0
Other Receivables	4,046,747	2,669,191	1,377,555	51.61%	2,073,519
Inventories	3,756,392	3,786,205	(29,813)	-0.79%	3,774,659
Prepaid Expenses	2,120,149	2,079,641	40,508	1.95%	2,169,549
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	32,679,843	28,060,556	4,619,287	16.46%	28,361,282
Assets Whose Use is Limited					
Cash	76,517	73,820	2,698	3.65%	145,904
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,791,903	2,680,303	111,600	4.16%	3,015,531
Trustee Held Funds - SPT	27,608	27,055	553	2.04%	26,503
Board Designated Funds	13,940,106	17,938,449	(3,998,343)	-22.29%	19,921,794
Other Limited Use Assets	14,928,592	14,928,592	0	0.00%	14,928,863
Total Limited Use Assets	31,764,727	35,648,220	(3,883,493)	-10.89%	38,038,595
Property, Plant, and Equipment					
Land and Land Improvements	4,189,913	3,902,016	287,897	7.38%	4,025,159
Building and Building Improvements	41,101,028	41,101,028	0	0.00%	41,947,846
Equipment	112,897,543	115,197,595	(2,300,053)	-2.00%	114,615,271
Construction In Progress	7,469,126	7,116,878	352,249	4.95%	7,220,982
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	165,657,611	167,317,517	(1,659,906)	-0.99%	167,809,258
Less: Accumulated Depreciation	(97,151,108)	(99,246,815)	2,095,707	2.11%	(99,384,901)
Net Property, Plant, and Equipment	68,506,502	68,070,702	435,800	0.64%	68,424,357
Other Assets					
Unamortized Loan Costs	205,885	206,914	(1,029)	-0.50%	210,003
Other	0	0	0	0.00%	0
Total Other Assets	205,885	206,914	(1,029)	-0.50%	210,003
TOTAL UNRESTRICTED ASSETS	133,156,958	131,986,392	1,170,565	0.89%	135,034,237
Restricted Assets	396,162	396,162	0	0.00%	395,362
TOTAL ASSETS	\$133,553,120	\$132,382,554	\$1,170,565	0.88%	\$135,429,599

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2021

PAGE 5

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2021
	Current Month 10/31/2021	Prior Month 9/30/2021	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,819,072	\$4,405,077	(\$413,995)	-9.40%	\$5,787,069
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,206,125	907,490	(298,635)	-32.91%	1,555,117
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,601,387	2,543,464	(57,923)	-2.28%	2,537,177
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	284,608	293,625	9,017	3.07%	319,366
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	222,715	111,137	(111,578)	-100.40%	446,442
Total Current Liabilities	9,133,907	8,260,793	(873,114)	-10.57%	10,645,170
Long Term Debt					
Bonds/Mortgages Payable	28,008,115	28,021,944	13,829	0.05%	28,062,121
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	284,608	293,625	9,017	3.07%	319,366
Total Long Term Debt (Net of Current)	27,723,507	27,728,319	4,812	0.02%	27,742,755
Other Long Term Liabilities					
Deferred Revenue	4,897,004	5,373,170	476,166	8.86%	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	74,678	93,108	18,430	19.79%	146,106
Total Other Long Term Liabilities	4,971,682	5,466,277	494,596	9.05%	6,644,104
TOTAL LIABILITIES	41,829,096	41,455,390	(373,706)	-0.90%	45,032,029
Net Assets:					
Unrestricted Fund Balance	88,046,962	88,046,962	0	0.00%	83,129,665
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	392,289	392,289	0	0.00%	391,489
Net Revenue/(Expenses)	1,325,653	528,794	N/A	N/A	4,917,296
TOTAL NET ASSETS	91,724,023	90,927,164	(796,859)	-0.88%	90,397,570
TOTAL LIABILITIES AND NET ASSETS	\$133,553,120	\$132,382,554	(\$1,170,565)	-0.88%	\$135,429,599

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2021

PAGE 6

	CURRENT MONTH				Prior Year 10/31/20
	Actual 10/31/21	Budget 10/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$6,090,930	\$3,145,084	\$2,945,846	93.67%	\$3,015,926
Outpatient Revenue	10,574,893	11,637,444	(1,062,550)	-9.13%	10,836,342
Clinic Revenue	1,695,739	1,740,728	(43,989)	-2.53%	1,435,042
Specialty Clinic Revenue	230,626	325,548	(94,922)	-29.16%	234,817
Total Gross Patient Revenue	18,593,188	16,848,803	1,744,385	10.35%	15,522,127
Deductions From Revenue					
Discounts and Allowances	(7,994,841)	(7,146,164)	(848,676)	-11.88%	(6,210,334)
Bad Debt Expense (Governmental Providers Only)	(999,293)	(1,274,533)	365,239	28.66%	(1,293,363)
Medical Assistance	17,014	(412,869)	429,882	104.13%	(417,497)
Total Deductions From Revenue	(8,887,120)	(8,833,665)	(54,055)	-0.61%	(7,851,193)
Net Patient Revenue	9,706,068	8,015,738	1,690,330	21.09%	7,670,934
Other Operating Revenue	137,282	245,849	(108,567)	-44.16%	170,953
Total Operating Revenue	9,843,350	8,261,587	1,581,763	19.15%	7,841,887
Operating Expenses					
Salaries and Wages	4,105,038	3,424,518	(680,519)	-19.87%	3,500,184
Fringe Benefits	1,318,416	922,966	(395,450)	-42.85%	914,860
Contract Labor	361,697	107,360	(254,337)	-236.90%	29,017
Physicians Fees	382,983	355,040	(27,942)	-7.87%	307,891
Purchased Services	359,836	409,628	49,992	12.20%	386,321
Supply Expense	1,394,997	1,195,886	(199,110)	-16.65%	1,195,557
Utilities	91,857	101,736	9,879	9.71%	79,491
Repairs and Maintenance	612,137	595,891	(16,246)	-2.73%	594,480
Insurance Expense	51,404	48,783	(2,621)	-5.37%	44,678
All Other Operating Expenses	222,475	231,349	8,873	3.84%	113,212
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	56,923	56,950	27	0.05%	49,816
Depreciation and Amortization	525,962	712,366	186,404	26.17%	557,511
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,483,525	8,162,474	(1,321,052)	-16.16%	7,773,019
Net Operating Surplus/(Loss)	359,825	99,113	260,711	263.04%	68,869
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	11,918	16,366	(4,448)	-27.18%	20,019
Tax Subsidies (Except for GO Bond Subsidies)	553	0	553	0.00%	178
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(107,774)	(107,810)	(36)	0.03%	(107,810)
Other Non-Operating Revenue/(Expenses)	532,337	48,655	483,682	994.10%	1,022,971
Total Non Operating Revenue/(Expense)	437,034	(42,788)	479,822	-1121.39%	935,357
Total Net Surplus/(Loss)	\$796,859	\$56,325	\$740,534	1314.75%	\$1,004,226
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$796,859	\$56,325	\$740,534	1314.75%	\$1,004,226
Operating Margin	3.66%	1.20%			0.86%
Total Profit Margin	8.10%	0.68%			12.81%
EBIDA	9.00%	9.82%			7.98%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Four months ended October 31, 2021

	YEAR-TO-DATE				Prior Year 10/31/20
	Actual 10/31/21	Budget 10/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$18,574,128	\$12,865,884	\$5,708,244	44.37%	\$3,256,010
Outpatient Revenue	45,306,732	47,155,753	(1,849,022)	-3.92%	11,600,532
Clinic Revenue	6,119,351	6,622,081	(502,730)	-7.59%	1,365,508
Specialty Clinic Revenue	1,011,876	1,349,687	(337,811)	-25.03%	414,478
Total Gross Patient Revenue	71,012,087	67,993,405	3,018,681	4.44%	16,636,529
Deductions From Revenue					
Discounts and Allowances	(30,995,133)	(30,698,034)	(297,100)	-0.97%	(7,857,728)
Bad Debt Expense (Governmental Providers Only)	(3,723,690)	(3,987,251)	258,662	6.49%	(583,202)
Medical Assistance	(566,881)	(617,303)	50,322	8.15%	(84,822)
Total Deductions From Revenue	(35,285,704)	(35,302,588)	11,884	0.03%	(8,525,752)
Net Patient Revenue	35,721,383	32,690,818	3,030,565	9.27%	8,110,777
Other Operating Revenue	459,281	844,470	(385,189)	-45.61%	220,205
Total Operating Revenue	36,180,663	33,535,287	2,645,376	7.89%	8,330,982
Operating Expenses					
Salaries and Wages	14,926,710	13,632,633	(1,294,076)	-9.49%	3,283,126
Fringe Benefits	4,173,174	3,525,875	(647,509)	-18.37%	894,212
Contract Labor	1,316,817	477,440	(839,377)	-175.81%	56,158
Physicians Fees	1,309,780	1,496,355	186,574	12.47%	281,292
Purchased Services	1,704,456	1,731,631	27,175	1.57%	448,335
Supply Expense	5,930,656	4,776,714	(1,153,942)	-24.16%	1,242,081
Utilities	350,947	360,663	9,717	2.69%	103,746
Repairs and Maintenance	2,135,784	2,104,377	(31,408)	-1.49%	399,565
Insurance Expense	230,798	195,132	(35,666)	-18.28%	16,263
All Other Operating Expenses	830,848	886,867	55,819	6.30%	140,863
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	227,572	227,721	149	0.07%	63,328
Depreciation and Amortization	2,207,255	2,534,307	327,053	12.91%	555,840
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	35,344,797	31,949,315	(3,395,482)	-10.63%	7,484,808
Net Operating Surplus/(Loss)	835,866	1,585,972	(750,106)	-47.30%	846,174
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	45,257	75,028	(29,771)	-39.68%	16,355
Tax Subsidies (Except for GO Bond Subsidies)	1,105	0	1,105	0.00%	564
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(434,394)	(437,862)	3,207	-0.73%	(107,819)
Other Non-Operating Revenue/(Expense)	877,819	192,488	685,331	356.04%	35,906
Total Non-Operating Revenue/(Expense)	489,787	(170,986)	659,873	-387.95%	(54,993)
Total Net Surplus/(Loss)	\$1,325,653	\$1,415,886	(\$90,233)	-6.37%	\$791,181
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,325,653	\$1,415,886	(\$90,233)	-6.37%	\$791,181
Operating Margin	2.31%	4.73%			10.16%
Total Profit Margin	3.66%	4.22%			9.60%
EBIDA	8.41%	12.29%			16.83%

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

PAGE 8

	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021
Gross Patient Revenue						
Inpatient Revenue	\$6,090,930	\$6,033,540	\$3,340,897	\$3,108,961	\$2,685,411	\$3,057,995
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,574,893	\$10,541,547	\$11,805,073	\$12,365,219	\$11,118,723	\$10,956,305
Clinic Revenue	\$1,888,739	\$1,418,718	\$1,520,958	\$1,481,938	\$1,448,830	\$1,308,860
Specialty Clinic Revenue	\$230,826	\$375,846	\$171,175	\$234,229	\$343,874	\$181,892
Total Gross Patient Revenue	\$18,593,188	\$18,370,651	\$16,837,901	\$17,210,347	\$15,596,439	\$15,485,052
Deductions From Revenue						
Discounts and Allowances	\$7,954,841	\$7,661,993	\$7,548,034	\$7,760,266	\$6,867,239	\$6,890,213
Bad Debt Expense (Governmental Providers Only)	\$908,293	\$722,948	\$1,039,023	\$1,057,325	\$1,119,785	\$763,338
Charity Care	(\$17,014)	\$802,179	\$23,408	\$88,415	\$394,216	\$280,209
Total Deductions From Revenue	8,887,120	8,667,120	8,610,457	8,906,006	8,381,239	7,933,760
Net Patient Revenue	\$9,706,068	\$9,453,531	\$8,227,443	\$8,304,341	\$7,215,200	\$7,551,292
Other Operating Revenue	137,282	40,543	112,967	128,489	103,054	101,440
Total Operating Revenue	9,843,350	9,564,074	8,340,410	8,432,830	7,320,254	7,652,732
Operating Expenses						
Salaries and Wages	\$4,105,038	\$3,770,223	\$3,670,815	\$3,480,834	\$5,328,942	\$3,563,709
Fringe Benefits	\$1,318,416	\$1,079,597	\$768,748	\$1,008,022	\$969,361	\$968,282
Contract Labor	\$361,897	\$354,688	\$293,704	\$306,720	\$265,859	\$322,046
Physicians Fees	\$382,983	\$308,701	\$295,758	\$321,940	\$512,648	\$303,885
Purchased Services	\$359,838	\$433,583	\$364,402	\$546,835	\$639,680	\$387,299
Supply Expense	\$1,384,997	\$1,677,803	\$1,381,763	\$1,476,083	\$1,174,839	\$1,314,104
Utilities	\$91,857	\$86,009	\$84,680	\$86,421	\$91,804	\$70,653
Repairs and Maintenance	\$612,137	\$533,318	\$514,265	\$476,044	\$513,075	\$518,803
Insurance Expense	\$51,804	\$60,846	\$75,846	\$82,703	\$82,887	\$62,519
All Other Operating Expenses	\$222,475	\$189,287	\$180,435	\$238,671	\$199,196	\$152,472
Bad Debt Expense (Non-Governmental Providers)						
Losses and Rentals	\$56,923	\$54,068	\$62,822	\$63,758	\$67,770	\$64,630
Depreciation and Amortization	\$525,962	\$561,412	\$561,377	\$566,504	\$557,367	\$573,690
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$9,483,525	\$9,102,915	\$8,142,465	\$8,615,963	\$10,393,228	\$8,291,874
Net Operating Surplus/(Loss)	\$359,825	\$461,159	\$197,945	(\$183,133)	(\$1,062,975)	(\$639,142)
Non-Operating Revenue:						
Contributions						
Investment Income	11,918	12,534	9,845	10,981	19,538	103,889
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	588	105	426	21	(1,796)	409
Interest Expense (Governmental Providers Only)	(107,774)	(111,369)	(107,825)	(107,627)	(111,929)	(107,628)
Other Non-Operating Revenue/(Expense)	\$33,411	11,583	6,743	319,365	2,381,577	(60,437)
Total Non Operating Revenue/(Expense)	\$438,168	(\$87,147)	(\$88,611)	\$222,720	\$2,287,193	(\$43,806)
Total Net Surplus/(Loss)	\$797,993	\$374,012	\$109,335	\$39,697	(\$775,782)	(\$682,948)
Change in Unrealized Gains/(Losses) on Investments					(17,677)	(136,484)
Increase/(Decrease) in Unrestricted Net Assets	\$797,993	\$374,012	\$109,335	\$39,697	(\$793,459)	(\$819,432)
Operating Margin	3.66%	4.82%	2.37%	-2.17%	-41.84%	-8.35%
Total Profit Margin	8.11%	3.91%	1.31%	0.47%	-18.66%	-8.92%
EBIDA	9.00%	10.69%	8.10%	4.45%	-34.23%	-0.66%

Actual 4/30/2021	Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020	Actual 11/30/2020
\$2,889,022	\$3,193,038	\$2,890,883	\$3,845,930	\$3,807,334	\$3,641,154
\$11,180,916	\$12,012,531	\$9,644,427	\$9,967,382	\$10,454,974	\$9,719,338
\$1,588,818	\$1,451,105	\$1,300,088	\$1,410,842	\$1,374,626	\$1,444,083
\$296,053	\$342,042	\$281,294	\$311,512	\$321,541	\$326,942
\$15,866,809	\$18,998,714	\$13,916,690	\$15,335,466	\$15,958,475	\$15,031,529
\$6,081,972	\$7,053,702	\$5,012,790	\$6,861,815	\$6,837,293	\$7,028,788
\$478,207	\$1,095,531	\$1,109,741	\$1,215,379	\$1,274,182	\$1,264,957
\$249,982	\$128,283	\$541,439	\$149,128	\$184,528	\$189,028
7,390,160	8,277,496	6,863,970	8,026,321	8,088,004	8,470,772
\$9,576,848	\$8,721,218	\$7,252,720	\$7,309,145	\$7,862,470	\$6,560,757
135,982	100,917	158,848	554,961	150,310	152,830
\$712,630	\$822,136	7,411,385	7,884,106	\$848,781	\$713,387
\$3,492,562	\$3,866,312	\$3,298,343	\$3,906,808	\$4,555,329	\$3,537,167
\$1,070,954	\$1,111,589	\$1,017,103	\$1,153,370	\$1,030,056	\$823,828
\$380,226	\$230,768	\$153,689	\$186,407	\$104,084	\$35,423
\$248,548	\$205,531	\$304,497	\$327,848	\$282,188	\$291,773
\$493,446	\$393,312	\$348,634	\$424,314	\$384,462	\$362,052
\$1,442,417	\$1,365,819	\$997,588	\$1,413,761	\$1,284,207	\$1,087,338
\$117,578	\$99,248	\$93,812	\$72,884	\$108,264	\$108,520
\$478,494	\$500,382	\$518,310	\$524,934	\$444,589	\$499,905
\$45,980	\$44,811	\$44,229	\$42,444	\$42,449	\$42,449
\$220,980	\$215,184	\$172,795	\$174,808	\$228,087	\$154,800
\$84,239	\$66,020	\$70,289	\$62,335	\$81,298	\$43,670
\$589,809	\$578,675	\$583,827	\$582,176	\$582,723	\$573,895
\$8,626,022	\$8,466,839	\$7,682,816	\$8,551,864	\$9,087,886	\$7,581,415
\$87,608	\$385,285	(\$191,451)	(\$587,878)	(\$1,048,885)	(\$848,028)
13,885	17,587	11,312	12,078	13,948	28,897
399	987	183	(2,572)	10,388	9
(107,629)	(112,817)	(107,805)	(104,012)	(117,265)	(107,808)
\$88,373	1,784,952	759,817	181,685	3,828,813	46,838
\$713,030	\$1,688,908	\$862,496	\$87,179	\$3,835,654	(\$30,272)
\$800,639	\$2,088,204	\$471,035	(\$620,698)	\$2,786,739	(\$878,900)
0					
\$800,639	\$2,088,204	\$471,035	(\$620,698)	\$2,786,739	(\$878,900)
1.01%	4.14%	-2.68%	-8.75%	-13.03%	-12.63%
9.19%	23.31%	6.36%	-7.88%	34.82%	-13.08%
7.54%	10.70%	5.29%	-1.34%	-5.75%	-4.05%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 10

ROCK SPRINGS, WY

Four months ended October 31, 2021

	CASH FLOW	
	Current Month 10/31/2021	Current Year-To-Date 10/31/2021
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$796,859	\$1,325,653
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	525,962	2,207,255
(Increase)/Decrease in Net Patient Accounts Receivable	(1,726,006)	(4,487,591)
(Increase)/Decrease in Other Receivables	(1,377,555)	(1,973,228)
(Increase)/Decrease in Inventories	29,813	18,267
(Increase)/Decrease in Pre-Paid Expenses	(40,508)	49,400
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	413,995	(967,997)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	356,558	(284,781)
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	111,578	(223,727)
Net Cash Provided by Operating Activities:	(909,304)	(4,336,748)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(961,763)	(2,289,400)
(Increase)/Decrease in Limited Use Cash and Investments	3,886,190	6,204,481
(Increase)/Decrease in Other Limited Use Assets	(2,698)	69,386
(Increase)/Decrease in Other Assets	1,029	4,118
Net Cash Used by Investing Activities	2,922,760	3,988,586
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(13,829)	(54,006)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(494,596)	(1,672,422)
Net Cash Used for Financing Activities	(508,425)	(1,726,428)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(0)
Net Increase/(Decrease) in Cash	1,505,031	(2,074,590)
Cash, Beginning of Period	6,723,120	10,302,741
Cash, End of Period	\$8,228,151	\$8,228,151

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Four months ended October 31, 2021

PAGE 11

Current Month				STATISTICS	Year-To-Date			
Actual 10/31/21	Budget 10/31/21	Positive/ (Negative) Variance	Prior Year 10/31/20		Actual 10/31/21	Budget 10/31/21	Positive/ (Negative) Variance	Prior Year 10/31/20
Discharges								
137	111	26	111	Acute	500	460	40	460
137	111	26	111	Total Adult Discharges	500	460	40	460
28	31	(3)	31	Newborn	132	152	(20)	143
165	142	23	142	Total Discharges	632	612	20	603
Patient Days:								
630	350	280	332	Acute	1,965	1,355	610	1,291
630	350	280	332	Total Adult Patient Days	1,965	1,355	610	1,291
40	49	(9)	40	Newborn	201	236	(35)	200
670	399	271	372	Total Patient Days	2,166	1,591	575	1,491
Average Length of Stay (ALOS)								
4.6	3.2	1.4	3.0	Acute	3.9	2.9	1.0	2.8
4.6	3.2	1.4	3.0	Total Adult ALOS	3.9	2.9	1.0	2.8
1.4	1.6	(0.2)	1.3	Newborn ALOS	1.5	1.6	(0.0)	1.4
Average Daily Census (ADC)								
20.3	11.3	9.0	10.7	Acute	16.0	11.0	5.0	10.5
20.3	11.3	9.0	10.7	Total Adult ADC	16.0	11.0	5.0	10.5
1.3	1.6	(0.3)	1.3	Newborn	1.6	1.9	(0.3)	1.6
Emergency Room Statistics								
138	114	24	108	ER Visits - Admitted	510	467	43	449
1,105	1,009	96	1,003	ER Visits - Discharged	4,720	4,174	546	4,156
1,243	1,123	120	1,111	Total ER Visits	5,230	4,641	589	4,605
11.10%	10.15%		9.72%	% of ER Visits Admitted	9.75%	10.06%		9.75%
100.73%	102.70%		97.30%	ER Admissions as a % of Total	102.00%	101.52%		97.61%
Outpatient Statistics:								
9,291	8,718	573	9,672	Total Outpatients Visits	38,161	31,504	6,657	35,320
127	93	34	81	Observation Bed Days	453	409	44	367
5,126	4,418	708	4,418	Clinic Visits - Primary Care	19,600	16,166	3,434	16,166
379	540	(161)	540	Clinic Visits - Specialty Clinics	1,870	2,269	(399)	2,269
25	21	4	16	IP Surgeries	85	98	(13)	93
110	131	(21)	131	OP Surgeries	379	561	(182)	541
Productivity Statistics:								
479.56	450.97	28.59	438.37	FTE's - Worked	457.71	450.97	6.74	428.04
518.55	494.77	23.78	477.70	FTE's - Paid	506.78	494.77	12.01	471.72
1.7980	1.5153	0.28	1.5153	Case Mix Index - Medicare	1.7252	1.6099	0.12	1.4732
0.8483	1.1783	(0.33)	1.1783	Case Mix Index - All payers	1.0289	1.1672	(0.14)	1.1557

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

PAGE 12

10/31/21

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	52.95	44.49
Net Days in Accounts Receivable	48.75	39.57
Number of Gross Days in Unbilled Revenue	4.12	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	27.10%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	-0.09%	2.45%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.80%	0.91%
Bad Debts as a % of Gross Patient Revenue - Current Month	4.89%	7.56%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.25%	5.86%
Collections as a Percentage of Net Revenue - Current Month	81.02%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	86.39%	100% or >
Percentage of Blue Cross Receivable > 90 Days	-1.58%	< 10%
Percentage of Insurance Receivable > 90 Days	14.50%	< 15%
Percentage of Medicaid Receivable > 90 Days	6.47%	< 20%
Percentage of Medicare Receivable > 60 Days	0.34%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2021

PAGE 13

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	1,744,385	10.35%	3,018,681	4.44%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include surgeries Average Daily Census is 20.3 in October which is over budget by 9.0				
Deductions from Revenue	(54,055)	-0.61%	11,884	0.03%
Deductions from revenue are over budget for October and over budget year to date. They are currently booked at 47.8 for October and 49.7% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	365,239	28.66%	258,662	6.49%
Bad debt expense is booked at 4.9% for October and 5.2% year to date.				
Charity Care	429,382	104.13%	50,322	8.15%
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	(108,567)	-44.16%	(385,189)	-46.61%
Other Operating Revenue is under budget for the month and is under budget year to date.				
Salaries and Wages	(680,519)	-19.87%	(1,294,076)	-9.49%
Salary and Wages are over budget and are over budget year to date. Paid FTEs are over budget by 23.78 FTEs for the month and over 6.74 FTEs year to date.				
Fringe Benefits	(395,450)	-42.85%	(647,500)	-18.37%
Fringe benefits are over budget in October and over budget year to date.				
Contract Labor	(254,337)	-238.90%	(639,377)	-175.81%
Contract labor is over budget for October and over budget year to date. L&D, Ultrasound, PACU, ER, Lab, Respiratory Therapy, Social Services and Emergency Mgmt are over budget.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2021

PAGE 14

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

	Current Month Amount	%	Year-to-Date Amount	%
Physician Fees	(27,942)	-7.87%	186,574	12.47%
Physician fees over budget in October and under budget year to date. ER & Emergency Mgmt and Hospitalists are over budget in October.				
Purchased Services	49,992	12.20%	27,175	1.57%
Purchased services are under budget for October and under budget year to date. Expenses over budget are audit fee's, bank fee's and sponsorships.				
Supply Expense	(199,119)	-16.65%	(1,153,942)	-24.16%
Supplies are over budget for October and over budget year to date. Line items over budget include Oxygen, lab supplies, implants, drugs, med inventory and outdates.				
Repairs & Maintenance	(16,245)	-2.73%	(31,408)	-1.49%
Repairs and Maintenance are over budget for October and over budget year to date.				
All Other Operating Expenses	8,873	3.84%	55,819	6.30%
This expense is under budget in October and under budget year to date. Other expenses over budget are Education & travel, licenses, postage and pharmacy floor direct.				
Leases and Rentals	27	0.05%	149	0.07%
This expense is under budget for October and is under budget year to date.				
Depreciation and Amortization	186,404	26.17%	327,053	12.91%
Depreciation is under budget for October and is under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$1,505,031	22.39%		
Cash increased in October. Cash collections for October were \$7.8 million. Days Cash on Hand decreased to 136 days.				
Gross Patient Accounts Receivable	\$3,115,511	11.19%		
This receivable increased in October due to high revenue month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 15

ROCK SPRINGS, WYOMING

Four months ended October 31, 2021

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(1,380,505)	-9.23%		
Bad Debt and Allowances increased.				
Other Receivables	1,377,555	51.61%		
Other Receivables increased in October due to county and occ med invoices and the payment to QRA.				
Prepaid Expenses	40,508	1.95%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	(3,883,493)	-40.86%		
These assets decreased due to the payment on the bonds and transferring funds from the Board Designated Funds account				
Plant Property and Equipment	435,800	0.64%		
The increase in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(413,995)	-9.40%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(296,635)	-32.91%		
This liability increased in October. The payroll accrual for October was 7 days.				
Accrued Benefits	(57,823)	-2.28%		
This liability increased in October with the normal accrual and usage of PTO				
Other Current Liabilities	(111,578)	-100.40%		
This liability decreased due to the interest pymt on the bonds				
Other Long Term Liabilities	494,596	9.05%		
This liability decreased due bond interest due to the repayment of the Medicare Accelerated				
Total Net Assets	(786,859)	-0.88%		

The net gain from operations for October is \$359,825



**Memorial
Hospital**

OF SWEETWATER COUNTY

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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Four months ended October 31, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	PAGE 1
ROCK SPRINGS, WY	
Four months ended October 31, 2021	

TABLE OF CONTENTS

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Four months ended October 31, 2021

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 10/31/2021	Year to Date 10/31/2021	Prior Fiscal Year End 06/30/21	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-47.44%	-51.65%	-47.17%	-36.58%
Total Profit Margin	-47.44%	-51.65%	-47.17%	-36.58%
Contractual Allowance %	44.57%	44.89%	45.42%	
Liquidity:				
Net Days in Accounts Receivable	40.88	43.26	34.46	39.58
Gross Days in Accounts Receivable	48.11	50.81	44.23	72.82
Productivity and Efficiency:				
Patient Visits Per Day	165.35	159.35	137.99	
Total Net Revenue per FTE	N/A	\$176,689	\$151,830	
Salary Expense per Paid FTE	N/A	\$196,636	\$167,434	
Salary and Benefits as a % of Net Revenue	125.80%	127.96%	129.06%	91.26%
Employee Benefits %	16.57%	14.98%	17.03%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2021

PAGE 3

	CURRENT MONTH				Prior Year 10/31/20
	Actual 10/31/21	Budget 10/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,696,739	1,740,728	(43,989)	-2.53%	1,435,042
Specialty Clinic Revenue	230,626	325,548	(94,922)	-29.16%	234,817
Total Gross Patient Revenue	1,927,365	2,066,275	(138,911)	-6.72%	1,669,859
Deductions From Revenue					
Discounts and Allowances	(859,090)	(957,236)	98,146	10.25%	(765,733)
Total Deductions From Revenue	(859,090)	(957,236)	98,146	10.25%	(765,733)
Net Patient Revenue	1,068,275	1,109,039	(40,764)	-3.68%	904,126
Other Operating Revenue	54,717	53,292	1,425	2.67%	74,395
Total Operating Revenue	1,122,992	1,162,331	(39,339)	-3.38%	978,521
Operating Expenses					
Salaries and Wages	1,211,905	1,057,043	(154,863)	-14.65%	1,086,459
Fringe Benefits	200,865	168,890	(31,975)	-18.93%	164,048
Contract Labor	0	0	0	0.00%	0
Physicians Fees	35,691	94,090	58,399	62.07%	145,489
Purchased Services	14,885	17,342	2,456	14.16%	14,882
Supply Expense	20,033	16,713	(3,320)	-19.87%	13,359
Utilities	652	1,878	1,226	65.29%	972
Repairs and Maintenance	15,128	17,598	2,470	14.04%	18,512
Insurance Expense	15,527	14,816	(712)	-4.80%	13,294
All Other Operating Expenses	127,049	103,547	(23,503)	-22.70%	103,990
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,593	3,348	(244)	-7.30%	3,239
Depreciation and Amortization	10,371	10,960	589	5.37%	18,214
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,666,700	1,506,223	(149,476)	-9.92%	1,582,457
Net Operating Surplus/(Loss)	(532,707)	(343,892)	(188,815)	54.91%	(603,935)
Total Net Surplus/(Loss)	(532,707)	(343,892)	(188,815)	54.91%	(603,935)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(532,707)	(343,892)	(188,815)	54.91%	(603,935)
Operating Margin	-47.44%	-29.59%			-61.72%
Total Profit Margin	-47.44%	-29.59%			-61.72%
EBIDA	-46.51%	-28.64%			-59.86%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2021

PAGE 4

	YEAR-TO-DATE				Prior Year 10/31/20
	Actual 10/31/21	Budget 10/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	6,119,351	6,622,081	(502,730)	-7.59%	5,398,708
Specialty Clinic Revenue	1,011,876	1,349,687	(337,811)	-25.03%	1,165,970
Total Gross Patient Revenue	7,131,227	7,971,768	(840,541)	-10.54%	6,564,678
Deductions From Revenue					
Discounts and Allowances	(3,201,136)	(3,680,358)	479,222	13.02%	(3,909,649)
Total Deductions From Revenue	(3,201,136)	(3,680,358)	479,222	13.02%	(3,909,649)
Net Patient Revenue	3,930,091	4,291,410	(361,319)	-8.42%	3,555,029
Other Operating Revenue	216,395	213,168	3,227	1.51%	297,422
Total Operating Revenue	4,146,486	4,504,578	(358,092)	-7.95%	3,852,451
Operating Expenses					
Salaries and Wages	4,614,591	4,198,718	(415,873)	-9.90%	4,164,253
Fringe Benefits	691,084	685,809	(5,275)	-0.77%	624,046
Contract Labor	0	0	0	0.00%	0
Physicians Fees	194,562	376,360	181,798	48.30%	365,856
Purchased Services	52,500	69,366	16,866	24.32%	49,410
Supply Expense	75,282	71,990	(3,291)	-4.57%	56,736
Utilities	5,393	7,512	2,119	28.21%	3,886
Repairs and Maintenance	67,494	70,393	2,899	4.12%	83,587
Insurance Expense	60,058	59,262	(796)	-1.34%	50,334
All Other Operating Expenses	469,258	446,270	(22,988)	-5.15%	331,848
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	14,234	12,793	(1,442)	-11.27%	12,210
Depreciation and Amortization	43,666	43,875	209	0.48%	73,606
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,288,122	6,042,349	(245,773)	-4.07%	5,815,772
Net Operating Surplus/(Loss)	(2,141,637)	(1,537,771)	(603,866)	39.27%	(1,963,321)
Total Net Surplus/(Loss)	(2,141,637)	(1,537,771)	(603,866)	39.27%	(1,963,321)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,141,637)	(1,537,771)	(603,866)	39.27%	(1,963,321)
Operating Margin	-51.65%	-34.14%			-50.96%
Total Profit Margin	-51.65%	-34.14%			-50.96%
EBIDA	-50.80%	-33.16%			-49.05%

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

PAGE 5

	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021
Gross Patient Revenue					
Clinic Revenue	\$1,696,739	\$1,419,718	\$1,520,956	\$1,481,938	\$1,448,630
Specialty Clinic Revenue	\$230,626	\$375,846	\$171,175	\$234,229	\$343,674
Total Gross Patient Revenue	\$1,927,365	\$1,795,564	\$1,692,131	\$1,716,167	\$1,792,304
Deductions From Revenue					
Discounts and Allowances	(\$859,090)	(\$891,974)	(\$757,972)	(\$782,101)	(\$814,088)
Total Deductions From Revenue	(\$859,090)	(\$891,974)	(\$757,972)	(\$782,101)	(\$814,088)
Net Patient Revenue	\$1,068,275	\$903,590	\$934,159	\$934,067	\$978,219
Other Operating Revenue	\$54,717	\$51,015	\$56,240	\$54,422	\$46,757
Total Operating Revenue	1,122,992	1,044,605	990,399	988,489	1,024,977
Operating Expenses					
Salaries and Wages	\$1,211,905	\$1,142,100	\$1,137,088	\$1,123,497	\$1,061,614
Fringe Benefits	\$200,865	\$181,343	\$137,188	\$171,689	\$149,134
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$35,891	\$39,947	\$52,965	\$65,959	\$146,371
Purchased Services	\$14,885	\$11,585	\$14,504	\$11,526	\$15,910
Supply Expense	\$20,033	\$15,849	\$14,325	\$25,074	\$21,967
Utilities	\$652	\$1,326	\$1,873	\$1,543	\$2,404
Repairs and Maintenance	\$15,128	\$19,186	\$16,272	\$16,937	\$16,834
Insurance Expense	\$15,527	\$14,844	\$14,844	\$14,844	\$13,611
All Other Operating Expenses	\$127,049	\$107,037	\$95,119	\$140,054	\$63,557
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,593	\$2,635	\$4,755	\$3,252	\$4,093
Depreciation and Amortization	\$10,371	\$11,088	\$11,088	\$11,123	\$12,986
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,655,700	\$1,546,906	\$1,500,019	\$1,585,497	\$1,508,431
Net Operating Surplus/(Loss)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)	(\$483,454)
Total Net Surplus/(Loss)	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)	(\$483,454)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$532,707)	(\$502,301)	(\$509,620)	(\$597,009)	(\$483,454)
Operating Margin	-47.44%	-48.09%	-51.46%	-60.40%	-47.17%
Total Profit Margin	-47.44%	-48.09%	-51.46%	-60.40%	-47.17%
EBIDA	-46.51%	-47.02%	-50.34%	-59.27%	-45.91%

Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020	Actual 11/30/2020	Actual 10/31/2020
\$1,308,860	\$1,888,815	\$1,451,105	\$1,300,086	\$1,410,642	\$1,374,626	\$1,444,093	\$1,435,042
\$181,892	\$288,056	\$342,042	\$281,294	\$311,512	\$321,541	\$326,942	\$234,817
\$1,470,752	\$1,886,871	\$1,793,147	\$1,581,380	\$1,722,154	\$1,696,166	\$1,771,035	\$1,669,859
(\$701,578)	(\$869,032)	(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)	(\$765,733)
(\$701,578)	(\$869,032)	(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)	(\$765,733)
\$769,173	\$1,017,838	\$964,777	\$822,735	\$885,759	\$954,482	\$983,142	\$904,126
\$59,125	\$58,845	\$59,103	\$65,776	\$70,558	\$67,749	\$70,839	\$74,395
\$28,299	1,076,684	1,023,880	888,510	956,317	1,022,231	1,053,952	978,521
\$940,167	\$1,037,659	\$1,142,213	\$1,104,879	\$1,132,930	\$1,137,133	\$1,211,751	\$1,086,459
\$184,159	\$206,715	\$216,355	\$240,814	\$263,026	\$168,192	\$149,894	\$164,048
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$114,521	\$46,485	\$30,939	\$93,378	\$76,208	\$140,601	\$122,258	\$146,489
\$13,208	\$12,175	\$15,397	\$13,204	\$15,024	\$12,233	\$12,756	\$14,882
\$15,954	\$19,891	\$18,548	\$17,037	\$14,651	\$12,388	\$12,806	\$13,359
\$1,933	\$1,872	\$1,875	\$1,836	\$1,810	\$594	\$2,122	\$972
\$16,580	\$18,968	\$18,493	\$18,542	\$17,458	\$19,895	\$20,740	\$18,512
\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,284
\$82,775	\$134,676	\$105,518	\$95,431	\$91,548	\$108,020	\$32,354	\$103,990
\$4,022	\$3,037	\$3,450	\$3,319	\$3,032	\$2,398	\$3,871	\$3,239
\$12,937	\$12,966	\$17,153	\$18,273	\$18,273	\$18,641	\$18,641	\$18,214
\$1,399,867	\$1,506,056	\$1,583,583	\$1,620,324	\$1,647,571	\$1,634,705	\$1,650,804	\$1,582,457
(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$603,935)
(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$603,935)
0	0	0	0	0	0	0	0
(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$603,935)
-69.01%	-39.85%	-54.66%	-82.36%	-72.28%	-59.92%	-56.63%	-61.72%
-69.01%	-39.85%	-54.66%	-82.36%	-72.28%	-59.92%	-56.63%	-61.72%
-67.44%	-38.67%	-52.99%	-80.31%	-70.37%	-58.09%	-54.86%	-59.86%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Four months ended October 31, 2021

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative) Variance	Prior Year 10/31/20		Actual	Budget	Positive/ (Negative) Variance	Prior Year 10/31/20
10/31/21	10/31/21				10/31/21	10/31/21		
Outpatient Statistics:								
5,126	4,418	708	3,977	Clinic Visits - Primary Care	19,600	16,166	3,434	16,147
379	540	(161)	486	Clinic Visits - Specialty Clinics	1,870	2,269	(399)	2,118
Productivity Statistics:								
63.82	64.25	(0.43)	74.48	FTE's - Worked	62.26	64.25	(1.99)	68.97
70.07	70.60	(0.53)	79.63	FTE's - Paid	69.64	70.60	(0.96)	75.96

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	626	9,515,073.73
CAPITAL EQUIPMENT (PLANT FUND)	8	715,341.45
CONSTRUCTION IN PROGRESS (BUILDING FUND)	6	302,960.72
PAYROLL OCTOBER 14, 2021	N/A	1,890,373.83
PAYROLL OCTOBER 28, 2021	N/A	1,703,350.39
TOTAL CASH OUTFLOW		<u>\$10,533,375.90</u>
CASH COLLECTIONS		7,863,527.47
INCREASE/DECREASE IN CASH		-\$2,669,848.43

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2022**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002441	7/8/2021	CERNER CORPORATION	16,897.05	CERNER		
002442	7/15/2021	CARDINAL HEALTH	5,480.86	ORTHO WORKSTATION WITH ID TIPMASTER		
002443	7/15/2021	MEDIPINES CORP	9,758.91	NON-INVASIVE GAS EXCHANGE MONITORS		
002444	7/22/2021	KRISTI CLARK	694.71	CERNER		
002445	7/22/2021	ROCK SPRINGS WINNELSON CO	27,277.65	HOT WATER HEATER EXCHANGER		
002446	7/22/2021	STAXI CORPORATION	22,028.26	WHEELCHAIRS		
002447	7/22/2021	DELL COMPUTER CORPORATION	164,734.80	DESKTOPS AND MONITORS		
002448	7/29/2021	CARDINAL HEALTH	78,730.00	ORTHO VISION AUTOMATED BLOOD BANK SYSTEM		
JULY TOTALS					325,602.24	325,602.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002449	8/5/2021	ENTRY SYSTEMS INC.	8,940.00	REPLACE LOADING DOCK DOOR		
002450	8/5/2021	P3 CONSULTING LLC	7,500.00	HMM/HTML5		
002451	8/12/2021	CERNER CORPORATION	35,823.72	CERNER		
002452	8/12/2021	DNV GL USA, INC.	10,685.40	SYNERGY LIFE		
002453	8/12/2021	VARIAN MEDICAL SYSTEMS, INC	5,144.50	STEREOTACTIC CONE SYSTEM		
002454	8/19/2021	CERNER CORPORATION	104,421.95	CERNER		
002455	8/19/2021	KARL STORZ ENDOSCOPY-AMERI	12,464.00	ENT SCOPE		
002456	8/19/2021	VYAIRE MEDICAL 211 INC.	24,999.00	CERNER INTERFACE TO CARDIOPULMONARY (VYAIRE)		
002457	8/26/2021	RESPIRONICS	15,000.00	CERNER INTERFACE TO SLEEP LAB (PHILLIPS)		
AUGUST TOTALS					224,978.57	550,580.81

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002458	9/9/2021	CERNER CORPORATION	18,939.52	CERNER		
002459	9/9/2021	DNV GL USA, INC.	6,240.00	SYNERGY LIFE		
002460	9/9/2021	TRI-ANIM HEALTH SERVICES INC	6,299.98	PARAPAC ADULT VENT		
002461	9/16/2021	CERNER CORPORATION	104,421.95	CERNER		
002462	9/16/2021	KRISTI CLARK	2,300.00	CERNER		
002463	9/16/2021	P3 CONSULTING LLC	10,000.00	CERNER INTERFACE FOR REV CYCLE & REFUNDS		
002464	9/23/2021	CERNER CORPORATION	76,792.62	CERNER		
002465	9/23/2021	CONVERGEONE, INC.	521,150.43	REPLACE NETWORK SWITCHES		
002466	9/30/2021	R & D SWEEPING & ASPHALT MAJ	4,986.00	CONCRETE SEAL AND REPLACE		
002467	9/30/2021	DNV GL USA, INC.	1,176.21	SYNERGY LIFE		
SEPTEMBER TOTALS					752,396.71	1,302,987.52

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002468	10/7/2021	GE PRECISION HEALTHCARE LLC	122,390.00	ULTRASOUND MACHINE		
002469	10/7/2021	TELEFLEX MEDICAL INC.	271.30	NEPTUNE HEATED HUMIDIFIERS		
002470	10/14/2021	CERNER CORPORATION	135,705.33	CERNER		
002471	10/14/2021	DELL COMPUTER CORPORATION	15,525.20	DESK TOPS AND MONITORS		
002472	10/14/2021	DNV GL USA, INC.	26,160.00	SYNERGY LIFE		
002473	10/14/2021	TELEFLEX MEDICAL INC.	4,000.00	NEPTUNE HEATED HUMIDIFIERS		
002474	10/14/2021	HIGH DESERT CONSTRUCTION, INC	287,897.00	WATERLINE REPLACEMENT		
002475	10/22/2021	CERNER CORPORATION	123,392.62	CERNER		
OCTOBER TOTALS					715,341.45	2,018,228.97

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2022**

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001132	9/2/2021	WESTERN ENGINEERS & GEOLO	3,124.25	BULK O2 PROJECT		
001133	9/9/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001134	9/23/2021	INSULATION INC.	4,711.15	MEDICAL IMAGING RENO		
001135	9/23/2021	WESTERN ENGINEERS & GEOLO	4,268.75	HVAC PROJECT		
WF DEBT	9/30/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
SEPTEMBER TOTALS					125,887.09	1,742,991.86

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001136	10/7/2021	CACHE VALLEY ELECTRIC CO.	433.78	MEDICAL IMAGING RENO		
001137	10/7/2021	GROATHOUSE CONSTRUCTION,	161,221.00	HVAC PROJECT		
001138	10/7/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001139	10/7/2021	GROATHOUSE CONSTRUCTION,	17,913.00	HVAC PROJECT		
001140	10/28/2021	CHEENEY LANDSCAPING, INC	9,610.00	WATER LINE REPLACEMENT		
WF DEBT	10/18/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
OCTOBER TOTALS					302,960.72	2,045,952.58

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

Amount	Description
19,457.94	Advertising Total
7,666.91	Billing Services Total
18,798.23	Blood Total
3,500.00	Building Lease Total
3,352.83	Cellular Telephone Total
449.21	Collection Agency Total
87,060.63	Computer Equipment Total
123,743.40	Consulting Fees Total
358,076.39	Contract Maintenance Total
344,391.20	Contract Personnel Total
771.12	Courier Services Total
2,080.10	Credit Card Total
28,069.39	Dental Insurance Total
9,491.24	Dialysis Supplies Total
1,225.00	Education & Travel Total
220.00	Education Material Total
7,855.48	Employee Recruitment Total
6,822.92	Employee Vision Plan Total
46,632.99	Equipment Lease Total
42,455.74	Food Total
7,915.04	Freight Total
689.12	Fuel Total
3,109.04	Garbage Collection Total
886,088.42	Group Health Total
274,884.28	Hospital Supplies Total
4,365.34	Implant Supplies Total
110.86	Insurance Refund Total
60,613.39	Laboratory Services Total
240,033.43	Laboratory Supplies Total
4,246.17	Laundry Supplies Total
7,515.00	Legal Fees Total
342.72	Linen Total
6,200.00	Lithotripsy Services Total
104,614.73	Locum Tenens Total
31,721.20	Maintenance & Repair Total
11,062.33	Maintenance Supplies Total
1,406,156.00	Medicaid Qualified Rate Adjustment Total
43,287.00	Memberships Total
3,303.66	MHSC Foundation Total
587.00	Monthly Pest Control Total
4,568.40	Non Medical Supplies Total
9,312.02	Office Supplies Total
6,120.00	Other Employee Benefits Total
1,332.00	Other Purchased Services Total
4,096.06	Oxygen Rental Total
5,253.77	Patient Refund Total
243.50	Payroll Deduction Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

Check Number	Date	Vendor Check Name	Amount	Description
181919	10/21/2021	BEST VERSION MEDIA LLC	387.20	Advertising
181857	10/14/2021	PILOT BUTTE BROADCASTING	650.00	Advertising
181973	10/21/2021	PILOT BUTTE BROADCASTING	1,000.00	Advertising
181869	10/14/2021	ROCKET MINER	26.88	Advertising
181874	10/14/2021	SCORPION HEALTHCARE LLC	5,437.21	Advertising
181894	10/14/2021	THE RADIO NETWORK	3,166.65	Advertising
182103	10/28/2021	BIG THICKET BROADCASTING	3,189.00	Advertising
182192	10/28/2021	SWEETWATER NOW, LLC	3,400.00	Advertising
EFT000000007062	10/14/2021	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000007066	10/14/2021	NOCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000007082	10/21/2021	LAMAR ADVERTISING	721.00	Advertising
181823	10/14/2021	EXPRESS MEDICAID BILLING SERV	3,085.91	Billing Services
181897	10/14/2021	TRUE COMMERCE, INC	118.50	Billing Services
181771	10/7/2021	WAYSTAR HEALTH	4,462.50	Billing Services
181904	10/14/2021	VITALANT	7,029.71	Blood
182207	10/28/2021	VITALANT	11,768.52	Blood
182079	10/25/2021	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
182205	10/28/2021	VERIZON WIRELESS, LLC	3,352.83	Cellular Telephone
181808	10/14/2021	COLLECTION PROFESSIONALS, INC	449.21	Collection Agency
181701	10/7/2021	CDW GOVERNMENT LLC	1,637.07	Computer Equipment
181805	10/14/2021	CDW GOVERNMENT LLC	15.93	Computer Equipment
181936	10/21/2021	DELL COMPUTER CORPORATION	80,768.00	Computer Equipment
182109	10/28/2021	CDW GOVERNMENT LLC	4,639.63	Computer Equipment
181725	10/7/2021	HOMERWOOD SUITES	2,399.30	Consulting Fees
181953	10/21/2021	HOMERWOOD SUITES	932.96	Consulting Fees
182135	10/28/2021	HOMERWOOD SUITES	904.40	Consulting Fees
182202	10/28/2021	UNIVERSITY OF UTAH (UJHC OUTREACH)	119,506.74	Consulting Fees
181784	10/14/2021	ABILITY NETWORK INC	832.37	Contract Maintenance
181920	10/21/2021	BIOMERIEUX, INC.	1,207.41	Contract Maintenance
181921	10/21/2021	BISCOM	1,035.00	Contract Maintenance
181703	10/7/2021	CPCS (NAVECTIS GROUP)	8,000.00	Contract Maintenance
181705	10/7/2021	CLOUDLI COMMUNICATIONS INC.	71.42	Contract Maintenance
181930	10/21/2021	CLOUDLI COMMUNICATIONS INC.	66.33	Contract Maintenance
181812	10/14/2021	CONVERGEONE, INC.	9,426.52	Contract Maintenance
181829	10/14/2021	FRONT RANGE MOBILE IMAGING, INC.	8,920.00	Contract Maintenance
181717	10/7/2021	GE HEALTHCARE	24,071.84	Contract Maintenance
181723	10/7/2021	HEALTHCARE RESOURCE HR, INC.	66,846.06	Contract Maintenance
181833	10/14/2021	HENRY SCHERIN PRACTICE SOLUTIONS	841.50	Contract Maintenance
181743	10/7/2021	NUANCE COMMUNICATIONS, INC	208.33	Contract Maintenance
181850	10/14/2021	NUANCE COMMUNICATIONS, INC	18,025.00	Contract Maintenance
181856	10/14/2021	PHILIPS HEALTHCARE	1,131.31	Contract Maintenance
181859	10/14/2021	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
181974	10/21/2021	QUADRAMED	1,023.75	Contract Maintenance
181865	10/14/2021	RELIA LLC	13,370.47	Contract Maintenance
181751	10/7/2021	RESA SERVICE, LLC	7,500.00	Contract Maintenance
181976	10/21/2021	RESA SERVICE, LLC	3,841.25	Contract Maintenance
181867	10/14/2021	RL DATIX	401.00	Contract Maintenance
181757	10/7/2021	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
181876	10/14/2021	SIEMENS MEDICAL SOLUTIONS USA	37,194.33	Contract Maintenance
181982	10/21/2021	SIEMENS MEDICAL SOLUTIONS USA	10,950.08	Contract Maintenance
181877	10/14/2021	STEMPROVE, INC.	2,648.00	Contract Maintenance
181880	10/14/2021	SOUTHWESTERN BIOMEDICAL ELECT.	900.00	Contract Maintenance
181888	10/14/2021	SUN NUCLEAR CORPORATION	5,150.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

181993	10/21/2021	UNITED AUDIT SYSTEMS, INC.	2,407.25	Contract Maintenance
181773	10/7/2021	WYODATA SECURITY INC.	1,420.00	Contract Maintenance
182166	10/28/2021	PHILIPS HEALTHCARE	1,737.87	Contract Maintenance
182174	10/28/2021	REMI CORPORATION	2,730.90	Contract Maintenance
182200	10/28/2021	T-SYSTEM, INC.	9,299.34	Contract Maintenance
182092	10/28/2021	ADVANCED MEDICAL REVIEWS, INC.	4,915.75	Contract Maintenance
182124	10/28/2021	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Contract Maintenance
182136	10/28/2021	INSIGHT SCREENING LLC	1,179.00	Contract Maintenance
182138	10/28/2021	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
182169	10/28/2021	PLANETREE	5,000.00	Contract Maintenance
182171	10/28/2021	QUADRAMED	69,911.69	Contract Maintenance
182213	10/28/2021	WYODATA SECURITY INC.	1,305.00	Contract Maintenance
EFT00000007050	10/7/2021	STATE FIRE DC SPECIALTIES	420.00	Contract Maintenance
EFT00000007054	10/14/2021	ARRENDALE ASSOCIATES, INC.	1,435.00	Contract Maintenance
EFT00000007103	10/28/2021	STATE FIRE DC SPECIALTIES	150.00	Contract Maintenance
W/T	10/15/2021	ORTHO PHREESIA FEE	7.00	Contract Maintenance
W/T	10/22/2021	CARE CLOUD	349.00	Contract Maintenance
W/T	10/5/2021	ZENITH	350.35	Contract Maintenance
W/T	10/20/2021	TRIZETTO FEE	5,319.30	Contract Maintenance
W/T	10/15/2021	CLINIC PHREESIA FEE	5,692.35	Contract Maintenance
W/T	10/8/2021	SIEMENS EDI	9,017.12	Contract Maintenance
W/T	10/13/2021	QRA PAYMENT	1,406,156.00	Medicaid Qualified Rate Adjustment
181709	10/7/2021	ELWOOD STAFFING SERVICES, INC.	6,558.28	Contract Personnel
181943	10/21/2021	ELWOOD STAFFING SERVICES, INC.	4,405.71	Contract Personnel
181716	10/7/2021	FOCUSONE SOLUTIONS LLC	43,635.01	Contract Personnel
181827	10/14/2021	FOCUSONE SOLUTIONS LLC	36,887.38	Contract Personnel
181946	10/21/2021	FOCUSONE SOLUTIONS LLC	49,004.25	Contract Personnel
181969	10/21/2021	NURSE ASSIST INC	660.00	Contract Personnel
181756	10/7/2021	SARAH ROTH	420.00	Contract Personnel
181980	10/21/2021	SARAH ROTH	180.00	Contract Personnel
181759	10/7/2021	SOLIANT HEALTH	86,406.39	Contract Personnel
181879	10/14/2021	SOLIANT HEALTH	24,400.75	Contract Personnel
182139	10/28/2021	ELWOOD STAFFING SERVICES, INC.	10,384.36	Contract Personnel
182126	10/28/2021	FOCUSONE SOLUTIONS LLC	40,814.13	Contract Personnel
182178	10/28/2021	SARAH ROTH	240.00	Contract Personnel
182182	10/28/2021	SOLIANT HEALTH	40,394.94	Contract Personnel
182163	10/28/2021	PACKAGERUNNER LOGISTICS LLC	771.12	Courier Services
W/T	10/28/2021	UMB BANK PAYMENT	2,000.10	Credit Card
181819	10/14/2021	DELTA DENTAL	28,069.39	Dental Insurance
181828	10/14/2021	FRESENIUS USA MARKETING, INC.	1,539.62	Dialysis Supplies
181947	10/21/2021	FRESENIUS USA MARKETING, INC.	5,166.78	Dialysis Supplies
181831	10/14/2021	HACH COMPANY	69.17	Dialysis Supplies
181724	10/7/2021	HENRY SCHEIN INC	220.00	Dialysis Supplies
181832	10/14/2021	HENRY SCHEIN INC	75.64	Dialysis Supplies
181950	10/21/2021	HENRY SCHEIN INC	78.52	Dialysis Supplies
182132	10/28/2021	HENRY SCHEIN INC	405.00	Dialysis Supplies
182127	10/28/2021	FRESENIUS USA MARKETING, INC.	1,936.51	Dialysis Supplies
181958	10/21/2021	LARRY D. MACY	1,225.00	Education & Travel
EFT00000007048	10/7/2021	MY EDUCATIONAL RESOURCES	220.00	Education Material
181726	10/7/2021	INSIGHT INVESTIGATIONS, INC.	1,535.48	Employee Recruitment
182155	10/28/2021	MIRAYLA LAPOINTE	5,000.00	Employee Recruitment
EFT00000007069	10/14/2021	SST TESTING +, INC.	1,320.00	Employee Recruitment
182206	10/28/2021	VISION SERVICE PLAN - WY	6,822.92	Employee Vision Plan
181814	10/14/2021	COPIER & SUPPLY COMPANY	400.59	Equipment Lease

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

181932	10/21/2021	COPIER & SUPPLY COMPANY	405.46	Equipment Lease
181830	10/14/2021	GE HEALTHCARE FINANCIAL SERVICES	10,692.03	Equipment Lease
181758	10/7/2021	SHADOW MOUNTAIN WATER CO ,WY	493.50	Equipment Lease
181875	10/14/2021	SHADOW MOUNTAIN WATER CO ,WY	162.90	Equipment Lease
181901	10/21/2021	SHADOW MOUNTAIN WATER CO ,WY	830.90	Equipment Lease
181901	10/14/2021	US BANK EQUIPMENT FINANCE	2,426.07	Equipment Lease
181997	10/21/2021	WYOMING RENTS,LLC	440.00	Equipment Lease
182114	10/28/2021	COPIER & SUPPLY COMPANY	8,810.32	Equipment Lease
182179	10/28/2021	SHADOW MOUNTAIN WATER CO ,WY	357.72	Equipment Lease
182180	10/28/2021	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
182203	10/28/2021	US BANK EQUIPMENT FINANCE	555.16	Equipment Lease
EFT000000007105	10/28/2021	TIMEPAYMENT CORP	2,628.23	Equipment Lease
181708	10/7/2021	DFA DAIRY BRANDS CORP., LLC	110.60	Food
181818	10/14/2021	DFA DAIRY BRANDS CORP., LLC	98.19	Food
181935	10/21/2021	DFA DAIRY BRANDS CORP., LLC	139.47	Food
181713	10/7/2021	F B MCFADDEN WHOLESALE	3,118.85	Food
181824	10/14/2021	F B MCFADDEN WHOLESALE	1,770.30	Food
181944	10/21/2021	F B MCFADDEN WHOLESALE	2,495.40	Food
181742	10/7/2021	NICHOLAS & CO INC	3,688.76	Food
181848	10/14/2021	NICHOLAS & CO INC	6,128.24	Food
181967	10/21/2021	NICHOLAS & CO INC	3,589.29	Food
181766	10/7/2021	SYSO INTERMOUNTAIN FOOD	4,401.80	Food
181891	10/14/2021	SYSO INTERMOUNTAIN FOOD	9,395.36	Food
181989	10/21/2021	SYSO INTERMOUNTAIN FOOD	1,166.51	Food
181772	10/7/2021	WESTERN WYOMING BEVERAGES INC	716.73	Food
181905	10/14/2021	WESTERN WYOMING BEVERAGES INC	1,276.91	Food
181995	10/21/2021	WESTERN WYOMING BEVERAGES INC	393.18	Food
182122	10/28/2021	F B MCFADDEN WHOLESALE	2,943.05	Food
182116	10/28/2021	DFA DAIRY BRANDS CORP., LLC	124.10	Food
EFT000000007058	10/14/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	576.00	Food
EFT000000007079	10/21/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	323.00	Food
181825	10/14/2021	FED EX	158.74	Freight
181932	10/21/2021	TRIOSE, INC	7,374.63	Freight
181900	10/14/2021	UPS STORE	303.00	Freight
182123	10/28/2021	FED EX	78.67	Freight
181864	10/14/2021	RED HORSE OIL COMPANIES INC	689.12	Fuel
EFT000000007072	10/14/2021	WWS - ROCK SPRINGS	3,109.04	Garbage Collection
W/T	10/22/2021	FURTHER ADMIN FEE	165.75	Group Health
W/T	10/1/2021	FURTHER FLEX 9/29/21	341.34	Group Health
W/T	10/15/2021	FURTHER FLEX 10/13/21	407.61	Group Health
W/T	10/22/2021	FURTHER FLEX 10/20/21	437.12	Group Health
W/T	10/8/2021	FURTHER FLEX 10/6/21	740.94	Group Health
W/T	10/29/2021	FURTHER FLEX 10/27/21	1,484.04	Group Health
W/T	10/22/2021	BLUE CROSS BLUE SHIELD 10/15/21	135,754.27	Group Health
W/T	10/15/2021	BLUE CROSS BLUE SHIELD 10/8/21	156,873.95	Group Health
W/T	10/1/2021	BLUE CROSS BLUE SHIELD 9/24/21	165,520.72	Group Health
W/T	10/29/2021	BLUE CROSS BLUE SHIELD 10/22/21	194,952.75	Group Health
W/T	10/8/2021	BLUE CROSS BLUE SHIELD 10/1/21	229,409.93	Group Health
181979	10/21/2021	ABBOTT NUTRITION	56.03	Hospital Supplies
181684	10/7/2021	AESCULAP INC	769.32	Hospital Supplies
181785	10/14/2021	AESCULAP INC	340.20	Hospital Supplies
181911	10/21/2021	AESCULAP INC	447.73	Hospital Supplies
181687	10/7/2021	APPLIED MEDICAL	672.00	Hospital Supplies
181790	10/14/2021	APPLIED MEDICAL	420.00	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

181913	10/21/2021	APPLIED MEDICAL	528.00	Hospital Supplies
181789	10/14/2021	APPLIED MEDICAL TECHNOLOGY	579.08	Hospital Supplies
181914	10/21/2021	ARMSTRONG MEDICAL INDUSTRIES	480.00	Hospital Supplies
181791	10/14/2021	ARTHREX INC.	264.00	Hospital Supplies
181692	10/7/2021	B BRAUN MEDICAL INC.	63.01	Hospital Supplies
181794	10/14/2021	B BRAUN MEDICAL INC.	1,290.80	Hospital Supplies
181916	10/21/2021	B BRAUN MEDICAL INC.	2,706.23	Hospital Supplies
181915	10/21/2021	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
181690	10/7/2021	BAXTER HEALTHCARE CORPORATION	2,443.52	Hospital Supplies
181691	10/7/2021	BAYER HEALTHCARE LLC	1,557.05	Hospital Supplies
181793	10/14/2021	BAYER HEALTHCARE LLC	2,031.83	Hospital Supplies
181918	10/21/2021	BECTON DICKINSON	72.50	Hospital Supplies
181694	10/7/2021	BOSTON SCIENTIFIC CORP	1,839.63	Hospital Supplies
181797	10/14/2021	BOSTON SCIENTIFIC CORP	1,088.96	Hospital Supplies
181922	10/21/2021	BOSTON SCIENTIFIC CORP	8,060.05	Hospital Supplies
181699	10/7/2021	CARDINAL HEALTH/V. MUELLER	1,667.99	Hospital Supplies
181801	10/14/2021	CARDINAL HEALTH/V. MUELLER	23,610.50	Hospital Supplies
181925	10/21/2021	CARDINAL HEALTH/V. MUELLER	35,997.64	Hospital Supplies
181804	10/14/2021	CARSTENS HEALTH INDUSTRIES INC.	43.60	Hospital Supplies
181810	10/14/2021	CONE INSTRUMENTS	431.49	Hospital Supplies
181931	10/21/2021	CONE INSTRUMENTS	116.23	Hospital Supplies
181813	10/14/2021	COOK MEDICAL INCORPORATED	146.66	Hospital Supplies
181816	10/14/2021	CR BAND, INC	585.00	Hospital Supplies
181820	10/14/2021	DIAGNOSTICA STAGO INC	3,644.25	Hospital Supplies
181937	10/21/2021	DIAGNOSTICA STAGO INC	392.00	Hospital Supplies
181939	10/21/2021	DJ ORTHOPEDICS, LLC	352.82	Hospital Supplies
181822	10/14/2021	EDGE PHARMACEUTICALS, LLC	215.64	Hospital Supplies
181942	10/21/2021	EDGE PHARMACEUTICALS, LLC	411.77	Hospital Supplies
181710	10/7/2021	EMERSON HEALTHCARE, LLC	685.00	Hospital Supplies
181711	10/7/2021	EQUASHIELD LLC	1,495.76	Hospital Supplies
181719	10/7/2021	GENERAL HOSPITAL SUPPLY CORPORATION	222.00	Hospital Supplies
181948	10/21/2021	GYNEX CORP	61.45	Hospital Supplies
181722	10/7/2021	HEALTHCARE LOGISTICS INC	181.54	Hospital Supplies
181949	10/21/2021	HEALTHCARE LOGISTICS INC	374.20	Hospital Supplies
181834	10/14/2021	HILL-ROM	84.00	Hospital Supplies
181951	10/21/2021	HILL-ROM	306.87	Hospital Supplies
181954	10/21/2021	INNOVATIVE PRODUCTS INC.	137.95	Hospital Supplies
181728	10/7/2021	J & J HEALTH CARE SYSTEMS INC	1,870.64	Hospital Supplies
181836	10/14/2021	J & J HEALTH CARE SYSTEMS INC	9,834.40	Hospital Supplies
181955	10/21/2021	J & J HEALTH CARE SYSTEMS INC	2,200.05	Hospital Supplies
181729	10/7/2021	KARL STORZ ENDOSCOPY-AMERICA	508.38	Hospital Supplies
181956	10/21/2021	KARL STORZ ENDOSCOPY-AMERICA	115.34	Hospital Supplies
181889	10/14/2021	LEICA BIOSYSTEMS RICHMOND	110.86	Hospital Supplies
181988	10/21/2021	LEICA BIOSYSTEMS RICHMOND	563.65	Hospital Supplies
181741	10/7/2021	M V A P MEDICAL SUPPLIES, INC.	120.00	Hospital Supplies
181965	10/21/2021	M V A P MEDICAL SUPPLIES, INC.	9.50	Hospital Supplies
181840	10/14/2021	MARKET LAB, INC	499.90	Hospital Supplies
181961	10/21/2021	MARKET LAB, INC	106.43	Hospital Supplies
181732	10/7/2021	MCKESSON MEDICAL-SURGICAL	1,784.64	Hospital Supplies
181962	10/21/2021	MCKESSON MEDICAL-SURGICAL	744.80	Hospital Supplies
181733	10/7/2021	MEDI-DOSE INCORPORATED	105.54	Hospital Supplies
181842	10/14/2021	MEDTRONIC USA INC	461.71	Hospital Supplies
181841	10/14/2021	MEDTRONIC, USA	140.00	Hospital Supplies
181844	10/14/2021	MES	165.45	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

181685	10/7/2021	MIADERM	624.00	Hospital Supplies
181738	10/7/2021	MINDRAY DS USA, INC.	46.80	Hospital Supplies
181847	10/14/2021	NANDSONICS, INC	75.00	Hospital Supplies
181851	10/14/2021	OLYMPUS AMERICA INC	343.31	Hospital Supplies
181744	10/7/2021	OWENS & MINOR 90005430	18,489.02	Hospital Supplies
181970	10/21/2021	OWENS & MINOR 90005430	6,570.96	Hospital Supplies
181855	10/14/2021	PERFORMANCE HEALTH SUPPLY INC	217.50	Hospital Supplies
181972	10/21/2021	PERFORMANCE HEALTH SUPPLY INC	227.32	Hospital Supplies
181860	10/14/2021	QUESET MEDICAL	87.84	Hospital Supplies
181748	10/7/2021	RADIOMETER AMERICA INC	726.53	Hospital Supplies
181863	10/14/2021	RADIOMETER AMERICA INC	410.70	Hospital Supplies
181975	10/21/2021	RADIOMETER AMERICA INC	1,152.81	Hospital Supplies
181752	10/7/2021	RESPIRONICS	178.00	Hospital Supplies
181977	10/21/2021	RESPIRONICS	268.00	Hospital Supplies
182078	10/21/2021	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	3,260.00	Hospital Supplies
181878	10/14/2021	SMITHS MEDICAL ASD INC	2,150.00	Hospital Supplies
181760	10/7/2021	SPACELABS MEDICAL	36.57	Hospital Supplies
181765	10/7/2021	STERIS CORPORATION	641.78	Hospital Supplies
181886	10/14/2021	STERIS CORPORATION	4,083.61	Hospital Supplies
181905	10/21/2021	STERIS CORPORATION	1,112.04	Hospital Supplies
181767	10/7/2021	TELEFLEX LLC	546.00	Hospital Supplies
181892	10/14/2021	TELEFLEX LLC	600.95	Hospital Supplies
181990	10/21/2021	TELEFLEX LLC	710.00	Hospital Supplies
181895	10/14/2021	TIDN PRODUCTS, LC	1,020.00	Hospital Supplies
181768	10/7/2021	TRI-ANIM HEALTH SERVICES INC	2,472.88	Hospital Supplies
181896	10/14/2021	TRI-ANIM HEALTH SERVICES INC	2,438.65	Hospital Supplies
181991	10/21/2021	TRI-ANIM HEALTH SERVICES INC	423.33	Hospital Supplies
181982	10/14/2021	UTAH MEDICAL PRODUCTS INC	306.00	Hospital Supplies
181903	10/14/2021	VAPOTHERM INC.	157.00	Hospital Supplies
181994	10/21/2021	VAPOTHERM INC.	314.00	Hospital Supplies
181770	10/7/2021	WAXIE SANITARY SUPPLY	235.64	Hospital Supplies
182053	10/28/2021	AESCU LAP INC	923.92	Hospital Supplies
182096	10/28/2021	AMAZON.COM CREDIT PLAN	2,290.44	Hospital Supplies
182090	10/28/2021	APPLIED MEDICAL	756.00	Hospital Supplies
182101	10/28/2021	BARD PERIPHERAL VASCULAR INC	6,373.50	Hospital Supplies
182105	10/28/2021	BOSTON SCIENTIFIC CORP	1,482.74	Hospital Supplies
182107	10/28/2021	CARDINAL HEALTH/V. MUELLER	24,681.93	Hospital Supplies
182108	10/28/2021	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
182117	10/28/2021	DIAGNOSTICA STAGO INC	1,124.51	Hospital Supplies
182118	10/28/2021	DJ ORTHOPEDICS, LLC	94.46	Hospital Supplies
182131	10/28/2021	HEALTHCARE LOGISTICS INC	232.30	Hospital Supplies
182133	10/28/2021	HOLLISTER	47.24	Hospital Supplies
182139	10/28/2021	J & J HEALTH CARE SYSTEMS INC	26,795.06	Hospital Supplies
182148	10/28/2021	MARKET LAB, INC	362.95	Hospital Supplies
182159	10/28/2021	NEWCOMER SUPPLY	222.00	Hospital Supplies
182161	10/28/2021	OLYMPUS AMERICA INC	1,095.89	Hospital Supplies
182162	10/28/2021	OWENS & MINOR 90005430	9,926.60	Hospital Supplies
182165	10/28/2021	PERFORMANCE HEALTH SUPPLY INC	186.10	Hospital Supplies
182175	10/28/2021	RESPIRONICS	178.00	Hospital Supplies
182186	10/28/2021	STERIS CORPORATION	961.21	Hospital Supplies
182199	10/28/2021	TRI-ANIM HEALTH SERVICES INC	104.27	Hospital Supplies
182204	10/28/2021	VERATHON INC.	360.00	Hospital Supplies
182210	10/28/2021	WAXIE SANITARY SUPPLY	5,095.43	Hospital Supplies
182097	10/28/2021	APPLIED MEDICAL TECHNOLOGY	577.48	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

182102	10/20/2021	BECTON DICKINSON	155.98	Hospital Supplies
182158	10/20/2021	NANOSONICS, INC.	187.50	Hospital Supplies
182195	10/20/2021	TELEFLEX LLC	1,336.40	Hospital Supplies
EFT00000007045	10/7/2021	BREG INC	9.20	Hospital Supplies
EFT00000007047	10/7/2021	HARDY DIAGNOSTICS	909.18	Hospital Supplies
EFT00000007056	10/14/2021	BREG INC	149.84	Hospital Supplies
EFT00000007057	10/14/2021	BSN MEDICAL INC	69.13	Hospital Supplies
EFT00000007060	10/14/2021	HARDY DIAGNOSTICS	625.76	Hospital Supplies
EFT00000007064	10/14/2021	OVATION MEDICAL	305.55	Hospital Supplies
EFT00000007068	10/14/2021	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	3,796.86	Hospital Supplies
EFT00000007070	10/14/2021	STRYKER INSTRUMENTS	118.72	Hospital Supplies
EFT00000007073	10/14/2021	ZOLL MEDICAL CORPORATION	1,144.56	Hospital Supplies
EFT00000007076	10/21/2021	BEEKLEY CORPORATION	332.00	Hospital Supplies
EFT00000007077	10/21/2021	BREG INC	464.28	Hospital Supplies
EFT00000007078	10/21/2021	BSN MEDICAL INC	37.41	Hospital Supplies
EFT00000007081	10/21/2021	HARDY DIAGNOSTICS	1,629.30	Hospital Supplies
EFT00000007087	10/21/2021	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,027.03	Hospital Supplies
EFT00000007089	10/21/2021	STRYKER INSTRUMENTS	1,034.34	Hospital Supplies
EFT00000007094	10/28/2021	BIODIX MEDICAL SYSTEMS INC	1,245.00	Hospital Supplies
EFT00000007096	10/28/2021	BREG INC	117.50	Hospital Supplies
EFT00000007097	10/28/2021	BSN MEDICAL INC	84.54	Hospital Supplies
EFT00000007099	10/28/2021	HARDY DIAGNOSTICS	414.23	Hospital Supplies
EFT00000007104	10/28/2021	STRYKER INSTRUMENTS	1,269.51	Hospital Supplies
EFT00000007107	10/28/2021	ZOLL MEDICAL CORPORATION	1,842.63	Hospital Supplies
181843	10/14/2021	MENTOR CORPORATION	4,365.34	Implant Supplies
182075	10/21/2021	INSURANCE REFUND	110.86	Insurance Refund
181908	10/14/2021	INSURANCE REFUND	1,758.45	Insurance Refund
181964	10/21/2021	METABOLIC NEWBORN SCREENING	3,114.24	Laboratory Services
182149	10/28/2021	MAYO COLLABORATIVE SERVICES, INC.	694.20	Laboratory Services
182152	10/28/2021	METABOLIC NEWBORN SCREENING	1,700.00	Laboratory Services
182095	10/28/2021	ALLENMETRIX INC	1,194.00	Laboratory Services
EFT00000007093	10/28/2021	ARUP LABORATORIES, INC.	52,152.50	Laboratory Services
181693	10/7/2021	BECKMAN COULTER, INC	7,797.17	Laboratory Supplies
181917	10/21/2021	BECKMAN COULTER, INC	343.80	Laboratory Supplies
181795	10/14/2021	BIORRE DIAGNOSTICS, LLC	20,250.00	Laboratory Supplies
181799	10/14/2021	CANCER DIAGNOSTICS, INC	93.05	Laboratory Supplies
181698	10/7/2021	CARDINAL HEALTH	33,360.34	Laboratory Supplies
181800	10/14/2021	CARDINAL HEALTH	43,918.30	Laboratory Supplies
181924	10/21/2021	CARDINAL HEALTH	45,442.32	Laboratory Supplies
181803	10/14/2021	CARESFIELD LLC	326.31	Laboratory Supplies
181806	10/14/2021	CEPHIED	11,536.00	Laboratory Supplies
181941	10/21/2021	DOUG BROWN & ASSOCIATES	160.53	Laboratory Supplies
181715	10/7/2021	FISHER HEALTHCARE	9,668.05	Laboratory Supplies
181826	10/14/2021	FISHER HEALTHCARE	8,722.81	Laboratory Supplies
181945	10/21/2021	FISHER HEALTHCARE	19,510.18	Laboratory Supplies
181796	10/7/2021	MERCEDES MEDICAL	565.61	Laboratory Supplies
181737	10/7/2021	MESA LABORATORIES	95.00	Laboratory Supplies
181849	10/14/2021	NOVA BIOMEDICAL CORP.	86.52	Laboratory Supplies
181968	10/21/2021	NOVA BIOMEDICAL CORP.	75.00	Laboratory Supplies
181727	10/7/2021	PLATINUM CODE	54.24	Laboratory Supplies
181763	10/7/2021	STATLAB MEDICAL PRODUCTS	1,350.30	Laboratory Supplies
181884	10/14/2021	STATLAB MEDICAL PRODUCTS	37.51	Laboratory Supplies
181769	10/7/2021	TYPENEX MEDICAL, LLC	64.00	Laboratory Supplies
181899	10/14/2021	TYPENEX MEDICAL, LLC	318.27	Laboratory Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

182106	10/28/2021	CARDINAL HEALTH	19,588.15	Laboratory Supplies
182110	10/28/2021	CEPHRAD	105.00	Laboratory Supplies
182125	10/28/2021	FISHER HEALTHCARE	1,330.30	Laboratory Supplies
182201	10/28/2021	TYPENEX MEDICAL, LLC	64.00	Laboratory Supplies
182104	10/28/2021	BIOMERIEUX, INC.	4,554.77	Laboratory Supplies
182128	10/28/2021	GE HEALTHCARE INC.	1,070.10	Laboratory Supplies
EFT00000007049	10/7/2021	PDC HEALTHCARE	45.63	Laboratory Supplies
EFT00000007055	10/14/2021	BIO-RAD LABORATORIES	4,361.96	Laboratory Supplies
EFT00000007065	10/14/2021	PDC HEALTHCARE	434.90	Laboratory Supplies
EFT00000007084	10/21/2021	ORTHO-CLINICAL DIAGNOSTICS INC.	390.03	Laboratory Supplies
EFT00000007085	10/21/2021	PDC HEALTHCARE	150.00	Laboratory Supplies
EFT00000007095	10/28/2021	BIO-RAD LABORATORIES	2,713.98	Laboratory Supplies
EFT00000007051	10/7/2021	SYSMEX AMERICA INC.	922.65	Laboratory Supplies
EFT00000007071	10/14/2021	SYSMEX AMERICA INC.	525.65	Laboratory Supplies
EFT00000007083	10/21/2021	MARTIN-RAY LAUNDRY SYSTEMS	2,160.00	Laundry Supplies
EFT00000007101	10/28/2021	MARTIN-RAY LAUNDRY SYSTEMS	2,086.17	Laundry Supplies
181707	10/7/2021	CROWLEY FLECK ATTORNEYS	1,665.00	Legal Fees
182167	10/28/2021	PHILLIPS LAW, LLC	5,850.00	Legal Fees
182183	10/28/2021	STANDARD TEXTILE	342.72	Linen
182215	10/28/2021	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Lithotripsy Services
181809	10/14/2021	COMPHEALTH, INC.	28,000.00	Locum Tenens
182112	10/28/2021	COMPHEALTH, INC.	75,936.11	Locum Tenens
182211	10/28/2021	WEATHERBY LOCUMS, INC.	678.62	Locum Tenens
181796	10/14/2021	BIO-MED ENGINEERING INC.	2,880.00	Maintenance & Repair
181927	10/21/2021	CARRIER COMMERCIAL SERVICE	1,432.21	Maintenance & Repair
181934	10/21/2021	CUMMINS ROCKY MOUNTAIN, LLC	1,190.00	Maintenance & Repair
181837	10/14/2021	JC JACOBS CARPET ONE	1,114.00	Maintenance & Repair
181853	10/14/2021	PACIFIC STEEL HIDES FURS RECYC.	963.89	Maintenance & Repair
181745	10/7/2021	PARTSSOURCE	225.00	Maintenance & Repair
181854	10/14/2021	PARTSSOURCE	1,497.94	Maintenance & Repair
181746	10/7/2021	PLAN ONE/ARCHITECTS	625.00	Maintenance & Repair
181764	10/7/2021	STEALTH TECHNOLOGIES	1,369.05	Maintenance & Repair
181885	10/14/2021	STEALTH TECHNOLOGIES	1,510.41	Maintenance & Repair
181890	10/14/2021	SWEETWATER PLUMBING & HEATING	367.00	Maintenance & Repair
182164	10/28/2021	PARTSSOURCE	3,190.96	Maintenance & Repair
182191	10/28/2021	SWEETWATER PLUMBING & HEATING	209.30	Maintenance & Repair
182115	10/28/2021	DANIEL DORMAN PAINTING	2,500.00	Maintenance & Repair
182151	10/28/2021	MED ONE EQUIPMENT SERVICES LLC	2,740.00	Maintenance & Repair
182185	10/28/2021	STEALTH TECHNOLOGIES	452.38	Maintenance & Repair
182208	10/28/2021	WALL 2 WALL	2,500.00	Maintenance & Repair
EFT00000007046	10/7/2021	COLORADO DOORWAYS, INC.	1,450.69	Maintenance & Repair
EFT00000007067	10/14/2021	SERVCO	153.35	Maintenance & Repair
EFT00000007086	10/21/2021	SERVCO	4,950.00	Maintenance & Repair
181788	10/14/2021	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
181689	10/7/2021	BARD ACCESS SYSTEMS	510.42	Maintenance Supplies
181706	10/7/2021	CODALE ELECTRIC SUPPLY, INC.	1,137.49	Maintenance Supplies
181720	10/7/2021	GRAINGER	840.59	Maintenance Supplies
181835	10/14/2021	HOME DEPOT	281.73	Maintenance Supplies
181952	10/21/2021	HOME DEPOT	283.77	Maintenance Supplies
181739	10/7/2021	MOUNTAIN STATES SUPPLY CO.	1,997.28	Maintenance Supplies
181870	10/14/2021	ROCK SPRINGS WINLECTRIC CO	30.34	Maintenance Supplies
181754	10/7/2021	ROCK SPRINGS WINNELSON CO	2,048.14	Maintenance Supplies
181871	10/14/2021	ROCK SPRINGS WINNELSON CO	31.28	Maintenance Supplies
182100	10/28/2021	BARD ACCESS SYSTEMS	396.00	Maintenance Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

182129	10/28/2021	GRAINGER	105.50	Maintenance Supplies
182134	10/28/2021	HOME DEPOT	1,235.23	Maintenance Supplies
182177	10/28/2021	ROCK SPRINGS WINNELSON CO	908.33	Maintenance Supplies
182157	10/28/2021	MORCON SPECIALTY	46.22	Maintenance Supplies
EFT00000007043	10/7/2021	ACE HARDWARE	234.95	Maintenance Supplies
EFT00000007052	10/14/2021	ACE HARDWARE	85.16	Maintenance Supplies
EFT00000007074	10/21/2021	ACE HARDWARE	41.99	Maintenance Supplies
EFT00000007091	10/28/2021	ACE HARDWARE	16.98	Maintenance Supplies
EFT00000007061	10/14/2021	HOMAX OIL SALES	147.10	Maintenance Supplies
EFT00000007100	10/28/2021	HOMAX OIL SALES	6.63	Maintenance Supplies
181966	10/21/2021	NATIONAL FIRE PROTECTION ASSN	175.00	Memberships
181893	10/14/2021	NRC HEALTH	42,757.00	Memberships
181907	10/14/2021	WYOMING STATE BAR	355.00	Memberships
181778	10/12/2021	MHSC-FOUNDATION	1,175.56	MHSC Foundation
181845	10/14/2021	MHSC-FOUNDATION	902.00	MHSC Foundation
182087	10/26/2021	MHSC-FOUNDATION	1,226.10	MHSC Foundation
182197	10/28/2021	TERMINIX OF WYOMING	587.00	Monthly Pest Control
181735	10/7/2021	MEDLINE INDUSTRIES INC	1,871.69	Non Medical Supplies
181963	10/21/2021	MEDLINE INDUSTRIES INC	2,129.22	Non Medical Supplies
182150	10/28/2021	MEDLINE INDUSTRIES INC	567.49	Non Medical Supplies
181688	10/7/2021	ASI BUSINESS GROUP	1,280.57	Office Supplies
181761	10/7/2021	STANDARD REGISTER COMPANY	236.22	Office Supplies
181881	10/14/2021	STANDARD REGISTER COMPANY	157.48	Office Supplies
181983	10/21/2021	STANDARD REGISTER COMPANY	361.07	Office Supplies
181762	10/7/2021	STAPLES BUSINESS ADVANTAGE	3,221.43	Office Supplies
181882	10/14/2021	STAPLES BUSINESS ADVANTAGE	805.92	Office Supplies
181984	10/21/2021	STAPLES BUSINESS ADVANTAGE	201.00	Office Supplies
182120	10/28/2021	ENCOMPASS GROUP, LLC	1,880.52	Office Supplies
182184	10/28/2021	STAPLES BUSINESS ADVANTAGE	429.28	Office Supplies
182144	10/28/2021	LABELMATCH	460.28	Office Supplies
EFT00000007088	10/21/2021	SMYTH PRINTING	278.25	Office Supplies
181783	10/14/2021	AARON BERMAN GOLF SHOP	900.00	Other Employee Benefits
181905	10/14/2021	R.S. CHAMBER OF COMMERCE	150.00	Other Employee Benefits
181755	10/7/2021	SANTA FE TRAIL RESTAURANT	3,100.00	Other Employee Benefits
181774	10/7/2021	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
182176	10/28/2021	ROCK SPRINGS LV. CENTER	3,457.92	Hospital Supplies
181704	10/7/2021	CJ SIGNS	550.00	Other Purchased Services
181807	10/14/2021	CJ SIGNS	135.00	Other Purchased Services
181929	10/21/2021	CJ SIGNS	195.00	Other Purchased Services
181839	10/14/2021	QUICK RESPONSE TAXI	198.00	Other Purchased Services
181959	10/21/2021	QUICK RESPONSE TAXI	204.00	Other Purchased Services
182168	10/28/2021	PUTT STOP SIGNS	50.00	Other Purchased Services
EFT00000007044	10/7/2021	AIRGAS INTERMOUNTAIN INC	174.89	Oxygen Rental
EFT00000007053	10/14/2021	AIRGAS INTERMOUNTAIN INC	3,031.20	Oxygen Rental
EFT00000007075	10/21/2021	AIRGAS INTERMOUNTAIN INC	232.33	Oxygen Rental
EFT00000007092	10/28/2021	AIRGAS INTERMOUNTAIN INC	657.64	Oxygen Rental
181999	10/21/2021	PATIENT REFUND	60.04	Patient Refund
182000	10/21/2021	PATIENT REFUND	35.00	Patient Refund
182001	10/21/2021	PATIENT REFUND	8.00	Patient Refund
182002	10/21/2021	PATIENT REFUND	107.41	Patient Refund
182003	10/21/2021	PATIENT REFUND	51.00	Patient Refund
182004	10/21/2021	PATIENT REFUND	49.00	Patient Refund
182005	10/21/2021	PATIENT REFUND	22.16	Patient Refund
182006	10/21/2021	PATIENT REFUND	35.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

182007	10/21/2021	PATIENT REFUND	32.50	Patient Refund
182008	10/21/2021	PATIENT REFUND	44.22	Patient Refund
182009	10/21/2021	PATIENT REFUND	50.00	Patient Refund
182010	10/21/2021	PATIENT REFUND	14.00	Patient Refund
182011	10/21/2021	PATIENT REFUND	30.00	Patient Refund
182013	10/21/2021	PATIENT REFUND	18.63	Patient Refund
182012	10/21/2021	PATIENT REFUND	100.10	Patient Refund
182014	10/21/2021	PATIENT REFUND	210.00	Patient Refund
182015	10/21/2021	PATIENT REFUND	10.00	Patient Refund
182016	10/21/2021	PATIENT REFUND	63.80	Patient Refund
182017	10/21/2021	PATIENT REFUND	101.00	Patient Refund
182018	10/21/2021	PATIENT REFUND	15.20	Patient Refund
182019	10/21/2021	PATIENT REFUND	35.00	Patient Refund
182020	10/21/2021	PATIENT REFUND	70.00	Patient Refund
182021	10/21/2021	PATIENT REFUND	33.73	Patient Refund
182022	10/21/2021	PATIENT REFUND	20.31	Patient Refund
182023	10/21/2021	PATIENT REFUND	25.00	Patient Refund
182025	10/21/2021	PATIENT REFUND	50.00	Patient Refund
182024	10/21/2021	PATIENT REFUND	75.00	Patient Refund
182026	10/21/2021	PATIENT REFUND	130.60	Patient Refund
182027	10/21/2021	PATIENT REFUND	25.00	Patient Refund
182028	10/21/2021	PATIENT REFUND	50.00	Patient Refund
182029	10/21/2021	PATIENT REFUND	40.00	Patient Refund
182030	10/21/2021	PATIENT REFUND	8.20	Patient Refund
182031	10/21/2021	PATIENT REFUND	35.00	Patient Refund
182032	10/21/2021	PATIENT REFUND	120.00	Patient Refund
182033	10/21/2021	PATIENT REFUND	164.80	Patient Refund
182034	10/21/2021	PATIENT REFUND	66.40	Patient Refund
182035	10/21/2021	PATIENT REFUND	40.00	Patient Refund
182036	10/21/2021	PATIENT REFUND	42.00	Patient Refund
182037	10/21/2021	PATIENT REFUND	139.20	Patient Refund
182038	10/21/2021	PATIENT REFUND	288.00	Patient Refund
182039	10/21/2021	PATIENT REFUND	168.93	Patient Refund
182040	10/21/2021	PATIENT REFUND	50.00	Patient Refund
182041	10/21/2021	PATIENT REFUND	7.35	Patient Refund
182042	10/21/2021	PATIENT REFUND	35.20	Patient Refund
182043	10/21/2021	PATIENT REFUND	160.00	Patient Refund
182044	10/21/2021	PATIENT REFUND	570.00	Patient Refund
182045	10/21/2021	PATIENT REFUND	10.00	Patient Refund
182046	10/21/2021	PATIENT REFUND	110.00	Patient Refund
182047	10/21/2021	PATIENT REFUND	35.00	Patient Refund
182048	10/21/2021	PATIENT REFUND	14.63	Patient Refund
182049	10/21/2021	PATIENT REFUND	271.70	Patient Refund
182051	10/21/2021	PATIENT REFUND	38.84	Patient Refund
182050	10/21/2021	PATIENT REFUND	10.00	Patient Refund
182052	10/21/2021	PATIENT REFUND	147.05	Patient Refund
182053	10/21/2021	PATIENT REFUND	40.00	Patient Refund
182054	10/21/2021	PATIENT REFUND	97.00	Patient Refund
182055	10/21/2021	PATIENT REFUND	22.10	Patient Refund
182056	10/21/2021	PATIENT REFUND	20.00	Patient Refund
182057	10/21/2021	PATIENT REFUND	63.92	Patient Refund
182058	10/21/2021	PATIENT REFUND	35.00	Patient Refund
182059	10/21/2021	PATIENT REFUND	10.00	Patient Refund
182060	10/21/2021	PATIENT REFUND	50.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

182061	10/21/2021	PATIENT REFUND	106.75	Patient Refund
182062	10/21/2021	PATIENT REFUND	54.00	Patient Refund
182063	10/21/2021	PATIENT REFUND	50.00	Patient Refund
182064	10/21/2021	PATIENT REFUND	40.00	Patient Refund
182065	10/21/2021	PATIENT REFUND	105.00	Patient Refund
182066	10/21/2021	PATIENT REFUND	18.57	Patient Refund
182067	10/21/2021	PATIENT REFUND	20.00	Patient Refund
182068	10/21/2021	PATIENT REFUND	45.90	Patient Refund
182069	10/21/2021	PATIENT REFUND	16.20	Patient Refund
182071	10/21/2021	PATIENT REFUND	61.88	Patient Refund
182070	10/21/2021	PATIENT REFUND	15.00	Patient Refund
182073	10/21/2021	PATIENT REFUND	20.00	Patient Refund
182072	10/21/2021	PATIENT REFUND	29.45	Patient Refund
182074	10/21/2021	PATIENT REFUND	10.00	Patient Refund
182076	10/21/2021	PATIENT REFUND	11.00	Patient Refund
182077	10/21/2021	PATIENT REFUND	90.00	Patient Refund
182217	10/26/2021	PATIENT REFUND	35.00	Patient Refund
182218	10/26/2021	PATIENT REFUND	35.00	Patient Refund
181782	10/12/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
182091	10/26/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
181776	10/12/2021	CIRCUIT COURT 3RD JUDICIAL-GR	124.49	Payroll Garnishment
181777	10/12/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
181779	10/12/2021	STATE OF WYOMING DFS/CSES	1,807.71	Payroll Garnishment
181780	10/12/2021	SWEETWATER CIRCUIT COURT-RS	784.34	Payroll Garnishment
181781	10/12/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
182088	10/26/2021	STATE OF WYOMING DFS/CSES	1,807.71	Payroll Garnishment
182085	10/26/2021	CIRCUIT COURT 3RD JUDICIAL-GR	176.64	Payroll Garnishment
182086	10/26/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
182089	10/26/2021	SWEETWATER CIRCUIT COURT-RS	851.94	Payroll Garnishment
182090	10/26/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	10/12/2021	PAYROLL 21	1,600,000.00	Payroll Transfer
W/T	10/22/2021	PAYROLL 22	1,800,000.00	Payroll Transfer
181802	10/14/2021	CARDINAL HEALTH PHARMACY MGMT	6,559.80	Pharmacy Management
181926	10/21/2021	CARDINAL HEALTH PHARMACY MGMT	1,130,532.89	Pharmacy Management
181683	10/7/2021	ADVANCED MEDICAL IMAGING, LLC	18,508.00	Physician Services
181910	10/21/2021	ADVANCED MEDICAL IMAGING, LLC	316.00	Physician Services
181721	10/7/2021	DR. HARESH K. VISWESHWAR	18,125.00	Physician Services
182147	10/28/2021	LOCUM TENENS.COM	31,521.54	Physician Services
182198	10/28/2021	THE SLEEP SPECIALISTS	4,125.00	Physician Services
182080	10/25/2021	DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
182081	10/25/2021	FEDLOAN SERVICING	20,625.00	Physician Student Loan
182083	10/25/2021	GREAT LAKES	1,666.67	Physician Student Loan
182084	10/25/2021	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
182082	10/25/2021	GRANITE STATE MANAGEMENT & RESOURCES	666.67	Physician Student Loan
181866	10/14/2021	RESERVE ACCOUNT	5,000.00	Postage
181712	10/7/2021	CE BROKER	250.88	Professional Service
181734	10/7/2021	MEDICAL PHYSICS CONSULTANTS, INC	1,125.00	Professional Service
181740	10/7/2021	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
181852	10/14/2021	P3 CONSULTING LLC	878.75	Professional Service
181750	10/7/2021	RAVE WIRELESS, INC	4,945.97	Professional Service
181898	10/14/2021	TTE LABORATORIES	180.45	Professional Service
181906	10/14/2021	WYOMING DEPARTMENT OF HEALTH	545.00	Professional Service
182121	10/28/2021	CE BROKER	276.24	Professional Service
182111	10/28/2021	CLEANIQUE PROFESSIONAL SERVICES	2,700.00	Professional Service

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

182214	10/28/2021	WYOMING DEPARTMENT OF HEALTH	54.00	Professional Service
EFT00000007090	10/21/2021	SWEETWATER MEDICS LLC	4,032.00	Professional Service
EFT00000007106	10/28/2021	WESTERN STAR COMMUNICATIONS	1,516.50	Professional Service
181747	10/7/2021	RADIATION DETECTION COMPANY	16.25	Radiation Monitoring
EFT00000007063	10/14/2021	LANDAUER INC	160.95	Radiation Monitoring
181695	10/7/2021	BRACCO DIAGNOSTICS INC	667.18	Radiology Material
181798	10/14/2021	BRACCO DIAGNOSTICS INC	2,271.68	Radiology Material
181817	10/14/2021	CURRUM US LLC	241.18	Radiology Material
181718	10/7/2021	GE HEALTHCARE INC	1,070.10	Radiology Material
181731	10/7/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
181838	10/14/2021	LANTHEUS MEDICAL IMAGING, INC	6,326.66	Radiology Material
181957	10/21/2021	LANTHEUS MEDICAL IMAGING, INC	4,533.19	Radiology Material
182137	10/28/2021	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	175.00	Radiology Material
182145	10/28/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
182099	10/28/2021	DR. BANU SYMINGTON	2,265.00	Reimbursement - CME
182140	10/28/2021	DR. JAMENE GLYN	3,592.99	Reimbursement - CME
182146	10/28/2021	DR. LAWRENCE LAURIDSEN	982.80	Reimbursement - CME
182181	10/28/2021	DR. SIGSBEE DUCK	435.00	Reimbursement - CME
182209	10/28/2021	DR. WALLACE CURRY	805.00	Reimbursement - CME
182193	10/28/2021	TAMARA WALKER, FNP	617.00	Reimbursement - CME
182196	10/28/2021	TENNY HANSON	3,571.19	Reimbursement - CME
181697	10/7/2021	BRIANNA RICHARDS	2,662.64	Reimbursement - Education & Travel
181700	10/7/2021	CARRIE CANESTORP	235.46	Reimbursement - Education & Travel
181821	10/14/2021	DON RIZZI	176.00	Reimbursement - Education & Travel
181940	10/21/2021	DON RIZZI	50.00	Reimbursement - Education & Travel
181923	10/21/2021	DR. RYTTON LONG	642.60	Reimbursement - Education & Travel
181775	10/7/2021	DR. HARESH K. VISWESHWAR	1,032.70	Reimbursement - Education & Travel
181971	10/21/2021	PATTY O'LEKEY	112.00	Reimbursement - Education & Travel
181749	10/7/2021	RAMONA K BEACH	267.70	Reimbursement - Education & Travel
181978	10/21/2021	ROB FAIR	535.50	Reimbursement - Education & Travel
181753	10/7/2021	ROBIN SNOWBERGER	14.79	Reimbursement - Education & Travel
182130	10/28/2021	DR. HARESH K. VISWESHWAR	1,559.20	Reimbursement - Education & Travel
182154	10/28/2021	DR. MICHAEL NEYMAN	1,988.00	Reimbursement - Education & Travel
182212	10/28/2021	DR. WILLIAM SARETTE	530.25	Reimbursement - Education & Travel
182143	10/28/2021	KELLY SUGIHARA	356.51	Reimbursement - Education & Travel
182187	10/28/2021	STEVEN GARRETT	95.51	Reimbursement - Education & Travel
182194	10/28/2021	TASHA HARRIS	156.06	Reimbursement - Education & Travel
182141	10/28/2021	JOSEPH J. OLIVER, M.D.	886.73	Reimbursement - Insurance Premiums
181696	10/7/2021	BRANDIE BAGSHAW	112.00	Reimbursement - Non Hospital Supplies
181960	10/21/2021	MARIANNE SANDERS	474.60	Reimbursement - Non Hospital Supplies
182142	10/28/2021	KAREN MEESE	224.00	Reimbursement - Non Hospital Supplies
182160	10/28/2021	NOAH GRAY	1,361.48	Reimbursement - Unclaimed Property
W/T	10/12/2021	ABG 9/30/21	155,408.65	Retirement
W/T	10/22/2021	ABG 10/14/21	172,161.82	Retirement
181883	10/14/2021	STATE OF WYO. DEPT. OF REVENUE	663.66	Sales Tax Payment
182153	10/28/2021	MHSC MEDICAL STAFF	150.00	Scholarship
181858	10/14/2021	PRONGHORN POWER BOOSTER CLUB	500.00	Sponsorship
181872	10/14/2021	ROCK SPRINGS RENEWAL FUND	1,200.00	Sponsorship
EFT00000007102	10/28/2021	R.S. CHAMBER OF COMMERCE	35.00	Sponsorship
181846	10/14/2021	MOBILE INSTRUMENT SERVICE	845.50	Surgery Equipment
182156	10/28/2021	MOBILE INSTRUMENT SERVICE	6,164.58	Surgery Equipment
181686	10/7/2021	ALI MED INC	245.97	Surgery Supplies
181786	10/14/2021	ALI MED INC	443.96	Surgery Supplies
181912	10/21/2021	ALI MED INC	120.83	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/21

[illegible]

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending October 31,2021**

Vouchers Submitted by MHSC at agreed discounted rate	
July 2021	\$5,878.09
August 2021	\$0.00
September 2021	\$0.00
October 2021	\$46,738.87
County Requested Total Vouchers Submitted	<u>\$52,616.96</u>
Total Vouchers Submitted FY 22	\$52,616.96
Less: Total Approved by County and Received by MHSC FY 22	\$52,616.96
Total Vouchers Pending Approval by County	<u><u>\$0.00</u></u>
FY22 Title 25 Fund Budget from Sweetwater County	\$273,488.00
Funds Received From Sweetwater County	<u>\$52,616.96</u>
FY20 Title 25 Fund Budget Remaining	\$220,871.04
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>
FY22 Maintenance Fund Budget from Sweetwater County	\$938,440.00
County Maintenance FY22 - July	\$304,298.79
County Maintenance FY22 - August	\$28,620.00
County Maintenance FY22 - September	\$0.00
County Maintenance FY22 - October	\$16,421.89
	<u>\$349,340.68</u>
FY22 Maintenance Fund Budget Remaining	<u><u>\$589,099.32</u></u>

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...November Buildings and Grounds Committee Meeting
Date: November 26, 2021

Regarding the HVAC/UVG Project...staff indicated the project is complete, but there are still inspections which must be completed.

Regarding the S1 Unit...staff indicated this project is complete as well with a final inspection scheduled for the first week of December.

Regarding the Medical Imaging Renovation Project...there remains work to be done in the later phases of the project. It will be a few more months before this project is completed.

Regarding the Pharmacy Chemo Mixing Room Project...the Hospital is awaiting plans and specifications. This is an important life safety project. Once more information is available, the staff will seek approval to move forward.

Regarding Dr. Sulentic's Office Project...the work should be bid out in December.

Regarding the Building Automation System Project...very little has been done so far due to the applicable contractors being tied up with other projects. This is a good winter project.

Regarding the Generator ATS Project...John Kolb is repairing the fire pump, but the repairs to the transfer switch have not been done yet. The Committee agreed to have staff go ahead with the engineering work. With most lightning strikes occurring in the summer, it would be ideal to get the lightning arrest project bid out and the work done before then. County maintenance funds may be available to be used on this project.

Regarding the tabled projects...Mr. Tardoni indicated there may be a possibility of getting some donated labor associated with the Waldner House retaining wall. This will be investigated further.

Ms. Richardson indicated that she will present some ideas to the Committee to look at during the December meeting for the Special Purpose Tax. She indicated that MHSC projects could total between \$5 and \$7 million.

For more details, refer to the B & G meeting minutes.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUILDING & GROUNDS COMMITTEE AGENDA

Tuesday ~ November 16, 2021

3:30 p.m.

Zoom teleconference

Voting Board Committee Members:

Marty Kelsey, Trustee - Chairman
Ed Tardoni, Trustee

Voting Staff Committee Members:

Irene Richardson, CEO
Tami Love, CFO
Jim Horan, Director of Facilities

Non-voting Members:

Gerry Johnston, Facilities Supervisor
Stevie Nosich, Safety Coordinator

Guests:

Jake Blevins – ST&B Engineering
Will Wheatley – Plan One/Architects
Fred Bronnenberg – Groathouse Construction
Jeff Smith - County Commissioner Liaison

1. Call Meeting to Order

Marty Kelsey

2. Approve Agenda

Marty Kelsey

3. Approve Minutes – October 19, 2021

Marty Kelsey

4. Maintenance Metrics

Jim Horan

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

5. Old Business

a. Project Review

- i. HVAC/UVG projects
- ii. Medical Imaging renovation
- iii. S1 Unit
- iv. Chemo Mixing room
- v. Dr. Sulentic Office
- vi. Building automation system

Jake Blevins
W. Wheatley/J. Blevins/G. Johnston
Jake Blevins
Jim Horan/Will Wheatley
Will Wheatley
Jim Horan

vii. Generator ATS Event

Jim Horan

b. Tabled projects

Jim Horan

i. Bulk Oxygen – tabled until February 2022

ii. Replacement roofing for power house

iii. OB Bathtubs to Showers

iv. Foundation Waldner House retaining wall

6. New Business - None

7. Next meeting schedule

Marty Kelsey

a. December 21, 2021 Zoom; 3:30P – 4:30P

8. Adjournment

Marty Kelsey

MEMORIAL HOSPITAL OHSAETATER COUNTY
Building and Grounds Committee Meeting
November 1, 2021

The Building and Grounds Committee met in regular session via Zoom on November 1, 2021 at 3:30 PM with Mr. Marty Elsey presiding.

In Attendance: Mr. Marty Elsey *Trustee - Chair*
Mr. Ed Tardoni *Trustee*
Ms. Irene Richardson *CEO*
Ms. Tami Love *CFO*
Mr. Jim Horan *Facilities Director*
Mr. Jerry Johnston *Facilities Supervisor*
Mr. Fred Ronnenberg *Groathouse Construction*

Mr. Elsey called the meeting to order.

Mr. Elsey asked for a motion to approve the agenda. Mr. Tardoni made a motion to approve the agenda. Ms. Richardson seconded motion passed.

Mr. Elsey asked for a motion to approve the minutes from the October 19, 2021 meeting. Mr. Tardoni made a motion to approve the minutes. Ms. Richardson seconded motion passed.

Maintenance Metrics

Mr. Horan said the maintenance metrics are pretty much the same with many months to prove the consistency. They are expecting a tough winter so are expecting to see some overtime in the winter months for snow removal. He thanked the Board for approving the new plow truck but has learned it will take up to 30 weeks to get one ordered.

Old Business – Project Review

HVAC/AV Projects

Mr. Johnston said this project is complete. Mr. Ronnenberg commented that OHLS will be back the first week of December for more inspections.

S1 Unit

Mr. Johnston said this is complete. Pat Davis will be here to do the final inspection the week of December 1st. He will be doing the final inspection on Phase 2 & 3 also. Mr. Elsey asked about the commissioning of the new unit that was mentioned last month.

Medical Imaging Renovation

Mr. Johnston said there are some doors we need to replace and some Groathouse needs to replace per the plan of correction filed with the State from the inspection of Phase 1. Mr. Johnston said the flooring has been completed in Phase 2 & 3 and the bathroom has been completed. He said they are waiting for the new vestibule door. They are moving onto Phase 4 with demolition. Pat Davis was onsite today. They plan on Phase 4 taking about 3 months to complete.

Pharmacy Chemo Mixing Room

Mr. Horan said he has let PlanOne Architects and ST□□ Engineering know we are ready to start this project but has not seen anything yet. Mr. Tardoni asked for some detail regarding the needs for this project and Mr. Horan explained the project. Mr. Tardoni shared his concerns and will have technical questions for the final plans once we receive them. Mr. Johnston confirmed Mr. Heatley and Mr. Levins will get started on this soon.

Mr. Sulentic Office

Mr. Horan thinks the project is ready to be advertised. Mr. Johnston confirmed the project will be bid out in December.

Building Automation System

Mr. Horan said the two vendors have started a conversation and have begun taking measurements. It is moving slowly but he hopes to report on some progress at the next meeting.

Generator ATS

Mr. Horan said Mr. John Pollock has continued to work on the repairs of the fire pump. The repairs of the manual transfer switch have not been scheduled yet. They will coordinate down time with MRI as it will impact the chilled water system. Ms. Love said it was decided at the last meeting we would include the lightning arrest proposal in the budget for next fiscal year. Mr. Tardoni asked for an explanation on the fire pump issue versus the lightning strike. Mr. Horan explained the cascading issue from the fire pump. Ms. Love said we could also use the County maintenance funds for this project. Mr. Horan recommended we move forward with the engineering portion of the lightning arrest proposal due to the possibility of exposure to more lightning strikes. The committee agreed with moving forward with the engineering portion so we have a better idea of the cost and the possibility of using the County maintenance funds. Mr. Elsey asked when the fire pump would be fixed and Mr. Horan said it should be completed this week. The repair of the manual transfer switch will need to be coordinated with Roathouse and MRI for an outage.

Tabled Projects

Mr. Elsey reviewed the list of tabled projects. Mr. Tardoni asked for more information on the Aldner House retaining wall. He thinks there could be a community group that would like to donate their time to help with this project. Mr. Horan will get a quote and Mr. Tardoni will have this group go over and take a look at the property to get a better idea of the project needs.

New Business

No new business was presented.

Other Business

Mr. Elsey asked that we add the Special Purpose Tax project discussion to the agenda so we can keep it in the forefront. Ms. Richardson said she thinks our project should be about \$1-2 million. She said we will bring ideas for projects to the next meeting.

The next meeting will be held December 21 at 3:30 p.m.

Ms. Richardson gave an update on COVID.

Mr. Elsey wished everyone a Happy Thanksgiving and the meeting was adjourned at 4:15 p.m.

Submitted by Tami Love

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...November Compliance Committee Meeting
Date: November 26, 2021

The Compliance Committee met on Monday, November 22nd.

Since the November meeting of the Board, Senior Leadership has officially determined that Compliance should not be under the Quality umbrella, but rather should report directly to the CEO. As Compliance Committee chair, I am 100% in support of this reporting structure. It provides the greatest chance for independence which is vital to the compliance effort at MHSC. The Compliance Officer (Suzan Campbell) will report to the CEO. There will be a Compliance Auditor (April Prado). The Compliance Committee will be comprised of the CEO, the Compliance Officer, two Board members (one of whom will serve as chair) and the Compliance Auditor who will be a non-voting member of the Committee.

The Committee voted to forward the proposed, new Compliance Committee Charter to the Board of Trustees for its consideration at the December meeting.

Irene, Suzan and April will be working on the Compliance Program document which needs revision from what was presented to the Board in November. It is anticipated that this document will be ready for review by the Compliance Committee which is scheduled to meet the fourth Monday in December.

Suzan Campbell reviewed several items with the Committee. There have been no internal investigations involving OSHA or CMS and no allegations of fraud or Senior Leadership misconduct; however, there were some HIPPA violations about which HR and supervisory personnel are dealing. The Committee should have a report at the December meeting about these violations.

Staff is working on finding some compliance reporting software that will work at MHSC. The annual work plan is being developed.

Suzan briefly reviewed several compliance documents from the Office of the Inspector General. Board members may wish to go on the Board Portal (November 2021 Compliance Committee Agenda) to look at these documents to get a good feel for the types of compliance matters about which the Compliance staff, Senior Leadership, Department Directors and all MHSC employees must be aware, as applicable to their duties and responsibilities.

The Committee determined that regular monthly Compliance Committee meetings will be held on the fourth Monday of each month at 9:00 a.m.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Compliance Committee Meeting
November 22, 2021

The Compliance Committee met in regular session via Zoom on November 22, 2021, at 4:00 PM with Mr. Marty Kelsey presiding.

In Attendance: Mr. Marty Kelsey, *Trustee - Chair*
 Ms. Kandi Pendleton, *Trustee*
 Ms. Irene Richardson, *Chief Executive Officer*
 Ms. Suzan Campbell, *In House Counsel*
 Ms. April Prado, *Foundation & Compliance*

Mr. Kelsey called the meeting to order and welcomed everyone.

Approve Agenda

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

Approve Minutes

The motion to approve the October 28, 2021, meeting minutes as presented was made by Ms. Campbell; second by Ms. Richardson. Motion carried.

Old Business

Revised Committee Charter

The Committee reviewed the charter and proposed some additional changes. Ms. Campbell will update and forward to the Committee to review. The motion to approve with the changes as discussed and forward to the Board for review and approval was made by Ms. Richardson; second by Ms. Pendleton. Motion carried.

New Business

Standing Items Report

Ms. Campbell reviewed the list of reports. She has forwarded some healthcare-related reporting software programs to Ms. Richardson for her review. Ms. Campbell said the HIPAA monitoring spreadsheet is in the packet. It is a report from Ms. Amber Fisk, Human Resources Director, and Ms. Fisk does the investigations. Ms. Campbell offered to work on formatting the information and said she thinks our new electronic health record, Cerner, will have their own reporting system. Ms. Pendleton said she doesn't think we need to spend a lot of time recreating the format of the report at this point. Ms. Campbell included some basic overview information on the final rule on Starke and anti-kickback regulations. Changes were made because most hospitals now employ physicians. Ms. Richardson said physician contracts are one of our audit items and we ensure we comply with laws and regulations. Ms. Campbell offered more detailed information to anyone interested. Mr. Kelsey said we are fortunate to have an attorney over all of this. Ms. Campbell said

she included compliance information from the Office of the Inspector General (OIG). She said this is where she started when designing the MHSC Compliance Plan. Mr. Kelsey and Ms. Pendleton said it is so nice to have a broad overview.

Mr. Kelsey said it is exciting to have this new thrust and direction. He feels it is a lot better having the Compliance Officer report directly to the CEO and it is more in-line with what others do. The group discussed information to include in the Board meeting packet. Committee information will be in the committee packet. The chair report, minutes, and anything for review for approval will be included in the Board meeting packet. The group agreed to meet on the fourth Monday of each month at 9:00 AM. Mr. Kelsey thanked everyone for their work.

The meeting adjourned at 4:42 PM.

Submitted by Cindy Nelson

Memorial Hospital of Sweetwater County
Governance Committee Meeting
November 18, 2021
Agenda

Old Business

1. None.

New Business

1. Potential policies
 - a. Board change order policy
 - b. Executive evaluation policy
 - c. Rules of Practice for Governing Hearings
2. Board quality education...Physician leadership videos
3. Standing meeting time and day
4. Other

Memorial Hospital of Sweetwater County
Governance Committee Meeting
September 3, 2021
Zoom Meeting

Voting Members Present: Taylor Jones, Irene Richardson, and Barbara Sowada

Call Meeting to Order

Taylor Jones called meeting to order at 10:30 am.

Discussion

Minutes September minutes were previously approved. Committee did not meet in October.

Old Business: None

New Business

1. Potential policies
 - a. Board change order policy is needed to assure consistency. Irene will delegate the writing of this policy to Tami Love or another designee.
 - b. Executive evaluation policy may need to be revised. Barbara will send current policy to committee members for discussion at the December meeting.
 - c. Rules of Practice for Governing Hearings. Irene will ask Geoff Phillips, Board Attorney, to proceed with drafting these rules.
2. Board Quality Education
 - a. The iProtean videos for the December Board meeting are
 - i. Part 1. Developing Physician Leaders
 - ii. Part 2. Partnering with Physician leaders
 - iii. Physician leadership Training: Recommitting the Board to the Quality Agenda.
 - b. As a way to offer leadership training to the hospital's physicians, Irene will ask Dr. Denker to invite the medical department chairs to view these videos together.
3. Standing day and time for Governance Committee meeting will be the third Thursday of each month at 11:00 am.

With no further business, the meeting was adjourned at 12:00 noon.

Next meeting is December 16th at 11:00 am by Zoom.

Submitted by Barbara J. Sowada, Ph.D.

- 1) ~~But Change interpretation~~
- 2) ~~rules of practice governing hearings~~
- 3) ~~video re leadership~~

Board Policy

Board of Trustees Policy Manual

NO. EOC-1-2011

Category: Executive Oversight and Compensation

Title: Executive Oversight

Original adoption: June 1, 2011

Revision: 2017

Purpose:

1. To assist the Board of Trustees in its exercise of oversight, by requiring the Board to monitor the performance of its Chief Executive Officer (CEO) and other senior management employees and make due inquiry into the general practices, activities, and decisions of the CEO, when it is appropriate to do so, to ensure that they are lawful, prudent, and in compliance with commonly accepted business and professional ethics.
2. To assist the Board in its efforts to ensure that its management and employees conduct the business of the Hospital in a manner consistent with its mission and purpose.

Policy:

It is the duty of the Board to monitor the performance of its Chief Executive Officer and to inquire and oversee the general practices, activities, and decisions made regarding the management of the Hospital, to ensure they are lawful, prudent, and in compliance with commonly accepted business and professional ethics.

Procedure:

1. The Board has a basic duty to monitor the affairs of the hospital in the best interest of it, its employees, and the community it serves.
2. In fulfilling its duty of oversight, the Board may rely in good faith on reports and other information provided by senior management and outside advisors with respect to the practices, activities, decisions, and performance of the hospital.
3. In discharging its oversight duties, the Board may rely on information, opinions, reports, or statements, including financial statements and other financial data, prepared by one or more officers or employees of the hospital that the Board reasonably believes to be reliable and competent in the matters presented.
4. The Board may rely in good faith on the books and records of the hospital and has the right to inspect all such books and records, and is expected to be informed of significant corporate developments.
5. In discharging its oversight duties, the Board may rely on information, opinions, reports, or statements, including dashboards, CMS and HCAHPS reports and other quality data,

prepared by one or more officers or employees of the hospital that the Board reasonably believes to be reliable and competent in the matters presented.

6. The Board has the right to inspect the hospital's facilities as reasonably appropriate for the performance of its duties.
7. Each member of the Board is entitled to be given notice of all meetings of the Board in which a trustee is entitled to participate.
8. Each member of the Board shall receive copies of all Board and committee meeting minutes.
9. The Board shall satisfy itself that an effective system is in place for periodic and timely reporting to the Board or relevant Board committees on matters relevant to the Board.
10. These oversight responsibilities do not require the Board or its individual members to supervisor or investigate each aspect of the hospital's day-to-day operations or ferret out potential wrongdoing.
11. The Board and its individual members are required to make reasonable inquiry of senior management and other employees when unusual circumstances arise and when there is reason to suspect that violations of law or business ethics have or will occur.
12. As part of its oversight responsibilities, the Board is required to generally monitor the performance of the CEO. The monitoring includes but not limited to:
 - a. Ensuring legal and ethical conduct by senior management and other employees.
 - b. Approving the hospital's strategic direction and monitoring its progress.
 - c. Selecting, evaluating, rewarding, and if necessary, removing the CEO.
 - d. Ensuring that appropriate senior management succession plans are in place.
 - e. Establishing and enforcing an effective corporate compliance plan.
13. Any Board member who fails to report or impedes an investigation into suspected wrong doing by senior management or other hospital employees shall be subject to removal from the Board by the County Commissioners.
14. Subject to coordination with senior management and reasonable-time-and-manner constraints, Board members shall be given access to senior management, other hospital employees, and the hospital's legal counsel and other advisors.
15. As part of its oversight obligations, and to preserve the "independence" of corporate governance, the Board shall:
 - a. Hold regular "executive session," meetings with or without the CEO's presence.
 - b. Hold regular "executive session" meetings with the corporate general counsel to review matters regarding legal compliance.
16. The Board expects the senior management to fulfill its obligation of regularly disclosing to the Board, or a Board committee, all information and analysis relevant to the Board's decision-making and oversight responsibilities.