

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF TRUSTEES
December 7, 2022
2:00 p.m.
Classrooms 1, 2 & 3**

AGENDA

- | | | |
|-------|--|--|
| I. | Call to Order | Barbara Sowada |
| | A. Roll Call | |
| | B. Pledge of Allegiance | |
| | C. Our Mission and Vision | Taylor Jones |
| | D. Mission Moment | Irene Richardson, <i>Chief Executive Officer</i> |
| II. | Agenda <i>(For Action)</i> | Barbara Sowada |
| III. | Minutes <i>(For Action)</i> | Barbara Sowada |
| IV. | Community Communication | Barbara Sowada |
| V. | Old Business | Barbara Sowada |
| VI. | New Business <i>(Review and Questions/Comments)</i> | Barbara Sowada |
| | A. Employee Policies <i>(For Review)</i> | Suzan Campbell, <i>In House Counsel</i> |
| | 1. Workplace Violence Prevention Policy | |
| | 2. Workplace Violence Prevention Program | |
| | B. Medical Staff Privilege Forms <i>(For Review)</i> | Kerry Downs, <i>Director of Medical Staff Services</i> |
| | 1. Orthopedic Surgery | |
| | 2. Emergency Medicine | |
| VII. | Chief Executive Officer Report | Irene Richardson |
| VIII. | Committee Reports | |
| | A. Quality Committee | Taylor Jones |
| | B. Human Resources Committee | Kandi Pendleton |
| | C. Finance & Audit Committee | Ed Tardoni |
| | 1. Bad Debt <i>(For Action)</i> | |
| | 2. I.S. Report | |
| | 3. Finance & Audit Committee Meeting Information | |
| | D. Building & Grounds Committee | Marty Kelsey |
| | E. Foundation Board | Taylor Jones |
| | F. Compliance Committee | Kandi Pendleton |
| | G. Governance Committee | Barbara Sowada |
| | H. Executive Oversight and Compensation Committee | Barbara Sowada |
| | I. Joint Conference Committee | Barbara Sowada |
| IX. | Medical Staff Report | Dr. Brianne Crofts, <i>Medical Staff President</i> |
| X. | Good of the Order | Barbara Sowada |
| XI. | Executive Session (W.S. §16-4-405(a)(ix)) | Barbara Sowada |
| XII. | Action Following Executive Session | Barbara Sowada |
| XIII. | Adjourn | Barbara Sowada |



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 2, 2022

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on November 2, 2022, at 2:00 p.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

Dr. Sowada requested a roll call and announced there was a quorum. The following Trustees were present: Mr. Taylor Jones, Mr. Marty Kelsey, Dr. Barbara Sowada, and Mr. Ed Tardoni.
Excused: Ms. Kandi Pendleton.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Dr. Brianne Crofts, Medical Staff President; and Mr. Geoff Phillips, Legal Counsel (*via telephone*).

Dr. Sowada noted the attendance of Mr. Jeff Smith from the Sweetwater County Board of County Commissioners and thanked him for attending.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Kelsey read aloud the mission and vision statements.

Mission Moment

Ms. Richardson said Ms. Karen Andazola from Planetree International was onsite the previous week. She met with staff, attended meetings, and visited with patients. Her first visit was four years ago. Ms. Andazola told Ms. Richardson that from the moment she walked in the door last week, she could feel the positive culture and was very complimentary of the Hospital and staff. Dr. Sowada said she was recently walking into the Hospital and saw someone from Environmental Services dusting the top of a vending machine. Dr. Sowada commented on how thorough she was being and thanked her for her work. The staff member said she loves to clean and loves to work at the Hospital. Dr. Sowada said the cleanliness and attention to detail at our hospital is wonderful. Dr. Sowada said Ms. Richardson is going to be on a recorded CEO panel with Mr. Jamie Orlikoff, a noted advisor on healthcare and governance. Dr. Sowada congratulated Ms. Richardson for bringing MHSC to the forefront. Mr. Jones said a local radio host, Johnny K, speaks very highly of the Hospital on the radio regularly and comments on many different areas of the Hospital. Mr. Tardoni shared a copy of a receipt he found involving a family member for the delivery of a baby in 1946 at the Hospital known at the time as "Wyoming General Hospital." Dr. Sowada said good things are happening here.

AGENDA

The motion to approve the agenda as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the October 5, 2022, regular meeting as presented was made by Mr. Tardoni second by Mr. Jones. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Professional Practice Review Plan

The motion to approve the plan as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried. Dr. Sowada thanked everyone for their work.

NEW BUSINESS

FY22 Audit Report

Ms. Richardson introduced Mr. Darryn McGarvey, Clifton Larson Allen (CLA), joining via telephone. She said the audit is always done very well. Ms. Richardson thanked Chief Financial Officer Ms. Tami Love and her team for the excellent job they have done. Mr. McGarvey reviewed the audit report highlights and thanked Ms. Richardson for bringing the team onsite. He said he met with the Finance and Audit Committee to review the audit in detail the previous week. Following his review of the report and comments, Ms. Richardson thanked Mr. McGarvey and CLA for being great partners with us. The motion to approve the FY22 audit as presented was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

Employee Policies – Conflict of Interest

Ms. Suzan Campbell, In House Counsel, reported we have updated the current policy to make it more up-to-date and match the Board of Trustees Conflict of Interest Policy. The motion to approve the Conflict of Interest Policy as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

Executive Oversight and Compensation Committee Charter

Following a review of updates by Mr. Jones, the motion to approve the charter as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a strategic plan update including person-centered care initiatives, Culture of Safety Survey progress, Employee Engagement Survey status, work to improve days of cash on hand, and recognized Dr. Melinda Poyer, Chief Medical Officer, for being honored as one of the nation's top 100 doctors. Ms. Richardson reported we are working with CLA to perform a charge capture review in Cerner. Grant applications to the State Loan and Investment Board (SLIB) are scheduled for review in early November. Ms. Richardson thanked Mr. Smith and the Board of County Commissioners and the Foundation Board for their offers of matching funds to support the applications. Ms. Richardson was invited by CLA to participate in a panel discussion. The MHSC Halloween Walk with the Scarecrows event was successful with over 1,300 visitors. Ms. Richardson thanked everyone who helped with the event. Ms. Tiffany Marshall, Foundation Executive Director, will present to the Rock Springs Chamber of Commerce November 10 with a goal to educate the community on how not-for-profit hospitals operate and how tax revenue is used. The Veteran's Day drive-thru event will be November 11. We will participate in the December 3 Rock Springs Lighted Holiday Parade. The MHSC staff holiday lunch and dinner are scheduled December 14. The Community Holiday event is scheduled December 16. The Red Tie Gala is scheduled February 4, 2023. Dr. Sowada thanked Ms. Richardson for her report and said there is always something community-oriented going on.

COMMITTEE REPORTS

Quality Committee

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

Human Resources Committee

Dr. Sowada said the information is the packet. She noted the number for contract labor is coming down as is the expense related to contract labor. She thanked everyone working to make that happen. Ms. Richardson said based on our patient numbers, we may have to bring some additional staff on during the upcoming busy season for approximately three months. She said we are committed to continuing to do everything possible to recruit our own staff and not utilize contract staff whenever possible.

Finance and Audit Committee

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

Bad Debt: The motion to approve the net potential bad debt of \$1,493,400.79 as presented by Mr. Ron Cheese, Director of Patient Financial Services, was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

I.S. Report: Mr. Tardoni noted the Information Services Department report is included in the packet.

Building and Grounds

Mr. Kelsey said the information is in the meeting packet. He said he requested a list of projects for the next three to five years.

Foundation

Ms. Marshall provided an update. She said she will begin submitting a written report for the packet. Mr. Jones asked everyone to please remind people that all contributions to the Foundation benefit the Hospital in important ways.

Compliance Committee

The Committee did not meet.

Governance Committee

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

Executive Oversight and Compensation Committee

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

Joint Conference Committee

Dr. Sowada said the Committee has not met.

BOARD EDUCATION

Supply Chain: Mitigating Risk and Disruption Beyond the Pandemic

Ms. Richardson commended Ms. Angel Bennett, Director of Materials Management, for her proactive work in this area. Ms. Love said some of the recommendations in the program are things we are doing. We have a Value Analysis Committee and we are vetting vendors. We look at more reusable products whenever possible and coordinate with groups to help us with better pricing through larger volumes. Mr. Jones said the key takeaway for him is we need to be creative.

MEDICAL STAFF REPORT

Dr. Crofts said the Medicine Department met and elected Dr. Pritam Pawar as the Chair and Dr. Israel Stewart as the Vice-Chair. The Medical Staff Nominating Committee will meet soon and the election of officers for next year is scheduled November 15. A meeting is scheduled with Press Ganey on November 30. Dr. Crofts reported there are people rounding on patient experience and she understands it's been a great experience. She said Ms. Andazola from Planetree shared with her a resource available to physicians regarding improved communication. Dr. Crofts said it is a program presented by physicians to physicians.

GOOD OF THE ORDER

Dr. Sowada asked for input on if the Board wants to meet later in the day. She said Ms. Richardson has offered to arrange for a meal if that is something that would be helpful due to meeting in the evening. The group agreed to stay with what we have until further notice.

Mr. Jones asked the Trustees to let him know if they want to participate in a basket for the Red Tie Gala auction. He thanked them for their support and involvement in previous years.

EXECUTIVE SESSION

The motion to go into executive session was made by Mr. Tardoni; second by Mr. Jones. Motion carried.

RECONVENE INTO REGULAR SESSION

At 4:50 p.m., the motion to leave executive session and return to regular session was made by Mr. Tardoni; second by Mr. Jones. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the list of clinical privileges to the Medical Staff as reviewed in executive session was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

Credentials Committee Recommendations from October 18, 2022

1. Initial Appointment to Active Staff (2 year)
 - Dr. Grzegorz Puchala, Hospitalist
 - Dr. Christopher Ryba, Emergency Medicine (U of U)
2. Initial Appointment to Associate Staff (1 year)
 - Dr. Ken Holt, OB/GYN
3. Reappointment to Active Staff (2 years)
 - Dr. Lucy Haberthier-Ryan, Pediatrics
 - Dr. Janene Glyn, Pediatrics
4. Reappointment to Consulting Staff (2 years)
 - Dr. Raoul Joubran, Gastroenterology
 - Dr. Irma Fleming, Tele Burn (U of U)
 - Dr. Kevin Shaw, Cardiovascular Disease (U of U)
5. Reappointment to NPP Staff (2 years)
 - Tamara Walker, Pediatric Nurse Practitioner

The motion to approve the employment contract and authorize the CEO to execute the contract as reviewed in executive session was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 4:51 p.m.

Dr. Barbara Sowada, President

Attest:

Ms. Kandi Pendleton, Secretary

DRAFT

November 28, 2022

MINERS HOSPITAL REPORT

Suzan Campbell MHSC Miner's Hospital Rep

MHSC Board of Trustees,

Thank you again for allowing me to represent MHSC on the Wyoming Miner's Hospital Board. I have attended two board meeting since my appointment to the Board. The September meeting was in person in Casper and the second was in November via Zoom.

The Board is actively working to provide miners, across the state, with healthcare programs and financial assistance in four areas: pulmonary/respiratory health problems, hearing loss; cardiac and musculoskeletal conditions due to labor in the mining industry.

The most pressing issue faced by the Board at the last two meeting was whether, based on the FDA's recent approval of the sale of over-the-counter hearing aids, the Board would reimburse for over the counter hearing aids or if they would still require a visit to an audiologist and a prescription. The new FDA rule, which take effect in mid-October, apply to hearing aids for people with mild to moderate hearing loss. The aids will be available directly from stores or online without medical exams, a prescription or audiologist fitting adjustment.

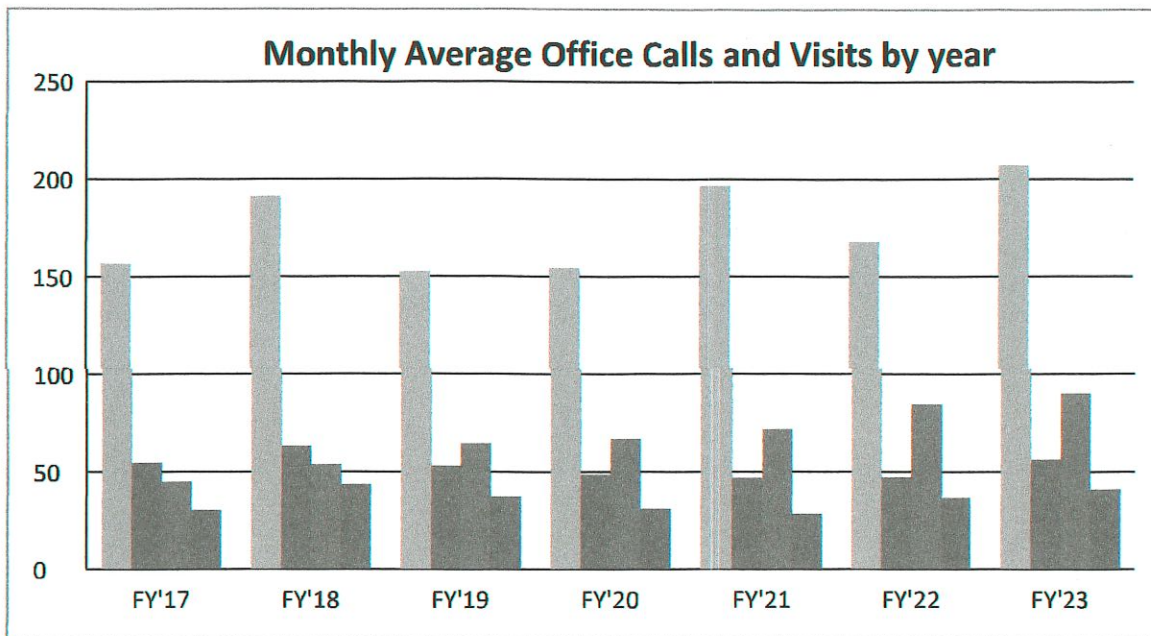
The Wyoming Miners Hospital Board voted unanimously that it would not reimburse for over the counter hearing aids but would still require a medical ear exam and a prescription from an audiologist.

Attached to this report is the Miner's Hospital Board Executive Director's Report and the Miner's Hospital Strategic Plan for 2023-2024.

The next meeting is set for January in Cheyenne. As always, if there are questions or concerns regarding the Wyoming Miners Hospital please email or call me and I will find answers for you!! Best Suzan Campbell

**Wyoming Miner's Hospital Board
Executive Director's Report**

October 2022



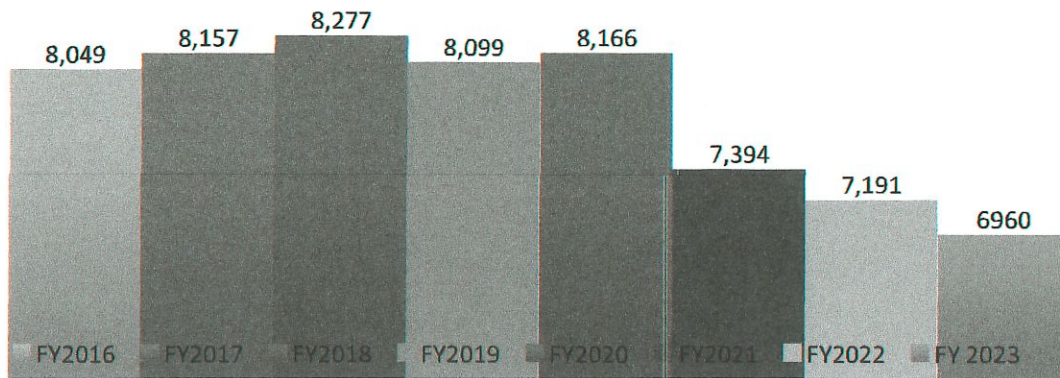
OFFICE:

The word of the month was BUSY. The mass mailing was postmarked October 5th and the phones and visitors started October 7th. The Rock Springs office received 186 phone calls and 78 visitors in October. Ronda had more phone calls in October than the July – September combined. Many people did not know we had a Rock Springs office and so that is something we are going to continue to advertise. The Gillette office received 313 phone calls almost double our monthly average and 86 visitors about double our regular visitor numbers. Many people were calling and coming in to update their records, ask questions about the hearing aid coverage or just asking general questions about the program. The engagement we had with our members was energizing. I hope these calls and visits turn into more miners utilizing their benefits. The spotlight section will cover the mass mailing return numbers and the process we have followed for every piece of mail returned to the office.

REGISTRATIONS:

October we reinstated 18 members who were previously in our program but had their benefits terminated by either choice or failure to renew their records. In addition, we had 11 people register for the first time in our program. We terminated 180 members (161 due to returned mail with an out of state forwarding address or unable to contact the miner) 19 members terminated for failure to renew their records or deceased. Our total membership for the month of October has decreased by 151. We will continue to find members to increase our enrollment.

Annual Registration Count

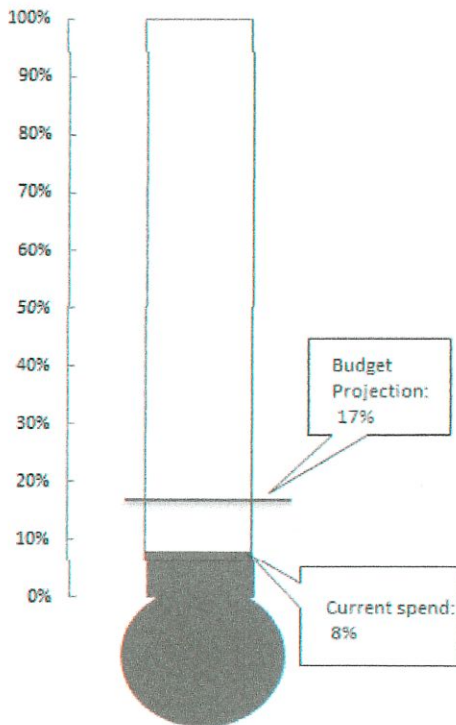


PROGRAM BUDGET:

The fourth month of the 2023-2024 biennium is depicted below. We are 17% of the way through the biennium budget and have spent 8% of the approved budget.

EBMS COSTS

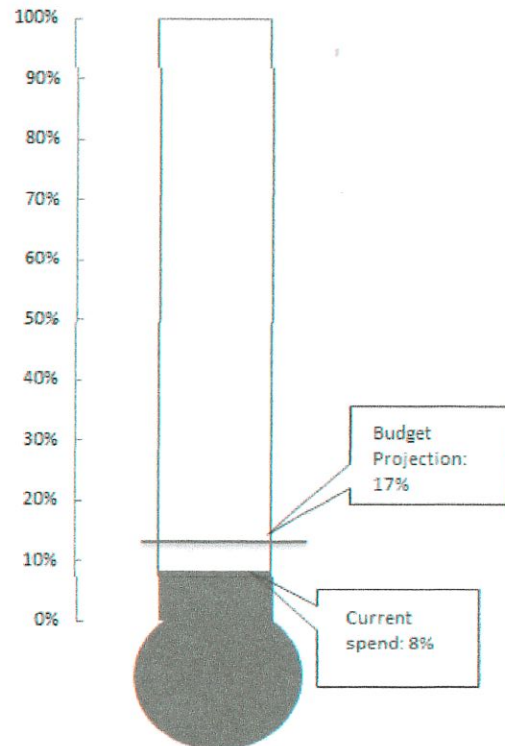
BIENNIUM EXPENSE BUDGET
As of end of October 2022
Professional and Consulting Contracts EBMS



Budget Amount: \$9,000,000
Dollars Spent: \$709,243
Dollars Remaining: \$8,290,757

TOTAL BUDGET

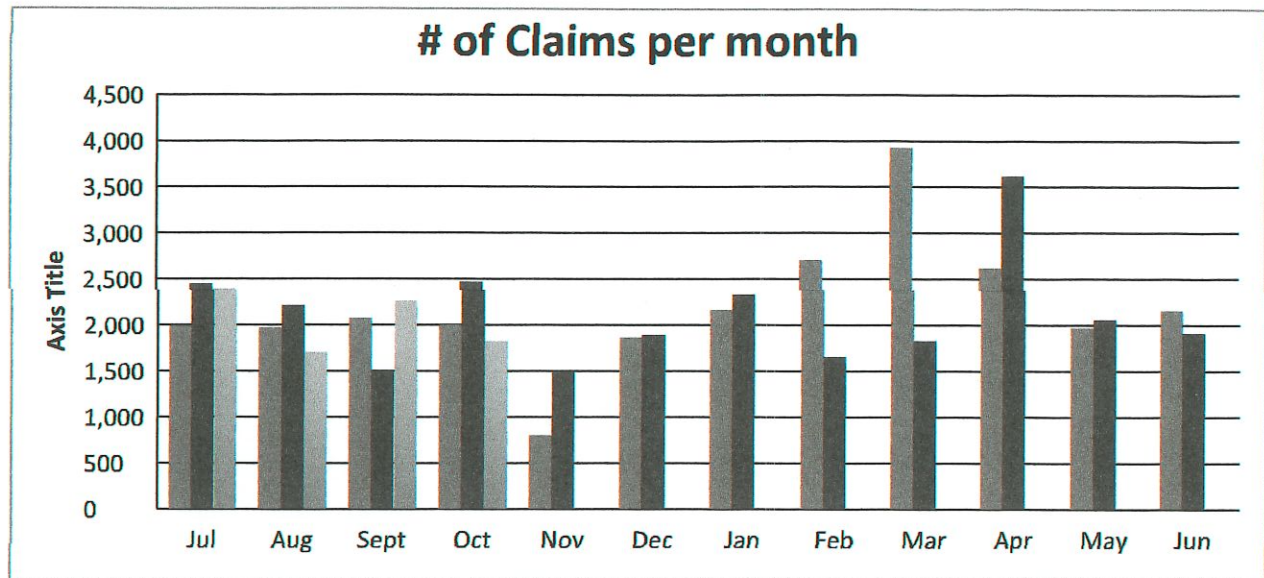
BIENNIUM EXPENSE BUDGET
As of end of October 2022
Total Budget



Budget Amount: \$9,686,080
Dollars Spent: \$795,289
Dollars Remaining: \$8,890,791

MINER'S MEDICAL CLAIMS:

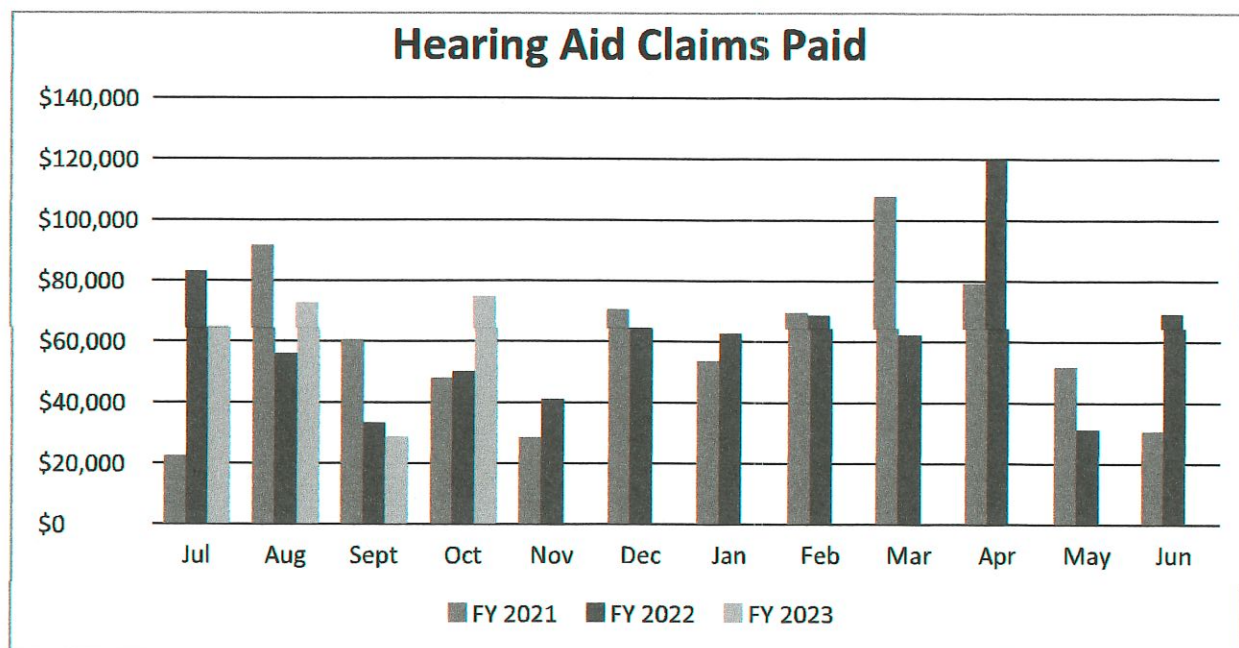
The number of claims processed in October is lower than historical numbers. The cyclical nature of claims processed looks to match a historical normal. I hope that the mass mailing will result in an uptick in members utilizing their benefits. Through October we financially provided benefits to 2,974 members. We have helped 85 members utilize their benefits in October for the first time in 2022.



PROGRAMS:

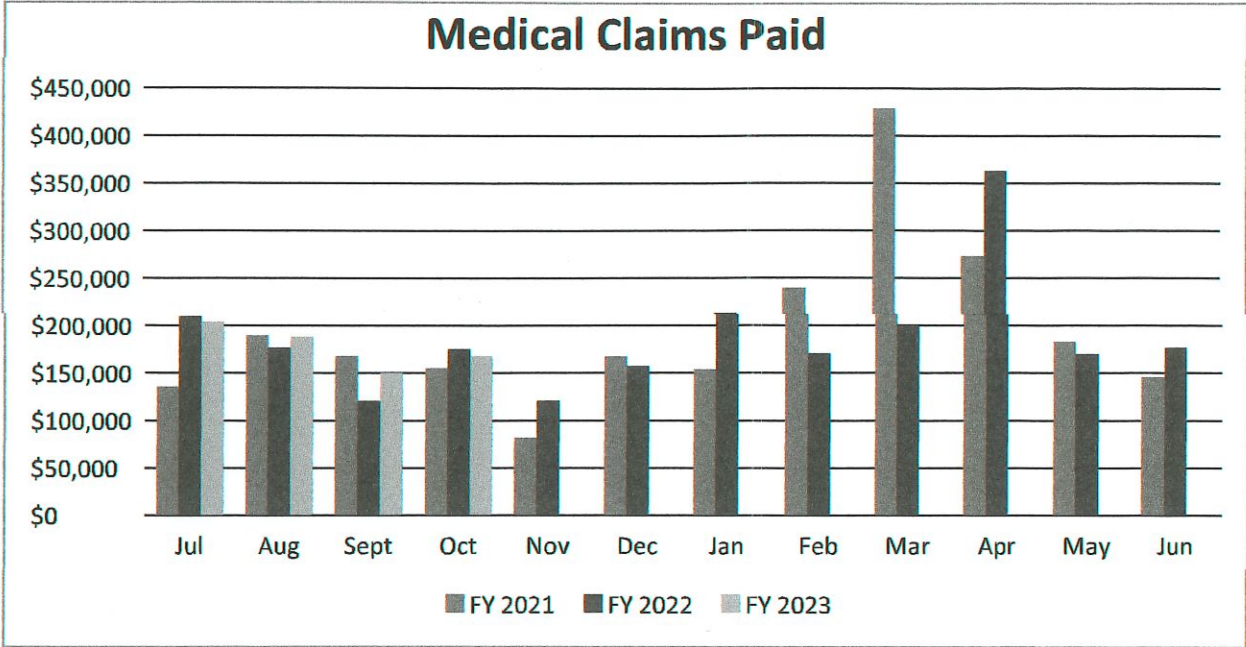
HEARING AIDS:

We paid 31 hearing aid claims in October. The number of claims processed this month outpaced historical averages. In October we are averaging 40 days from the date of purchase until a check is cut from EBMS. I have been watching this timeline very closely, a year ago we averaged 86 days. I am continuing to work with new staff at hearing aid provider's office to make sure they provide all the required documentation when submitting claims. Each claim form has a list of required documentation and each time a claim is submitted and does not have the required documentation it is a delay in payment and requires a reprocess of the claim.



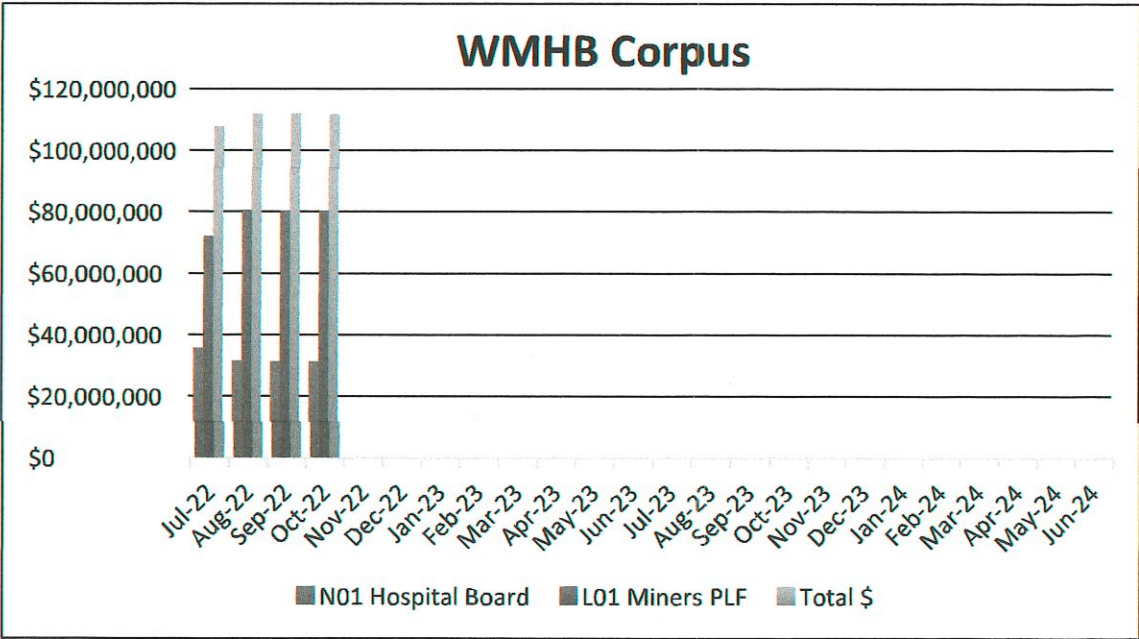
MINERS MEDICAL ASSISTANCE:

In October we had a lower number of claims but the average amount per claim is \$91.97 (excluding audiology claims). The highest paid out categories in October were Chiropractic care (11.0%), Prescription (5.9%) and X-ray/Lab (12.3%).



WYOMING MINER’S HOSPITAL BOARD CORPUS:

Our budget is well within the Statute rules of 10% per biennium. Our current total value of our Corpus is \$111,769,844.



BENEFIT AMOUNT USED:

The Miner's benefit dollar amount (\$5000) is per calendar year. As of October 31, 2022 we have had 9 miners max out their benefits.

SPOTLIGHT SECTION:

The mass mailing has been an eye opening experience as far as the number of miners who have moved out of state in the last 2 years (since the last mass mailing.) The initial mailing we sent 7,111 letters to current active miners in our database. As of October 31, 2022 we have received 412 returned envelopes. We have terminated 161 miners; 1 who has passed, 78 confirmed moved out of state, 82 with disconnected phone numbers. If a returned envelope has an out of state forwarding address, I sent a letter stating that they no longer have benefits as they have moved out of state.

All other returned letters we have contacted the individual (251). We have made contact with 157 members and resent their letter and a renewal form. The remaining 94 we have called and left voicemails. We will call each individual 3 different times roughly 5-7 days apart in an attempt to get a current mailing address. If we do not received a call back or make contact with these individuals we will have to terminate their benefits as we do not have current information on file.

We will continue to receive returned mail and make ever attempt to contact the individual prior to terminating their benefits.

All in all a clean up to the membership database over the last two years has resulted in a much lower return rate.

Respectfully Submitted - Angie Okray

Executive Director

WYOMING MINER'S HOSPITAL BOARD

STRATEGIC PLAN

FY 2023-2024

Quality of Life Result

We provide healthcare benefits in four categories; Pulmonary/Respiratory, Hearing Loss, Cardiac, and Musculoskeletal conditions for Wyoming residents who are eligible for our program. (Healthcare)

Contribution to Wyoming Quality of Life

The board is dedicated to providing healthcare programs and financial assistance to disabled or incapacitated miners in Wyoming experiencing health problems with an emphasis on; pulmonary/respiratory, hearing loss, cardiac and musculoskeletal conditions due to labor in the mining industry. The board will act as a good steward to the funds designated for the health and well-being of Wyoming miners.

Basic Facts

- The Board consists of nine (9) members. Seven (7) members are from mining communities across the state, have a mining background, and are appointed by the Governor. The two (2) other members are one (1) each from Campbell County Memorial Hospital Board and Sweetwater County Hospital Board and are appointed by their respective county commissioners.
- The board operates on a budget of \$9,694,055 for the 2023-2024 biennium. These funds come from the miner's hospital account within the permanent land fund and the miner's hospital income account within the permanent land income fund. The board is allowed by statute to utilize annually up to 5% of the balance of those two accounts.
- The board has two office locations one in Gillette and a satellite office in Rock Springs. The agency staff consists of one fulltime employee, an Executive Director located in Gillette, who handles office and program functions as well as requests from the Board. The two part-time employees one in each location assist members with benefit questions, processing renewals and enrolling eligible individuals.
- The program anticipates serving over 7,000 miners across Wyoming each year.

Primary Function of the Wyoming Miner's Hospital Board

The board sets a medical assistance benefit per miner/per calendar year for pulmonary/respiratory, hearing loss, cardiac, and musculoskeletal conditions of miners which are due to the labor industry.

PREFORMANCE

Hearing Aid Assistance Program
Miner's Medical Assistance Program

Performance Measure #1 Hearing Aid Assistance Program

Performance

- The program has financially assisted 290+ miners annually with the purchase of new hearing each of the last 5 years.
- Over 50 miners annually have extended the life of their hearing aids by utilizing the financial assistance of the repair benefit.

Story behind the Performance

- The Board offers up to \$3,000 toward the purchase of hearing aids for miners suffering from acute hearing loss. The hearing aid benefit is available to the miners once every five (5) years.
- In addition, once the hearing aid manufacturer's warranty has ended the board will assist with repairs twice during the life of the aid at a maximum of \$250 per repair.
- Miners are able to utilize the provider of their choice for their consultation and hearing aid purchase. Ensuring the miner receives the proper device for their hearing needs is important to the success of wearing their hearing aid.

The benefit to the miner is in improved quality of life and better hearing. Every miner who utilizes the hearing aid benefit receives a satisfaction survey. The survey return rate is above 85%. Customer satisfaction with the program is above 90% many miners are grateful for the benefit and the improvement to their lives.

Proposal to improve Performance over the next two years

The Miner's Hospital Board is a payer of last resort meaning claims must be processed through the miner's primary and secondary insurance companies prior to processing and payment from the Miner's Hospital Board fund. It is known that Medicare does not pay for hearing aids. The Board is looking at options to streamline the payment process for

miners with Medicare coverage. In addition, the hearing aid claim form will be reviewed for simplification and inclusion of all necessary documentation when the claim is submitted for processing.

Education of the claims process with hearing aid providers is a top priority. Sending out a newsletter, claims processing flowchart and providing assistance to hearing aid providers will be our focus. Ensuring the miner's claim is paid correctly and in a timely manner is crucial.

Performance Measure #2 Miner's Medical Assistance Program

Performance

- The program has financially assisted 3,400+ miners each of the last 5 years with medical benefits.
- Over 7,000 members are enrolled in the program.

Story Behind the Performance

- The board offers monetary support up to \$5,000 a year for miners to help defray the costs of medical care and prescription drugs incurred for treatment from the four health conditions Pulmonary/Respiratory, Hearing Loss, Cardiac, and Musculoskeletal due to mining.
- The benefit amount is available utilizing the 2x2x3 deductible program. Wyoming Miner's Hospital Board pays the first \$2,000 in eligible claims, the next \$2,000 in eligible claims is processed but paid by the miner (known as a Miner's Deductible) followed up by paying up to an additional \$3,000 in eligible claims.
- Due to the requirement of payer of last resort all members who have a Health Savings Account (HSA) must exhaust these resources prior to utilizing our benefits.
- It is evident by the number of enrolled miners that not everyone utilizes the benefits annually. Either due to other funding availability (HSA) or not incurring medical care for covered conditions.

Proposal to improve Performance over the next two years

A focus on currently enrolled miners will take place to educate them on their benefits within the program.

Outreach opportunities are important to share information about our programs to eligible individuals and enroll them in the benefit. These events also help educate existing members about the requirements of maintaining their eligibility. We will host or be in attendance of three (3) separate events around the state to inform and enroll eligible miners annually.

A complete yearly membership audits will be conducted to ensure all enrolled members are in compliance with membership requirements.

Twice a month a social media posting of information to include benefits covered eligibility requirements or program details.

We will also reach out to mining companies across the state to share information about our program and enroll eligible individuals.



Approved N/A
Review Due N/A

Document Area **Employee Policies**

EMPLOYEE POLICIES - WORKPLACE VIOLENCE PREVENTION POLICY

PURPOSE

Memorial Hospital of Sweetwater County (MHSC) is committed to providing a safe, violence-free workplace for our employees. MHSC has a zero tolerance policy for violence, threats, intimidation, bullying, or any other acts of aggression or violence. This policy also applies to MHSC off-campus sponsored functions and events.

MHSC prohibits the possession of "dangerous or deadly weapons" by employees on hospital property at all times, including hospital parking lots and hospital vehicles. A "dangerous or deadly weapon" is one that is likely to cause death or great bodily harm.

However, hospital security officers, who have been properly trained and certified to carry and use/discharge a Taser, may carry a Taser while on duty.

The hospital reserves the right to inspect all belongings of employees on its premises, including briefcases, purses and handbags, gym bags, and personal vehicles on hospital property.

DEFINITIONS

Workplace Violence: Any threatening or aggressive behavior or verbal abuse that occurs in the work setting. This includes but is not limited to assault, battery, beatings, stabbing, suicide, shootings, rapes, near-suicides, psychological traumas, threats or obscene phone calls, being followed, sworn or shouted at; intimidation or harassment of any nature.

Workplace Violence Prevention Team: Members selected to assist with the Workplace Violence Prevention Program including, but not limited to; employees from Clinical Leadership, Senior Leadership, Security, Facilities, Human Resources, Employee Health and front-line staff.

Zero Tolerance: Violence of any kind as defined above will not be tolerated in the workplace. Any

occurrence will be taken seriously and responded to according to the following procedures

POLICY

- I. Consistent with MHSC's Mission, Vision and Values to provide compassionate, safe and quality treatment and services this Plan establishes the parameters of MHSC's Workplace Violence Prevention Program.
 - A. The MHSC Workplace Violence Prevention Program is made up of several components which include
 1. Workplace Violence Prevention Plan
 2. Workplace Violence Prevention Team and
 3. Workplace Violence Prevention Policy (this document).
 - B. MHSC is committed to the physical safety and emotional well-being of its employees, patients, families, contractors, vendors, customers, visitors and others who interact with its employees.
 - C. MHSC takes a zero-tolerance position to violence in the workplace. Jokes or offensive comments regarding violent acts will be taken seriously and will not be tolerated.
 - D. The hospital Human Resources Director and Workplace Violence Prevention Team is responsible and has authority for the comprehensive plan for prevention of workplace violence.
 - E. Hospital leadership supports zero tolerance of workplace violence through a system of accountability for involved managers and employees.
 1. Any employee found in violation of this policy may be subject to disciplinary action up to and including termination of employment.
 2. Violations will be addressed by human resources, management, administration and/or security.

II. EMPLOYEE RESPONSIBILITIES

- A. Notify Security of any potentially violent situations. Security personnel are authorized to respond and assist where necessary to de-escalate situations which are a threat to the safety of patients, staff, or visitors.
- B. Immediately report to their supervisor, Administration or Human Resources any direct or indirect threats, or any behavior that is intimidating, violent or potentially violent, or otherwise in violation of this policy, and complete an occurrence report within the hospital's occurrence reporting system as soon as possible after the event.
- C. If the incident involves a patient's behavior towards an employee, the attending physician will be notified.
- D. In cases of domestic violence involving the employee, the employee may report this to their supervisor and/or Human Resources so security options for the employee can be provided.

- E. Understand and comply with the workplace violence prevention program and other safety and security measures
 - A. Depending on the severity of the situation, call **9-911**.
 - B. If a weapon is involved, follow procedures for *Code Silver*.
 - C. Specific procedures for a physically aggressive patient are followed per Security procedures (or policy).

III. HOSPITAL RESPONSIBILITIES

- A. Staff with primary roles and responsibilities involving Behavioral Health, Security and Emergency Services will be required to attend de-escalation training.
- B. Develop a comprehensive plan for prevention of workplace violence, under the direction of the Human Resources Director and the Workplace Safety Team.
- C. Disseminate a clear policy of zero tolerance for workplace violence in the orientation period and ongoing staff education.
- D. Disseminate a clear policy of zero tolerance for violence and that no weapons are allowed on hospital property to visitors and patients. State clearly to patients, families and employees that any threatening or aggressive behavior or violence will not be tolerated or permitted. Staff should review the zero-tolerance policy with patients and or families as needed.
- E. Ensure there are no reprisals against employees who report occurrences, and keeping information confidential, as appropriate.
- F. Educate employees to promptly report incidents and suggest ways to reduce or eliminate risks.
- G. Implement post violent incident procedures of employee support, debriefing, medical care for victims, referrals for care and reporting and filing claims, as appropriate.
- H. Ensure that environmental controls include the following are in place:
 - A. Alarm systems and other security devices.
 - B. Closed circuit video recording for high risk areas.
 - C. Door locking security systems.
- I. Provide Training and education to staff regarding workplace violence prevention:
 - A. Response to alarms and pages.
 - B. Causes and early recognition of escalating violent behavior.
 - C. Diffusion of volatile situations.
 - D. Multi-cultural sensitivity.
 - E. Methods for dealing with distraught patients, family members or friends of patients.
 - F. Location and operation of safety devices.
 - G. How to call security and police department.
 - H. Review of the Workplace Violence Prevention policy.

- J. Implement a record keeping/tracking system for violent incidents
 - A. Monitoring of workplace violence will be done through the Workplace Violence Prevention Team including monitoring of the OSHA log, security reports and incident reports to determine overall effectiveness of workplace violence prevention team and to identify deficiencies or changes that should be made.
 - B. A record of all training programs will be maintained.
 - C. Evaluation of events after the event to determine action steps to be taken to prevent further occurrences.
 - D. Trends will be identified and responded to by the Workplace Violence Prevention Team.

Approved: Board

Approval Signatures

Step Description	Approver	Date

Approved N/A

Review Due N/A



Document Area **Human Resources**
 Reg. **TJC**
 Standards **EC.02.01.01**
EP1, TJC
EC.04.01.01
EP 6, TJC
HR.01.05.03,
TJC
LD.03.01.01

Workplace Violence Prevention Program

STATEMENT OF PURPOSE

Consistent with Memorial Hospital of Sweetwater County's (MHSC) Mission, Vision and Values to provide compassionate, safe and quality treatment and services this Plan establishes the parameters of MHSC's Workplace Violence Prevention Program. The MHSC Workplace Violence Prevention Program is made up of several components which include 1) Workplace Violence Prevention Plan 2) Workplace Violence Prevention Policy and 3) Workplace Violence Prevention Team. The purpose of the Plan is to provide guidelines for conducting work-site analysis related to workplace violence, including physical and human factors; responding to identified risks to minimize the risk of violence occurring in the workplace; establishing and maintaining a safe, secure environment, and complying with law and regulation. This Plan applies to the entire MHSC organization, its medical clinics and all adjacent structures, grounds and any/all MHSC sponsored off campus functions and events.

DEFINITIONS

- **Workplace Violence:** Any threatening or aggressive behavior or verbal abuse that occurs in the work setting. This includes but is not limited to assault, battery, beatings, stabbing, suicide, shootings, rapes, near-suicides, psychological traumas, threats or obscene phone calls, being followed, sworn or shouted at; intimidation or harassment of any nature.
- **Zero Tolerance:** Violence of any kind as defined above will not be tolerated in the workplace. Any incidents will be taken seriously and responded to according to the following procedures.

TEXT

OBJECTIVES

- I. To establish processes for assessing the risk of workplace violence at the organization.
- II. To describe processes for creating and maintaining policies and procedures that address workplace violence and mitigate identified risks.
- III. To establish and maintain strong communication with identified community partners, with the purpose of addressing mutual concerns and goals.

RESPONSIBILITIES AND REPORTING STRUCTURE

I. Staff are responsible for the following:

- A. Staff will report any Workplace Violence occurrences to their immediate supervisor and document within the hospital's occurrence reporting system.
- B. Staff are encouraged to seek assistance following any Workplace Violence occurrence.
 1. Assistance may include, but is not limited to: Seeking medical attention, debriefing, and use of the Employee Assistance Program (EAP).
- C. In the event injuries occur as a result of a physical altercation situation a 'Supervisor's investigation of accident/incident/injury report' must be filed with Employee Health. The employee shall seek appropriate treatment following the incident. Please contact immediate supervisor or employee health for additional information and help.
- D. In the event that patients or visitors are injured during a physical altercation an occurrence report shall be completed in the occurrence reporting system to document patient or visitor injury or involvement. Patients or visitors shall be encouraged to seek appropriate medical treatment.

II. Leadership is responsible for the following - LD.03.01.01:

- A. Establishing the Workplace Violence Prevention Work Team.
 1. Naming an individual accountable for the workplace violence prevention program.
 - a. The Workplace Violence Prevention Program will be led by the Human Resources Director or designee.
 2. Maintaining and implementing this plan and the associated policies and procedures.
 3. Establishing and maintaining a culture of safety in which staff, patients, and others feel safe reporting occurrences or workplace violence.
- B. The Workplace Violence Prevention Team members include, at a minimum, the individual(s) accountable for the workplace violence prevention program and

representatives from leadership, security, facilities management, and front-line staff. Representatives from community organizations, government, law enforcement, government health departments and other authorities, and other health care organizations may participate in the Workplace Violence Prevention Team activities, as appropriate.

C. The Workplace Violence Prevention Team will:

1. Design and implement the workplace violence prevention program.
2. Review Workplace Violence occurrences as reported in the hospitals' occurrence reporting system.
 - a. The Workplace Violence Team will work through these together to find solutions, support and mitigation recommendations.
3. Report to leadership and appropriate committee(s) of the Board of Directors on the performance of the workplace violence prevention program and all related improvement activities.

D. The individual(s) accountable for the workplace violence prevention program are:

1. Human Resources Director or designee.
2. Safety Officer or designee.
3. Security Supervisor.
4. Human Resources Committee.
5. Workplace Violence Prevention Team.

E. Those accountable for the program will:

1. Participate in the activities of the Workplace Violence Prevention Work Team.
2. Collect, analyze and document data about the hospital and its risk of workplace violence.
3. Collaborates with relevant committees, departments, and teams at the organization to collect and analyze data associated with workplace violence risks. These groups may include but are not limited to the following:
 - a. Environment of Care Committee.
 - b. Human Resources Committee.
 - c. Emergency Preparedness Committee.
 - d. Security Department.
 - e. Information Services (IS) department.
 - f. Members of the Leadership Team.

F. Collaborates with community partners, such as law enforcement, to collect and analyze data related to external factors that impact the risk of workplace violence at the organization.

- G. Ensures organization compliance with the Workplace Violence Prevention Plan and program and its associated policies and procedures.
- H. Documents and reports to the Human Resources Committee any activities within the Workplace Violence Prevention Plan.
- I. Identifies community partners to serve as resources and collaborators in the Workplace Violence Prevention Program.
- J. Communicates with community partners about the program and mutual concerns and interests.
- K. Documents contacts and communication with community leaders and representatives.
- L. Evaluates the viability of violence deterrent equipment including the use of metal detectors.

PROCESSES and WORKPLACE VIOLENCE PREVENTION PLAN

- I. Risk assessment and mitigation of identified risks is necessary in order to prevent workplace violence from occurring or re-occurring. Risk Assessment and mitigation includes evaluation of physical locations in which workplace violence may occur and a review of hospital's organizational processes to determine if there are processes and systems in place that may increase the risk of workplace violence. The goal is for MHSC to be proactive, learning what may happen before it occurs, so protective or preventative measures can be taken.
- II. The individual accountable (Human Resources Director or designee) for the Workplace Violence Plan performs the following activities:
 - A. Uses established data collection processes such as Safety Rounding to analyze data about the organization that relate to workplace violence.
 - B. Collects data on workplace violence regarding the following factors:
 - 1. Environmental controls (including, but not limited to: lighting, exits and door locks).
 - 2. Exterior facilities (including, but not limited to: 911 service overhead paging systems and panic buttons).
 - 3. Communications (including, but not limited to: parking lots and garages, lighting and landscaping).
 - 4. Administrative controls (including, but not limited to: security badges, signage, identification of security-sensitive areas, and forensic patient management).
 - 5. Medication management, including diversion risk.
 - 6. Human Resources (including, but not limited to: hiring practices, background checks and complaints of unacceptable behavior).
 - C. Considers at least the following sources when collecting data:

1. Environmental tours or rounds (such as through use of environmental risks for workplace violence assessment checklist within the Safety Management System).
 2. Occurrence reports.
 3. Sentinel event reports.
 4. HVA reports.
 5. Emergency preparedness drill report.
 6. Reports of staff behavior that violates the culture of safety.
 7. Reports from community partners.
 8. Satisfaction surveys from patients, staff and others.
 9. Collaborates with the security team and the Information Services department to establish and maintain systems for reporting occurrences.
- D. Ensures that MHSC's occurrence reporting system meets the following criteria:
1. Is accessible at all times, including outside normal operating hours.
 2. Enables secure, confidential communication.
- E. Collects relevant details related to the occurrence or concern, such as individual(s) involved, time and date, location within the organization and description of the occurrence or situation.
- F. Conducts an annual work-site analysis to assess risks related to workplace violence prevention through Job Hazard Assessments within the Safety Management System.
- G. Identifies areas of actual or potential risk that can be prioritized for improvement.
- H. Uses the collected data to design and implement changes that address prioritized workplace violence risks.
- I. Monitors the results of implemented changes to determine their effectiveness, according to the organization's performance improvement policies and procedures.

III. POLICIES AND PROCEDURES

- A. The organization's policies and procedures shall reflect best practices and conform to laws and regulations that address workplace violence and its prevention. Leadership considers the impact of the organization's policies and procedures on workplace violence risks and supports changes to policies and procedures that reduce those risks.
- B. Leadership performs the following activities:
1. Ensures that all relevant organization policies and procedures consider the impact on workplace violence risks.
 2. Ensure that the organization has policies and procedures in place that address workplace violence and its prevention.
 3. Ensures that the building and its physical components do not contribute to

workplace violence risks.

4. Includes workplace violence prevention in its performance improvement activities.
5. Allocates resources necessary to establish and maintain the workplace violence prevention program.

IV. EDUCATION AND ORIENTATION

A. All new employees participate in orientation activities related to the workplace violence prevention program and its associated policies.

B. New Employee Orientation:

1. Orientation shall include at least the following elements:

- a. General understanding and awareness of workplace violence prevention issues, policies and procedures.
- b. Reporting procedures for actual or potential workplace violence occurrences through the occurrence reporting system(s)
- c. Information on the organization's Code of Conduct/Behavior and Culture of Safety.

2. Job-Specific Training:

- a. Leaders ensure that new employees are oriented to job-specific policies and procedures related to workplace violence prevention duties and responsibilities.
- b. The information provided may vary depending on the individual's job duties and responsibilities, the area in which the individual works, and other factors.

C. Annual Continuing Education:

1. All employees are required to participate in annual education and periodic training activities related to the workplace violence prevention program and its associated policies, as appropriate to their job duties and responsibilities.
2. The organization determines the required activities based on needs and available resources. Activities may include but are not limited to the following:
 - a. Staff meetings.
 - b. Outside classes/training activities.
 - c. On-line learning modules.
 - d. Deescalation training.
 - e. Emergency Preparedness Drills.

V. PERFORMANCE IMPROVEMENT ACTIVITIES

A. PERFORMANCE MONITORING

1. The Workplace Violence Prevention Team oversees development of appropriate performance monitors for the workplace violence prevention program and its associated policies.
2. The Workplace Violence Prevention Team collects and documents data for the identified performance monitors and reports at least quarterly to Senior Leadership through the Human Resources Committee and, as appropriate, identified community leaders.

B. ANNUAL EVALUATION

1. The Workplace Violence Prevention Work Team evaluates the workplace violence prevention program and this Plan, including efficacy, continuous relevance, and potential areas for improvement.
2. This evaluation process occurs at the following times:
 - a. Annually.
 - b. Whenever there are changes to the hospital, its services, or its policies and procedures that could impact workplace violence risks.
 - c. Whenever there are changes to the community or patient population that could impact workplace violence risks.

REFERENCES

Approval Signatures

Step Description

Approver

Date

Name: _____

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**Delineation of Privileges
ORTHOPEDIC PRIVILEGES**

☐ Initial appointment ☐ Reappointment ☐ Modification of Privileges

Applicant

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

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

LICENSURE / PROFESSIONAL LIABILITY INSURANCE	MD or DO Licensed to practice medicine in the State of Wyoming Current Wyoming designated DEA Registration and current Wyoming Controlled Substance Registration Professional liability insurance in the amounts of at least: Per Claim: \$1,000,000.00 Aggregate: \$3,000,000.00.
EDUCATION / TRAINING	Completion of an approved residency in Orthopedic Surgery by the Accreditation Council for Graduate Medical Education (ACGME) or American Osteopathic Association (AOA).
CERTIFICATION	Certification by the applicable Orthopedic specialty board for any clinical privileges for which applicant has applied, or be eligible for certification by such board. Once physician is board certified, Maintenance of Board Certification is required.
CLINICAL EXPERIENCE (INITIAL)	Applicants for initial appointment must be able to demonstrate the performance of at least 100 orthopedic procedures during the last 12 months or demonstrate successful completion of a hospital-affiliated accredited residency, special clinical fellowship, or research. Applicants for initial appointment may be requested to provide documentation of the number and types of hospital cases during the past 24 months. Applicants have the burden of producing information deemed adequate by the Hospital for a proper evaluation of current competence, and other qualifications, and for resolving any doubts.
CLINICAL EXPERIENCE (REAPPOINTMENT)	To be eligible to renew core privileges in orthopedic surgery, the applicant must meet the following Maintenance of Privilege criteria: Current demonstrated competence and an adequate volume of experience with acceptable results in the privileges requested for the past 24 months based on results of quality assessment/improvement activities and outcomes. Evidence of current ability to perform privileges requested is required of all applicants for renewal of privileges.
FPPE	FPPE criteria will be assigned by the Department Chair during the approval process.
OTHER REQUIREMENTS	<ul style="list-style-type: none"> Note that privileges granted may only be exercised at the site(s) and setting(s) that have the appropriate equipment, license, beds, staff, and other support required to provide the services defined in this document. Site-specific services may be defined in hospital or department policy. This document is focused on defining qualifications related to competency to exercise clinical privileges. The applicant must also adhere to any additional organizational, regulatory, or accreditation requirements that the organization is obligated to meet.

Name: _____

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ORTHOPEDIC SURGERY CORE PRIVILEGES - This is not intended to be an all-encompassing procedures list. It defines the types of activities/procedures/ privileges that the majority of practitioners in this specialty perform at this organization and inherent activities/ procedures/privileges requiring similar skill sets and techniques.		
Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	Admit, evaluate, diagnose, treat and provide consultation to patients of all ages in the inpatient or outpatient setting. Privileges include the ability to correct or treat various conditions, illnesses and injuries of the extremities and associated structures by medical, surgical, and physical means including but not limited to congenital deformities, trauma, infections, tumors, metabolic disturbances of the musculoskeletal system, deformities, injuries, and degenerative diseases of the hands, feet, knee, hip, shoulder, and elbow including primary and secondary muscular problems and the effects of central or peripheral nervous system lesions of the musculoskeletal system, as well as closed treatment of the spine. Physicians may provide care to patients in the intensive care setting in conformance with unit policies. Assess, stabilize, and determine the disposition of patients with emergent conditions consistent with medical staff policy regarding emergency and consultative call services.	<input type="checkbox"/>
<input type="checkbox"/>	Consultation includes: conduct history and assessment for the purpose of making recommendations related to care and treatment	<input type="checkbox"/>
<input type="checkbox"/>	Amputation surgery including immediate prosthetic fitting in the operating room	<input type="checkbox"/>
<input type="checkbox"/>	Arthrocentesis, diagnostic	<input type="checkbox"/>
<input type="checkbox"/>	Arthrodesis, osteotomy and ligament reconstruction of the major peripheral joints, excluding total replacement of joint	<input type="checkbox"/>
<input type="checkbox"/>	Arthrography	<input type="checkbox"/>
<input type="checkbox"/>	Arthroplasty of large and small joints, wrist, or hand, including implants	<input type="checkbox"/>
<input type="checkbox"/>	Arthroscopic surgery	<input type="checkbox"/>
<input type="checkbox"/>	Biopsy and excision of tumors involving bone and adjacent soft tissues	<input type="checkbox"/>
<input type="checkbox"/>	Bone grafts and allografts	<input type="checkbox"/>
<input type="checkbox"/>	Bone graft pertaining to the hand	<input type="checkbox"/>
<input type="checkbox"/>	Carpal tunnel decompression	<input type="checkbox"/>
<input type="checkbox"/>	C-Arm assisted surgery – plain film	<input type="checkbox"/>
<input type="checkbox"/>	Closed reduction of fractures and dislocations of the skeleton	<input type="checkbox"/>
<input type="checkbox"/>	Debridement of soft tissue	<input type="checkbox"/>
<input type="checkbox"/>	Delayed and non-unions or long bone fractures with or without internal fixation and bone grafting	<input type="checkbox"/>
<input type="checkbox"/>	Excision of soft tissue/bony masses	<input type="checkbox"/>
<input type="checkbox"/>	Fasciotomy and fasciectomy	<input type="checkbox"/>
<input type="checkbox"/>	Fracture fixation	<input type="checkbox"/>
<input type="checkbox"/>	Growth disturbances such as injuries involving growth plates with a high percentage of growth arrest, growth inequality, epiphysiodesis, stapling, bone shortening or lengthening procedures	<input type="checkbox"/>
<input type="checkbox"/>	Hand and foot surgery including flexor, extensor tendon repair, ligament reconstruction and tendon transfer	<input type="checkbox"/>
<input type="checkbox"/>	Ilizorov external fixation device	<input type="checkbox"/>
<input type="checkbox"/>	Laceration repair	<input type="checkbox"/>
<input type="checkbox"/>	Ligament reconstruction	<input type="checkbox"/>
<input type="checkbox"/>	Local anesthesia to include hematoma block, Bier block, axillary block	<input type="checkbox"/>
<input type="checkbox"/>	Local skin flaps	<input type="checkbox"/>
<input type="checkbox"/>	Major arthroplasty, including total replacement of knee joint, hip joint, shoulder	<input type="checkbox"/>

Name: _____

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<input type="checkbox"/>	Management of infections and inflammations of bones, joints, and tendon sheaths	<input type="checkbox"/>
<input type="checkbox"/>	Muscle and tendon repair, excluding hand	<input type="checkbox"/>
<input type="checkbox"/>	Neuorrhaphy	<input type="checkbox"/>
<input type="checkbox"/>	Open and closed reduction of fractures	<input type="checkbox"/>
<input type="checkbox"/>	Open reduction and internal/external fixation of fractures and dislocations of the skeleton	<input type="checkbox"/>
<input type="checkbox"/>	Performance of history and physical exam	<input type="checkbox"/>
<input type="checkbox"/>	Provide technical assistance in the operating room as a surgical assistant	<input type="checkbox"/>
<input type="checkbox"/>	Reconstructive joint and ligamentous reconstructive joint surgery to upper and lower extremities including total joints, joint arthroscopy, reconstruction, and endoscopy	<input type="checkbox"/>
<input type="checkbox"/>	Removal of soft tissue mass, ganglion palm or wrist, flexor sheath, etc.	<input type="checkbox"/>
<input type="checkbox"/>	Skin and bone grafts	<input type="checkbox"/>
<input type="checkbox"/>	Skin lacerations	<input type="checkbox"/>
<input type="checkbox"/>	Skin Tumors	<input type="checkbox"/>
<input type="checkbox"/>	Split thickness grafts	<input type="checkbox"/>
<input type="checkbox"/>	Tendon reconstruction (free graft, staged)	<input type="checkbox"/>
<input type="checkbox"/>	Tendon release, repair and fixation	<input type="checkbox"/>
<input type="checkbox"/>	Tendon transfers	<input type="checkbox"/>
<input type="checkbox"/>	Treatment of infections	<input type="checkbox"/>
<input type="checkbox"/>	Total arthroplasty requiring large bone graft, either autograft or allograft	<input type="checkbox"/>
<input type="checkbox"/>	Total joint replacement revision	<input type="checkbox"/>
<input type="checkbox"/>	Total joint surgery	<input type="checkbox"/>
<input type="checkbox"/>	Treatment of trauma	<input type="checkbox"/>
<input type="checkbox"/>	Wolff grafts	<input type="checkbox"/>
<input type="checkbox"/>	Zyplasty	<input type="checkbox"/>

SPECIAL NON-CORE PRIVILEGES

If desired, noncore privileges are requested individually in addition to requesting the core. Each individual requesting noncore privileges must meet the specific threshold criteria governing the exercise of the privilege requested including training, required previous experience, and maintenance of clinical competence. To be eligible to apply for the special non-core privileges listed below, the applicant must demonstrate successful completion of an approved, recognized course when such exists, or acceptable supervised training in residency, fellowship or other acceptable experience, and provide documentation of competence in performing the requested procedure consistent with criteria set forth in medical staff policies governing the exercise of specific privileges.

Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	Brace treatment for congenital hip	<input type="checkbox"/>
<input type="checkbox"/>	Complex pelvic and acetabular fractures	<input type="checkbox"/>
<input type="checkbox"/>	Definitive oncologic resection requiring adjuvant therapy for primary musculoskeletal tumors	<input type="checkbox"/>
<input type="checkbox"/>	Initial casting for club feet	<input type="checkbox"/>
<input type="checkbox"/>	Major cancer procedures involving major proximal amputation (i.e., forequarter, hindquarter) or extensive segmental tumor resections	<input type="checkbox"/>
<input type="checkbox"/>	Microscope: Use of the microscope for small vessel and nerve anastomosis and spinal surgery	<input type="checkbox"/>
<input type="checkbox"/>	Nerve graft	<input type="checkbox"/>
<input type="checkbox"/>	Open reduction for congenital hip dislocation, femoral or acetabular reconstructions for congenital hip dislocation, slipped femoral capital epiphysis or leg Perthes Disease	<input type="checkbox"/>

Name: _____

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<input type="checkbox"/>	Operative treatment of club feet	<input type="checkbox"/>
<input type="checkbox"/>	Pedicle grafts	<input type="checkbox"/>
<input type="checkbox"/>	Reconstruction of non-spinal congenital musculoskeletal anomalies	<input type="checkbox"/>
<input type="checkbox"/>	Rotational flaps	<input type="checkbox"/>
<input type="checkbox"/>	Unstable spine fractures	<input type="checkbox"/>
<input type="checkbox"/>	<p>Use of Laser</p> <p>Initial Privileges: Successful completion of an approved residency in a specialty or sub-specialty that included training in laser principles or completion of an approved 8-10 hour minimum continuing medical education (CME) course that included training in laser principles. In addition, an applicant for privileges should spend time after the basic training course in a clinical setting with an experienced operator who has been granted laser privileges acting as a preceptor. Practitioner agrees to limit practice to only the specific laser types for which he/she has provided documentation of training and experience. AND</p> <p>Required Current Experience: Demonstrated current competence and evidence of the performance of at least 5 procedures in the past 12 months or completion of training in the past 12 months.</p> <p>Renewal of privilege: Demonstrated current competence and evidence of the performance of at least 5 procedures in the past 24 months based on results of ongoing professional practice evaluation and outcomes.</p>	<input type="checkbox"/>
<input type="checkbox"/>	<p>Orthotripsy</p> <p>Initial Privileges: Successful completion of an ACGME OR AOA accredited residency training program in orthopedic surgery or CPME accredited training program in podiatric surgery. Applicants must have also completed an orthotripsy course that included shock wave machine training and observed cases.</p> <p>AND</p> <p>Required Current Experience: Applicants must be able to demonstrate that they have performed at least 5 orthotripsy procedures in the past 12 months.</p> <p>Renewal of Privilege: Applicant must be able to show maintenance of competence with evidence of the performance of at least 5 orthotripsy procedures in the past 24 months.</p>	<input type="checkbox"/>
	<p>Administration of Sedation and Analgesia</p> <p><i>Must be requested separately. Contact Medical Staff Services for privilege form.</i></p>	

Name: _____

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ACKNOWLEDGEMENT OF APPLICANT

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

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

Applicant's Printed Name: _____

Applicant's Signature: _____ Date: _____

DEPARTMENT CHAIR REVIEW

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

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

Department Chair's Printed Name: _____

Department Chair's Signature: _____ Date: _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee approval

Date: _____

Medical Executive Committee approval

Date: _____

Board of Trustees approval

Date: _____

Privileges Effective From: _____ To: _____

Date Form Approved by Specialty: 6/23/2022

Date Form Approved by Department Chair: 11/4/2022

Date Approved by Credentials Committee: 11/8/2022

Date Approved by MEC: 11/29/2022

Date Approved by Board of Trustees: _____

Name: _____

Page 1

Delineation of Privileges
EMERGENCY MEDICINE PRIVILEGES

☐ Initial appointment

 ☐ Reappointment

 ☐ Modification of Privileges

Applicant

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

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

LICENSURE / PROFESSIONAL LIABILITY INSURANCE	MD or DO Licensed to practice medicine in the State of Wyoming Current Wyoming designated DEA Registration and current Wyoming Controlled Substance Registration Professional liability insurance in the amounts of at least: Per Claim: \$1,000,000.00 Aggregate: \$3,000,000.00
EDUCATION / TRAINING	Completion of an approved residency in Emergency Medicine by the Accreditation Council for Graduate Medical Education (ACGME) or American Osteopathic Association (AOA).
CERTIFICATION	Certification by the applicable Emergency Medicine board for any clinical privileges for which applicant has applied, or be eligible for certification by such board. Once physician is board certified, Maintenance of Board Certification is required.
CLINICAL EXPERIENCE (INITIAL)	Applicants for initial appointment must be able to demonstrate active practice in an ED, reflective of the scope of privileges requested, in the past 12 months with a census equal to or exceeding 10,000 patient visits annually or demonstrate successful completion of an ACGME- or AOA-accredited residency, clinical fellowship, or research in a clinical setting within the past 12 months. Applicants for initial appointment may be requested to provide documentation of the number and types of hospital cases during the past 24 months. Applicants have the burden of producing information deemed adequate by the Hospital for a proper evaluation of current competence, and other qualifications and for resolving any doubts.
CLINICAL EXPERIENCE (REAPPOINTMENT)	To be eligible to renew core privileges in emergency medicine, the applicant must meet the following maintenance of privilege criteria: Current demonstrated competence and an adequate volume of experience with acceptable results, reflective of the scope of privileges requested, for the past 24 months based on results of ongoing professional practice evaluation and outcomes. Evidence of current ability to perform privileges requested is required of all applicants for renewal of privileges.
FPPE	FPPE criteria will be assigned by the Department Chair during the approval process.
OTHER REQUIREMENTS	<ul style="list-style-type: none"> Note that privileges granted may only be exercised at the site(s) and setting(s) that have the appropriate equipment, license, beds, staff, and other support required to provide the services defined in this document. Site-specific services may be defined in hospital or department policy. This document is focused on defining qualifications related to competency to exercise clinical privileges. The applicant must also adhere to any additional organizational, regulatory, or accreditation requirements that the organization is obligated to meet.

Name: _____

Page 2

EMERGENCY MEDICINE CORE PRIVILEGES - This is not intended to be an all-encompassing procedures list. It defines the types of activities/procedures/ privileges that the majority of practitioners in this specialty perform at this organization and inherent activities/ procedures/privileges requiring similar skill sets and techniques		
Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	Assess, evaluate, diagnose, and initially treat patients of all ages who present in the ED with any symptom, illness, injury, or condition and provide services necessary to ameliorate minor illnesses or injuries and stabilize patients with major illnesses or injuries and to assess all patients to determine if additional care is necessary	<input type="checkbox"/>
<input type="checkbox"/>	Abscess incision and drainage, including Bartholin's cyst	<input type="checkbox"/>
<input type="checkbox"/>	Airway management and intubation	<input type="checkbox"/>
<input type="checkbox"/>	Administration of sedation and analgesia per hospital policy	<input type="checkbox"/>
<input type="checkbox"/>	Administration of thrombolytic therapy for myocardial infarction, stroke	<input type="checkbox"/>
<input type="checkbox"/>	Anoscopy	<input type="checkbox"/>
<input type="checkbox"/>	Arterial puncture and cannulation	<input type="checkbox"/>
<input type="checkbox"/>	Arthrocentesis	<input type="checkbox"/>
<input type="checkbox"/>	Anesthesia: intravenous (upper extremity, local, and regional)	<input type="checkbox"/>
<input type="checkbox"/>	Bladder decompression and catheterization techniques	<input type="checkbox"/>
<input type="checkbox"/>	Blood component transfusion therapy	<input type="checkbox"/>
<input type="checkbox"/>	Burn management, including escharotomy	<input type="checkbox"/>
<input type="checkbox"/>	Cannulation, artery and vein	<input type="checkbox"/>
<input type="checkbox"/>	Cardiac pacing to include but not limited to external, transthoracic, transvenous	<input type="checkbox"/>
<input type="checkbox"/>	Cardiac massage, open or closed	<input type="checkbox"/>
<input type="checkbox"/>	Cardioversion (synchronized counter-shock)	<input type="checkbox"/>
<input type="checkbox"/>	Central venous access (femoral, jugular, peripheral, internal, and subclavian)	<input type="checkbox"/>
<input type="checkbox"/>	Chemical restraint of agitated patient	<input type="checkbox"/>
<input type="checkbox"/>	Cricothyrotomy	<input type="checkbox"/>
<input type="checkbox"/>	Defibrillation	<input type="checkbox"/>
<input type="checkbox"/>	Dislocation/fracture reduction/immobilization techniques, including splint and cast applications	<input type="checkbox"/>
<input type="checkbox"/>	Electrocardiography interpretation	<input type="checkbox"/>
<input type="checkbox"/>	Emergency Vaginal Delivery	<input type="checkbox"/>
<input type="checkbox"/>	Endotracheal intubation techniques	<input type="checkbox"/>
<input type="checkbox"/>	External transcutaneous pacemaker	<input type="checkbox"/>
<input type="checkbox"/>	Focused Abdominal Sonography for Trauma (F.A.S.T)	<input type="checkbox"/>
<input type="checkbox"/>	GI decontamination (emesis, lavage, charcoal)	<input type="checkbox"/>
<input type="checkbox"/>	Hernia reduction	<input type="checkbox"/>
<input type="checkbox"/>	Irrigation and management of caustic exposures	<input type="checkbox"/>
<input type="checkbox"/>	Insertion of emergency transvenous pacemaker	<input type="checkbox"/>
<input type="checkbox"/>	Intraosseous infusion	<input type="checkbox"/>
<input type="checkbox"/>	Laryngoscopy, direct, indirect	<input type="checkbox"/>
<input type="checkbox"/>	Lumbar puncture	<input type="checkbox"/>
<input type="checkbox"/>	Management of epistaxis	<input type="checkbox"/>
<input type="checkbox"/>	Nail trephine techniques	<input type="checkbox"/>

Name: _____

Page 3

<input type="checkbox"/>	Nasal cautery/packing	<input type="checkbox"/>
<input type="checkbox"/>	Nasogastric/orogastric intubation	<input type="checkbox"/>
<input type="checkbox"/>	Ocular tonometry	<input type="checkbox"/>
<input type="checkbox"/>	Oxygen therapy	<input type="checkbox"/>
<input type="checkbox"/>	Paracentesis	<input type="checkbox"/>
<input type="checkbox"/>	Pericardiocentesis	<input type="checkbox"/>
<input type="checkbox"/>	Perform history and physical exam	<input type="checkbox"/>
<input type="checkbox"/>	Point of Care Ultrasound	<input type="checkbox"/>
<input type="checkbox"/>	Preliminary interpretation of imaging studies	<input type="checkbox"/>
<input type="checkbox"/>	Removal of foreign bodies, airway including nose, eye, ear, soft instrumentation/irrigation, skin or subcutaneous tissue	<input type="checkbox"/>
<input type="checkbox"/>	Removal of IUD	<input type="checkbox"/>
<input type="checkbox"/>	Repair of lacerations	<input type="checkbox"/>
<input type="checkbox"/>	Resuscitation	<input type="checkbox"/>
<input type="checkbox"/>	Slit lamp used for ocular exam, removal of corneal foreign body	<input type="checkbox"/>
<input type="checkbox"/>	Spine immobilization	<input type="checkbox"/>
<input type="checkbox"/>	Thoracentesis	<input type="checkbox"/>
<input type="checkbox"/>	Thoracostomy tube insertion	<input type="checkbox"/>
<input type="checkbox"/>	Thoracotomy, open for patient in extremis	<input type="checkbox"/>
<input type="checkbox"/>	Variceal/nonvariceal hemostasis	<input type="checkbox"/>
<input type="checkbox"/>	Wound debridement and repair	<input type="checkbox"/>
<input type="checkbox"/>	Intraosseous infusion	<input type="checkbox"/>
<input type="checkbox"/>	Laryngoscopy, direct, indirect	<input type="checkbox"/>
<input type="checkbox"/>	Lumbar puncture	<input type="checkbox"/>
<input type="checkbox"/>	Management of epistaxis	<input type="checkbox"/>
<input type="checkbox"/>	Nail trephine techniques	<input type="checkbox"/>
<input type="checkbox"/>	Nasal cautery/packing	<input type="checkbox"/>
<input type="checkbox"/>	Nasogastric/orogastric intubation	<input type="checkbox"/>
<input type="checkbox"/>	Ocular tonometry	<input type="checkbox"/>
<input type="checkbox"/>	Oxygen therapy	<input type="checkbox"/>
<input type="checkbox"/>	Paracentesis	<input type="checkbox"/>

	Administration of Sedation and Analgesia <i>Must be requested separately. Contact Medical Staff Services for privilege form.</i>		
--	--	--	--



Name: _____

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ACKNOWLEDGEMENT OF APPLICANT

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

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

Applicant's Printed Name: _____

Applicant's Signature: _____ Date: _____

DEPARTMENT CHAIR REVIEW

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

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

Department Chair's Printed Name _____

Department Chair's Signature: _____ Date: _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee approval

Date: _____

Medical Executive Committee Approval

Date: _____

Board of Trustees approval

Date: _____

Privileges Effective From: _____ To: _____

Date Form Approved by Specialty: _____ 06/08/2022

Date Form Approved by Department Chair: _____ 11/4/2022

Date Approved by Credentials Committee: _____ 11/8/2022

Date Approved by MEC: _____ 11/29/2022

Date Approved by Board of Trustees: _____

To: Board of Trustees

From: Barbara J. Sowada, substituting for Kandi Pendleton, Chair

Re: Human Resources Committee Meeting

Date: November 28, 2022

The Human Resources Committee met November 28th from 3:00 to 4:00 pm by Zoom.

Major discussion items were as follows:

- ✓ Turnover rate is stable and a little better than national average. High turnover in EVS is not surprising. Recruitment of EVS staff has become challenging.
- ✓ HR is successful and renegotiating salaries for travelers. Hourly wages and number of travelers are both declining as per plan.
- ✓ Employee Policy: Workplace Violence and Workplace Violence Plan were reviewed. Both have been approved by senior management. Committee recommended that both be submitted to Board for first reading at the Board's December meeting.
- ✓ Executive highlights of the Staff Engagement Survey were reviewed.

For more detail, see the reports and minutes of this meeting which are included in the December Board packet.

Next HR meeting will be December 19th.

F&A COMMITTEE CHAIR REPORT TO THE BOARD

November 2022 meeting

Chair – Ed Tardoni

The Finance and Audit Committee met in Zoom format this month. Voting member Jan Layne was excused all other members present.

F&A DATA FOR THE MONTH

This month there was an over two-million-dollar disbursement to Medicaid. That disbursement was per contract for what is called a Qualified Rate Adjustment program. We are a county hospital and per contract we make an Inter Governmental Transfer of funds based on our receipts from Medicaid. That payment is made to the State of Wyoming Medicaid program. Funds from qualifying hospitals in the State are mingled with payments from the Federal Government to the State of Wyoming.

Disbursements are then made to hospitals such as MHSC. Not all hospitals receive the same level of disbursement. MHSC will be receiving over four million dollars. The program is meant to correct an inequality that occurs related to hospital size and nature that is caused by Medicare rules. The transfer of funds back and forth is designed to comply with accounting rules for each level involved; County, State and Federal.

CAPITAL EXPENDITURES

There are no capital expenditures for consideration this month. 98% of the FYI capital budget remains uncommitted.

OTHER BUSINESS

(Cener EMR Implementation.) The Financial Packet contains the IS Department report that details the hardware and software progress with Cerner. The related progress in days AR and Discharged Not Billed amounts are contained in Ron Cheese's report. Progress is being made but goals have yet to be met.

December Meeting

The F&A Committee will not meet in the month of December.

October 2022 IS Report

By Terry Thompson IS Director

MHSC IS service environment:

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

MHSC service desk:

For the month of Septem 2022, 445 service tickets opened where 360 were closed with an average MTTR of 8 days at a 81% closure rate. Our goal is 90% closure rate with a 5 day MTTR

Cerner Service Request:

For the month of October 2022 we opened 148 service requests with Cerner, where 95 were closed with an average MTTR of 7.8 days at a 64% closure rate. Cener continues to fail to make their mark, to a 90% closure rate with a 5 Day MTTR

Cybersecurity Results:

Web Firewall Blocked :

- 2 Cypotomining
- 11 Malware
- 8 Phishing

Perimeter Firewall Blocked:

- 551 Virus
- 693,000 Intrusions
- 0 Spyware
- 158 Botnet

EndPoint Security

- Quarantined 1 file
- Purged 2 files

Email Defender Blocked

- 5 Malware
- 1573 Phishing

Projects:

1. Cerner implementation, tech dev @97%
 - a. We have resolved 90% of the Cerner CareAway handheld systems issues, still have issue with patient pain reporting
2. Legacy system archiving and shutdown, tech dev @30%

- a. Working with Harmony HIT to archive MHSC OBIX
3. System backup remediation, business continuity, @100%
4. AD and server system audit and remediation, security @80%
5. Endpoint encryption (bitlocker) implementation, security @10%
 - a. Working to get all mobile device encrypted by end of November
6. CISA Phishing campaign is ongoing and will reoccurs each month @50%
 - a. CISA reporting a delay in performing this testing
7. CISA Website Application Scanning (WAS) evaluation and testing, Security @80%
 - a. CISA found an issue with <https://www.sweetwatermemorial.com> , working with website developer to correct the issue.
8. CISA Cyber Resilience Review CRR , working to complete the review at the end of the month, Security 10%
9. Removed Malware bites as CrowdStrike is performing this function, reduce technical debt 10K/year
10. Working to remove the exchange hybrid server and the barracuda secure email gateway, reducing technical debt. Had a minor setback working with Microsoft
11. Remediation of cloud based backups to an offsite solution as to reduce monthly cost for cloud based backups begins this month. Reducing technical debt 100K/year

Corrective actions and points of consideration:

1. Continued weekly meetings MHSC IS, Informatics, Finance and Cerner SSO to improve upon Cerner Service Request mean time to resolve.

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

Wednesday~ November 30, 2022 2:00 p.m. Teleconference

Voting Members:

Ed Tardoni, Chair
Marty Kelsey, Trustee
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

Ron Cheese Terry Thompson
Angel Bennett Kari Quickenden
Ann Clevenger

Guests:

Leslie Taylor

Barbara Sowada

- | | | |
|-------|---|------------|
| I. | Call Meeting to Order | Ed Tardoni |
| II. | Approve Agenda | Ed Tardoni |
| III. | <u>Approve October 26, 2022 Meeting Minutes</u> | Ed Tardoni |
| IV. | Charge Capture Assessment | Tami Love |
| V. | <u>Capital Requests FY 23</u> | |
| VI. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. <u>Narrative</u> | Tami Love |
| | 2. <u>Financial Information</u> | Tami Love |
| | 3. <u>Self-Pay Report</u> | Ron Cheese |
| | 4. <u>Preliminary Bad Debt</u> | Ron Cheese |
| VII. | Old Business | |
| | A. SLIB project update | Tami Love |
| VIII. | New Business | |
| | A. <u>Financial Goals</u> | Tami Love |
| | B. <u>Review Charter</u> | Ed Tardoni |
| | C. Financial Forum Discussion | Ed Tardoni |
| IX. | Next Meeting | Tami Love |
| X. | Adjournment | Ed Tardoni |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

October 26, 2022

Voting Members Present: Mr. Ed Tardoni, *Trustee-Chairman*
Mr. Marty Kelsey, *Trustee*
Ms. Irene Richardson, *CEO*
Ms. Tami Love, *CFO*
Ms. Jan Layne, *Controller*

Voting Members Absent: None

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

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

Guests: Ms. Leslie Taylor, *Clinic Director*
Dr. Barbara Sowada-*Trustee*
Mr. Darryn McGarvey-*CLA*
Mr. Dan Deyle-*CLA*

Call Meeting to Order

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

Approve Agenda

A motion to approve the agenda with the date change from September to October was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

Approve Meeting Minutes

A motion to approve the meeting minutes of September 28, 2022 was made by Mr. Kelsey; second by Ms. Love. Motion carried.

FY22 Financial Audit

Mr. McGarvey from CliftonLarsonAllen presented the FY22 Financial Audit. He noted that the opinion is now at the beginning of the report and not at the end as it has been in the past. He spoke of the Emphasis of Matter which relates to a new accounting standard change, GASB 87. It moves leases from the income statement to the balance sheet. A few highlights on the balance sheet were the decrease in cash and Board Designated Funds. This was partly due to the Medicare advanced payments that were paid back. The other piece was the large increase in patient accounts receivable due to the Cerner conversion. The Capital Assets increased due to

bringing on all the leases including Cerner. Other Current Liabilities decreased with the payments back to the Medicare accelerated program.

Revenue had about a 12% increase from last year and expenses had about a 11% increase. Contract labor almost doubled from the previous year. We had about a \$1.5 million gain to the bottom line with the audit adjustments, mostly due to the new accounting standard on leases and the increase in QRA. Our self-funded health insurance has increased and we therefore needed to increase the liability. Mr. Kelsey had a concern about the wording of note six. Mr. McGarvey agreed with a wording change and will get it fixed.

Mr. Deyle went over some of the financial ratios. The information was included in the packet.

Ms. Love reported on the Charge Capture assessment. We had members of CLA come on-site to review our charge capture processes and chargemaster. We have received the preliminary report and hope to share the final report with the committee at the November meeting.

Capital Requests

There were not any capital requests for the meeting this month.

Financial Report

Ms. Love reviewed the year-end financial information for September. We had an operating loss in September of \$541,178 compared to a budget of \$13,857. Gross revenue came in over budget this month at \$18,354,819 over budget by \$401,640. Our gross revenue is over budget YTD by \$611,994. Reductions of revenue were at 51.7%. The average daily census decreased to 12.9 in September. The annual debt service coverage ratio was 1.37 and days of cash on hand decreased to 85. The collections for September were \$8.8 million. We completely paid off the Medicare Accelerated funds in September. Net days in AR are at 71. Expenses for September remained high at \$9.5 million, over budget by \$668,000. The clinic revenue came in over budget at \$2.1 million. The Clinic loss for September was \$389,169.

The revenue projection for October is around \$20 million. We have seen inpatient volumes increase. Collections should be around \$8 million. We hope to see an increase in collections in the next month. Expenses will probably remain about the same. We are estimating a \$500,000 gain with the higher projected revenue.

Mr. Kelsey noted that the contract FTE's have decreased since May. He looked at the report prior to COVID and we were at around 7 contract FTE's. He asked if the hospital had a target. Mr. Richardson said we will always have some contract labor, but our current goal is to get down to pre-COVID numbers.

Ms. Love reported how QRA will impact our financials. It almost doubled this year. We have to first send the money to Medicaid and they will double it when they send it back. We had to send the payment at the end of October. If we do not receive the payment back in October, we will see a decrease of 7 days of cash on hand.

Mr. Cheese reviewed the self-pay report in the packet. Mr. Cheese also presented preliminary bad debt report of \$1,422,248.55. This is the first month we were able to turn bad debt in the Cerner system. He let the committee know he is not able to pull the detail out of Cerner he was able to provide before.

Mr. Cheese shared Medicare Advantage programs are starting to move into our region. This is not a good thing for hospital collections. The deductibles are high and the premium cost to the patient is low. These will lead to a lot of self-pay for the hospital.

Old Business

SLIB Projects

Ms. Love said the SLIB committee moved the meeting to November 9th.

New Business

Financial Forum Discussion

Ms. Love let the committee know we will be moving the Cerner lease for the first 3 months of the current year due to the GASB 87 audit adjustment. We will see the impact of this in the October financial statements.

The committee discussed the benchmarks used by CLA on the audit reports. We don't know if we are compared to hospitals exactly like us. Ms. Richardson said she will reach out to CLA to see what other options they have for comparison ratios.

Next Meeting

The next meeting will be November 30, 2022 at 2pm.

Mr. Tardoni adjourned the meeting at 3:26pm.

Submitted by Jan Layne

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO OCTOBER 2022 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for October is a loss of \$375,815, compared to a loss of \$154,563 in the budget. This yields a -4.01% operating margin for the month compared to -1.70% in the budget. The year-to-date loss is \$1,517,861 compared to a loss of \$760,998 in the budget. The year-to-date operating margin is -4.14%, compared to -2.14% in the budget.

The total net loss for October is \$451,927, compared to a loss of \$140,882 in the budget. This represents a total profit margin of -4.82% compared to budget of -1.55%. Year-to-date, the total net loss is \$1,597,913, compared to a total net loss of \$703,134 in the budget. This represents a YTD profit margin of -4.35% compared to -1.97% in the budget.

REVENUE. Revenue increased in October from the prior month, coming in at \$19,508,199, over budget by \$1,541,448. Inpatient revenue is over budget by \$412,682, hospital outpatient revenue is over budget by \$752,807 and the Clinic is over budget by \$375,959. Year to date, revenue is over budget by \$2,153,442.

VOLUME. Inpatient admits and patient days are under budget for October. Births came in over budget. The average daily census (ADC) increased slightly to 13.4, under budget and average length of stay (LOS) is at 3.3, slightly under budget. Emergency Room visits are slightly over budget. Total Outpatient visits are under budget in October. Surgeries and Clinic volumes are over budget.

Annual Debt Service Coverage came in at 1.56. Days of Cash on Hand decreased to 78 days with the Medicaid QRA payment. Daily cash expense is at \$286,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are 52.8% in October, over budget due to the increase in Medicare and Self Pay AR. Total collections for the month came in at \$8,583,927 as we continue to catch up on delayed coding and billing from the Cerner conversion.

Net days in AR fell to 69.7 days as we continue to get a handle on the delayed coding, billing and collections related to the Cerner conversion. With the delays in Cerner billing, we have seen an increase in the aging percentages of all payers.

EXPENSES. Total expenses in October came in over budget at \$9,753,924, over budget by \$505,591. The following line items were over budget in October:

Salary and Wage – October was over budget as we continue to have double coverage for nursing as the new hires are oriented. We have also seen increased

overtime to keep the departments staffed appropriately. The PTO liability continues to increase but we do expect to see a decrease over the next several months as PTO is used for the holidays.

Contract Labor – Due to continuing staffing shortages in clinical areas there are currently contract labor staff in Med/Surg, ICU, Surgery, Dialysis, Emergency Room, Laboratory, Respiratory, Behavioral Health and Social Services. We no longer have contract staff in Labor & Delivery as they are fully staffed. We continue to negotiate traveler rates when renewing contracts. Contract FTEs came back down in September to 21 FTEs.

Purchased Services – Consulting fees, Legal fees, Audit fees, Advertising and IT professional fees all came in over budget in October.

Supplies – Oxygen, Lab supplies, blood, patient chargeables, implants, drugs, food and maintenance supplies all came in over budget in October. We continue to see the impact of supply chain constraints and inflation on our supply expenses house wide. The increase in drug costs corresponds to the increased volumes in Medical Oncology and Women's Health.

Other Operating Expenses – Education & Travel, Physician recruitment, Employee recruitment and Pharmacy Floor expenses came in over budget in October. Foundation expenses were also over budget and were offset by Foundation revenue included in other operating revenue.

Leases and Rentals – Equipment rent lease is over budget for the Nuclear Medicine equipment lease which did not qualify for the new GASB 87 rule.

PROVIDER CLINIC. Revenue for the Clinics came in over budget at \$2,345,959, over budget by \$375,959. The bottom line for the Clinics in October is a loss of \$436,876 compared to a loss of \$540,211 in the budget. The year-to-date loss is \$1,645,252, compared to a budgeted loss of \$1,955,413. Clinic volumes were down slightly from the prior month but still came in over budget at 5,626 visits. Total Clinic expenses for the month are \$1,712,211, over budget by \$29,773. Salary & Wage and Pharmacy Floor expense are over budget for October.

OUTLOOK FOR NOVEMBER. Gross patient revenue for November is projecting slightly lower at \$19 million, but still over budget. Inpatient volumes are under budget in November except for patient days as our LOS has increased to 3.0. Births are projecting under budget in November, but we do expect an increase over the next couple months. The average daily census is currently up to 15.5. Outpatient volumes across most departments are projecting higher than budget.

Collections are projecting to \$9.5 million and are expected to remain high as we start to collect on the prior high revenue months and catch up from the Cerner implementation.

Deductions of revenue are expected to come in closer to normal in November at about 51.5%. Expenses will remain level in November due to continued staffing shortages and the need for contract labor and the increased cost of supplies due to inflation. The bottom line for November is estimated at a loss of \$300,000 - \$400,000, which would be over budget.

We continue to watch all spending as we start the new fiscal year. We continue to see the impact of contract labor and increased cost of supplies due to inflation. We recommend continuing to limit capital purchases unless it is emergent or regulatory.

CLA Revenue Assessment. CLA presented its final report from their charge capture assessment and claims review, comparing our current charging practices to industry benchmarks including volumes pre and post Cerner conversion. We are working with the revenue cycle leaders to prioritize the recommendation and create action plans. We will continue to report on the progress of the plans going forward. We have also created short and long term goals aligned with the revenue cycle to track the progress.

Legacy System and Archiving. We are working on the archival plan for all our legacy systems. We are in the process of archiving T-System and OBIX currently. Q CPR Flex, Affinity, eMDs and Clintegrity are being coordinated. These systems are currently being supported and we would like to archive the systems as soon as possible to save on support costs. The systems need to be completely static and read only before they can be archived. Affinity and eMDs still have active accounts receivable. We are hiring temporary staff to help accelerate collection of this AR. This will also expedite turning the accounts receivable into cash so we can start building back our days cash on hand.



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

Unaudited Financial Statements

for

Four months ended October 31, 2022

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY
Four months ended October 31, 2022

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

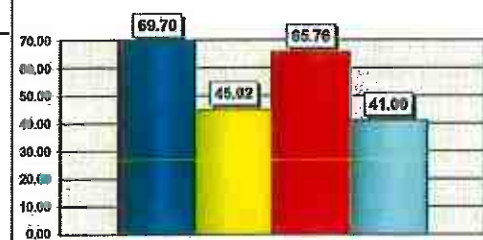
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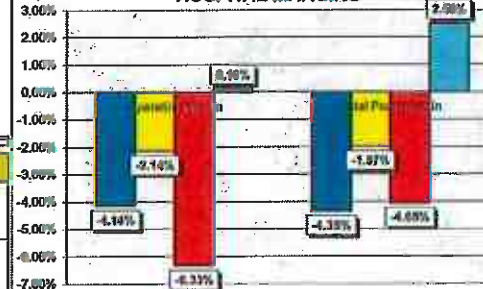
BALANCE SHEET

	YTD 10/31/2022	Prior FYE 6/30/2022
ASSETS		
Current Assets	\$39,764,609	\$34,112,369
Assets Whose Use is Limited	15,900,251	22,099,344
Property, Plant & Equipment (Net)	80,659,059	83,515,473
Other Assets	996,050	1,028,699
Total Unrestricted Assets	137,319,969	140,755,885
Restricted Assets	432,638	434,089
Total Assets	\$137,752,607	\$141,189,974
LIABILITIES AND NET ASSETS		
Current Liabilities	\$13,083,899	\$12,188,541
Long-Term Debt	26,077,500	26,491,667
Other Long-Term Liabilities	12,855,123	15,174,318
Total Liabilities	52,016,522	53,854,526
Net Assets	85,736,085	87,335,448
Total Liabilities and Net Assets	\$137,752,607	\$141,189,974

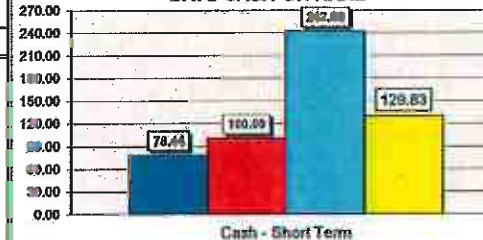
NET DAYS IN ACCOUNTS RECEIVABLE



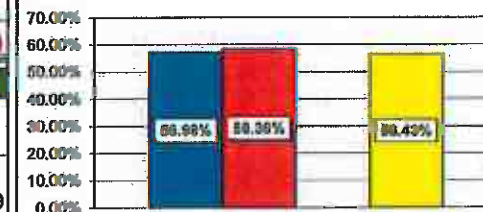
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	10/31/22 ACTUAL	10/31/22 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	415	630	1,581	1,965
Average Acute Length of Stay	3.3	4.6	3.4	3.9
Total Emergency Room Visits	1,266	1,243	5,181	5,230
Outpatient Visits	7,295	9,440	29,238	39,910
Total Surgeries	156	135	590	464
Total Worked FTE's	464.74	465.19	443.33	465.19
Total Paid FTE's	501.20	511.59	494.38	511.59
Net Revenue Change from Prior Yr	-4.73%	-7.60%	1.42%	-1.53%
EBIDA - 12 Month Rolling Average			1.68%	6.29%
Current Ratio			3.04	
Days Expense in Accounts Payable			42.60	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	10/31/22
Prior Fiscal Year End	06/30/22
CLA \$50-\$100M Net Revenue	6/30/2020

FINANCIAL STRENGTH INDEX - (1.65)	
Excellent - Greater than 3.0	Good - 3.0 to 2.0
Fair - 2.0 to 1.0	Poor - Less than 1.0

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Four months ended October 31, 2022

PAGE 3

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 10/31/2022	Budget 6/30/2023	Prior Fiscal Year End 06/30/22	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	-4.14%	0.24%	-6.33%	0.10%
Total Profit Margin	↑	-4.35%	0.31%	-4.05%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	78.44	129.83	100.09	242.00
Net Days in Accounts Receivable	↓	69.70	45.02	65.76	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	11.28	11.32	14.13	12.00
Long Term Debt to Capitalization	↓	23.83%	19.87%	24.14%	27.00%
Debt Service Coverage Ratio **	↑	1.56	2.42	1.14	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	7.90	8.43	8.34	NA
Salary Expense per Paid FTE		\$103,788	\$86,892	\$102,150	NA
Salary and Benefits as a % of Total Operating Exp		56.98%	56.43%	58.36%	NA

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2022

	Current Month 10/31/2022	Prior Month 9/30/2022	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2022
Current Assets					
Cash and Cash Equivalents	\$6,962,663	\$6,934,015	\$28,648	0.41%	\$7,173,928
Gross Patient Accounts Receivable	44,366,703	44,889,343	(522,640)	-1.16%	41,948,878
Less: Bad Debt and Allowance Reserves	(23,428,288)	(24,211,752)	783,464	3.24%	(23,679,694)
Net Patient Accounts Receivable	20,938,415	20,677,592	260,824	1.26%	18,069,184
Interest Receivable	0	0	0	0.00%	0
Other Receivables	5,922,290	3,579,918	2,342,372	65.43%	2,832,976
Inventories	4,111,515	4,088,397	23,118	0.57%	4,054,218
Prepaid Expenses	1,829,726	1,878,389	(48,663)	-2.59%	1,982,063
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	39,764,609	37,158,310	2,606,299	7.01%	34,112,369
Assets Whose Use is Limited					
Cash	20,409	29,618	(9,209)	-31.09%	(37,762)
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	392,938	202,043	190,895	94.48%	637,426
Trustee Held Funds - SPT	77	36	41	115.14%	28,281
Board Designated Funds	1,451,288	3,445,243	(1,993,955)	-57.88%	6,924,862
Other Limited Use Assets	14,035,538	14,035,538	0	0.00%	14,546,537
Total Limited Use Assets	15,900,251	17,712,478	(1,812,227)	-10.23%	22,099,344
Property, Plant, and Equipment					
Land and Land Improvements	4,242,294	4,242,294	0	0.00%	4,242,294
Building and Building Improvements	49,613,983	49,613,983	0	0.00%	49,597,599
Equipment	131,148,729	131,067,075	81,655	0.06%	131,022,049
Construction In Progress	1,078,512	990,198	88,314	8.92%	731,897
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	186,083,518	185,913,550	169,968	0.09%	185,593,839
Less: Accumulated Depreciation	(105,424,459)	(104,364,981)	(1,069,478)	-1.02%	(102,078,365)
Net Property, Plant, and Equipment	80,659,059	81,558,569	(899,510)	-1.10%	83,515,473
Other Assets					
Unamortized Loan Costs	996,050	1,004,212	(8,162)	-0.81%	1,028,699
Other	0	0	0	0.00%	0
Total Other Assets	996,050	1,004,212	(8,162)	-0.81%	1,028,699
TOTAL UNRESTRICTED ASSETS	137,319,969	137,433,569	(113,600)	-0.08%	140,755,885
Restricted Assets	432,638	435,536	(2,898)	-0.67%	434,089
TOTAL ASSETS	\$137,752,607	\$137,869,105	(\$116,498)	-0.08%	\$141,189,974

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2022

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2022
	Current Month 10/31/2022	Prior Month 9/30/2022	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$6,959,306	\$6,403,951	(\$555,355)	-8.67%	\$5,404,568
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,433,970	1,078,441	(355,528)	-32.97%	1,787,856
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,826,488	2,739,258	(87,230)	-3.18%	2,804,901
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)	1,482,633	1,486,567	3,934	0.26%	1,562,895
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	381,502	190,751	(190,751)	-100.00%	628,321
Total Current Liabilities	13,083,899	11,898,968	(1,184,931)	-9.96%	12,188,541
Long Term Debt					
Bonds/Mortgages Payable	27,580,134	27,685,317	125,184	0.45%	28,054,562
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,482,633	1,486,567	3,934	0.26%	1,562,895
Total Long Term Debt (Net of Current)	26,077,500	26,198,750	121,250	0.46%	26,491,667
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	1,255,068
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	12,855,123	13,580,478	725,355	5.34%	13,919,250
Total Other Long Term Liabilities	12,855,123	13,580,478	725,355	5.34%	15,174,318
TOTAL LIABILITIES	52,016,522	51,678,196	(338,326)	-0.65%	53,854,526
Net Assets:					
Unrestricted Fund Balance	84,946,113	84,946,113	0	0.00%	87,636,023
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	428,765	431,863	2,898	0.67%	430,216
Net Revenue/(Expenses)	(1,597,919)	(1,145,986)	N/A	N/A	(2,689,816)
TOTAL NET ASSETS	85,736,085	86,190,909	454,824	0.53%	87,335,448
TOTAL LIABILITIES AND NET ASSETS	\$137,752,607	\$137,869,105	\$116,498	0.08%	\$141,189,974

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2022

	CURRENT MONTH				Prior Year 10/31/21
	Actual 10/31/22	Budget 10/31/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$4,277,989	\$3,865,307	\$412,682	10.68%	\$6,080,930
Outpatient Revenue	12,884,251	12,131,444	752,807	6.21%	10,574,893
Clinic Revenue	2,345,959	1,970,000	375,959	19.08%	1,696,739
Specialty Clinic Revenue	0	0	0	0.00%	230,626
Total Gross Patient Revenue	19,508,199	17,966,751	1,541,448	8.58%	18,593,188
Deductions From Revenue					
Discounts and Allowances	(6,628,111)	(7,849,884)	(778,227)	-9.91%	(7,994,941)
Bad Debt Expense (Governmental Providers Only)	(1,501,395)	(1,154,045)	(347,380)	-30.10%	(909,293)
Medical Assistance	(169,646)	(213,049)	43,403	20.37%	17,014
Total Deductions From Revenue	(10,299,152)	(9,216,948)	(1,082,204)	-11.74%	(8,887,128)
Net Patient Revenue	9,209,047	8,749,803	459,244	5.25%	9,706,068
Other Operating Revenue	169,063	344,968	(175,905)	-50.99%	137,282
Total Operating Revenue	9,378,110	9,094,771	283,339	3.12%	9,843,350
Operating Expenses					
Salaries and Wages	3,946,792	3,746,187	(200,605)	-5.35%	4,105,038
Fringe Benefits	1,153,332	1,242,345	89,012	7.16%	1,318,416
Contract Labor	494,775	351,208	(143,567)	-40.88%	361,697
Physicians Fees	240,218	328,058	87,839	26.78%	382,983
Purchased Services	645,296	524,357	(120,939)	-23.06%	359,636
Supply Expense	1,519,557	1,351,044	(168,513)	-12.47%	1,394,997
Utilities	97,874	98,741	868	0.88%	91,857
Repairs and Maintenance	197,810	518,463	320,653	61.85%	612,137
Insurance Expense	64,293	62,682	(1,610)	-2.57%	51,404
All Other Operating Expenses	299,653	251,809	(47,844)	-19.00%	222,475
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	24,846	17,962	(6,884)	-38.33%	56,923
Depreciation and Amortization	1,069,478	756,477	(313,001)	-41.38%	525,962
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,753,924	9,249,334	(504,591)	-5.46%	9,483,525
Net Operating Surplus/(Loss)	(375,815)	(154,563)	(221,252)	143.15%	359,825
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	19,049	8,638	10,411	120.53%	11,918
Tax Subsidies (Except for GO Bond Subsidies)	41	0	41	0.00%	553
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(109,452)	(79,410)	30,042	-37.83%	(107,774)
Other Non-Operating Revenue/(Expenses)	14,249	84,453	(70,204)	-83.13%	532,337
Total Non Operating Revenue/(Expense)	(76,112)	13,681	(89,793)	-656.34%	437,034
Total Net Surplus/(Loss)	(545,927)	(140,882)	(531,045)	220.76%	\$796,859
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(545,927)	(140,882)	(531,045)	220.76%	\$796,859
Operating Margin	-4.01%	-1.70%			3.66%
Total Profit Margin	-4.82%	-1.55%			8.10%
EBIDA	7.40%	6.62%			9.00%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2022

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	YEAR-TO-DATE				Prior Year 10/31/21
	Actual 10/31/22	Budget 10/31/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$15,096,302	\$14,957,015	\$139,287	0.93%	\$18,574,128
Outpatient Revenue	49,758,112	48,589,745	1,168,367	2.40%	45,306,732
Clinic Revenue	8,665,322	7,819,534	845,788	10.82%	6,119,351
Specialty Clinic Revenue	0	0	0	0.00%	1,011,876
Total Gross Patient Revenue	73,519,736	71,366,294	2,153,442	3.02%	71,012,087
Deductions From Revenue					
Discounts and Allowances	(34,461,912)	(31,161,262)	(3,300,649)	-10.59%	(30,995,133)
Bad Debt Expense (Governmental Providers Only)	(2,439,347)	(4,674,399)	2,235,051	47.81%	(3,728,590)
Medical Assistance	(682,906)	(862,866)	180,061	20.87%	(566,981)
Total Deductions From Revenue	(37,584,164)	(36,698,627)	(885,538)	-2.41%	(35,290,704)
Net Patient Revenue	35,935,572	34,667,667	1,267,905	3.66%	35,721,383
Other Operating Revenue	759,707	959,052	(199,345)	-20.79%	459,281
Total Operating Revenue	36,695,279	35,626,719	1,068,559	3.00%	36,180,663
Operating Expenses					
Salaries and Wages	15,033,934	14,980,530	(53,404)	-0.49%	14,926,710
Fringe Benefits	4,482,628	4,178,061	(304,567)	-7.29%	4,173,174
Contract Labor	2,257,076	1,642,833	(614,243)	-37.39%	1,316,817
Physicians Fees	1,149,478	1,315,730	166,253	12.64%	1,309,780
Purchased Services	2,202,183	2,148,993	(53,190)	-2.48%	1,704,456
Supply Expense	6,248,755	5,388,611	(860,144)	-15.96%	5,930,656
Utilities	404,680	363,803	(40,877)	-11.24%	350,947
Repairs and Maintenance	1,806,399	2,126,589	320,190	15.06%	2,135,784
Insurance Expense	253,721	250,729	(2,992)	-1.19%	230,796
All Other Operating Expenses	926,275	937,214	10,938	1.17%	830,848
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	101,919	71,954	(29,965)	-41.64%	227,572
Depreciation and Amortization	3,346,093	3,002,671	(343,423)	-11.44%	2,207,255
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	38,213,139	36,387,717	(1,825,422)	-5.02%	35,344,797
Net Operating Surplus/(Loss)	(1,517,861)	(760,998)	(756,863)	99.46%	835,866
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	65,609	45,548	20,061	44.04%	45,257
Tax Subsidies (Except for GO Bond Subsidies)	11,809	0	11,809	0.00%	1,105
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(369,686)	(325,495)	(44,191)	13.56%	(434,394)
Other Non-Operating Revenue/(Expense)	212,165	337,811	(125,646)	-37.19%	877,819
Total Non Operating Revenue/(Expense)	(80,052)	57,864	(137,916)	-238.34%	489,787
Total Net Surplus/(Loss)	(1,597,913)	(703,134)	(894,779)	127.26%	\$1,325,653
Change In Unrealized Gains/(Losses) on Investments	0	(79,600)	79,600	-100.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,597,913)	(782,734)	(815,179)	104.15%	\$1,325,653
Operating Margin	-4.14%	-2.14%			2.31%
Total Profit Margin	-4.35%	-1.97%			3.66%
EBIDA	5.01%	6.29%			8.41%

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

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	Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022	Actual 7/31/2022	Actual 6/30/2022	Actual 5/31/2022
Gross Patient Revenue						
Inpatient Revenue	\$4,277,986	\$3,248,872	\$4,134,824	\$3,438,817	\$3,777,323	\$4,251,353
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$12,884,261	\$12,946,141	\$12,931,963	\$10,998,767	\$11,110,377	\$11,973,942
Clinic Revenue	\$3,348,059	\$2,162,809	\$2,388,988	\$1,799,588	\$1,679,271	\$1,584,143
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$282,105	\$142,789
Total Gross Patient Revenue	\$18,508,199	\$18,354,819	\$19,423,565	\$16,233,153	\$16,849,077	\$17,032,197
Deductions From Revenue						
Discounts and Allowances	\$8,628,111	\$9,331,432	\$9,741,462	\$6,760,917	\$6,188,634	\$7,635,089
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,501,885	(\$126,524)	(\$31,920)	\$1,086,267	\$708,216	\$766,185
	\$189,642	\$275,776	\$159,493	\$78,980	\$657,759	\$46,157
Total Deductions From Revenue	10,299,152	9,480,685	9,868,024	7,936,303	7,552,609	8,440,432
Net Patient Revenue	\$8,209,047	\$8,874,134	\$9,555,541	\$8,296,850	\$9,296,468	\$8,591,766
Other Operating Revenue	150,069	116,592	154,677	320,575	101,833	133,670
Total Operating Revenue	9,378,110	9,989,726	9,789,618	8,617,825	9,398,301	8,725,436
Operating Expenses						
Salaries and Wages	\$3,946,782	\$3,761,912	\$3,647,185	\$3,878,065	\$3,742,411	\$3,734,120
Fringe Benefits	\$1,153,332	\$1,032,168	\$1,215,918	\$1,081,211	\$1,094,815	\$971,272
Contract Labor	\$494,775	\$602,647	\$627,615	\$631,838	\$886,061	\$1,095,022
Physicians Fees	\$240,218	\$271,035	\$309,888	\$328,337	\$327,771	\$331,892
Purchased Services	\$845,296	\$493,717	\$585,772	\$497,597	\$541,244	\$446,141
Supply Expense	\$1,519,557	\$1,728,154	\$1,715,201	\$1,285,843	\$1,191,337	\$1,157,703
Utilities	\$97,874	\$106,291	\$191,780	\$89,735	\$98,423	\$105,411
Repairs and Maintenance	\$197,810	\$513,854	\$548,033	\$546,902	(\$467,058)	\$653,582
Insurance Expense	\$84,293	\$63,783	\$63,783	\$61,854	\$61,854	\$56,440
All Other Operating Expenses	\$289,653	\$144,896	\$234,061	\$246,785	\$242,792	\$232,000
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$24,848	\$26,413	\$25,204	\$25,455	(\$277,111)	\$61,782
Depreciation and Amortization	\$1,089,478	\$787,028	\$750,081	\$739,526	\$1,234,081	\$737,864
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$9,763,824	\$9,630,904	\$9,785,384	\$8,222,926	\$9,676,623	\$9,594,040
Net Operating Surplus/(Loss)	(\$385,714)	(\$641,178)	\$4,235	(\$605,103)	\$721,678	(\$868,604)
Non-Operating Revenue:						
Contributions						
Investment Income	19,049	17,463	13,886	15,810	118,185	17,183
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	41	14	11,745	9	15	255
Interest Expense (Governmental Providers Only)	(109,452)	(82,203)	(78,746)	(99,295)	(552,679)	(79,406)
Other Non-Operating Revenue/(Expenses)	14,249	105,044	17,514	72,348	10,800	19,939
Total Non Operating Revenue/(Expense)	(\$75,112)	\$43,318	(\$35,890)	(\$11,359)	(\$424,235)	(\$62,087)
Total Net Surplus/(Loss)	(\$461,927)	(\$597,860)	(\$31,655)	(\$616,470)	\$297,442	(\$930,691)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	(\$67,360)	
Increase/(Decrease in Unrestricted Net Assets	(\$461,927)	(\$597,860)	(\$31,655)	(\$616,470)	(\$239,938)	(\$990,671)
Operating Margin	-4.01%	-6.02%	0.04%	-7.02%	7.66%	-9.84%
Total Profit Margin	-4.82%	-5.54%	-0.33%	-7.15%	3.18%	-10.32%
EBIDA	7.40%	2.73%	7.77%	1.56%	20.81%	-1.38%

Actual 4/30/2022	Actual 3/31/2022	Actual 2/28/2022	Actual 1/31/2022	Actual 12/31/2021	Actual 11/30/2021
\$3,320,718	\$3,977,177	\$3,576,754	\$3,563,344	\$3,901,947	\$3,635,525
\$11,024,642	\$11,545,845	\$11,321,452	\$11,144,237	\$12,775,161	\$11,200,581
\$1,511,759	\$1,701,127	\$1,734,823	\$1,482,429	\$1,987,053	\$1,622,638
\$278,446	\$433,489	\$170,355	\$315,885	\$357,797	\$284,859
\$16,144,554	\$17,657,638	\$16,603,384	\$16,505,655	\$19,001,956	\$16,713,813
\$6,674,512	\$8,147,341	\$7,528,006	\$7,388,958	\$8,555,249	\$7,284,927
\$1,128,374	\$813,525	\$1,205,952	\$1,242,529	\$1,000,088	\$1,129,561
\$216,239	\$311,522	(\$6,685)	\$27,285	\$235,494	(\$15,194)
8,019,124	9,272,369	8,827,400	8,158,792	9,790,791	8,406,294
\$9,125,441	\$8,385,250	\$7,975,994	\$7,348,883	\$9,211,166	\$8,307,519
198,554	495,170	169,968	237,298	179,524	80,525
8,324,824	8,881,419	8,132,962	7,574,181	8,387,790	8,388,144
\$3,624,634	\$3,736,770	\$3,545,337	\$3,679,506	\$3,657,188	\$3,723,066
\$1,090,848	\$1,083,304	\$1,455,793	\$1,052,865	\$973,861	\$1,055,693
\$1,073,901	\$816,922	\$832,212	\$823,830	\$459,979	\$410,170
\$331,304	\$443,520	\$377,123	\$402,704	\$406,140	\$384,978
\$449,588	\$420,057	\$519,599	\$549,353	\$399,764	\$461,277
\$1,271,368	\$1,581,189	\$1,282,845	\$1,118,697	\$1,885,777	\$1,435,569
\$105,551	\$116,195	\$91,746	\$107,027	\$105,700	\$92,733
\$639,594	\$588,833	\$827,377	\$543,950	\$531,372	\$731,037
\$52,289	\$93,274	\$49,545	\$81,700	\$51,204	\$51,204
\$226,221	\$198,212	\$204,287	\$188,162	\$188,727	\$241,518
\$72,647	\$82,298	\$59,514	\$47,650	\$50,397	\$55,342
\$802,122	\$624,984	\$581,491	\$580,595	\$680,365	\$621,714
\$9,742,343	\$9,717,527	\$9,427,882	\$8,843,990	\$9,853,535	\$8,264,601
(\$1,418,315)	(\$585,167)	(\$1,294,805)	(\$1,359,819)	\$384,255	(\$655,357)
11,223	11,674	7,177	9,304	10,129	14,162
0	26	28	189	13	147
(79,409)	(84,580)	(66,875)	(240,705)	4,870	(111,555)
301,537	155,193	13,064	1,759,576	288,732	14,504
\$233,352	\$85,283	(\$16,809)	\$1,537,365	\$303,544	(\$62,893)
(\$1,184,967)	(\$769,814)	(\$1,311,608)	\$187,546	\$607,799	(\$949,160)
(\$1,184,967)	(\$769,814)	(\$1,311,608)	\$187,546	\$607,799	(\$949,160)
-17.06%	-9.41%	-15.92%	-18.09%	3.24%	-10.33%
-14.24%	-8.45%	-18.13%	2.21%	6.47%	-11.32%
-9.81%	-2.38%	-8.77%	-10.42%	9.42%	-2.92%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2022

CASH FLOW

	Current Month 10/31/2022	Current Year-To-Date 10/31/2022
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$451,927)	(\$1,597,913)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	1,069,478	3,346,093
(Increase)/Decrease in Net Patient Accounts Receivable	(260,824)	(2,869,231)
(Increase)/Decrease in Other Receivables	(2,342,372)	(3,089,314)
(Increase)/Decrease in Inventories	(23,118)	(57,297)
(Increase)/Decrease in Pre-Paid Expenses	48,663	152,337
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	555,355	1,554,738
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	442,758	(332,299)
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	190,751	(246,819)
Net Cash Provided by Operating Activities:	(771,235)	(3,139,706)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(169,968)	(489,679)
(Increase)/Decrease in Limited Use Cash and Investments	1,803,018	6,257,265
(Increase)/Decrease in Other Limited Use Assets	9,209	(58,171)
(Increase)/Decrease in Other Assets	8,162	32,649
Net Cash Used by Investing Activities	1,650,421	5,742,064
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(125,184)	(494,428)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(725,355)	(2,319,195)
Net Cash Used for Financing Activities	(850,538)	(2,813,623)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	0
Net Increase/(Decrease) in Cash	28,648	(211,266)
Cash, Beginning of Period	6,934,015	7,173,928
Cash, End of Period	\$6,962,663	\$6,962,663

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Four months ended October 31, 2022

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Current Month					Year-To-Date			
Actual 10/31/22	Budget 10/31/22	Positive/ (Negative) Variance	Prior Year 10/31/21	STATISTICS	Actual 10/31/22	Budget 10/31/22	Positive/ (Negative) Variance	Prior Year 10/31/21
Discharges								
125	137	(12)	137	Acute	460	500	(40)	500
125	137	(12)	137	Total Adult Discharges	460	500	(40)	500
44	28	16	28	Newborn	154	132	22	132
169	165	4	165	Total Discharges	614	632	(18)	632
Patient Days:								
415	630	(215)	630	Acute	1,581	1,965	(384)	1,965
415	630	(215)	630	Total Adult Patient Days	1,581	1,965	(384)	1,965
65	40	25	40	Newborn	249	201	48	201
480	670	(190)	670	Total Patient Days	1,830	2,166	(336)	2,166
Average Length of Stay (ALOS)								
3.3	4.6	(1.3)	4.6	Acute	3.4	3.9	(0.5)	3.9
3.3	4.6	(1.3)	4.6	Total Adult ALOS	3.4	3.9	(0.5)	3.9
1.5	1.4	0.0	1.4	Newborn ALOS	1.6	1.5	0.1	1.5
Average Daily Census (ADC)								
13.4	20.3	(6.9)	20.3	Acute	12.9	16.0	(3.1)	16.0
13.4	20.3	(6.9)	20.3	Total Adult ADC	12.9	16.0	(3.1)	16.0
2.1	1.3	0.8	1.3	Newborn	2.0	1.6	0.4	1.6
Emergency Room Statistics								
116	138	(22)	138	ER Visits - Admitted	456	510	(54)	510
1,150	1,105	45	1,105	ER Visits - Discharged	4,725	4,720	5	4,720
1,266	1,243	23	1,243	Total ER Visits	5,181	5,230	(49)	5,230
9.16%	11.10%		11.10%	% of ER Visits Admitted	8.80%	9.75%		9.75%
92.80%	100.73%		100.73%	ER Admissions as a % of Total	99.13%	102.00%		102.00%
Outpatient Statistics:								
7,295	9,440	(2,145)	9,440	Total Outpatients Visits	29,238	39,910	(10,672)	38,697
0	0	0	127	Observation Bed Days	0	235	(235)	453
5,087	5,126	(39)	5,126	Clinic Visits - Primary Care	19,974	19,600	374	19,600
539	379	160	379	Clinic Visits - Specialty Clinics	2,019	1,870	149	1,870
51	25	26	25	IP Surgeries	148	85	63	85
105	110	(5)	110	OP Surgeries	442	379	63	379
Productivity Statistics:								
464.74	465.19	(0.45)	479.56	FTE's - Worked	443.33	465.19	(21.86)	457.71
501.20	511.59	(10.39)	518.55	FTE's - Paid	494.38	511.59	(17.21)	506.78
0.0000	0.0000	0.00	1.7980	Case Mix Index - Medicare	1.0425	0.0000	1.04	1.7252
0.0000	0.0000	0.00	0.8483	Case Mix Index - All payers	0.8475	0.0000	0.85	1.0289

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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10/31/22

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	71.25	76.31
Net Days in Accounts Receivable	69.70	65.76
Number of Gross Days in Unbilled Revenue	17.76	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	24.89%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.87%	1.19%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.93%	1.21%
Bad Debts as a % of Gross Patient Revenue - Current Month	7.70%	6.42%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	3.32%	6.55%
Collections as a Percentage of Net Revenue - Current Month	93.21%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	90.34%	100% or >
Percentage of Blue Cross Receivable > 90 Days	7.99%	< 10%
Percentage of Insurance Receivable > 90 Days	31.75%	< 15%
Percentage of Medicaid Receivable > 90 Days	28.95%	< 20%
Percentage of Medicare Receivable > 60 Days	31.13%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Four months ended October 31, 2022

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	1,541,448	8.58%	2,153,442	3.02%

Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include Patient Days and Outpatient visits.

Average Daily Census is 13.4 in October which is under budget by 6.9

Deductions from Revenue	(1,082,204)	-11.74%	(885,538)	-2.41%
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Deductions from revenue are under budget for September and under budget year to date.

They are currently booked at 52.8% for October and 51.1% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	(347,380)	-30.10%	2,235,051	47.81%
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Bad debt expense is booked at 7.7% for October and 3.3% year to date.

Charity Care	43,403	20.37%	180,061	20.87%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	(175,905)	-50.99%	(199,345)	-20.79%
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Other Operating Revenue is under budget for the month and is under budget year to date.

Salaries and Wages	(200,695)	-5.35%	(73,404)	-0.49%
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Salary and Wages are over budget in October and are over budget year to date.

Paid FTEs are under budget by 10.39 FTEs for the month and over 17.21 FTEs year to date.

Fringe Benefits	89,012	7.16%	(384,567)	-7.29%
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Fringe benefits are under budget in October and over budget year to date.

Contract Labor	(143,587)	-49.88%	(514,243)	-37.39%
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Contract labor is over budget for October and over budget year to date. Med/surg, OR, ER, Lab, Respiratory Therapy, Security and Social Services are over budget.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Four months ended October 31, 2022

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	87,839	26.78%	166,253	12.64%
Physician fees under budget in October and under budget year to date. ER and Sleep Lab are over budget in October.				
Purchased Services	(120,939)	-23.08%	(53,190)	-2.48%
Purchased services are over budget for October and over budget year to date. Expenses over budget are Consulting, Advertising, Legal Fee's and Audit Fee's.				
Supply Expense	(168,513)	-12.47%	(860,144)	-15.96%
Supplies are over budget for October and over budget year to date. Line items over budget include chargeables, implants, drugs, maintenance supplies and food.				
Repairs & Maintenance	320,653	61.85%	320,190	15.06%
Repairs and Maintenance are under budget for October and under budget year to date.				
All Other Operating Expenses	(47,844)	-19.00%	10,938	1.17%
This expense is over budget in October and under budget year to date. Other expenses over budget are Physician recruitment, Education & travel, Employee recruitment and Pharmacy floor direct.				
Leases and Rentals	(6,884)	-38.33%	(29,965)	-41.84%
This expense is over budget for October and is over budget year to date				
Depreciation and Amortization	(313,001)	-41.38%	(343,422)	-11.44%
Depreciation is over budget for October and is over budget year to date				
BALANCE SHEET				
Cash and Cash Equivalents	\$28,648	0.41%		
Cash decreased in October. Cash collections for October were \$8.6 million. Days Cash on Hand decreased to 78 days.				
Gross Patient Accounts Receivable	(\$522,640)	-1.18%		
This receivable increased in October due to Cerner				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Four months ended October 31, 2022

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	%
Bad Debt and Allowance Reserves	783,464	3.24%		
Bad Debt and Allowances decreased.				
Other Receivables	2,342,372	65.43%		
Other Receivables increased in October due to county and occ med invoices and the payment to QRA				
Prepaid Expenses	(48,663)	-2.59%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	(1,812,227)	-10.23%		
These assets decreased due to funds moved to the general account for operations				
Plant Property and Equipment	(899,510)	-1.10%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(555,355)	-8.87%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(355,528)	-32.97%		
This liability decreased in October. The payroll accrual for October was 8 days.				
Accrued Benefits	(87,230)	-3.18%		
This liability increased in October with the normal accrual and usage of PTO				
Other Current Liabilities	(190,751)	-100.00%		
This liability increased for October due to the accrual on the bonds				
Other Long Term Liabilities	725,355	5.34%		
This liability decreased due the payment of accelerated medicare				
Total Net Assets	454,824	0.53%		

The net loss from operations for October is \$375,815



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Four months ended October 31, 2022

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY	
Four months ended October 31, 2022	

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Four months ended October 31, 2022

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 10/31/2022	Year to Date 10/31/2022	Prior Fiscal Year End 06/30/22	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-34.26%	-32.99%	-6.33%	-36.58%
Total Profit Margin	-34.26%	-32.99%	-4.05%	-36.58%
Contractual Allowance %	47.40%	44.37%	44.30%	
Liquidity:				
Net Days in Accounts Receivable	53.85	53.06	65.76	39.58
Gross Days in Accounts Receivable	51.59	53.47	76.31	72.82
Productivity and Efficiency:				
Patient Visits Per Day	164.10	162.39	155.29	
Total Net Revenue per FTE	N/A	\$193,002	\$204,705	
Salary Expense per Paid FTE	N/A	\$184,935	\$102,150	
Salary and Benefits as a % of Net Revenue	113.22%	112.15%	58.36%	91.26%
Employee Benefits %	16.37%	17.04%	28.35%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2022

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	CURRENT MONTH				Prior Year 10/31/21
	Actual 10/31/22	Budget 10/31/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	2,345,959	1,970,000	375,959	19.08%	1,696,739
Specialty Clinic Revenue	0	0	0	0.00%	230,626
Total Gross Patient Revenue	2,345,959	1,970,000	375,959	19.08%	1,927,365
Deductions From Revenue					
Discounts and Allowances	(1,111,979)	(878,657)	(233,421)	-26.53%	(859,890)
Total Deductions From Revenue	(1,111,979)	(878,657)	(233,421)	-26.53%	(859,890)
Net Patient Revenue	1,233,981	1,091,143	142,838	13.09%	1,068,275
Other Operating Revenue	41,354	51,084	(9,731)	-19.05%	54,717
Total Operating Revenue	1,275,335	1,142,227	133,107	11.65%	1,122,992
Operating Expenses					
Salaries and Wages	1,240,750	1,130,984	(109,766)	-9.71%	1,211,905
Fringe Benefits	203,138	221,161	18,023	8.15%	200,865
Contract Labor	0	0	0	0.00%	0
Physicians Fees	60,401	127,090	66,689	52.47%	35,691
Purchased Services	8,835	7,427	(1,408)	-18.96%	14,885
Supply Expense	24,210	30,330	6,120	20.18%	20,033
Utilities	1,010	2,493	1,483	59.49%	652
Repairs and Maintenance	12,337	18,023	5,686	31.55%	15,128
Insurance Expense	16,625	16,709	84	0.50%	15,527
All Other Operating Expenses	134,434	117,832	(16,602)	-14.09%	127,049
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	2,360	3,541	1,181	33.34%	3,593
Depreciation and Amortization	8,110	6,849	(1,261)	-18.41%	10,371
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,712,211	1,682,438	(29,773)	-1.77%	1,655,700
Net Operating Surplus/(Loss)	(436,876)	(540,211)	103,334	-19.13%	(532,707)
Total Net Surplus/(Loss)	(436,876)	(540,211)	\$103,334	-19.13%	(532,707)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(436,876)	(540,211)	\$103,334	-19.13%	(532,707)
Operating Margin	-34.26%	-47.29%			-47.44%
Total Profit Margin	-34.26%	-47.29%			-47.44%
EBIDA	-33.62%	-46.69%			-46.51%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2022

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	YEAR-TO-DATE				Prior Year 10/31/21
	Actual 10/31/22	Budget 10/31/22	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	8,665,322	7,819,534	845,788	10.82%	6,119,351
Specialty Clinic Revenue	0	0	0	0.00%	1,011,876
Total Gross Patient Revenue	8,665,322	7,819,534	845,788	10.82%	7,131,227
Deductions From Revenue					
Discounts and Allowances	(3,844,487)	(3,488,171)	(358,316)	-10.28%	(3,201,136)
Total Deductions From Revenue	(3,844,487)	(3,488,171)	(358,316)	-10.28%	(3,201,136)
Net Patient Revenue	4,820,835	4,333,363	487,472	11.25%	3,930,091
Other Operating Revenue	165,714	210,204	(44,490)	-21.17%	216,395
Total Operating Revenue	4,986,549	4,543,567	442,982	9.75%	4,146,486
Operating Expenses					
Salaries and Wages	4,778,120	4,475,922	(302,198)	-6.75%	4,614,591
Fringe Benefits	814,329	786,459	(27,870)	-3.54%	691,084
Contract Labor	0	0	0	0.00%	0
Physicians Fees	271,584	458,360	186,776	40.75%	194,562
Purchased Services	33,865	29,325	(4,540)	-15.48%	52,500
Supply Expense	85,621	96,806	10,985	11.37%	75,282
Utilities	5,813	9,979	4,166	41.75%	5,393
Repairs and Maintenance	53,872	78,040	24,168	30.97%	67,494
Insurance Expense	66,615	66,835	220	0.33%	60,058
All Other Operating Expenses	478,302	456,002	(22,300)	-4.89%	469,258
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	11,241	14,052	2,811	20.00%	14,234
Depreciation and Amortization	32,440	27,400	(5,040)	-18.39%	43,666
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,631,801	6,498,979	(132,822)	-2.04%	6,288,122
Net Operating Surplus/(Loss)	(1,645,252)	(1,955,413)	310,160	-15.86%	(2,141,637)
Total Net Surplus/(Loss)	(1,645,252)	(1,955,413)	\$310,160	-15.86%	(\$2,141,637)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,645,252)	(1,955,413)	\$310,160	-15.86%	(\$2,141,637)
Operating Margin	-32.99%	-43.04%			-51.65%
Total Profit Margin	-32.99%	-43.04%			-51.65%
EBIDA	-32.34%	-42.43%			-50.60%

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

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	Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022	Actual 7/31/2022	Actual 6/30/2022
Gross Patient Revenue					
Clinic Revenue	\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568	\$1,448,630
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$343,674
Total Gross Patient Revenue	\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568	\$1,792,304
Deductions From Revenue					
Discounts and Allowances	(\$1,111,079)	(\$927,582)	(\$1,027,367)	(\$777,549)	(\$814,085)
Total Deductions From Revenue	(\$1,111,079)	(\$927,582)	(\$1,027,367)	(\$777,549)	(\$814,085)
Net Patient Revenue	\$1,233,981	\$1,235,214	\$1,329,621	\$1,022,019	\$978,219
Other Operating Revenue	\$41,354	\$39,391	\$42,453	\$42,516	\$46,757
Total Operating Revenue	1,275,335	1,274,605	1,372,073	1,064,536	1,024,977
Operating Expenses					
Salaries and Wages	\$1,240,750	\$1,263,981	\$1,042,504	\$1,230,905	\$1,051,614
Fringe Benefits	\$303,138	\$202,870	\$208,681	\$201,940	\$149,134
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$60,401	\$87,448	\$59,970	\$83,765	\$146,371
Purchased Services	\$8,855	\$8,180	\$9,056	\$7,824	\$15,910
Supply Expense	\$24,210	\$24,164	\$19,379	\$17,868	\$21,967
Utilities	\$1,010	\$1,905	\$1,907	\$991	\$2,404
Repairs and Maintenance	\$12,337	\$14,326	\$13,311	\$13,898	\$16,834
Insurance Expense	\$16,625	\$16,625	\$16,625	\$16,739	\$13,811
All Other Operating Expenses	\$134,434	\$53,151	\$140,639	\$150,077	\$63,557
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$2,360	\$3,284	\$3,013	\$2,604	\$4,093
Depreciation and Amortization	\$8,110	\$8,110	\$8,110	\$8,110	\$12,936
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,712,211	\$1,663,774	\$1,521,195	\$1,734,622	\$1,508,431
Net Operating Surplus/(Loss)	(\$436,876)	(\$389,169)	(\$149,122)	(\$670,086)	(\$483,454)
Total Net Surplus/(Loss)	(\$436,876)	(\$389,169)	(\$149,122)	(\$670,086)	(\$483,454)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$436,876)	(\$389,169)	(\$149,122)	(\$670,086)	(\$483,454)
Operating Margin	-34.26%	-30.53%	-10.87%	-47.17%	-69.01%
Total Profit Margin	-34.26%	-30.53%	-10.87%	-47.17%	-69.01%
EBIDA	-33.62%	-29.90%	-10.28%	-45.91%	-67.44%

Actual 6/30/2022	Actual 4/30/2022	Actual 3/31/2022	Actual 2/28/2022	Actual 1/31/2022	Actual 12/31/2021	Actual 11/30/2021	Actual 10/31/2021
\$1,308,860	\$1,888,815	\$1,451,105	\$1,300,086	\$1,410,642	\$1,374,826	\$1,444,093	\$1,435,042
\$191,892	\$298,056	\$342,042	\$281,284	\$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)	(\$787,899)	(\$785,733)
(\$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
528,299	1,076,684	1,023,880	888,510	956,317	1,022,231	1,053,982	978,521
\$940,167	\$1,037,699	\$1,142,213	\$1,104,879	\$1,132,930	\$1,137,133	\$1,211,751	\$1,086,459
\$194,159	\$206,715	\$216,355	\$240,814	\$263,026	\$188,192	\$149,894	\$164,048
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$114,521	\$46,485	\$30,939	\$83,378	\$76,208	\$140,601	\$122,258	\$145,489
\$13,208	\$12,175	\$15,397	\$13,204	\$15,024	\$12,233	\$12,756	\$14,882
\$15,954	\$19,891	\$18,548	\$17,037	\$14,951	\$12,388	\$12,806	\$13,359
\$1,933	\$1,872	\$1,875	\$1,836	\$1,819	\$594	\$2,122	\$972
\$16,580	\$16,908	\$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	\$13,294
\$82,775	\$134,876	\$105,518	\$85,431	\$91,548	\$109,020	\$82,354	\$103,990
\$4,022	\$3,037	\$3,450	\$3,319	\$3,632	\$2,398	\$3,871	\$3,239
\$12,937	\$12,966	\$17,183	\$18,273	\$18,273	\$18,841	\$18,841	\$18,214
\$1,399,867	\$1,503,056	\$1,583,583	\$1,620,324	\$1,647,571	\$1,634,705	\$1,650,804	\$1,582,457
(\$571,568)	(\$429,873)	(\$559,703)	(\$731,814)	(\$591,254)	(\$612,474)	(\$596,823)	(\$603,935)
0	0	0	0	0	0	0	0
(\$571,568)	(\$429,873)	(\$559,703)	(\$731,814)	(\$591,254)	(\$612,474)	(\$596,823)	(\$603,935)
-39.88%	-54.66%	-82.36%	-72.28%	-59.92%	-56.63%	-61.72%	-56.65%
-39.88%	-54.66%	-82.36%	-72.28%	-59.92%	-56.63%	-61.72%	-56.65%
-38.67%	-52.99%	-80.31%	-70.37%	-58.08%	-54.86%	-59.86%	-54.72%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2022

Current Month				STATISTICS	Year-To-Date			
Actual 10/31/22	Budget 10/31/22	Positive/ (Negative) Variance	Prior Year 10/31/21		Actual 10/31/22	Budget 10/31/22	Positive/ (Negative) Variance	Prior Year 10/31/21
5,087	5,126	(39)	3,977	Outpatient Statistics:	19,974	19,600	374	16,147
539	379	160	486	Clinic Visits - Primary Care	2,019	1,870	149	2,118
				Clinic Visits - Specialty Clinics				
72.66	68.57	4.09	63.82	Productivity Statistics:	69.69	68.57	1.12	62.26
78.06	75.35	2.71	70.07	FTE's - Worked	76.67	75.35	1.32	69.64
				FTE's - Paid				

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR OCTOBER 22**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	696	10,966,252.72
CAPITAL EQUIPMENT (PLANT FUND)	3	85,789.37
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2	191,169.91
PAYROLL OCTOBER 13, 2022		1,702,477.21
PAYROLL OCTOBER 27, 2022		1,650,405.44
TOTAL CASH OUTFLOW		<u>\$11,243,212.00</u>
CASH COLLECTIONS		8,583,927.18
INCREASE/DECREASE IN CASH		-\$2,659,284.82

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2023**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002534	7/15/2022	CERNER CORPORATION	24,262.00	CERNER ANESTHESIA CARTS		
JULY TOTALS					24,262.00	24,262.00

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002535	8/12/2022	EAGLE COMPACTION	18,250.00	TRASH COMPACTOR		
002536	8/12/2022	OLYMPUS AMERICA INC	10,755.50	URETERSCOPE		
002537	8/18/2022	ROBERT I MERRILL COMPANY	16,434.00	RATED DOOR FOR MED IMAGE & SURGERY		
AUGUST TOTALS					45,439.50	69,701.50

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002538	9/1/2022	OLYMPUS AMERICA INC	9,388.49	URETERSCOPE		
002539	9/9/2022	WASATCH CONTROLS (HARRIS A	71,250.00	BUILDING AUTOMATION		
002540	9/15/2022	WASATCH CONTROLS (HARRIS A	73,150.00	BUILDING AUTOMATION		
002541	9/22/2022	MITCHELL ACOUSTICS, INC	15,360.00	BUILDING AUTOMATION		

SEPTEMBER TOTALS					169,148.49	238,849.99
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002542	10/6/2022	DATEX-OHMEDA, INC.	5,637.50	WIRELESS FETAL MONITOR		
002543	10/18/2022	FIRSTCHOICE FORD LINCOLN	59,910.87	FLOW TRUCK		
002544	10/20/2022	BIG SKY PLUMBING LLC	20,241.00	BULK OXYGEN		
OCTOBER TOTALS					85,789.37	324,639.36

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2023**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001171	7/7/2022	WASATCH CONTROLS (HARRIS .	38,000.00			
001172	7/7/2022	WESTERN ENGINEERS & GEOLO	704.07			
001173	7/8/2022	CERNER CORPORATION	59,427.44			
WF DEBT	7/19/2022	WF DEBT SERVICE	157,080.26			
JULY TOTALS					255,211.77	255,211.77

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CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001174	8/4/2022	WESTERN ENGINEERS & GEOLO	200.75	BUILDING AUTOMATION		
001175	8/4/2022	WYLIE CONSTRUCTION INC.	61,978.36	BULK OXYGEN		
001176	8/12/2022	PLAN ONE/ARCHITECTS	2,025.00	MOB ENTRY		
WF DEBT	8/16/2022	WF DEBT SERVICE	157,080.26	WF DEBT SERVICE		
AUGUST TOTALS					221,284.37	476,496.14

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001177	9/9/2022	WESTERN ENGINEERS & GEOLO	144.75	BUILDING AUTOMATION		
001178	9/22/2022	WYLIE CONSTRUCTION INC.	13,532.04	BULK OXYGEN		
WF DEBT	9/19/2022	WF DEBT SERVICE	190,750.66	WF DEBT SERVICE		
SEPTEMBER TOTALS					204,427.45	680,923.59

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001179	9/9/2022	WESTERN ENGINEERS & GEOLO	419.25	BUILDING AUTOMATION		
WF DEBT	10/18/2022	WF DEBT SERVICE	190,750.66	WF DEBT SERVICE		
OCTOBER TOTALS					191,169.91	872,093.50

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/2022

Amount	Description
43,979.99	Advertising Total
192.85	Bank Fees Total
2,665.80	Billing Services Total
17,342.94	Blood Total
3,659.49	Cellular Telephone Total
32,828.92	Collection Agency Total
18,680.97	Computer Equipment Total
467,627.15	Contract Maintenance Total
469,688.27	Contract Personnel Total
84,733.00	Cost Report Total
593.28	Courier Services Total
28,310.74	Dental Insurance Total
2,966.15	Dialysis Supplies Total
98.00	Education Material Total
555.25	Employee Recruitment Total
1,497.20	Employee Vision Plan Total
141,711.08	Equipment Lease Total
4,419.35	Food Total
9,113.75	Freight Total
688.95	Fuel Total
4,662.26	Garbage Collection Total
1,014,539.60	Group Health Total
420,456.15	Hospital Supplies Total
28,425.20	Implant Supplies Total
614.00	Instruments Total
26,356.27	Insurance Refund Total
65,249.55	Laboratory Services Total
70,293.13	Laboratory Supplies Total
2,765.87	Laundry Supplies Total
13,712.92	Legal Fees Total
449.00	License/Fees Total
519.60	Linen Total
3,100.00	Lithotripsy Service Total
28,021.44	Maintenance & Repair Total
11,804.28	Maintenance Supplies Total
7,961.00	Marketing & Promotional Supplies Total
2,169,845.50	Medicaid Qualified Rate Adjustment Total
229.00	Membership Total
2,383.64	MHSC Foundation Total
5,805.80	Minor Equipment Total
1,459.00	Monthly Pest Control Total
8,634.03	Non Medical Supplies Total
10,097.83	Office Supplies Total
2,543.88	Other Employee Benefits Total
1,088.60	Other Purchased Services Total
2,733.20	Oxygen Rental Total
19,209.28	Patient Refund Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/2022

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/2022

Check Number	Date	Vendor Check Name	Amount	Description
189027	10/20/2022	ROCKET MINER	30.40	Advertising
188772	10/14/2022	UW - STUDENT MEDIA	150.00	Advertising
189179	10/27/2022	SUBLETTE EXAMINER	250.00	Advertising
189092	10/27/2022	BRIDGER VALLEY PIONEER	270.00	Advertising
EFT000000007741	10/6/2022	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
189161	10/27/2022	PINEDALE ROUNDUP	375.00	Advertising
188956	10/20/2022	BEST VERSION MEDIA LLC	387.20	Advertising
EFT000000007776	10/27/2022	LAMAR ADVERTISING	412.00	Advertising
EFT000000007773	10/27/2022	GREEN RIVER STAR	600.00	Advertising
189030	10/20/2022	ROYAL FLUSH ADVERTISING	637.50	Advertising
189022	10/20/2022	PILOT BUTTE BROADCASTING	650.00	Advertising
EFT000000007751	10/14/2022	LAMAR ADVERTISING	1,236.00	Advertising
189139	10/27/2022	KEMMERER GAZETTE	2,004.00	Advertising
188615	10/6/2022	ROYAL FLUSH ADVERTISING	2,250.00	Advertising
189046	10/20/2022	SWEETWATER NOW, LLC	2,900.00	Advertising
189049	10/20/2022	THE RADIO NETWORK	3,365.65	Advertising
189009	10/27/2022	BIG THICKET BROADCASTING	3,680.20	Advertising
189032	10/20/2022	SCORPION HEALTHCARE LLC	9,302.04	Advertising
188940	10/14/2022	INDOOR MEDIA INC	15,200.00	Advertising
W/T	10/21/2022	DEPOSIT SLIPS	192.85	Bank Fees
188770	10/14/2022	TRUE COMMERCE, INC	126.30	Billing Services
188600	10/6/2022	EXPRESS MEDICAID BILLING SERV	612.42	Billing Services
188675	10/14/2022	CSG, LLC	1,927.08	Billing Services
188775	10/14/2022	VITALANT	7,447.13	Blood
189193	10/27/2022	VITALANT	9,895.81	Blood
189630	10/6/2022	VERIZON WIRELESS, LLC	3,659.49	Cellular Telephone
189100	10/27/2022	COLLECTION PROFESSIONALS, INC	211.34	Collection Agency
189631	10/6/2022	WAKEFIELD & ASSOCIATES, INC.	32,617.58	Collection Agency
188963	10/20/2022	CDW GOVERNMENT LLC	7,840.53	Computer Equipment
189674	10/14/2022	CDW GOVERNMENT LLC	10,840.44	Computer Equipment
189096	10/27/2022	CDW GOVERNMENT LLC	54,653.92	Computer Equipment
W/T	10/12/2022	ORTHO PHREESIA FEE	0.60	Contract Maintenance
189593	10/6/2022	CLOUDLI COMMUNICATIONS INC.	41.69	Contract Maintenance
189679	10/14/2022	CLOUDLI COMMUNICATIONS INC.	53.25	Contract Maintenance
189125	10/27/2022	GREENSHADES SOFTWARE	57.24	Contract Maintenance
189154	10/27/2022	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
189152	10/27/2022	NATIONAL FIRE PROTECTION ASSN	175.00	Contract Maintenance
188754	10/14/2022	STEALTH TECHNOLOGIES	184.00	Contract Maintenance
W/T	10/7/2022	OPTIMIS	200.00	Contract Maintenance
189592	10/6/2022	CHANGE HEALTHCARE SOLUTIONS, LLC	232.46	Contract Maintenance
W/T	10/20/2022	ORTHO TRIZETTO FEE	237.00	Contract Maintenance
189595	10/20/2022	ISI WATER CHEMISTRIES	324.34	Contract Maintenance
W/T	10/19/2022	CARE CLOUD	349.00	Contract Maintenance
189066	10/20/2022	WYOMING STATE BAR	355.00	Contract Maintenance
189156	10/27/2022	OTIS ELEVATOR COMPANY	375.00	Contract Maintenance
W/T	10/5/2022	ZENITH	420.42	Contract Maintenance
W/T	10/12/2022	CLINIC PHREESIA FEE	661.60	Contract Maintenance
189182	10/27/2022	SWEETWATER WEB DIRECTORY (KELLIE NICHOLSON)	900.00	Contract Maintenance
188705	10/14/2022	HENRY SCHEIN PRACTICE SOLUTIONS	934.05	Contract Maintenance
189033	10/20/2022	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
EFT000000007745	10/14/2022	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
189065	10/20/2022	WYODATA SECURITY INC.	1,515.00	Contract Maintenance
188779	10/14/2022	WYODATA SECURITY INC.	1,585.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/2022

189162	10/27/2022	PRECISION TESTING TECHNOLOGIES, INC.	1,712.75	Contract Maintenance
EFT000000007738	10/6/2022	LIFELINE SOFTWARE INC	2,215.00	Contract Maintenance
189062	10/20/2022	VISIONEX, LLC	2,310.00	Contract Maintenance
189134	10/27/2022	ISI WATER CHEMISTRIES	2,430.75	Contract Maintenance
189127	10/27/2022	HEALTHCARESOURCE HR, INC.	3,590.53	Contract Maintenance
188699	10/14/2022	GE HEALTHCARE	3,871.88	Contract Maintenance
188766	10/14/2022	TRANE U.S. INC.	3,880.75	Contract Maintenance
188632	10/6/2022	WAYSTAR HEALTH	4,685.63	Contract Maintenance
W/T	10/20/2022	CLINIC TRIZETTO FEE	5,864.66	Contract Maintenance
189133	10/27/2022	INTOUCH HEALTH	7,248.00	Contract Maintenance
188611	10/6/2022	NANOSONICS, INC	7,700.00	Contract Maintenance
188743	10/14/2022	RESA SERVICE, LLC	7,875.00	Contract Maintenance
188591	10/6/2022	CFCs (NAVECTIS GROUP)	8,000.00	Contract Maintenance
189035	10/20/2022	SIEMENS MEDICAL SOLUTIONS USA	10,950.08	Contract Maintenance
188690	10/14/2022	FRONT RANGE MOBILE IMAGING, INC.	11,728.00	Contract Maintenance
188747	10/14/2022	SIEMENS MEDICAL SOLUTIONS USA	12,418.75	Contract Maintenance
189118	10/27/2022	GE HEALTHCARE	27,112.60	Contract Maintenance
189057	10/20/2022	UNIDINE CORPORATION	42,798.07	Contract Maintenance
188990	10/20/2022	HEALTHCARESOURCE HR, INC.	71,000.85	Contract Maintenance
189164	10/27/2022	QUADRAMED	80,573.53	Contract Maintenance
189189	10/27/2022	UNIDINE CORPORATION	83,841.75	Contract Maintenance
189031	10/20/2022	SARAH ROTH	540.00	Contract Personnel
189170	10/27/2022	SARAH ROTH	540.00	Contract Personnel
189080	10/20/2022	ELWOOD STAFFING SERVICES, INC	5,580.14	Contract Personnel
189126	10/27/2022	HARMONY HEALTHCARE IT	7,727.00	Contract Personnel
189113	10/27/2022	FAVORITE HEALTHCARE STAFFING, INC.	10,602.00	Contract Personnel
189081	10/20/2022	FAVORITE HEALTHCARE STAFFING, INC.	22,569.75	Contract Personnel
189040	10/20/2022	SOLIANT HEALTH	40,292.50	Contract Personnel
188984	10/20/2022	FOCUSONE SOLUTIONS LLC	87,828.00	Contract Personnel
189117	10/27/2022	FOCUSONE SOLUTIONS LLC	99,485.50	Contract Personnel
188696	10/14/2022	FOCUSONE SOLUTIONS LLC	194,523.38	Contract Personnel
189015	10/20/2022	NORIDIAN MEDICARE PART A	84,733.00	Cost Report
189157	10/27/2022	PACKAGERUNNER LOGISTICS LLC	593.26	Courier Services
188977	10/20/2022	DELTA DENTAL	20,310.74	Dental Insurance
188985	10/20/2022	FRESENIUS USA MARKETING, INC.	115.56	Dialysis Supplies
188704	10/14/2022	HENRY SCHEIN INC	140.50	Dialysis Supplies
188991	10/20/2022	HENRY SCHEIN INC	140.50	Dialysis Supplies
EFT000000007737	10/6/2022	HENRY SCHEIN INC	149.26	Dialysis Supplies
188697	10/14/2022	FRESENIUS USA MARKETING, INC.	2,420.33	Dialysis Supplies
EFT000000007739	10/6/2022	MY EDUCATIONAL RESOURCES	96.00	Education Material
188662	10/14/2022	ARTHUR L. DAVIS PUBLISHING AGENCY	261.25	Employee Recruitment
188992	10/20/2022	HOLIDAY INN - ROCK SPRINGS	294.00	Employee Recruitment
189131	10/27/2022	INSIGHT SCREENING LLC	1,497.20	Employee Recruitment
189061	10/20/2022	VISION SERVICE PLAN - WY	6,721.83	Employee Vision Plan
188972	10/20/2022	COPIER & SUPPLY COMPANY	345.00	Equipment Lease
189059	10/20/2022	US BANK EQUIPMENT FINANCE	2,181.64	Equipment Lease
188639	10/6/2022	TIMEPAYMENT CORP	2,625.10	Equipment Lease
189104	10/27/2022	COPIER & SUPPLY COMPANY	8,865.29	Equipment Lease
188700	10/14/2022	GE HEALTHCARE FINANCIAL SERVICES	10,692.09	Equipment Lease
188617	10/6/2022	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
189037	10/20/2022	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
188590	10/6/2022	CAREFUSION SOLUTIONS, LLC	26,256.00	Equipment Lease
189119	10/27/2022	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
189114	10/27/2022	F B MCFADDEN WHOLESALE	23.20	Food

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/2022

188692	10/20/2022	F B MCFADDEN WHOLESAL	1,452.40	Food
188692	10/14/2022	F B MCFADDEN WHOLESAL	2,943.75	Food
188693	10/14/2022	FED EX	26.05	Freight
189115	10/27/2022	FED EX	131.52	Freight
189058	10/20/2022	UPS STORE	336.00	Freight
189187	10/27/2022	TRIOSE, INC	1,124.10	Freight
189054	10/20/2022	TRIOSE, INC	1,371.89	Freight
188769	10/14/2022	TRIOSE, INC	6,124.19	Freight
189024	10/20/2022	RED HORSE OIL COMPANIES INC	688.95	Fuel
EFT000000007757	10/14/2022	WWS - ROCK SPRINGS	4,662.26	Garbage Collection
W/T	10/21/2022	FURTHER FLEX ADMIN FEE	217.75	Group Health
W/T	10/20/2022	FURTHER FLEX 10/18/22	278.32	Group Health
W/T	10/6/2022	FURTHER FLEX 10/4/22	964.53	Group Health
W/T	10/13/2022	FURTHER FLEX 10/14/22	1,257.13	Group Health
W/T	10/28/2022	FURTHER FLEX 10/26/22	1,763.99	Group Health
W/T	10/6/2022	BLUE CROSS BLUE SHIELD 9/30/22	175,462.25	Group Health
W/T	10/13/2022	BLUE CROSS BLUE SHIELD 10/7/22	213,277.81	Group Health
W/T	10/21/2022	BLUE CROSS BLUE SHIELD 10/21/22	272,395.91	Group Health
W/T	10/21/2022	BLUE CROSS BLUE SHIELD 10/14/22	348,921.91	Group Health
189021	10/20/2022	PATTERSON DENTAL - 408	17.59	Hospital Supplies
189012	10/20/2022	M V A P MEDICAL SUPPLIES, INC.	20.10	Hospital Supplies
188728	10/14/2022	M V A P MEDICAL SUPPLIES, INC.	29.50	Hospital Supplies
EFT000000007760	10/20/2022	BREG INC	36.92	Hospital Supplies
EFT000000007733	10/6/2022	BSN MEDICAL INC	37.79	Hospital Supplies
189017	10/20/2022	OLYMPUS AMERICA INC	48.17	Hospital Supplies
188970	10/20/2022	CONE INSTRUMENTS	65.09	Hospital Supplies
EFT000000007748	10/14/2022	BSN MEDICAL INC	66.88	Hospital Supplies
188683	10/14/2022	COOK MEDICAL INC.	78.00	Hospital Supplies
188628	10/6/2022	TRI-ANIM HEALTH SERVICES INC	83.99	Hospital Supplies
188691	10/14/2022	EXPAND-A-BAND, LLC	84.00	Hospital Supplies
189105	10/27/2022	C.R. BARD, INC.	87.24	Hospital Supplies
188989	10/20/2022	HEALTHCARE LOGISTICS INC	87.64	Hospital Supplies
188742	10/14/2022	QUESET MEDICAL	94.00	Hospital Supplies
188722	10/14/2022	MERCURY MEDICAL	94.52	Hospital Supplies
189034	10/20/2022	SHEATHING TECHNOLOGIES, INC.	95.15	Hospital Supplies
EFT000000007747	10/14/2022	BREG INC	99.20	Hospital Supplies
188717	10/14/2022	MEDELA LLC	99.70	Hospital Supplies
188988	10/20/2022	GYNEX CORP	113.40	Hospital Supplies
EFT000000007764	10/20/2022	OVATION MEDICAL	119.50	Hospital Supplies
188661	10/14/2022	ARTHREX INC.	125.00	Hospital Supplies
188703	10/14/2022	HEALTHCARE LOGISTICS INC	136.32	Hospital Supplies
188616	10/6/2022	SHIPPERT MEDICAL TECHNOLOGIES	139.00	Hospital Supplies
189052	10/20/2022	TREACE MEDICAL CONCEPTS, INC.	147.00	Hospital Supplies
189138	10/27/2022	KARL STORZ ENDOSCOPY-AMERICA	151.42	Hospital Supplies
189158	10/27/2022	PERFORMANCE HEALTH SUPPLY INC	157.73	Hospital Supplies
189026	10/20/2022	RESPIRONICS	178.00	Hospital Supplies
189167	10/27/2022	RESPIRONICS	178.00	Hospital Supplies
188730	10/14/2022	NEOTECH PRODUCTS, INC	180.00	Hospital Supplies
188702	10/14/2022	GYNEX CORP	181.40	Hospital Supplies
EFT000000007762	10/20/2022	HARDY DIAGNOSTICS	188.04	Hospital Supplies
189103	10/27/2022	COOK MEDICAL INCORPORATED	192.47	Hospital Supplies
189060	10/20/2022	VERATHON INC.	206.83	Hospital Supplies
189120	10/27/2022	GENERAL HOSPITAL SUPPLY CORPORATION	235.00	Hospital Supplies
188953	10/20/2022	ARTHREX INC.	240.00	Hospital Supplies

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EFT00000007732	10/6/2022	BREG INC	247.67	Hospital Supplies
189083	10/27/2022	APPLIED MEDICAL	264.00	Hospital Supplies
188585	10/6/2022	BARD MEDICAL	279.90	Hospital Supplies
188962	10/20/2022	CARDINAL HEALTH/V. MUELLER	308.36	Hospital Supplies
189169	10/27/2022	ABBOTT NUTRITION	313.42	Hospital Supplies
189186	10/27/2022	TRI-ANIM HEALTH SERVICES INC	329.98	Hospital Supplies
EFT00000007771	10/27/2022	BREG INC	330.70	Hospital Supplies
188738	10/14/2022	PERFORMANCE HEALTH SUPPLY INC	337.99	Hospital Supplies
189053	10/20/2022	TRI-ANIM HEALTH SERVICES INC	348.82	Hospital Supplies
189132	10/27/2022	INTERNATIONAL BIOMEDICAL	364.00	Hospital Supplies
188966	10/20/2022	CIVCO RADIOTHERAPY	371.00	Hospital Supplies
188585	10/14/2022	CR BARD, INC	390.00	Hospital Supplies
EFT00000007730	10/6/2022	BIONIX RADIATION THERAPY	404.56	Hospital Supplies
188596	10/6/2022	COOK MEDICAL INCORPORATED	427.68	Hospital Supplies
188652	10/14/2022	AESCLAP INC	432.59	Hospital Supplies
189180	10/27/2022	LEICA BIOSYSTEMS RICHMOND	441.32	Hospital Supplies
188659	10/14/2022	ARGON MEDICAL	449.00	Hospital Supplies
188681	10/14/2022	COME INSTRUMENTS	464.79	Hospital Supplies
188684	10/14/2022	COOK MEDICAL INCORPORATED	476.66	Hospital Supplies
189171	10/27/2022	SMITHS MEDICAL ASD INC	514.00	Hospital Supplies
188600	10/14/2022	COASTAL LIFE SYSTEMS, INC.	522.84	Hospital Supplies
189185	10/27/2022	TREACE MEDICAL CONCEPTS, INC.	525.00	Hospital Supplies
189111	10/27/2022	DONNA M. TOLEY	543.00	Hospital Supplies
188945	10/20/2022	AESCLAP INC	550.95	Hospital Supplies
EFT00000007756	10/14/2022	STRYKER INSTRUMENTS	561.99	Hospital Supplies
188951	10/20/2022	AMAZON.COM CREDIT PLAN	568.47	Hospital Supplies
EFT00000007736	10/6/2022	HARDY DIAGNOSTICS	576.97	Hospital Supplies
188668	10/14/2022	B BRAUN MEDICAL INC.	584.40	Hospital Supplies
188595	10/6/2022	CONMED CORPORATION	603.35	Hospital Supplies
188768	10/14/2022	TRI-ANIM HEALTH SERVICES INC	632.57	Hospital Supplies
189146	10/27/2022	MASIMO AMERICAS, INC.	660.00	Hospital Supplies
188711	10/14/2022	KCI USA	666.02	Hospital Supplies
189042	10/20/2022	STERIS CORPORATION	715.30	Hospital Supplies
188958	10/20/2022	BOSTON SCIENTIFIC CORP	721.38	Hospital Supplies
188773	10/14/2022	UTAH MEDICAL PRODUCTS INC	745.42	Hospital Supplies
188720	10/14/2022	MEDTRONIC, USA	796.60	Hospital Supplies
188623	10/6/2022	STERIS CORPORATION	797.72	Hospital Supplies
188993	10/20/2022	HOLOGIC, INC.	900.00	Hospital Supplies
188670	10/14/2022	BOSTON SCIENTIFIC CORP	924.27	Hospital Supplies
189008	10/20/2022	MCKESSON MEDICAL-SURGICAL	933.01	Hospital Supplies
188952	10/20/2022	APPLIED MEDICAL	942.00	Hospital Supplies
189176	10/27/2022	STERIS CORPORATION	956.02	Hospital Supplies
188955	10/20/2022	BECTON DICKINSON	1,028.00	Hospital Supplies
189129	10/27/2022	HOLOGIC, INC.	1,058.00	Hospital Supplies
EFT00000007766	10/20/2022	ZOLL MEDICAL CORPORATION	1,113.84	Hospital Supplies
188971	10/20/2022	COOK MEDICAL INCORPORATED	1,126.15	Hospital Supplies
189155	10/27/2022	OLYMPUS AMERICA INC	1,145.04	Hospital Supplies
189143	10/27/2022	MARKET LAB, INC	1,322.85	Hospital Supplies
188584	10/6/2022	ARTHREX INC.	1,350.00	Hospital Supplies
188755	10/14/2022	STERIS CORPORATION	1,495.85	Hospital Supplies
188666	10/14/2022	BAXTER BIO SCIENCE	1,531.79	Hospital Supplies
188716	10/14/2022	MCKESSON MEDICAL-SURGICAL	1,555.82	Hospital Supplies
188759	10/14/2022	LEICA BIOSYSTEMS RICHMOND	1,633.40	Hospital Supplies
188682	10/14/2022	CONMED CORPORATION	1,680.30	Hospital Supplies

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188658	10/14/2022	APPLIED MEDICAL	1,730.00	Hospital Supplies
EFT00000007750	10/14/2022	HARDY DIAGNOSTICS	1,737.91	Hospital Supplies
EFT00000007742	10/6/2022	STRYKER INSTRUMENTS	2,111.20	Hospital Supplies
189066	10/27/2022	BAYER HEALTHCARE LLC	2,261.07	Hospital Supplies
188664	10/14/2022	BARD PERIPHERAL VASCULAR INC	2,310.00	Hospital Supplies
188599	10/6/2022	EDGE PHARMACEUTICALS, LLC	2,342.04	Hospital Supplies
189067	10/27/2022	BECTON DICKINSON	2,388.70	Hospital Supplies
189068	10/27/2022	BG MEDICAL LLC	2,400.00	Hospital Supplies
188715	10/14/2022	MASIMO AMERICAS, INC.	2,410.00	Hospital Supplies
EFT00000007774	10/27/2022	HARDY DIAGNOSTICS	2,603.88	Hospital Supplies
188665	10/14/2022	BAXTER HEALTHCARE CORP/IV	3,366.72	Hospital Supplies
EFT00000007779	10/27/2022	STRYKER INSTRUMENTS	3,722.66	Hospital Supplies
189110	10/27/2022	DIAGNOSTICA STAGO INC	3,734.99	Hospital Supplies
189060	10/27/2022	BOSTON SCIENTIFIC CORP	4,068.77	Hospital Supplies
189079	10/27/2022	AESCULAP INC	4,287.66	Hospital Supplies
188667	10/14/2022	BAYER HEALTHCARE LLC	4,390.40	Hospital Supplies
188706	10/14/2022	HOLOGIC, INC.	5,150.00	Hospital Supplies
188776	10/14/2022	WAXIE SANITARY SUPPLY	5,276.93	Hospital Supplies
188688	10/14/2022	DIAGNOSTICA STAGO INC	5,295.25	Hospital Supplies
188669	10/14/2022	BG MEDICAL LLC	6,200.00	Hospital Supplies
188710	10/14/2022	KARL STORZ ENDOSCOPY-AMERICA	7,890.33	Hospital Supplies
188588	10/6/2022	CARDINAL HEALTH/V. MUELLER	8,159.26	Hospital Supplies
188590	10/6/2022	DIAGNOSTICA STAGO INC	8,262.90	Hospital Supplies
188731	10/14/2022	OLYMPUS AMERICA INC	8,742.81	Hospital Supplies
189181	10/27/2022	SURGISHOP	8,950.00	Hospital Supplies
189135	10/27/2022	J & J HEALTH CARE SYSTEMS INC	9,985.74	Hospital Supplies
188943	10/20/2022	ACCLARENT, INC	12,506.55	Hospital Supplies
188996	10/20/2022	J & J HEALTH CARE SYSTEMS INC	13,006.17	Hospital Supplies
188612	10/6/2022	OWENS & MINOR 90005430	14,051.82	Hospital Supplies
188700	10/14/2022	J & J HEALTH CARE SYSTEMS INC	17,866.32	Hospital Supplies
189019	10/20/2022	OWENS & MINOR 90005430	19,424.34	Hospital Supplies
189095	10/27/2022	CARDINAL HEALTH/V. MUELLER	35,516.27	Hospital Supplies
188673	10/14/2022	CARDINAL HEALTH/V. MUELLER	64,187.50	Hospital Supplies
188672	10/14/2022	CARDINAL HEALTH	21,264.49	Hospital Supplies
189094	10/27/2022	CARDINAL HEALTH	59,792.10	Hospital Supplies
188735	10/14/2022	PARAGON 28 INC.	2,533.20	Implant Supplies
189018	10/20/2022	OSSIO, INC.	3,146.00	Implant Supplies
188733	10/14/2022	OSSIO, INC.	3,326.00	Implant Supplies
188767	10/14/2022	TREACE MEDICAL CONCEPTS, INC.	8,000.00	Implant Supplies
188748	10/14/2022	SKYE ORTHOBIOLOGICS, LLC	11,420.00	Implant Supplies
EFT00000007734	10/6/2022	CIVCO MEDICAL INSTRUMENTS	614.00	Instruments
188939	10/14/2022	INSURANCE REFUND	658.36	Insurance Refund
188634	10/6/2022	INSURANCE REFUND	25,697.91	Insurance Refund
188950	10/20/2022	ALTITUDE ANALYSIS	230.00	Laboratory Services
188948	10/20/2022	ALLERMETRIX INC	306.00	Laboratory Services
189081	10/27/2022	ALLERMETRIX INC	388.00	Laboratory Services
189147	10/27/2022	MAYO COLLABORATIVE SERVICES, INC.	574.32	Laboratory Services
189010	10/20/2022	METABOLIC NEWBORN SCREENING	4,641.92	Laboratory Services
EFT00000007768	10/27/2022	ARUP LABORATORIES, INC.	59,109.31	Laboratory Services
188983	10/20/2022	FISHER HEALTHCARE	15.96	Laboratory Supplies
189084	10/27/2022	ASSOCIATES OF CAPE COD INC	28.00	Laboratory Supplies
188657	10/14/2022	ANAEROBE SYSTEMS	39.45	Laboratory Supplies
189082	10/27/2022	ANAEROBE SYSTEMS	51.80	Laboratory Supplies
188609	10/6/2022	MERCEDES MEDICAL	60.20	Laboratory Supplies

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EFT00000007752	10/14/2022	PDC HEALTHCARE	99.34	Laboratory Supplies
188771	10/14/2022	TYPENEX MEDICAL, LLC	122.00	Laboratory Supplies
188753	10/14/2022	STATLAB MEDICAL PRODUCTS	142.00	Laboratory Supplies
189141	10/27/2022	LIFELOC TECHNOLOGIES	170.40	Laboratory Supplies
189055	10/20/2022	TYPENEX MEDICAL, LLC	217.90	Laboratory Supplies
189149	10/27/2022	MERCEDES MEDICAL	267.40	Laboratory Supplies
189188	10/27/2022	TYPENEX MEDICAL, LLC	308.71	Laboratory Supplies
EFT00000007780	10/27/2022	SYSMEX AMERICA INC.	315.12	Laboratory Supplies
EFT00000007778	10/27/2022	PDC HEALTHCARE	322.22	Laboratory Supplies
188620	10/6/2022	STATLAB MEDICAL PRODUCTS	358.67	Laboratory Supplies
188961	10/20/2022	CARDINAL HEALTH	381.24	Laboratory Supplies
EFT00000007740	10/6/2022	PDC HEALTHCARE	471.00	Laboratory Supplies
189005	10/20/2022	LIFELOC TECHNOLOGIES	621.80	Laboratory Supplies
188601	10/6/2022	FISHER HEALTHCARE	634.60	Laboratory Supplies
EFT00000007770	10/27/2022	BIO-RAD LABORATORIES	651.92	Laboratory Supplies
188732	10/14/2022	OLYMPUS SCIENTIFIC SOLUTIONS AMERICAS CORP	740.35	Laboratory Supplies
189153	10/27/2022	NOVA BIOMEDICAL CORP.	1,697.84	Laboratory Supplies
EFT00000007759	10/20/2022	BIO-RAD LABORATORIES	2,047.00	Laboratory Supplies
189036	10/20/2022	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	4,080.00	Laboratory Supplies
EFT00000007746	10/14/2022	BIO-RAD LABORATORIES	4,231.48	Laboratory Supplies
189097	10/27/2022	CEPHEID	7,030.00	Laboratory Supplies
EFT00000007731	10/6/2022	BIO-RAD LABORATORIES	7,095.25	Laboratory Supplies
188676	10/14/2022	CEPHEID	7,865.76	Laboratory Supplies
188695	10/14/2022	FISHER HEALTHCARE	8,909.51	Laboratory Supplies
188587	10/6/2022	BIOMERIEUX, INC.	9,786.92	Laboratory Supplies
189116	10/27/2022	FISHER HEALTHCARE	11,537.21	Laboratory Supplies
EFT00000007777	10/27/2022	MARTIN-RAY LAUNDRY SYSTEMS	2,765.87	Laundry Supplies
188974	10/20/2022	CROWLEY FLECK ATTORNEYS	180.50	Legal Fees
189160	10/27/2022	PHILLIPS LAW, LLC	13,532.42	Legal Fees
188677	10/14/2022	CITY OF ROCK SPRINGS	449.00	License/Fees
189172	10/27/2022	STANDARD TEXTILE	519.60	Linen
188780	10/14/2022	WYOMING UNDOLOGICAL SERVICES, LP	3,100.00	Lithotripsy Service
189128	10/27/2022	HIGH SECURITY LOCK & ALARM	2.00	Maintenance & Repair
189005	10/27/2022	AUTOSPA, INC	100.00	Maintenance & Repair
189020	10/20/2022	PARTSSOURCE	255.85	Maintenance & Repair
188580	10/6/2022	ABOVE ALL MEDICAL PARTS INC.	267.75	Maintenance & Repair
188736	10/14/2022	PARTSSOURCE	339.67	Maintenance & Repair
188740	10/14/2022	PLAN ONE/ARCHITECTS	360.00	Maintenance & Repair
188621	10/6/2022	STEALTH TECHNOLOGIES	460.00	Maintenance & Repair
188625	10/6/2022	SUEZ WTS SERVICES USA, INC.	2,288.60	Maintenance & Repair
189175	10/27/2022	STEALTH TECHNOLOGIES	2,548.80	Maintenance & Repair
EFT00000007765	10/20/2022	SERVO	5,358.90	Maintenance & Repair
188975	10/20/2022	CUMMINS ROCKY MOUNTAIN, LLC	6,919.07	Maintenance & Repair
189080	10/27/2022	AGILITY SURGICAL EQUIPMENT REPAIR INC.	9,120.00	Maintenance & Repair
EFT00000007769	10/27/2022	BENNETT'S	26.28	Maintenance Supplies
189013	10/20/2022	NAPA AUTO PARTS	95.10	Maintenance Supplies
188986	10/20/2022	GRAINGER	97.00	Maintenance Supplies
EFT00000007754	10/14/2022	SHERWIN WILLIAMS CO	97.17	Maintenance Supplies
EFT00000007728	10/6/2022	ACE HARDWARE	149.42	Maintenance Supplies
188660	10/14/2022	ARMSTRONG MEDICAL INDUSTRIES	256.00	Maintenance Supplies
EFT00000007781	10/27/2022	ULINE, INC	357.50	Maintenance Supplies
189130	10/27/2022	HOME DEPOT	375.82	Maintenance Supplies
189099	10/27/2022	CODALE ELECTRIC SUPPLY, INC	433.74	Maintenance Supplies
EFT00000007753	10/14/2022	ROBERT I MERRILL COMPANY	440.00	Maintenance Supplies

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188968	10/20/2022	CODALE ELECTRIC SUPPLY, INC	454.76	Maintenance Supplies
188707	10/14/2022	HOME DEPOT	475.63	Maintenance Supplies
188594	10/6/2022	CODALE ELECTRIC SUPPLY, INC	604.39	Maintenance Supplies
189121	10/27/2022	GRAINGER	636.75	Maintenance Supplies
188949	10/20/2022	ALPINE PURE SOFT WATER	970.20	Maintenance Supplies
188745	10/14/2022	ROCK SPRINGS WINNELSON CO	1,139.16	Maintenance Supplies
189168	10/27/2022	ROCK SPRINGS WINNELSON CO	1,496.00	Maintenance Supplies
189028	10/20/2022	ROCK SPRINGS WINNELSON CO	3,699.30	Maintenance Supplies
188778	10/14/2022	WOOL WAREHOUSE	30.00	Marketing & Promotional Supplies
188741	10/14/2022	PURPLE LIZARDS, LLC	1,986.00	Marketing & Promotional Supplies
188613	10/6/2022	PURPLE LIZARDS, LLC	5,945.00	Marketing & Promotional Supplies
W/T	10/25/2022	QRA PAYMENT	2,169,845.50	Medicaid Qualified Rate Adjustment
189039	10/20/2022	SOCIETY FOR HUMAN RES. MANAGE.	229.00	Membership
188645	10/11/2022	MHSC-FOUNDATION	1,191.82	MHSC Foundation
189073	10/25/2022	MHSC-FOUNDATION	1,191.82	MHSC Foundation
EFT000000007775	10/27/2022	LABORIE MEDICAL TECHNOLOGIES CORP	405.00	Minor Equipment
188979	10/20/2022	DONALDSON MEDICAL CLINIC	5,400.00	Minor Equipment
188626	10/6/2022	TERMINIX OF WYOMING	1,459.00	Monthly Pest Control
188709	10/14/2022	J.J. KELLER & ASSOCIATES, INC.	264.38	Non Medical Supplies
189148	10/27/2022	MEDLINE INDUSTRIES INC	1,118.62	Non Medical Supplies
189009	10/20/2022	MEDLINE INDUSTRIES INC	1,800.04	Non Medical Supplies
188687	10/14/2022	CUSTOMIZED COMMUNICATIONS, INC	1,895.00	Non Medical Supplies
188719	10/14/2022	MEDLINE INDUSTRIES INC	3,555.99	Non Medical Supplies
188718	10/14/2022	MEDICAL ARTS PRESS	82.99	Office Supplies
188689	10/14/2022	ENCOMPASS GROUP, LLC	317.16	Office Supplies
EFT000000007755	10/14/2022	SMYTH PRINTING	382.25	Office Supplies
189173	10/27/2022	STANDARD REGISTER COMPANY	529.32	Office Supplies
188751	10/14/2022	STANDARD REGISTER COMPANY	550.00	Office Supplies
188752	10/14/2022	STAPLES BUSINESS ADVANTAGE	2,500.11	Office Supplies
189174	10/27/2022	STAPLES BUSINESS ADVANTAGE	5,736.00	Office Supplies
188627	10/6/2022	TRANSFORMATIONS FACE PAINTING, LLC	125.00	Other Employee Benefits
EFT000000007743	10/14/2022	4IMPRINT, INC.	448.88	Other Employee Benefits
188633	10/6/2022	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
189004	10/20/2022	QUICK RESPONSE TAXI	51.00	Other Purchased Services
189006	10/27/2022	CJ SIGNS	55.00	Other Purchased Services
188605	10/6/2022	QUICK RESPONSE TAXI	68.00	Other Purchased Services
189041	10/14/2022	QUICK RESPONSE TAXI	81.00	Other Purchased Services
189140	10/27/2022	QUICK RESPONSE TAXI	81.00	Other Purchased Services
189196	10/27/2022	WYOWIFEY SHOPPE	752.60	Other Purchased Services
EFT000000007744	10/14/2022	AIRGAS INTERMOUNTAIN INC	112.64	Oxygen Rental
EFT000000007729	10/6/2022	AIRGAS INTERMOUNTAIN INC	199.40	Oxygen Rental
EFT000000007767	10/27/2022	AIRGAS INTERMOUNTAIN INC	1,208.86	Oxygen Rental
EFT000000007758	10/20/2022	AIRGAS INTERMOUNTAIN INC	1,212.30	Oxygen Rental
188790	10/14/2022	PATIENT REFUND	5.00	Patient Refund
189068	10/20/2022	PATIENT REFUND	5.00	Patient Refund
188854	10/14/2022	PATIENT REFUND	6.10	Patient Refund
188934	10/14/2022	PATIENT REFUND	7.10	Patient Refund
188909	10/14/2022	PATIENT REFUND	9.75	Patient Refund
188784	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188900	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188804	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188806	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188843	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188859	10/14/2022	PATIENT REFUND	10.00	Patient Refund

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188867	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188879	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188895	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188924	10/14/2022	PATIENT REFUND	10.00	Patient Refund
188920	10/14/2022	PATIENT REFUND	10.12	Patient Refund
188906	10/14/2022	PATIENT REFUND	11.40	Patient Refund
188932	10/14/2022	PATIENT REFUND	12.50	Patient Refund
188837	10/14/2022	PATIENT REFUND	15.00	Patient Refund
188863	10/14/2022	PATIENT REFUND	15.00	Patient Refund
188875	10/14/2022	PATIENT REFUND	15.00	Patient Refund
188910	10/14/2022	PATIENT REFUND	15.00	Patient Refund
188801	10/14/2022	PATIENT REFUND	15.10	Patient Refund
188819	10/14/2022	PATIENT REFUND	15.55	Patient Refund
188936	10/14/2022	PATIENT REFUND	15.56	Patient Refund
188853	10/14/2022	PATIENT REFUND	17.55	Patient Refund
188933	10/14/2022	PATIENT REFUND	17.55	Patient Refund
188813	10/14/2022	PATIENT REFUND	18.30	Patient Refund
188786	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188799	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188803	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188836	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188862	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188873	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188897	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188898	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188902	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188905	10/14/2022	PATIENT REFUND	20.00	Patient Refund
188925	10/14/2022	PATIENT REFUND	21.95	Patient Refund
188638	10/6/2022	PATIENT REFUND	22.10	Patient Refund
188827	10/14/2022	PATIENT REFUND	22.80	Patient Refund
188792	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188795	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188805	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188812	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188820	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188825	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188838	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188846	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188850	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188851	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188860	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188861	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188883	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188885	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188894	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188911	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188912	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188916	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188921	10/14/2022	PATIENT REFUND	25.00	Patient Refund
188578	10/6/2022	PATIENT REFUND	25.04	Patient Refund
188797	10/14/2022	PATIENT REFUND	25.63	Patient Refund
188842	10/14/2022	PATIENT REFUND	27.39	Patient Refund
188802	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188826	10/14/2022	PATIENT REFUND	30.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/2022

188830	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188833	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188840	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188848	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188865	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188876	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188877	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188886	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188906	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188930	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188931	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188935	10/14/2022	PATIENT REFUND	30.00	Patient Refund
188829	10/14/2022	PATIENT REFUND	33.73	Patient Refund
188871	10/14/2022	PATIENT REFUND	34.05	Patient Refund
188786	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188809	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188811	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188816	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188823	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188831	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188870	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188866	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188880	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188908	10/14/2022	PATIENT REFUND	35.00	Patient Refund
188941	10/14/2022	PATIENT REFUND	38.50	Patient Refund
188636	10/6/2022	PATIENT REFUND	39.00	Patient Refund
188672	10/14/2022	PATIENT REFUND	39.25	Patient Refund
188817	10/14/2022	PATIENT REFUND	40.00	Patient Refund
188818	10/14/2022	PATIENT REFUND	40.00	Patient Refund
188947	10/14/2022	PATIENT REFUND	40.00	Patient Refund
188856	10/14/2022	PATIENT REFUND	40.00	Patient Refund
188926	10/14/2022	PATIENT REFUND	40.00	Patient Refund
188834	10/14/2022	PATIENT REFUND	42.00	Patient Refund
188923	10/14/2022	PATIENT REFUND	43.00	Patient Refund
188794	10/14/2022	PATIENT REFUND	45.00	Patient Refund
188810	10/14/2022	PATIENT REFUND	45.00	Patient Refund
188814	10/14/2022	PATIENT REFUND	45.00	Patient Refund
188858	10/14/2022	PATIENT REFUND	45.00	Patient Refund
188824	10/14/2022	PATIENT REFUND	45.10	Patient Refund
188796	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188798	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188852	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188887	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188900	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188904	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188922	10/14/2022	PATIENT REFUND	50.00	Patient Refund
188864	10/14/2022	PATIENT REFUND	55.00	Patient Refund
188913	10/14/2022	PATIENT REFUND	58.50	Patient Refund
188822	10/14/2022	PATIENT REFUND	60.00	Patient Refund
188918	10/14/2022	PATIENT REFUND	60.00	Patient Refund
188906	10/14/2022	PATIENT REFUND	61.00	Patient Refund
188878	10/14/2022	PATIENT REFUND	65.00	Patient Refund
188787	10/14/2022	PATIENT REFUND	70.00	Patient Refund
188815	10/14/2022	PATIENT REFUND	70.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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188890	10/14/2022	PATIENT REFUND	70.00	Patient Refund
188917	10/14/2022	PATIENT REFUND	70.00	Patient Refund
188929	10/14/2022	PATIENT REFUND	70.00	Patient Refund
188791	10/14/2022	PATIENT REFUND	72.00	Patient Refund
188899	10/14/2022	PATIENT REFUND	72.02	Patient Refund
188793	10/14/2022	PATIENT REFUND	74.28	Patient Refund
188785	10/14/2022	PATIENT REFUND	80.00	Patient Refund
188821	10/14/2022	PATIENT REFUND	81.36	Patient Refund
188868	10/14/2022	PATIENT REFUND	86.50	Patient Refund
188893	10/14/2022	PATIENT REFUND	90.00	Patient Refund
188839	10/14/2022	PATIENT REFUND	90.50	Patient Refund
188859	10/14/2022	PATIENT REFUND	92.00	Patient Refund
188637	10/6/2022	PATIENT REFUND	97.00	Patient Refund
188874	10/14/2022	PATIENT REFUND	97.50	Patient Refund
188855	10/14/2022	PATIENT REFUND	98.60	Patient Refund
188577	10/6/2022	PATIENT REFUND	100.10	Patient Refund
188864	10/14/2022	PATIENT REFUND	103.89	Patient Refund
188635	10/6/2022	PATIENT REFUND	105.00	Patient Refund
188789	10/14/2022	PATIENT REFUND	105.00	Patient Refund
188849	10/14/2022	PATIENT REFUND	105.00	Patient Refund
188927	10/14/2022	PATIENT REFUND	105.00	Patient Refund
188783	10/14/2022	PATIENT REFUND	114.00	Patient Refund
188807	10/14/2022	PATIENT REFUND	116.50	Patient Refund
188888	10/14/2022	PATIENT REFUND	117.00	Patient Refund
188892	10/14/2022	PATIENT REFUND	119.00	Patient Refund
188915	10/14/2022	PATIENT REFUND	120.00	Patient Refund
188919	10/14/2022	PATIENT REFUND	140.00	Patient Refund
188914	10/14/2022	PATIENT REFUND	145.00	Patient Refund
188845	10/14/2022	PATIENT REFUND	150.00	Patient Refund
188832	10/14/2022	PATIENT REFUND	181.00	Patient Refund
188938	10/14/2022	PATIENT REFUND	185.25	Patient Refund
188857	10/14/2022	PATIENT REFUND	192.00	Patient Refund
188891	10/14/2022	PATIENT REFUND	194.00	Patient Refund
188835	10/14/2022	PATIENT REFUND	197.00	Patient Refund
188828	10/14/2022	PATIENT REFUND	200.00	Patient Refund
188907	10/14/2022	PATIENT REFUND	201.40	Patient Refund
188937	10/14/2022	PATIENT REFUND	210.00	Patient Refund
188926	10/14/2022	PATIENT REFUND	220.00	Patient Refund
188901	10/14/2022	PATIENT REFUND	240.00	Patient Refund
188903	10/14/2022	PATIENT REFUND	399.42	Patient Refund
188881	10/14/2022	PATIENT REFUND	420.05	Patient Refund
188869	10/14/2022	PATIENT REFUND	428.00	Patient Refund
188579	10/6/2022	PATIENT REFUND	506.14	Patient Refund
188844	10/14/2022	PATIENT REFUND	520.48	Patient Refund
188882	10/14/2022	PATIENT REFUND	1,560.07	Patient Refund
189150	10/27/2022	MHSC - GENERAL FUND	7,006.60	Patient Refund
188648	10/11/2022	UNITED WAY OF SWEETWATER COUNTY	244.62	Payroll Deduction
189076	10/25/2022	UNITED WAY OF SWEETWATER COUNTY	244.62	Payroll Deduction
189077	10/25/2022	SWEETWATER CIRCUIT COURT-RS	73.33	Payroll Garnishment
188642	10/11/2022	CIRCUIT COURT 3RD JUDICIAL-GR	97.70	Payroll Garnishment
188641	10/11/2022	CIRCUIT COURT 3RD JUDICIAL-GR	246.66	Payroll Garnishment
189078	10/25/2022	SWEETWATER CIRCUIT COURT-RS	268.58	Payroll Garnishment
188647	10/11/2022	SWEETWATER CIRCUIT COURT-RS	284.43	Payroll Garnishment
189069	10/25/2022	CIRCUIT COURT 3RD JUDICIAL	339.08	Payroll Garnishment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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188643	10/11/2022	CIRCUIT COURT 3RD JUDICIAL-GR	386.26	Payroll Garnishment
189070	10/25/2022	CIRCUIT COURT 3RD JUDICIAL	396.88	Payroll Garnishment
188649	10/12/2022	DISTRICT COURT THIRD JUDICIAL DIST	847.97	Payroll Garnishment
189072	10/25/2022	DISTRICT COURT THIRD JUDICIAL DIST	945.55	Payroll Garnishment
188646	10/11/2022	STATE OF WYOMING DFS/CSES	2,232.78	Payroll Garnishment
189074	10/25/2022	STATE OF WYOMING DFS/CSES	2,232.78	Payroll Garnishment
188644	10/11/2022	DAVID G. PEAKE	3,484.62	Payroll Garnishment
189071	10/25/2022	DAVID G. PEAKE	3,484.62	Payroll Garnishment
W/T	10/25/2022	PAYROLL 22	1,700,000.00	Payroll Transfer
W/T	10/11/2022	PAYROLL 21	1,700,000.00	Payroll Transfer
188589	10/6/2022	CARDINAL HEALTH PHARMACY MGMT	1,159,461.53	Pharmacy Management
189183	10/27/2022	TACORE MEDICAL, INC.	3,000.00	Physician Recruitment
189051	10/20/2022	DR. TOBY MARSHALL	1,281.92	Physician Recruitment
189194	10/27/2022	WEATHERBY LOCUMS, INC	1,875.00	Physician Services
189101	10/27/2022	COMPHEALTH, INC.	9,600.00	Physician Services
189063	10/20/2022	WEATHERBY LOCUMS, INC	10,876.25	Physician Services
189069	10/20/2022	COMPHEALTH, INC.	31,209.98	Physician Services
189184	10/27/2022	THE SLEEP SPECIALISTS	5,800.00	Physician Services
189044	10/20/2022	ADVANCED MEDICAL IMAGING, LLC	19,560.00	Physician Services
189142	10/27/2022	LOCUM TENENS.COM	25,885.95	Physician Services
189006	10/20/2022	LOCUM TENENS.COM	52,091.40	Physician Services
189190	10/27/2022	UNIVERSITY OF UTAH (UHC OUTREACH)	111,511.74	Physician Services
188777	10/14/2022	DR. W. MARCUS BRANN	7,428.00	Physician Services
188603	10/6/2022	JOHN A. ILIYA, M.D.	25,300.00	Physician Services
189122	10/27/2022	GRANITE STATE MANAGEMENT & RESOURCES	666.67	Physician Student Loan
189124	10/27/2022	GREAT LAKES EDUCATION LOAN SERVICES	1,000.00	Physician Student Loan
188701	10/14/2022	GREAT LAKES	1,666.67	Physician Student Loan
189123	10/27/2022	GREAT LAKES	1,666.67	Physician Student Loan
189107	10/27/2022	MOHELA	1,666.67	Physician Student Loan
189108	10/27/2022	MOHELA	1,666.67	Physician Student Loan
189191	10/27/2022	US DEPARTMENT OF EDUCATION	5,833.34	Physician Student Loan
189025	10/20/2022	RESERVE ACCOUNT	5,000.00	Postage
189056	10/20/2022	UMIA INSURANCE, INC	109,488.00	Professional Liability Insurance
188774	10/14/2022	VERISYS INC.	20.00	Professional Service
189192	10/27/2022	VERISYS INC.	41.00	Professional Service
189112	10/27/2022	CE BROKER	262.54	Professional Service
188734	10/14/2022	P3 CONSULTING LLC	323.75	Professional Service
EFT000000007782	10/27/2022	WESTERN STAR COMMUNICATIONS	663.00	Professional Service
188608	10/6/2022	MEDICAL PHYSICS CONSULTANTS, INC	2,125.00	Professional Service
188583	10/6/2022	AMERICAN COLLEGE OF RADIOLOGY	3,200.00	Professional Service
189001	10/20/2022	KEITH WILLIAMS & ASSOCIATES, INC.	4,875.00	Professional Service
189016	10/20/2022	NORTHWEST SOLUTIONS LLC	5,280.00	Professional Service
188967	10/20/2022	CLEANIQUE PROFESSIONAL SERVICES	7,700.00	Professional Service
188610	10/6/2022	MOUNTAIN STATES MEDICAL PHYSICS	8,271.90	Professional Service
189014	10/20/2022	NETDAS	17,700.00	Professional Service
188604	10/6/2022	CLIFTON LARSON ALLEN LLP	32,156.20	Professional Service
EFT000000007763	10/20/2022	LANDAUER INC	162.45	Radiation Monitoring
188723	10/14/2022	MERRY X-RAY	477.38	Radiology Film
189091	10/27/2022	BRAECO DIAGNOSTICS INC	623.60	Radiology Material
188976	10/20/2022	CURIUM US LLC	1,122.73	Radiology Material
189003	10/20/2022	LANTHEUS MEDICAL IMAGING, INC	1,554.62	Radiology Material
188739	10/14/2022	PHARMALOGIC WY, LTD	1,968.89	Radiology Supplies
189144	10/27/2022	MARK SANDERS	200.00	Reimbursement - CME
188714	10/14/2022	MARK SANDERS	314.00	Reimbursement - CME

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189109	10/27/2022	DESERIEE PADILLA	695.00	Reimbursement - CME
188606	10/6/2022	DR. LUCY RYAN	837.31	Reimbursement - CME
188960	10/20/2022	BRIAN BARTON, PA-C	837.31	Reimbursement - CME
188998	10/20/2022	DR. JANENE GLYN	1,378.89	Reimbursement - CME
189195	10/27/2022	DR. WILLIAM SARETTE	1,554.49	Reimbursement - CME
189166	10/27/2022	DR. RASHEEL CHOWDHARY	2,163.00	Reimbursement - CME
189047	10/20/2022	TAMARA WALKER, FNP	2,183.00	Reimbursement - CME
188959	10/20/2022	DR. BRIANNE CROFTS	2,756.35	Reimbursement - CME
188987	10/20/2022	DR. GRZEGORZ PUCHALA	2,917.00	Reimbursement - CME
189093	10/27/2022	DR. BRYTON LONG	4,872.48	Reimbursement - CME
188762	10/14/2022	TAMMIE HENDERSON	38.76	Reimbursement - Education & Travel
188737	10/14/2022	PATTY O'LEXY	56.00	Reimbursement - Education & Travel
188765	10/14/2022	TIFFANY MARSHALL	100.00	Reimbursement - Education & Travel
188726	10/14/2022	MINDY BYRD	173.28	Reimbursement - Education & Travel
188964	10/20/2022	CHRISTIAN RODDA	174.42	Reimbursement - Education & Travel
188994	10/20/2022	IRENE RICHARDSON	199.50	Reimbursement - Education & Travel
188721	10/14/2022	MEGAN TOZZI	210.21	Reimbursement - Education & Travel
189048	10/20/2022	TAMMY FAUSETT	300.00	Reimbursement - Education & Travel
189159	10/27/2022	PHILLIP FLAKE	304.38	Reimbursement - Education & Travel
189002	10/20/2022	KIMBERLY WHITE	346.32	Reimbursement - Education & Travel
188622	10/6/2022	STEPHANIE DUPAPE	348.40	Reimbursement - Education & Travel
189041	10/20/2022	STEPHANIE DUPAPE	407.38	Reimbursement - Education & Travel
188965	10/20/2022	CINDY NELSON	537.46	Reimbursement - Education & Travel
189007	10/20/2022	DR. MAY LENG TAI	658.41	Reimbursement - Education & Travel
189145	10/27/2022	MARY FISCHER	814.80	Reimbursement - Education & Travel
188946	10/20/2022	AIMEE URAIN	881.76	Reimbursement - Education & Travel
188764	10/14/2022	TIFFANY URANKER-WEBB	1,253.40	Reimbursement - Education & Travel
189044	10/20/2022	STEVIE NOSICH	1,285.93	Reimbursement - Education & Travel
189000	10/20/2022	JUAN RODRIGUEZ	1,900.00	Reimbursement - Education & Travel
189137	10/27/2022	JOSEPH J. OLIVER, M.D.	993.30	Reimbursement - Insurance Premiums
188999	10/20/2022	JODY HARRISON	43.31	Reimbursement - Non Hospital Supplies
189050	10/20/2022	TIFFANY MARSHALL	85.47	Reimbursement - Non Hospital Supplies
188607	10/6/2022	MARIANNE SANDERS	581.29	Reimbursement - Non Hospital Supplies
188602	10/6/2022	HOLLY REED	76.08	Reimbursement - Office Supplies
188746	10/14/2022	SARAH MONTOYA	80.21	Reimbursement - Payroll
189136	10/27/2022	JAMES HORAN	292.66	Reimbursement - Uniforms
188997	10/20/2022	JAMES HORAN	384.31	Reimbursement - Uniforms
W/T	10/6/2022	AUG 9/25/22	134,533.64	Retirement
W/T	10/13/2022	AUG 10/13/22	169,974.77	Retirement
188619	10/6/2022	STATE OF WYO.DEPT.OF REVENUE	495.73	Sales Tax Payment
189011	10/20/2022	MHSC MEDICAL STAFF	50.00	Scholarship
189151	10/27/2022	MHSC MEDICAL STAFF	50.00	Scholarship
188725	10/14/2022	MHSC MEDICAL STAFF	150.00	Scholarship
188957	10/20/2022	BOOKCLIFF SALES INC	1,237.95	Scrub Sale deductions
188671	10/14/2022	LEGAL	5,000.00	Settlement
188618	10/6/2022	SIN CITY BASEBALL	300.00	Sponsorship
188576	10/5/2022	OLD CHICAGO	500.00	Sponsorship
188656	10/14/2022	AMERICAN LEGION TOM WHITMORE POST 28	500.00	Sponsorship
189102	10/27/2022	CONMED LINVATEC	70.70	Surgery Supplies
188713	10/14/2022	KEY SURGICAL INC	79.84	Surgery Supplies
EFT00000007735	10/6/2022	COOPER SURGICAL	89.56	Surgery Supplies
188651	10/14/2022	ACADEMY OF LYMPHATIC STUDIES	113.36	Surgery Supplies
188678	10/14/2022	CIVCO RADIO THERAPY	190.00	Surgery Supplies
188655	10/14/2022	ALTA MEDICAL SPECIALTIES	133.23	Surgery Supplies

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EFT000000007749	10/14/2022	COOPER SURGICAL	142.88	Surgery Supplies
188782	10/14/2022	ZIMMER BIOMET	143.75	Surgery Supplies
189067	10/20/2022	ZIMMER BIOMET	143.75	Surgery Supplies
188686	10/14/2022	CR BARD INC	185.70	Surgery Supplies
188582	10/6/2022	ALTA MEDICAL SPECIALTIES	203.99	Surgery Supplies
188581	10/6/2022	ALI MED INC	304.47	Surgery Supplies
188624	10/6/2022	STRYKER ENDOSCOPY	382.55	Surgery Supplies
188729	10/14/2022	NANOSONICS, INC	611.00	Surgery Supplies
EFT000000007761	10/20/2022	COOPER SURGICAL	671.03	Surgery Supplies
EFT000000007772	10/27/2022	COOPER SURGICAL	688.32	Surgery Supplies
188973	10/20/2022	COVIDIEN SALES LLC, DBA GIVEN IMAGING	698.40	Surgery Supplies
189177	10/27/2022	STRYKER ENDOSCOPY	866.60	Surgery Supplies
188750	10/14/2022	SMITH & NEPHEW INC.	1,278.12	Surgery Supplies
189038	10/20/2022	SMITH & NEPHEW INC.	1,278.12	Surgery Supplies
188761	10/14/2022	JOHNSON & JOHNSON HEALTHCARE	1,878.20	Surgery Supplies
188586	10/6/2022	BECTON DICKINSON	2,086.80	Surgery Supplies
188653	10/14/2022	ALI MED INC	2,089.87	Surgery Supplies
188763	10/14/2022	TELEFLEX LLC	2,282.46	Surgery Supplies
188947	10/20/2022	ALI MED INC	2,347.69	Surgery Supplies
188597	10/6/2022	COVIDIEN SALES LLC, DBA GIVEN IMAGING	3,154.92	Surgery Supplies
188690	10/14/2022	EQUASHIELD LLC	3,274.04	Surgery Supplies
188749	10/14/2022	SMITH & NEPHEW ENDOSCOPY INC	3,806.20	Surgery Supplies
189197	10/27/2022	ZIMMER BIOMET	4,082.00	Surgery Supplies
188757	10/14/2022	STRYKER ENDOSCOPY	4,869.01	Surgery Supplies
189178	10/27/2022	STRYKER ORTHOPAEDICS	7,135.00	Surgery Supplies
188758	10/14/2022	STRYKER ORTHOPAEDICS	15,227.50	Surgery Supplies
189045	10/20/2022	STRYKER ORTHOPAEDICS	16,492.00	Surgery Supplies
188760	10/14/2022	SURVEYMONKEY.COM	384.00	Survey Expenses
189163	10/27/2022	PRESS GANEY ASSOCIATES, INC	4,475.11	Survey Expenses
188712	10/14/2022	KENTUCKY DEPT OF TREASURER	14.67	Unclaimed Property
188727	10/14/2022	MISSOURI STATE TREASURER	54.94	Unclaimed Property
188629	10/6/2022	UTAH STATE TREASURER UNCLAIMED PROPERTY DIVISION	332.40	Unclaimed Property
188781	10/14/2022	WYOMING STATE TREASURER	6,618.85	Unclaimed Property
189064	10/20/2022	WHITE MOUNTAIN WATER & SEWER DISTRICT	60.95	Utilities
188978	10/20/2022	DISH NETWORK LLC	80.52	Utilities
188663	10/14/2022	AT&T	88.76	Utilities
188954	10/20/2022	AT&T	158.71	Utilities
188640	10/7/2022	CENTURY LINK	253.58	Utilities
188654	10/14/2022	ALL WEST COMMUNICATIONS	2,335.66	Utilities
189023	10/20/2022	CENTURY LINK	2,656.10	Utilities
188614	10/6/2022	CENTURY LINK	3,358.90	Utilities
188744	10/14/2022	ROCK SPRINGS MUNICIPAL UTILITY	13,856.52	Utilities
189165	10/27/2022	DOMINION ENERGY WYOMING	25,822.10	Utilities
189029	10/20/2022	ROCKY MOUNTAIN POWER	42,145.13	Utilities
189043	10/20/2022	STERICYCLE, INC.	937.25	Waste Disposal
188756	10/14/2022	STERICYCLE, INC.	986.35	Waste Disposal
188694	10/14/2022	FIBERTECH	1,901.00	Window Cleaning
188942	10/14/2022	WYOMING DEPT WORKFORCE SERVICES	1,825.06	Workman's Comp
W/T	10/21/2022	WYOMING DEPT OF WORKFORCE SERVICES	82,748.58	Workman's Comp
			10,966,252.72	


**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending October 31, 2022**

Vouchers Submitted by MHSC at agreed discounted rate	
July 2022	\$0.00
August 2022	\$168,183.03
September 2022	\$0.00
October 2022	\$63,176.34
November 2022	\$0.00
December 2022	\$0.00
January 2023	\$0.00
February 2023	\$0.00
March 2023	\$0.00
April 2023	\$0.00
May 2023	\$0.00
June 2023	\$0.00
County Requested Total Vouchers Submitted	\$231,359.37
Total Vouchers Submitted FY 23	\$231,359.37
Less: Total Approved by County and Received by MHSC FY 23	\$168,183.03
Total Vouchers Pending Approval by County	\$63,176.34

FY23 Title 25 Fund Budget from Sweetwater County	\$273,488.00
Funds Received From Sweetwater County	\$168,183.03
FY23 Title 25 Fund Budget Remaining	\$105,304.97
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY23 Maintenance Fund Budget from Sweetwater County	\$1,448,215.00
County Maintenance FY23 - July	\$258,289.40
County Maintenance FY23 - August	\$42,947.22
County Maintenance FY23 - September	\$114,358.00
County Maintenance FY23 - October	\$20,740.60
County Maintenance FY23 - November	\$0.00
County Maintenance FY23 - December	\$0.00
County Maintenance FY23 - January	\$0.00
County Maintenance FY23 - February	\$0.00
County Maintenance FY23 - March	\$0.00
County Maintenance FY23 - April	\$0.00
County Maintenance FY23 - May	\$0.00
County Maintenance FY23 - June	\$0.00
	\$436,335.22
FY23 Maintenance Fund Budget Remaining	\$1,011,879.78

MEMO: November 30, 2022

TO: Finance Committee 

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: Preliminary November, 2022 Potential Bad Debts Eligible for Board Certification

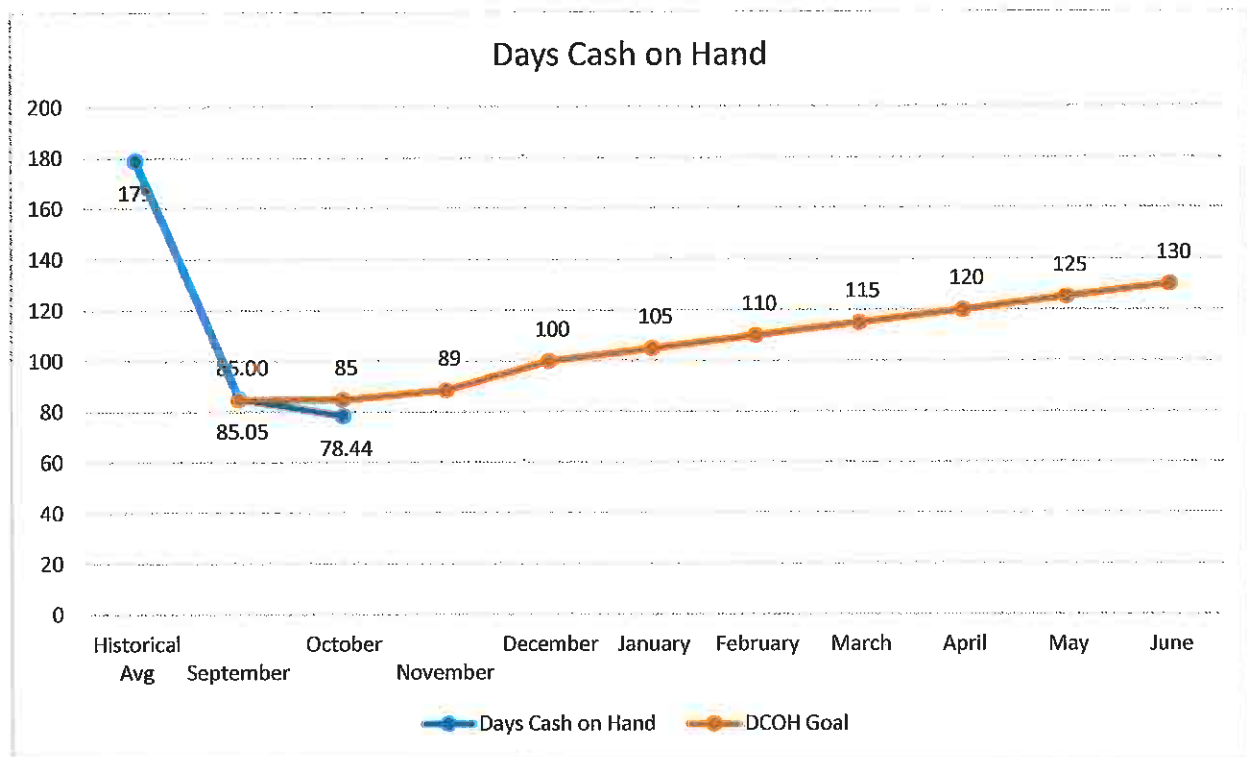
Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$	1,804,614.10	
Hospital Accounts Affinity	\$	34,281.46	
Hospital Payment Plans Affinity	\$	3,796.50	
Medical Clinic Accounts	\$	92,108.18	
Ortho Clinic Accounts	\$	00.00	
Total Potential Bad Debt	\$	1,934,800.24	
Hospital Accounts Returned	\$ -	68,156.81	
Net Bad Debt Turned			\$ 1,866,643.43
Hospital Recoveries Collection Agency	\$	- 138,547.09	
Hospital Recoveries Payment Plans	\$	- 15,408.63	
Medical Clinic Recoveries	\$	- 4,658.44	
Ortho Clinic Recoveries	\$	- 3,492.43	
Total Bad Debt Recoveries			\$- 162,106.59
Net Bad Debt Less Recoveries			<u>\$ 1,704,536.84</u>

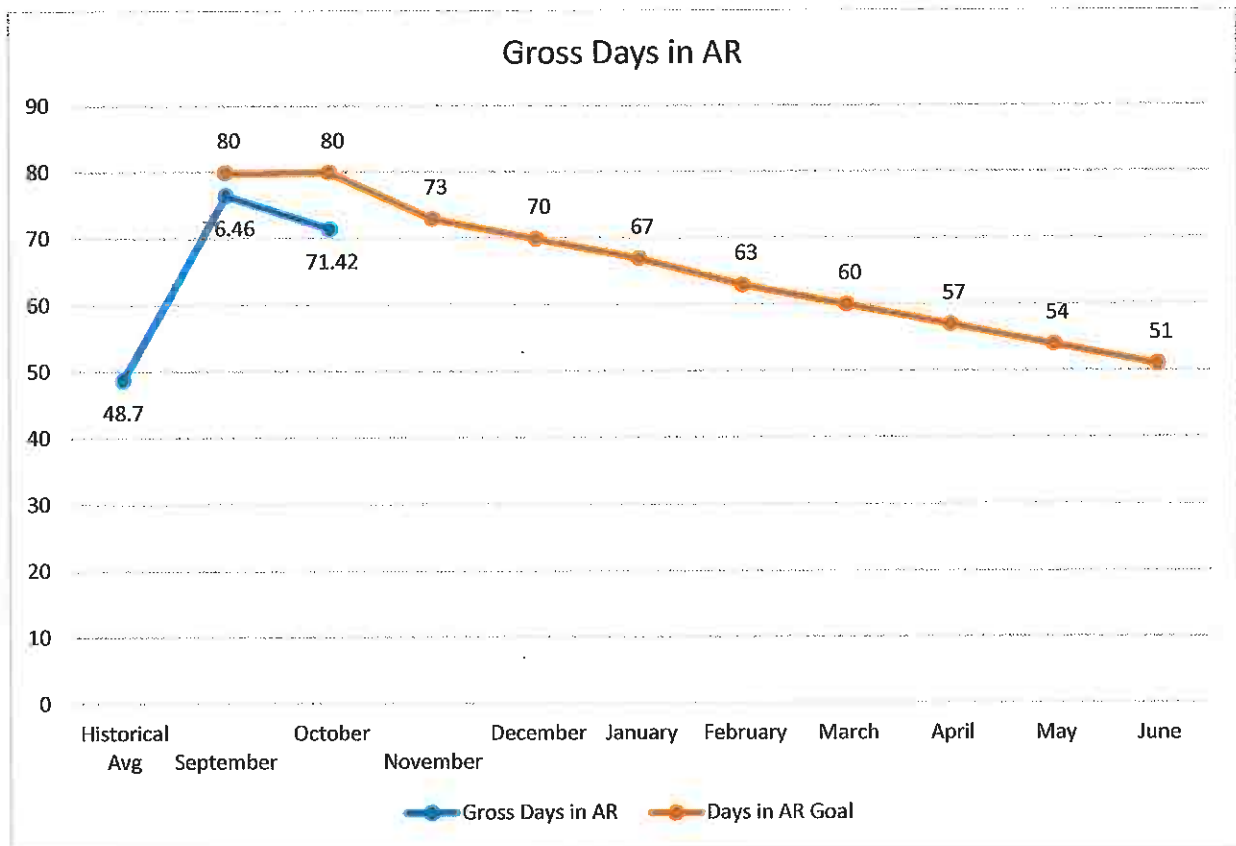
<u>Cerner Accounts</u>	
Largest Account	\$ 96,015.00
Primary Self Pay	\$ 1,566,890.94
Commercial	\$ 212,048.28
Medicare	\$ 14,431.81
Medicaid	\$ 5,270.19

Financial Goals – Fiscal Year 2023. We have chosen two financial metrics to focus on for the current fiscal year: Days Cash on Hand (DCOH) and Days in Accounts Receivable (AR). We have included the historical average of 18 months prior to Cerner implementation for reference.

- Days Cash on Hand represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set a short-term goal of 100 days by December 31 and long-term goals of 115 days by March 31 and 130 days by June 30, the end of the fiscal year.
 - With the matching funds from QRA and the high collections in November, we should see DCOH increase by about 18 days. We are on target to meet the December goal of 100 days.

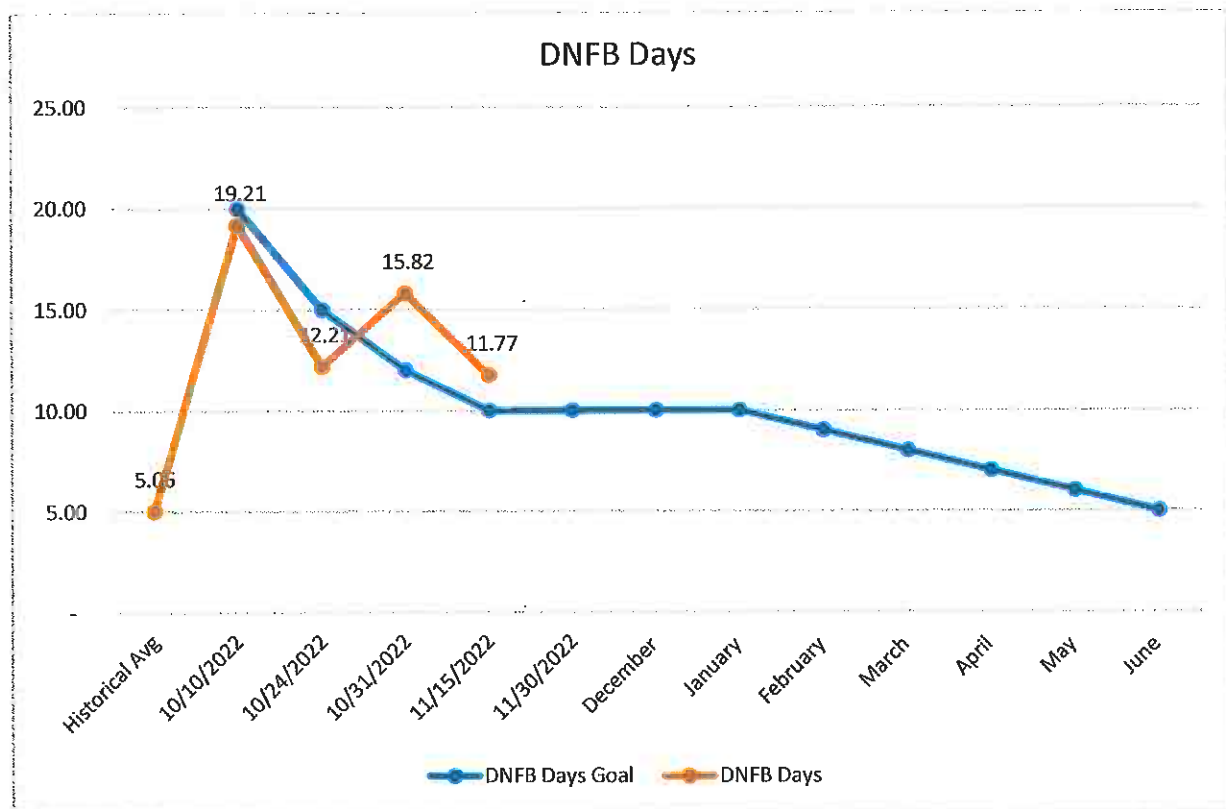


- Days in Accounts Receivable represents the number of days of patient charges tied up in unpaid patient accounts. We have set a short-term goal of 70 days by December 31, 60 days by March 31 and 51 days by year end.
 - We use a 3-month average calculation in the financial statements for this metric. Calculating this metric daily shows current days in AR at 64 for November. We may look at changing the longer term goal as we continue to see it drop with the positive results in billing and coding.

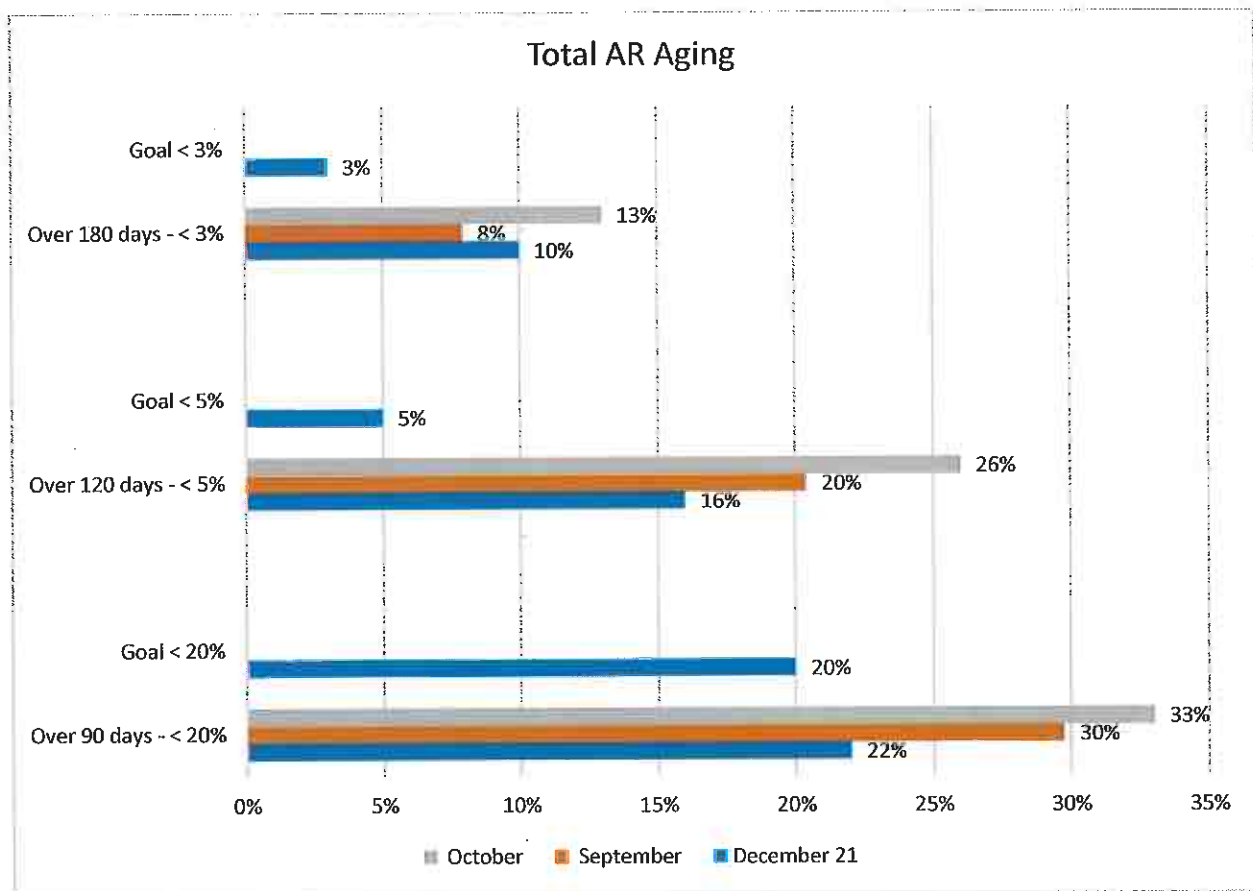


Revenue Cycle Goals – Fiscal Year 2023 - In addition to these main goals, we have set goals for some corresponding financial metrics that are impacting the revenue cycle:

- **DNFB Days – Discharged Not Final Billed days.** These are patient accounts where the patient has been discharged but the account has not been sent for billing. Several categories of accounts fall under DNFB including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay, or abeyance period, are accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the year, equal to our 5-day abeyance period for billing accounts.

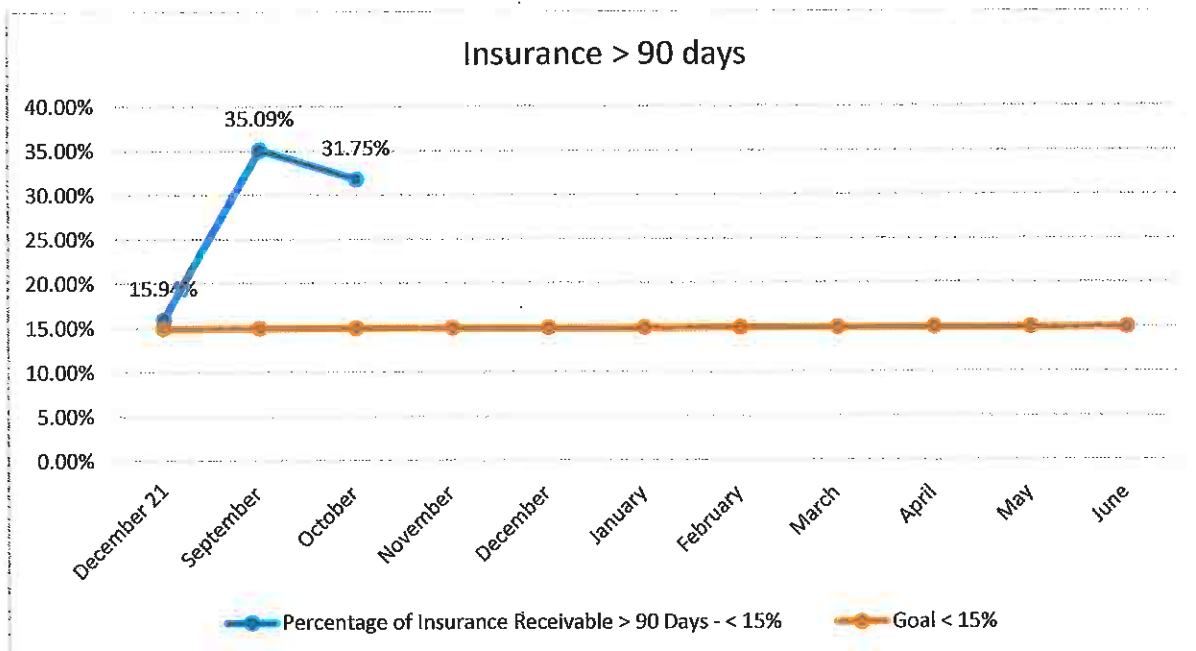
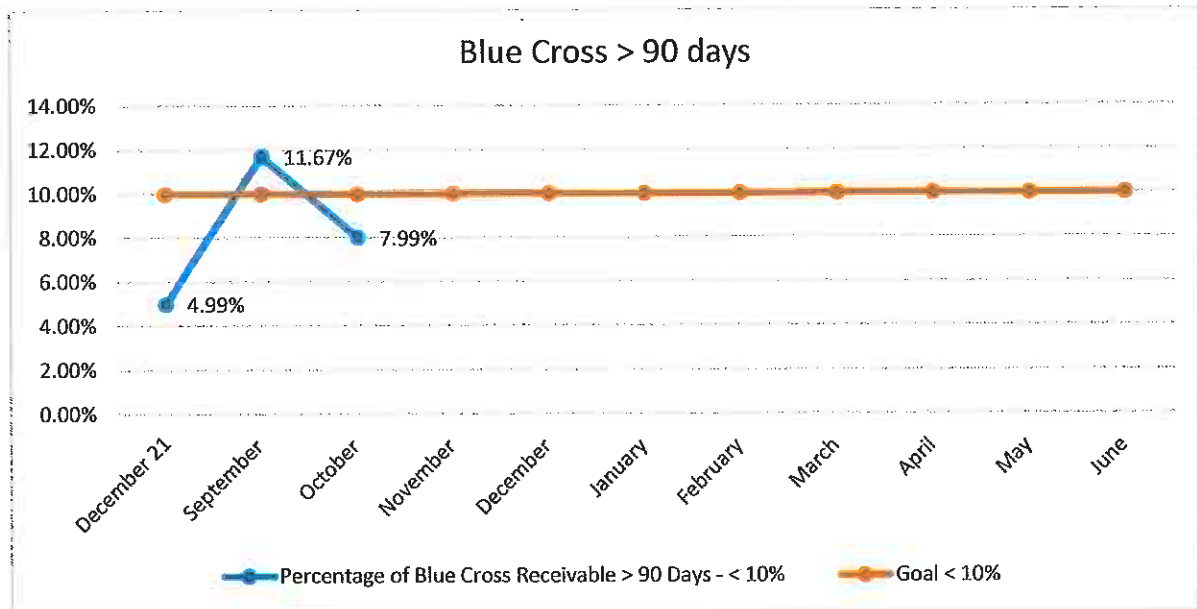


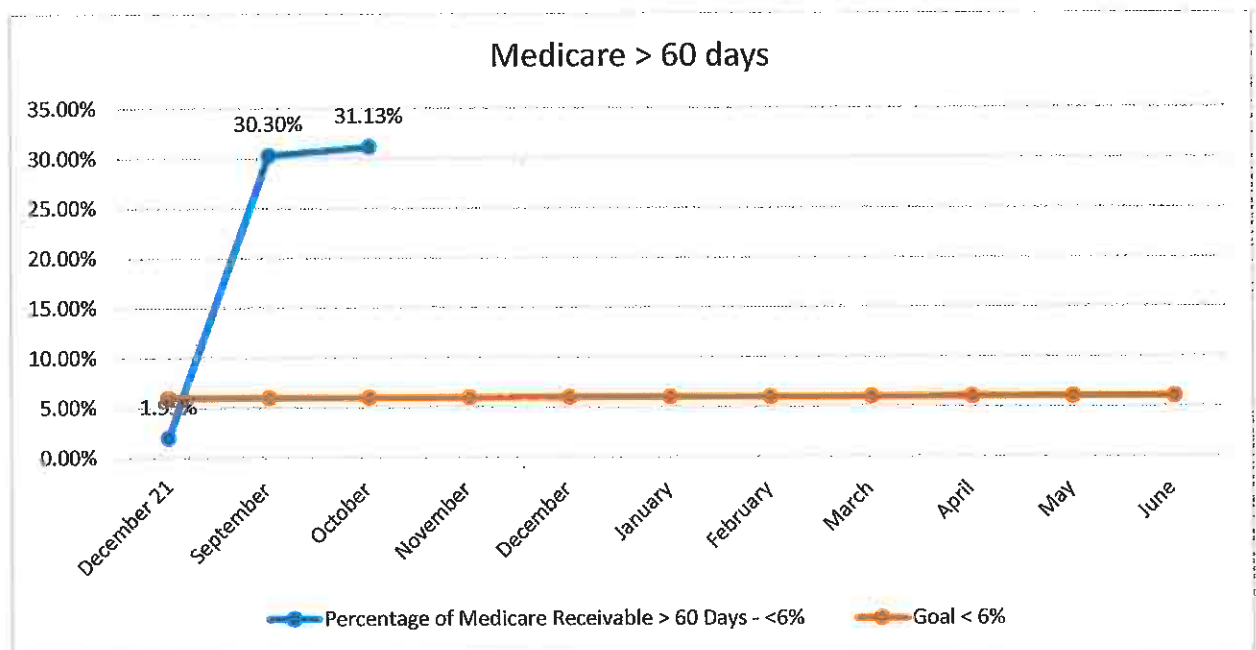
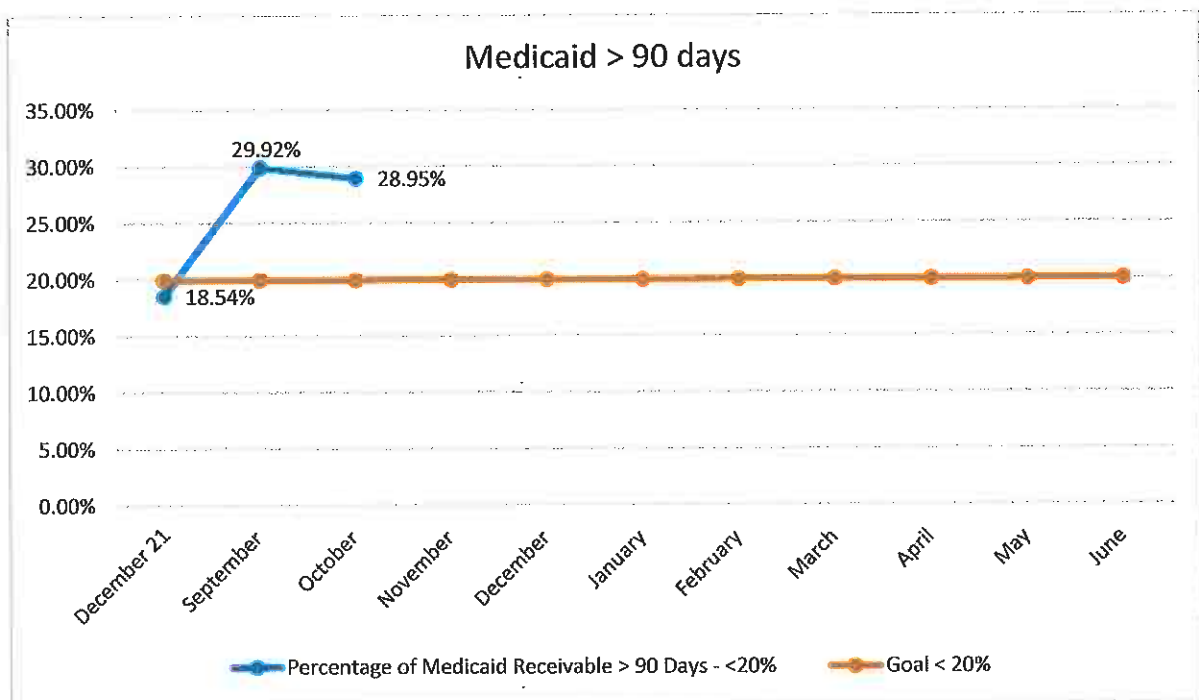
- Total Accounts Receivable aging – These goals were set based on national benchmarks received from CLA and are set as follows:
 - Days over 90 days set be < 20% of total AR
 - Days over 120 days set at < 5% of total AR
 - Days over 180 days set at < 3% of total AR
- We also show the metrics from December 31, 2021, as comparison data from pre-Cerner.



- Days in AR by Payer – These metrics show more detail of where our aging AR is allocated. These goals have always been reported in the monthly financial statements, but we will be showing the trends through the end of the fiscal year. These goals are as follows:

- BCBS Days in AR > 90 days should be less than 10%
- Insurance Days in AR > 90 days should be less than 15%
- Medicaid Days in AR > 90 days should be less than 20%
- Medicare Days in AR > 60 days should be less than 6%





Board Charter: The Finance & Audit Committee

Category: Board Committee & Committee Charters

Title: Finance and Audit Committee

Original Adoption: June 14, 2010

Revision: April 1, 2020

Purpose:

The purpose of the Finance and Audit Committee is to assist the Board of Trustees (Board) in its fiduciary and oversight duties as set forth below.

Authority:

The committee has no expressed or implied power or authority.

Responsibilities:

In fulfilling its charge, the Finance and Audit Committee is responsible for the following activities and functions:

- Reviews, monthly, the financial status of the hospital and reports to the Board.
- Reviews the fiscal year operating and capital budgets of the hospital prepared by Senior Leadership; makes recommendations to the Board regarding approval of said budgets.
- Monitors the overall financial performance and risk of the hospital in light of approved budgets, long term trends, and industry standards.
- Reviews on a regular basis hospital financial statements.
- Reviews and recommends to Board all Capital purchases \geq \$25,000.00.
- Recommends to the Board policies designed to strengthen the financial health of the hospital and clinics.
- Recommends to the Board key financial objectives to be established and monitored.
- Reviews hospital investments; makes recommendations to Senior Leadership as deemed desirable.
- Monitors the hospital's debt obligations; reviews borrowing initiatives proposed by Senior Leadership; makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the poor and uninsured, in compliance with State statute 18-8-106.
- Provides oversight over external auditing matters by:
 - Reviews the Board's external auditing policy; recommends changes if deemed necessary.

- Recommends to the Board external auditors after reviewing the composition of the audit team, proposed compensation, and other relevant matters.
- May meet annually with the external auditors separate from Hospital management to review the annual audit and associated management letter.
- Reviews audit findings and recommends to the Board any action plans that should be taken to strengthen internal controls and to otherwise improve the hospital's accounting and management practices.
- Makes other related recommendations to the Board associated with the auditing function.

Composition:

The Finance and Audit Committee consists of two (2) members of the Board, including the Board Treasurer, who functions as Chair, Chief Executive Officer, Chief Financial Officer and Controller serve as voting members of the committee. The Chief Nursing Officer, Chief Clinical Officer, Director of Patient Financial Services, Director of Information Technology, Director of Materials Management and two (2) physicians, as appointed by the Board President, serve as non-voting members of the committee.

Meeting Schedule:

Monthly; additional meetings may be called by the Committee Chair in consultation with the Chief Executive Officer, or as needed.

Reports:

The committee will receive and review the following reports, and provide the Board with an executive summary:

- For Board approval:
 - ✓ Investment reports, as necessary
 - ✓ Bad Debt report
 - ✓ Annual operating and capital budget
 - ✓ Annual financial audit report and management letter
- For informational purpose:
 - ✓ Financial statements
 - ✓ Key financial ratios
 - ✓ Key operating benchmarks
 - ✓ Payer trend reports
 - ✓ Quarterly bond covenant compliance letter
 - ✓ Annual Standard & Poor's credit rating review
 - ✓ Chargemaster review summary every three years

Note: As used herein, the term "hospital" includes the "clinics" when such inclusion is appropriate.

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...November Building and Grounds Committee Meeting
Date: November 28, 2022

Pharmacy Chemo Mixing Room...Specs should be ready for the bidding docs in early December. Cost estimate should be available by mid-December.

Dr. Sulentich Office...Work is scheduled to commence on December 12th.

Building Automation System...Work is progressing. Still working on controls. Balancing needs to be done towards the end of the project.

Bulk Oxygen...Contractor is working on the connection to the MOB. Testing should be completed by Thanksgiving. Work will continue into December. As noted earlier, asphalt paving will be done next spring.

MOB Space Renovation...some renovations need to be done to make room for the Tele-Psych personnel. One provider will be on site and additional space will be set aside for tele visits. Waiting on materials to commence work. Will use a local contractor for the work.

Lightning Arrest System...tabled until early 2023 at which time the contractor will provide the Hospital with a cost proposal.

OB Shower Renovation...tabled until sometime in 2023.

SLIB Projects...still waiting for the SLIB Board to review the proposals and make funding decisions...probably sometime in January.

Building and Grounds Annual Plan...staff presented an early draft of a 2-3 year plan which includes a rating system to help with prioritization. Once the plan is refined, the Committee will review and then ultimately the plan will be shared with the Board of Trustees.

For more detailed information, please see the Committee minutes.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building and Grounds Committee Meeting
November 15, 2022

The Building and Grounds Committee met in regular session via Zoom on November 15, 2022,
at 3:00 PM with Mr. Marty Kelsey presiding.

In Attendance: Mr. Marty Kelsey, *Trustee - Chair*
 Mr. Ed Tardoni – *Trustee*
 Ms. Irene Richardson, *CEO*
 Ms. Tami Love, *CFO*
 Mr. James Horan, *Director of Facilities*
 Mr. Gerry Johnston, *Facilities Supervisor*

Mr. Kelsey called the meeting to order.

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

Mr. Kelsey asked for a motion to approve the minutes from the October 24, 2022 meeting. Mr. Tardoni made a motion to approve the minutes. Ms. Richardson seconded; motion passed.

Maintenance Metrics

Mr. Johnston reviewed the metrics and said the total in progress looks high, but the end of month looks accurate. Mr. Horan said they do have one less FTE which they are trying not to fill the position at this time.

Old Business – Project Review

Pharmacy Chemo Mixing Room

Ms. Love said there were some emails circulating asking for the final edit of the functional program narrative needed for the OHLS submission. It is still expected to have detailed specs for bidding documents the first week of December with advertised bid going out in late December to early January. We should have a cost estimate by mid-December for approval at the December meeting.

Dr. Sulentic Office

Mr. Johnston said we are still on schedule to start mid- December.

Building Automation System

Mr. Johnston said Vaughn's and Harris have been here every day working and are on schedule to have 85% of the controls programmed by Thanksgiving break. They will then work on flow control for the radiant heat which is primary. Once complete, all air exchanges will need to be fixed as there has been complaints about the noise and the final balancing will be done. Mr. Kelsey asked if the project will be completed by the end of the month. Mr. Horan said yes except for the radiant heating.

Bulk Oxygen

Mr. Johnston said the parts for the temporary connection to the MOB have been received and they are working on the connection. They will then need to chlorinate and test by the end of next week. Wylie Construction will be able to resume the project after Thanksgiving.

MOB Space Renovation

Mr. Horan said we have a proposal from a local contractor to do some lower cost, minor renovations so we can get the staff moved quickly. New door frames have been quoted and ordered and the work will start once they arrive. The new tele psych contract is still being reviewed before it goes to the Board for approval. Mr. Kelsey asked about the number of providers we will be moving into the vacated space. We will have one provider onsite and the other space will be used for tele visits with the new vendor. There will be support staff for both the onsite provider and the tele providers.

Tabled Projects

Lightning Arrest System

Mr. Horan said this project has been tabled until the new year with the potential of starting the project in the spring, prior to lightning season. The contractor is waiting until the new year to submit a proposal.

OB Shower Renovation

Mr. Kelsey confirmed this project is still tabled for after the new year.

No other table projects were discussed.

Old Business - Other

SLIB Projects

Ms. Richardson said there has been some conflicting information on how to update or change the current grant requests. She said Tiffany Marshall has been working directly with SLIB staff. The agenda for the November 16th meeting lists \$42 million in projects recommended for approval. We are not on that list but expect the next meeting to be in January.

Building and Grounds Annual Plan

Mr. Kelsey asked about the progress of updating the annual plan to include 2 – 3 years of prioritized projects. Ms. Richardson said we had met internally and have been working on this. Mr. Kelsey said he really likes the format of the new plan with the rating system for priority.

Mr. Tardoni said once it is complete, he would like to share with the whole board. The team will continue to work on this expanded plan to add estimated costs and funding sources. There was discussion about the County maintenance fund and the possibility of building up these funds for bigger projects. Ms. Richardson does plan to meet with each of the new Commissioners once they are in office for a hospital orientation.

New Business

None

Other

Mr. Tardoni said he had attended the Chamber of Commerce luncheon to hear Ms. Marshall's presentation regarding "not for profit hospitals". He said the presentation was excellent and asked that it be shared with all the Board members. Ms. Richardson said this idea came out of the Foundation Board's strategic planning session.

The next meeting is scheduled for Tuesday, December 20, 2022.

Submitted by Tami Love



**Board Compliance Committee Meeting
Memorial Hospital of Sweetwater County
November 28th, 2022**

Present via Zoom: Irene Richardson, *CEO*, Suzan Campbell, *In House Counsel*, Taylor Jones, *Trustee*, Barbara Sowada, *MHSC Board President**, April Prado, *Foundation & Compliance*.

Absent: Kandi Pendleton, *Trustee-Chair*.

*It should be noted that Barbara Sowada was a sub for Kandi Pendleton.

Minutes

Call to Order

The meeting was called to order at 9:10 am by Taylor Jones.

Agenda

The November agenda was approved as written, Barbara made the motion and Irene seconded it. Motion carried.

Meeting Minutes

The meeting minutes from the September 26, 2022 were presented. Irene made the motion to approve the minutes as written and Taylor seconded. Motion carried.

Old Business

1. Compliance Self Audit. This report was attached for review and Suzan reported that this is a "self-check" that she does that helps establish a to-do list for compliance. She reported that we are doing most of the items and are doing them really well. There are some items in the audit that do not apply to us and they were left blank. Suzan stated that this audit is done in hospitals big and small and overall, we are doing really well and she was happy with the results. Taylor asked what areas would need improvement and requested a timeline of when the improvements would be done. Suzan stated that this was a self-audit and more of a working document to see where we can improve but she will type something up for this committee.
2. Cybersecurity Audit update. Suzan reported that herself, April and Terry Thompson (IS Director) had worked together to get this assessment going she then turned the time over to April to report. The "Cyber Resilience Essentials Performance Summary" was presented to the committee in their packet. A draft copy of the assessment report was also given to the members before this meeting. April reported that this assessment had been done with C.I.S.A. which is a division of Homeland Security. She explained that this assessment evaluated our readiness and ability for cybersecurity. This CRR assessment evaluated 10 goal areas set forth by C.I.S.A. and our overall score was 74%. April further explained that each area was broken down on the presented summary and some areas of improvement had been found. These areas will be worked on by Terry and his department and a follow up audit will be done again in 6 to 12 months. Taylor requested that a timeline with goals be provided in the "Findings" section of the audit and that they be prioritized. Taylor also stated that 6 to 12 months is a pretty wide-open date and would like to have a completion date for the return audit. April stated that she would work with Terry to get this information and add it to the report. She is hoping to meet with him by next week to get this information and will get it back to this committee as soon as possible.
3. Updated Workplan. The CY 2021-2022 Work Plan was presented and Suzan reported that all items are now complete or almost complete (the Cybersecurity audit was presented at this

meeting). She continued that we will have to have a new plan for next year and that it is something we need to be thinking about.

New Business

1. Potential new audit topic-coding and documentation. Suzan just stated that this is something that Irene, April and herself are looking into.

Standing Items-Reports

The “Standing Items” report was presented and Suzan reported specifically on the following items;

1. Suzan reported that there is currently no internal or external investigation
2. Audits-Cybersecurity was presented at this meeting.
3. Hot Line calls- Suzan reported that there were no new reports.
4. Exclusions/Sanctions Report. Suzan included a report that we get monthly with all our physicians on it. She stated that this report lets us know if any provider is excluded from providing care to Medicare patients for whatever reason. We use this to make sure our providers have no exclusions.
5. HIPAA Monitoring/Fair Warning Report- Suzan reported that she had worked with HR to get the outstanding ones closed and that all but one had been closed. The open one involved a student that we could not reach and had contacted the institution itself to counsel the student. Irene reported that she had a couple that she was involved in counseling and it seemed that the employees were not aware that there was a specific chain of command for viewing your own record. Irene asked Suzan if we needed more education and Suzan replied that we do. Taylor asked for clarification on the outstanding student one and what would be our role now. Suzan answered that the educational institute would be responsible and agreed to counsel the student so we would be closing it. Barbara asked about “household snooping” and what that meant. April answered that it would be looking at records of people that live at your same address. There was much discussion about the proper way to access your own record or your family members record and the need for more education on this. Suzan is working on training and will continue to work on it. Suzan then clarified that our reporting systems are as follows; Synergy-used for occurrences hospital wide and for self-reporting, P2Sentinel- monitors our Cerner program and FairWarning-monitors our “legacy” systems. Taylor asked about trends and if it would be unreasonable to have zero HIPAA incidents. April reported that she is seeing less in the P2Sentinel system and that we are still trying to get better reports from them. She also stated that she likes to see more Synergy reporting because that means that staff feels comfortable reporting and is doing it. April stated that she could pull a year-end report of HIPAA trends for the committee’s review. Suzan agreed with April and said that she has been pushing Synergy reporting to Leadership. Suzan also said that they are looking for HIPAA training issues and will continue to work on it.

Additional Discussion

Suzan asked for any questions and asked the committee if there is anything they would like to see at these meetings or anything that they don’t need to see that is being included? Barbara asked Suzan if there was anything that she would like to see with this committee. Suzan stated that we are in a good place. We have what this Board needs to report to the hospital Board and she feels that anyone on this Board could have an intelligent conversation with anyone about what compliance is doing. It was discussed that the next meeting is scheduled for December 26th and some people may still be out of town for the holiday. Suzan suggested to meet the 19th or 27th After further discussion, the meeting will

be scheduled for the 27th-if needed. April will get the timeline and year-end HIPAA report completed for committee review.

Next Meeting

The next meeting will be on December 27th at 9:00am

Adjournment

The meeting adjourned at 9:40am

Respectfully Submitted,

April Prado, Recording Secretary

DRAFT

Assessment Report for Operational Resilience & Cybersecurity Practices

Purpose:

Using a Cyber Resilience Review (CRR), evaluate the maturity of MHSC's existing operational resilience, and evaluate our ability to manage cyber risk during normal operations and in times of stress and crisis. This will also provide a gap analysis for improvement based on recognized best practices.

Introduction:

This assessment was provided by C.I.S.A. (Cybersecurity & Infrastructure Security Agency) which is an agency of the United States Department of Homeland Security. It is responsible for strengthening cybersecurity and infrastructure protection across all levels and improving cybersecurity protections against private and nation-state hackers. The CRR or Cyber Resilience Review is a non-technical assessment used to evaluate an organization's operational resilience and cybersecurity practices. This review was facilitated, on-site, by a DHS (Department of Homeland Security) cybersecurity professional and Terry Thompson, MHSC Director of Information Services.

Method and Sample:

Information for this assessment was collected using CISA's, CRR assessment (www.cisa.gov). This assessment evaluates ten guidelines that measure an organizations operational resilience and its ability to manage operational risks to critical services and their associated assets. Each guideline has questions that can be answered as, "Yes" meaning it is being performed, "Incomplete" meaning some or in progress, or "No" meaning nothing is in place. 139 questions were asked to Terry Thompson by the facilitator and the answer were recorded for our records. The facilitator was able to clarify any questions/answers at the time of the assessment and a full report was provided at a later date.

Objective:

1. After answering the assessment questions, determine our performance percentage for the ten guidelines set forth in the CRR;
 - a. **Asset Management**- assess the processes used to identify, document, and manage the organization's assets.
 - b. **Controls Management**- assess the processes used to define, analyze, assess, and manage an organization's controls.
 - c. **Configuration and Change Management**-assess the processes used to ensure the integrity of an organization's assets.
 - d. **Vulnerability Management**-assess the processes used to identify, analyze, and manage vulnerabilities within the organization's operating environment.
 - e. **Incident Management**-assess the processes used to identify and analyze events, declare incidents, determine a response and improve an organization's incident management capability.
 - f. **Service Continuity Management**-assess the processes used to ensure the continuity of an organization's essential services.
 - g. **Risk Management** assess the process used to identify, analyze, and manage risks to an organization's critical services.

- h. **External Dependencies Management**-assesses the processes used to establish an appropriate level of controls to manage the risks that are related to the critical service's dependence on the actions of external entities.
- i. **Training and Awareness**-assesses the processes used to develop skills and promote awareness for people with roles that support the critical service.
- j. **Situational Awareness**-assesses the processes used to discover and analyze information related to the immediate operational stability of the organization's critical services and to coordinate such information across the enterprise.

- 2. Use the gap-analysis for improvement based on best practices.

Results:

The overall performance summary score was determined by the amount of "Yes" answers received on the assessment. Of the 139 "practices performed" questions asked, MHSC answered 103 of the performances as "Yes", or being fully performed. This gave MHSC an overall performance score of 74% on the CRR assessment. 32 of the 139, or 32% of the questions received "Incomplete" as an answer and 4 of the 139 or .02% received "No" as an answer. Each of the ten areas and their scores are broken down below;

- 1. **Asset Management**-5 questions total. Overall score of 60%. 3/5=YES, 2/5=INCOMPLETE.
- 2. **Controls Management**- 22 questions total. 77% overall. 17/22=YES, 5/22=INCOMPLETE.
- 3. **Configuration and Change Management**-19 questions total. Overall 42%. 8/19=YES, 8/19=INCOMPLETE, 3/19=NO.
- 4. **Vulnerability Management**-24 questions total. 96% overall. 23/24=YES 1/24=INCOMPLETE.
- 5. **Incident Management**-12 questions total. 67% overall. 8/12=YES, 3/12=INCOMPLETE, 1/12=NO.
- 6. **Service Continuity Management**-12 questions total. 11/12=YES, 1/12=INCOMPLETE.
- 7. **Risk Management**-21 questions total. 95% overall. 20/21=YES, 1/21=INCOMPLETE.
- 8. **External Dependencies Management**-2 questions total. 0% overall. 2/2=INCOMPLETE.
- 9. **Training and Awareness**-7 questions total. 14% overall. 1/7=YES. 6/7= INCOMPLETE.
- 10. **Situational Awareness**-8 questions total, 63% overall. 5/8=YES, 3/8=INCOMPLETE.

Findings:

Based on the results of this assessment, improvement is needed in a few areas. Information Services is currently working to get these areas taken care of. DHS will return in 6 months to one year to reassess and evaluate our areas of improvement.