

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

February 2, 2022

2:00 p.m.

Dial: 01-1-892

Meeting ID: 84 492 9

Password: 91

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Our Mission and Vision](#) Taylor Jones
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda (For Action) Taylor Jones
- III. [Minutes](#) (For Action) Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. COVID-19 Preparation and Recovery - Incident Command Team Update Jim White,
Director of Emergency Services
 - B. Rules of Practice Governing Hearings Geoff Phillips, *Legal Counsel*
 - C. Risk Management Program Marty Jelsey
 - D. Compliance Program Marty Jelsey
 - E. Employee Policy (from the Human Resources Committee) Barbara Sowada
 - 1. [Non-Discrimination and Anti-Harassment](#) (For Action) Suzan Campbell, *In-House Counsel*
 - 2. [Human Resources Charter](#) (For Action) Barbara Sowada
 - F. Medical Staff Bylaws Dr. Brianne Crofts, *Medical Staff President*
- VI. New Business (Review and Questions/Comments) Taylor Jones
 - A. Board Policy (from the Governance Committee) Barbara Sowada
 - 1. [CEO Evaluation](#) (For Review)
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
 - A. [Quality Committee](#) Barbara Sowada
 - B. [Human Resources Committee](#) Barbara Sowada
 - C. Finance & Audit Committee Ed Tardoni
 - 1. Bad Debt (For Action)
[January Committee Meeting Information](#)
 - D. [Building & Grounds Committee](#) Marty Jelsey
 - E. Foundation Board Taylor Jones
 - F. [Compliance Committee](#) Marty Jelsey
 - G. [Governance Committee](#) Taylor Jones
 - H. Executive Oversight and Compensation Committee Taylor Jones

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- | | |
|---|--------------------|
| I. Joint Conference Committee | Taylor Jones |
| II. Board Review of iProtean | Barbara Sowada |
| III. Contract Review | Suzan Campbell |
| A. Contracts Approved by CEO since Last Board Meeting <i>(For Your Information)</i> | |
| 1. iProtean | |
| IV. Medical Staff Report | Dr. Brianne Crofts |
| V. Good of the Order | Taylor Jones |
| VI. Executive Session (W.S. 14-40(a)(ix)) | Taylor Jones |
| VII. Action Following Executive Session | Taylor Jones |
| VIII. Adjourn | Taylor Jones |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

January 5, 2022

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on January 5, 2022 at 2:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer, Dr. Brianne Crofts, Medical Staff President, Mr. Geoff Phillips, Legal Counsel, Mr. Jeff Smith, Sweetwater County Board of County Commissioners Liaison.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Elsey read aloud the mission and vision statements.

Mission Moment

Ms. Richardson wished everyone a happy new year filled with happiness, health, prosperity and peace. She congratulated the recent new year baby born at the Hospital. Ms. Richardson read aloud a note from Dr. Danu Symington recognizing Mr. Tim Bennett, Environmental Services, for giving handmade gifts throughout the Hospital over the holidays. She said the efforts at spreading cheer were touching and inspiring. Mr. Tardoni said a man contacted him and said he had a choice to obtain services in Evanston or MHSC. He chose our MRI and shared with Mr. Tardoni how much better our large core is at MHSC.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the December 1, 2021 regular meeting as presented was made by Dr. Sowada, second by Ms. Pendleton. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

COVID-19 Preparation and Recovery – Incident Command Team Update

Ms. Jim Hite Incident Commander and Director of Emergency Services provided a Covid-19 update. She reported we continue to watch the omicron variant. She said we try to anticipate and do all we can to stay healthy. We are holding steady with staffing and nurse shortages. Our swabbing efforts are manageable and we continue to administer monoclonal antibodies. Ms. Hite reported we are seeing other respiratory illnesses as well.

Rules of Practice Governing Hearings

Mr. Phillips reviewed the change made following the previous meeting and said the information is in the meeting packet. Following approval the information will be submitted to the Sweetwater County Clerk. The motion to approve the Rules of Practice Governing Hearings in the packet and notice as presented was made by Mr. Elsey second by Ms. Pendleton. Motion carried.

Risk Management Program

Mr. Elsey said he has been doing a lot of reading and studying on the topic of compliance. The more he reads he sees there is an extremely close alliance between risk and compliance. He said compliance deals with rules and regulations. Risk management helps protect us from risks that lead to non-compliance. Mr. Elsey said he hasn't received any document yet for the compliance plan. He said he knows staff are still working on the plan. He asked if it might be appropriate to change the title of the committee to Risk Management and Compliance. He said the topics are aligned and important. Ms. Richardson thanked Mr. Elsey for the good input and said we will review as we continue to work on the plan.

Medical Staff Bylaws

Dr. Crofts reported the bylaws will be presented to the general medical staff later in January for review and approval. Following approval they will be provided to the Trustees.

NEW BUSINESS

Employee Policy: Non-Discrimination and Anti-Harassment

Dr. Sowada asked Trustees to review the information and send any questions and recommendations to Ms. Susan Campbell In-House Legal Counsel and the information will be brought back to the board next month. Mr. Elsey said he thinks it is well done and likes the additions. He expressed concern the hostile work environment information may be too narrowly written.

Human Resources Charter

Dr. Sowada reviewed the proposed revisions.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a Strategic Plan update including Patient Experience, Quality and Safety, Community Outreach and Growth, Workplace Experience and Financial Stewardship. She reminded everyone of the Cerner Go-Live timing of February 28, 2022. Ms. Richardson welcomed Dr. Crofts as the new President of the Medical Staff and said she will do an excellent job. She thanked Dr. Jacques Denner for all he did in that role last year.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada reported the Committee did not meet in December.

Human Resources Committee

Dr. Sowada reported the Committee met in December and the information is in the packet.

Finance and Audit Committee

Mr. Tardoni reported the information is in the meeting packet. The Board expressed appreciation to Ms. Richardson and Ms. Tami Love, Chief Financial Officer, for all they are doing in the area of finances and staffing. Mr. Elsey said he thinks we need to take a real hard look at our expenses. He said he admires staff for doing the best we can. Ms. Richardson said we are definitely looking at all options to manage expenses in a better way and we are trying to anticipate and ensure we manage our obligations.

The motion to approve Capital Expenditure Request FY 22-27 for \$1,500 for Stryker equipment for surgery was made by Mr. Tardoni, second by Dr. Sowada. Mr. Tardoni said this is single source because we already have another one from Stryker. Motion carried.

The motion to approve the net potential add debt of \$99,915.3 as presented by Mr. Ron Cheese, Director of Patient Financial Services, was made by Mr. Tardoni, second by Mr. Elsey. Motion carried. Mr. Tardoni noted there has been a shift. He said surgery and patient combined is approaching the ER amount. Mr. Cheese introduced the Patient Navigation Team and reviewed their progress since starting the program. He said they went over \$1,000,000 in savings for drugs for patients in addition to getting insurance coverage for patients.

Building & Grounds Committee

Mr. Elsey reported he was unable to attend the meeting and asked Mr. Tardoni to report. Mr. Tardoni said a lot of projects are being completed and he said there is excellent information in the packet.

Foundation

Ms. Tiffany Marshall, Foundation Executive Director, reminded everyone we are one month away from the virtual Red Tie Gala event on February 5. She reviewed plans for the week leading up to the event. Mr. Jones thanked the Board for their participation and support of the Gala. Ms. Marshall expressed appreciation for a recent donation of funds to purchase four mobile interpreting units and additional wheelchairs for the Hospital.

Compliance Committee

Mr. Elsey reported the Committee did not meet in December.

Governance Committee

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

Executive Oversight and Compensation Committee and Joint Conference Committee

Mr. Jones said there was no update to report.

BOARD REVIEW OF IPROTEAN

Dr. Sowada said the Board looked at leading through transitions. Mr. Tardoni said the lessons we looked at spoke of uncertainty. He said the Board needs to keep their eyes open to what is happening in the community to see the financial impact and deal with uncertainty. He said we need to bring resources to staff. Mr. Tardoni said we need to know what is happening in this county. Mr. Elsey said destination metrics caught his attention. What is our preferred future? He encouraged everyone to watch the risk management videos. He said it gives a good perspective of what risk management is in a hospital setting. Mr. Elsey said there is a close tie-in between risk management and strategic planning. He said we need to manage our risks. Mr. Elsey said it is up to the Board to determine where we want to be in the future and that involves risk-taking. Ms. Pendleton said she thought the videos were excellent. She said she liked the planning concepts. Dr. Sowada said the videos were timely regarding budget planning, Covid, and uncertainty. Mr. Jones said he feels we are well on our way to doing what the videos discuss and suggest. He noted the information on striking a balance. He said the duty of the Board is to look at balance. Dr. Sowada recommended the risk management videos for next month. She said the Governance Committee will discuss topics for the next six months at their January meeting.

MEDICAL STAFF REPORT

Dr. Crofts reported the Medical Executive Committee met. She said she is excited about Cerner and said the hospital physicians are all trying to do their best to take care of patients the best way they know how.

GOOD OF THE ORDER

There were no comments.

EXECUTIVE SESSION

Mr. Jones said there would be an executive session. He said the board would leave the current meeting to go to another location and then return to the original meeting for actions taken following executive session. He said the board would take a 10-minute break and reconvene in executive session at 3:45 PM. The motion to go into executive session was made by Mr. Tardoni second by Ms. Pendleton. Motion carried.

RECONVENE INTO REGULAR SESSION

At 5:24 PM the motion to leave executive session and return to regular session was made by Dr. Sowada second by Ms. Pendleton. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the credentials and privileges for providers and non-physician providers as listed by Ms. Merry Downs Medical Staff Services Director in executive session was made by Dr. Sowada second by Mr. Tardoni. Motion carried.

Credentials Committee Recommendations from December 14, 2021

1. Initial Appointment to Active Staff 2 years
 - Dr. Prachi Pawar Neurology
2. Initial Appointment to Locum Tenens Staff 1 year
 - Dr. Ravan Ducu Hospitalist
 - Dr. Omar Chatti Hospitalist
3. Reappointment to Active Staff 2 year
 - Dr. Cielette Barn Pathology
 - Dr. Scott Sulentic Plastic Surgery
4. Reappointment to Consulting Staff 2 years
 - Dr. Scott Sullivan Tele Radiology (RC)
 - Dr. Lawrence Riggs Tele Radiology (RC)
 - Dr. Tony Enniss Tele IC (of)
 - Dr. Joanna Rudia Tele IC (of)
 - Dr. Mac Morshedadeh Cardiovascular Disease (of)
 - Dr. Peter Crane Neurology
5. Reappointment to AHP Staff 2 years
 - Tenny Hanson Family Nurse Practitioner
 - Mar Sanders Physician Assistant Family Medicine
 - Cathryn Optiuch Genetic Counselor (of)

The motion to approve the terms of agreement for a non-physician provider as discussed in executive session and that the CEO sign the agreement was made by Dr. Sowada second by Mr. Tardoni. Motion carried.

ADJOURNMENT

There being no further business to discuss the meeting adjourned at 5:20 PM.

Mr. Taylor Jones President

Attest:

Mr. Marty Selby Secretary



Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standards:

EMPLOYEE POLICIES - NON-DISCRIMINATION AND ANTI-HARASSMENT

1. Purpose

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

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

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

DEFINITIONS

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

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

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

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

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

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

Hostile Work Environment

- I. **A hostile work environment results from harassing conduct that has the purpose or effect of unreasonably interfering with an employee's work performance, or creates an intimidating, hostile or offensive working environment. Hostile work environment harassment includes situations where a supervisor threatens a subordinate employee's job or aspect of employment but does not carry out that threat. Hostile work environment harassment also includes situations where a supervisor, co-worker, or non-employee engages in behavior that meets the elements listed below and alters the employee's work environment.**

- **The elements of hostile work environment harassment are:**
- **The behavior is unwelcome**
- **The behavior is offensive to a reasonable person**
- **The behavior is likely to negatively impact one or more employees because of an employee's protected status or protected class meaning discrimination that occurs based on gender (or gender identity), race, age, disability, sexual orientation or religion.**
- **The behavior is severe or pervasive.**
- **All of these elements must be met for a successful claim**

Romantic/Consensual Relationships

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

It is important to keep romantic relationships separate from the work environment. MHSC prohibits romantic relationships between supervisors and their direct reports; relationships where one employee has greater power or authority over another; or where the relationship interferes with either

employee's work duties. Such situations can create an actual or potential conflict of interest. They may also lead to potential charges of sexual harassment or interfere with employee morale. It is for this reason that, should such a relationship occur, the supervisor involved must notify management or the Human Resources Department immediately. The Hospital will try to arrange a transfer. If no such transfer is available, one of the employees must terminate within 90 days. The decision as to which one resigns will be left to the two employees.

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

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

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

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

COMPLAINT PROCEDURE

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

corrective action. Your complaint will be kept as confidential as practicable. The Hospital prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If the Hospital determines that an employee's behavior is in violation of this policy, corrective action will be taken, up to and including termination of employment

- III. All management and supervisory personnel have an affirmative duty and are required to promptly report any discrimination, harassment, retaliation or sexual assault/inappropriate sexual contact that they observe, learn about from others, or reasonably suspect has occurred with respect to an employee.

IV. INVESTIGATION AND DISPOSITION OF COMPLAINTS

A. The Investigation

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

B. Findings and Recommendations

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

C. The Investigatory File

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

D. Responsibilities of Supervisors

1. **In cases where an investigation confirms a violation of this policy, the Department Supervisor must ensure that the prescribed corrective action is implemented.**

Supervisors must provide confirmation to the Human Resources Director within 14 days that the recommended action has occurred.

2. **Only upon such confirmation will the Human Resource Director close the investigatory file.**

V. **CONFIDENTIALITY**

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

VI. **NON-RETALIATION**

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

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

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

Attachments

No Attachments

Board Charter: The Human Resources Committee

Category: Board Committees & Committee Charters

Title: Human Resources Committee

Original Adoption: June 14, 2010

Revision: September 6, 2017; April 1, 2020

Purpose:

The purpose of the committee is to assist the Board in discharging its duties in respect to the oversight of the Hospital's Human Resources function including, but not limited to, compliance, classification, compensation (including total rewards), policies, employee relations and safety. The creation and maintenance of an organizational culture that fosters a productive, engaged and **safe** workforce is a primary goal of the Committee.

Authority:

The committee has no expressed or implied power or authority.

Responsibilities:

In fulfilling its charge, the Human Resources Committee is responsible for the following activities and functions:

- ~~Assists the Human Resources Department with its charge to assure the Hospital is in compliance with all Federal and State labor laws, rules and regulations. Reviews Human Resource policies for compliance with all employment laws and practices, makes recommendations to Senior Leadership as deemed desirable.~~
- ~~Reviews employee policies to help determine the reasonableness of same and to help determine they are in compliance with employment laws and practices; recommends changes to Senior Leadership, Legal Counsel and the Board as deemed appropriate.~~
- ~~Reviews, on a periodic basis, employee compensation and benefits and the total rewards package; recommends changes to Senior Leadership, Legal Counsel and the Board as deemed appropriate. Periodically, reviews the Hospital's employee classification plan and its compensation and benefits packages for market competitiveness of comparable positions and salaries, makes recommendations to Senior Leadership as deemed desirable.~~
- ~~Works with Human Resources staff and other hospital staff as appropriate, and with consultants as deemed necessary, to periodically review the Hospital's classification and compensation plan(s); recommends changes to Senior Leadership, Legal Counsel and the Board as deemed appropriate. Assures that employee satisfaction/engagement surveys are conducted periodically and monitors the implementation of actions based there on.~~

- Reviews the bi-annual employee satisfaction/engagement survey and monitors the implementations of improvement actions based on the survey(s).
- Monitors the monthly employment reports in light of industry standards and Hospital trends.

Composition:

The committee shall consist of two (2) members of the Board, one of whom shall serve as chair, the Legal Executive/General Counsel, Chief Executive Officer and the Human Resources Director. These five (5) committee members shall be the voting members of the committee. Staff to this committee include support personnel from appropriate MHSC departments such as the Chief Nursing Officer, Chief Clinical Officer, Chief Financial Officer, Finance and HR, who will not have voting privileges.

Meeting Schedule:

The committee shall meet monthly, or as needed.

Reports:

The committee will regularly receive and review the following reports, and executive summaries will be reported to the Board:

- Comprehensive personnel turnover reports and including physician turnover
- Contract staff statistics by position
- Vacancy rates by position
- Unexpected sick leave rates and worker's compensation claims
- Employee engagement survey results when available
- Injury and accident statistics

Board Policy

CEO Evaluation Policy

Purpose:

The purpose of the Chief Executive Officer (CEO) Performance Evaluation Policy is to provide a documented process for the Board to follow for evaluating the CEO's performance, providing him/her with feedback, and determining his/her compensation.

Policy:

It is the duty of the Board of Trustees (Board) to annually evaluate the performance of the Chief Executive Officer (CEO). The purpose of the CEO evaluation is to provide timely, clear, and focused feedback to the CEO about how well s/he is 1) performing in the key performance areas identified as most critical by the Board of Trustees in achieving the Hospital's strategic objectives; 2) managing the hospital in a manner consistent with its mission, vision, and values; and 3) conducting business in compliance with commonly accepted business practices and professional ethics.

Procedure:

1. The CEO shall be evaluated annually, at the last meeting of Hospital's fiscal year. The evaluation shall be based on criteria annually established by the Board¹ and the CEO.
2. The criteria used to evaluate the CEO shall be based on a variety of factors that support the hospital's mission, vision, values, and strategic goals.
3. Performance may be evaluated using the American Hospital Association's (AHA) *CEO Assessment* form that has been customized to fit the Hospital's needs, or using a monthly interview process where the chairs of the Board's Committees provide feedback, as well as soliciting the CEO's perspective.
4. Regardless of method used, the CEO shall be evaluated using criteria established by the Board and agreed to by the CEO.
5. Procedure for using the American Hospital Association's *CEO Assessment* form.
 - a. March, the chair of the Executive Oversight & Compensation (EO&C) committee shall contact the AHA to have form customized to fit Hospital's needs and have customized form sent to all Board members.
 - b. April, Board members shall return completed forms to AHA, who will compile responses into a summary report that reveals an overall performance rating in each area and a summary of comments made by Board members and the CEO.
 - c. May, the EO&C Committee shall review the results with the CEO and shall also review the CEO's proposed goals for the coming year, ensuring mutually agreement and commitment.

¹ Criteria is recommended by the Board's Executive Compensation & Oversight Committee and approved by the Board.

d. June, the Board chair shall compile, for Board approval, a final report of the CEO's performance evaluation and goals for the upcoming fiscal year.

6. Procedure for using the monthly interview process.

a. Each month, Committee chairs, as well as Committee members, may provide feedback regarding the CEO's performance as it relates to that committee's work regarding the Hospital's mission, vision, and goals, as well as soliciting the CEO's perspective.

b. June, the Board chair shall compile, for Board approval, a final report of the CEO's performance evaluation and goals for the upcoming fiscal year.

Present:

Voting Members: Kara Jackson (Quality Director), Dr. Barbara Sowada (Quality Board Chair), Ed Tardoni (Quality Board Member), Irene Richardson (CEO), Ann Marie Clevenger (CNO), Dr. Alicia Gray, Tami Love (CFO), Dr. Melinda Poyer (CMO), Leslie Taylor (Clinic Director)

Non-voting Members: Cindy Nelson, Valerie Boggs, Noreen Hove, Jennifer Roger, Corey Worden, Karali Plonsky

Guest: Taylor Jones (Board President)

Absent/Excused:

Voting Members: Dr. Kari Quickenden (CCO),

Non-voting Members: Kalpana Pokhrel,

Chair:

Dr. Barbara Sowada

Approval of Agenda & Minutes

Dr. Sowada presented the Agenda for approval. Dr. Poyer motioned to approve, Ms. Richardson seconded, Motion was approved.

Dr. Sowada presented the November 17, 2021 Quality Minutes for approval. Mr. Tardoni motioned to approve, Dr. Poyer seconded. Motion approved.

Mission Moment

Ms. Nelson shared a Thank you! from Kelly Frink from the United Way thanking the Hospital staff for their continued support. Mr. Tardoni stated he received a "generic" thank you and hoped they got a survey, because they wanted to say a lot of wonderful things! Ms. Richardson shared that she spoke on the radio with Johnny K and that he shared with her that he had had an opportunity to meet many of the Hospital staff, and complimented us on our amazing staff and how wonderful they are when they come and speak to the public. Dr. Sowada complimented the staff and especially the Quality Department for the excellent and comprehensively presented Quality packet.

Old Business

Dr. Clevenger reported on the Trauma Survey from June 30, 2021. The surveyors report starts with strengths, opportunities and recommendations, then go into deficiencies and recommendations. Tiffany Uranker was the Trauma Coordinator at the time and was listed as one of the strengths. Tiffany has since stepped down, with Mindy Aguirre taking over. Ms. Aguirre was present throughout the survey. Some opportunities were noted in Policy and Procedures and how they read, and ensuring follow-thru. Final report is a valid provisional status due to out deficiencies, which is good for 1 year. This allows us to continue to operate and bill for Trauma, but also time to correct those deficiencies and they will return to survey in 2023.

Ms. Jackson reported on planning for the Quality Workshop. After discussion, it was decided to table plans for a few months until we get through the Cerner implementation.

Ms. Jackson also reported that there were no findings from last month's RCAs and that all have been closed.

New Business

Ms. Jackson reviewed the results from the December 16, 2021 Wyoming Department of Health Survey. This survey was on behalf of CMS regarding Nursing and Pharmacy services. We were aware of the complaint prior to the survey and had already taken corrective action before the Surveyor arrived. We will continue to monitor for sustainment through Patient Safety Rounds.

Ms. Jackson walked us through the Patient Safety Plan. The plan was newly developed last year. We started it from scratch and correlated it with our launch of the Patient Safety Committee. We moved some things around and tried to structure it like our PIPS plan. We included definitions, outlined communication routes for patient safety initiatives, lessons learned and patient safety improvement work to ensure appropriate sharing of information with the organization. We added responsibilities to the Senior Leadership, Leadership, Quality department, staff and volunteers, plus added the Medical staff in. Dr. Sowada questioned on pg. 9 of plan, whether FMEA (Failure Mode Evaluation and Analysis) fit in with conducting of RCAs. Ms. Jackson stated FMEA would be used more for start of new services, looking for failure points and making corrections.

Mr. Tardoni recommended a few possible changes: 1) Under Objectives, sentence #1 – "To acknowledge risks to patient safety such that medical and human errors will occur in a complex environment" , feels like we're acknowledging we want to make errors. We may want to reconsider the wording. 2) Objectives # XVII - where are records kept ? In Quality offices – should be state that? 3) Confidentiality – Wy Stat 35-2-910, use only the reference to the Statue, but not "write" the language, to prevent needs for rewriting should the language change. Ms. Jackson noted they will work with Suzan Campbell, Legal on this question. 4) Definition – a section number was missing and needs completed

Dr. Sowada questioned whether we were ready to move forward with approval of Plan? Ms. Jackson stated she would like to confer with Suzan Campbell, Legal and bring back in February.

Ms. Jackson reviewed the January Hospital Compare Preview and Star Rating Update. Ms. Jackson noted that the Hospital Compare refresh is done every quarter, and this data can be used in the Star rating. Dr. Sowada questioned the takeaways from the Hospital Compare. Ms. Jackson stated looking at this data and knowing it was old data we knew that we had opportunities for improvement in sepsis, c.diff, and a few other categories. Dr. Sowada restated that the takeaways were "you as a hospital have been working on things, that right now are showing up in old data".

Ms. Richardson stated an ad hoc Quality committee, including Dr. Sowada and Mr. Tardoni, was working to see where we could make improvements. Ms. Richardson further noted that Mr. Tardoni had made an observation about Star ratings, she found interesting and asked him to share. Mr. Tardoni spoke about the Star Rating system and his research and evaluation of the system. He noted that our data was on par with facilities like St. John's who received 5 Stars, while we received 2 Stars. Where they excelled was in the patient experience areas, i.e

HCHAPS. In reality our quality was superior, where we fell down was in the rating of our surveys. We need to listen and value complaints and look for opportunities to improve. But, we do not need to be defeated, because our quality shows through. Dr. Poyer agreed with Mr. Tardoni's assessment, that the Star rating is not representational of our staff and the quality of work performed here. Dr. Gray seconded Dr. Poyer's statements, but also that we need to stress the importance of the surveys to patients – both good and bad helps us. Dr. Poyer agreed more surveys give us a better representation of the work performed.

Ms. Richardson questioned from the Board's perspective whether the continuation of Plain Tree, Empathy training and Patient-Centered care were valuable endeavors? Mr. Tardoni and Dr. Sowada both noted they "can not speak for the Board", but as individuals. Consensus was continuation of our endeavors are valuable, but not to be discouraged by negative comments.

Mr. Jones questioned the numbers for survey returns of phone calls vs. letters. Dr. Poyer agreed that responses can vary from both entities, based on individual's preference. Dr. Sowada requested a report of those numbers and Ms. Jackson agreed to bring those numbers to the February Quality meeting.

Corey Worden, Quality Analyzer presented and reviewed the Sepsis Control Charts for comparison.

List of Measures Meriting Control Charts was presented and reviewed. It was agreed that this list is essential to monitor and that Control Charts, with their ease of interpretation, and visual impact will only help us continue to improve. Ms. Richardson summarized the conversation with the concept that the Star rating isn't perfect, but the endeavors and stride for quality are important and should be continued.

The group agreed there was some confusion on shift in direction vs. presentation, and that additional information with the "why behind the what" is needed when presented to the Board for both their understanding and approval of the ongoing process.

Medical Staff Update

Due to lack of time update was not presented.

Informational Items for Review/Discussion

Due to lack of time informational items were not reviewed.

Meeting Adjourned

The meeting adjourned at 10:05 am

Next Meeting

February 16, 2022 at 08:15 am via ZOOM.

Respectfully Submitted,

Robin Fife, Recording Secretary

Chair's Report
Human Resources Committee
January 17, 2022

The Non-Discrimination and Anti-Harassment Policy is ready for the second reading by the Board. The last sentence in the purpose section of the Human Resource Charter was revised to read: The creation and maintenance of an organizational culture that fosters a productive, engaged, and **safe** workforce is the primary goal of the Committee. This charter is ready for the Board's second reading.

Covid and the Great Resignation have noticeably impacted the hospital's workforce.

Staff discussed many of the ongoing initiatives for retaining and recruiting staff. Included in these initiatives are retention and sign on bonuses, crisis pay, and other financial incentives. Other initiatives also in progress include the use of more LPNs, early recruitment through Western Wyoming Community College and the University of Wyoming, and hire foreign-trained nurses.

There were 36 new hires in January and 71 open positions. This is the largest number of open positions in a decade. Nursing, respiratory therapy, and laboratorians are hard to fill positions.

Contract labor continues to fill many of staffing shortages. Cost of contract labor for the last six months is \$2.1 million. Senior leadership continues to work with WHA and our national legislators to cap the amount contract labor suppliers can charge.

The Supreme Court upheld CMS covid vaccine mandate. Employees can opt out for religious and medical reasons. The Court did not allow an "opt out and test" option. The hospital has a committee reviewing employee's petitions to opt out. Nationally, it's expected that about 10-12 percent of employees will meet the opt out criteria. The hospital staff will need to be fully vaccinated by March 15, 2022. There has been multiple messaging to the staff regarding this CMS mandate. About 85% of the hospital staff is currently vaccinated.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting – Minutes Draft
Monday – January 17, 2022
Zoom

Trustee Member Present by Zoom: Barbara Sowada, Kandi Pendleton
Voting Members Present by Zoom: Amber Fisk, Irene Richardson
Non-Voting Members & Guests Present by Zoom: Tami Love, Amy Lucy, Ruthann Wolfe, Shawn Bazzanella, Edward Boggs, Cindy Nelson

Barbara called the meeting to order.

APPROVAL OF AGENDA

The motion to approve the agenda with the addition of the non-discrimination and anti-harassment policy under old business was made by Barbara, second by Irene. Motion carried.

APPROVAL OF MINUTES

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

ROUTINE REPORTS

Turnover

Amber reviewed the data. She said our turnover rate for the previous rolling 12-month period is 25%. She said we have felt the impact of “the great resignation.” We are focused on hiring and have hired 36 people in the past month. Amber reviewed our hiring plans including foreign nurse options. She said we are looking at all possible options to assist with recruitment including student loan repayment. Barbara asked about the possibility of different schedules for retired staff returning to the workforce. She asked staff to please let the Board know if there is anything they can do to be more supportive. Irene said leaders and clinical coordinators are working with staff and taking shifts so we may need to postpone some meetings again. Barbara said we must really think about what kinds of tasks leaders and clinical coordinators are doing and if something is just about checking a box, maybe that can be placed on pause. Irene agreed and said we have to prioritize things and patients come first along with helping staff feel safe with staff levels. Kandi said she appreciates the information in the packet and thanked Barbara for her comments.

Open Positions & Contract Staffing

Amy reported we have 70 open positions with 21 of those for registered nurses. Amber said she will e-mail to the Committee the most recent job posting information. Amy said we have hired four LPNs on the hospital side and she said that is also part of our staffing plan ideas. Amber said we are working to create a float pool. Irene said we are also hiring CNAs and Techs to help provide as much help to RNs as possible. Irene provided a Supreme Court Covid vaccine mandate update. She said the Hospital is at an 85% vaccination rate. We will not have any testing options; staff will need to be vaccinated or have an exemption. Amber said the exemption panel is meeting every week. Irene said exemptions have a

mechanism for testing. Kandi asked for the criteria around exemptions. Irene said medical has to come from a provider. Our panel includes HR, Legal, one or two physicians, Infection Control, and they go through each request to see if it qualifies for an exemption. The Wyoming Hospital Association told Irene the benchmark is 10-12% of staff would qualify. Amber said we are being very careful and following all standards and laws.

OLD BUSINESS

Non-Discrimination and Anti-Harassment

Barbara said Suzan should make changes and present the information to the Board at the February meeting. She said it is important Suzan is at the meeting to walk everyone through the information and highlight the changes.

HR Committee Charter

Barbara reviewed some changes needed including adding the word “safe” and said she will forward the changes to Suzan to update. The Committee clarified the employee survey is every two years. Barbara said she will ask Suzan to clarify the language around the survey. Irene asked if the survey coming up would be the best use of our resources and asked if there is too much Covid-related influence. Amber said she does not believe we can push the survey off for another year and said she will check. She said the company will take that into account and reframe wording. Barbara asked to discuss and then bring back in the new business section for the February Committee meeting.

NEW BUSINESS

AHA Metrics

Barbara asked about the comparison of American Hospital Association information to our data. Amber said groups are meeting later in the week to discuss the metrics. Irene said she will send out the information to the group to review. Barbara said it is sobering data. There was a discussion of downstream impacts of Covid.

Barbara shared a mission moment from the previous month’s board meeting. She said Ron Cheese reviewed a patient navigation presentation. She said it was a total feel-good moment for the whole community. Irene said Sue Kearns is a member of the Patient and Family Advisory Council. She invited Irene to meet with a group for coffee and there were former hospital employees there who were very supportive of the Hospital and what we are doing.

The next meeting is scheduled Monday, February 21. Please let Amber know if the timing does not work and we can reschedule.

The meeting adjourned at 4:10 PM.

F&A COMMITTEE CHAIR REPORT TO THE BOARD JANUARY 2022

Chair – Ed Tardoni

The Finance and Audit Committee met in Zoom format this month. All voting members were present.

F&A DATA FOR THE MONTH

The usual F&A reports are included in the Board packet. It should be noted that this was a record revenue month. Of course, the impact to the bottom line is offset by increased costs and deductions from revenue. Bad Debt this month is in excess of \$1.2 million dollars.

SPECIAL NOTE ON CLINIC OPERATIONS

Board attention is directed to clinic revenue. This month the clinic exceeded \$2 million in monthly revenue. That is a record number. That was a clinic goal that was set some time ago and has now been achieved. Congratulations are in order for those involved.

CAPITAL EXPENDITURES

Capital expenditures remain frozen so none will be presented for consideration at the February Board meeting.

BUDGET PREPARATION

The Finance and Audit Committee Budget Workshop is now scheduled for the March meeting. The Board Budget Workshop is scheduled for the April Board meeting.

NEXT MEETING.

The next Finance and Audit Committee meeting will be held February 23, 2022 at 1500 hours. Kandi Pendelton will chair the meeting.

MEMORIAL HOSPITAL BOARD OF DIRECTORS - CLATSOP COUNTY

Finance & Audit Committee Meeting

January 27, 2022

Voting Members Present:

Mr. Ed Tardoni *Trustee-Chairman*

Ms. Mandi Pendleton, *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. Mari Quisenberry *CCO*

Dr. Ann Clevenger *CNO*

Ms. Angel Bennett *Director of Materials*

Dr. Israel Stewart

Non-Voting Members Absent:

Dr. Ben Jensen

Brad Bowalski, *Interim Director of IT*

Guests:

Ms. Leslie Taylor *Clinic Director*

Call Meeting to Order

Mr. Tardoni called the meeting to order via teleconference at 3:02 PM.

Approve Agenda

A motion to approve the agenda was made by Ms. Pendleton second by Ms. Richardson. Motion carried.

Approve Meeting Minutes

A motion to approve the meeting minutes of December 29, 2021 was made by Ms. Richardson second by Ms. Love. Motion carried. Ms. Pendleton abstained as she was not in attendance.

Capital Requests

There were not any capital requests for January. Capital purchases are frozen for the first quarter of 2022 unless it is an emergency purchase.

Financial Report

Ms. Love reviewed the financial information for December. The gain for December was \$304,253 with a year to date gain of \$273,711. Gross revenue was at a record high in December of \$19,001,951. The clinic also had a record high revenue month of \$2,324,849. She said we saw inpatient volumes very similar to November. The Average Daily Census and Length of Stay have also decreased coming in closer to pre-pandemic ratios. The annual debt service coverage ratio was 3.49 and days of cash on hand decreased to 147. Our daily cash expense continues to

increase. Cash collections came in at \$8.1 million. We have paid \$3.4 million of the Medicare advanced payments. The Net Days in AR have increased to 49.77. The expenses for December remained high at \$9 million. We are still seeing increased expenses in salary and wage benefits, contract labor and physician fees due to COVID and higher acuity patients, staff shortages and the need to offer incentive pay to ensure coverage.

We expect the revenue for January to come in at \$17 million. The collections are projecting to \$8.5 million. Deductions of revenue should come in around budget at \$51. We are estimating a loss in January around \$300-\$400.

Ms. Love said that we have applied for reimbursement from Wyoming Hospital Association regarding \$289,000 in available funds to be used for contract staffing expenses. We are very grateful for any assistance from the HA as our YTD contract staffing is \$2.1 million.

Ms. Richardson added that it has been of goal of Ms. Taylor's and herself to reach a \$2 million revenue month in the clinic. She said they have achieved this with less providers and decreased expenses than they had when she compared to 2019 numbers. Ms. Taylor said that it takes everyone to achieve this and appreciates all the help and teamwork.

Mr. Tardoni told everyone not to be discouraged concerning the financial criticism we are facing right now due to COVID. Ms. Richardson said that often times people don't look at the whole financial picture and take it out of context.

Mr. Cheese presented preliminary budget of \$232,400. The final number will be presented to the board for approval.

Old Business

Bond Refinancing

Ms. Love reported Ms. Layne and herself worked with our auditors in January to work out the accounting side of all the transactions for the bond refinancing. Our MADS (Maximum Annual Debt Service) number decreased with the refinancing of the bonds. This will positively impact our Debt Service Coverage ratio for our bond covenants.

Baufman Hall engagement

Ms. Richardson provided an update on the Baufman Hall engagement surveys. She said they are currently working on loyalist groups and the switcher category. She has heard very positive feedback. She said we are hoping to have a report for the board by the March board meeting.

New Business

Y23 Budget

Ms. Love said that Ms. Layne sent out emails to leadership requesting them to start looking at capital budgets for next year. We also ask them to look forward 3-5 years for any assets that

may be near end of life. We will start operating budgets in March. She also asked about when they would like to hold the budget workshop with the board. It was decided to hold this workshop in March. The date is still to be determined.

Nutrition Services Proposals

Ms. Love said we had listed the Nutrition Services Proposals on the agenda for this meeting. She said we just received the last proposal yesterday so they were not able to present them for this meeting. They hope to have a recommendation for the Finance Committee by the February meeting. Ms. Richardson said that the goal was to remain budget neutral with this change. Ms. Pendleton asked what drove the decision to change. Ms. Richardson said they first saw this at a HA convention. This seems to be the new industry trend. It will offer more support for our staff regarding patient experience.

Financial Forum Discussion

Mr. Tardoni had a few questions and comments. He said emailed answers were okay. He was curious what the payment to Escape Day Spa was for. Ms. Love explained that this for a purchase made for the CRS grant. This grant is used for Cancer patients. Ms. Taylor added it was for gift certificates for massages for cancer patients. He also wanted to make sure we are keeping track of our leased equipment and making sure we do not have equipment we are no longer using. He also noted that we should try to investigate our advertising effectiveness. Are we reaching all area codes close to us? Ms. Taylor said that the Clinic already has a program called Marketshare that tracks this information.

Next Meeting

The next meeting will be held February 23rd at 2pm. Mr. Tardoni said he will not be available for the next finance meeting. He will ask Mr. Belsey to sit in as a board member.

Mr. Tardoni adjourned the meeting at 3:47pm.

Submitted by Jan Layne

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

NARRATIVE TO DECEMBER 2021 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for December was a gain of \$304,255 compared to a loss of \$191,008 in the budget. This yields a 3.24% operating margin for the month compared to -2.37% in the budget. The year-to-date gain is \$273,704 compared to a gain \$939,708 in the budget. The year to date operating margin is 0.51% compared to 1.91% in the budget.

The total net gain for December is \$107,799 compared to a loss of \$240,232 in the budget. Year-to date the total net gain is \$989,292 compared to a total net gain of \$181,122 in the budget. This represents a YTD profit margin of 1.83% compared to 1.38% in the budget.

REVENUE. Revenue for the month came in at an all-time high of \$19,001,950 over budget by \$2,275,458. Inpatient revenue is over budget by \$181,725 hospital outpatient revenue was over budget by \$1,191,589 and the Clinic was over budget by \$402,144. Revenue is over budget by \$3 million year to date.

VOLUME. We saw inpatient volumes similar to prior month. COVID positive patients grew slightly towards the end of December. The average daily census (ADC) came down to 13.7 in December. The normal ADC prior to the pandemic was 12. Average length of stay (LOS) decreased slightly to 3.5 days which normally averages 2.4 days. In December we averaged 3 COVID positive inpatients daily with a high of 4 near the end of the month. This is down from an average of 10 in October and 13 in September. ER visits, births, behavioral Health, Infusions, Clinic visits and Cancer Center visits are over budget. Outpatient visits including Lab, Imaging and Surgery are under budget in December.

Annual Debt Service Coverage came in at 3.49. Days of Cash on Hand are 147. Daily cash expense increased to \$273,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are \$51.5M in December and \$50.1M year to date both under budget. Total collections for the month came in at \$8,533,005. The repayment of the Medicare Advanced Payment began in April and through December we have paid back \$3.4 million of the \$7.4 million received.

Net days in AR increased to 49.77 days. We continue to meet the goals for AR greater than 90 days for all Payers.

EXPENSES. Total expenses in December remained high at \$9,083,535 over budget by \$814,005. Expenses are over budget \$5,432,740 year to date of which \$2,459,702 are COVID-19 related expenses. The following line items were over budget in December:

Salary and Wage – Salary and wage is slightly over budget in December with the continued need for additional staffing such as door monitors and laboratory staff for testing and vaccines. Due to staffing shortages incentives continued through December to ensure shift coverage. Retention bonuses were also paid to some clinical positions using Wyoming Hospital Association grant funding.

Benefits – Group Health and ICA are over budget in December. We have had several high dollar group health claims over the last several months.

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

Physician Fees – Locum coverage is over budget due to additional shift coverage for Hospitalists.

Supplies – Lab supplies/Oxygen/Instruments/Patient Chargeables/Med/Surg supplies/Drugs/Food and Maintenance supplies are over budget in December.

PROVIDER CLINIC. Revenue for the Clinics in December is over budget by \$402,144 also coming in at an all-time high of \$3,324,849. Year to date gross revenue is \$11,333,373 under budget by \$52,410. The bottom line for the Clinics in December is a loss of \$212,100 compared to a loss of \$443,540 in the budget. The year to date loss is \$2,827,978 compared to a budgeted loss of \$2,330,980. Deductions from revenue for the Clinics are at 44.00% year to date. Clinic volumes remain over budget with 5,799 visits in December.

Total Clinic expenses for the month are \$1,577,119 over budget by \$38,550. Wages and Pharmacy expenses are over budget for December.

OUTLOOK FOR JANUARY. Gross patient revenue for January is projecting lower at \$17 million still over budget. The average daily census continues to decrease slightly down to 13.1 halfway through the month. Average length of stay is at 3.4 days. We are averaging 4 COVID positive inpatients each day through the first several weeks of January.

Collections for January are projecting close to \$8.5 million as we continue to collect on the prior high revenue months. Deductions of revenue are expected to come in close to budget at 51%. Expenses will remain high in January due to continued staffing shortages and COVID related expenses. The bottom line for January is estimated at a \$300,000-\$400,000 loss.

COVID RELIEF FUNDS. We continue to research any new assistance funds that will be available for responding to the pandemic. These include federal, state and county funds. The Governor and the State of Wyoming have announced additional funds will be available from the ARPA funds allocated to the states. Wyoming Hospital Association (WHA) and Health and Human Services (HHS) are working closely with the Governor and we are waiting to see how the funds will be distributed.

We received \$524,000 in November from WHA. These funds were used for retention bonuses for positions most impacted by the shortages.

We submitted our application for the combined American Rescue Plan rural funding and Phase 4 of the Provider Relief Fund which opened on December 29. The total new funding is \$25.5 billion including \$8.5 billion for rural healthcare and \$17 billion for revenue loss and expenses associated with the pandemic. We received \$1.4 million in ARP Rural funds in November and \$708,000 in Phase 4 funds in December. These funds can be used for any COVID related expenses or lost revenue.

We also received notice from WHA for available funds to assist with contract staffing. The allocation for MHSC is for \$289,000 and we have submitted documents to support the reimbursement for contract staffing. Our year to date contract staffing expense is \$2.1 million.

FISCAL YEAR 2023 BUDGET. We are starting the FY2023 budget process. Department Directors are working on their 3–5 year Capital plans. In February we will start working with our Directors on their operating budgets. We will be looking at scheduling the Board budget workshop towards the end of February.



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

Unaudited Financial Statements

for

Six months ended December 31, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY**

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

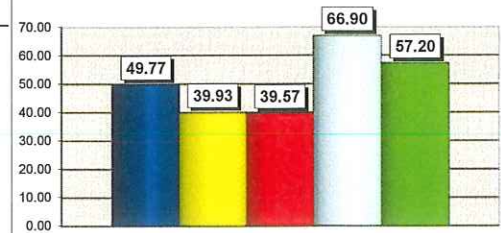
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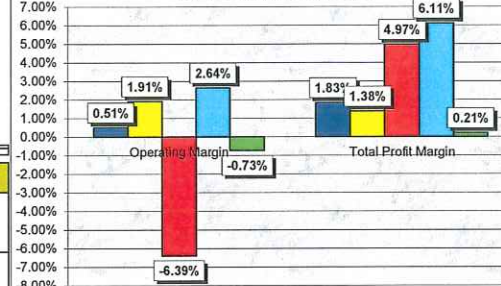
BALANCE SHEET

	YTD 12/31/2021	Prior FYE 6/30/2021
ASSETS		
Current Assets	\$32,357,518	\$28,361,282
Assets Whose Use is Limited	30,552,152	38,038,595
Property, Plant & Equipment (Net)	68,356,689	68,424,357
Other Assets	1,673,013	210,003
Total Unrestricted Assets	132,939,373	135,034,237
Restricted Assets	397,662	395,362
Total Assets	\$133,337,035	\$135,429,599
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,605,442	\$10,645,170
Long-Term Debt	26,835,000	27,742,755
Other Long-Term Liabilities	5,507,431	6,644,104
Total Liabilities	41,947,873	45,032,029
Net Assets	91,389,162	90,397,570
Total Liabilities and Net Assets	\$133,337,035	\$135,429,599

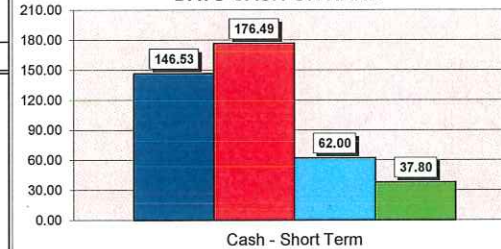
NET DAYS IN ACCOUNTS RECEIVABLE



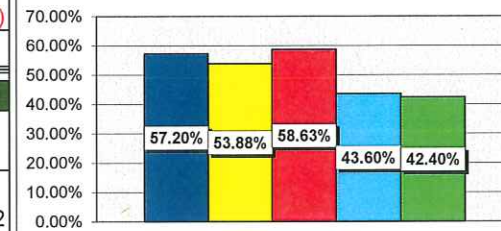
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	12/31/21 ACTUAL	12/31/21 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	424	451	2,833	2,232
Average Acute Length of Stay	3.5	3.7	3.8	3.2
Total Emergency Room Visits	1,327	1,022	7,746	6,721
Outpatient Visits	8,657	9,173	55,443	50,022
Total Surgeries	152	180	766	991
Total Worked FTE's	449.47	450.97	458.76	450.97
Total Paid FTE's	498.29	494.77	506.33	494.77
Net Revenue Change from Prior Yr	16.64%	0.36%	19.03%	8.51%
EBIDA - 12 Month Rolling Average			2.95%	9.98%
Current Ratio			3.37	
Days Expense in Accounts Payable			29.60	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	12/31/21
Prior Fiscal Year End	06/30/21
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 1.75

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2021

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📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 12/31/2021	Budget 6/30/2021	Speculative Grade Rating	BBB Credit Rating	Prior Fiscal Year End 06/30/21	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	0.51%	1.90%	1.60%	-1.00%	-6.39%	2.64%	-0.73%
Total Profit Margin	📈	1.83%	0.76%	2.60%	1.30%	4.97%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	146.53	129.76	103.40	228.00	176.49	62.00	37.80
Net Days in Accounts Receivable	📉	49.77	50.02	52.40	51.80	39.57	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	15.70	12.58	14.00	13.90	14.61	9.50	12.40
Long Term Debt to Capitalization	📉	23.16%	25.75%	36.60%	22.30%	24.02%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.49	3.97	2.80	2.50	5.03	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	8.05	8.43			8.61	6.60	4.63
Salary Expense per Paid FTE		\$95,962	\$86,892			\$95,218	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		57.20%	56.43%			58.63%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2021

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	ASSETS				
	Current Month 12/31/2021	Prior Month 11/30/2021	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2021
Current Assets					
Cash and Cash Equivalents	\$10,059,797	\$12,024,657	(\$1,964,860)	-16.34%	\$10,302,741
Gross Patient Accounts Receivable	31,145,878	30,942,600	203,278	0.66%	22,751,139
Less: Bad Debt and Allowance Reserves	(16,419,284)	(16,710,065)	290,782	1.74%	(12,710,325)
Net Patient Accounts Receivable	14,726,594	14,232,535	494,059	3.47%	10,040,814
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,181,358	1,083,535	97,823	9.03%	2,073,519
Inventories	3,718,955	3,740,540	(21,586)	-0.58%	3,774,659
Prepaid Expenses	2,670,814	2,412,615	258,199	10.70%	2,169,549
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	32,357,518	33,493,881	(1,136,363)	-3.39%	28,361,282
Assets Whose Use is Limited					
Cash	75,755	78,691	(2,937)	-3.73%	145,904
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	118,328	2,903,504	(2,785,176)	-95.92%	3,015,531
Trustee Held Funds - SPT	27,767	27,755	13	0.05%	26,503
Board Designated Funds	13,946,801	13,944,379	2,422	0.02%	19,921,794
Other Limited Use Assets	16,383,502	14,928,592	1,454,909	9.75%	14,928,863
Total Limited Use Assets	30,552,152	31,882,921	(1,330,769)	-4.17%	38,038,595
Property, Plant, and Equipment					
Land and Land Improvements	4,215,925	4,215,925	0	0.00%	4,025,159
Building and Building Improvements	41,105,102	41,101,028	4,074	0.01%	41,947,846
Equipment	113,500,998	113,219,701	281,298	0.25%	114,615,271
Construction In Progress	7,809,255	7,798,647	10,608	0.14%	7,220,982
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	166,631,281	166,335,301	295,980	0.18%	167,809,258
Less: Accumulated Depreciation	(98,274,591)	(97,694,236)	(580,355)	-0.59%	(99,384,901)
Net Property, Plant, and Equipment	68,356,689	68,641,064	(284,375)	-0.41%	68,424,357
Other Assets					
Unamortized Loan Costs	1,673,013	205,885	1,467,128	712.60%	210,003
Other	0	0	0	0.00%	0
Total Other Assets	1,673,013	205,885	1,467,128	712.60%	210,003
TOTAL UNRESTRICTED ASSETS	132,939,373	134,223,752	(1,284,379)	-0.96%	135,034,237
Restricted Assets	397,662	396,162	1,500	0.38%	395,362
TOTAL ASSETS	\$133,337,035	\$134,619,914	(\$1,282,879)	-0.95%	\$135,429,599

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2021

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2021
	Current Month 12/31/2021	Prior Month 11/30/2021	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,700,562	\$5,398,575	\$698,013	12.93%	\$5,787,069
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,652,293	1,454,590	(197,703)	-13.59%	1,555,117
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,650,760	2,681,757	30,997	1.16%	2,537,177
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	267,533	275,590	8,057	2.92%	319,366
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	334,293	334,293	0	0.00%	446,442
Total Current Liabilities	9,605,442	10,144,805	539,364	5.32%	10,645,170
Long Term Debt					
Bonds/Mortgages Payable	27,102,533	27,999,098	896,565	3.20%	28,062,121
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	267,533	275,590	8,057	2.92%	319,366
Total Long Term Debt (Net of Current)	26,835,000	27,723,507	888,507	3.20%	27,742,755
Other Long Term Liabilities					
Deferred Revenue	5,467,677	5,915,489	447,812	7.57%	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	39,754	56,248	16,495	29.32%	146,106
Total Other Long Term Liabilities	5,507,431	5,971,738	464,307	7.78%	6,644,104
TOTAL LIABILITIES	41,947,873	43,840,051	1,892,178	4.32%	45,032,029
Net Assets:					
Unrestricted Fund Balance	88,046,962	88,046,962	0	0.00%	83,129,665
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	393,789	392,289	(1,500)	-0.38%	391,489
Net Revenue/(Expenses)	989,292	381,493	N/A	N/A	4,917,296
TOTAL NET ASSETS	91,389,162	90,779,863	(609,299)	-0.67%	90,397,570
TOTAL LIABILITIES AND NET ASSETS	\$133,337,035	\$134,619,914	\$1,282,879	0.95%	\$135,429,599

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Six months ended December 31, 2021

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	CURRENT MONTH				Prior Year 12/31/20
	Actual 12/31/21	Budget 12/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,901,947	\$3,720,221	\$181,725	4.88%	\$3,807,334
Outpatient Revenue	12,775,161	11,083,572	1,691,589	15.26%	10,454,974
Clinic Revenue	1,967,053	1,579,272	387,781	24.55%	1,374,626
Specialty Clinic Revenue	357,797	343,433	14,364	4.18%	321,541
Total Gross Patient Revenue	<u>19,001,956</u>	<u>16,726,498</u>	<u>2,275,458</u>	<u>13.60%</u>	<u>15,958,475</u>
Deductions From Revenue					
Discounts and Allowances	(8,555,249)	(7,287,982)	(1,267,267)	-17.39%	(6,637,293)
Bad Debt Expense (Governmental Providers Only)	(1,000,088)	(1,325,352)	325,263	24.54%	(1,274,182)
Medical Assistance	(235,454)	(179,401)	(56,053)	-31.24%	(184,529)
Total Deductions From Revenue	<u>(9,790,791)</u>	<u>(8,792,734)</u>	<u>(998,057)</u>	<u>-11.35%</u>	<u>(8,096,004)</u>
Net Patient Revenue	<u>9,211,166</u>	<u>7,933,764</u>	<u>1,277,402</u>	<u>16.10%</u>	<u>7,862,470</u>
Other Operating Revenue	<u>176,624</u>	<u>144,097</u>	<u>32,527</u>	<u>22.57%</u>	<u>186,310</u>
Total Operating Revenue	<u>9,387,790</u>	<u>8,077,861</u>	<u>1,309,929</u>	<u>16.22%</u>	<u>8,048,781</u>
Operating Expenses					
Salaries and Wages	3,657,198	3,557,315	(99,883)	-2.81%	4,555,329
Fringe Benefits	973,861	906,965	(66,896)	-7.38%	1,020,056
Contract Labor	459,979	85,860	(374,119)	-435.73%	104,084
Physicians Fees	408,140	372,540	(35,600)	-9.56%	282,199
Purchased Services	390,764	439,737	48,973	11.14%	364,462
Supply Expense	1,685,777	1,223,890	(461,887)	-37.74%	1,284,207
Utilities	105,760	99,641	(6,120)	-6.14%	108,264
Repairs and Maintenance	531,372	558,084	26,712	4.79%	444,569
Insurance Expense	51,204	48,783	(2,421)	-4.96%	42,449
All Other Operating Expenses	188,727	197,400	8,673	4.39%	228,097
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	50,397	59,236	8,839	14.92%	81,256
Depreciation and Amortization	580,355	719,478	139,123	19.34%	582,723
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>9,083,535</u>	<u>8,268,929</u>	<u>(814,605)</u>	<u>-9.85%</u>	<u>9,097,696</u>
Net Operating Surplus/(Loss)	304,255	(191,069)	495,324	-259.24%	(1,048,915)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	10,129	14,582	(4,453)	-30.54%	13,946
Tax Subsidies (Except for GO Bond Subsidies)	13	0	13	0.00%	10,360
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	4,670	(117,265)	(121,936)	103.98%	(117,265)
Other Non-Operating Revenue/(Expenses)	288,732	53,520	235,213	439.49%	3,928,613
Total Non Operating Revenue/(Expense)	<u>303,544</u>	<u>(49,164)</u>	<u>352,707</u>	<u>-717.41%</u>	<u>3,835,654</u>
Total Net Surplus/(Loss)	\$607,799	(\$240,232)	\$848,031	-353.00%	\$2,786,739
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	\$607,799	(\$240,232)	\$848,031	-353.00%	\$2,786,739
Operating Margin	3.24%	-2.37%			-13.03%
Total Profit Margin	6.47%	-2.97%			34.62%
EBIDA	9.42%	6.54%			-5.66%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2021

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	YEAR-TO-DATE				Prior Year 12/31/20
	Actual 12/31/21	Budget 12/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$26,111,600	\$20,082,180	\$6,029,419	30.02%	\$19,674,406
Outpatient Revenue	69,282,884	68,441,001	841,883	1.23%	64,088,185
Clinic Revenue	9,709,042	9,822,201	(113,159)	-1.15%	8,217,427
Specialty Clinic Revenue	1,624,332	2,037,583	(413,251)	-20.28%	1,814,452
Total Gross Patient Revenue	106,727,856	100,382,965	6,344,892	6.32%	93,794,469
Deductions From Revenue					
Discounts and Allowances	(46,845,309)	(44,708,862)	(2,136,447)	-4.78%	(42,297,962)
Bad Debt Expense (Governmental Providers Only)	(5,858,239)	(6,618,729)	760,490	11.49%	(6,311,711)
Medical Assistance	(784,241)	(980,603)	196,362	20.02%	(1,011,372)
Total Deductions From Revenue	(53,487,789)	(52,308,194)	(1,179,595)	-2.26%	(49,621,045)
Net Patient Revenue	53,240,067	48,074,770	5,165,297	10.74%	44,173,425
Other Operating Revenue	716,530	1,115,030	(398,501)	-35.74%	1,156,818
Total Operating Revenue	53,956,597	49,189,801	4,766,796	9.69%	45,330,242
Operating Expenses					
Salaries and Wages	22,306,974	20,629,353	(1,677,622)	-8.13%	21,687,977
Fringe Benefits	6,212,928	5,225,344	(987,584)	-18.90%	5,365,971
Contract Labor	2,186,966	649,160	(1,537,806)	-236.89%	335,789
Physicians Fees	2,082,898	2,207,935	125,037	5.66%	1,582,436
Purchased Services	2,556,497	2,641,512	85,015	3.22%	2,390,921
Supply Expense	9,052,002	7,215,857	(1,836,145)	-25.45%	7,444,304
Utilities	549,440	559,950	10,510	1.88%	575,094
Repairs and Maintenance	3,398,193	3,233,529	(164,664)	-5.09%	2,804,215
Insurance Expense	333,206	292,698	(40,507)	-13.84%	228,969
All Other Operating Expenses	1,261,093	1,276,927	15,833	1.24%	993,842
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	333,310	348,921	15,611	4.47%	360,226
Depreciation and Amortization	3,409,324	3,968,906	559,582	14.10%	3,381,415
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	53,682,833	48,250,093	(5,432,740)	-11.26%	47,151,159
Net Operating Surplus/(Loss)	273,764	939,708	(665,944)	-70.87%	(1,820,916)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	69,488	105,258	(35,770)	-33.98%	120,864
Tax Subsidies (Except for GO Bond Subsidies)	1,264	0	1,264	0.00%	14,578
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(541,279)	(662,675)	121,396	-18.32%	(662,675)
Other Non-Operating Revenue/(Expense)	1,186,055	298,831	887,224	296.90%	5,628,496
Total Non Operating Revenue/(Expense)	715,528	(258,586)	974,114	-376.71%	5,101,263
Total Net Surplus/(Loss)	\$989,292	\$681,122	\$308,170	45.24%	\$3,280,346
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$989,292	\$681,122	\$308,170	45.24%	\$3,280,346
Operating Margin	0.51%	1.91%			-4.02%
Total Profit Margin	1.83%	1.38%			7.24%
EBIDA	6.83%	9.98%			3.47%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 12/31/2021	Actual 11/30/2021	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021	Actual 7/31/2021
Gross Patient Revenue						
Inpatient Revenue	\$3,901,947	\$3,635,525	\$6,090,930	\$6,033,540	\$3,340,697	\$3,108,961
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$12,775,161	\$11,200,991	\$10,574,893	\$10,541,547	\$11,805,073	\$12,385,219
Clinic Revenue	\$1,967,053	\$1,622,638	\$1,696,739	\$1,419,718	\$1,520,956	\$1,481,938
Specialty Clinic Revenue	\$357,797	\$254,659	\$230,626	\$375,846	\$171,175	\$234,229
Total Gross Patient Revenue	\$19,001,956	\$16,713,813	\$18,593,188	\$18,370,651	\$16,837,901	\$17,210,347
Deductions From Revenue						
Discounts and Allowances	\$8,555,249	\$7,294,927	\$7,994,841	\$7,661,993	\$7,548,034	\$7,790,266
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,000,088	\$1,129,561	\$909,293	\$722,948	\$1,039,023	\$1,057,325
	\$235,454	(\$18,194)	(\$17,014)	\$502,179	\$23,400	\$58,415
Total Deductions From Revenue	9,790,791	8,406,294	8,887,120	8,887,120	8,610,457	8,906,006
Net Patient Revenue	\$9,211,166	\$8,307,519	\$9,706,068	\$9,483,531	\$8,227,443	\$8,304,341
Other Operating Revenue	176,624	80,625	137,282	80,543	112,967	128,489
Total Operating Revenue	9,387,790	8,388,144	9,843,350	9,564,074	8,340,410	8,432,830
Operating Expenses						
Salaries and Wages	\$3,657,198	\$3,723,066	\$4,105,038	\$3,770,223	\$3,570,615	\$3,480,834
Fringe Benefits	\$973,861	\$1,065,893	\$1,318,416	\$1,079,997	\$766,740	\$1,008,022
Contract Labor	\$459,979	\$410,170	\$361,697	\$354,688	\$293,704	\$306,728
Physicians Fees	\$408,140	\$364,978	\$382,983	\$309,701	\$295,756	\$321,340
Purchased Services	\$390,764	\$461,277	\$359,636	\$433,583	\$364,402	\$546,835
Supply Expense	\$1,685,777	\$1,435,569	\$1,394,997	\$1,677,803	\$1,381,763	\$1,476,093
Utilities	\$105,760	\$92,733	\$91,857	\$88,009	\$84,660	\$86,421
Repairs and Maintenance	\$531,372	\$731,037	\$612,137	\$533,318	\$514,285	\$476,044
Insurance Expense	\$51,204	\$51,204	\$51,404	\$50,846	\$75,846	\$52,703
All Other Operating Expenses	\$188,727	\$241,518	\$222,475	\$189,267	\$180,435	\$238,671
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$50,397	\$55,342	\$56,923	\$54,068	\$52,822	\$63,758
Depreciation and Amortization	\$580,355	\$621,714	\$525,962	\$561,412	\$561,377	\$558,504
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$9,083,535	\$9,254,501	\$9,483,525	\$9,102,915	\$8,142,405	\$8,615,953
Net Operating Surplus/(Loss)	\$304,255	(\$866,357)	\$359,825	\$461,159	\$198,005	(\$183,123)
Non-Operating Revenue:						
Contributions						
Investment Income	10,129	14,102	11,918	12,534	9,845	10,961
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	13	147	553	105	426	21
Interest Expense (Governmental Providers Only)	4,670	(111,555)	(107,774)	(111,369)	(107,625)	(107,627)
Other Non-Operating Revenue/(Expenses)	288,732	14,504	533,411	11,583	8,743	319,365
Total Non Operating Revenue/(Expense)	\$303,544	(\$82,803)	\$438,108	(\$87,147)	(\$88,611)	\$222,720
Total Net Surplus/(Loss)	\$607,799	(\$949,160)	\$797,933	\$374,012	\$109,395	\$39,597
Change in Unrealized Gains/(Losses) on Investments						
Increase/(Decrease in Unrestricted Net Assets	\$607,799	(\$949,160)	\$797,933	\$374,012	\$109,395	\$39,597
Operating Margin	3.24%	-10.33%	3.66%	4.82%	2.37%	-2.17%
Total Profit Margin	6.47%	-11.32%	8.11%	3.91%	1.31%	0.47%
EBIDA	9.42%	-2.92%	9.00%	10.69%	9.10%	4.45%

Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021
\$2,685,411	\$3,057,995	\$2,899,022	\$3,193,036	\$2,690,883	\$3,645,930
\$11,118,723	\$10,956,305	\$11,180,916	\$12,012,531	\$9,644,427	\$9,967,382
\$1,448,630	\$1,308,860	\$1,588,815	\$1,451,105	\$1,300,086	\$1,410,642
\$343,674	\$161,892	\$298,056	\$342,042	\$281,294	\$311,512
\$15,596,439	\$15,485,052	\$15,966,809	\$16,998,714	\$13,916,690	\$15,335,466
\$6,867,239	\$6,890,213	\$6,661,972	\$7,053,702	\$5,012,790	\$6,661,815
\$1,119,785	\$763,338	\$478,207	\$1,095,531	\$1,109,741	\$1,215,379
\$394,216	\$280,209	\$249,982	\$128,263	\$541,439	\$149,128
8,381,239	7,933,760	7,390,160	8,277,496	6,663,970	8,026,321
\$7,215,200	\$7,551,292	\$8,576,648	\$8,721,218	\$7,252,720	\$7,309,145
105,054	101,440	135,982	100,917	158,645	554,961
7,320,254	7,652,732	8,712,630	8,822,136	7,411,365	7,864,106
\$5,328,942	\$3,563,709	\$3,492,562	\$3,666,312	\$3,298,343	\$3,506,906
\$969,361	\$968,262	\$1,070,954	\$1,111,599	\$1,017,103	\$1,153,370
\$285,959	\$322,046	\$380,228	\$230,768	\$153,689	\$166,407
\$512,548	\$303,985	\$248,548	\$205,531	\$304,497	\$327,846
\$639,680	\$387,299	\$493,446	\$383,312	\$348,634	\$424,314
\$1,174,639	\$1,314,104	\$1,442,417	\$1,365,819	\$997,588	\$1,413,761
\$91,804	\$70,553	\$117,576	\$89,246	\$93,512	\$72,884
\$513,075	\$518,603	\$478,494	\$500,362	\$518,310	\$624,934
\$52,887	\$52,519	\$45,990	\$44,011	\$44,229	\$42,444
\$199,196	\$152,472	\$220,960	\$215,184	\$172,795	\$174,606
\$57,770	\$64,630	\$64,239	\$66,020	\$70,289	\$62,335
\$557,367	\$573,690	\$569,609	\$578,675	\$583,827	\$582,176
\$10,383,228	\$8,291,874	\$8,625,022	\$8,456,839	\$7,602,816	\$8,551,984
(\$3,062,975)	(\$639,142)	\$87,609	\$365,296	(\$191,451)	(\$687,878)
19,538	103,869	13,895	17,587	11,312	12,078
(1,796)	409	390	987	163	(2,572)
(111,926)	(107,628)	(107,629)	(112,617)	(107,805)	(104,012)
2,381,377	(40,457)	806,373	1,784,952	758,817	161,685
\$2,287,193	(\$43,808)	\$713,030	\$1,690,908	\$662,486	\$67,179
(\$775,782)	(\$682,950)	\$800,639	\$2,056,204	\$471,035	(\$620,699)
(17,877)	(136,484)		0		
(\$793,659)	(\$819,434)	\$800,639	\$2,056,204	\$471,035	(\$620,699)
-41.84%	-8.35%	1.01%	4.14%	-2.58%	-8.75%
-10.60%	-8.92%	9.19%	23.31%	6.36%	-7.89%
-34.23%	-0.86%	7.54%	10.70%	5.29%	-1.34%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Six months ended December 31, 2021

	CASH FLOW	
	Current Month 12/31/2021	Current Year-To-Date 12/31/2021
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$607,799	\$989,292
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	580,355	3,409,324
(Increase)/Decrease in Net Patient Accounts Receivable	(494,059)	(4,685,780)
(Increase)/Decrease in Other Receivables	(97,823)	892,161
(Increase)/Decrease in Inventories	21,586	55,704
(Increase)/Decrease in Pre-Paid Expenses	(258,199)	(501,265)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(698,013)	(1,086,506)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	166,707	210,760
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	0	(112,149)
Net Cash Provided by Operating Activities:	(171,649)	(828,460)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(295,980)	(3,341,656)
(Increase)/Decrease in Limited Use Cash and Investments	1,327,832	7,416,293
(Increase)/Decrease in Other Limited Use Assets	2,937	70,149
(Increase)/Decrease in Other Assets	(1,467,128)	(1,463,011)
Net Cash Used by Investing Activities	(432,339)	2,681,776
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(896,565)	(959,588)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(464,307)	(1,136,673)
Net Cash Used for Financing Activities	(1,360,872)	(2,096,261)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(0)
Net Increase/(Decrease) in Cash	(1,964,860)	(242,944)
Cash, Beginning of Period	12,024,657	10,302,741
Cash, End of Period	\$10,059,797	\$10,059,797

Current Month				Year-To-Date				
Actual 12/31/21	Budget 12/31/21	Positive/ (Negative) Variance	Prior Year 12/31/20	STATISTICS	Actual 12/31/21	Budget 12/31/21	Positive/ (Negative) Variance	Prior Year 12/31/20
Discharges								
120	122	(2)	122	Acute	742	697	45	697
120	122	(2)	122	Total Adult Discharges	742	697	45	697
37	32	5	32	Newborn	202	212	(10)	203
157	154	3	154	Total Discharges	944	909	35	900
Patient Days:								
424	451	(27)	433	Acute	2,833	2,232	601	2,132
424	451	(27)	433	Total Adult Patient Days	2,833	2,232	601	2,132
70	55	15	46	Newborn	317	335	(18)	281
494	506	(12)	479	Total Patient Days	3,150	2,567	583	2,413
Average Length of Stay (ALOS)								
3.5	3.7	(0.2)	3.5	Acute	3.8	3.2	0.6	3.1
3.5	3.7	(0.2)	3.5	Total Adult ALOS	3.8	3.2	0.6	3.1
1.9	1.7	0.2	1.4	Newborn ALOS	1.6	1.6	(0.0)	1.4
Average Daily Census (ADC)								
13.7	14.5	(0.9)	14.0	Acute	15.4	12.1	3.3	11.6
13.7	14.5	(0.9)	14.0	Total Adult ADC	15.4	12.1	3.3	11.6
2.3	1.8	0.5	1.5	Newborn	1.7	1.8	(0.1)	1.5
Emergency Room Statistics								
130	140	(10)	134	ER Visits - Admitted	756	740	16	710
1,197	882	315	876	ER Visits - Discharged	6,990	5,981	1,009	5,951
1,327	1,022	305	1,010	Total ER Visits	7,746	6,721	1,025	6,661
9.80%	13.70%		13.27%	% of ER Visits Admitted	9.76%	11.01%		10.66%
108.33%	114.75%		109.84%	ER Admissions as a % of Total	101.89%	106.17%		101.87%
Outpatient Statistics:								
8,657	9,173	(516)	10,127	Total Outpatients Visits	55,443	50,022	5,421	55,746
181	110	71	110	Observation Bed Days	762	608	154	566
5,231	4,388	843	4,388	Clinic Visits - Primary Care	30,186	24,531	5,655	24,531
568	507	61	507	Clinic Visits - Specialty Clinics	2,897	3,262	(365)	3,262
22	30	(8)	30	IP Surgeries	132	153	(21)	143
130	150	(20)	150	OP Surgeries	634	838	(204)	798
Productivity Statistics:								
449.47	450.97	(1.50)	447.56	FTE's - Worked	458.76	450.97	7.79	433.78
498.29	494.77	3.52	496.47	FTE's - Paid	506.33	494.77	11.56	476.59
1.6206	1.7627	(0.14)	1.7627	Case Mix Index - Medicare	1.7206	1.6099	0.11	1.5423
0.7200	1.4055	(0.69)	1.4055	Case Mix Index - All payers	0.9448	1.1672	(0.22)	1.2037

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
12/31/21

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	52.76	44.49
Net Days in Accounts Receivable	49.77	39.57
Number of Gross Days in Unbilled Revenue	4.45	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	25.73%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.24%	1.07%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.73%	0.98%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.26%	7.92%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.49%	6.59%
Collections as a Percentage of Net Revenue - Current Month	93.94%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	90.19%	100% or >
Percentage of Blue Cross Receivable > 90 Days	-0.68%	< 10%
Percentage of Insurance Receivable > 90 Days	15.94%	< 15%
Percentage of Medicaid Receivable > 90 Days	18.54%	< 20%
Percentage of Medicare Receivable > 60 Days	1.95%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ended December 31, 2021

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	2,275,458	13.60%	6,344,892	6.32%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include patient days and surgeries Average Daily Census is 14.8 in December which is over budget by 0.6				
Deductions from Revenue	(998,057)	-11.35%	(1,179,595)	-2.26%
Deductions from revenue are over budget for December and over budget year to date. They are currently booked at 51.5 for December and 50.1% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	325,263	24.54%	760,490	11.49%
Bad debt expense is booked at 5.3% for December and 5.5% year to date.				
Charity Care	(56,053)	-31.24%	196,362	20.02%
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	32,527	22.57%	(398,501)	-35.74%
Other Operating Revenue is over budget for the month and is under budget year to date. Most county maintenance funds are for capital projects.				
Salaries and Wages	(99,883)	-2.81%	(1,677,622)	-8.13%
Salary and Wages are over budget and are over budget year to date. Paid FTEs are over budget by 3.52 FTEs for the month and over 11.56 FTEs year to date.				
Fringe Benefits	(66,896)	-7.38%	(987,584)	-18.90%
Fringe benefits are over budget in December and over budget year to date.				
Contract Labor	(374,119)	-435.73%	(1,537,806)	-236.89%
Contract labor is over budget for December and over budget year to date. Ultrasound, PACU, ER, Lab, Respiratory Therapy, Emergency Mgmt. and Social Services are over budget.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ended December 31, 2021

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(35,600)	-9.56%	125,037	5.66%
Physician fees over budget in December and under budget year to date. ER & Emergency Mgmt and Cardiovascular are over budget in December.				
Purchased Services	48,973	11.14%	85,015	3.22%
Purchased services are under budget for December and under budget year to date. There are not any expenses over budget for December				
Supply Expense	(461,887)	-37.74%	(1,836,145)	-25.45%
Supplies are over budget for December and over budget year to date. Line items over budget include oxygen, lab supplies, chargables, med supplies, drugs and maintenace supplies.				
Repairs & Maintenance	26,712	4.79%	(164,664)	-5.09%
Repairs and Maintenance are under budget for December and over budget year to date.				
All Other Operating Expenses	8,673	4.39%	15,833	1.24%
This expense is under budget in December and under budget year to date. Other expenses over budget are Freight, Physician recruitment, postage, software and pharmacy floor direct.				
Leases and Rentals	8,839	14.92%	15,611	4.47%
This expense is under budget for December and is under budget year to date.				
Depreciation and Amortization	139,123	19.34%	559,582	14.10%
Depreciation is under budget for December and is under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	(\$1,964,860)	-16.34%		
Cash decreased in December. Cash collections for December were \$8.6 million. Days Cash on Hand decreased to 146 days.				
Gross Patient Accounts Receivable	\$203,278	0.66%		
This receivable increased in December due to high revenue month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ended December 31, 2021

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	290,782	1.74%		
Bad Debt and Allowances decreased.				
Other Receivables	97,823	9.03%		
Other Receivables decreased in December due to county and occ med invoices and the payment from QRA.				
Prepaid Expenses	258,199	10.70%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	(1,330,769)	-4.17%		
These assets decreased due to the refinancing on the bonds.				
Plant Property and Equipment	(284,375)	-0.41%		
The increase in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	698,013	12.93%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(197,703)	-13.59%		
This liability increased in December. The payroll accrual for December was 12 days.				
Accrued Benefits	30,997	1.16%		
This liability decreased in December with the normal accrual and usage of PTO				
Other Current Liabilities	0	0.00%		
This liability stayed the same for December				
Other Long Term Liabilities	464,307	7.78%		
This liability decreased due the payback of medicare accelerated				
Total Net Assets	(609,299)	-0.67%		
The net loss from operations for December is \$304,255				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Six months ended December 31, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2021

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Six months ended December 31, 2021

PAGE 2

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 12/31/2021	Year to Date 12/31/2021	Prior Fiscal Year End 06/30/21	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-15.66%	-42.88%	-47.17%	-36.58%
Total Profit Margin	-15.66%	-42.88%	-47.17%	-36.58%
Contractual Allowance %	44.09%	44.64%	45.42%	
Liquidity:				
Net Days in Accounts Receivable	37.56	43.41	34.46	39.58
Gross Days in Accounts Receivable	45.15	51.95	44.23	72.82
Productivity and Efficiency:				
Patient Visits Per Day	168.74	164.05	137.99	
Total Net Revenue per FTE	N/A	\$187,636	\$151,830	
Salary Expense per Paid FTE	N/A	\$197,355	\$167,434	
Salary and Benefits as a % of Net Revenue	97.48%	120.40%	129.06%	91.26%
Employee Benefits %	13.32%	14.47%	17.03%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2021

	CURRENT MONTH				Prior Year 12/31/20
	Actual 12/31/21	Budget 12/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,967,053	1,579,272	387,781	24.55%	1,374,626
Specialty Clinic Revenue	357,797	343,433	14,364	4.18%	321,541
Total Gross Patient Revenue	2,324,849	1,922,705	402,144	20.92%	1,696,166
Deductions From Revenue					
Discounts and Allowances	(1,025,029)	(890,996)	(134,033)	-15.04%	(741,684)
Total Deductions From Revenue	(1,025,029)	(890,996)	(134,033)	-15.04%	(741,684)
Net Patient Revenue	1,299,820	1,031,709	268,111	25.99%	954,482
Other Operating Revenue	55,210	53,292	1,918	3.60%	67,749
Total Operating Revenue	1,355,030	1,085,001	270,029	24.89%	1,022,231
Operating Expenses					
Salaries and Wages	1,165,634	1,078,271	(87,363)	-8.10%	1,137,133
Fringe Benefits	155,260	168,358	13,098	7.78%	168,192
Contract Labor	0	0	0	0.00%	0
Physicians Fees	52,499	94,090	41,591	44.20%	140,601
Purchased Services	13,553	17,342	3,789	21.85%	12,233
Supply Expense	16,630	18,385	1,755	9.55%	12,388
Utilities	985	1,878	893	47.56%	594
Repairs and Maintenance	14,375	17,598	3,223	18.32%	19,895
Insurance Expense	15,527	14,816	(712)	-4.80%	13,611
All Other Operating Expenses	119,107	105,074	(14,033)	-13.35%	109,020
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,864	3,099	(766)	-24.70%	2,398
Depreciation and Amortization	9,763	9,636	(127)	-1.31%	18,641
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,567,196	1,528,547	(38,650)	-2.53%	1,634,705
Net Operating Surplus/(Loss)	(212,166)	(443,546)	231,380	-52.17%	(612,474)
Total Net Surplus/(Loss)	(\$212,166)	(\$443,546)	\$231,380	-52.17%	(\$612,474)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(212,166)	(443,546)	231,380	-52.17%	(612,474)
Operating Margin	-15.66%	-40.88%			-59.92%
Total Profit Margin	-15.66%	-40.88%			-59.92%
EBIDA	-14.94%	-39.99%			-58.09%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2021

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	YEAR-TO-DATE				Prior Year 12/31/20
	Actual 12/31/21	Budget 12/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	9,709,042	9,822,201	(113,159)	-1.15%	8,217,427
Specialty Clinic Revenue	1,624,332	2,037,583	(413,251)	-20.28%	1,814,452
Total Gross Patient Revenue	11,333,373	11,859,783	(526,410)	-4.44%	10,031,879
Deductions From Revenue					
Discounts and Allowances	(5,059,631)	(5,468,768)	409,137	7.48%	(4,539,226)
Total Deductions From Revenue	(5,059,631)	(5,468,768)	409,137	7.48%	(4,539,226)
Net Patient Revenue	6,273,742	6,391,015	(117,273)	-1.83%	5,492,653
Other Operating Revenue	321,965	319,752	2,213	0.69%	436,011
Total Operating Revenue	6,595,707	6,710,767	(115,060)	-1.71%	5,928,664
Operating Expenses					
Salaries and Wages	6,937,352	6,320,301	(617,051)	-9.76%	6,513,136
Fringe Benefits	1,003,746	1,002,568	(1,178)	-0.12%	942,132
Contract Labor	0	0	0	0.00%	0
Physicians Fees	320,153	564,540	244,387	43.29%	628,715
Purchased Services	81,483	104,050	22,566	21.69%	74,399
Supply Expense	110,137	103,145	(6,992)	-6.78%	81,930
Utilities	7,375	11,268	3,893	34.55%	6,602
Repairs and Maintenance	103,306	105,589	2,283	2.16%	124,222
Insurance Expense	91,112	88,893	(2,219)	-2.50%	77,556
All Other Operating Expenses	683,125	659,036	(24,089)	-3.66%	523,221
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	21,942	19,170	(2,773)	-14.47%	18,479
Depreciation and Amortization	63,952	63,193	(759)	-1.20%	110,889
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,423,685	9,041,753	(381,932)	-4.22%	9,101,281
Net Operating Surplus/(Loss)	(2,827,977)	(2,330,986)	(496,992)	21.32%	(3,172,617)
Total Net Surplus/(Loss)	(2,827,977)	(2,330,986)	(496,992)	21.32%	(3,172,617)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,827,977)	(2,330,986)	(496,992)	21.32%	(3,172,617)
Operating Margin	-42.88%	-34.74%			-53.51%
Total Profit Margin	-42.88%	-34.74%			-53.51%
EBIDA	-41.91%	-33.79%			-51.64%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 12/31/2021	Actual 11/30/2021	Actual 10/31/2021	Actual 9/30/2021	Actual 8/31/2021
Gross Patient Revenue					
Clinic Revenue	\$1,967,053	\$1,622,638	\$1,696,739	\$1,419,718	\$1,520,956
Specialty Clinic Revenue	\$357,797	\$254,659	\$230,626	\$375,846	\$171,175
Total Gross Patient Revenue	\$2,324,849	\$1,877,297	\$1,927,365	\$1,795,564	\$1,692,131
Deductions From Revenue					
Discounts and Allowances	(\$1,025,029)	(\$833,465)	(\$859,090)	(\$801,974)	(\$757,972)
Total Deductions From Revenue	(\$1,025,029)	(\$833,465)	(\$859,090)	(\$801,974)	(\$757,972)
Net Patient Revenue	\$1,299,820	\$1,043,832	\$1,068,275	\$993,590	\$934,159
Other Operating Revenue	\$55,210	\$50,360	\$54,717	\$51,015	\$56,240
Total Operating Revenue	1,355,030	1,094,192	1,122,992	1,044,605	990,399
Operating Expenses					
Salaries and Wages	\$1,165,634	\$1,157,127	\$1,211,905	\$1,142,100	\$1,137,088
Fringe Benefits	\$155,260	\$157,402	\$200,865	\$181,343	\$137,188
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$52,499	\$73,092	\$35,691	\$39,947	\$52,965
Purchased Services	\$13,553	\$15,431	\$14,885	\$11,585	\$14,504
Supply Expense	\$16,630	\$18,225	\$20,033	\$15,849	\$14,325
Utilities	\$985	\$997	\$652	\$1,326	\$1,873
Repairs and Maintenance	\$14,375	\$21,438	\$15,128	\$19,156	\$16,272
Insurance Expense	\$15,527	\$15,527	\$15,527	\$14,844	\$14,844
All Other Operating Expenses	\$119,107	\$94,760	\$127,049	\$107,037	\$95,119
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,864	\$3,844	\$3,593	\$2,635	\$4,755
Depreciation and Amortization	\$9,763	\$10,523	\$10,371	\$11,086	\$11,086
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,567,196	\$1,568,367	\$1,655,700	\$1,546,906	\$1,500,019
Net Operating Surplus/(Loss)	(\$212,166)	(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)
Total Net Surplus/(Loss)	(\$212,166)	(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$212,166)	(\$474,175)	(\$532,707)	(\$502,301)	(\$509,620)
Operating Margin	-15.66%	-43.34%	-47.44%	-48.09%	-51.46%
Total Profit Margin	-15.66%	-43.34%	-47.44%	-48.09%	-51.46%
EBIDA	-14.94%	-42.37%	-46.51%	-47.02%	-50.34%

Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020
\$1,481,938	\$1,448,630	\$1,308,860	\$1,588,815	\$1,451,105	\$1,300,086	\$1,410,642	\$1,374,626
\$234,229	\$343,674	\$161,892	\$298,056	\$342,042	\$281,294	\$311,512	\$321,541
\$1,716,167	\$1,792,304	\$1,470,752	\$1,886,871	\$1,793,147	\$1,581,380	\$1,722,154	\$1,696,166
(\$782,101)	(\$814,085)	(\$701,578)	(\$869,032)	(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)
(\$782,101)	(\$814,085)	(\$701,578)	(\$869,032)	(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)
\$934,067	\$978,219	\$769,173	\$1,017,838	\$964,777	\$822,735	\$885,759	\$954,482
\$54,422	\$46,757	\$59,125	\$58,845	\$59,103	\$65,776	\$70,558	\$67,749
988,489	1,024,977	828,299	1,076,684	1,023,880	888,510	956,317	1,022,231
\$1,123,497	\$1,061,614	\$940,167	\$1,037,659	\$1,142,213	\$1,104,879	\$1,132,930	\$1,137,133
\$171,689	\$149,134	\$184,159	\$206,715	\$216,355	\$240,814	\$263,026	\$168,192
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$65,959	\$146,371	\$114,521	\$46,485	\$30,939	\$93,378	\$76,208	\$140,601
\$11,526	\$15,910	\$13,208	\$12,175	\$15,397	\$13,204	\$15,024	\$12,233
\$25,074	\$21,967	\$15,954	\$19,891	\$18,548	\$17,037	\$14,651	\$12,388
\$1,543	\$2,404	\$1,933	\$1,872	\$1,875	\$1,836	\$1,810	\$594
\$16,937	\$16,834	\$16,580	\$16,968	\$18,493	\$18,542	\$17,458	\$19,895
\$14,844	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611	\$13,611
\$140,054	\$63,557	\$82,775	\$134,676	\$105,518	\$95,431	\$91,548	\$109,020
\$3,252	\$4,093	\$4,022	\$3,037	\$3,450	\$3,319	\$3,032	\$2,398
\$11,123	\$12,936	\$12,937	\$12,966	\$17,183	\$18,273	\$18,273	\$18,641
\$1,585,497	\$1,508,431	\$1,399,867	\$1,506,056	\$1,583,583	\$1,620,324	\$1,647,571	\$1,634,705
(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)
(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)
0	0	0	0	0	0	0	0
(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)	(\$559,703)	(\$731,814)	(\$691,254)	(\$612,474)
-60.40%	-47.17%	-69.01%	-39.88%	-54.66%	-82.36%	-72.28%	-59.92%
-60.40%	-47.17%	-69.01%	-39.88%	-54.66%	-82.36%	-72.28%	-59.92%
-59.27%	-45.91%	-67.44%	-38.67%	-52.99%	-80.31%	-70.37%	-58.09%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2021

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
12/31/21	12/31/21	Variance	12/31/20		12/31/21	12/31/21	Variance	12/31/20
Outpatient Statistics:								
5,231	4,388	843	3,978	Clinic Visits - Primary Care	30,186	24,531	5,655	24,513
568	507	61	454	Clinic Visits - Specialty Clinics	2,897	3,262	(365)	3,079
Productivity Statistics:								
63.34	64.25	(0.91)	78.25	FTE's - Worked	62.85	64.25	(1.40)	71.44
70.23	70.60	(0.37)	86.19	FTE's - Paid	69.73	70.60	(0.87)	78.24

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	798	8,680,617.22
CAPITAL EQUIPMENT (PLANT FUND)	11	921,986.72
CONSTRUCTION IN PROGRESS (BUILDING FUND)	6	481,058.38
PAYROLL DECEMBER 09, 2021	N/A	1,645,509.62
PAYROLL DECEMBER 23, 2021	N/A	1,979,930.40
TOTAL CASH OUTFLOW		<u>\$10,083,662.32</u>
CASH COLLECTIONS		8,653,005.28
INCREASE/DECREASE IN CASH		-\$1,430,657.04

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2022**

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

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

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

SEPTEMBER TOTALS					752,306.71	1,302,887.52
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002468	10/7/2021	GE PRECISION HEALTHCARE LLC	122,390.00	ULTRASOUND MACHINE		
002469	10/7/2021	TELEFLEX MEDICAL INC.	271.30	NEPTUNE HEATED HUMIDIFIERS		
002470	10/14/2021	CERNER CORPORATION	135,705.33	CERNER		
002471	10/14/2021	DELL COMPUTER CORPORATION	15,525.20	DESK TOPS AND MONITORS		
002472	10/14/2021	DNV GL USA, INC.	26,160.00	SYNERGY LIFE		
002473	10/14/2021	TELEFLEX MEDICAL INC.	4,000.00	NEPTUNE HEATED HUMIDIFIERS		
002474	10/14/2021	HIGH DESERT CONSTRUCTION, IT	287,897.00	WATERLINE REPLACEMENT		
002475	10/28/2021	CERNER CORPORATION	123,392.62	CERNER		
OCTOBER TOTALS					715,341.45	2,018,228.97

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002476	11/11/2021	CERNER CORPORATION	45,162.83	CERNER		
002477	11/18/2021	CONVERGEONE, INC.	12,288.00	FY21-63 REPLACE NETWORK SWITCHES		
002478	11/18/2021	DNV GL USA, INC.	6,480.00	SYNERGY LIFE		
002479	11/18/2021	STRYKER MEDICAL	26,673.74	ED GURNEYS (17)		
002480	11/24/2021	AVANOS MEDICAL, LLC	26,132.56	AVANOS CONTRAK CENTRAL ACCESS SYSTEM		
002481	11/24/2021	CERNER CORPORATION	191,077.69	CERNER		
002482	11/24/2021	SCOTTCARE CORPORATION	14,788.00	SCOTTCARE TELEREHAB MONITORING		
002483	11/24/2021	STRYKER MEDICAL	137,490.26	ED GURNEYS (17)		
002484	11/24/2021	SIEMENS HEALTHCARE DIAGNOS	18,556.16	UNIPOC AND EDM INTERFACE WITH CERNER		
002485	11/24/2021	MARTIN-RAY LAUNDRY SYSTEM	2,780.00	LARGE WASHER MOTOR		
NOVEMBER TOTALS					481,429.24	2,499,658.21

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002486	12/2/2021	CDW GOVERNMENT LLC	30,650.30	CERNER - END USER COMPUTER EQUIPMENT		
002487	12/2/2021	HOLOGIC, INC.	19,200.00	CERNER - END USER COMPUTER EQUIPMENT		
002488	12/2/2021	KARL STORZ ENDOSCOPY-AMER	15,049.50	CERNER - END USER COMPUTER EQUIPMENT		
002489	12/9/2021	CDW GOVERNMENT LLC	34,576.35	CERNER - END USER COMPUTER EQUIPMENT		
002490	12/9/2021	CERNER CORPORATION	4,173.23	CERNER		
002491	12/16/2021	CERNER CORPORATION	191,077.69	CERNER		
002492	12/22/2021	CDW GOVERNMENT LLC	37,005.30	CERNER - END USER COMPUTER EQUIPMENT		
002493	12/22/2021	CERNER CORPORATION	425,967.42	CERNER		
002494	12/22/2021	DUDE SOLUTIONS INC.	6,126.00	WORXHUB		
002495	12/22/2021	STAPLES	153,586.93	HOSPITAL FURNITURE		
002496	12/30/2021	WASATCH CONTROLS (HARRIS A	4,574.00	PHARMACY RENO		
DECEMBER TOTALS					921,986.72	3,421,644.93

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001141	11/4/2021	GROATHOUSE CONSTRUCTION,	15,611.00	HVAC PROJECT		
001142	11/4/2021	GROATHOUSE CONSTRUCTION,	140,499.00	HVAC PROJECT		
001143	11/11/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
WF DEBT	11/16/2021	WELLS FARGO	111,578.01	WF DEBT SERVICE		
NOVEMBER TOTALS					269,892.94	2,315,845.52

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001144	12/2/2021	INSULATION INC.	7,911.00	MEDICAL IMAGING RENO		
001145	12/2/2021	GROATHOUSE CONSTRUCTION,	46,725.00	HVAC PROJECT		
001146	12/2/2021	GROATHOUSE CONSTRUCTION,	420,520.00	HVAC PROJECT		
001147	12/9/2021	PLAN ONE/ARCHITECTS	2,808.45	CHEMO MIXING ROOM		
001147	12/9/2021	PLAN ONE/ARCHITECTS	2,204.93	MEDICAL IMAGING RENO		
001148	12/16/2021	CITY OF ROCK SPRINGS	889.00	SULENTICH REMODEL		
DECEMBER TOTALS					481,058.38	2,796,903.90

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2021

Amount	Description
38,457.21	Advertising Total
45.00	Bank Fees Total
5,186.39	Billing Services Total
12,192.48	Blood Total
3,500.00	Building Lease Total
3,352.26	Cellular Telephone Total
52,735.31	Collection Agency Total
9,318.34	Computer Equipment Total
3,750.00	Consulting Fees Total
485,321.42	Contract Maintenance Total
477,447.44	Contract Personnel Total
1,323.72	Courier Services Total
19,253.92	Dental Insurance Total
9,260.71	Dialysis Supplies Total
2,885.00	Education & Travel Total
809.95	Education Material Total
4,583.73	Employee Recruitment Total
6,371.36	Employee Vision Plan Total
6,675.00	EMR Upgrade Total
100,468.76	Equipment Lease Total
47,260.55	Food Total
20,465.08	Freight Total
419.75	Fuel Total
2,829.72	Garbage Collection Total
846,709.85	Group Health Total
403,412.92	Hospital Supplies Total
9,254.00	Implant Supplies Total
29,090.01	Insurance Premium Total
70,814.20	Insurance Refund Total
60,316.41	Laboratory Services Total
188,408.42	Laboratory Supplies Total
10,137.50	Legal Fees Total
200.00	Licenses & Taxes Total
2,213.64	Life Insurance Total
538.56	Linen Total
6,200.00	Lithotripsy Services Total
52,075.50	Maintenance & Repair Total
14,529.13	Maintenance Supplies Total
865.00	Membership Fee Total
2,288.32	MHSC Foundation Total
658.81	Minor Equipment Total
18,006.12	Non Medical Supplies Total
150.00	Notary Bond Total
15,010.03	Office Supplies Total
1,970.00	Other Employee Benefits Total
3,101.50	Other Purchased Services Total
3,490.00	Other Purchased Services - Foundation Total

GENERAL FUND DISBURSEMENTS

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2021

Check Number	Date	Vendor Check Name	Amount	Description
183253	12/22/2021	BIG THICKET BROADCASTING	3,189.00	Advertising
183260	12/22/2021	BRIDGER VALLEY PIONEER	520.00	Advertising
182740	12/2/2021	KEMMERER GAZETTE	275.00	Advertising
183312	12/22/2021	KEMMERER GAZETTE	545.00	Advertising
182888	12/9/2021	ROCKET MINER	1,585.00	Advertising
183199	12/16/2021	ROCKET MINER	28.12	Advertising
183356	12/22/2021	SUBLETTE EXAMINER	367.00	Advertising
183359	12/22/2021	SWEETWATER NOW, LLC	3,400.00	Advertising
182906	12/9/2021	THE RADIO NETWORK	3,166.65	Advertising
EFT000000007177	12/2/2021	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000007183	12/9/2021	GREEN RIVER STAR	1,106.25	Advertising
EFT000000007186	12/9/2021	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000007205	12/16/2021	LAMAR ADVERTISING	721.00	Advertising
EFT000000007222	12/22/2021	GREEN RIVER STAR	255.00	Advertising
EFT000000007225	12/22/2021	LAMAR ADVERTISING	400.00	Advertising
183251	12/22/2021	BEST VERSION MEDIA LLC	387.20	Advertising
182764	12/2/2021	PILOT BUTTE BROADCASTING	1,300.00	Advertising
182883	12/9/2021	PILOT BUTTE BROADCASTING	600.00	Advertising
183337	12/22/2021	PINEDALE ROUNDUP	250.00	Advertising
182891	12/9/2021	ROYAL FLUSH ADVERTISING	323.75	Advertising
182775	12/2/2021	SCORPION HEALTHCARE LLC	2,849.00	Advertising
182892	12/9/2021	SCORPION HEALTHCARE LLC	6,049.24	Advertising
182721	12/2/2021	FMG PUBLISHING INC	4,240.00	Advertising
182911	12/9/2021	UPSLOPE MEDIA LLC	5,270.00	Advertising
182910	12/9/2021	UW - STUDENT MEDIA	150.00	Advertising
182771	12/2/2021	RSNB BANK	45.00	Bank Fees
183149	12/16/2021	EXPRESS MEDICAID BILLING SERV	5,078.54	Billing Services
183214	12/16/2021	TRUE COMMERCE, INC	107.85	Billing Services
182915	12/9/2021	VITALANT	4,865.35	Blood
183370	12/22/2021	VITALANT	7,327.13	Blood
183381	12/22/2021	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
182801	12/2/2021	VERIZON WIRELESS, LLC	3,352.26	Cellular Telephone
182803	12/2/2021	WAKEFIELD & ASSOCIATES, INC.	52,735.31	Collection Agency
182834	12/9/2021	CDW GOVERNMENT LLC	2,854.20	Computer Equipment
183266	12/22/2021	CDW GOVERNMENT LLC	2,966.42	Computer Equipment
182708	12/2/2021	DELL COMPUTER CORPORATION	3,497.72	Computer Equipment
182745	12/2/2021	LIGHTNING ELIMINATORS & CONSULTANTS INC.	3,750.00	Consulting Fees
183130	12/16/2021	BISCOM	405.00	Contract Maintenance
183256	12/22/2021	BISCOM	405.00	Contract Maintenance
183141	12/16/2021	CHANGE HEALTHCARE SOLUTIONS, LLC	4,006.94	Contract Maintenance
183156	12/16/2021	GE HEALTHCARE	24,071.84	Contract Maintenance
183295	12/22/2021	GE HEALTHCARE	25,614.84	Contract Maintenance
183315	12/22/2021	LOG ME IN	2,834.18	Contract Maintenance
183173	12/16/2021	MCKESSON HEALTH SOLUTIONS	3,176.72	Contract Maintenance
183322	12/22/2021	MEDNET	86,023.75	Contract Maintenance
182759	12/2/2021	NUANCE COMMUNICATIONS, INC	208.33	Contract Maintenance
183188	12/16/2021	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
183335	12/22/2021	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance

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183204	12/16/2021	SIEMENS MEDICAL SOLUTIONS USA	19,086.66	Contract Maintenance
183364	12/22/2021	THOMSON REUTERS	933.45	Contract Maintenance
182795	12/2/2021	T-SYSTEM, INC	8,882.67	Contract Maintenance
183367	12/22/2021	T-SYSTEM, INC	8,882.67	Contract Maintenance
183219	12/16/2021	WASATCH CONTROLS	330.00	Contract Maintenance
EFT000000007192	12/9/2021	STATE FIRE DC SPECIALTIES	2,887.50	Contract Maintenance
EFT000000007197	12/16/2021	ARRENDALE ASSOCIATES, INC	2,870.00	Contract Maintenance
EFT000000007207	12/16/2021	STATE FIRE DC SPECIALTIES	74.58	Contract Maintenance
EFT000000007214	12/22/2021	ARRENDALE ASSOCIATES, INC	1,740.00	Contract Maintenance
EFT000000007229	12/22/2021	STATE FIRE DC SPECIALTIES	1,900.00	Contract Maintenance
183119	12/16/2021	ABILITY NETWORK INC	2,595.93	Contract Maintenance
182823	12/9/2021	ALCOR SCIENTIFIC INC	1,500.00	Contract Maintenance
182837	12/9/2021	CLOUDLI COMMUNICATIONS INC.	81.84	Contract Maintenance
183143	12/16/2021	CONVERGEONE, INC.	9,586.16	Contract Maintenance
183273	12/22/2021	CONVERGEONE, INC.	24,674.36	Contract Maintenance
183152	12/16/2021	FIRST FINANCIAL HOLDINGS, LLC	6,636.76	Contract Maintenance
183301	12/22/2021	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
182860	12/9/2021	HEALTHCARESOURCE HR, INC.	66,846.06	Contract Maintenance
182728	12/2/2021	HEALTHICITY LLC	12,500.00	Contract Maintenance
183387	12/22/2021	QUADRAMED	111,999.75	Contract Maintenance
182909	12/9/2021	UNITED AUDIT SYSTEMS, INC.	1,330.00	Contract Maintenance
183216	12/16/2021	UNITED AUDIT SYSTEMS, INC.	1,648.75	Contract Maintenance
183225	12/16/2021	WYODATA SECURITY INC.	1,725.00	Contract Maintenance
183374	12/22/2021	WYODATA SECURITY INC.	1,095.00	Contract Maintenance
182893	12/9/2021	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
183346	12/22/2021	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
183284	12/22/2021	DUDE SOLUTIONS INC.	10,007.95	Contract Maintenance
183221	12/16/2021	WAYSTAR HEALTH	13,833.76	Contract Maintenance
W/T	12/20/2021	ORTHO PHREESIA FEE	7.20	Contract Maintenance
W/T	12/9/2021	OPTIMIS	200.00	Contract Maintenance
W/T	12/17/2021	CARE CLOUD	349.00	Contract Maintenance
W/T	12/3/2021	ZENITH	350.35	Contract Maintenance
W/T	12/20/2021	CLINIC TRIZETTO FEE	5,519.22	Contract Maintenance
W/T	12/20/2021	CLINIC PHREESIA FEE	6,159.20	Contract Maintenance
182711	12/2/2021	ELWOOD STAFFING SERVICES, INC	11,388.27	Contract Personnel
182848	12/9/2021	ELWOOD STAFFING SERVICES, INC	5,475.19	Contract Personnel
183148	12/16/2021	ELWOOD STAFFING SERVICES, INC	7,012.24	Contract Personnel
183285	12/22/2021	ELWOOD STAFFING SERVICES, INC	14,358.59	Contract Personnel
182722	12/2/2021	FOCUSONE SOLUTIONS LLC	501.50	Contract Personnel
182853	12/9/2021	FOCUSONE SOLUTIONS LLC	112,526.13	Contract Personnel
183154	12/16/2021	FOCUSONE SOLUTIONS LLC	68,699.32	Contract Personnel
183292	12/22/2021	FOCUSONE SOLUTIONS LLC	108,447.01	Contract Personnel
182735	12/2/2021	JIM LANE	3,388.00	Contract Personnel
183179	12/16/2021	MICHAL ZANETTI LOVE	9,850.00	Contract Personnel
182774	12/2/2021	SARAH ROTH	420.00	Contract Personnel
183202	12/16/2021	SARAH ROTH	180.00	Contract Personnel
183345	12/22/2021	SARAH ROTH	360.00	Contract Personnel
182780	12/2/2021	SOLIAANT HEALTH	44,129.56	Contract Personnel
182894	12/9/2021	SOLIAANT HEALTH	69,065.38	Contract Personnel

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183349	12/22/2021	SOLANT HEALTH	21,646.25	Contract Personnel
182787	12/2/2021	SUSAN K CROFUTT	589.32	Courier Services
183333	12/22/2021	PACKAGERUNNER LOGISTICS LLC	734.40	Courier Services
183282	12/22/2021	DELTA DENTAL	19,253.92	Dental Insurance
182727	12/2/2021	HACH COMPANY	54.26	Dialysis Supplies
183300	12/22/2021	HACH COMPANY	58.37	Dialysis Supplies
182861	12/9/2021	HENRY SCHEIN INC	505.00	Dialysis Supplies
183163	12/16/2021	HENRY SCHEIN INC	49.57	Dialysis Supplies
183303	12/22/2021	HENRY SCHEIN INC	124.95	Dialysis Supplies
EFT000000007185	12/9/2021	HENRY SCHEIN INC	224.78	Dialysis Supplies
182724	12/2/2021	FRESENIUS USA MARKETING, INC.	3,700.02	Dialysis Supplies
182854	12/9/2021	FRESENIUS USA MARKETING, INC.	973.68	Dialysis Supplies
183155	12/16/2021	FRESENIUS USA MARKETING, INC.	3,395.41	Dialysis Supplies
183293	12/22/2021	FRESENIUS USA MARKETING, INC.	174.67	Dialysis Supplies
182872	12/9/2021	LARRY D. MACY	1,400.00	Education & Travel
182776	12/2/2021	SHSMD ANNUAL CONFERENCE	235.00	Education & Travel
182797	12/2/2021	UNIVERSITY OF UTAH AIRMED	1,250.00	Education & Travel
EFT000000007194	12/10/2021	MY EDUCATIONAL RESOURCES	78.00	Education Material
EFT000000007206	12/16/2021	MY EDUCATIONAL RESOURCES	176.00	Education Material
182730	12/2/2021	INJOY VIDEOS	555.95	Education Material
183307	12/22/2021	INSIGHT SCREENING LLC	1,326.45	Employee Recruitment
183243	12/22/2021	ARTHUR L. DAVIS PUBLISHING AGENCY	484.28	Employee Recruitment
182862	12/9/2021	HOLIDAY INN - ROCK SPRINGS	1,513.00	Employee Recruitment
EFT000000007191	12/9/2021	SST TESTING +, INC.	1,260.00	Employee Recruitment
182802	12/2/2021	VISION SERVICE PLAN - WY	6,371.36	Employee Vision Plan
182836	12/9/2021	CERNER CORPORATION	6,675.00	EMR Upgrade
W/T	12/8/2021	SIEMEN'S EDI	9,017.12	Equipment Lease
182698	12/2/2021	CAREFUSION SOLUTIONS, LLC	21,334.00	Equipment Lease
183265	12/22/2021	CAREFUSION SOLUTIONS, LLC	21,334.00	Equipment Lease
183145	12/16/2021	COPIER & SUPPLY COMPANY	62.92	Equipment Lease
183276	12/22/2021	COPIER & SUPPLY COMPANY	9,302.65	Equipment Lease
183158	12/16/2021	GE HEALTHCARE FINANCIAL SERVICES	10,692.03	Equipment Lease
183203	12/16/2021	SHADOW MOUNTAIN WATER CO ,WY	4,851.39	Equipment Lease
183348	12/22/2021	SHADOW MOUNTAIN WATER CO ,WY	202.92	Equipment Lease
182778	12/2/2021	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
182912	12/9/2021	US BANK EQUIPMENT FINANCE	801.22	Equipment Lease
183217	12/16/2021	US BANK EQUIPMENT FINANCE	1,812.65	Equipment Lease
EFT000000007209	12/16/2021	TIMEPAYMENT CORP	2,628.23	Equipment Lease
182717	12/2/2021	F B MCFADDEN WHOLESale	2,497.30	Food
182849	12/9/2021	F B MCFADDEN WHOLESale	3,408.85	Food
183150	12/16/2021	F B MCFADDEN WHOLESale	1,689.15	Food
183289	12/22/2021	F B MCFADDEN WHOLESale	5,636.90	Food
182758	12/2/2021	NICHOLAS & CO INC	4,959.93	Food
183183	12/16/2021	NICHOLAS & CO INC	4,739.34	Food
183329	12/22/2021	NICHOLAS & CO INC	6,797.03	Food
182790	12/2/2021	SYSO INTERMOUNTAIN FOOD	6,299.18	Food
183210	12/16/2021	SYSO INTERMOUNTAIN FOOD	1,882.24	Food
183361	12/22/2021	SYSO INTERMOUNTAIN FOOD	3,328.57	Food
182804	12/2/2021	WESTERN WYOMING BEVERAGES INC	1,163.73	Food

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183222	12/16/2021	WESTERN WYOMING BEVERAGES INC	753.44	Food
183372	12/22/2021	WESTERN WYOMING BEVERAGES INC	1,452.11	Food
EFT000000007173	12/2/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	270.00	Food
EFT000000007201	12/16/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	683.00	Food
EFT000000007220	12/22/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	504.00	Food
182845	12/9/2021	DFA DAIRY BRANDS CORP., LLC	300.38	Food
183146	12/16/2021	DFA DAIRY BRANDS CORP., LLC	590.99	Food
183281	12/22/2021	DFA DAIRY BRANDS CORP., LLC	304.41	Food
182718	12/2/2021	FED EX	46.90	Freight
183151	12/16/2021	FED EX	103.45	Freight
183290	12/22/2021	FED EX	183.87	Freight
182794	12/2/2021	TRIOSE, INC	8,670.84	Freight
183366	12/22/2021	TRIOSE, INC	11,460.02	Freight
183194	12/16/2021	RED HORSE OIL COMPANIES INC	419.75	Fuel
EFT000000007210	12/16/2021	WWS - ROCK SPRINGS	2,829.72	Garbage Collection
W/T	12/22/2021	FURTHER ADMIN FEE	162.50	Group Health
W/T	12/31/2021	FURTHER FLEX 12/29/21	524.74	Group Health
W/T	12/17/2021	FURTHER FLEX 12/15/21	836.05	Group Health
W/T	12/3/2021	FURTHER FLEX 12/1/21	888.22	Group Health
W/T	12/24/2021	FURTHER FLEX 12/22/21	1,745.34	Group Health
W/T	12/10/2021	FURTHER FLEX 12/8/21	3,521.25	Group Health
W/T	12/31/2021	BLUE CROSS BLUE SHIELD 12/24/21	15,580.42	Group Health
W/T	12/3/2021	BLUE CROSS BLUE SHIELD 11/26/21	104,945.13	Group Health
W/T	12/13/2021	BLUE CROSS BLUE SHIELD 12/3/21	137,541.38	Group Health
W/T	12/24/2021	BLUE CROSS BLUE SHIELD 12/17/21	281,651.70	Group Health
W/T	12/18/2021	BLUE CROSS BLUE SHIELD 12/10/21	299,313.12	Group Health
182773	12/2/2021	ABBOTT NUTRITION	319.50	Hospital Supplies
182890	12/9/2021	ABBOTT NUTRITION	92.13	Hospital Supplies
183344	12/22/2021	ABBOTT NUTRITION	167.22	Hospital Supplies
183237	12/22/2021	AESULAP INC	447.73	Hospital Supplies
182684	12/2/2021	AMAZON.COM CREDIT PLAN	8.88	Hospital Supplies
183241	12/22/2021	AMAZON.COM CREDIT PLAN	4,959.52	Hospital Supplies
182687	12/2/2021	APPLIED MEDICAL	648.00	Hospital Supplies
182825	12/9/2021	APPLIED MEDICAL	395.00	Hospital Supplies
183124	12/16/2021	APPLIED MEDICAL	776.00	Hospital Supplies
183242	12/22/2021	APPLIED MEDICAL	1,608.00	Hospital Supplies
182826	12/9/2021	AQUACAST LINER	184.00	Hospital Supplies
183125	12/16/2021	AQUACAST LINER	184.00	Hospital Supplies
182688	12/2/2021	ARTHREX INC.	600.00	Hospital Supplies
182692	12/2/2021	B BRAUN MEDICAL INC.	340.00	Hospital Supplies
182828	12/9/2021	B BRAUN MEDICAL INC.	1,070.40	Hospital Supplies
183128	12/16/2021	B BRAUN MEDICAL INC.	441.00	Hospital Supplies
183248	12/22/2021	B BRAUN MEDICAL INC.	1,474.36	Hospital Supplies
183245	12/22/2021	BAXTER HEALTHCARE CORP/IV	3,363.36	Hospital Supplies
183246	12/22/2021	BAXTER HEALTHCARE CORPORATION	4,787.04	Hospital Supplies
183247	12/22/2021	BAYER HEALTHCARE LLC	2,033.48	Hospital Supplies
183252	12/22/2021	BG MEDICAL LLC	1,700.00	Hospital Supplies
183129	12/16/2021	BIOMET SPORTS MEDICINE	950.00	Hospital Supplies
183255	12/22/2021	BIOMET SPORTS MEDICINE	60.00	Hospital Supplies

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183132	12/16/2021	BOSTON SCIENTIFIC CORP	1,192.75	Hospital Supplies
183258	12/22/2021	BOSTON SCIENTIFIC CORP	10,644.22	Hospital Supplies
182707	12/2/2021	C R BARD INC	253.23	Hospital Supplies
182841	12/9/2021	C R BARD INC	137.16	Hospital Supplies
183278	12/22/2021	C R BARD INC	190.99	Hospital Supplies
182697	12/2/2021	CARDINAL HEALTH/V. MUELLER	21,258.74	Hospital Supplies
182833	12/9/2021	CARDINAL HEALTH/V. MUELLER	1,122.96	Hospital Supplies
183136	12/16/2021	CARDINAL HEALTH/V. MUELLER	23,476.37	Hospital Supplies
183263	12/22/2021	CARDINAL HEALTH/V. MUELLER	28,984.47	Hospital Supplies
183270	12/22/2021	COASTAL LIFE SYSTEMS, INC.	200.02	Hospital Supplies
182702	12/2/2021	CONE INSTRUMENTS	102.86	Hospital Supplies
183272	12/22/2021	CONE INSTRUMENTS	399.51	Hospital Supplies
182703	12/2/2021	CONMED CORPORATION	128.00	Hospital Supplies
182704	12/2/2021	COOK MEDICAL INC.	3,695.60	Hospital Supplies
183144	12/16/2021	COOK MEDICAL INC.	248.88	Hospital Supplies
183274	12/22/2021	COOK MEDICAL INC.	90.00	Hospital Supplies
182705	12/2/2021	COOK MEDICAL INCORPORATED	408.76	Hospital Supplies
183275	12/22/2021	COOK MEDICAL INCORPORATED	238.33	Hospital Supplies
182709	12/2/2021	DIAGNOSTIGA STAGO INC	237.04	Hospital Supplies
182846	12/9/2021	DIAGNOSTIGA STAGO INC	5,769.68	Hospital Supplies
183147	12/16/2021	DIAGNOSTIGA STAGO INC	762.20	Hospital Supplies
182710	12/2/2021	DJ ORTHOPEDICS, LLC	484.64	Hospital Supplies
182852	12/9/2021	FISHER & PAYKEL HEALTHCARE, INC	664.95	Hospital Supplies
183159	12/16/2021	GENERAL HOSPITAL SUPPLY CORPORATION	228.00	Hospital Supplies
183297	12/22/2021	GENERAL HOSPITAL SUPPLY CORPORATION	228.00	Hospital Supplies
183161	12/16/2021	GYNEX CORP	929.60	Hospital Supplies
182859	12/9/2021	HEALTHCARE LOGISTICS INC	87.10	Hospital Supplies
183162	12/16/2021	HEALTHCARE LOGISTICS INC	85.40	Hospital Supplies
183302	12/22/2021	HEALTHCARE LOGISTICS INC	53.94	Hospital Supplies
183305	12/22/2021	HILL-ROM	4,642.02	Hospital Supplies
182729	12/2/2021	HOLOGIC, INC.	3,715.00	Hospital Supplies
182863	12/9/2021	HOLOGIC, INC.	80,245.13	Hospital Supplies
182731	12/2/2021	INNOVATIVE PRODUCTS INC.	137.95	Hospital Supplies
182734	12/2/2021	J & J HEALTH CARE SYSTEMS INC	22,366.87	Hospital Supplies
182865	12/9/2021	J & J HEALTH CARE SYSTEMS INC	4,848.77	Hospital Supplies
183166	12/16/2021	J & J HEALTH CARE SYSTEMS INC	3,652.92	Hospital Supplies
183310	12/22/2021	J & J HEALTH CARE SYSTEMS INC	315.49	Hospital Supplies
182870	12/9/2021	KARL STORZ ENDOSCOPY-AMERICA	4,995.83	Hospital Supplies
183167	12/16/2021	KARL STORZ ENDOSCOPY-AMERICA	463.60	Hospital Supplies
182737	12/2/2021	KCI USA	391.00	Hospital Supplies
183168	12/16/2021	KCI USA	666.02	Hospital Supplies
183311	12/22/2021	KCI USA	2,373.08	Hospital Supplies
182756	12/2/2021	M V A P MEDICAL SUPPLIES, INC.	19.00	Hospital Supplies
183327	12/22/2021	M V A P MEDICAL SUPPLIES, INC.	641.20	Hospital Supplies
182748	12/2/2021	MARK COSTELLO COMPANY	1,115.70	Hospital Supplies
182749	12/2/2021	MARKET LAB, INC	362.95	Hospital Supplies
183316	12/22/2021	MARKET LAB, INC	270.95	Hospital Supplies
183174	12/16/2021	MCKESSON MEDICAL-SURGICAL	6,779.80	Hospital Supplies
183318	12/22/2021	MCKESSON MEDICAL-SURGICAL	320.78	Hospital Supplies

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182752	12/2/2021	MEDTRONIC USA INC	364.00	Hospital Supplies
183325	12/22/2021	MES	95.50	Hospital Supplies
182878	12/9/2021	MINDRAY DS USA, INC.	549.12	Hospital Supplies
182880	12/9/2021	NEWCOMER SUPPLY	186.00	Hospital Supplies
182760	12/2/2021	OLYMPUS AMERICA INC	5,598.54	Hospital Supplies
183184	12/16/2021	OLYMPUS AMERICA INC	9,391.62	Hospital Supplies
183330	12/22/2021	OLYMPUS AMERICA INC	428.22	Hospital Supplies
182763	12/2/2021	OWENS & MINOR 90005430	12,299.85	Hospital Supplies
183187	12/16/2021	OWENS & MINOR 90005430	3,507.84	Hospital Supplies
183332	12/22/2021	OWENS & MINOR 90005430	13,232.13	Hospital Supplies
182765	12/2/2021	PREFERRED MEDICAL PRODUCTS	43.40	Hospital Supplies
182767	12/2/2021	RADIOMETER AMERICA INC	170.91	Hospital Supplies
183193	12/16/2021	RADIOMETER AMERICA INC	145.70	Hospital Supplies
182886	12/9/2021	RESMED CORP	170.00	Hospital Supplies
182768	12/2/2021	RESPIRONICS	120.00	Hospital Supplies
182887	12/9/2021	RESPIRONICS	380.00	Hospital Supplies
183196	12/16/2021	RESPIRONICS	100.00	Hospital Supplies
183205	12/16/2021	SPACELABS MEDICAL	104.44	Hospital Supplies
182785	12/2/2021	STERIS CORPORATION	118.60	Hospital Supplies
183208	12/16/2021	STERIS CORPORATION	1,112.96	Hospital Supplies
183353	12/22/2021	STERIS CORPORATION	8,126.56	Hospital Supplies
182793	12/2/2021	TRI-ANIM HEALTH SERVICES INC	204.11	Hospital Supplies
182908	12/9/2021	TRI-ANIM HEALTH SERVICES INC	625.98	Hospital Supplies
183213	12/16/2021	TRI-ANIM HEALTH SERVICES INC	528.48	Hospital Supplies
183365	12/22/2021	TRI-ANIM HEALTH SERVICES INC	1,467.63	Hospital Supplies
183218	12/16/2021	UTAH MEDICAL PRODUCTS INC	325.89	Hospital Supplies
183369	12/22/2021	UTAH MEDICAL PRODUCTS INC	70.38	Hospital Supplies
182914	12/9/2021	VERATHON INC.	360.00	Hospital Supplies
183220	12/16/2021	WAXIE SANITARY SUPPLY	5,848.68	Hospital Supplies
183371	12/22/2021	WAXIE SANITARY SUPPLY	5,180.31	Hospital Supplies
EFT000000007172	12/2/2021	BREG INC	183.80	Hospital Supplies
EFT000000007175	12/2/2021	HARDY DIAGNOSTICS	858.26	Hospital Supplies
EFT000000007180	12/9/2021	BREG INC	174.47	Hospital Supplies
EFT000000007184	12/9/2021	HARDY DIAGNOSTICS	581.92	Hospital Supplies
EFT000000007187	12/9/2021	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000007199	12/16/2021	BREG INC	206.62	Hospital Supplies
EFT000000007200	12/16/2021	BSN MEDICAL INC	64.03	Hospital Supplies
EFT000000007203	12/16/2021	HARDY DIAGNOSTICS	1,219.85	Hospital Supplies
EFT000000007208	12/16/2021	STRYKER INSTRUMENTS	296.80	Hospital Supplies
EFT000000007211	12/16/2021	ZOLL MEDICAL CORPORATION	1,144.56	Hospital Supplies
EFT000000007217	12/22/2021	BREG INC	250.71	Hospital Supplies
EFT000000007218	12/22/2021	BSN MEDICAL INC	42.27	Hospital Supplies
EFT000000007219	12/22/2021	CLINICAL CHOICE	48.93	Hospital Supplies
EFT000000007223	12/22/2021	HARDY DIAGNOSTICS	1,110.78	Hospital Supplies
EFT000000007226	12/22/2021	OVATION MEDICAL	329.45	Hospital Supplies
EFT000000007230	12/22/2021	STRYKER INSTRUMENTS	1,135.60	Hospital Supplies
EFT000000007232	12/22/2021	ZOLL MEDICAL CORPORATION	556.92	Hospital Supplies
183240	12/22/2021	ALTA MEDICAL SPECIALTIES	237.84	Hospital Supplies
183127	12/16/2021	AVANOS MEDICAL, LLC	1,624.36	Hospital Supplies

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182693	12/2/2021	BECTON DICKINSON	326.80	Hospital Supplies
182830	12/9/2021	BECTON DICKINSON	326.80	Hospital Supplies
183250	12/22/2021	BECTON DICKINSON	988.60	Hospital Supplies
183257	12/22/2021	BLUE ENDO	283.47	Hospital Supplies
183279	12/22/2021	CR BARD, INC	390.00	Hospital Supplies
183286	12/22/2021	EMERSON HEALTHCARE, LLC	685.00	Hospital Supplies
182714	12/2/2021	EQUASHIELD LLC	2,884.84	Hospital Supplies
182750	12/2/2021	MEDELA LLC	677.88	Hospital Supplies
183175	12/16/2021	MEDELA LLC	124.43	Hospital Supplies
183182	12/16/2021	NANOSONICS, INC	611.25	Hospital Supplies
182879	12/9/2021	NEOTRACT, INC.	4,300.00	Hospital Supplies
183328	12/22/2021	NEOTRACT, INC.	34,127.50	Hospital Supplies
183341	12/22/2021	RYTHMLINK HOLDINGS, LLC	188.00	Hospital Supplies
182791	12/2/2021	TELEFLEX LLC	2,745.00	Hospital Supplies
182904	12/9/2021	TELEFLEX LLC	325.50	Hospital Supplies
182716	12/2/2021	ETHICON ENDO-SURGERY, INC.	796.91	Hospital Supplies
183294	12/22/2021	FUJIFILM HEALTHCARE AMERICAS CORP	374.00	Hospital Supplies
182777	12/2/2021	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	4,823.89	Hospital Supplies
183331	12/22/2021	OSSIO, INC.	9,254.00	Implant Supplies
182798	12/2/2021	PROVIDENT LIFE & ACCIDENT	29,090.01	Insurance Premium
182930	12/16/2021	INSURANCE REFUND	134.09	Insurance Refund
182948	12/16/2021	INSURANCE REFUND	381.74	Insurance Refund
182968	12/16/2021	INSURANCE REFUND	102.00	Insurance Refund
182987	12/16/2021	INSURANCE REFUND	3,272.09	Insurance Refund
182931	12/16/2021	INSURANCE REFUND	616.47	Insurance Refund
182961	12/16/2021	INSURANCE REFUND	1,213.62	Insurance Refund
182975	12/16/2021	INSURANCE REFUND	1,326.57	Insurance Refund
183074	12/16/2021	INSURANCE REFUND	55.52	Insurance Refund
182981	12/16/2021	INSURANCE REFUND	150.08	Insurance Refund
182986	12/16/2021	INSURANCE REFUND	1,012.32	Insurance Refund
182983	12/16/2021	INSURANCE REFUND	6,376.98	Insurance Refund
182937	12/16/2021	INSURANCE REFUND	17.34	Insurance Refund
182965	12/16/2021	INSURANCE REFUND	17.34	Insurance Refund
182927	12/16/2021	INSURANCE REFUND	1,062.13	Insurance Refund
182984	12/16/2021	INSURANCE REFUND	1,773.57	Insurance Refund
182966	12/16/2021	INSURANCE REFUND	155.10	Insurance Refund
182974	12/16/2021	INSURANCE REFUND	500.00	Insurance Refund
182936	12/16/2021	INSURANCE REFUND	7,616.73	Insurance Refund
182949	12/16/2021	INSURANCE REFUND	690.63	Insurance Refund
182950	12/16/2021	INSURANCE REFUND	1,498.71	Insurance Refund
182951	12/16/2021	INSURANCE REFUND	192.15	Insurance Refund
182952	12/16/2021	INSURANCE REFUND	45.58	Insurance Refund
182953	12/16/2021	INSURANCE REFUND	602.75	Insurance Refund
182954	12/16/2021	INSURANCE REFUND	1,268.35	Insurance Refund
182955	12/16/2021	INSURANCE REFUND	86.27	Insurance Refund
182956	12/16/2021	INSURANCE REFUND	71.22	Insurance Refund
182978	12/16/2021	INSURANCE REFUND	77.65	Insurance Refund
182979	12/16/2021	INSURANCE REFUND	463.71	Insurance Refund
182980	12/16/2021	INSURANCE REFUND	2,791.80	Insurance Refund

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182993	12/16/2021	INSURANCE REFUND	65.31	Insurance Refund
182989	12/16/2021	INSURANCE REFUND	4.29	Insurance Refund
182938	12/16/2021	INSURANCE REFUND	966.62	Insurance Refund
183116	12/16/2021	INSURANCE REFUND	307.80	Insurance Refund
182939	12/16/2021	INSURANCE REFUND	2,798.25	Insurance Refund
182959	12/16/2021	INSURANCE REFUND	3,006.11	Insurance Refund
182960	12/16/2021	INSURANCE REFUND	156.75	Insurance Refund
182967	12/16/2021	INSURANCE REFUND	1,591.16	Insurance Refund
182988	12/16/2021	INSURANCE REFUND	43.07	Insurance Refund
182942	12/16/2021	INSURANCE REFUND	478.56	Insurance Refund
182992	12/16/2021	INSURANCE REFUND	308.01	Insurance Refund
183114	12/16/2021	INSURANCE REFUND	740.05	Insurance Refund
183115	12/16/2021	INSURANCE REFUND	25,697.91	Insurance Refund
182985	12/16/2021	INSURANCE REFUND	1,077.80	Insurance Refund
182923	12/14/2021	AMERICAN ASSOCIATION OF BIOANALYSTS	1,535.00	Laboratory Services
183317	12/22/2021	MAYO COLLABORATIVE SERVICES, INC.	2,429.70	Laboratory Services
183390	12/22/2021	MAYO COLLABORATIVE SERVICES, INC.	694.20	Laboratory Services
182877	12/9/2021	METABOLIC NEWBORN SCREENING	2,530.32	Laboratory Services
183178	12/16/2021	METABOLIC NEWBORN SCREENING	1,820.00	Laboratory Services
EFT000000007215	12/22/2021	ARUP LABORATORIES, INC.	49,832.19	Laboratory Services
182824	12/9/2021	ALLERMETRIX INC	450.00	Laboratory Services
183122	12/16/2021	ALLERMETRIX INC	1,025.00	Laboratory Services
182689	12/2/2021	ASSOCIATES OF CAPE COD INC	19.00	Laboratory Supplies
182829	12/9/2021	BECKMAN COULTER, INC	3,291.88	Laboratory Supplies
183249	12/22/2021	BECKMAN COULTER, INC	37.40	Laboratory Supplies
182696	12/2/2021	CARDINAL HEALTH	12,384.00	Laboratory Supplies
182832	12/9/2021	CARDINAL HEALTH	23,957.39	Laboratory Supplies
183135	12/16/2021	CARDINAL HEALTH	25,684.85	Laboratory Supplies
183262	12/22/2021	CARDINAL HEALTH	17,530.02	Laboratory Supplies
182835	12/9/2021	CEPHEID	1,034.49	Laboratory Supplies
183140	12/16/2021	CEPHEID	13,600.04	Laboratory Supplies
183267	12/22/2021	CEPHEID	2,093.52	Laboratory Supplies
182720	12/2/2021	FISHER HEALTHCARE	2,187.12	Laboratory Supplies
182851	12/9/2021	FISHER HEALTHCARE	15,793.58	Laboratory Supplies
183153	12/16/2021	FISHER HEALTHCARE	6,896.92	Laboratory Supplies
183291	12/22/2021	FISHER HEALTHCARE	3,064.14	Laboratory Supplies
182744	12/2/2021	LIFELOC TECHNOLOGIES	150.00	Laboratory Supplies
183172	12/16/2021	LIFELOC TECHNOLOGIES	119.25	Laboratory Supplies
183320	12/22/2021	MEDIVATORS REPROCESSING SYSTEM	2,202.08	Laboratory Supplies
183181	12/16/2021	MOPEC INC	617.95	Laboratory Supplies
182796	12/2/2021	TYPENEX MEDICAL, LLC	267.49	Laboratory Supplies
183215	12/16/2021	TYPENEX MEDICAL, LLC	30.60	Laboratory Supplies
EFT000000007171	12/2/2021	BIO-RAD LABORATORIES	2,712.49	Laboratory Supplies
EFT000000007176	12/2/2021	ORTHO-CLINICAL DIAGNOSTICS INC	530.00	Laboratory Supplies
EFT000000007179	12/9/2021	BIO-RAD LABORATORIES	2,399.64	Laboratory Supplies
EFT000000007189	12/9/2021	PDC HEALTHCARE	204.24	Laboratory Supplies
EFT000000007198	12/16/2021	BIO-RAD LABORATORIES	629.80	Laboratory Supplies
EFT000000007216	12/22/2021	BIO-RAD LABORATORIES	1,010.12	Laboratory Supplies
EFT000000007227	12/22/2021	PDC HEALTHCARE	56.95	Laboratory Supplies

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EFT000000007193	12/9/2021	SYSMEX AMERICA INC.	747.23	Laboratory Supplies
EFT000000007204	12/16/2021	PACE ANALYTICAL SERVICES, LLC	233.00	Laboratory Supplies
182831	12/9/2021	BIOFIRE DIAGNOSTICS, LLC	29,800.00	Laboratory Supplies
183254	12/22/2021	BIOFIRE DIAGNOSTICS, LLC	12,750.00	Laboratory Supplies
182699	12/2/2021	CARESFIELD LLC	201.76	Laboratory Supplies
183138	12/16/2021	CARESFIELD LLC	201.76	Laboratory Supplies
182725	12/2/2021	GE HEALTHCARE INC	1,070.10	Laboratory Supplies
182856	12/9/2021	GE HEALTHCARE INC	738.66	Laboratory Supplies
183157	12/16/2021	GE HEALTHCARE INC	1,845.00	Laboratory Supplies
183296	12/22/2021	GE HEALTHCARE INC	1,070.10	Laboratory Supplies
182812	12/2/2021	PACE ANALYTICAL SERVICES, LLC	173.00	Laboratory Supplies
182899	12/9/2021	STATLAB MEDICAL PRODUCTS	1,072.85	Laboratory Supplies
183336	12/22/2021	PHILLIPS LAW, LLC	7,150.00	Legal Fees
182843	12/9/2021	CROWLEY FLECK ATTORNEYS	1,857.50	Legal Fees
183280	12/22/2021	CROWLEY FLECK ATTORNEYS	1,130.00	Legal Fees
183224	12/16/2021	WY DEPT OF ENVIRONMENT.QUALITY	200.00	Licenses & Taxes
182757	12/2/2021	NEW YORK LIFE INSURANCE COMPANY	2,213.64	Life Insurance
182781	12/2/2021	STANDARD TEXTILE	342.72	Linen
183350	12/22/2021	STANDARD TEXTILE	195.84	Linen
183375	12/22/2021	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Lithotripsy Services
183309	12/22/2021	ISI WATER CHEMISTRIES	2,315.00	Maintenance & Repair
182691	12/2/2021	BADGER DAYLIGHTING CORP	2,579.36	Maintenance & Repair
183304	12/22/2021	HIGH SECURITY LOCK & ALARM	10.00	Maintenance & Repair
182882	12/9/2021	PARTSSOURCE	3,353.78	Maintenance & Repair
183334	12/22/2021	PARTSSOURCE	2,528.51	Maintenance & Repair
182895	12/9/2021	SOUTHWEST DOORS	297.95	Maintenance & Repair
182901	12/9/2021	SUEZ TREATMENT SOLUTIONS INC.	1,724.00	Maintenance & Repair
183358	12/22/2021	SWEETWATER PLUMBING & HEATING	432.55	Maintenance & Repair
EFT000000007181	12/9/2021	COLORADO DOORWAYS, INC	16.70	Maintenance & Repair
183134	12/16/2021	BUSHNELL CO. INC.	925.00	Maintenance & Repair
183323	12/22/2021	MED ONE EQUIPMENT SERVICES LLC	1,187.68	Maintenance & Repair
183195	12/16/2021	RESA SERVICE, LLC	22,079.00	Maintenance & Repair
182712	12/2/2021	EMINANT BUSINESS SOLUTIONS LLC	3,950.00	Maintenance & Repair
182784	12/2/2021	STEALTH TECHNOLOGIES	1,401.15	Maintenance & Repair
182900	12/9/2021	STEALTH TECHNOLOGIES	560.22	Maintenance & Repair
183207	12/16/2021	STEALTH TECHNOLOGIES	90.48	Maintenance & Repair
183352	12/22/2021	STEALTH TECHNOLOGIES	914.12	Maintenance & Repair
183211	12/16/2021	TECHNICAL SAFETY SERVICES, LLC	7,710.00	Maintenance & Repair
183239	12/22/2021	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
183244	12/22/2021	BARD ACCESS SYSTEMS	951.03	Maintenance Supplies
182701	12/2/2021	CODALE ELECTRIC SUPPLY, INC	487.82	Maintenance Supplies
182838	12/9/2021	CODALE ELECTRIC SUPPLY, INC	314.92	Maintenance Supplies
183271	12/22/2021	CODALE ELECTRIC SUPPLY, INC	620.38	Maintenance Supplies
182726	12/2/2021	GRAINGER	21.90	Maintenance Supplies
182857	12/9/2021	GRAINGER	356.68	Maintenance Supplies
183160	12/16/2021	GRAINGER	497.42	Maintenance Supplies
183298	12/22/2021	GRAINGER	1,046.46	Maintenance Supplies
183164	12/16/2021	HOME DEPOT	1,012.18	Maintenance Supplies
183306	12/22/2021	HOME DEPOT	942.75	Maintenance Supplies

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182772	12/2/2021	ROCK SPRINGS WINNELSON CO	855.71	Maintenance Supplies
182889	12/9/2021	ROCK SPRINGS WINNELSON CO	3,470.18	Maintenance Supplies
183200	12/16/2021	ROCK SPRINGS WINNELSON CO	1,918.16	Maintenance Supplies
183342	12/22/2021	ROCK SPRINGS WINNELSON CO	660.48	Maintenance Supplies
EFT000000007169	12/2/2021	ACE HARDWARE	174.96	Maintenance Supplies
EFT000000007190	12/9/2021	SHERWIN WILLIAMS CO	122.94	Maintenance Supplies
EFT000000007195	12/16/2021	ACE HARDWARE	44.98	Maintenance Supplies
EFT000000007212	12/22/2021	ACE HARDWARE	23.98	Maintenance Supplies
EFT000000007228	12/22/2021	ROBERT I MERRILL COMPANY	330.00	Maintenance Supplies
183299	12/22/2021	GREEN RIVER CHAMBER OF COMMERCE	865.00	Membership Fee
182817	12/7/2021	MHSC-FOUNDATION	1,159.16	MHSC Foundation
183232	12/21/2021	MHSC-FOUNDATION	1,129.16	MHSC Foundation
EFT000000007224	12/22/2021	LABORIE MEDICAL TECHNOLOGIES CORP	464.50	Minor Equipment
183347	12/22/2021	SENSONICS, INC	194.31	Minor Equipment
182751	12/2/2021	MEDLINE INDUSTRIES INC	976.54	Non Medical Supplies
182876	12/9/2021	MEDLINE INDUSTRIES INC	6,168.57	Non Medical Supplies
183177	12/16/2021	MEDLINE INDUSTRIES INC	2,283.69	Non Medical Supplies
183321	12/22/2021	MEDLINE INDUSTRIES INC	5,296.30	Non Medical Supplies
182762	12/2/2021	OPTUM360 LLC	182.93	Non Medical Supplies
183185	12/16/2021	OPTUM360 LLC	209.95	Non Medical Supplies
183186	12/16/2021	ORIENTAL TRADING COMPANY	1,888.96	Non Medical Supplies
182813	12/2/2021	POSITIVE PROMOTIONS	541.28	Non Medical Supplies
EFT000000007188	12/9/2021	POSITIVE PROMOTIONS	457.90	Non Medical Supplies
182903	12/9/2021	TEGELER & ASSOCIATES-RS	50.00	Notary Bond
183363	12/22/2021	TEGELER & ASSOCIATES-RS	100.00	Notary Bond
182713	12/2/2021	ENCOMPASS GROUP, LLC	1,715.64	Office Supplies
183287	12/22/2021	ENCOMPASS GROUP, LLC	2,136.84	Office Supplies
183165	12/16/2021	IDENTISYS INC	1,103.00	Office Supplies
182782	12/2/2021	STANDARD REGISTER COMPANY	78.73	Office Supplies
182896	12/9/2021	STANDARD REGISTER COMPANY	679.41	Office Supplies
182783	12/2/2021	STAPLES BUSINESS ADVANTAGE	968.55	Office Supplies
182897	12/9/2021	STAPLES BUSINESS ADVANTAGE	425.78	Office Supplies
183206	12/16/2021	STAPLES BUSINESS ADVANTAGE	3,606.44	Office Supplies
183351	12/22/2021	STAPLES BUSINESS ADVANTAGE	4,142.71	Office Supplies
EFT000000007178	12/2/2021	SMYTH PRINTING	152.93	Office Supplies
182805	12/2/2021	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
183142	12/16/2021	CJ SIGNS	385.00	Other Purchased Services
183268	12/22/2021	CJ SIGNS	310.00	Other Purchased Services
182743	12/2/2021	QUICK RESPONSE TAXI	75.00	Other Purchased Services
183171	12/16/2021	QUICK RESPONSE TAXI	114.00	Other Purchased Services
183314	12/22/2021	QUICK RESPONSE TAXI	59.00	Other Purchased Services
183389	12/22/2021	QUICK RESPONSE TAXI	114.00	Other Purchased Services
182814	12/2/2021	R.S. CHAMBER OF COMMERCE	35.00	Other Purchased Services
182770	12/2/2021	ROCK SPRINGS KIWANIS	1,250.00	Other Purchased Services
182715	12/2/2021	ESCAPE DAY SPA	598.00	Other Purchased Services
182723	12/2/2021	FOTOS BY JENNI	79.00	Other Purchased Services
183226	12/16/2021	WYOMING PRESS ASSOCIATION	82.50	Other Purchased Services
182761	12/2/2021	ONE CAUSE, INC.	3,490.00	Other Purchased Services - Foundation
EFT000000007170	12/2/2021	AIRGAS INTERMOUNTAIN INC	125.13	Oxygen Rental

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EFT000000007196	12/16/2021	AIRGAS INTERMOUNTAIN INC	301.46	Oxygen Rental
EFT000000007213	12/22/2021	AIRGAS INTERMOUNTAIN INC	592.83	Oxygen Rental
183007	12/16/2021	PATIENT REFUND	97.97	Patient Refund
183082	12/16/2021	PATIENT REFUND	87.21	Patient Refund
182807	12/2/2021	PATIENT REFUND	20.00	Patient Refund
183008	12/16/2021	PATIENT REFUND	8.95	Patient Refund
182925	12/16/2021	PATIENT REFUND	57.72	Patient Refund
182926	12/16/2021	PATIENT REFUND	2,729.54	Patient Refund
182928	12/16/2021	PATIENT REFUND	18.98	Patient Refund
182994	12/16/2021	PATIENT REFUND	597.22	Patient Refund
182929	12/16/2021	PATIENT REFUND	257.57	Patient Refund
182976	12/16/2021	PATIENT REFUND	1,117.61	Patient Refund
182932	12/16/2021	PATIENT REFUND	75.00	Patient Refund
182918	12/9/2021	PATIENT REFUND	140.00	Patient Refund
183377	12/22/2021	PATIENT REFUND	51.00	Patient Refund
183009	12/16/2021	PATIENT REFUND	125.64	Patient Refund
182933	12/16/2021	PATIENT REFUND	185.25	Patient Refund
182808	12/2/2021	PATIENT REFUND	35.00	Patient Refund
182972	12/16/2021	PATIENT REFUND	1,560.80	Patient Refund
182934	12/16/2021	PATIENT REFUND	186.63	Patient Refund
182935	12/16/2021	PATIENT REFUND	12.62	Patient Refund
183010	12/16/2021	PATIENT REFUND	25.00	Patient Refund
183011	12/16/2021	PATIENT REFUND	252.12	Patient Refund
183097	12/16/2021	PATIENT REFUND	141.63	Patient Refund
182982	12/16/2021	PATIENT REFUND	101.65	Patient Refund
182995	12/16/2021	PATIENT REFUND	178.15	Patient Refund
183012	12/16/2021	PATIENT REFUND	114.00	Patient Refund
183013	12/16/2021	PATIENT REFUND	546.00	Patient Refund
182996	12/16/2021	PATIENT REFUND	66.39	Patient Refund
183014	12/16/2021	PATIENT REFUND	98.04	Patient Refund
183038	12/16/2021	PATIENT REFUND	566.10	Patient Refund
183098	12/16/2021	PATIENT REFUND	20.00	Patient Refund
183015	12/16/2021	PATIENT REFUND	65.93	Patient Refund
183016	12/16/2021	PATIENT REFUND	25.00	Patient Refund
182971	12/16/2021	PATIENT REFUND	250.00	Patient Refund
183017	12/16/2021	PATIENT REFUND	130.01	Patient Refund
183018	12/16/2021	PATIENT REFUND	169.42	Patient Refund
183096	12/16/2021	PATIENT REFUND	387.00	Patient Refund
183019	12/16/2021	PATIENT REFUND	200.00	Patient Refund
183020	12/16/2021	PATIENT REFUND	6.46	Patient Refund
182997	12/16/2021	PATIENT REFUND	233.31	Patient Refund
183022	12/16/2021	PATIENT REFUND	49.32	Patient Refund
183023	12/16/2021	PATIENT REFUND	40.00	Patient Refund
183024	12/16/2021	PATIENT REFUND	40.00	Patient Refund
183025	12/16/2021	PATIENT REFUND	35.00	Patient Refund
182998	12/16/2021	PATIENT REFUND	68.95	Patient Refund
183026	12/16/2021	PATIENT REFUND	80.75	Patient Refund
183027	12/16/2021	PATIENT REFUND	120.87	Patient Refund
183099	12/16/2021	PATIENT REFUND	49.61	Patient Refund

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183028	12/16/2021	PATIENT REFUND	75.00	Patient Refund
182999	12/16/2021	PATIENT REFUND	100.00	Patient Refund
182969	12/16/2021	PATIENT REFUND	552.41	Patient Refund
183029	12/16/2021	PATIENT REFUND	197.20	Patient Refund
183083	12/16/2021	PATIENT REFUND	75.00	Patient Refund
183030	12/16/2021	PATIENT REFUND	480.62	Patient Refund
183100	12/16/2021	PATIENT REFUND	60.00	Patient Refund
182977	12/16/2021	PATIENT REFUND	450.00	Patient Refund
183031	12/16/2021	PATIENT REFUND	531.20	Patient Refund
182991	12/16/2021	PATIENT REFUND	167.14	Patient Refund
183032	12/16/2021	PATIENT REFUND	9.00	Patient Refund
183033	12/16/2021	PATIENT REFUND	14.45	Patient Refund
183101	12/16/2021	PATIENT REFUND	114.03	Patient Refund
183034	12/16/2021	PATIENT REFUND	631.66	Patient Refund
183102	12/16/2021	PATIENT REFUND	55.20	Patient Refund
182944	12/16/2021	PATIENT REFUND	183.33	Patient Refund
183000	12/16/2021	PATIENT REFUND	65.74	Patient Refund
183001	12/16/2021	PATIENT REFUND	72.81	Patient Refund
183035	12/16/2021	PATIENT REFUND	51.98	Patient Refund
182940	12/16/2021	PATIENT REFUND	436.80	Patient Refund
183036	12/16/2021	PATIENT REFUND	48.09	Patient Refund
183002	12/16/2021	PATIENT REFUND	95.94	Patient Refund
182919	12/9/2021	PATIENT REFUND	5.60	Patient Refund
183037	12/16/2021	PATIENT REFUND	2,558.82	Patient Refund
182809	12/2/2021	PATIENT REFUND	25.00	Patient Refund
182941	12/16/2021	PATIENT REFUND	89.60	Patient Refund
182920	12/9/2021	PATIENT REFUND	20.00	Patient Refund
183039	12/16/2021	PATIENT REFUND	94.24	Patient Refund
183117	12/16/2021	PATIENT REFUND	89.45	Patient Refund
182970	12/16/2021	PATIENT REFUND	36.86	Patient Refund
182921	12/9/2021	PATIENT REFUND	60.00	Patient Refund
183378	12/22/2021	PATIENT REFUND	160.00	Patient Refund
183044	12/16/2021	PATIENT REFUND	658.36	Patient Refund
183046	12/16/2021	PATIENT REFUND	174.39	Patient Refund
183040	12/16/2021	PATIENT REFUND	85.88	Patient Refund
183047	12/16/2021	PATIENT REFUND	70.00	Patient Refund
183048	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183103	12/16/2021	PATIENT REFUND	91.17	Patient Refund
183081	12/16/2021	PATIENT REFUND	33.40	Patient Refund
183041	12/16/2021	PATIENT REFUND	43.84	Patient Refund
182943	12/16/2021	PATIENT REFUND	34.96	Patient Refund
183379	12/22/2021	PATIENT REFUND	125.00	Patient Refund
183049	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183050	12/16/2021	PATIENT REFUND	80.75	Patient Refund
183104	12/16/2021	PATIENT REFUND	75.00	Patient Refund
183051	12/16/2021	PATIENT REFUND	20.00	Patient Refund
183042	12/16/2021	PATIENT REFUND	59.00	Patient Refund
182945	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183052	12/16/2021	PATIENT REFUND	9.25	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2021

183105	12/16/2021	PATIENT REFUND	48.34	Patient Refund
183003	12/16/2021	PATIENT REFUND	342.28	Patient Refund
183380	12/22/2021	PATIENT REFUND	24.20	Patient Refund
182946	12/16/2021	PATIENT REFUND	143.00	Patient Refund
183053	12/16/2021	PATIENT REFUND	439.89	Patient Refund
183054	12/16/2021	PATIENT REFUND	14.68	Patient Refund
183004	12/16/2021	PATIENT REFUND	407.36	Patient Refund
182947	12/16/2021	PATIENT REFUND	439.24	Patient Refund
183055	12/16/2021	PATIENT REFUND	10.00	Patient Refund
183228	12/16/2021	PATIENT REFUND	187.15	Patient Refund
182922	12/9/2021	PATIENT REFUND	20.00	Patient Refund
183021	12/16/2021	PATIENT REFUND	49.60	Patient Refund
183056	12/16/2021	PATIENT REFUND	19.76	Patient Refund
183065	12/16/2021	PATIENT REFUND	33.85	Patient Refund
183057	12/16/2021	PATIENT REFUND	72.80	Patient Refund
183058	12/16/2021	PATIENT REFUND	647.18	Patient Refund
183059	12/16/2021	PATIENT REFUND	75.00	Patient Refund
183106	12/16/2021	PATIENT REFUND	140.00	Patient Refund
183060	12/16/2021	PATIENT REFUND	327.02	Patient Refund
183061	12/16/2021	PATIENT REFUND	217.47	Patient Refund
183062	12/16/2021	PATIENT REFUND	28.79	Patient Refund
183045	12/16/2021	PATIENT REFUND	245.23	Patient Refund
183108	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183063	12/16/2021	PATIENT REFUND	2,764.54	Patient Refund
183064	12/16/2021	PATIENT REFUND	400.00	Patient Refund
182957	12/16/2021	PATIENT REFUND	1,126.40	Patient Refund
183066	12/16/2021	PATIENT REFUND	182.40	Patient Refund
183118	12/16/2021	PATIENT REFUND	176.82	Patient Refund
183067	12/16/2021	PATIENT REFUND	202.83	Patient Refund
183068	12/16/2021	PATIENT REFUND	124.55	Patient Refund
183069	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183107	12/16/2021	PATIENT REFUND	20.00	Patient Refund
183109	12/16/2021	PATIENT REFUND	44.53	Patient Refund
183070	12/16/2021	PATIENT REFUND	7.82	Patient Refund
183071	12/16/2021	PATIENT REFUND	36.75	Patient Refund
182973	12/16/2021	PATIENT REFUND	295.74	Patient Refund
183072	12/16/2021	PATIENT REFUND	45.41	Patient Refund
182810	12/2/2021	PATIENT REFUND	82.80	Patient Refund
182958	12/16/2021	SAVICH,BEN V	1,654.40	Patient Refund
183073	12/16/2021	SCHIEVE,MEGAN L	9.26	Patient Refund
183075	12/16/2021	PATIENT REFUND	184.30	Patient Refund
183110	12/16/2021	PATIENT REFUND	12.04	Patient Refund
183111	12/16/2021	PATIENT REFUND	124.00	Patient Refund
183076	12/16/2021	PATIENT REFUND	19.00	Patient Refund
183077	12/16/2021	PATIENT REFUND	21.78	Patient Refund
183112	12/16/2021	PATIENT REFUND	84.00	Patient Refund
183078	12/16/2021	PATIENT REFUND	57.19	Patient Refund
183079	12/16/2021	PATIENT REFUND	18.72	Patient Refund
182905	12/9/2021	PATIENT REFUND	100.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2021

182962	12/16/2021	PATIENT REFUND	6.16	Patient Refund
182963	12/16/2021	PATIENT REFUND	86.06	Patient Refund
182964	12/16/2021	PATIENT REFUND	6.16	Patient Refund
183080	12/16/2021	PATIENT REFUND	52.61	Patient Refund
182990	12/16/2021	PATIENT REFUND	22.62	Patient Refund
183005	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183113	12/16/2021	PATIENT REFUND	31.77	Patient Refund
183084	12/16/2021	PATIENT REFUND	63.08	Patient Refund
182811	12/2/2021	PATIENT REFUND	35.00	Patient Refund
183085	12/16/2021	PATIENT REFUND	344.85	Patient Refund
183086	12/16/2021	PATIENT REFUND	40.00	Patient Refund
183087	12/16/2021	PATIENT REFUND	834.56	Patient Refund
183088	12/16/2021	PATIENT REFUND	257.60	Patient Refund
183090	12/16/2021	PATIENT REFUND	61.56	Patient Refund
183089	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183091	12/16/2021	PATIENT REFUND	171.00	Patient Refund
183092	12/16/2021	PATIENT REFUND	86.96	Patient Refund
183093	12/16/2021	PATIENT REFUND	62.00	Patient Refund
183094	12/16/2021	PATIENT REFUND	150.00	Patient Refund
183095	12/16/2021	PATIENT REFUND	785.09	Patient Refund
183043	12/16/2021	PATIENT REFUND	50.00	Patient Refund
183006	12/16/2021	PATIENT REFUND	209.00	Patient Refund
182821	12/7/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
183236	12/21/2021	UNITED WAY OF SWEETWATER COUNTY	101.75	Payroll Deduction
182818	12/7/2021	STATE OF WYOMING DFS/CSES	1,607.87	Payroll Garnishment
183233	12/21/2021	STATE OF WYOMING DFS/CSES	1,607.87	Payroll Garnishment
183229	12/21/2021	CLERK OF COURT-CASPER	233.52	Payroll Garnishment
182815	12/7/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
183230	12/21/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
182816	12/7/2021	DISTRICT COURT THIRD JUDICIAL DIST	889.40	Payroll Garnishment
182847	12/9/2021	DISTRICT COURT THIRD JUDICIAL DIST	821.28	Payroll Garnishment
183231	12/21/2021	DISTRICT COURT THIRD JUDICIAL DIST	960.60	Payroll Garnishment
182819	12/7/2021	SWEETWATER CIRCUIT COURT-RS	1,297.15	Payroll Garnishment
182902	12/9/2021	SWEETWATER CIRCUIT COURT-RS	1,126.94	Payroll Garnishment
183234	12/21/2021	SWEETWATER CIRCUIT COURT-RS	773.81	Payroll Garnishment
182820	12/7/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
183235	12/21/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	12/6/2021	PAYROLL 25	1,600,000.00	Payroll Transfer
W/T	12/21/2021	PAYROLL 26	1,700,000.00	Payroll Transfer
W/T	12/13/2021	PAYROLL 25-2	300,000.00	Payroll Transfer
183137	12/16/2021	CARDINAL HEALTH PHARMACY MGMT	11,216.40	Pharmacy Management
183264	12/22/2021	CARDINAL HEALTH PHARMACY MGMT	928,238.14	Pharmacy Management
183368	12/22/2021	UNIVERSITY OF UTAH (UUHC OUTREACH)	117,106.74	Physician Services
182840	12/9/2021	COMPHEALTH, INC.	46,768.54	Physician Services
182858	12/9/2021	DR. HARESH K. VISWESHWAR	2,500.00	Physician Services
182792	12/2/2021	DR. TIFFANY PRACHACHALERM	11,800.00	Physician Services
182907	12/9/2021	DR. TIFFANY PRACHACHALERM	21,057.72	Physician Services
182822	12/9/2021	ADVANCED MEDICAL IMAGING, LLC	19,288.00	Physician Services
183120	12/16/2021	ADVANCED MEDICAL IMAGING, LLC	488.19	Physician Services

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2021

182874	12/9/2021	LOCUM TENENS.COM	71,435.40	Physician Services
182869	12/9/2021	JOHN A. ILIYA, M.D.	14,700.00	Physician Services
183357	12/22/2021	SUMMIT PATHOLOGY	25,107.22	Physician Services
183223	12/16/2021	DR. W. MARCUS BRANN	11,156.43	Physician Services
182799	12/2/2021	UTAH PULMONARY ASSOCIATES, LLC	8,004.00	Physician Services
182913	12/9/2021	UTAH PULMONARY ASSOCIATES, LLC	12,668.00	Physician Services
183392	12/30/2021	UTAH PULMONARY ASSOCIATES, LLC	12,708.00	Physician Services
183382	12/22/2021	DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
183383	12/22/2021	FEDLOAN SERVICING	20,625.00	Physician Student Loan
183385	12/22/2021	GREAT LAKES	1,666.67	Physician Student Loan
183388	12/22/2021	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
183384	12/22/2021	GRANITE STATE MANAGEMENT & RESOURCES	666.67	Physician Student Loan
183386	12/22/2021	GREAT LAKES EDUCATION LOAN SERVICES	1,000.00	Physician Student Loan
183338	12/22/2021	POSTMASTER	520.00	Postage
182855	12/9/2021	FRONT RANGE MOBILE IMAGING, INC.	3,360.00	Professional Service
182685	12/2/2021	AMERICAN COLLEGE OF RADIOLOGY	2,900.00	Professional Service
183288	12/22/2021	CE BROKER	269.72	Professional Service
182700	12/2/2021	CLEANIQUE PROFESSIONAL SERVICES	5,430.00	Professional Service
183269	12/22/2021	CLEANIQUE PROFESSIONAL SERVICES	4,500.00	Professional Service
182742	12/2/2021	CLIFTONLARSONALLEN LLP	1,942.50	Professional Service
182738	12/2/2021	KEITH WILLIAMS & ASSOCIATES, INC.	4,750.00	Professional Service
183176	12/16/2021	MEDICAL PHYSICS CONSULTANTS, INC	1,250.00	Professional Service
183319	12/22/2021	MEDICAL PHYSICS CONSULTANTS, INC	1,000.00	Professional Service
182881	12/9/2021	P3 CONSULTING LLC	555.00	Professional Service
182800	12/2/2021	VERISYS INC.	37.00	Professional Service
182917	12/9/2021	WYOMING DEPARTMENT OF HEALTH	352.00	Professional Service
EFT000000007231	12/22/2021	WESTERN STAR COMMUNICATIONS	763.20	Professional Service
182755	12/2/2021	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
182839	12/9/2021	COLLEGE OF AMERICAN PATHOLOGY	450.00	Proficiency Testing
183192	12/16/2021	RADIATION DETECTION COMPANY	485.75	Radiation Monitoring
182694	12/2/2021	BRACCO DIAGNOSTICS INC	2,150.68	Radiology Material
183133	12/16/2021	BRACCO DIAGNOSTICS INC	1,251.99	Radiology Material
183259	12/22/2021	BRACCO DIAGNOSTICS INC	2,538.68	Radiology Material
182732	12/2/2021	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	4,475.00	Radiology Material
183308	12/22/2021	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	4,675.00	Radiology Material
182741	12/2/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
182871	12/9/2021	LANTHEUS MEDICAL IMAGING, INC	5,068.12	Radiology Material
183170	12/16/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
183313	12/22/2021	LANTHEUS MEDICAL IMAGING, INC	5,603.05	Radiology Material
182733	12/2/2021	ISRAEL STEWART, DO	18.85	Reimbursement - CME
182736	12/2/2021	JOSEPH J. OLIVER, M.D.	888.00	Reimbursement - CME
182827	12/9/2021	DR. BANU SYMINGTON	741.99	Reimbursement - CME
182866	12/9/2021	DR. JACOB JOHNSON	888.00	Reimbursement - CME
182873	12/9/2021	DR. LAWRENCE LAURIDSEN	1,361.07	Reimbursement - CME
182746	12/2/2021	DR. LUCY RYAN	280.00	Reimbursement - CME
182875	12/9/2021	DR. LUCY RYAN	888.00	Reimbursement - CME
183261	12/22/2021	BRIDGET PEREZ	29.64	Reimbursement - Education & Travel
182844	12/9/2021	DAVID BELTRAN	402.00	Reimbursement - Education & Travel
182739	12/2/2021	KELLY SUGIHARA	213.00	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/2021

183326	12/22/2021	MINDY BYRD	110.58	Reimbursement - Education & Travel
182769	12/2/2021	ROB FAIR	392.70	Reimbursement - Education & Travel
183391	12/30/2021	ROB FAIR	678.30	Reimbursement - Education & Travel
183197	12/16/2021	ROBIN SNOWBERGER	23.94	Reimbursement - Education & Travel
183362	12/22/2021	TAMMIE HENDERSON	50.16	Reimbursement - Education & Travel
182695	12/2/2021	DR. BRYTTON LONG	285.60	Reimbursement - Education & Travel
182867	12/9/2021	DR. JANENE GLYN	1,099.79	Reimbursement - Education & Travel
182754	12/2/2021	DR. MICHAEL NEYMAN	4,389.59	Reimbursement - Education & Travel
182916	12/9/2021	DR. WILLIAM SARETTE	600.00	Reimbursement - Education & Travel
182868	12/9/2021	JENNIFER ROGER	66.43	Reimbursement - Non Hospital Supplies
182747	12/2/2021	MARIAH PACHECO	749.46	Reimbursement - Non Hospital Supplies
182924	12/14/2021	MELIDA MARIN	471.76	Reimbursement - Payroll Deduction
183212	12/16/2021	TRENTON MCKENZIE	150.00	Reimbursement - Uniform
W/T	12/17/2021	ABG 12/9/21	143,925.02	Retirement
W/T	12/27/2021	ABG 12/23/21	144,395.29	Retirement
W/T	12/3/2021	ABG 11/25/21	150,578.66	Retirement
182898	12/9/2021	STATE OF WYO.DEPT.OF REVENUE	605.70	Sales Tax Payment
182753	12/2/2021	MHSC MEDICAL STAFF	200.00	Scholarship
183131	12/16/2021	BOOKCLIFF SALES INC	149.47	Scrub Sale deductions
182686	12/2/2021	AMERICAN LEGION TOM WHITMORE POST 28	500.00	Sponsorship
183343	12/22/2021	RSHS GIRLS BASKETBALL	200.00	Sponsorship
182788	12/2/2021	SWEETWATER DIRT RACING ALLIANCE	500.00	Sponsorship
183360	12/22/2021	SWEETWATER SNOWPOKES & ATV CLUB INC	500.00	Sponsorship
183180	12/16/2021	MOBILE INSTRUMENT SERVICE	3,926.80	Surgery Equipment
182683	12/2/2021	ALI MED INC	980.29	Surgery Supplies
183121	12/16/2021	ALI MED INC	132.98	Surgery Supplies
183238	12/22/2021	ALI MED INC	393.72	Surgery Supplies
182706	12/2/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	983.57	Surgery Supplies
183277	12/22/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	495.07	Surgery Supplies
182842	12/9/2021	CR BARD INC	1,077.50	Surgery Supplies
182864	12/9/2021	INTEGRA SURGICAL	113.89	Surgery Supplies
182779	12/2/2021	SMITH & NEPHEW ENDOSCOPY INC	1,806.00	Surgery Supplies
182786	12/2/2021	STRYKER ENDOSCOPY	1,707.36	Surgery Supplies
183209	12/16/2021	STRYKER ENDOSCOPY	2,855.16	Surgery Supplies
183354	12/22/2021	STRYKER ENDOSCOPY	734.40	Surgery Supplies
182806	12/2/2021	ZIMMER BIOMET	6,205.00	Surgery Supplies
183227	12/16/2021	ZIMMER BIOMET	1,130.00	Surgery Supplies
183376	12/22/2021	ZIMMER BIOMET	1,200.00	Surgery Supplies
EFT000000007174	12/2/2021	COOPER SURGICAL	347.35	Surgery Supplies
EFT000000007182	12/9/2021	COOPER SURGICAL	685.13	Surgery Supplies
EFT000000007202	12/16/2021	COOPER SURGICAL	1,425.83	Surgery Supplies
EFT000000007221	12/22/2021	COOPER SURGICAL	3,780.23	Surgery Supplies
182789	12/2/2021	JOHNSON & JOHNSON HEALTHCARE	4,297.04	Surgery Supplies
183324	12/22/2021	MERCURY MEDICAL	357.42	Surgery Supplies
183355	12/22/2021	STRYKER ORTHOPAEDICS	10,098.00	Surgery Supplies
182884	12/9/2021	PRESS GANEY ASSOCIATES, INC	2,678.01	Survey Expenses
183339	12/22/2021	PRESS GANEY ASSOCIATES, INC	2,678.01	Survey Expenses
183139	12/16/2021	CSG,LLC	1,981.46	Transcription Services
183169	12/16/2021	LANGUAGE LINE SERVICES	1,691.02	Translation Services

[illegible]

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

Vouchers Submitted by MHSC at agreed discounted rate		
July 2021		\$5,878.09
August 2021		\$0.00
September 2021		\$0.00
October 2021		\$46,738.87
November 2021		\$0.00
December 2021		\$0.00
County Requested Total Vouchers Submitted		<u>\$52,616.96</u>
Total Vouchers Submitted FY 22		\$52,616.96
Less: Total Approved by County and Received by MHSC FY 22		\$52,616.96
Total Vouchers Pending Approval by County		<u><u>\$0.00</u></u>

FY22 Title 25 Fund Budget from Sweetwater County	\$273,488.00
Funds Received From Sweetwater County	<u>\$52,616.96</u>
FY20 Title 25 Fund Budget Remaining	\$220,871.04
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY22 Maintenance Fund Budget from Sweetwater County	\$938,440.00
County Maintenance FY22 - July	\$304,298.79
County Maintenance FY22 - August	\$28,620.00
County Maintenance FY22 - September	\$0.00
County Maintenance FY22 - October	\$16,421.89
County Maintenance FY22 - November	\$0.00
County Maintenance FY22 - December	\$28,357.08
	<u>\$377,697.76</u>
FY22 Maintenance Fund Budget Remaining	<u><u>\$560,742.24</u></u>

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...January Buildings and Grounds Meeting
Date: January 27, 2022

Maintenance Metrics...Work orders are higher due to staffing shortages. Ed brought up an issue with water in the old Foundation area.

Medical Imaging Renovation...Project is nearing completion. Probable completion timeline will be mid-February. Final punch lists will be prepared soon.

S-1 Unit...Unit is working...still some issues to resolve however.

Pharmacy Chemo Mixing Room...Cost of a temporary unit associated with this project deemed too much; thus, options are being considered. ST & B will work on designing an exhaust system.

Dr. Sulentic's Office...Bid opening will be last week in January.

Building Automation System...not much progress at this time due to Vaughn's work schedule. When the Medical Imaging project ends...work should be well underway.

Generator ATS...still issues that John Kolb is helping the Hospital with. Lightning Eliminators is coordinating with Plan One and ST & B on design work. Hopefully, the project can be bid in the Spring.

Bulk Oxygen Project...plans are still being developed. Work should be completed this summer.

Special Purpose Tax Projects...discussion took place regarding possible projects. The Commissioners will sponsor a project for MHSC. State funds may become available for Covid-19 related projects. A list of possible projects was presented by staff.

MHSC Finances...discussion took place regarding holding off on capital projects until we get a clearer picture of the financial situation of the Hospital.

MEMORIAL HOSPITAL OAKS EETATER COUNTY
Building and Grounds Committee Meeting
January 18, 2022

The Building and Grounds Committee met in regular session via Zoom on January 18, 2022 at 3:30 PM with Mr. Marty Elsey presiding.

In Attendance: Mr. Marty Elsey *Trustee - Chair*
Mr. Ed Tardoni - *Trustee*
Ms. Irene Richardson *CEO*
Ms. Tami Love *CFO*
Mr. Jim Horan *Facilities Director*
Mr. Bill Heatley *PlanOne Architects*
Mr. Fred Ronnen *Berg, Groathouse Construction*
Mr. Jared Pershaw, *ST&B Engineering*

Excused: Mr. Kerry Johnston *Facilities Supervisor*

Mr. Elsey called the meeting to order.

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

Mr. Elsey asked for a motion to approve the minutes from the December 21, 2021 meeting. Mr. Tardoni made a motion to approve the minutes. Ms. Richardson seconded motion passed. Mr. Elsey abstained from the vote.

Maintenance Metrics

Mr. Horan said the maintenance metrics show open active orders higher as they are still down a couple employees. There has also been some overtime due to snow storms in December and essentially on budget. He said they treat any amount of snow to keep everything safe for patients and staff.

Mr. Tardoni had a question regarding some water issues in the Foundation Lab he recognized recently. Mr. Horan said the old soil lines in that part of the building continue to be a problem. This will be corrected when we do any type of renovation in that area.

Old Business – Project Review

Medical Imaging Renovation

Mr. Heatley said they are winding down. This week they are finishing paint ceilings and cabinetry. Flooring will be completed next week. There are some outstanding doors and windows. They will then start their commissioning activities. Mr. Elsey asked about the targeted end date of January. Mr. Heatley said they are still pushing for that date. He expects he will be doing his final punch lists in a few weeks. Mr. Pershaw said conservatively it will be the first week or two of February to include final details and clean up. He said the commissioning of the area will go quickly as it is not as detailed as the HVAC project.

S1 Unit

Mr. Pershaw said they performed wide scale commissioning last month with the controls vendor. There are still some open issues they are working through entailing hardware and installation. Overall the unit is performing properly but they will continue to monitor the issue log.

Pharmacy Chemo Mixing Room

Mr. Heatley said they had an internal discussion last week to look at other options for the space due to the potential cost of a temporary unit. PlanOne Architects is working on three different concepts laying out potentials and will then loop in STCC Engineering for their mechanical requirements for the exhausting of the system.

Dr. Sulentic Office

Mr. Heatley said the pre-bid wall through was done last week with two general contractors and several subcontractors showing interest. Bid opening is slated for next week. The bidders were tasked with a creative work schedule to ensure all material is onsite before starting construction. Roathouse did withdraw as they are too busy at this time.

Building Automation System

Mr.elsey asked if there has been any progress from Vaughn's. Mr. Horan said he has seen some movement but Vaughn's is still working on some demo around the Medical Imaging project. There has been some conversation between Harris and Vaughn's on this project but nothing concrete to report. He expects to see progress soon as the Imaging project winds down.

Generator ATS

Mr. Horan said Mr. John Polk is still working on some minor issues. All of the important pieces have been resolved with the exception of the manual transfer switch for the chillers. He said Lightning Eliminators has been in touch with PlanOne and STCC for their plans so they can do some preliminary work before they come onsite. Mr. Horan has asked they have plans completed by early spring so we can be ready to bid and complete by lightning season.

Tabled Projects

Mr. Horan said he plans on having the plans for the Pulmonary soon. Mr. Tardoni updated the group and said the Rotary Club may still be interested in helping with the Aldner House retaining wall in the spring.

Old Business – Other

Special Purpose Table Projects

Ms. Richardson reported the Commissioners have agreed to sponsor our project but she is still unsure of the dollar amount. She said there may be additional funds available through the State.

There will be more information coming out of the legislature. These funds will need to be used for a COVID-related project. The Lab projects should meet those requirements. For the six-penny project we should look at something else. She mentioned a retail pharmacy or in-house PET Scan area. Ms. Love agreed with the use of the State funds versus the SPT funds. Mr. Elsey did share his concern of a retail pharmacy project as it would compete with private business. Some projects currently on the list include:

- Medical Imaging x-ray rooms – new digital rooms will bring higher reimbursement
- Fixed Pet Scan – potential increased volumes with more availability
- Retail pharmacy
- Lab expansion – outside entrance to accommodate patients
- Foundation Lab remodel
- Behavioral Health suite – outpatient services
- Cardiac Cath Lab – included in Kaufman Hall consulting engagement
- Surgical suites – moving central sterile upstairs
- Dialysis – potential move to increased home treatment

New Business

Ms. Richardson gave a recap of what was discussed at the board meeting. She said looking at projections we have asked to free up capital for the first quarter of the year. We want to make sure we are managing our cash based on the projections and will review monthly. Mr. Tardoni agreed with this and said we need to watch it closely. Mr. Elsey shared his concern with the financial situation and the external forces working against the hospital. He said it is prudent to hold off on projects not prudent at this time. Ms. Love reminded the committee that we do still have \$500,000 in the county maintenance fund. She said we should be able to complete the Sulphur Oxygen project with these funds.

Other Business

The next meeting will be held February 15, 2022 at 3:30 p.m. Mr. Elsey adjourned the meeting at 4:00 p.m.

Submitted by Tami Love

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...January Compliance Committee
Date: January 27, 2022

The full Compliance Committee did not meet in January; however, a smaller group met to discuss two items.

Risk Management

Irene conveyed to the group her thoughts on risk management. In a nutshell, she believes that MHSC is performing all the core risk management functions already. She does not believe we need to have a specific individual serve as Risk Manager at MHSC.

I agree with Irene. I believe risk management to be a very important function and further, believe it is closely tied to compliance. However, at our relatively small hospital facing significant financial pressures, I believe Irene's position is the correct one and I support her position.

Compliance

The group discussed the most recent draft of the Compliance Program/Plan document prepared by Suzan Campbell.

The group made good progress and I believe that at the February Compliance Committee meeting, the Committee will approve the document so it can be presented to the Board of Trustees at the March meeting.

Minutes
Governance Committee Meeting
January 20, 2022

Present: Taylor Jones, Barbara Sowada, and Irene Richardson

Call to Order: Taylor Jones called the Zoom meeting to order at 11:00 am

Agenda was approved as written

Minutes had been previously approved

Old Business

1. The CEO Evaluation policy was reviewed and deemed ready for the first reading by the Board.

New Business

1. At the January, Board meeting this Committee was tasked with bringing a new slate of iProtean videos forward for Board education. Marty had suggested Enterprise Risk videos and Ed had suggested financial videos. It was decided that education for the next three months would be financial videos, of Ed's choosing. The Committee has asked Ed to look for videos that include information about strategic planning or dealing with the financial impact of covid. Enterprise Risk videos would be saved for the last quarter of the fiscal year.

2. According to the Board Bylaws, it's the duty of the president of the Board to appoint committee members. To fill a physician vacancy in the Quality Committee, Taylor appointed Dr. Jacques Denker, who has agreed to fill this vacancy. The appointment will be confirmed by a letter from Kerry Downs.

The meeting was adjourned at 12:30 pm.

Next meeting is Thursday February 10, 2022, at 11:00 am by Zoom.

Respectfully submitted,

Barbara J. Sowada, Ph.D.

Memorial Hospital of Sweetwater County
Governance Committee Meeting
January 20, 2022
Agenda

Old Business

1. Potential policies
 - a. Executive evaluation policy

New Business

1. Board education...next iProtean videos for next six months
3. Dr. Denker appointment to Quality Committee
4. Other

Contract Check List

This check list summarizes the purpose, cost and other contract provisions contained in the contract and assures that the contract has been reviewed by In-House Legal Counsel and approved and signed by CEO.

1. Name of Contract: **iProtean Subscription Agreement**
2. Purpose of contract, including scope and description: **one- year renewal of the iProtean leadership education platform for board members and senior leadership**
3. Effective Date: **January 15, 2022**
4. Expiration Date: **January 14, 2023**
5. Termination provisions: **not addressed but contract law would allow MHSC to terminate but probably with no refund of annual subscription cost** Is this auto-renew? **No**
6. Monetary cost of the contract: **\$19,500.00** Budgeted? **yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **Yes page 3 Confidentiality**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**