

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

January 3, 2024

2:00 p.m. Classrooms 1, 2 & 3

AGENDA

- I ☐ Call to Order Barbara Sowada
A ☐ Roll Call
☐ ☐ Pledge of Allegiance
☐ ☐ [Mission and Vision](#) Andi Pendleton
D ☐ Mission Statement Irene Richardson, Chief Executive Officer
- II ☐ Agenda (For Action) Barbara Sowada
- III ☐ [Minutes](#) (For Action) Barbara Sowada
- I ☐ ☐ Community Communication Barbara Sowada
☐ ☐ Old Business Barbara Sowada
A ☐ Employee Policy–Non-Discrimination ☐ Anti-Harassment (Remains under review/development, no request for action)
☐ ☐ [Employee Policy – Weapons Policy](#) (For Action) Susan Campbell, In House Counsel
- II ☐ New Business (Review and Questions/Comments) Barbara Sowada
- II ☐ Chief Executive Officer Report Irene Richardson
- III ☐ Committee Reports
A ☐ Compliance Committee Andi Pendleton
☐ ☐ Governance Committee Barbara Sowada
☐ ☐ [Quality Committee](#) Andi Pendleton
D ☐ [Human Resources Committee](#) Andi Pendleton
☐ ☐ Finance ☐ Audit Committee Artyelsey
1 ☐ [Capital Expenditure Requests](#) (For Action)
☐ ☐ [IS Report](#)
3 ☐ Bad Debt (For Action)
4 ☐ [Finance ☐ Audit Committee Meeting Information](#)
- F ☐ [Foundation Board](#) Rai Rood
☐ ☐ Executive Oversight and Compensation Committee Barbara Sowada
☐ ☐ Joint Conference Committee Barbara Sowada
I ☐ [Building Rounds Committee](#) Artyelsey
- I ☐ ☐ Contract Review Susan Campbell
A ☐ [Facility Master Planning Services Agreement](#) (For Action)
- ☐ ☐ Medical Staff Report erry Downs, Medical Staff Services Director
- II ☐ Good of the Order Barbara Sowada
- II ☐ Executive Session 1/3/24 16:44:44 Barbara Sowada
- III ☐ Action Following Executive Session Barbara Sowada
A ☐ Request for Privileges (For Action)
- I ☐ ☐ Adjourn Barbara Sowada



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

Minutes for October 4 2023 Draft

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

October 4, 2023

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on October 4, 2023 at 2:00 p.m. with Mr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

Mr. Sowada requested a roll call and announced there was a quorum. The following Trustees were present: Mr. Marty Elsey, Mr. Craig Rood and Mr. Barbara Sowada. Excused: Ms. Andi Pendleton.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer, Mr. Taylor Jones, County Commissioner Liaison, Mr. Brianne Crofts, Medical Staff Services President and Mr. Geoff Phillips, Legal Counsel.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Rood read aloud the mission and vision statements.

Mission Moment

Ms. Richardson shared a message from former Trustee Mr. Ed Tardoni and his wife Mrs. Joanna Tardoni and a beautiful photography print of the blue moon on a metal plate for hanging. Mr. Tardoni's note states a blue moon is a rare event that occurs only at the closest approach to earth. Mr. Tardoni said the print is reflective and the viewer can see their face in the photo. The lower left corner of this spectacular photo contains the words "In this life we only meet people like you once in a blue moon." The note states the gift is given with the wish it will provide support and aid when the infusion nurses in the Cancer Center face a tough day. Ms. Richardson thanked the Tardonis and said she will forward the print to the Cancer Center to display where visitors and patients may see it.

AGENDA

The motion to approve the agenda as amended to table the Employee Policy under Old Business and affirm Mr. Rood as Vice President under New Business was made by Mr. Rood, second by Mr. Elsey. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the September 6, 2023 regular meeting as presented was made by Mr. Rood second by Mr. Elsey. Motion carried.

COMMUNITY COMMUNICATION

Commissioner Jones said he needed to leave the meeting early due to another meeting. Mr. Sowada thanked him for attending. Mr. Sowada announced the trustees would meet at 4:00 p.m. to participate in an event in the Healing Garden in support of the Hospital and Oncology Department cancer awareness event.

OLD BUSINESS

2023-24 Memorandum Of Understanding Between The Sweetwater County Board Of Sweetwater County Commissioners And The Memorial Hospital Of Sweetwater County

Mr. Sowada reviewed the process to date regarding the Memorandum of Understanding (MOU). She said the trustees approved an earlier version in August. Changes were made so approval of the final version is needed. Mr. Phillips provided an overview and said it is in effect for one year. He said it separates completely the Title 25 funds from what is budgeted for maintenance. Mr. Phillips expressed appreciation to the County Commissioners for their work through this process. The motion to approve the MOU as presented was made by Mr. Rood second by Mr. Elsey. Motion carried. Mr. Sowada thanked Ms. Richardson, Mr. Phillips, Commissioner Jones and everyone involved in the process.

NEW BUSINESS

FY23 Audit Report

Ms. Richardson introduced Mr. Barryn McArvey from Clifton Larsen Allen (CLA) and thanked him for a great audit. She said CLA is very thorough and does an excellent job. Ms. Richardson said we learn from them every year. She said CLA has a great team. Ms. Richardson thanked the MHSC team and stressed this is a great team effort. Mr. McArvey thanked the Hospital team and the Board of Trustees. He reviewed the audit report. Mr. McArvey said the CLA staff that worked on the Hospital audit primarily worked on hospital audits only. The CLA team was onsite the first week in August and prepared the audit and financial statements with the assistance of MHSC staff. He said the Cerner EHR was the most significant item in the new accounting standard GASB 6. Mr. McArvey said material weaknesses are a major part of the process and there were none identified. He said CLA tries to bring things to the table every year to help the organization improve. He noted some of the impacts from COVID-19 reflected in the presentation data. He said we have seen improvements in the operating loss per provider data over the past few years. Visits per FTE have increased. Days of cash on hand were at 100 days and we had a massive EHR conversion in the middle of all of this. Mr. McArvey said all organizations increase days in A/R related to an EHR conversion. He said the key is how quickly we bring that back down and charity care has trended downward. Mr. McArvey said there is information included in the audit report for Board education. Mr. Sowada thanked Mr. McArvey for his presentation. Mr. Elsey thanked

Mr. McCarvey for his work and said they always do a great job. The motion to approve the FY23 Audit Report as presented was made by Mr. Elsey second by Mr. Rood. Motion carried.

Human Resources Charter

Mr. Sowada said the HR Charter has been slightly amended and will be returned next month for approval.

Compliance Committee Charter

Mr. Sowada said this is the first read and we will bring the charter back next month for approval.

Governance Committee Charter

Mr. Sowada said the recommended changes are in the packet and asked Mr. Elsey to review. She said this is the first read and we will bring it back next month for approval.

Finance & Audit Committee Charter

Mr. Elsey reviewed the recommended changes and said we will bring the charter back next month for approval. Mr. Elsey expressed appreciation to everyone working on the committee charters.

Vice President

Mr. Sowada said Mr. Rood accepted stepping into the Vice President position. The motion to appoint Mr. Rood as Vice President for the 23/24 year as presented was made by Mr. Elsey second by Mr. Sowada. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson reviewed person-centered care initiatives and highlighted the Patient & Family Advisory Council. She thanked the Medical Staff for working with us on the efforts to improve patient experience. Ms. Richardson provided a Critical Access Hospital status update. She gave a huge thank you to CLA and the MHSC audit team. The Board and Senior Leaders will meet November 13 and 14 for a Strategic Plan Retreat. Ms. Richardson said we continue to prepare for a visit from the Joint Commission for our survey. She thanked all staff for their work preparing. Quarterly Town Hall meetings are scheduled the week of October 16. Ms. Richardson said she attended the American Hospital Association Regional Policy Board meeting in Washington D.C. She met with many legislators and said we have to set the narrative for ourselves. She said she appreciates having the opportunity to attend. Ms. Richardson said we must keep the Hospital here for our community as a full-service hospital. She announced upcoming events and invited everyone to participate. She thanked staff, the Commissioners, physicians, the Board, and our community for supporting us to be here to take care of our community.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said at last month's meeting, the Board's education was Veralon videos on quality. She said the videos asked what are the top 5 quality issues at your hospital. Dr. Sowada invited Mr. Ari Quicenden Chief Clinical Officer and Ms. Tara Macdon Director of Quality Accreditation Patient Safety and Risk to review highlights from the most recent Quality Committee meeting. They said their top 5 areas of focus are: 1 Medication Safety 2 Sepsis 3 Falls 4 Patient Safety Processes 5 Principles in General 5 Patient Experience. They said they all tie together and align with our Process Improvement and Patient Safety PIPS priorities. Ms. Macdon said over the last couple of years the entire organization has worked on quality and safety indicators. She said we have seen a lot of improvement. Collaboration through providers staff and various departments has made the difference. Ms. Richardson gave kudos to leaders making meetings happen to look at opportunities for improvement. Dr. Sowada thanked them for sharing the information and thanked everyone for all the work being done.

Human Resources Committee

Mr. Rood said the Committee focused discussions on updates to a policy on anti harassment and non discrimination.

Finance and Audit Committee

Capital Expenditure Requests Mr. Elsey said the Committee approved one capital expenditure request from staff. The motion to approve FY 24 15 for 316,565 as presented for a budgeted sole source item from Siemens for replacement Ray equipment was made by Mr. Elsey second by Mr. Rood. Motion carried.

Information Technology Report – Mr. Elsey noted the large number of systems the IT department keeps running. He said it is a good department doing a lot of good things. Ms. Richardson said cybersecurity is a huge threat and thanked Mr. Perry Thompson Director and the staff for keeping us as safe as we can be. Mr. Thompson thanked Ms. Richardson and the Board for their support.

Bad Debt – The motion to approve the potential bad debt of 1,511,477 as presented was made by Mr. Elsey second by Mr. Rood. Motion carried.

Finance & Audit Committee Meeting Information – Mr. Elsey said the report is in the meeting packet along with the financial data. He said it is a great report.

Building and Grounds

Mr. Elsey said there is a lot going on and said the information is in the meeting packet.

Foundation

Mr. Sowada noted the report is in the meeting packet. Mr. Rood said the Foundation is working on replacing his position on the Board of Directors. He also asked everyone to save the date of February 3, 2024 for the next Red Tie Gala.

Compliance Committee

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

Governance Committee

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

Executive Oversight and Compensation Committee

Mr. Sowada said the Committee did not meet.

Joint Conference Committee

Mr. Sowada said the Committee has not met.

BOARD EDUCATION

Mr. Sowada said several people had difficulty accessing the webinar on the Governance Institute site. Mr. Kelsey said he was able to review the webinar and said it was very good and the topic of mental health is very serious. Mr. Sowada suggested revisiting discussion of the webinar at a later date.

MEDICAL STAFF REPORT

Mr. Crofts said she completed her proctoring of the trainees and will work with Ology and Ology to help them move forward. She said we are very grateful Mr. Hoffman joined us as well as Mr. Poundstone. Mr. Crofts said the Medical Staff are working on bylaws updates and in the process of selecting Department Chairs.

GOOD OF THE ORDER

Mr. Kelsey suggested adding “personal vision for the Hospital” when the Trustees rotate through on sharing the mission and vision for the Hospital each month. Mr. Sowada said different lenses are like a kaleidoscope and suggested we may ask some of the staff to share their personal visions for the Hospital as well.

Mr. Sowada thanked everyone in attendance and reminded everyone about the Cancer Center special ceremony in the Healing Garden at 4:00 p.m.

EXECUTIVE SESSION

The motion to go into executive session at 3:26 p.m. was made by Mr. Belsey second by Mr. Rood. Motion carried. Mr. Sowada said there would be a 10-minute break.

RECONVENE INTO REGULAR SESSION

The motion to leave executive session and return to regular session at 4:55 p.m. was made by Mr. Rood second by Mr. Belsey. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the list of clinical privileges and granting appointments to the Medical Staff as discussed in executive session was made by Mr. Belsey second by Mr. Rood. Motion carried.

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from September 12, 2023

1. Initial Appointment to Active Staff 2 years
 - Mr. Brian Opperman Emergency Medicine 10 of 10
 - Mr. Arion Lochner Emergency Medicine 10 of 10
2. Initial Appointment to Associate Staff 1 year
 - Mr. Daniel Logan Neurology
 - Mr. George Kingsley OI/RYN
 - Mr. Mitchell Caulther Emergency Medicine 10 of 10
 - Mr. Benjamin Berseman Emergency Medicine 10 of 10
 - Mr. Hannah Loewen ER Emergency Medicine 10 of 10
 - Mr. Rowan Belner Emergency Medicine 10 of 10
3. Initial Appointment to Consulting Staff 1 year
 - Mr. Holly Huang Tele Stroke 10 of 10
 - Mr. Veronica Moreno Home Tele Stroke 10 of 10
 - Mr. Judea Wiggins Tele Stroke 10 of 10
 - Mr. Aaron Shoskes Tele Stroke 10 of 10
4. Reappointment to Consulting Staff 2 years
 - Mr. William Brann Cardiovascular Disease
 - Mr. Gregory Benyher Tele Radiology 10 RC
 - Mr. Michael Rethy Tele Radiology 10 RC
5. Reappointment to Non-Physician Staff 2 years
 - Alisha Macfie RN First Assist
6. Initial Appointment to Consulting Staff 2 years
 - Mr. Alan Pratt Tele Radiology 10 RC

ADJOURNMENT

Where being no further business to discuss the meeting adjourned at 4:56 p.m.

Mr. Marara Sowada President

Attest:

Ms. Andi Pendleton Secretary

DRAFT

Minutes for November 13 2023 Special Workshop

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

November 13, 2023

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special workshop meeting at the Holiday Inn in Rock Springs, Wyoming on November 13, 2023 at 1:00 p.m. with Mr. Barbara Sowada, President, presiding.

CALL TO ORDER

Mr. Sowada called the meeting to order. The following Trustees were present: Judge Nena James, Ms. Andi Pendleton, and Mr. Barbara Sowada.
Excused: Mr. Martyelsey and Mr. Craig Rood.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer.

Guests: Ms. Kami Love, Chief Financial Officer, Mr. Ari Quicken, Chief Clinical Officer, Mr. Melinda Poyer, Chief Medical Officer.

BOARD EDUCATION

Ms. Laura Lehan of PEA Consulting led an education session around the strategic planning process.

ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 4:00 p.m.

Mr. Barbara Sowada, President

Attest:

Ms. Andi Pendleton, Secretary

Minutes for December 6 2023 Draft

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

December 6, 2023

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session via Zoom on December 6, 2023 at 2:00 p.m. with Mr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

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

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer, Mr. Brianne Crofts, Medical Staff Services President, Mr. Taylor Jones, Sweetwater County Commissioner Liaison and Mr. Geoff Phillips, Legal Counsel.

Pledge of Allegiance

Mr. Sowada 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 reported we had over 100 people participate in the recent Rock Springs Lighted Holiday Parade including some members from our Patient and Family Advisory Council. She gave a huge shout out of appreciation to everyone who made it happen and participated.

Mr. Sowada said the facilitator of the recent strategic planning session said she had never worked with a senior leader group that got along so well and worked together so well. Mr. Sowada said she was very complimentary of all the things accomplished since 2017 and it was wonderful to see the Hospital through someone else's eyes. The consultant noted there was at least a 90% overlap on the three SWO analysis outcomes completed by the Trustees, Leadership and Medical Staff. Mr. Sowada gave many thanks to the staff for all they have done.

AGENDA

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

APPROVAL OF MINUTES

Due to the lack of a quorum of voting members for the October 4, 2023 regular meeting minutes and November 13, 2023 special meeting minutes approval was tabled until the January meeting. The motion to approve the minutes of the November 1, 2023 regular meeting was made by Mr. Belsey second by Ms. Pendleton. Motion carried. The motion to approve the November 10, 2023 special meeting minutes was made by Ms. Pendleton second by Mr. Belsey. Motion carried. The motion to approve the November 14, 2023 special meeting minutes was made by Mr. Belsey second by Judge James. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Employee Policy – Non-Discrimination & Anti-Harassment

Mr. Sowada reported the Committee is continuing work on this policy.

Board Policy – Approval Process For Expansion Of Or Addition To Hospital Services

Mr. Sowada reported this has been withdrawn.

Residents In Training Policy

The motion to approve the Residents In Training Policy with the correction of capitalization of “Hospital” as appropriate as recommended by Mr. Belsey was made by Ms. Pendleton second by Mr. Belsey. Motion carried.

NEW BUSINESS

The Joint Commission Requirements Regarding the Board’s Role in Quality

Mr. Sowada said she sent an American Hospital Association video link and some other background materials to the trustees for their review. Ms. Pendleton said we will be providing more information in the Quality section moving forward.

Board Self-Assessment Survey

Mr. Sowada said the report has been loaded in the board portal. She said the information will be discussed in detail at the January meeting.

Board Committee Assignment Revision

Mr. Sowada reviewed the updated Committee assignments as follows:

Judge James: Human Resources Committee
Quality Committee
Executive Oversight Compensation Committee

Mr. Rood: Moving from Human Resources Committee to Finance Audit Committee

FY23 Revised Audit

Ms. Jan Layne, Controller, provided an update to the audit completed in 2023. She said we wait for the Quality Rate Adjustment (QRA) number from the State and received the final numbers November 15. The amount was approximately \$2M more than we received last year. There is no way for us to calculate that number. The auditors revised the draft audit based on the updated information. She shared several updated financial ratios and said the update improves our bottom line. The motion to approve the FY23 Revised Audit as presented was made by Mr. Elsey, second by Ms. Pendleton. Motion carried.

Patient Rights & Responsibilities Standard

Ms. Richardson said we review the information every three years. Mr. Sowada said her understanding is there were no changes and asked for the Board's pleasure to approve on first read. The motion to approve the Patient Rights & Responsibilities Standard as presented was made by Ms. Pendleton, second by Judge James. Motion carried. Mr. Elsey requested "Hospital" be capitalized in the document as appropriate.

Employee Policy – Weapons Policy

Mr. Phillips reviewed the policy and said it was developed based on practices security staff were doing already and we added some things to ensure additional safety. Mr. Phillips said this used to be handled by statute. He said it is an effort to put into writing and make official our practices. He said it is designed to ensure staff and everyone onsite are protected and safe while protecting second amendment rights.

Credentials Committee

Orthopedic Privileges: The motion to approve the privileges document as presented was made by Ms. Pendleton, second by Judge James. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a person-centered care culture update. She said we continue to work with HealthTech3 on our critical access hospital designation request process. We believe the survey by the Joint Commission will help expedite the process and our goal is to have the designation by the end of March 2024. Ms. Richardson said we had a successful strategic planning retreat and thanked all participants. She hopes to bring a plan to the Board in January or February. She said the Joint Commission is currently onsite and will remain until Friday. She said we are prepared and we feel confident the survey will go well. Ms. Richardson thanked Commissioner Jones for his work moving forward a new structure for the maintenance funding process from the County.

She said we are grateful for the funds the County gives to us each year. We would like to place the money in a fund to accumulate year after year to help do the larger projects. She said the Commissioners were agreeable to do that and the money will stay with the County. Ms. Richardson said she will begin creating monthly radio spots and invited the trustees to join her. She has also extended an offer to the Medical Staff and Leadership team to participate with her. Ms. Richardson encouraged the trustees to participate in the upcoming American Hospital Association Rural Healthcare Conference. Ms. Richardson recognized the MHSC Foundation for receiving the Rock Springs Chamber of Commerce Rock Star Award for Community Involvement. The Hospital was also nominated for the Enterprise Award. Ms. Richardson invited the trustees to join us for the employee holiday lunch or dinner on December 7 as well as celebrate our 130th anniversary on December 15. Ms. Richardson thanked the trustees and Commissioners for the support they give to us. She said we will continue to move forward. She said she is excited for the strategic plan initiatives and thanked staff for all they do every day.

COMMITTEE REPORTS

Building and Grounds

Mr. Elsey said he typically writes a report but was unable to attend so he asked Mr. Sowada to share an update. Mr. Sowada said she was impressed with the number of projects in the pipeline and that the timelines are on track. Judge James said she was impressed with how proactive how on top of things people are and how much is happening. She said she was grateful to be invited and have the opportunity to attend. Mr. Elsey asked for an update on the master plan list. Ms. Richardson said we will bring an agreement to the board for approval to move forward with the plan.

Compliance Committee

Mr. Sowada said Ms. April Prado, Foundation and Compliance Coordinator, does a great job with the minutes and said they are in the meeting packet.

Governance Committee

Mr. Sowada said the minutes are in the meeting packet.

Quality Committee

Ms. Pendleton said she is working with Mr. Ari Quicenden, Chief Clinical Officer, and Ms. Sara Jackson, Director of Quality, Accreditation, Patient Safety, and Risk, to have something to present to the full board each month. She said the process is to get something in writing or a small presentation each month. At the November committee meeting, staff presented the health equity written action plan. She said there was a pretty in-depth discussion about the large Hispanic population in Sweetwater County and what we are doing to address their needs. The Hospital has a full-time interpreter onsite and also an Interpreter on Wheels (IOW). There are other staff members who are bilingual so staff are looking at opportunities to expand services. Ms. Pendleton said there was a discussion of some performance metrics and Medicare reimbursement. She said the end stage renal disease summary in the meeting packet was interesting. There was information about increased efficiencies in the dialysis department. Mr. Melinda Poyer, Chief Medical Officer,

talked about the strategic planning session. She reported we are 100% on the postpartum hemorrhage scores for the past 5 months and we hit our sepsis goal for the last 3 months. We are focusing on our drug monitoring program in November. Ms. Richardson reviewed the QLER telepsych program. We are working on reviewing cases with the goal of 100% on transfer patients and readmission and mortality rates of those patients. Ms. Pendleton said we hear comments about the emergency department. One of the control charts talks about the time it takes from admission to leave the ER. We have a goal of 110 minutes and we hit 100 minutes. Ms. Pendleton said the whole Quality committee meeting packet has a lot of great information so she encourages everyone to review the entire packet. She said everyone from the Hospital and Quality team does a great job.

Human Resources Committee

Mr. Sowada said the minutes are in the packet. Ms. Pendleton thanked everyone who helped her cover meetings while she was out of town.

Finance and Audit Committee

Capital Expenditure Request: The motion to approve capital expenditure request FY24-21 for Alaris units for the low bid of \$72,440 as presented was made by Mr. Elsey second by Ms. Pendleton. Motion carried.

Information Technology Report: Mr. Elsey said the report is in the packet.

Bad Debt: The motion to approve the potential bad debt of \$1,215,400 as presented was made by Mr. Elsey second by Judge James. Motion carried.

Finance & Audit Committee Meeting Information: Mr. Elsey said things look pretty good. He said we had a small loss. Mr. Elsey said contract fees increased a little bit. He said staff have worked to reduce the cost of the contract staff.

Foundation Board

Ms. Tiffany Marshall Foundation Executive Director said she did not report anything in the packet because the Board of Directors did not meet in November. She said we are in full swing for the Red Tie Gala on February 3. She said the Committee working on the 10th Anniversary event has done an amazing job and all proceeds from the event will go to the Lab renovation and expansion project. She said this will help with funding but also to introduce the project to the community. She said the goal is to help the Hospital.

Executive Oversight and Compensation Committee

Mr. Sowada said the Committee did not meet.

Joint Conference Committee

Mr. Sowada said the Committee has not met.

CONTRACT REVIEW

Consent Agenda

U of U Telemedicine Contract: Mr. Sowada asked Ms. Richardson to review the contract. Ms. Richardson said the changes allow access to a lot of specialists to help keep patients here. She said we are pleased with the contract because it brings down costs and is a great service to utilize with the U of U. The motion to approve the U of U Telemedicine Contract as presented was made by Ms. Pendleton second by Judge James. Motion carried.

MEDICAL STAFF REPORT

Ms. Kerry Downs, Director of Medical Staff Services, reported Mr. Crofts is on call and was called into surgery. Ms. Downs read the following report from Mr. Crofts:

The medical staff met on November 15, 2023, for the general medical staff meeting. The meeting was in person but there was a virtual option. 30 members attended the general medical staff meeting. We had elections for officers for the 2024 calendar year. Brianne Crofts, MD was re-elected as president. Alicia Gray, MD was re-elected as Vice President and Steven Croft, MD was re-elected as Secretary/Treasurer.

MEC met via Teams on November 29, 2023. We continue to review and approve various policies from different departments. We are working on bylaw changes. Hopefully, the bylaw changes will go to the first general medical staff in 2024 for the medical staff to vote and hopefully approve. We are working on updating the rules and regulations. This process will likely take several months. I am planning to appoint a Non-Physician Provider to the Peer Review Committee and the P & T committee. This will hopefully improve involvement of Non-Physician Providers with medical staff affairs and comply with critical access designation requirements. Starting in January, Dr. Binks, Chairman of the Medicine Department, and Dr. Pedri, Chairman of the Surgery Department, will join the MEC. I appreciate Dr. Jensen and Dr. Mister Pawar for their time serving on the MEC.

I am looking forward to serving on the MEC for one more year. Starting in 2025, I am going to allow someone else to lead the medical staff. Please excuse me from the January 2024 board meeting. I will be sitting on a sunny beach getting my vitamin D. I will provide Kerry with a report from the President of the medical staff for the January board meeting of 2024. Thank you.

GOOD OF THE ORDER

Mr. Sowada thanked Judge James for joining the board. Mr. Sowada said she will forward to the Trustees a hard copy of a publication regarding the Board's role in quality and safety.

Commissioner Jones thanked Ms. Richardson for mentioning the rollover account. He said he is glad to update the process and said it is the most transparent method. He said it amounted to getting the right people in the room. He thanked everyone involved. Mr. Sowada said we appreciate all the Commissioners have done and continue to do for the Hospital. She said it is a community effort.

EXECUTIVE SESSION

The motion to go into executive session at 3:25 p.m. was made by Ms. Pendleton second by Judge James. Motion carried. Mr. Sowada said there would be a 10-minute break and the anticipated amount of time for the executive session was approximately one hour.

RECONVENE INTO REGULAR SESSION

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

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

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

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from November 14, 2023

1. Initial Appointment to Active Staff 2 years
 - Mr. Mar Reilly Radiation Oncology
2. Initial Appointment to Associate Staff 1 year
 - Mr. Michael Young Radiology
 - Mr. Aaron Lau Emergency Medicine III of III
3. Reappointment to Active Staff 2 years
 - Mr. Melinda Poyer Family Medicine
 - Mr. Frederic Matti Radiology
4. Reappointment to Consulting Staff 2 years
 - Mr. Devin Whitehead Cardiovascular Disease III of III
 - Mr. Wade Nunez Tele IC III of III
 - Mr. Jason Young Tele IC III of III
 - Mr. Corey Enniss Tele IC III of III
 - Mr. Joanna Rudia Tele IC III of III
 - Mr. Michael Allen Tele Radiology III RC
5. Reappointment to Non-Physician Staff 2 years
 - Jocelyn Paline Family Nurse Practitioner
 - Ross Little Professional Counselor (SWCS)
 - Elisa Roelins Clinical Social Worker (SWCS)
6. New Business
 - Emergency Medicine Privileges
 - Mr. Emily Sanchez
 - Mayo Robotic Surgery Privileges

The motion to approve the contract as discussed in executive session and authorize the CEO to sign was made by Ms. Pendleton second by Judge James. Motion carried.

ADJOURNMENT

Mr. Sowada wished everyone a Merry Christmas and Happy New Year. There being no further business to discuss the meeting adjourned at 4:46 p.m.

Mr. Barbara Sowada President

Attest:

Ms. Andi Pendleton Secretary

DRAFT



Board Meeting Date:1/3/2024

Topic for Old & New Business Items:
New Business

Policy or Other Document:

- ☐ Revision
- ☒ New

Brief Senior Leadership Comments:
Weapons policy requested by Board from Geoff Phillips.

Board Committee Action:
Approved by HR Committee in November

Policy or Other Document:

- ☐ For Review Only
- ☒ For Board Action

Legal Counsel Review:

- ☒ In House Comments:Click or tap here to enter text.
- ☒ Board Comments:Click or tap here to enter text.

Senior Leadership Recommendation:
Senior leadership recommends approval of this policy.



WEAPONS POLICY

WEAPONS POLICY

Policy Prohibiting Weapons at Memorial Hospital of Sweetwater County ("MHSC" or the "Hospital").

I. **Statement of Purpose**

The purpose of this policy is to reduce the potential risk of injury and/or property damage at the Hospital. This policy is in place to mutually respect the rights of citizens who lawfully carry a Weapon and to provide safety for patients, MHSC staff and the public. MHSC is committed to providing a safe and secure environment for the entire MHSC community. These restrictions on the ability to carry Weapons, concealed or otherwise, on MHSC Property (as defined below) have been developed and will be implemented to best provide for a safe and secure environment.

II. **Persons Covered by this Policy**

This Policy applies to all parties on MHSC Property; however, this Policy specifically excludes MHSC personnel specifically designated for security and/or law enforcement functions as set forth below in Paragraph IV(B) of this Policy.

III. **Definitions**

MHSC Campus

"MHSC Campus" includes all the land and improvements controlled by MHSC, whether owned, leased, or licensed. MHSC Campus also includes any location that comes under the control of MHSC, whether owned, leased, or licensed.

Firearm

"Firearm" means a loaded or unloaded device, by whatever name known, which is designed to expel a projectile or projectiles by the action of an explosion, expansion of gas, or escape of gas. This includes air-powered devices as well as those using gunpowder.

MHSC Property

"MHSC Property" or "Property of MHSC" includes any building or improvement, including, without limitation, offices and storage facilities, classroom, laboratory, medical clinic, hospital, including, without limitation, research venue, whether owned, leased or operated by MHSC; any real property, including parking areas, sidewalks and common areas under the control of

MHSC; and any vehicles of any kind owned, leased or controlled by MHSC.

Weapon

"Weapon" means any device designed to produce serious injury or death, or to intimidate, threaten, or endanger an individual, or any replica that a reasonable person might believe capable of producing serious injury or death. Weapons include, but are not limited to, Firearms (as defined herein), Ammunition (as defined herein), stun guns, dart guns, dangerous chemicals, any explosive devices (including hand grenades, bombs, black powder, smokeless powder, percussion caps, friction primers, and pyrotechnic fuses), knives with blades longer than those of a 4" folding pocket knife, switchblades, daggers, swords, striking instruments (including clubs, truncheons, blackjacks, and metal knuckles), martial arts weapons (including nunchakus, tonfas, staffs and throwing stars), bow and arrow combinations, and paintball guns. The definition of "Weapon," is to be broadly construed.

Ammunition

"Ammunition" means ammunition or cartridge cases, primers, bullets, or propellant powder designed for use in any Firearm.

IV. Prohibited Activities and Other Restrictions

A. Weapons.

To the fullest extent permitted by law, MHSC maintains a Weapon free campus. This means that no person covered by this Policy, unless authorized by law or specifically exempted by federal or state law or this Policy, is authorized to possess a Weapon while on MHSC Property or engaged in MHSC-related business or activities or otherwise present in, on or about the MHSC Property located on the MHSC Campus. Without limiting the foregoing, MHSC expressly prohibits: (i) any person covered by this Policy from possessing a Weapon while in, on or about the MHSC Property located on the MHSC Campus; and (ii) any person covered by this Policy from displaying, brandishing, discharging or otherwise using any and all Weapons, including concealed Weapons, while in, on or about the MHSC Property located on the MHSC Campus.

B. Exceptions.

The provisions of this Policy do not apply to the possession of Weapons while in, on or about the MHSC Property located on the MHSC Campus to the extent that the possession of Weapons is directly related to one of the exceptions set forth below, which exceptions are intended, consistent with applicable law, to be narrowly construed and applied:

- i. The Weapon is carried, concealed or otherwise, by (a) an employee of MHSC who is required to carry a Weapon as a condition of his or her employment; or (b) a law enforcement officer from an external law enforcement agency conducting official business on the MHSC Campus.
- ii. MHSC's Chief Executive Officer ("CEO"), or the CEO's designee, in his or her discretion, may grant a comparable exception to paragraph (i) above to an individual who has requested permission to carry, concealed or otherwise, a Weapon when circumstances indicate such an exception is reasonably justified and its granting will not pose an unreasonable risk to health and safety (hereinafter referred to as a "Case-By-Case Exception"). A Case-By-Case Exception may be approved with such restrictions as

deemed appropriate, including, but not limited to, the nature and number of Weapons authorized, the Property of MHSC and/or MHSC Campus in, on or about which the Weapons may be carried or the time the Case-By-Case Exception will remain in effect. An individual seeking a Case-By-Case Exception must submit his or her request in writing, and the request, at a minimum, must contain the individual's full name, address, and relationship to MHSC, a description of the Weapon[s] desired to be carried, a statement explaining the basis for the request. The Chief Executive Officer of MHSC, or the CEO's designee, may request any additional information he or she deems necessary or appropriate to evaluate the request. Anyone granted a Case-By-Case Exception will receive a letter so indicating from the MHSC CEO, which he or she must carry within him or her while in, on, or about the MHSC Property on the MHSC Campus. MHSC shall maintain a list of all Case-By-Case Exceptions granted and reserves the right to terminate any such grants of exemption at any time for any reason.

C. **Public Right of Ways**

An individual carrying a concealed Weapon shall not be deemed to be in violation of this Policy while he or she is traveling along a public right of way that touches or crosses the MHSC Campus if the concealed Weapon is being carried in accordance with the applicable Wyoming or Federal law.

V. **Signage**

MHSC administration shall determine the content and exact placement of posted signs indicating that concealed and open carry Firearms and/or Weapons are prohibited.

VI. **Enforcement**

Any individual, including those visiting or conducting business on the MHSC Campus, found to have carried a Weapon in, on or about the Property of MHSC located on the MHSC Campus, knowingly, or found to be carrying a Weapon under circumstances in which the individual should have known that he or she was in possession of a Weapon, may be removed from and/or banned from the MHSC Campus for such time and extent as MHSC determines appropriate. Any employee found to have carried a Weapon in, on or about the Property of MHSC located on the MHSC Campus knowingly, or found to be carrying a Weapon under circumstances in which the employee should have known that he or she was in possession of a Weapon, may, in accordance with applicable MHSC policies, be subject to discipline up to and including, but not limited to, immediate termination of employment. If employee is employed by an independent contractor, MHSC will consult with and coordinate the disciplinary outcome in conjunction with the employer/independent contractor.

In addition to any other action, violations of this Policy may result in referrals to external law enforcement agencies at the discretion of MHSC staff and visitors.

VII. **Procedure**

- A. When an individual is in possession of a Weapon on MHSC property, MHSC security personnel shall be immediately notified. MHSC security will instruct the individual in possession of the Weapon to remove the Weapon from MHSC Property.
- B. If an individual in possession of a Weapon refuses to surrender the Weapon or remove the Weapon from MHSC Property, MHSC security will request that the

individual leave MHSC Property immediately. If the individual refuses to leave MHSC property, local law enforcement shall be immediately contacted to remove the individual.

- C. If an individual in possession of a Weapon on MHSC Property is physically or mentally unable to remove the Weapon from MHSC property or has no means of transportation to remove the Weapon from MHSC Property, MHSC security will temporarily store the Weapon in the MHSC safe or another secure location in accordance with the following policies and procedures:

1. Prior to temporarily storing a Weapon in the MHSC safe, the owner shall sign a Release, Waiver and Indemnity Agreement unless the owner of the Weapon is mentally or physically unable to sign the Release, Waiver and Indemnity Agreement.
2. MHSC staff shall attach a label/tag to the Weapon indicating the owner's name, address, telephone number, date and time of day. MHSC shall also attach a copy of a government issued photo ID to the owner's Weapon and a photograph of the Weapon taken by MHSC staff.
3. All Firearms temporarily stored in the MHSC safe must be unloaded. MHSC will store Ammunition in a separate secure location as determined by MHSC security personnel.
4. Before any Weapon is returned to the owner, the owner must verify his or her identity to MHSC security with a government issued photo ID that matches the copy of the government issued photo ID attached to the Weapon.
Notwithstanding anything contained in this policy, MHSC security is authorized to temporarily store Weapons if requested by law enforcement.
5. MHSC has neither intended nor designed its premises to be used as a storage facility for Weapons. MHSC does not make any warranty or representation of any kind regarding the storage containers or the security of the temporarily stored Weapons. MHSC will have no responsibility for the safekeeping of Weapons and such storage does not create any type of bailment or related obligations on the part of MHSC. Weapon owners assume full responsibility for, and risk of, property damage while Weapons are temporarily stored in the MHSC safe or at an MHSC secured location.
6. MHSC's insurance will not insure Weapons temporarily stored in the MHSC safe against damage, theft, casualty, or loss of any kind. It is the sole responsibility of Weapon owners to obtain insurance for Weapons temporarily stored in the MHSC safe.
7. Weapons temporarily stored in the MHSC safe or a secure location shall be considered to be abandoned if the stored Weapon remains in the MHSC safe more than fifteen (15) days past the initial storage date indicated on the label/tag attached to the Weapon. MHSC may, after making reasonable efforts to notify the owner in writing of the abandoned Weapon (but no earlier than fifteen (15) days thereafter), at its sole discretion, turn the Weapon over to local law enforcement.
8. MHSC reserves the right to refuse the temporary storage of any Weapon if, in the sole discretion of MHSC staff, it is determined that the temporary storage of the Weapon exposes MHSC to the potential risk of injury and/or property damage.

Approval Signatures

Step Description

Approver

Date

DRAFT



WEAPONS STORAGE

Release, Waiver and Indemnity Agreement

I, the undersigned, am at least eighteen years of age. I hereby acknowledge that Memorial Hospital of Sweetwater County (the “Hospital” or “MHSC”) is extending a special privilege in allowing me to store weapons and/or ammunition (collectively, “Weapons” as defined in the MHSC Weapons Policy) and on the Hospital’s premises while during the dates provided below. In consideration of the privilege to store the Weapons at the Hospital, I, for myself and any personal representative, heirs, and next of kin, hereby agree to the following:

1. **ACKNOWLEDGMENT.** By my signature below, I acknowledge that I have read, understand, and agree to the MHSC Weapons Policy.
2. **ACCEPTANCE OF RISK.** I understand that MHSC has neither intended nor designed its premises to be used as a storage facility for Weapons. MHSC does not make any warranty or representation of any kind regarding the safe, storage containers or the security of the temporarily stored Weapons. MHSC will have no responsibility for the safekeeping of Weapons and such storage does not create any type of bailment or related obligations on the part of MHSC. I assume full responsibility for, and risk of, property damage while Weapons are temporarily stored in the MHSC safe or at an MHSC secured location.
3. **INSURANCE.** I acknowledge that MHSC’s insurance will not insure Weapons temporarily stored in the MHSC safe against damage, theft, casualty, or loss of any kind. I further understand and acknowledge that it is entirely my responsibility to obtain insurance for Weapons that are in storage at the Hospital.
4. **RELEASE.** I agree to and do hereby release, acquit, forever discharge, and covenant not to sue Memorial Hospital of Sweetwater County, its Board of Trustees, directors, officers, employees, trustees, and agents (collectively, “Releasees”) from any and all liability to me, my personal representative, heirs, and next of kin for any loss, theft, damage, destruction, claim, demands, costs, and expenses (including reasonable attorney’s fees) in connection with my storage of Weapons at the Hospital. I understand and hereby acknowledge that if the Weapons are damaged, lost, stolen, or destroyed for any reason or by any cause, including but not limited to acts of God, nature, weather, fire, theft, or otherwise, my only recourse will be any insurance that I have secured.

5. INDEMNIFICATION. I agree to indemnify and hold harmless MHSC and Releasees from any loss, liability, theft, damage, or cost that may be incurred (including damage the Weapons may cause to third-party property) due to my storage of the Weapons at the Hospital.
6. LAW AND POLICIES. I agree to abide by all applicable laws and MHSC policies in connection with my storage of the Weapons at the Hospital.
7. SAFE STORAGE. I understand and agree that all Firearms temporarily stored in the MHSC safe must be unloaded. MHSC will store Ammunition in a separate secure location as determined by MHSC security personnel.
8. LABEL/TAG. I understand, hereby acknowledge and consent to the following: MHSC staff shall attach a label/tag to the Weapon indicating my name, address, telephone number, date and time of day. MHSC shall also attach a copy of a government issued photo ID to my Weapon and a photograph of the Weapon taken by MHSC staff.
9. ABANDONED WEAPONS. I agree that Weapons temporarily stored in the MHSC safe or a secure location shall be considered to be abandoned if the stored Weapon remains in the MHSC safe more than fifteen (15) days past the initial storage date indicated on the label/tag attached to the Weapon. MHSC may, after making reasonable efforts to notify the owner in writing of the abandoned Weapon (but no earlier than fifteen (15) days thereafter), at its sole discretion, turn the Weapon over to local law enforcement.
10. RIGHT TO REFUSE. I agree that MHSC reserves the right to refuse the temporary storage of any Weapon if, in the sole discretion of MHSC staff, it is determined that the temporary storage of the Weapon exposes MHSC to the potential risk of injury and/or property damage.
11. CONTACT PERSON. I agree to provide a contact person and a phone number in my absence so that, in the event of an emergency, the contact person will be responsible for the Weapons.
12. SOVEREIGN IMMUNITY: MHSC and the MHSC Board of Trustees do not waive sovereign or governmental immunity by entering into this Agreement, and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. §1-39-104(a) and all other state and federal law.

I further expressly agree that this Release, Waiver, and Indemnity Agreement is intended to be as broad and inclusive as permitted by the law, and if any portion hereof is held invalid, it is agreed that the balance shall, notwithstanding, continue in full legal force and effect. In the event

of any cause of action, the laws of the State of Wyoming apply, and the jurisdiction lies with the state or federal courts of Wyoming.

Full Name (printed): _____

Driver's License or other ID#: _____

Date of Birth: _____

Contact Person: _____

Address (Street/City/State/Zip Code):

E-mail: _____ Phone: _____

Storage Dates: _____ To _____.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY • 1200 COLLEGE DRIVE, ROCK SPRINGS,
WYOMING 82901**

(307) 362-3711 • FAX (307) _____

An Equal Opportunity/Affirmative Action Institution • sweetwatermemorial.com

Chairs Report

Quality Committee Meeting – December 20, 2023

Items to take note of -

- ✓ The committee is still working on an executive summary for the Board Packet each month. Watch for those changes at the January or February board meeting.
- ✓ TeamSTEPPS training is set to begin in January.
 - Team Strategies & Tools to Enhance Performance & Patient Safety
 - An evidence-based training module for healthcare practices to improve patient safety by teaching clearer communication, efficient work practices, and a stronger commitment to teamwork.
- ✓ Dr. Poyer's Medical Staff Update
 - Dr. Sarette and a recent collaboration with a Primary Children's Facilitator in regard to pediatric respiratory patients. The goal is to improve patient care onsite versus needing to transport patients.
 - CLEAR, the new psychology program, is still in the 90-day review period. The team is utilizing it and working through some issues and possible areas for improvement.
- ✓ Control Charts & Dashboards
 - Median Admit Decision Time to ED Departure Time is steady for the last 3 months at about 60 minutes. That's imperative for patient comfort and safety.
 - Overall Sepsis Bundle Compliance has been above our 60% goal since January 2023.
 - Falls – there were zero inpatient falls in October.
 - Improving Patient Experience is one of our FY24 PIPS Goals. MHSC is performing better in 6 of the 7 CAHPS measures.
- ✓ A huge thanks to the Quality Team and the entire hospital for a successful Joint Commission Survey

For detailed information please see the reports and minutes of the meeting.

Kandi Pendleton

Chairs Report

Human Resources Committee Meeting – December 18, 2023

Items to take note of -

- ✓ Turnover appears to have stabilized since COVID; our numbers are on track to be similar to 2018/2019
- ✓ Employee Policies in the works, hopefully to be presented to the full board in February.
 - Updating the Non-Discrimination and Anti-Harassment Policies
 - Creating a Consensual Relationship Policy
- ✓ The 2024 Employee Benefit Guide is in the packet. It's great information to review and a huge benefit the full-time employees of the hospital.

For detailed information please see the reports and minutes of the meeting.

Kandi Pendleton

Cap Ex FY 24 28

Capital Request Summary

Capital Request #

FY24-28

Name of Capital Request:

UNETIXS MULTILAB SERIES II ROODRA VASCULAR SYSTEM

Requestor/Department:

TRACIE SOLLER/ULTRASOUND

Sole Source Purchase: Yes or No

Reason: only vendor for this equipment

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	UNETIXS VASCULAR	ORLANDO, FL	\$39,995.00
2.			
3.			

Recommendation:

UNETIXS VASCULAR - \$39,995.00

Memorial Hospital

OF SWEETWATER COUNTY

Assigned: FY 24 - 28

Capital Request

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

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

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

Department: Medical Imaging

Submitted by: Tracie Soller

Date: 11/9/2023

Provide a detailed description of the capital expenditure requested:

Multilab Series II ROODRA vascular system w/ Dicom featuring Unetixs' advanced auto sequence software and touch screen controls.

Preferred Vendor:

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

1. Renovation	\$ Amount
2. Equipment	\$ 39,995
3. Installation	\$ Amount
4. Shipping	\$ Amount
5. Accessories	\$ Amount
6. Training	\$ Amount
7. Travel costs	\$ Amount
8. Other e.g. interfaces	\$ Amount
Total Costs (add 1-8)	\$ 39,995.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?
☒ YES ☐ NO

Explain: Click or tap here to enter text.

Attach to a new service?
☐ YES ☒ NO

Explain: Click or tap here to enter text.

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

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

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

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

Total Annual Expenses \$ Total

Net Income/(loss) from new service \$ Amount

Budgeted Item:

☐ YES ☒ NO

of bids obtained? 1

☒ Copies and/or Summary attached.
If no other bids obtained, reason:
There are no other vendors that make this type of equipment.

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>tas</i>
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>C. P. 12-18-23</i>
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>S. 12-19-23</i>
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

MHSC Foundation helped to secure grant funding to replace ultrasound equipment. This piece of equipment is included in the inventory for the grant. Our current machine was manufactured in 2015; it has reached the end of its life and is difficult to fix when it malfunctions. Unetixs will continue to service the equipment to the best of its ability, however, some parts, software and other upgrades will no longer be supported.

We were unable to provide the tests performed on this piece of equipment for approximately 6 weeks over the summer due to a part needing to be repaired.

The MultiLab Series II is an essential piece of equipment for the vascular program in our ultrasound department. The vascular surgeons from U of U refer their patients to us for vascular ultrasound, some of these exams can only be performed on this equipment. We have been performing, on average, 8 exams per month.

Tracie Soller
Submitted by: Signature

11-13-23
Date



Unetixs Vascular, Inc.
www.unetixs.com
quotes@unetixs.com
(401) 294-7559

6901 TPC Drive, Suite 300
Orlando, FL 32822
Suite 300
Orlando, FL 32822
United States

Quote Issued to:

Memorial Hospital of Sweetwater County
9068
1200 College Dr
Rock Springs, WY 82901
United States
jbutler@sweetwatermemorial.com

Quote Number	UTX-9-0127
Quote Date	08/Nov/2023
Valid Until	29/Dec/2023
Total	\$39,995.00

Item	Description	Unit Cost	Quantity	Line Total
------	-------------	-----------	----------	------------

Item	Description	Unit Cost	Quantity	Line Total
	<p>MULTILAB SERIES II ROODRA VASCULAR SYSTEM w/ DICOM FEATURING UNETIXS' ADVANCED AUTO SEQUENCE SOFTWARE AND TOUCH SCREEN CONTROLS, INCORPORATING:</p> <ul style="list-style-type: none"> -Dual Channel Calibrated Pneumoplethysmography - Arterial (PVR) -Dual Channel Photoplethysmography - Arterial & Venous, featuring: -Dual auto inflation with selectable auto bleed for pressure studies -12 Port Manifold Automatic Cuff Selector -Bi-Directional Stereo Dopplers -24" All-In-One Medical Grade CPU with Touch Screen with Windows 10 -Wireless Ready <ul style="list-style-type: none"> • Cart with height adjustable functionality Includes Storage Drawer, 4 Locking Casters • Height Adjustable Arm mount, with full range of motion 			
11986-0000-01	<p>Includes the following Standard System Accessories</p> <p>1 TruDop® - 5 MHz Doppler Probe</p> <p>1 TruDop® - 8 MHz Doppler Probe</p> <p>1 8' Doppler Cable</p> <p>2 Ultra Sensitive Miniature PPG sensors - 1 Right & 1 Left with digit clips</p> <p>1 Doppler & PPG Holder</p> <p>1 External Gel Holder</p> <p>1 Integrated Function Keyboard (conforms to IP68 Standards)</p> <p>1 Infrared Full Function Wireless Remote Control</p> <p>1 Bottle Ultrasound Gel</p> <p>1 MultiLab Operators Manual</p> <p>1 MultiLab Installation Guide</p> <p>1 Vascular Technologist Reference Manual (Includes 1 CME Exam = 15 CME Credits</p> <p>Also Included on-site installation and training of ONE full day</p> <p>Also Includes DICOM SR/PACS connectivity package. Include Following Cuffs:</p> <hr/> <p>6 each SC-10 Blood Pressure Cuff</p> <p>2 each 2.5 Digit Pressure Cuff</p> <p>4 each SC-12 Blood Pressure Cuff</p> <p>2 each SC-12L Blood Pressure Cuff Long</p>	\$39,995.00	1	\$39,995.00
S&H	Shipping & Handling	\$1,295.00	1	\$1,295.00
Discount	End of Year Promotional Free Shipping	-\$1,295.00	1	-\$1,295.00

Quote Terms:

TERMS & CONDITIONS 1. Please Note: The total DOES NOT include State or Local Sales Tax (Taxes will be calculated & Included on Invoice if Applicable) 2. Tax Exempt Status: YES ____ NO ____ Unetixs can not process the order without this information. 3. In order to be exempt from sales tax, Unetixs requires that a current copy of a tax certificate be issued with the purchase order. 4. Please Note: All Applicable Sales Tax will be applied to the Invoice, without exception, if the tax certificate is not supplied 5. STANDARD SHIPPING is provided for all equipment 6. STANDARD WARRANTY: All items manufactured by Unetixs will be covered for a full two years, parts & labor, with the following exceptions: Warranty Terms: Doppler Probes -12 Months Blood Pressure Cuffs - 6 Months Color Printer - 30 Days 7. Quoted prices are valid for 30 days from above date, unless otherwise

Net	\$39,995.00
Subtotal	\$39,995.00
Total	\$39,995.00

specified. 8. Unetixs standard quoted delivery charges are based upon 3-5-day rates. 9. Returned items are subject to a 20% restocking fee .10. Warranty will expire if payment is not received within the agreed payment terms of Net 30 days

Sales Rep Name :: Jay Adams

Sales Rep Email j.adams@unetixs.com

Sales Rep Cell Phone :: 303-217-0297

Cap Ex FY 24 29

Capital Request Summary

Capital Request #

FY24-29

Name of Capital Request:

GE VIVID E95 4D ULTRASOUND

Requestor/Department:

TRACIE SOLLER/ULTRASOUND

Sole Source Purchase: Yes or No

Reason: physician preference of GE vendor

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	GE HEALTHCARE	CHICAGO, IL	\$138,434.40
2.			
3.			

Recommendation:

GE HEALTHCARE - \$138,434.40



Assigned: FY 24-29

Capital Request

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

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

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

Department: Medical Imaging Submitted by: Tracie Soller Date: 11/22/2023

Provide a detailed description of the capital expenditure requested:

GE Vivid E95 4D Ultra Edition v206 ultrasound machine. The system is designed to excel in adult and pediatric 2D and 4D cardiac imaging as well as in the clinical application areas of Obstetrics, Gynecologic, Abdominal, Pediatric, Small Organ, Vascular, MSK, Urology, Interventional (biopsy) guidance.

Preferred Vendor: GE

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

- | | |
|--------------------------|---------------|
| 1. Renovation | \$ Amount |
| 2. Equipment | \$ 138,434.40 |
| 3. Installation | \$ Amount |
| 4. Shipping | \$ Amount |
| 5. Accessories | \$ Amount |
| 6. Training | \$ Amount |
| 7. Travel costs | \$ Amount |
| 8. Other e.g. interfaces | \$ Amount |

Total Costs (add 1-8) \$ 138,434.40

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space? ☒ YES ☐ NO Explain: Click or tap here to enter text.

Attach to a new service? ☐ YES ☐ NO Explain: Click or tap here to enter text.

Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical	\$ Amount
	HVAC	\$ Amount
	Safety	\$ Amount
	Plumbing	\$ Amount
	Infrastructure (I/S cabling, software, etc.)	\$ Amount

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure \$ Amount

Projected gross revenue \$ Amount

Projected net revenue \$ Amount

Projected Additional FTE's

Salaries \$ Amount

Benefits \$ Amount

Maintenance \$ Amount

Supplies \$ Amount

Total Annual Expenses \$ Total

Net Income/(loss) from new service \$ Amount

Budgeted Item:

☐ YES ☒ NO

of bids obtained? 1

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Click or tap here to enter text.

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>Cyprus</i> 12-18-23
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>S</i> 12-19-23
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

The GE Vivid E95 4D Ultra edition ultrasound equipment is being purchased through a grant obtained from the Helmsley Foundation. This piece of equipment will be replacing the current Siemens ultrasound machine being utilized for cardiovascular imaging here at MHSC. The Siemens machine is older technology; the cardiologists from University of Utah who read echocardiograms for our facility do not like the quality of the image on the Siemens machine, and don't like interpreting our exams. Their recommendation for equipment is the GE Vivid technology. This equipment will be more useful for the ultrasound department since it has a Shared platform which will enable us to perform general ultrasound as well. It will enable us to add on patients needing an ultrasound exam more easily with the Shared platform as the room can be utilized for general ultrasound imaging when there are no echocardiogram exams scheduled.

Submitted by: Signature

11/22/2023

Date



GE HealthCare

November 20, 2023

Quote Number: 2010473168.1

Customer ID: 1-23LBLM

Quotation Expiration Date: 12/31/2023

Memorial Hospital of Sweetwater County
1200 College Dr
Rock Springs, WY 82901-5868

This Agreement (as defined below) is by and between the Customer and the GE HealthCare business ("GE HealthCare"), each as identified below for the sale and purchase of the Products and/or Services identified in this Quotation, together with any applicable schedules referred to herein ("Quotation"). "Agreement" is this Quotation (including line/catalog details included herein) and either: (i) the Governing Agreement identified below; or (ii) if no Governing Agreement is identified, the GE HealthCare Terms and Conditions and Warranties that apply to the Products and/or Services identified in this Quotation.

GE HealthCare can withdraw this Quotation at any time before Customer: (i) signs and returns this Quotation or (ii) provides evidence of Quotation acceptance satisfactory to GE HealthCare ("Quotation Acceptance"). On Quotation Acceptance, this Agreement is the complete and final agreement of the parties relating to the Products and/or Services identified in this Quotation. There is no reliance on any terms other than those expressly stated or incorporated by reference in this Agreement and, except as permitted in this Agreement, no attempt to modify will be binding unless agreed to in writing by the parties. Modifications may result in additional fees and cannot be made without GE HealthCare's prior written consent.

Handwritten or electronic modifications on this Agreement (except an indication of the form of payment, Customer purchase order number and signatures on the signature blocks below) are void.

Governing Agreement:	GEHC Standard Terms Apply
Terms of Delivery	FOB DESTINATION
Billing Terms	100% billing at Ship Completion (Fulfillment) / Delivery
Payment Terms	Net Due in 30 Days
Sales and Use Tax Exemption	Certificate on File
Total Quote Net Selling Price	\$135,720.00
Logistics Surcharge %	2.00 %
Logistics Surcharge Amount	\$2,714.40
Total Quote Net Selling Price with Logistics Surcharge	\$138,434.40 (excludes customer-accepted optional items)

IMPORTANT CUSTOMER ACTIONS:

Please select your planned source of funds. Source of funds is assumed to be cash unless you choose another option. Once equipment has been shipped, source of funds changes cannot be allowed.

☐ Cash

☐ GE HFS Loan

☐ GE HFS Lease

☐ Other Financing Loan

☐ Other Financing Lease

Provide Finance Company Name _____

The parties have caused this Agreement to be executed by their authorized representative as of the last signature date below.

Memorial Hospital of Sweetwater County

Signature: _____

Print Name: _____

Title: _____

Date: _____

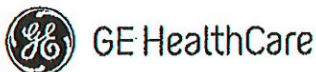
Purchase Order Number, if applicable

GE Medical Systems, Ultrasound & Primary Care Diagnostics,
LLC, a GE HealthCare business

Signature: Michael Jergovic

Title: Lead Sales Specialist - Sales

Date: November 20, 2023



November 20, 2023
Quote Number: 2010473168.1
Customer ID: 1-23LBLM
Quotation Expiration Date: 12/31/2023

Document Instructions

Please sign and return this quotation together with any Purchase Order(s) to:

Name: Michael Jergovic

Email: michael.jergovic@ge.com

Phone: 303-709-6891

Fax:

Payment Instructions

Please remit payment for Invoices associated with this quotation to:

**GE Medical Systems, Ultrasound & Primary Care
Diagnostics, LLC**

P.O. Box 74008831

Chicago, IL 60674-8831

FEIN: 92-0192942

Memorial Hospital of Sweetwater County

Addresses:

Bill To: MEMORIAL HOSPITAL OF SWEETWATER
COUNTY

MEMORIAL HOSPITAL OF SWEETWATER COUNTY 1200 COLLEGE
DR ROCK SPRINGS WY 82901-5868

Ship To: MEMORIAL HOSPITAL OF SWEETWATER
COUNTY

MEMORIAL HOSPITAL OF SWEETWATER COUNTY 1200 COLLEGE
DR ROCK SPRINGS WY 82901-5868

To Accept This Quotation

- Please sign the quote and any included attachments (where requested).
- Source of Funds (choice of Cash/Third Party Loan or GE HFS Lease Loan or Third Party Lease through _____), must be indicated, which may be done on the Quote Signature Page (for signed quotes), or the Purchase Order (where quotes are not signed) or via a separate written source of funds statement (if provided by GE Healthcare).
- If your purchasing process requires a purchase order, please make sure it includes:
 - The correct Quote number and Version number above
 - The correct Remit To Information as indicated in "Payment Instructions" above
 - Your correct SHIP TO and BILL TO site name and address
 - The correct Total Price as indicated above

Evidence of the agreement to contract terms. Either: (a) the quotation signature filled out with signature and P.O. number; or (b) Verbiage on the purchase order stating one of the following:

- (i) "Per the terms of Quotation # _____";
- (ii) "Per the terms of GPO # _____";
- (iii) "Per the terms of MPA# _____"; or
- (iv) "Per the terms of SAA # _____".



GE HealthCare

November 20, 2023

Quote Number: 2010473168.1

Customer ID: 1-23LBLM

Quotation Expiration Date: 12/31/2023

Quote Summary

Extended Qty	Catalog	Short Description
1	H8012EB	Vivid E95 4D Ultra Edition v206 ALT
1	H4110JA	Demo Equipment
1	H4830JE	P2D CW Pencil Probe
1	DH40442LM	9L-D Probe, DEMO
1	DH40472LT	C1-6-D Probe, DEMO
1	DH40482LS	4Vc-D Probe, DEMO
1	H8012EH	Vivid E95 Ultra Edition SW Bundle v206
1	H45601TZ	HDLive, HD Color and Flexlight
1	H45591HS	Wireless USB adapter

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GE HealthCare Confidential and Proprietary



GE HealthCare

November 20, 2023

Quote Number: **2010473168.1**

Customer ID: **1-23LBLM**

Quotation Expiration Date: **12/31/2023**

Quotation

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GE HealthCare Confidential and Proprietary



November 20, 2023

Quote Number: 2010473168.1

Customer ID: 1-231.BLM

Quotation Expiration Date: 12/31/2023

Line	Qty.	Catalog	
1	1.00	H8012EB	Vivid E95 4D Ultra Edition v206 ALT
List Price			
\$ 309,000.00			
Discount			
70.00%			
Extended Price			
\$309,000.00			
Net Price			
\$92,700.00			

The Vivid™ E95 4D Ultra Edition v206 package* Includes:

- One (1) Vivid E95 w/ HDU monitor v206 console
- Software: 4D, Streaming, DICOM® Viewer, Probe Check
- Hardware: DVD/CD-R drive
- Education and Training: Three (3) days of Clinical Applications training
- Peripherals: AUM Booklet, US Country kit, One (1) ECG Cable and lead set
- eDelivery: access to eDelivery portal for electronic download of software updates during warranty or under service contract
- Warranty: 1-year standard warranty

The following training and education items are included with the Vivid E95 4D Ultra Edition v206 Console Package:

- Three (3) days of Applications Training. The Applications Training must be completed within twelve (12) months after Product delivery, otherwise GE Healthcare's obligation to provide the training will expire without refund. Additional Applications Training days are available for purchase. Customer workflow permitting and abiding by SDMS criteria, sonographer install CE's may be provided during install training.

Vivid E95 4D Ultra Edition v206

The Vivid E95 4D Ultra Edition v206 combines the proven breadth, quality and performance of the Vivid product line with a new and innovative software image processing platform, cSound™. The Vivid E95 is GE cardiovascular ultrasound's leadership scanner.

The system is designed to excel in adult and pediatric 2D and 4D cardiac imaging as well as in the following clinical application areas: Fetal/Obstetrics, Abdominal (including renal, GYN), Pediatric, Small Organ (breast, testes, thyroid), Neonatal Cephalic, Adult Cephalic, Cardiac (adult and pediatric), Peripheral Vascular, Musculoskeletal Conventional, Musculoskeletal Superficial, Urology (including prostate), Transesophageal, Transvaginal, Transrectal, Intra-cardiac and Intra-luminal, Interventional Guidance (including Biopsy, Vascular Access), Thoracic/Pleural and Intraoperative (vascular). The Vivid E95 is delivered with a high quality 23.8" high resolution wide screen HDU monitor as standard for optimal spatial and dynamic resolution.

System Architecture

GE's exclusive, programmable and flexible software beamforming technology, cSound, provides exceptional image quality and power compared to conventional hardware-based beamforming technology. cSound enables functionality that adaptively corrects for ultrasound wave distortions caused by inhomogeneities of the speed of sound naturally present in the patient body (cSound ADAPT), True Confocal Imaging without the limitation of focal zones or sacrifice of frame rate and spatial resolution, in addition to Adaptive Contrast Enhancement (ACE). In 4D, cSound delivers high spatial resolution at large volume sizes in full volume single beat and multi beat 4D acquisition. Using both coherent and harmonic image processing, the system provides computational power, ease of imaging, workflow flexibility and product upgradeability.

The Vivid E95 is designed to excel in the following areas:

Exceptional image quality is enabled by the cSound platform taking advantage of advanced software image reconstruction and state of the art graphics computer technology. The Vivid E95 combines innovative software beamforming with image processing techniques such as auto-gain adjustments (CTO), spatial filtering (UD clarity and UD speckle reduce), and temporal filtering (DDP) to deliver excellent cardiovascular ultrasound image quality.

Probe Technology -

The XDclear™ series of probes are designed to help deliver powerful and efficient sound waves, with high bandwidth and efficiency. XDclear probe technology provides impressive deep penetration and high sensitivity while maintaining high spatial resolution. The combination of Single Crystal, Acoustic Amplifier and Cool Stack technologies is the core technology of the XDclear series of probes.

Ease of Use features make Vivid E95 an extremely productive 4D and 2D cardiovascular ultrasound system. Ease of use in 4D

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GE Healthcare Confidential and Proprietary



November 20, 2023

Quote Number: 2010473168.1

Customer ID: 1-23LBLM

Quotation Expiration Date: 12/31/2023

Line	Qty	Catalog	
2	1.00	H4110JA	Demo Equipment
List Price			
Discount			
Extended Price			
Net Price			
\$ 0.00	0.00%	\$0.00	\$0.00

This document describes an offer to sell demo ultrasound equipment. Demo ultrasound equipment has not been used to obtain patient outcomes. GE has full legal title to such equipment and conveys such title to customer free and clear of all liens and encumbrances. Pricing set forth in this quote is not valid for new equipment. Subject to availability. In the event that the demo Components (options, accessories, peripherals, probes or carts) are unavailable at the time of fulfillment, GE shall have the right to substitute new Components for any demo Components ordered. Ultrasound equipment sold as demo is sold with the same warranty as new equipment, as noted in section 1.1 of the warranty statement or in the long description of the system on the quote. Probes sold with the system also receive the same warranty as the systems they are purchased with.

Line	Qty	Catalog	
3	1.00	H4830JE	P2D CW Pencil Probe
List Price			
Discount			
Extended Price			
Net Price			
\$ 1,400.00	55.00%	\$1,400.00	\$630.00

Non-Imaging pencil probe for CW Doppler examinations of cardiac flow. Datasheets for specific ultrasound systems contain additional details including probe technical specifications.

Line	Qty	Catalog	
4	1.00	DH40442LM	9L-D Probe, DEMO
List Price			
Discount			
Extended Price			
Net Price			
\$ 14,000.00	65.00%	\$14,000.00	\$4,900.00

Line	Qty	Catalog	
5	1.00	DH40472LT	C1-6-D Probe, DEMO
List Price			
Discount			
Extended Price			
Net Price			
\$ 20,000.00	65.00%	\$20,000.00	\$7,000.00

Line	Qty	Catalog	
6	1.00	DH40482LS	4Vc-D Probe, DEMO
List Price			
Discount			
Extended Price			
Net Price			
\$ 50,000.00	65.00%	\$50,000.00	\$17,500.00



November 20, 2023
Quote Number: **2010473168.1**
Customer ID: **1-23LBLM**
Quotation Expiration Date: **12/31/2023**

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GE HealthCare Confidential and Proprietary



November 20, 2023

Quote Number: 2010473168.1

Customer ID: 1-23LBLM

Quotation Expiration Date: 12/31/2023

Line	Qty	Catalog	
7	1.00	H8012EH	Vivid E95 Ultra Edition SW Bundle v206
List Price			
\$ 36,000.00			
Discount			
65.00%			
Extended Price			
\$36,000.00			
Net Price			
\$12,600.00			

The Vivid™ E95 Ultra Edition* Software Bundle v206 Includes the most common used software features for the Vivid E95 system, providing a significant savings by purchasing as a bundle. The bundle includes the following software options:

- AFI 3.0
- Easy AFI LV
- AutoEF 3.0
- Easy AutoEF
- AI Auto Measure
- Stress
- ECG Cable set

AFI 3.0 - third generation parametric Imaging tool giving quantitative data for global and segmental left ventricular strain. It allows a complete assessment at a glance by combining the 3 apical views into one comprehensive selectable bulls-eye view, including one according to the ASE standard. AFI 3.0 is integrated into the M&A package with specialized report templates. AFI 3.0 provides intuitive and streamlined workflow with fully automated ROI tracing, adaptive ROI width, simple ROI editing of both endo- and epicardial borders, selectable full wall/endocardial strain calculation, display of ejection fraction, DICOM export of the running loop with tracking overlay, and Easy AFI; the ability to exit the tool after only have analyzed one view (only global strain supported). Standard TTE AFI, TriPlane AFI (may not be available on all scanners) and AFI with TEE are all supported on GE raw data Images. The Artificial Intelligence based View Recognition feature (may not be available on all scanners) enables images acquired on these scanners to be automatically recognized and labelled. The labels are used to automatically preselect views matching the one selected by the user, thus speeding up the analysis and ensuring that all images meet the requirements for creating a bulls-eye based upon all three views.

AFI 3.0 Introduces the ability to analyze not only GE raw data Images, but also DICOM Images from 3rd party ultrasound scanners. It should be limited to adult TTE and TEE as well as pediatric TTE data. Like before AFI 3.0 also offers calculation of ejection fraction, LV Volumes, DICOM export, and Easy AFI which is the ability to exit the tool after only have analyzed one or two views.

Easy AFI LV - Automated one-click AFI analysis. AI based Auto ROI detection enables AFI to work without manual user interaction. The user only needs to start the measurement tool and approve the results.

AutoEF 3.0 - AutoEF 3.0 adds support for LV volume and EF quantification of DICOM Images from other vendors in addition to providing support for GE's raw data Images as before. Like for raw data it provides a simple and intuitive workflow with simplified ROI editing. Standard TTE AutoEF is supported. The Artificial Intelligence based View Recognition feature (may not be available on all scanners) enables images acquired on scanners to be automatically recognized and labelled and the labels are used to automatically preselect matching views to the one selected by the user

Easy AutoEF - Automated one-click ejection fraction (EF) measurement (also from loops acquired without ECG). AI based Auto ROI detection enables AutoEF to work without manual user interaction. The user only needs to start the measurement tool and approve the results.

AI Auto Measure - This option enables two features: The AI Auto Measure - 2D feature enables automated quantification of the most common distance measurements performed on parasternal LAX 2D Images, with minimal user guidance. The AI Auto Measure - Spectrum Recognition feature enables automated recognition of the most common Doppler spectra and automatically starts the Auto Doppler measurement (where available), or opens the according manual measurement folder.

Stress - Includes support for treadmill-, bicycle- as well as pharmacological stress protocols, including a continuous capture mode for acquisition and selection of projection views. Note: 4D Stress is included in the basic offering of Vivid E95 and does not require this option in order to work.



GE HealthCare

November 20, 2023

Quote Number: 2010473168.1

Customer ID: 1-23LBLM

Quotation Expiration Date: 12/31/2023

Line	Qty	Catalog	
8	1.00	H45601TZ	HDLive, HD Color and Flexilight
List Price			
\$ 10,000.00			
Discount			
65.00%			
Extended Price			
\$10,000.00			
Net Price			
\$3,500.00			

The HDLive™, HDcolor and FlexiLight option provides a type of visualization intended to enhance depth perception of 3D objects on a 2D monitor, by use of advanced shadowing, reflection and shading algorithms in combination with depth rendering techniques. The option enhances both 4D Tissue (HDLive and FlexiLight) as well as 4D color (HDcolor). In addition to enhancing the perception of 4D color when visualized on a 2D monitor, HD color offers the ability to see velocity components inside the flow volume by use of transparency control. FlexiLight allows positioning a light source behind the rendered tissue, with the purpose of offering a photorealistic back light illumination. For all these features visualization is available both in live and replay modes and in multiple color maps.

HDLive is a trademark of General Electric Company

Line	Qty	Catalog	
9	1.00	H45591HS	Wireless USB adapter
List Price			
\$ 1,400.00			
Discount			
65.00%			
Extended Price			
\$1,400.00			
Net Price			
\$490.00			

Wireless external G type USB adapter with extension cable and hardware for mounting on the rear panel.

Total Quote Discount: 68.47%

Total Quote Subtotal: \$139,320.00

Qty	Credits and Adjustments	
1.00	Siemens - SC2000 Trade-In	(\$2,000.00)
1.00	9l4 Trade-in	(\$400.00)
1.00	probe Trade-In	(\$400.00)
1.00	4v1c Trade-in	(\$400.00)
1.00	6c1hd Trade-In	(\$400.00)

Total Quote Net Selling Price: \$135,720.00

Logistics Surcharge % 2.00%

Logistics Surcharge Amount \$2,714.40

Total Quote Net Selling Price with Logistics Surcharge \$138,434.40

If applicable, for more information on this devices' operating system, please visit GE HealthCare's product security portal at: <https://securityupdate.gehealthcare.com/en/products>

Trade-In Addendum to GE HealthCare Quotation

This Trade-In Addendum ("Addendum"), effective on November 20, 2023, between the GE HealthCare business identified on the Quotation and **Memorial Hospital of Sweetwater County** ("Customer"), is made a part of Quotation # 2010473168.1 ^ dated November 20, 2023 ("Quotation") and modifies it as follows:

A. Customer: (i) certifies that it has full legal title to the equipment and/or mobile vehicle ("mobile vehicles" are defined as any systems requiring a vehicle title) listed in Section E ("Trade-In Equipment"), free and clear of all liens and encumbrances; (ii) conveys title and, if applicable, registration and license documents to GE HealthCare effective on the date of removal or receipt of the Trade-In Equipment (mobile vehicles will not be removed from Customer site until GE HealthCare has received a clean title signed over to GE HealthCare); and (iii) affirms that the Trade-In Equipment has never been used on or to provide care to animals. If GE HealthCare removes the Trade-In Equipment, it will do so at its expense at a mutually agreed time. Trade-In Equipment shall be removed no later than thirty days following installation of Customer's new system, unless explicitly otherwise agreed to by the parties in writing.

Mobile vehicles must include the VIN# on this trade-in addendum: VIN# [insert Vin #]. Mobile vehicles must have a valid DOT sticker and be road worthy at the time GE HealthCare is to take possession of them in order for GE HealthCare to accept a mobile vehicle on trade-in. Any and all logos or hospital affiliation stickers must be removed (outside and inside) by Customer and Customer shall clean the mobile vehicle of all debris and medical supplies prior to removal of the mobile vehicle by GE HealthCare.

B. Customer is responsible for: (i) providing timely, unrestricted access to the Trade-In Equipment in a manner that affords GE HealthCare, or third-party purchaser of the Equipment through GE HealthCare, the ability to complete Equipment inspection and testing, and the ability to complete an operating system back-up prior to de-installation within the timeframe required by GE HealthCare or said third-party purchaser, failure of which to provide may result in termination of this Trade-In Addendum and related credits and/or payments; (ii) ensuring that the Trade-In Equipment and the site where it is located are clean and free of bodily fluids; (iii) informing GE HealthCare of site-related safety risks; (iv) properly managing, transporting and disposing of hazardous materials located on site in accordance with applicable legal requirements; (v) rigging, construction, demolition or facility reconditioning expenses, unless expressly stated otherwise in the Quotation; (vi) risk of loss and damage to the Trade-In Equipment until safety risks are remediated and the Trade-In Equipment is removed or returned; and (vii) for Trade-In Equipment that utilizes helium, ensuring sufficient helium for appropriate ramp down of the Trade-In Equipment.

C. Prior to removal or return to GE HealthCare, Customer must: (i) remove all Protected Health Information as such term is defined in 45 C.F.R. § 160.103 ("PHI") from the Trade-In Equipment; and (ii) indemnify GE HealthCare for any loss resulting from PHI not removed. GE HealthCare has no obligation in connection with PHI not properly removed.

D. GE HealthCare may in its sole discretion reduce the trade-in amount or decline to purchase the Trade-In Equipment and adjust the total purchase price of the Quotation accordingly if: (i) the terms of this Addendum are not met; (ii) Customer fails to provide access to the Trade-In Equipment as required herein; or (iii) the Trade-In Equipment is missing components or is inoperable and/or non-functioning when removed or returned, which includes situations where helium levels at ramp down are insufficient and cause the Trade-In Equipment to quench - Customer is required to confirm for GE HealthCare the operability of the Trade-In Equipment prior to the deinstallation of the Equipment; or (iv) as a result of Customer's actions, deinstallation of the Trade-In Equipment does not occur within one year of the execution of this Trade-In Addendum or related Quotation. All other terms and conditions of the Quotation remain in full force and effect.

E. Trade-In Equipment:

Trade-In Equipment Mfr. Competitive	<u>Model & Description</u>	<u>Quantity</u>	<u>System ID*</u>	<u>Trade-In Amount (\$)</u>
	Siemens - SC2000 Trade-in	1.00	402910	\$ -2,000.00
	9l4 Trade-in	1.00	21-91120054	\$ -400.00
	probe Trade-In	1.00	cw2	\$ -400.00
	4v1c Trade-in	1.00	2191513009	\$ -400.00
	6c1hd Trade-in	1.00	2190270594	\$ -400.00

This Addendum is executed when: (i) signed by the parties below; (ii) Customer receives this Addendum and signs the Quotation that references the Trade-In Equipment; or (iii) Customer receives this Addendum and issues a purchase order identifying either the Trade-In Addendum to GE HealthCare Quotation (Rev. 08.22)

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terms of the Quotation (which includes a reference to the Trade-In Equipment)) or the Governing Agreement identified on the Quotation as governing the order (PO# _____)†.

Memorial Hospital of Sweetwater County

GE HealthCare

Signature: _____

Signature: _____

Print Name: _____

Print Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

^ A Quotation number must be provided on this document.

* In the event the Trade-In Equipment does not have a System ID, please record the serial number of each component that comprises the Trade-In Equipment.

† If you are relying upon the purchase order to reflect acceptance of the terms contained herein, please update this document with the applicable PO number upon receipt of the PO. Failure to do so may result in delays surrounding deinstallation of the System(s).

& The Trade-In Amount is based on expected trade-in within one (1) year of execution of this Trade-In Addendum. If the Trade-In does not occur within such year, GE HealthCare may adjust the Trade-In Amount or decline to purchase the Trade-In Equipment as set forth in Section (D) herein.

Cap Ex FY 24 30

Capital Request Summary

Capital Request #

FY24-30

Name of Capital Request:

TE X PLUS DIAGNOSTIC ULTRASOUND

Requestor/Department:

ANN CLEVENGER/EMERGENCY ROOM

Sole Source Purchase: Yes or No

Reason: preferred vendor with connectivity to Cerner

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	MINDRAY DS USA, INC	MAHWAH, NJ	\$80,625.01
2.			
3.			

Recommendation:

MINDRAY DS USA, INC - \$80,625.01



Assigned: FY 24-30

Capital Request

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

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

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

Department: Administration/ED Submitted by: Ann Marie Clevenger Date: 10/31/2023

Provide a detailed description of the capital expenditure requested:
TE X Plus Diagnostic Ultrasound System for the Emergency Department.

Preferred Vendor:

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

- | | |
|--------------------------|-----------|
| 1. Renovation | \$ Amount |
| 2. Equipment | \$ Amount |
| 3. Installation | \$ Amount |
| 4. Shipping | \$ Amount |
| 5. Accessories | \$ Amount |
| 6. Training | \$ Amount |
| 7. Travel costs | \$ Amount |
| 8. Other e.g. interfaces | \$ Amount |

Total Costs (add 1-8) \$ 80,025.01

Does the requested item:

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space? ☒ YES ☐ NO Explain: Replace outdated equipment.

Attach to a new service? ☐ YES ☒ NO Explain: No new service.

Require physical plan modifications?	Electrical	\$ Amount
If yes, list to the right:	HVAC	\$ Amount
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety	\$ Amount
	Plumbing	\$ Amount
	Infrastructure (I/S cabling, software, etc.)	\$ Amount

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

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

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

Budgeted Item:

☐ YES ☐ NO

of bids obtained? _____

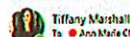
☐ Copies and/or Summary attached.
If no other bids obtained, reason:
Preferred Vendor. Approved quote
from the GRANT received.

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>Handwritten signature</i> 12-18-23 12-19-23
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

The current Ultrasound equipment in the Emergency Department is outdated and parts will not be available to keep updated or fix. The current Ultrasound does not connect to the Electronic Medical Record (CERNER) or the Radiology System (PACS) for reading, properly documenting, and charging for ultrasounds. The TE X Puls Diagnostic Ultrasound System interfaces with both CERNER and PACS to provide accuracy in documentation and billing, while keeping the ultrasound equipment current at MHSC ED. Funding Received through GRANT.

RE: Ultrasound update



Tiffany Marshall

To: Ann Marie Cleverger; Carol Mackle

Reply Reply All Forward Thu 12/20/23

Start your reply with: Sounds good, thank! Sounds good, thank you! Thank you! Feedback

From: Tiffany Marshall <tmarshall@memorialhospital.com>

Sent: Thursday, October 26, 2023 8:29 AM

To: Tracie Solter <tsolter@memorialhospital.com>; Noreen Howe <nhowe@memorialhospital.com>; Carol Mackle <cmackle@memorialhospital.com>; Irene Richardson <irichardson@memorialhospital.com>; Tami Love <tlove@memorialhospital.com>; Jan Layte <jlayte@memorialhospital.com>; Karl Quikenden <kquikenden@memorialhospital.com>; Ann Marie Cleverger <acleverger@memorialhospital.com>; Jennifer Taylor <jtaylor@memorialhospital.com>

Subject: Ultrasound update

Good Morning!

We were notified this morning that our Ultrasound grant funding's ACH transfer has been initiated. That means that we should have our full funding amount of \$551,594 in the bank within the next few days- wahoo!! That amount was broken down for the machines listed below.

- EPIQ Elite Diagnostic Ultrasound System- \$169,630 (Medical Imaging)
- Logiq E10 R3 HDU Console for USA- \$145,884.40 (Medical Imaging)
- TE X Puls Diagnostic Ultrasound System- \$113,030.01 (Surgical Services- Anesthesia only, not the Travel machine)
- TE X Puls Diagnostic Ultrasound System- \$69,710.01 (Emergency Department)
- MultiLab Series II Roodra Vascular System- \$40,250 (Medical Imaging)

The amounts for each machine were based on the quotes you provided, so you should have them, but I've also saved them here for reference: [TJ Foundation Public Grants Ultrasound-10CT](#)

Carol/Ann- I'm not sure if I'm looping you guys in on this at all regarding the ED machine, but I'm happy to get with you guys and fill ya in. ☺

The money should be in the bank and available to spend on November 1st, but I'm going to defer to Tami on when to start ordering them. I'm happy to hit out the capital requests for all of them and do one big fun run, or, if you all want to do them individually at your leisure, I'm cool with that as well, just let me know what you need from me.

Congratulations, everyone. I'm so excited that we'll be able to get you guys the equipment you need without having to utilize the Capital Budget!

And, one final reminder as I get them frequently- This is really exciting and of course we all want to talk about this, and we can, but we CAN'T mention our funding source yet. They will be rolling out a statewide communication plan sometime within the next month or two and then it's all fair game, but until we can say that we secured funding and that we are of course, extremely grateful for their support!

Please let me know if you have any questions or need any help with anything!

Thanks,

Tiffany

Tiffany Marshall, Executive Director

Memorial Hospital Foundation

Office 207.352.8234 | Cell 207.312.3119

tmarshall@memorialhospital.com

Mobile 207.352.3711 | Fax 207.312.8110

1206 College Drive, Rock Island, VT 05501

Submitted by: Signature *Ann Marie Cleverger* Date *10/31/2023*



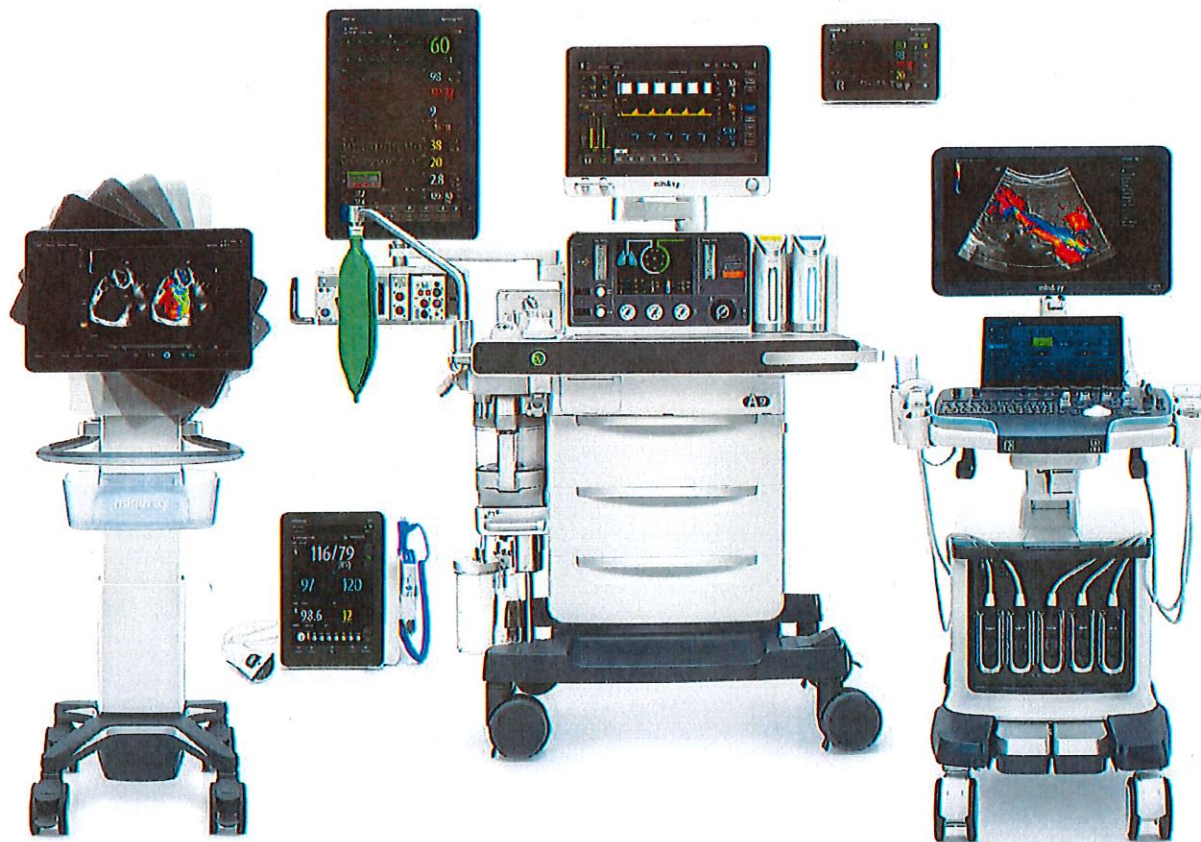
A GLOBAL LEADER IN PATIENT MONITORING, ANESTHESIA AND ULTRASOUND SYSTEMS

PROPOSAL FOR:
MEMORIAL HOSPITAL SWEETWATER

PREPARED BY:

Nicole Garcia

Nov 30, 2023



monitoring | anesthesia | ultrasound



Proposal Summary

Proposal Date: Nov 30, 2023
Proposal Number: Q-127788
Proposal Exp. Date: Dec 22, 2023
Sales Rep: Nicole Garcia
Proposal For: MEMORIAL HOSPITAL SWEETWATER

Mindray DS USA, Inc.
800 MacArthur Blvd.
Mahwah, NJ 07430
Tel: 201-995-8000
Fax: 800.266.9624

Contact:
Title:
Phone:
Email:

Total Price By Department

Department Name	List Price	Departmental Discount
	USD 92,500.00	USD 0.00
	USD 0.01	USD 0.00
	USD 2,500.00	USD 0.00
	USD 12,500.00	USD 0.00
	USD 12,500.00	USD 0.00
	USD 12,500.00	USD 0.00
	USD 2,000.00	USD 0.00
	USD 1,000.00	USD 0.00
	USD 12,500.00	USD 0.00
	USD 11,175.00	USD 0.00



To:
MEMORIAL HOSPITAL
SWEETWATER
1200 COLLEGE DRIVE
ROCK SPRINGS, WY 82901

Sales Representative: Nicole Garcia
Quote Number: Q-127788

Proposal Date: Nov 30, 2023

Phone:

E-mail: n.garcia@mindray.com

Affiliation: VIZ

Line #	Part Number	Description	List Price	Net Price	QTY	Total Net
1	121-002254-00	TE X Plus Diagnostic Ultrasound System Sales BOM (2149E-PA00002) Four transducer connectors, 23.8-Inch Seamless Touch Screen, iBeam™ (Spatial Compounding Imaging), iClear™ (Speckle Suppression Imaging), iTouch™ (Auto Image Optimization), Smart Track (Real Time Color Flow Tracking and Optimization), Qpath™ Access, CW Doppler, TDI Tissue Doppler, Smart TTQA, Auto EF Plus, Auto DFR (Auto Diastolic function E/A E/E' measurement), Smart Echovue (Auto detect the heart standard plane), Smart B-Lines, Smart VTI, Smart IVC, Shock Application #Shock diagram and workflow), Respiration Application (Respiration diagram and workflow), Trauma Application #Trauma/eFast diagram and workflow), iWorks, Smart FHR OB1, Smart Nerve (Auto detect Brachial plexus), DICOM Basic, HL7 worklist, MPPS, Query/Retrieve & Dicom Structured Report for Cardiac, Vascular, OB/GYN, Breast, Small parts, Abdomen, Shared Service Package include: Abdomen/General, Obstetrics, Gynecology, Cardiac, Small parts, Urology, Vascular, Nerve, Emergency & Pediatric package, ClamAV #anti-virus SW under Linux), iScanHelper, Lithium-Ion Battery Pack (6 Battery Configuration), Mobile Trolley Retractable Cord & Towlette Holder, Internal Wifi	USD 92,500.00	USD 50,875.00	1	USD 50,875.00
2	115-083504-03	TE X Upgrade Package V1.5.0	USD 0.01	USD 0.01	1	USD 0.01
3	110-008993-00	iNeedle™ (Needle Visualization Enhancement)	USD 2,500.00	USD 0.00	1	USD 0.00
4	120-018883-00	SC6-1s convex array transducer. Suggested applications: Adult Abdominal, Pediatrics Gynecology, Obstetrics, Vascular, Musculoskeletal	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
5	120-018861-00	L12-3RCs Linear array transducer	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
6	120-002703-00	SP5-1s single crystal phased array transducer. Suggested applications: Adult Cardiac, Pediatric Cardiac, Adult Cranial, Adult Abdominal. Bandwidth*: 1.1-4.4 MHz. Needle guide bracket: NGB-011	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
7	115-081986-00	Air Station Trolley Component (wireless charging dock station)	USD 2,000.00	USD 1,500.00	1	USD 1,500.00
8	115-081976-00	TE X Charging module on the back of Cart	USD 1,000.00	USD 750.00	1	USD 750.00
9	120-018857-00	L20-5s Linear array transducer	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
10	803-071081-00	Total Care - Accidental Damage Coverage Ultrasound System and 3 Probes under Standard Warranty (4 exchanges over term)	USD 11,175.00	USD 0.00	1	USD 0.00
TOTAL:						USD 80,625.01



To:
MEMORIAL HOSPITAL
SWEETWATER
1200 COLLEGE DRIVE
ROCK SPRINGS, WY 82901

Sales Representative: Nicole Garcia
Quote Number: Q-127788

Proposal Date: Nov 30, 2023

Phone:
E-mail: n.garcia@mindray.com

Affiliation: VIZ

Affiliation Notes: Vizient Supply, LLC
Ultrasound Agreement #XR0923 - M7, M9, TE5, TE7, TE7 Max, TEX Ultrasound Machines & Transducers (Excluding 4D & TEE Transducers - Standard one year) have a standard five year warranty. Resona7, Resona9 Ultrasound Machine & Transducers - Standard 5 Year Warranty. ME8 -Standard 5 Years, DC-90 - Standard 5 year warranty. Hepatus6 -Standard 5 Year Warranty, Hepatus5 - Standard 3 Year Warranty, ZS3 Ultrasound Systems include a 5 year warranty except for the TEE, 3d and Aux transducers which all carry a 1 year warranty. ZOne Pro Emerald systems include a 5 year warranty except for the TEE and any refurbished transducers which carry the first year warranty. Ultrasound Accessories - 1 Year Warranty, 6 Month Warranty for Batteries.

Patient Monitoring Agreement #CE7634 - Standard One Year-On Site Warranty for parts & labor on Gas Module & Central Stations. (Central Stations additional 1 year extended warranty). Standard Three Year Mail-In Warranty on Accutorr3 & VS9 Monitors. Standard 5 year warranty - N Series Monitors. Standard 3 Year - EPM Monitors.

Anesthesia Agreement #CE7153 - Standard 3 year Warranty
DEMO EQUIPMENT (12 MONTHS ONLY) and ACCESSORIES (6 MONTHS ONLY)

Payment Terms: NET 45 DAYS (Subject to Credit Approval)

Shipping Terms: F.O.B. SUPPLIERS Dock (Freight & Insurance Prepaid on Contracted Products Only)
"To ensure on-time delivery of your orders, Mindray may drop ship products directly from our overseas factories or distribution warehouses"

Proposal Notes:

Product Notes: Biomedical training credits issued to customers at the time of sale, are for the sole use of employees of the facility purchasing the equipment, and are non transferable.

Central Station - Hospitals, or buying groups, that require special containment procedures while opening plenum spaces including the use of a negative chamber tent system will be billed separately for the containment costs. These cost will include, but not be limited to, rental of a containment system, plus the additional cost incurred by the cable installer and the Mindray Representative who are required to use the system. This will also apply to any containment costs incurred after the installation for Mindray Representatives when performing maintenance on the system.

Trash Removal responsibility
Mindray is not responsible for the disposal of packing material associated with newly installed Mindray products. Mindray will work with the customer to collect and centralize the packing material for ease of disposal by the customers' personnel. The customer will be responsible for sorting and disposal of packing material.

De-Installation of existing cabling
Mindray is not responsible for the de-installation of existing cabling associated with an existing patient monitoring system. Mindray will provide this service on a time and material basis in the event that the customer would like to have this work done by Mindray at the time of the installation.



Customer will be responsible for pulling of cable and certification, if these items are not charged on the body of this quote.

Fiber Optics Requirements

In the event that fiber optics network runs are necessary due to the location of the central rack, then it will be the customer's responsibility to add the necessary fiber optic run(s). Mindray Technology service will provide this service on a T+M basis in the event that the customer would like to have this work done by Mindray.

Pricing for cable pull and certification is based on nonunion labor. If Union labor is required customer will be invoiced for any additional cost. Pricing for cablepull includes installation of cables above ceilings or any horizontal/vertical pathways and shall be supported per BISC standards utilizing communications rated J-hooks. Pricing does not include major structural changes to go between walls or floors, e.g., penetration of interior or exterior cement walls or the installation of conduit/Raceway.

Core Drilling requirements

In the event that core drilling (i.e drilling between floors to accommodate network runs) is required to complete an installation, the customer will be responsible for customary costs associated with this work. Mindray Technology Services will provide this service on a T+M basis if requested by the customer.

(Customary charges are approximately \$450 each)

Purchase order acceptance and delivery of Mindray Certified Refurbished products is subject to inventory availability.

Product Notes:

1

Please complete at time of purchase:

Uncrating Needed: YES / NO

Receiving Dock Hours: _____

Debris Removal: YES / NO

Lift Gate Required: YES / NO

Prior Notification: YES / NO

Inside Delivery Required: YES / NO

Contact Name: _____

Department: _____

Contact Phone #(s) _____

E-mail Address(s) _____

Purchase order acceptance and delivery of Mindray Certified Refurbished products is subject to inventory availability.

This quotation contains no provisions for Biomedical training tuition or credits.

If your terms are Cash-In-advance, please remit check directly to:

Mindray DS USA, Inc. 24312 Network Place, Chicago, IL 60673-1243



Total Price By Department

Department Name	Departmental Discount	List Price
	USD 0.00	USD 92,500.00
	USD 0.00	USD 0.01
	USD 0.00	USD 2,500.00
	USD 0.00	USD 12,500.00
	USD 0.00	USD 12,500.00
	USD 0.00	USD 12,500.00
	USD 0.00	USD 2,000.00
	USD 0.00	USD 1,000.00
	USD 0.00	USD 12,500.00
	USD 0.00	USD 11,175.00

Quotation

Total List Amount	USD 159,175.01
Total GPO Discount	USD 64,875.00
Total Additional Discount/TradeIn	USD 13,675.00
Total Net Amount	USD 80,625.01

Mindray Capital Leasing Options

Monthly Lease Payment Amount:

36 months USD 2,573.55
48 months USD 2,004.34
60 months USD 1,662.49

Leasing Notes:

This quote is non-binding and is subject to credit approval and acceptance by Mindray Capital. Monthly payments do not include applicable freight and taxes.



Total Net Price For Purchase:

USD 80,625.01

To:

MEMORIAL HOSPITAL
SWEETWATER
1200 COLLEGE DRIVE
ROCK SPRINGS, WY 82901

Sales Representative:

Nicole Garcia

Quote Number:

Q-127788

Proposal Date:

Nov 30, 2023

Phone:

E-mail:

n.garcia@mindray.com

Affiliation: VIZ

Title of Buyer	Printed Name of the Buyer

Purchase Order Number	Date	Signature of the Buyer

Ship to Address:

Bill to Address:

Mindray North America now has a \$150 minimum order policy.
Unless otherwise stated, the total net price of this quotation does not include, freight or sales tax.

Cap Ex FY 24 31

Capital Request Summary

Capital Request #

FY24-31

Name of Capital Request:

PHILIPS EPIQ ELITE ULTRASOUND

Requestor/Department:

TRACIE SOLLER/ULTRASOUND

Sole Source Purchase: Yes or No

Reason: current equipment is Philips and has a shared platform

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	PHILIPS HEALTHCARE	NASHVILLE, TN	\$162,180.00
2.			
3.			

Recommendation:

PHILIPS HEALTHCARE - \$162,180.00

Memorial Hospital OF SWEETWATER COUNTY

# Assigned: FY <u>24-31</u>	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
***** Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment.	
Department: Medical Imaging	Submitted by: Tracie Soller
Date: 12/12/2023	
Provide a detailed description of the capital expenditure requested: Philips EPIQ Eite Diagnostic ultrasound system with Shared Service which includes Abdominal, Gynecology, Vascular, Pediatric, Small Parts, MSK, Adult Cardiology, Obstetrical, Urology, TCD and Interventional clinical options.	
Preferred Vendor:	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$ Amount
2. Equipment	\$ 162,180.00
3. Installation	\$ Amount
4. Shipping	\$ Amount
5. Accessories	\$ Amount
6. Training	\$ Amount
7. Travel costs	\$ Amount
8. Other e.g. interfaces	\$ Amount
Total Costs (add 1-8) \$ 162,180.00	
Does the requested item:	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: Click or tap here to enter text.
Attach to a new service? <input type="checkbox"/> YES <input type="checkbox"/> NO	Explain: Click or tap here to enter text.
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical \$ Amount HVAC \$ Amount Safety \$ Amount Plumbing \$ Amount Infrastructure (I/S cabling, software, etc.) \$ Amount
Annualized impact on operations (if applicable):	
Increases/Decreases	
Projected Annual Procedures (NEW not existing)	
Revenue per procedure	\$ Amount
Projected gross revenue	\$ Amount
Projected net revenue	\$ Amount
Projected Additional FTE's	
Salaries	\$ Amount
Benefits	\$ Amount
Maintenance	\$ Amount
Supplies	\$ Amount
Total Annual Expenses	\$ Total
Net Income/(loss) from new service	\$ Amount
Budgeted Item: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
# of bids obtained? <u>1</u>	
<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: Click or tap here to enter text.	

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>Tracie Saller</i>
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>Cyler 12-18-23</i>
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>J 12-19-23</i>
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

The Philips EPIQ Elite Diagnostic ultrasound system equipment is being purchased through a grant obtained from the Helmsley Foundation. This piece of equipment will be replacing the current Philips EPIQ ultrasound machine being utilized for general ultrasound maging here at MHSC. The EPIC machine is older but has been upgraded to the ELITE platform; the Maternal Fetal Medicine Clinic utilizes the EPIC ultrasound machine during their monthly clinic. On the days of the MFM clinic, we are required to block the schedule for an entire room which limits the patient volumes. The plan is to keep the older EPIC machine in service to be utilized for the MFM clinic and as a back up on the days the ED is busy; this will enable to us to provide ultrasound services more readily to our patients.

This equipment will be more useful for the ultrasound department since it has a Shared platform which will enable us to perform cardiac ultrasound as well. It will enable us to add on patients needing an ultrasound exam more easily with the Shared platform as the room can be utilized for cardiac ultrasound imaging when the machine is available.

Tracie Saller
Submitted by: Signature

12/12/2023
Date



Sold to:

Memorial Hospital of Sweetwater County
1200 College Dr
Rock Springs, WY 82901-5868

Presented By

Kristi Howe
Philips Healthcare a division of Phillips North
America LLC
414 Union Street
Nashville, Tennessee 37219
Email: kristi.howe@phillips.com

Quote #: Q-00247290

Customer #: 94030959

Quote Date: 11/26/23

Valid Until: 02/27/24

Philips Epiq Elite

Dear Valued Customer,

I am pleased to submit the attached proposal for your consideration. Philips Healthcare is transitioning to a new quoting system and you will notice that this quote looks different than the ones you are used to receiving from us.

I would like to point out a specific area of change to you. Promotions are applied to the line item price of individual items, instead of to the total net price as you are used to. As a result the line item prices appear lower than you might expect based on previous quotations. Please note that the list price of the system has not changed and promotion values are subject to availability.

I trust this meets your expectation, however should you have any queries or require further information or clarification, please do not hesitate to contact me using the details shown at the bottom of this letter.

Please note that all necessary initial applications training is included in the offer price. Further application training can be purchased separately by contacting our Customer Care Center.

Orders relating to this proposal should be sent to the address or fax number at the top of this document.

Thank you,

Kristi Howe

This quotation contains confidential and proprietary information of Philips Healthcare, a division of Phillips North America LLC ("Philips") and is intended for use only by the customer whose name appears on this quotation. Except as otherwise required by state or federal law after strict compliance with any applicable notification and procedural requirements therein, it may not be disclosed to third parties without the prior written consent of Philips.

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

Philips Healthcare a division of Phillips North America LLC
414 Union Street
Nashville, Tennessee 37219





1. Financial Overview

Qty	Part No	Description	Qty	Unit Price	Net Price
1	795234	EPIQ Elite Diagnostic Ultrasound System	1	\$ 360,400.00	\$ 162,180.00

Discount Amount:

\$ -198,220.00

Total Section Price:

\$ 162,180.00

Contract Discount

Total Price

\$ -198,220.00

Total Net Price

\$ 162,180.00

(Optional Items)

Qty	Part No	Description	Qty	Net Price	Customer Initials
1	795234	EPIQ Elite Diagnostic Ultrasound System			
	FUS9197	(Opt) mL26-8 Transducer	1	\$ 13,822.33	

Q-00247290

Page 2 of 15





2. Quote Summary

Line	Article No.	Description	Qty	Unit List Price	Contract Disc	Net Price
1	795234	EPIQ Elite Diagnostic Ultrasound System				
1.1	NNAV620	EPIQ Elite G with HD Max	1	\$ 140,690.00	\$ 77,379.50	\$ 63,310.50
1.2	NNAV618	4D Imaging with 3D9-3v and FlexVue	1	\$ 46,170.00	\$ 25,393.50	\$ 20,776.50
1.3	NNAV459	Advanced Radiology High Frequency Transducer Bundle	1	\$ 77,650.00	\$ 42,707.50	\$ 34,942.50
1.4	NUSY040	Shared Service	1	\$ 39,540.00	\$ 21,747.00	\$ 17,793.00
1.5	NUSY169	Flow Viewer	1	\$ 6,140.00	\$ 3,377.00	\$ 2,763.00
1.6	FUS9172	V9-2 Transducer	1	\$ 26,540.00	\$ 14,597.00	\$ 11,943.00
1.7	FUS9200	S5-1 Transducer	1	\$ 20,330.00	\$ 11,181.50	\$ 9,148.50
1.8	FUS9210	D2CWC Transducer	1	\$ 1,360.00	\$ 748.00	\$ 612.00
1.9	FUS7000	English Manual	1	\$ 0.00	\$ 0.00	\$ 0.00
1.10	NUSY314	Internal B&W Printer	1	\$ 1,980.00	\$ 1,089.00	\$ 891.00
						\$ 162,180.00
Total Section Price:						\$ 162,180.00
Contract Discount						\$ -198,220.00
Total Net Price						\$ 162,180.00

(Optional Items)

Line	Article No.	Description	Qty	Unit List Price	Contract Disc	Net Price
1	795234	EPIQ Elite Diagnostic Ultrasound System				
	FUS9197	(Opt) mL26-8 Transducer	1	\$ 30,716.28	\$ 16,893.95	\$ 13,822.33



3. Quote Details

	Description	Qty
1	EPIQ Elite Diagnostic Ultrasound System Article No. 795234 Details EPIQ Elite Diagnostic Ultrasound System	
1.1	EPIQ Elite G with HD Max Article No. NNAV620 EPIQ Elite for general imaging is a premium diagnostic ultrasound system featuring an uncompromised level of clinical performance, design and intelligence to meet the challenges of today's most demanding practices. <ul style="list-style-type: none"> • Proprietary nSIGHT Imaging architecture for elevated levels of tissue uniformity, frame rate and penetration. • Supports PureWave family of transducers • xMATRIX upgradable • Supports 3D/4D imaging modes across various clinical options • XRES Pro next generation image processing, Variable XRES • Supports MicroFlow Imaging option with MicroFlow HD across various transducers and applications • Supports Needle Visualization enhancement (eL18-4 transducer) • Supports CEUS clinical option • Supports TrueVue Pro photorealistic 3D option • Supports FlexVue curved MPR capability • Supports TouchVue with MPR touch • Supports Fusion and Navigation Interventional option • Active Native data for post-processing of frozen image data and CineLoop image data • Supports strain elastography, ElastPQ and ElastQ Imaging shear wave elastography clinical options across various applications and transducers • AutoScan (real time ISCAN) automatically optimizes gain and TCG continuously • SmartExam system-guided protocols • Tablet-like user interface with gesture control • Infinite articulation of control panel and monitor allows for perfect alignment whether sitting or standing • Control panel adjustability with 720 degrees of freedom to scan ergonomically • Enhanced mobility with battery backup options • MaxVue High Definition Ultrasound with over a 1 million more pixels and 38% larger viewing area • 4 active transducer ports • Supports Anatomically Intelligent Ultrasound (AIUS) options (some options require xMATRIX upgrade) • AI Breast • Dynamic HeartModel • AAA Model 	1

PHILIPS

- AutoRegistration for Fusion/Nav
- aBiometry Assist
- aReveal
- Windows 10 Operating System
- Defense in depth security support
- Multi-Modality Query Retrieve (Allows for the viewing of DICOM CT, Mammography, NM, MRI and ultrasound images –you can review these images while you are live imaging)
- NetLink/DICOM 3.0 provides network print and store, commit, modality worklist, DICOM Query and Retrieve, and structured reporting for adult and pediatric echo, vascular, and OB/GYN
- DICOM 3.0 Print and Store capability to internal drive or DVD/CD
- Integrated Wireless DICOM
- On-board workstation-class data management with thumbnail previews and storage of images, loops,
- Retrospective and prospective clip capture to internal drive or removable media and reports
- Integrated DVD/CD burning capability for storage of DICOM images or export in JPEG and .avi for PC compatibility. SafeGuard This is a standard computer administration tool used to prevent unauthorized programs (malware) from running on the ultrasound system

MicroFlow Imaging

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

Security Plus

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

HD Max Display 24-inch HD MAX Immersive display monitor for the ultimate ultrasound visualization

Extended Life Battery

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

Clinical Education

***2 days of Implementation Onsite Training (expires 90 days after install, provided Mon-Fri during normal business hours), Qty 2 Essential Education Membership 6 Month, Qty 3 One-Day Travel and Tuition. See travel disclaimer**

The Essential Education Membership includes: For one individual, One Online e-Learning Bundle (unlimited E-learning, access to average 30 education credits), Access to short "how to" videos, Quick reference guides on system usage, System update reference guide, and unlimited enrollment to all regularly scheduled virtual "CSS and Speaker-led" education with available seats (vary in length from 1 hr to full day). Virtual courses are purposefully designed trainings that allow participants the same quality education of an instructor-led classroom without the need or expense of traveling. Education Access expires six (6) months from term start date. 3rd party content is excluded from this membership.

1 Day tuition with Travel - this 1 day tuition may be used to attend any one (1) regularly scheduled "CSS and Speaker-led" course and includes the corresponding travel package. Due to travel and scheduling





requirements, a twenty-one (21) day notification of cancellation is required or training / education entitlements will be forfeited. Curriculum is subject to change without notice. Travel & Accommodations for one (1) registered attendee. Includes one (1) participant's airfare from a North American customer location to a Philips North America Ultrasound Clinical Education training location with modest lodging, ground transportation and meal expenses for up to 2 days. Breakfast/dinner are provided by the hotel and lunch/breaks are catered by Philips Healthcare. All other expenses will be the responsibility of the attendee (ie. Baggage fees, meals while travelling, transportation to and from customer's home airport). Details are provided during the scheduling process. Purchased Education expires one (1) year from equipment installation date or purchase date if sold separately. *Must be used consecutively with other offsite advanced customer training tuitions associated with the same system, if purchased with other options that include offsite advanced customer training; offsite advanced customer training will be limited to a maximum of 2 consecutive days. See travel disclaimer**

**TRAVEL Disclaimer: Travel & Accommodations for registered attendees. Each tuition includes one (1) participant's airfare from a North American customer location to a Philips North America Ultrasound Clinical Education training location with modest lodging, ground transportation and meal expenses for the course duration. Breakfast/dinner are provided by the hotel and lunch/breaks are catered by Philips Healthcare. All other expenses will be the responsibility of the attendee (ie. Baggage fees, meals while traveling, transportation to and from customer's home airport). Details are provided during the scheduling process. Note: 21 day Cancellation/Rescheduling policy is strictly enforced.

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

1.2

4D Imaging with 3D9-3v and FlexVue

Article No. NNAV618

Introduction

3D9-3v Transducer

Curved array transducer with 9 to 3 MHz extended operating frequency range and 130-degree field of view, supporting high resolution 2D imaging; high resolution quantitative, single sweep 3D volume acquisition; and 4D imaging for endovaginal obstetrical and gynecological applications.

Details

The Essential Education Membership includes: For one individual, One Online e-Learning Bundle (unlimited E-learning, access to average 30 education credits), Access to short "how to" videos, Quick reference guides on system usage, System update reference guide, and unlimited enrollment to all regularly scheduled virtual "CSS and Speaker-led" education with available seats (vary in length from 1 hr to full day). Virtual courses are purposefully designed trainings that allow participants the same quality education of an instructor-led classroom without the need or expense of traveling. Education Access expires six (6) months from term start date. 3rd party content is excluded from this membership.

1





Includes

FlexVue

Curved MPR 3D workflow tool for acquiring planar images from 3D volumes.

4D Imaging

Quantitative 3D/4D volume acquisition with SonoCT supported on V9-2, V6-2, VL13-5 and 3D9-3v transducers. Also includes 3D Color Power Anglo and 3D Color Doppler capabilities. Includes advanced MPR display capability.

Clinical Education

***1 day of Implementation Onsite Training (expires 90 days after install, provided Mon-Fri during normal business hours), and 1 Essential Education Membership 6 Month. ***Note: Philips Healthcare personnel are not responsible for actual patient contact or operation of equipment during education sessions except to demonstrate proper equipment operation. The training sessions should be attended by the appropriate healthcare professional as identified by the department director. Repeat training for staff non-attendance will not be accepted. Site must be patient-ready to meet training expectations.

1.3

Advanced Radiology High Frequency Transducer Bundle

Article No. NNAV459

C5-1 Transducer

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

C10-3v Transducer

PureWave Curved array transducer with 3 to 10 MHz operating frequency range, end fire sector, 11.5 radius at curvature, 130 degree field of view for endovaginal applications.

L12-3 Ergo Transducer

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

eL18-4 EMT Transducer

Ultra-broadband 18-4 MHz PureWave Linear multi-row array transducer with fine elevation focusing. This transducer incorporates integrated EM (electro-magnetic) tracking coils for AI Breast and Fusion/Navigation compatibility. This transducer supports a broad range of high resolution applications including breast, small parts, vascular and musculoskeletal imaging. Also supports pediatric and

1





specialty OB imaging. The eL18-4 transducer features exceptional imaging performance and supports advanced clinical tools such as full solution elastography, MicroFlow Imaging and precision biopsy

1.4

Shared Service

Article No. NUSY040

Includes the following:

- Abdominal Clinical Option
- Gynecology Clinical Option
- Vascular Clinical Option
- Pediatric Radiology Clinical Option
- Small Parts Clinical Option
- Musculoskeletal Clinical Option
- Adult Cardiology Clinical Option (Includes Adult ECG and LVO Contrast)
- Pediatric Cardiology Clinical Option (Includes Pediatric ECG leads)
- Obstetrical Clinical Option
- Fetal Echocardiography Clinical Option
- Urology Clinical Option
- TCD Clinical Option
- Interventional Clinical Option

1

1.5

Flow Viewer

Article No. NUSY169

Details

Flow Viewer is a color visualization enhancement to visualize vasculature and fetal heart architecture. Available in all color imaging modes (CFM, CPA, CPAd, MFI, MFI HD)

1

1.6

V9-2 Transducer

Article No. FUS9172

V9-2 PureWave transducer is a volumetric transducer supporting 2D/3D/4D, STIC offering exceptional ergonomic design for Ob/Gyn applications

1

1.7

S5-1 Transducer

Article No. FUS9200

Sector array transducer with 5 to 1 MHz extended operating frequency range for adult cardiology, and adult and TCD applications.

1

1.8

D2CWC Transducer

Article No. FUS9210

Non-imaging 2 MHz PW/CW Doppler transducer for cardiac applications.

1

1.9

English Manual

Article No. FUS7000

Operation Manual

1





1.10

Internal B&W Printer

Article No. NUSY314

Internal B&W Printer

(Opt) mL26-8 Transducer

Article No. FUS9197

Introduction

mL26-8 high frequency micro linear transducer designed for superficial imaging exams

Details

Philips high frequency micro linear transducer. 26-8 MHz operating frequency range for superficial imaging exam types including Small Parts, Vascular, Dermal, Neonatal and Ocular with Flow Viewer, MFI, MFI HD and XRES PRO.

Q-00247290

Page 9 of 15





4. Local Sales Terms and Conditions

Item	Description	Contract Name	Contract No.	Billing Plan
1	795234 EPIQ Elite Diagnostic Ultrasound System	VANDERBILT HEALTH PURCHASING COLLABORATIVE LSP0010700	LSP0010700	0/0/100

Payment Terms US: Net 30 Days

INCO Terms: Carriage and Insurance Paid To Destination

This is a cash price quote, which includes ACH, check, and wire transfer. Any other form of payment will result in different price, which may be higher.

Billing Terms: Are as displayed under the Billing Plan table above. For each Item, X/Y/Z milestones are defined as follows (unless an Agreement specifying alternative payment terms has been negotiated between the parties):

X is the percentage invoiced upon signed acceptance of quotation or upon receipt of Customer Purchase Order

Y is the percentage invoiced upon delivery of major components to Customer designated location or Philips warehouse.

Z is the percentage invoiced upon completion of installation or product available for first patient use, whichever occurs first.

If DEMO Equipment is included in this quotation it is sold under the Contract No. Contract Name/Contract Number ("Contract") of the products/solution included in this quotation.

All amounts in this quote are in USD

Additional Terms US:

This purchase is governed Contract Name defined in the Local Sales Terms and Conditions; the specific Vizient Contract number identified in the Contract Name, as well as any Philips Standard Terms and Conditions of Sale and Software License, set forth below, to the extent not in conflict with the applicable Vizient Contract terms.



cap Ex FY 24 32

Capital Request Summary

Capital Request #

FY24-32

Name of Capital Request:

TE X PLUS DIAGNOSTIC ULTRASOUND

Requestor/Department:

NOREEN HOVE/SURGICAL SERVICES

Sole Source Purchase: ☒ Yes or ☐ No

Reason: preferred vendor with connectivity to Cerner

☐

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	MINDRAY DS USA, INC	MAHWAH, NJ	\$97,070.01
2.			
3.			

Recommendation:

MINDRAY DS USA, INC - \$97,070.01



Assigned: FY 24-32

Capital Request

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

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

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

Department: Anesthesia 632/630

Submitted by: Noreen Hove

Date: 11/28/2023

Provide a detailed description of the capital expenditure requested:

Ultra sound machine

Preferred Vendor: Y

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

1. Renovation	\$ Amount
2. Equipment	\$ <u>97,070.01</u>
3. Installation	\$ Amount
4. Shipping	\$ Amount
5. Accessories	\$ Amount
6. Training	\$ Amount
7. Travel costs	\$ Amount
8. Other e.g. interfaces	\$ Amount
Total Costs (add 1-8) \$ <u>97,070.01</u>	

Does the requested item:

Require annual contract renewal? ☐ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain: Click or tap here to enter text.

Attach to a new service?

☒ YES ☐ NO

Explain: This will allow us to bill for anesthesia blocks placed for certain surgeries and for billing for central line placement, ect.

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$ Amount

\$ Amount

\$ Amount

\$ Amount

\$ Amount

Annualized impact on operations (if applicable):

Increases/Decreases

Budgeted Item:

Projected Annual Procedures (NEW not existing)

☐ YES ☒ NO

Revenue per procedure

\$ Amount

of bids obtained? _____

Projected gross revenue

\$ Amount

Projected net revenue

\$ Amount

Projected Additional FTE's

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

Click or tap here to enter text.

Salaries

\$ Amount

Benefits

\$ Amount

Maintenance

\$ Amount

Supplies

\$ Amount

Total Annual Expenses \$ Total

Net Income/(loss) from new service

\$ Amount

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>C. [Signature]</i> 12-18-23
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 12-19-23
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

In the Surgical Services Department both the general surgeons and all three of the anesthesiologists use the ultra sound machine. The current machine that we have was purchased in 2011, it does not have a clear picture and the advances in technology makes this machine obsolete. A clear view reduces the risk of injury to patients, decreases the time spent on the procedure. This in turn may increase our profit, but more importantly it provides a safer procedure for the patient and increased satisfaction for our providers.

Submitted by: Signature _____

Date _____



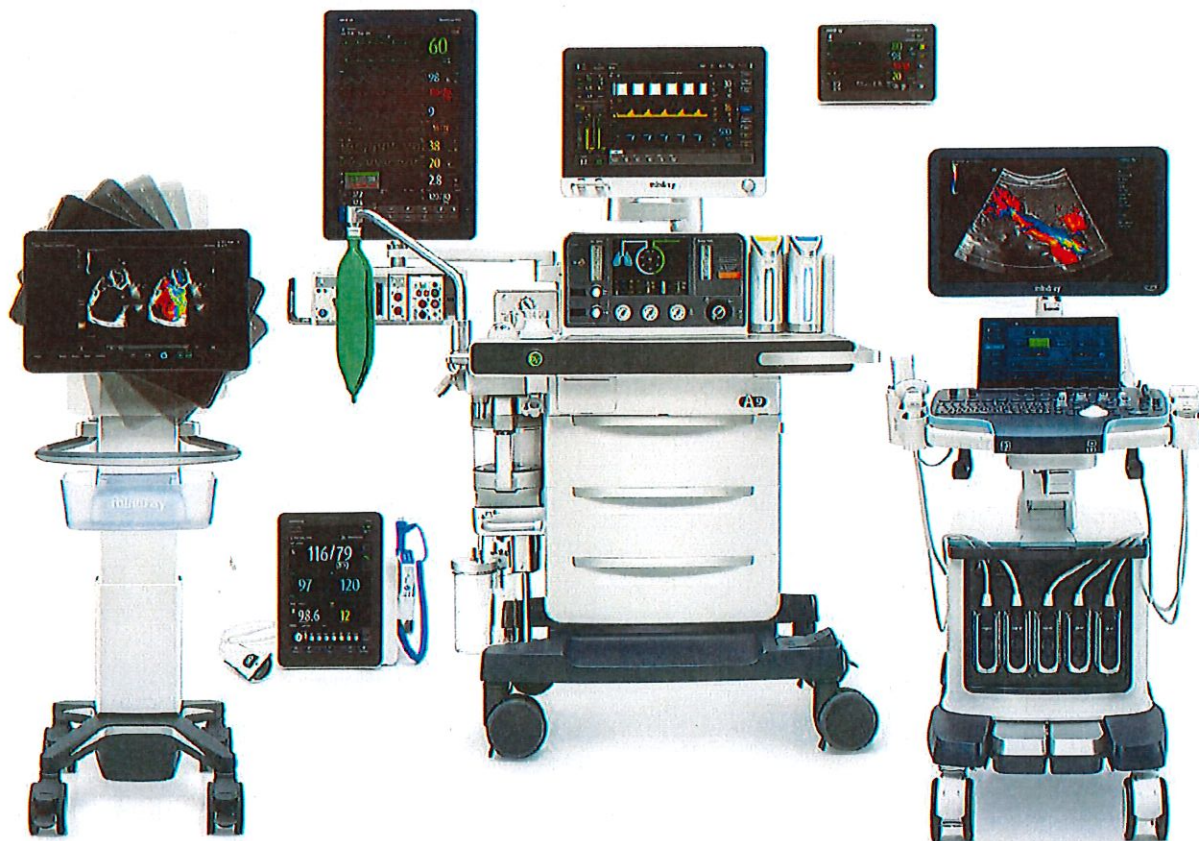
A GLOBAL LEADER IN PATIENT MONITORING, ANESTHESIA AND ULTRASOUND SYSTEMS

PROPOSAL FOR:
MEMORIAL HOSPITAL SWEETWATER

PREPARED BY:

Nicole Garcia

Dec 5, 2023



monitoring | anesthesia | ultrasound



Proposal Summary

Proposal Date: Dec 5, 2023
Proposal Number: Q-128087
Proposal Exp. Date: Dec 22, 2023
Sales Rep: Nicole Garcia
Proposal For: MEMORIAL HOSPITAL SWEETWATER

Mindray DS USA, Inc.
800 MacArthur Blvd.
Mahwah, NJ 07430
Tel: 201-995-8000
Fax: 800.266.9624

Contact:
Title:
Phone:
Email:

Total Price By Department

Anesthesiology

Department Name	List Price	Departmental Discount	Net Price
Anesthesiology	USD 189,075.01	USD -92,005.00	USD 97,070.01
Anesthesiology TOTAL:			USD 97,070.01

TOTAL: USD 97,070.01



To: MEMORIAL HOSPITAL
SWEETWATER
1200 COLLEGE DRIVE
ROCK SPRINGS, WY 82901

Sales Representative: Nicole Garcia
Quote Number: Q-128087

Proposal Date: Dec 5, 2023

Phone:
E-mail:

n.garcia@mindray.com

Affiliation: VIZ

Anesthesiology						
Line #	Part Number	Description	List Price	Net Price	QTY	Total Net
1	121-002254-00	TE X Plus Diagnostic Ultrasound System Sales BOM (2149E-PA00002) Four transducer connectors, 23.8-Inch Seamless Touch Screen, iBeam™ (Spatial Compounding Imaging), iClear™ (Speckle Suppression Imaging), iTouch™ (Auto Image Optimization), Smart Track (Real Time Color Flow Tracking and Optimization), Qpath™ Access, CW Doppler, TDI Tissue Doppler, Smart TTQA, Auto EF Plus, Auto DFR (Auto Diastolic function E/ A E/E' measurement), Smart Echovue (Auto detect the heart standard plane), Smart B-Lines, Smart VTI, Smart IVC, Shock Application #Shock diagram and workflow), Respiration Application (Respiration diagram and workflow), Trauma Application #Trauma/eFast diagram and workflow), iWorks, Smart FHR OB1, Smart Nerve (Auto detect Brachial plexus), DICOM Basic, HL7 worklist, MPPS, Query/Retrieve & Dicom Structured Report for Cardiac, Vascular, OB/GYN, Breast, Small parts, Abdomen, Shared Service Package Include: Abdomen/General, Obstetrics, Gynecology, Cardiac, Small parts, Urology, Vascular, Nerve, Emergency & Pediatric package, ClamAV #anti-virus SW under Linux), iScanHelper, Lithium-Ion Battery Pack (6 Battery Configuration), Mobile Trolley Retractable Cord & Towlette Holder, Internal Wifi	USD 92,500.00	USD 50,875.00	1	USD 50,875.00
2	115-083504-03	TE X Upgrade Package V1.5.0	USD 0.01	USD 0.01	1	USD 0.01
3	110-008993-00	iNeedle™ (Needle Visualization Enhancement)	USD 2,500.00	USD 0.00	1	USD 0.00
4	110-009001-00	Auto GA	USD 2,400.00	USD 1,320.00	1	USD 1,320.00
5	120-018883-00	SC6-1s convex array transducer. Suggested applications: Adult Abdominal, Pediatrics Gynecology, Obstetrics, Vascular, Musculoskeletal	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
6	120-018861-00	L12-3RCs Linear array transducer	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
7	120-018857-00	L20-5s Linear array transducer	USD 12,500.00	USD 6,875.00	1	USD 6,875.00
8	120-021851-00	P8-2Ts, Phased array	USD 40,000.00	USD 22,000.00	1	USD 22,000.00
9	115-081986-00	Air Station Trolley Component (wireless charging dock station)	USD 2,000.00	USD 1,500.00	1	USD 1,500.00
10	115-081976-00	TE X Charging module on the back of Cart	USD 1,000.00	USD 750.00	1	USD 750.00
11	803-071081-00	Total Care - Accidental Damage Coverage Ultrasound System and 3 Probes under Standard Warranty (4 exchanges over term)	USD 11,175.00	USD 0.00	1	USD 0.00
Anesthesiology TOTAL:						USD 97,070.01



To:
MEMORIAL HOSPITAL
SWEETWATER
1200 COLLEGE DRIVE
ROCK SPRINGS, WY 82901

Sales Representative: Nicole Garcia
Quote Number: Q-128087

Proposal Date: Dec 5, 2023

Phone:
E-mail: n.garcia@mindray.com

Affiliation: VIZ

Affiliation Notes: Vizient Supply, LLC
Ultrasound Agreement #XR0923 - M7, M9, TE5, TE7, TE7 Max, TEX Ultrasound Machines & Transducers (Excluding 4D & TEE Transducers - Standard one year) have a standard five year warranty. Resona7, ResonaI9 Ultrasound Machine & Transducers - Standard 5 Year Warranty. ME8 -Standard 5 Years, DC-90 - Standard 5 year warranty. Hepatus6 -Standard 5 Year Warranty, Hepatus5 - Standard 3 Year Warranty, ZS3 Ultrasound Systems include a 5 year warranty except for the TEE, 3d and Aux transducers which all carry a 1 year warranty. ZOne Pro Emerald systems include a 5 year warranty except for the TEE and any refurbished transducers which carry the first year warranty. Ultrasound Accessories - 1 Year Warranty, 6 Month Warranty for Batteries.

Patient Monitoring Agreement #CE7634 - Standard One Year-On Site Warranty for parts & labor on Gas Module & Central Stations. (Central Stations additional 1 year extended warranty). Standard Three Year Mail-In Warranty on Accutorr3 & VS9 Monitors. Standard 5 year warranty - N Series Monitors. Standard 3 Year - EPM Monitors.

Anesthesia Agreement #CE7153 - Standard 3 year Warranty
DEMO EQUIPMENT (12 MONTHS ONLY) and ACCESSORIES (6 MONTHS ONLY)

Payment Terms: NET 45 DAYS (Subject to Credit Approval)

Shipping Terms: F.O.B. SUPPLIERS Dock (Freight & Insurance Prepaid on Contracted Products Only)
"To ensure on-time delivery of your orders, Mindray may drop ship products directly from our overseas factories or distribution warehouses"

Proposal Notes:

Product Notes: Biomedical training credits issued to customers at the time of sale, are for the sole use of employees of the facility purchasing the equipment, and are non transferable.

Central Station - Hospitals, or buying groups, that require special containment procedures while opening plenum spaces including the use of a negative chamber tent system will be billed separately for the containment costs. These cost will include, but not be limited to, rental of a containment system, plus the additional cost incurred by the cable installer and the Mindray Representative who are required to use the system. This will also apply to any containment costs incurred after the installation for Mindray Representatives when performing maintenance on the system.

Trash Removal responsibility

Mindray is not responsible for the disposal of packing material associated with newly installed Mindray products. Mindray will work with the customer to collect and centralize the packing material for ease of disposal by the customers' personnel. The customer will be responsible for sorting and disposal of packing material.

De-Installation of existing cabling

Mindray is not responsible for the de-installation of existing cabling associated with an existing patient monitoring system. Mindray will provide this service on a time and material basis in the event that the customer would like to have this work done by Mindray at the time of the installation.



Customer will be responsible for pulling of cable and certification, if these items are not charged on the body of this quote.

Fiber Optics Requirements

In the event that fiber optics network runs are necessary due to the location of the central rack, then it will be the customer's responsibility to add the necessary fiber optic run(s). Mindray Technology service will provide this service on a T+M basis in the event that the customer would like to have this work done by Mindray.

Pricing for cable pull and certification is based on nonunion labor. If Union labor is required customer will be invoiced for any additional cost. Pricing for cablepull includes installation of cables above ceilings or any horizontal/vertical pathways and shall be supported per BISC standards utilizing communications rated J-hooks. Pricing does not include major structural changes to go between walls or floors, e.g., penetration of interior or exterior cement walls or the installation of conduit/Raceway.

Core Drilling requirements

In the event that core drilling (i.e drilling between floors to accommodate network runs) is required to complete an installation, the customer will be responsible for customary costs associated with this work. Mindray Technology Services will provide this service on a T+M basis if requested by the customer.

(Customary charges are approximately \$450 each)

Purchase order acceptance and delivery of Mindray Certified Refurbished products is subject to inventory availability.



Product Notes:

Please complete at time of purchase:

Uncrating Needed: YES / NO

Receiving Dock Hours: _____

Debris Removal: YES / NO

Lift Gate Required: YES / NO

Prior Notification: YES / NO

Inside Delivery Required: YES / NO

Contact Name: _____

Department: _____

Contact Phone #(s) _____

E-mail Address(s) _____

Purchase order acceptance and delivery of Mindray Certified Refurbished products is subject to inventory availability.

This quotation contains no provisions for Biomedical training tuition or credits.

If your terms are Cash-in-advance, please remit check directly to:

Mindray DS USA, Inc. 24312 Network Place, Chicago, IL 60673-1243



Total Price By Department

Anesthesiology

Department Name	Departmental Discount	List Price	Net Price
Anesthesiology	USD -92,005.00	USD 189,075.01	USD 97,070.01
Anesthesiology TOTAL:			USD 97,070.01

TOTAL: USD 97,070.01

Quotation

Total List Amount	USD 189,075.01
Total GPO Discount	USD 78,330.00
Total Additional Discount/TradeIn	USD 13,675.00
Total Net Amount	USD 97,070.01

Mindray Capital Leasing Options

Monthly Lease Payment Amount:

36 months USD 3,098.47
48 months USD 2,413.16
60 months USD 2,001.58

Leasing Notes:

This quote is non-binding and is subject to credit approval and acceptance by Mindray Capital. Monthly payments do not include applicable freight and taxes.



Total Net Price For Purchase:

USD 97,070.01

To:

MEMORIAL HOSPITAL
SWEETWATER
1200 COLLEGE DRIVE
ROCK SPRINGS, WY 82901

Sales Representative:

Nicole Garcia

Quote Number:

Q-128087

Proposal Date:

Dec 5, 2023

Phone:

E-mail:

n.garcia@mindray.com

Affiliation: VIZ

Title of Buyer	Printed Name of the Buyer

Purchase Order Number	Date	Signature of the Buyer

Ship to Address:

Bill to Address:

**Mindray North America now has a \$150 minimum order policy.
Unless otherwise stated, the total net price of this quotation does not include, freight or sales tax.**

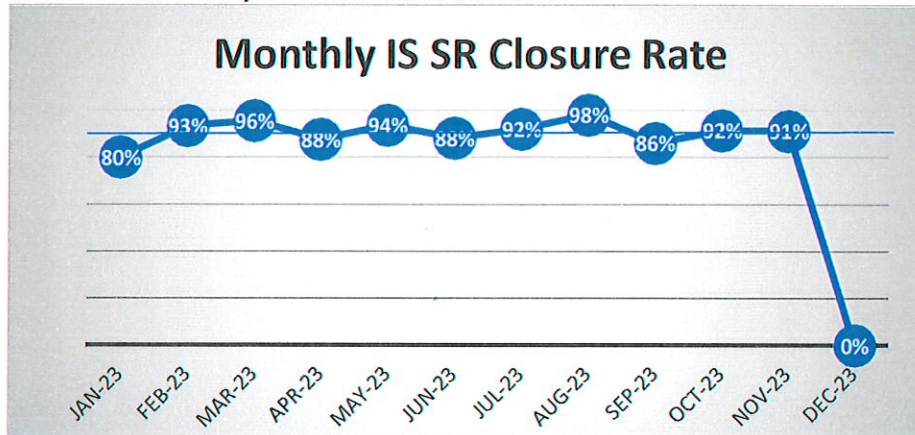
IS Report November 2023

By Terry (TJ) Thompson, IS Director

MHSC IS service environment:

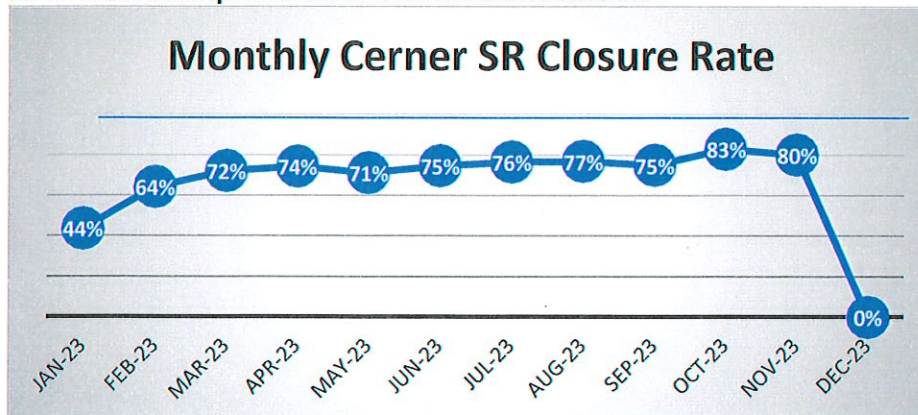
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 UPS

MHSC IS Service Request closure rates at a 90% baseline:



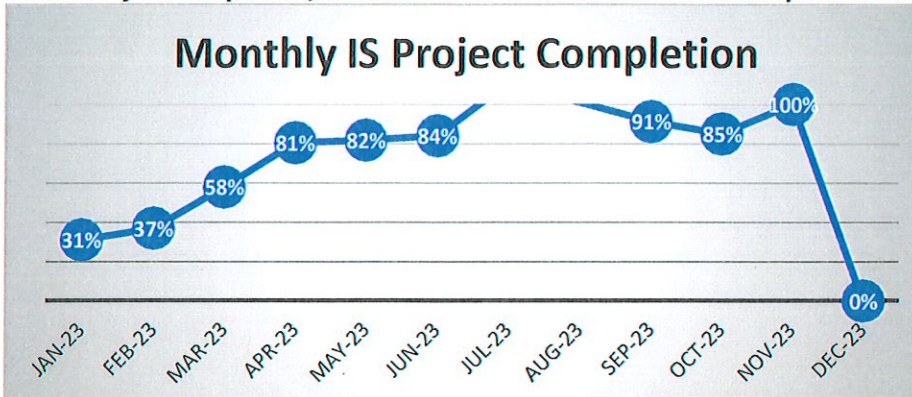
Service Desk Numbers have dropped to 91%, overall 90.7%

Cerner service request closure rates are a 90% baseline:



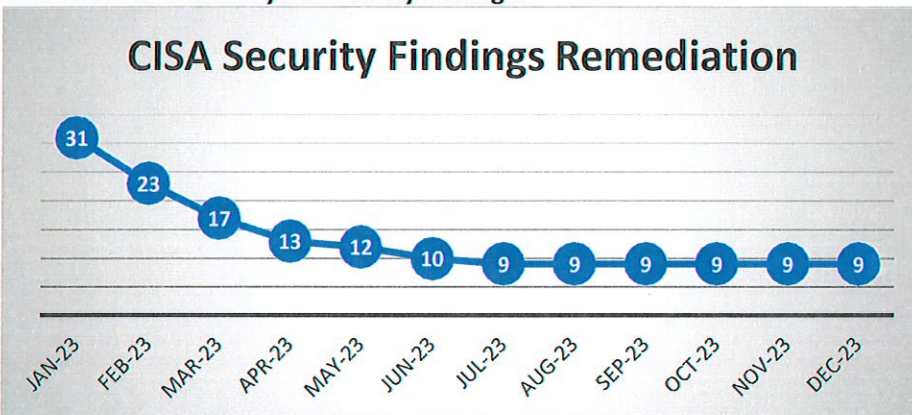
Cerner numbers have dropped to 80% Overall, 71.1%

MHSC Project Completion, at a 90% closure rate of 80 work stories per month:



Project numbers have dropped to 100% PSC was onsite assisting with projects, overall 74.78%

Remediation of CISA Cyber Security findings:



We continue to remediate the CISA Cybersecurity findings, however, we are in a heavy-lift area that takes more effort to complete. With the M5 UCS and storage upgrade projects, we were unable to make any progress in this area.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. Scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14 services on these hosts. Where two hosts have 4 medium vulnerabilities. We are still waiting for AllWest Communications to provide routing information to stand up our Internet Edge project which will remove the last three vulnerabilities, AllWest ETA to complete this request is the end of February 15 2024.

To improve upon the MHSC cybersecurity we have implemented our artificial intelligence network detection and response system "DarkTrace". This system monitors our core network for any network anomalies that would suggest a ransomware event, where it would block the detected network activity. This system also integrates into our endpoint detection and response system, "CrowdStrike" which monitors endpoints for malware behavior. With both systems providing 24/7/365 monitoring we hope to stop or limit any type of ransomware event.

2023-11-12

CYBER HYGIENE

REPORT CARD

Memorial Hospital of
Sweetwater County



0
Hosts with
unsupported
software



0
Potentially Risky
Open Services



0%
No Change in
Vulnerable
Hosts



CISA
CYBER+INFRASTRUCTURE

HIGH LEVEL FINDINGS

LATEST SCANS

September 13, 2023 — November 12, 2023

Completed host scan on all assets

November 6, 2023 — November 12, 2023

Last vulnerability scan on all hosts

ASSETS OWNED

44
No Change

HOSTS

9
No Change

VULNERABLE HOSTS

3
No Change
33% of hosts vulnerable

ASSETS SCANNED

44
No Change
100% of assets scanned

SERVICES

15
No Change

VULNERABILITIES

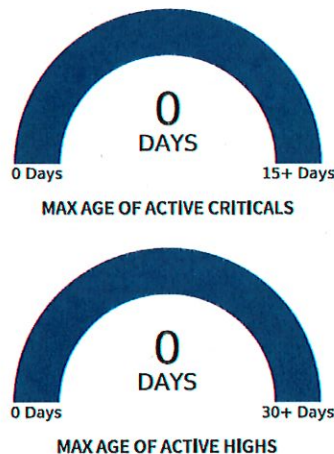
5
No Change

VULNERABILITIES

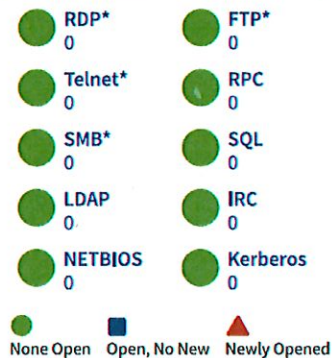
SEVERITY BY PROMINENCE



VULNERABILITY RESPONSE TIME



POTENTIALLY RISKY OPEN SERVICES



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

* Denotes the possibility of a network management interface.

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

Wednesday~ December 27, 2023 2:00 p.m. Teleconference

Voting Members:

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

Non-Voting Members:

Ron Cheese	Terry Thompson
Angel Bennett	Kari Quickenden
Ann Clevenger	

Guests:

Leslie Taylor
Taylor Jones,
Commissioner

Barbara Sowada
Tracie Soller
Carrie Canestorp

Tiffany Marshall
Noreen Hove

- | | | |
|-------|---|------------------|
| I. | Call Meeting to Order | Marty Kelsey |
| II. | Mission Moment | Irene Richardson |
| III. | Approve Agenda | Marty Kelsey |
| IV. | Approve November 29, 2023 Meeting Minutes | Marty Kelsey |
| V. | Capital Requests FY24 | Marty Kelsey |
| VI. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. Narrative | Tami Love |
| | 2. Financial Information | Tami Love |
| | 3. Financial Goals | Tami Love |
| | 4. Self-Pay Report | Ron Cheese |
| | 5. Preliminary Bad Debt | Ron Cheese |
| VII. | Old Business | |
| | A. Critical Access Update | Tami Love |
| | B. CLA Project – PIPS Financial Goals | Tami Love |
| | C. Depreciation Capital Fund | Tami Love |
| VIII. | New Business | |
| | A. Financial Forum Discussion | Marty Kelsey |
| IX. | Next Meeting -- January 31, 2024 | Tami Love |
| X. | Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO NOVEMBER 2023 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for November is a gain of \$370,822, compared to a loss of \$290,388 in the budget. This yields a 3.55% operating margin for the month compared to -3.06% in the budget. The year-to-date gain is \$1,663,528 compared to a loss of \$1,046,136 in the budget. The year-to-date operating margin is 3.24%, compared to -1.91% in the budget.

Year-to-date, the total net gain is \$1,610,695, compared to a total net loss of \$306,476 in the budget. This represents a profit margin of 3.14% compared to -.42% in the budget.

REVENUE. Revenue in November came in higher at \$21,637,009, up from the prior month and over budget by \$1,877,392. Inpatient revenue is \$3,784,335, under budget by \$447,446 and outpatient revenue is \$17,852,675, over budget by \$2,324,838. The largest revenue budget variances came from inpatient departments. Lost MRI and Pet Scan revenue from the equipment issues in October was captured in November, with revenue coming in over budget by 50% in those departments. Surgery, Outpatient Services and CT revenue was significantly over budget in November due to the high volumes. Year-to-date, gross revenue remains over budget by \$4,630,449.

REDUCTION OF REVENUE. Deductions from revenue are estimated at 52.1% for the month, remaining under the 52.5% budget. Year-to-date reductions of revenue are 52.7%. Total AR decreased slightly from October, down by about \$200,000:

Medicare – increase \$195,000
Medicaid - decrease \$850,000
Blue Cross - decrease \$150,000
Commercial - increase \$270,000
Worker's Compensation – increase \$68,000
Government – decrease \$75,000
Self Pay - increase \$360,000

The stability in accounts receivable kept the estimated reserves for November right at budget. Total collections for the month came in at \$9.8 million, under budget by \$500,000. Budgeted cash collections are calculated as 47.5% of the average gross revenue of the two prior months.

NET OPERATING REVENUE. Net operating revenue was \$10,459,793 in November and 50,600,390 year-to-date. Other operating revenue in November includes occupational medicine revenue, county maintenance funds and cafeteria revenue.

RATIOS. Annual Debt Service Coverage came in at 4.49. Days of Cash on Hand decreased by 14.6 days to 78.2 days due to the payment of the QRA. With the receipt of the QRA balance in December, it is expected DCOH to increase by 32 days, back within budget for the second quarter. Daily cash expenses increased to \$298,000 year-to-date. Net days in AR continue to decrease, down one day to 52.7 days.

VOLUME. Inpatient admissions, discharges and patient days for November came in under budget. The average daily census (ADC) decreased to 12.3, under budget, and average length of stay (LOS) came in at 3.0, slightly under budget. Births are over budget for November. Surgeries, Emergency Room visits, Outpatient visits, and Clinic visits came in over budget.

EXPENSES. Total expenses came in slightly lower in November at \$10,088,971, over budget by \$298,471. Total expenses remain under budget by \$939,641 year-to-date. The following line items were over budget in November:

Benefits – Group health came in over budget for November but remains under budget for the year.

Contract Labor – There was unbudgeted contract labor expense in Medical Floor, Labor & Delivery and Radiology.

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

Supplies – Expenses over budget for November include oxygen, instruments, patient chargeables, medical supplies, drugs, contrast, minor equipment, food, maintenance supplies and marketing supplies. Total supply expense remains under budget year-to-date by \$186,189.

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

PROVIDER CLINICS. Revenue for the Clinics came in at \$2,567,917, over budget by \$34,836. The bottom line for the Clinics in November is a loss of \$448,853 compared to a loss of \$373,078 in the budget. The year-to-date loss for the Clinics is \$1,830,337, compared to a loss of \$1,917,651 in the budget. Clinic volumes were down slightly in November, at 6,648 visits. Total Clinic expenses for the month are \$1,933,361, over budget by \$94,531. Year-to-date expenses are under budget by \$103,337. Salary & wages, benefits, purchased services, and depreciation are over budget for November.

OUTLOOK FOR DECEMBER. Gross patient revenue for December is projected to be close to \$23 million, which would be the highest revenue month in history and over the budget of \$21.8 million. Inpatient admissions have remained lower during the month but there have been increases in LOS, currently at 3.0 days and average daily census, currently at 12.1. Births are projected under budget and ER visits are projecting right at budget. Surgeries, Clinic visits and most Outpatient departments are currently projecting over budget.

Collections are projected to be close to \$10 million, slightly under budget. Deductions of revenue are expected to remain stable with the continued high revenue month and collections. Expenses are expected to be close to budget in December. If the projection for revenue remains high and expenses come in at budget, the estimated gain for December is \$600,000 to \$800,000.

Critical Access. We continue to work on updating our patient care policies that need to be submitted with our State licensing application. Once the application is approved, we will need to be surveyed by both the State licensing division and Joint Commission. We continue to meet with the consultant, our auditors, and cost report preparer as we work through the process. Our internal team meets bi-weekly to discuss questions in each area including finance, clinical, policy & procedures and providers. We continue to work with Cerner on changes needed for billing.

Financial PIPS. Clifton Larsen Allen was onsite the first week of December to continue the revenue cycle paired advisory support project. The executive summary of the engagement actions and plans are included in the packet. The work of these groups will be reported monthly, through this committee, as part of the Financial PIPS priorities for FY2024.

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

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



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

Unaudited Financial Statements

for

Five months ended November 30, 2023

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
ROCK SPRINGS, WY**

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Five months ended November 30, 2023

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

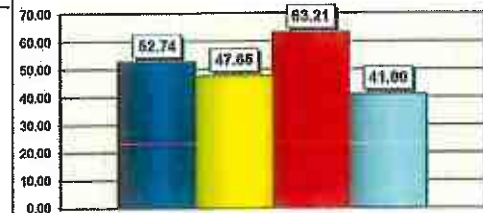
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Five months ended November 30, 2023

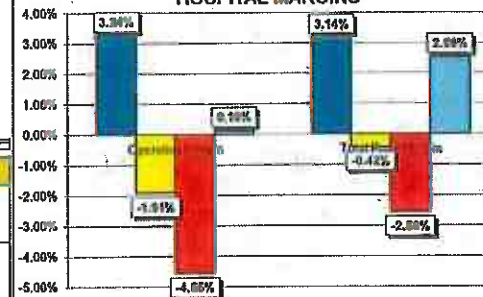
BALANCE SHEET

	YTD 11/30/2023	Prior FYE 6/30/2023
ASSETS		
Current Assets	\$44,947,213	\$38,972,749
Assets Whose Use is Limited	15,114,668	19,968,483
Property, Plant & Equipment (Net)	76,139,047	79,366,421
Other Assets	939,969	930,753
Total Unrestricted Assets	137,140,897	139,238,406
Restricted Assets	472,878	469,827
Total Assets	\$137,613,774	\$139,708,233
LIABILITIES AND NET ASSETS		
Current Liabilities	\$15,597,395	\$17,193,366
Long-Term Debt	24,467,424	25,114,116
Other Long-Term Liabilities	11,450,485	12,916,028
Total Liabilities	51,515,304	55,223,510
Net Assets	86,098,470	84,484,723
Total Liabilities and Net Assets	\$137,613,774	\$139,708,233

NET DAYS IN ACCOUNTS RECEIVABLE



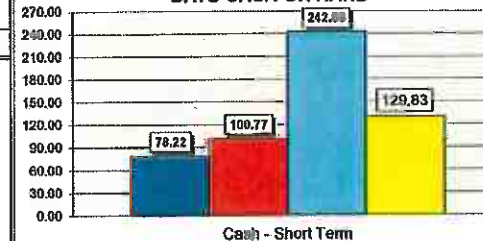
HOSPITAL MARGINS



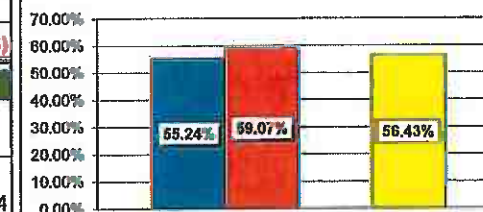
STATEMENT OF REVENUE AND EXPENSES - YTD

	11/30/23 ACTUAL	11/30/23 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$21,637,009	\$19,759,618	\$106,940,746	\$102,310,297
Deductions From Revenue	(11,268,550)	(10,373,318)	(56,340,356)	(53,717,461)
Net Patient Revenues	10,368,459	9,386,302	50,600,390	48,592,836
Other Operating Revenues	91,333	113,811	677,157	914,689
Total Operating Revenues	10,459,793	9,500,113	51,277,548	49,507,524
Expenses:				
Salaries, Benefits & Contract Labor	5,713,778	5,504,357	27,408,329	27,788,963
Purchased Serv. & Physician Fees	885,946	849,930	4,511,720	4,667,727
Supply and Drug Expenses	1,825,875	1,669,491	8,977,198	9,163,386
Other Operating Expenses	822,065	883,464	4,396,730	4,427,833
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	841,307	883,258	4,320,043	4,405,750
Total Expenses	10,088,970	9,790,500	49,614,018	50,453,660
NET OPERATING SURPLUS	370,822	(290,388)	1,663,529	(946,136)
Non-Operating Revenue/(Exp.)	(22,412)	22,402	(52,833)	739,660
TOTAL NET SURPLUS	\$348,411	(\$267,986)	\$1,610,696	(\$206,476)

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	11/30/23 ACTUAL	11/30/23 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	370	403	1,938	1,984
Average Acute Length of Stay	3.0	3.3	3.1	3.4
Total Emergency Room Visits	1,268	1,249	6,612	6,430
Outpatient Visits	8,177	7,500	40,093	36,738
Total Surgeries	206	172	836	762
Total Worked FTE's	471.20	491.43	454.36	491.43
Total Paid FTE's	508.04	540.03	500.80	540.03
Net Revenue Change from Prior Yr	20.98%	9.88%	13.09%	9.19%
EBIDA - 12 Month Rolling Average			6.81%	6.99%
Current Ratio			2.88	
Days Expense in Accounts Payable			42.34	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	11/30/23
Prior Fiscal Year End	06/30/23
CLA \$50-\$100M Net Revenue	6/30/2020

FINANCIAL STRENGTH INDEX - (0.59)	
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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Five months ended November 30, 2023



- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 11/30/2023	Budget 6/30/2023	Prior Fiscal Year End 06/30/23	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	3.24%	0.24%	-4.55%	0.10%
Total Profit Margin	↑	3.14%	0.31%	-2.56%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	78.22	129.83	100.77	242.00
Net Days in Accounts Receivable	↓	52.74	45.02	63.21	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	11.87	11.32	13.79	12.00
Long Term Debt to Capitalization	↓	22.63%	19.87%	23.77%	27.00%
Debt Service Coverage Ratio **	↑	4.49	2.42	2.41	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	7.11	8.43	7.36	NA
Salary Expense per Paid FTE		\$103,953	\$86,892	\$103,824	NA
Salary and Benefits as a % of Total Operating Exp		55.24%	56.43%	59.07%	NA

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2023

	Current Month 11/30/2023	Prior Month 10/31/2023	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2023
Current Assets					
Cash and Cash Equivalents	\$8,806,536	\$8,876,344	(\$69,807)	-0.79%	\$10,941,766
Gross Patient Accounts Receivable	37,418,482	37,600,981	(182,498)	-0.49%	36,590,061
Less: Bad Debt and Allowance Reserves	(19,650,377)	(19,883,297)	232,830	1.17%	(20,161,785)
Net Patient Accounts Receivable	17,768,105	17,717,774	50,331	0.28%	16,428,276
Interest Receivable	0	0	0	0.00%	0
Other Receivables	12,220,060	7,211,753	5,008,307	69.45%	5,920,310
Inventories	3,922,953	3,943,782	(20,829)	-0.53%	3,831,105
Prepaid Expenses	2,229,559	2,432,917	(203,359)	-8.36%	1,851,292
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	44,947,213	40,182,570	4,764,643	11.86%	38,972,749
Assets Whose Use is Limited					
Cash	69,143	84,901	(15,758)	-18.56%	84,123
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	607,085	431,328	175,757	40.75%	1,515,814
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	413,563	4,405,230	(3,991,666)	-90.61%	4,343,674
Other Limited Use Assets	14,024,876	14,024,875	1	0.00%	14,024,873
Total Limited Use Assets	15,114,668	18,946,334	(3,831,666)	-20.22%	19,968,483
Property, Plant, and Equipment					
Land and Land Improvements	4,242,294	4,242,294	0	0.00%	4,242,294
Building and Building Improvements	50,900,110	49,984,759	915,351	1.83%	49,931,920
Equipment	135,807,734	135,816,755	(9,021)	-0.01%	135,715,602
Construction In Progress	1,404,566	2,132,388	(727,821)	-34.13%	1,531,105
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	192,354,704	192,176,196	178,508	0.09%	191,420,921
Less: Accumulated Depreciation	(116,215,657)	(115,374,351)	(841,307)	-0.73%	(112,054,500)
Net Property, Plant, and Equipment	76,139,047	76,801,845	(662,798)	-0.86%	79,366,421
Other Assets					
Unamortized Loan Costs	939,969	945,956	(5,987)	-0.63%	930,753
Other	0	0	0	0.00%	0
Total Other Assets	939,969	945,956	(5,987)	-0.63%	930,753
TOTAL UNRESTRICTED ASSETS	137,140,897	136,876,705	264,192	0.19%	139,238,406
Restricted Assets	472,878	472,177	700	0.15%	469,827
TOTAL ASSETS	\$137,613,774	\$137,348,882	\$264,892	0.19%	\$139,708,233

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2023

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2023
	Current Month 11/30/2023	Prior Month 10/31/2023	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$7,153,437	\$7,047,557	(\$105,880)	-1.50%	\$7,322,373
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,946,141	1,650,367	(295,774)	-17.92%	2,077,791
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,649,493	2,918,608	269,115	9.22%	3,014,608
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD	3,295,462	3,295,462	0	0.00%	3,295,462
Other Current Liabilities	552,862	378,530	(174,332)	-46.05%	1,483,132
Total Current Liabilities	15,597,395	15,290,525	(306,871)	-2.01%	17,193,366
Long Term Debt					
Bonds/Mortgages Payable	27,762,887	27,898,720	135,833	0.49%	28,409,579
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	3,295,462	3,295,462	0	0.00%	3,295,462
Total Long Term Debt (Net of Current)	24,467,424	24,603,257	135,833	0.55%	25,114,116
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	11,450,485	11,705,741	255,256	2.18%	12,916,028
Total Other Long Term Liabilities	11,450,485	11,705,741	255,256	2.18%	12,916,028
TOTAL LIABILITIES	51,515,304	51,599,523	84,219	0.16%	55,223,510
Net Assets:					
Unrestricted Fund Balance	82,059,650	82,059,650	0	0.00%	84,787,454
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	469,005	468,305	(700)	-0.15%	465,954
Net Revenue/(Expenses)	1,610,696	1,262,285	N/A	N/A	(2,727,804)
TOTAL NET ASSETS	86,098,470	85,749,359	(349,111)	-0.41%	84,484,723
TOTAL LIABILITIES AND NET ASSETS	\$137,613,774	\$137,348,882	(\$264,892)	-0.19%	\$139,708,233

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

Five months ended November 30, 2023

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	CURRENT MONTH				Prior Year 11/30/22
	Actual 11/30/23	Budget 11/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,552,335	\$3,986,202	(\$433,867)	-10.88%	\$3,678,865
Outpatient Revenue	15,516,757	13,240,334	2,276,423	17.19%	12,675,454
Clinic Revenue	2,567,917	2,533,082	34,836	1.38%	2,202,509
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	21,637,009	19,759,618	1,877,392	9.50%	18,556,828
Deductions From Revenue					
Discounts and Allowances	(10,860,275)	(8,865,330)	(1,994,945)	-13.48%	(8,388,918)
Bad Debt Expense (Governmental Providers Only)	(1,134,520)	(1,306,921)	172,401	13.19%	(1,619,973)
Medical Assistance	(73,754)	(201,065)	127,311	63.32%	(43,384)
Total Deductions From Revenue	(11,268,550)	(10,373,316)	(895,234)	-8.63%	(10,043,376)
Net Patient Revenue	10,368,459	9,386,302	982,157	10.46%	8,513,453
Other Operating Revenue	91,333	113,811	(22,477)	-19.75%	132,734
Total Operating Revenue	10,459,793	9,500,113	959,680	10.10%	8,646,187
Operating Expenses					
Salaries and Wages	4,106,842	4,116,263	9,420	0.23%	3,857,380
Fringe Benefits	1,186,780	1,095,142	(91,638)	-8.37%	1,031,468
Contract Labor	420,155	292,952	(127,203)	-43.42%	334,759
Physicians Fees	303,047	237,226	(65,821)	-27.75%	279,170
Purchased Services	582,899	612,704	29,805	4.86%	507,018
Drug Expense	1,056,487	935,606	(120,882)	-12.92%	775,782
Supply Expense	769,388	733,886	(35,503)	-4.84%	646,864
Utilities	125,552	126,173	621	0.49%	105,148
Repairs and Maintenance	421,619	420,859	(759)	-0.18%	466,178
Insurance Expense	70,566	65,684	(4,881)	-7.43%	64,081
All Other Operating Expenses	186,495	253,010	66,515	26.29%	267,854
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	17,833	17,737	(96)	-0.54%	29,267
Depreciation and Amortization	841,307	883,258	41,951	4.75%	965,302
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	10,088,970	9,790,500	(298,470)	-3.05%	9,330,268
Net Operating Surplus/(Loss)	370,822	(290,388)	661,210	-227.70%	(684,082)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	25,927	19,357	6,571	33.95%	17,273
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	88
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(58,393)	(80,957)	(22,564)	27.89%	(84,780)
Other Non-Operating Revenue/(Expenses)	10,043	84,012	(73,968)	-88.05%	68,674
Total Non Operating Revenue/(Expense)	(22,412)	22,402	(44,813)	-200.05%	1,254
Total Net Surplus/(Loss)	\$348,411	(\$267,986)	\$616,397	-230.01%	(\$682,827)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$348,411	(\$267,986)	\$616,397	-230.01%	(\$682,827)
Operating Margin	3.55%	-3.06%			-7.91%
Total Profit Margin	3.33%	-2.82%			-7.90%
EBIDA	11.59%	6.24%			3.25%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2023

	YEAR-TO-DATE				Prior Year
	Actual 11/30/23	Budget 11/30/23	Positive (Negative) Variance	Percentage Variance	11/30/22
Gross Patient Revenue					
Inpatient Revenue	\$19,219,847	\$19,973,855	(\$754,008)	-3.77%	\$18,775,168
Outpatient Revenue	74,927,579	69,638,256	5,289,323	7.60%	62,433,566
Clinic Revenue	12,793,320	12,698,185	95,135	0.75%	10,867,831
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	106,940,746	102,310,297	4,630,449	4.53%	92,076,565
Deductions From Revenue					
Discounts and Allowances	(48,985,556)	(46,072,101)	(2,913,454)	-6.32%	(42,841,930)
Bad Debt Expense (Governmental Providers Only)	(6,902,111)	(6,825,978)	(76,133)	-4.17%	(4,069,321)
Medical Assistance	(452,689)	(1,019,381)	566,693	55.59%	(726,289)
Total Deductions From Revenue	(56,340,356)	(53,717,461)	(2,622,895)	-4.88%	(47,627,540)
Net Patient Revenue	50,600,390	48,592,836	2,007,554	4.13%	44,449,025
Other Operating Revenue	677,157	914,689	(237,531)	-25.97%	892,441
Total Operating Revenue	51,277,548	49,507,524	1,770,023	3.58%	45,341,466
Operating Expenses					
Salaries and Wages	20,061,308	20,336,965	275,657	1.36%	18,891,313
Fringe Benefits	5,586,117	5,704,239	118,122	2.07%	5,514,096
Contract Labor	1,760,904	1,747,760	(13,144)	-0.75%	2,591,835
Physicians Fees	1,489,304	1,696,632	207,328	12.22%	1,428,648
Purchased Services	3,022,416	2,971,096	(51,320)	-1.73%	2,709,200
Drug Expense	5,096,209	5,283,951	187,742	3.55%	4,171,658
Supply Expense	3,880,989	3,879,436	(1,553)	-0.04%	3,499,742
Utilities	560,841	544,144	(16,697)	-3.07%	509,828
Repairs and Maintenance	2,004,913	2,133,728	128,815	6.04%	2,272,577
Insurance Expense	339,813	315,663	(24,150)	-7.65%	317,802
All Other Operating Expenses	1,306,505	1,292,208	(14,298)	-1.11%	1,194,129
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	184,657	142,090	(42,567)	-29.98%	131,185
Depreciation and Amortization	4,320,043	4,405,750	85,707	1.95%	4,311,395
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	49,614,018	50,453,660	839,642	1.66%	47,543,408
Net Operating Surplus/(Loss)	1,663,529	(946,136)	2,609,665	-275.82%	(2,291,942)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	167,723	96,783	70,940	73.30%	82,882
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	11,897
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(308,760)	(417,118)	108,349	-25.98%	(454,416)
Other Non-Operating Revenue/(Expense)	88,204	1,059,987	(971,783)	-91.68%	280,839
Total Non Operating Revenue/(Expense)	(52,833)	739,660	(792,493)	-107.14%	(78,798)
Total Net Surplus/(Loss)	\$1,610,696	(\$206,476)	\$1,817,172	-880.05%	(\$2,280,740)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,610,696	(\$206,476)	\$1,817,172	-880.05%	(\$2,280,740)
Operating Margin	3.24%	-1.91%			-4.86%
Total Profit Margin	3.14%	-0.42%			-5.03%
EBIDA	11.67%	6.99%			4.68%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 11/30/2023	Actual 10/31/2023	Actual 9/30/2023	Actual 8/31/2023	Actual 7/31/2023	Actual 6/30/2023
Gross Patient Revenue						
Inpatient Revenue	\$3,552,335	\$3,746,564	\$4,039,243	\$3,931,335	\$3,951,380	\$3,536,764
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$15,516,757	\$14,463,980	\$14,487,976	\$15,726,753	\$14,732,101	\$14,165,133
Clinic Revenue	\$2,587,917	\$2,688,862	\$2,531,474	\$2,624,098	\$2,401,171	\$2,370,337
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$21,637,009	\$20,879,205	\$21,057,695	\$22,282,184	\$21,084,652	\$20,072,234
Deductions From Revenue						
Discounts and Allowances	\$10,060,276	\$9,196,702	\$9,424,162	\$10,876,186	\$9,458,230	\$9,010,157
Bad Debt Expense (Governmental Providers Only)	\$1,134,520	\$1,410,631	\$1,460,018	\$1,252,727	\$1,644,215	\$1,422,556
Charity Care	\$73,764	\$188,585	(\$1,270)	\$80,013	\$101,628	\$551,325
Total Deductions From Revenue	11,268,550	10,795,897	10,882,911	12,210,926	11,204,072	10,984,038
Net Patient Revenue	\$10,368,459	\$10,113,308	\$10,174,785	\$10,063,258	\$9,880,580	\$9,088,195
Other Operating Revenue	91,333	170,581	76,424	281,610	109,210	100,075
Total Operating Revenue	10,459,793	10,231,889	10,251,208	10,344,868	9,989,789	9,188,271
Operating Expenses						
Salaries and Wages	\$4,106,842	\$4,180,542	\$3,826,537	\$3,963,441	\$3,983,946	\$3,871,776
Fringe Benefits	\$1,186,780	\$1,260,515	\$1,004,543	\$1,084,117	\$1,080,181	\$1,208,615
Contract Labor	\$420,155	\$322,974	\$285,363	\$410,851	\$321,761	\$477,181
Physicians Fees	\$303,047	\$282,515	\$252,623	\$271,892	\$379,227	\$312,753
Purchased Services	\$582,899	\$579,295	\$620,428	\$586,786	\$553,011	\$502,444
Drug Expense	\$1,056,487	\$987,515	\$1,057,312	\$974,794	\$1,020,101	\$1,318,367
Supply Expense	\$769,388	\$887,552	\$764,805	\$636,743	\$640,800	\$881,133
Utilities	\$125,552	\$112,585	\$109,851	\$109,628	\$103,225	\$96,330
Repairs and Maintenance	\$421,619	\$374,830	\$415,782	\$405,279	\$387,603	\$181,187
Insurance Expense	\$70,586	\$67,726	\$67,726	\$67,726	\$66,071	\$66,244
All Other Operating Expenses	\$188,495	\$296,563	\$316,879	\$244,956	\$259,612	\$197,353
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$17,833	\$44,102	\$39,636	\$40,578	\$42,507	\$50,618
Depreciation and Amortization	\$841,307	\$886,797	\$862,144	\$870,730	\$879,186	\$963,897
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$10,088,970	\$10,345,220	\$9,623,627	\$9,839,321	\$9,716,881	\$10,257,979
Net Operating Surplus/(Loss)	\$370,822	(\$113,331)	\$627,582	\$505,547	\$272,908	(\$1,069,708)
Non-Operating Revenue:						
Contributions						
Investment Income	25,927	38,387	33,135	38,479	31,799	243,819
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	0	0	0	0	110
Interest Expense (Governmental Providers Only)	(58,383)	(58,584)	(59,321)	(43,939)	(88,634)	(113,407)
Other Non-Operating Revenue/(Expenses)	10,043	23,222	19,895	16,549	21,196	401,927
Total Non Operating Revenue/(Expense)	(\$22,412)	\$3,024	(\$7,891)	\$11,089	(\$35,543)	\$532,449
Total Net Surplus/(Loss)	\$348,411	(\$110,307)	\$620,491	\$516,636	\$237,365	(\$537,259)
Change in Unrealized Gains/(Losses) on Investment	0	0	0	0	0	(158,659)
Increase/(Decrease in Unrestricted Net Assets	\$348,411	(\$110,307)	\$620,491	\$516,636	\$237,365	(\$695,918)
Operating Margin	3.55%	-1.11%	6.12%	4.89%	2.73%	-11.64%
Total Profit Margin	3.33%	-1.08%	6.05%	4.99%	2.38%	-5.85%
EBIDA	11.59%	7.36%	14.53%	13.30%	11.53%	-0.93%

Actual 5/31/2023	Actual 4/30/2023	Actual 3/31/2023	Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022
\$4,358,327	\$2,901,123	\$4,216,683	\$3,465,435	\$3,973,549	\$4,463,069
\$13,726,852	\$13,141,671	\$14,677,971	\$11,663,453	\$13,752,100	\$12,846,096
\$2,429,167	\$2,139,602	\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451
\$0	\$0	\$0	\$0	\$0	\$0
\$20,514,346	\$18,272,396	\$21,413,654	\$17,173,931	\$20,149,031	\$19,893,615
\$9,644,283	\$8,523,654	\$10,295,189	\$8,009,115	\$8,989,064	\$9,136,379
\$1,426,492	\$1,077,723	\$1,358,895	\$1,009,559	\$1,548,276	\$945,317
\$136,843	\$101,840	\$548,297	\$105,022	(\$4,178)	\$417,112
11,209,718	9,702,917	12,192,381	9,114,695	10,531,162	10,498,808
\$9,304,628	\$8,569,479	\$9,221,274	\$8,059,235	\$9,617,869	\$9,394,807
107,889	144,855	282,486	144,273	139,140	185,133
9,412,227	8,714,334	9,503,742	8,203,508	9,757,014	9,579,941
\$3,950,361	\$3,888,530	\$3,908,164	\$3,804,999	\$3,898,131	\$3,889,680
\$1,435,397	\$1,368,984	\$1,134,899	\$1,083,878	\$1,138,857	\$1,119,832
\$447,220	\$454,168	\$547,722	\$412,714	\$383,999	\$394,710
\$302,718	\$263,149	\$263,670	\$301,263	\$255,802	\$289,836
\$645,625	\$519,269	\$550,837	\$518,213	\$512,049	\$562,959
\$809,470	\$827,453	\$1,124,257	\$831,530	\$854,270	\$892,808
\$842,063	\$637,278	\$813,502	\$687,626	\$980,108	\$739,889
\$101,898	\$101,324	\$132,036	\$129,351	\$139,683	\$129,834
\$306,197	\$471,430	\$389,785	\$401,388	\$412,888	\$432,828
\$67,760	\$63,281	\$64,245	\$64,245	\$64,081	\$64,081
\$282,044	\$183,485	\$263,420	\$230,705	\$213,795	\$255,579
\$33,508	\$37,330	\$13,433	\$16,048	\$29,248	\$25,990
\$882,532	\$924,181	\$844,640	\$881,503	\$854,529	\$880,247
\$9,785,589	\$9,760,801	\$10,050,710	\$9,343,282	\$9,717,199	\$9,768,771
(\$373,362)	(\$1,045,468)	(\$545,958)	(\$1,139,774)	\$39,815	(\$188,830)
34,236	27,547	38,410	19,800	28,271	22,875
(579)	214	33	10	41	7
(84,131)	(82,122)	(89,788)	(82,369)	(83,180)	(91,608)
728,019	568,576	284,277	6,978	26,472	9,397
\$677,545	\$514,216	\$232,932	(\$55,422)	(\$28,397)	(\$59,529)
\$304,183	(\$532,253)	(\$314,037)	(\$1,195,196)	\$11,418	(\$248,359)
0	0	0	0	0	0
\$304,183	(\$532,253)	(\$314,037)	(\$1,195,196)	\$11,418	(\$248,359)
-3.97%	-12.01%	-5.76%	-13.89%	0.41%	-1.97%
3.23%	-6.11%	-3.30%	-14.57%	0.12%	-2.59%
5.41%	-1.40%	3.13%	-3.39%	9.17%	7.01%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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Five months ended November 30, 2023

	CASH FLOW	
	Current Month 11/30/2023	Current Year-To-Date 11/30/2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$348,411	\$1,610,696
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	841,307	4,320,043
(Increase)/Decrease in Net Patient Accounts Receivable	(50,331)	(1,339,829)
(Increase)/Decrease in Other Receivables	(5,008,307)	(6,299,750)
(Increase)/Decrease in Inventories	20,829	(81,848)
(Increase)/Decrease in Pre-Paid Expenses	203,359	(378,267)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	105,880	(168,936)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	26,659	(496,765)
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	174,332	(930,270)
Net Cash Provided by Operating Activities:	(3,337,863)	(3,774,925)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(178,508)	(1,092,669)
(Increase)/Decrease in Limited Use Cash and Investments	3,815,908	4,838,836
(Increase)/Decrease in Other Limited Use Assets	15,758	14,979
(Increase)/Decrease in Other Assets	5,987	(9,216)
Net Cash Used by Investing Activities	3,659,145	3,751,931
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(135,833)	(646,692)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(255,256)	(1,465,543)
Net Cash Used for Financing Activities	(391,089)	(2,112,235)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(0)
Net Increase/(Decrease) in Cash	(69,807)	(2,135,230)
Cash, Beginning of Period	8,876,344	10,941,766
Cash, End of Period	\$8,806,536	\$8,806,536

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Five months ended November 30, 2023

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Current Month				Year-To-Date				
Actual 11/30/23	Budget 11/30/23	Positive/ (Negative) Variance	Prior Year 11/30/22	STATISTICS	Actual 11/30/23	Budget 11/30/23	Positive/ (Negative) Variance	Prior Year 11/30/22
Discharges								
125	121	4	122	Acute	635	581	54	622
125	121	4	122	Total Adult Discharges	635	581	54	622
33	24	9	33	Newborn	184	178	6	165
158	145	13	155	Total Discharges	819	759	60	787
Patient Days:								
370	403	(33)	444	Acute	1,938	1,984	(46)	2,409
370	403	(33)	444	Total Adult Patient Days	1,938	1,984	(46)	2,409
61	42	19	46	Newborn	312	291	21	247
431	445	(14)	490	Total Patient Days	2,250	2,275	(25)	2,656
Average Length of Stay (ALOS)								
3.0	3.3	(0.4)	3.6	Acute	3.1	3.4	(0.4)	3.9
3.0	3.3	(0.4)	3.6	Total Adult ALOS	3.1	3.4	(0.4)	3.9
1.8	1.8	0.1	1.4	Newborn ALOS	1.7	1.6	0.1	1.5
Average Daily Census (ADC)								
12.3	13.4	(1.1)	14.8	Acute	12.7	13.0	(0.3)	15.7
12.3	13.4	(1.1)	14.8	Total Adult ADC	12.7	13.0	(0.3)	15.7
2.0	1.4	0.6	1.5	Newborn	2.0	1.9	0.1	1.6
Emergency Room Statistics								
133	118	15	116	ER Visits - Admitted	655	574	81	626
1,135	1,131	4	1,073	ER Visits - Discharged	5,957	5,856	101	5,793
1,268	1,249	19	1,189	Total ER Visits	6,612	6,430	182	6,419
10.49%	9.45%		9.76%	% of ER Visits Admitted	9.91%	8.93%		9.75%
106.40%	97.52%		95.08%	ER Admissions as a % of Total	103.15%	98.80%		100.64%
Outpatient Statistics:								
8,177	7,500	677	8,920	Total Outpatients Visits	40,093	36,738	3,355	47,617
124	83	41	128	Observation Bed Days	613	656	(43)	581
6,122	5,684	438	5,355	Clinic Visits - Primary Care	29,202	25,658	3,544	24,955
526	490	36	459	Clinic Visits - Specialty Clinics	2,713	2,509	204	2,329
56	43	13	25	IP Surgeries	250	191	59	110
150	129	21	125	OP Surgeries	586	571	15	504
Productivity Statistics:								
471.20	491.43	(20.23)	454.36	FTE's - Worked	454.36	491.43	(37.07)	447.92
508.04	540.03	(31.99)	500.80	FTE's - Paid	500.80	540.03	(39.23)	502.44
1.5100	1.4300	0.08	1.8021	Case Mix Index - Medicare	1.3640	1.4896	(0.13)	1.7405
1.2600	1.2800	(0.02)	0.8330	Case Mix Index - All payers	1.1880	0.6731	0.51	0.9897

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

11/30/23

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	53.56	56.57
Net Days in Accounts Receivable	52.74	55.45
Number of Gross Days in Unbilled Revenue	13.81	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.79%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.34%	1.02%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.42%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.24%	6.61%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.45%	6.48%
Collections as a Percentage of Net Revenue - Current Month	94.93%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	94.34%	100% or >
Percentage of Blue Cross Receivable > 90 Days	6.12%	< 10%
Percentage of Insurance Receivable > 90 Days	35.40%	< 15%
Percentage of Medicaid Receivable > 90 Days	20.45%	< 20%
Percentage of Medicare Receivable > 60 Days	7.76%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Five months ended November 30, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	1,877,392	9.50%	4,630,449	4.53%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget in November were patient days. Average Daily Census is 12.3 in November which is under budget by 1.1.				
Deductions from Revenue	(895,234)	-8.63%	(2,622,895)	-4.88%
Deductions from revenue are over budget for November and over budget year to date. They are currently booked at 52.1% for November and 52.7% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. More detail included in the narrative.				
Bad Debt Expense	172,401	13.19%	(276,133)	-4.17%
Bad debt expense is booked at 5.2% for November and 6.5% year to date.				
Charity Care	127,311	63.32%	566,693	55.59%
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	(22,477)	-19.75%	(237,531)	-25.97%
Other Operating Revenue is under budget for the month and is under budget year to date because of less county maintenance.				
Salaries and Wages	9,420	0.23%	275,657	1.36%
Salary and Wages are under budget in November and are under budget year to date. Paid FTEs are under budget by 31.99 FTEs for the month and under 39.23 FTEs year to date.				
Fringe Benefits	(91,638)	-8.37%	118,122	2.07%
Fringe benefits are over budget in November and under budget year to date.				
Contract Labor	(127,203)	-43.42%	(13,144)	-0.75%
Contract labor is under budget for November and over budget year to date. Med/Surg, ER, L&D, X-ray and OR are over budget for the month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Five months ended November 30, 2023

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	(65,821)	-27.75%	207,328	12.22%
Physician fees over budget in November and under budget year to date. Locum ped's and clinic locums are over budget in November.				
Purchased Services	29,805	4.86%	(51,320)	-1.73%
Purchased services are under budget for November and over budget year to date. Expenses over budget are legal fee's, audit fee's and bank card fee's.				
Supply Expense	(35,503)	-4.84%	(1,553)	-0.04%
Supplies are over budget for November and under budget year to date. Line items over budget include oxygen, blood, chargables, drugs, food and minor equipment.				
Repairs & Maintenance	(759)	-0.18%	128,815	6.04%
Repairs and Maintenance are over budget for November and under budget year to date.				
All Other Operating Expenses	66,515	26.29%	(14,298)	-1.11%
This expense is underbudget in November and over budget year to date. Other expenses over budget are postage and committee meeting meals.				
Leases and Rentals	(96)	-0.54%	(42,567)	-29.96%
This expense is over budget for November and is over budget year to date				
Depreciation and Amortization	41,951	4.75%	85,707	1.95%
Depreciation is under budget for November and is under budget year to date				
BALANCE SHEET				
Cash and Cash Equivalents	(\$69,807)	-0.79%		
Cash decreased in November. Cash collections for November were \$9.8 million. Days Cash on Hand decreased to 78 days due to the QRA payment.				
Gross Patient Accounts Receivable	(\$182,498)	-0.49%		
This receivable decreased in November due to higher collections.				

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 15****ROCK SPRINGS, WYOMING****Five months ended November 30, 2023**

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	232,830	1.17%		
Bad Debt and Allowances decreased.				
Other Receivables	5,008,307	69.45%		
Other Receivables increased in November due to retention bonus & QRA receivable.				
Prepaid Expenses	(203,350)	-8.36%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	(3,831,666)	-20.22%		
These assets increased due to payment of QRA.				
Plant Property and Equipment	(662,790)	-0.86%		
The decrease in these assets is due to the the normal increase in accumulated depreciation.				
Accounts Payable	(105,880)	-1.50%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(295,774)	-17.92%		
This liability increased in November. The payroll accrual for November was 11 days.				
Accrued Benefits	269,115	9.22%		
This liability decreased in November with the normal accrual and usage of PTO.				
Other Current Liabilities	(174,332)	-46.65%		
This liability increased for November due to the accrual on the bonds				
Other Long Term Liabilities	255,256	2.18%		
This liability decreased due the payments on the leases				
Total Net Assets	370,822	-0.41%		
The net gain from operations for November is \$370,822				



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

PROVIDER CLINICS

Unaudited Financial Statements

for

Five months ended November 30, 2023

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

Five months ended November 30, 2023

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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Five months ended November 30, 2023

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 11/30/2023	Year to Date 11/30/2023	Prior Fiscal Year End 06/30/23	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-30.24%	-24.83%	-30.52%	-36.58%
Total Profit Margin	-30.24%	-24.83%	-30.52%	-36.58%
Contractual Allowance %	43.92%	44.17%	44.16%	
Liquidity:				
Net Days in Accounts Receivable	51.09	50.32	37.74	39.58
Gross Days in Accounts Receivable	40.11	39.35	56.57	72.82
Productivity and Efficiency:				
Patient Visits Per Day	204.07	190.86	193.53	
Total Net Revenue per FTE	N/A	\$211,280	\$219,823	
Salary Expense per Paid FTE	N/A	\$185,448	\$103,824	
Salary and Benefits as a % of Net Revenue	109.52%	102.96%	56.63%	91.26%
Employee Benefits %	17.90%	17.30%	30.38%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2023

	CURRENT MONTH				Prior Year 11/30/22
	Actual 11/30/23	Budget 11/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	2,567,917	2,533,082	34,836	1.38%	2,202,509
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	2,567,917	2,533,082	34,836	1.38%	2,202,509
Deductions From Revenue					
Discounts and Allowances	(1,127,929)	(1,105,475)	(22,454)	-2.03%	(985,048)
Total Deductions From Revenue	(1,127,929)	(1,105,475)	(22,454)	-2.03%	(985,048)
Net Patient Revenue	1,439,988	1,427,607	12,382	0.87%	1,217,461
Other Operating Revenue	44,519	38,145	6,374	16.71%	37,200
Total Operating Revenue	1,484,508	1,465,752	18,756	1.28%	1,254,662
Operating Expenses					
Salaries and Wages	1,379,054	1,343,421	(35,633)	-2.65%	1,212,758
Fringe Benefits	246,824	210,468	(36,356)	-17.27%	184,592
Contract Labor	0	0	0	0.00%	0
Physicians Fees	141,747	76,567	(65,180)	-85.13%	70,437
Purchased Services	6,143	4,006	(2,138)	-53.37%	9,838
Supply Expense	22,062	24,992	2,930	11.72%	23,429
Utilities	957	1,691	734	43.42%	1,010
Repairs and Maintenance	8,071	7,806	(265)	-3.40%	22,234
Insurance Expense	22,391	24,124	1,733	7.18%	16,625
All Other Operating Expenses	94,799	136,724	41,925	30.66%	138,818
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,556	3,787	(769)	-20.31%	4,310
Depreciation and Amortization	6,757	5,245	(1,512)	-28.82%	8,110
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,933,361	1,838,830	(94,531)	-5.14%	1,692,162
Net Operating Surplus/(Loss)	(448,853)	(373,078)	(75,775)	20.31%	(437,500)
Total Net Surplus/(Loss)	(\$448,853)	(\$373,078)	(\$75,775)	20.31%	(\$437,500)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$448,853)	(\$373,078)	(\$75,775)	20.31%	(\$437,500)
Operating Margin	-30.24%	-25.45%			-34.87%
Total Profit Margin	-30.24%	-25.45%			-34.87%
EBIDA	-29.78%	-25.10%			-34.22%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2023

	YEAR-TO-DATE				Prior Year 11/30/22
	Actual 11/30/23	Budget 11/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	12,793,320	12,698,185	95,135	0.75%	10,867,831
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	12,793,320	12,698,185	95,135	0.75%	10,867,831
Deductions From Revenue					
Discounts and Allowances	(5,651,237)	(5,501,706)	(149,531)	-2.72%	(4,829,535)
Total Deductions From Revenue	(5,651,237)	(5,501,706)	(149,531)	-2.72%	(4,829,535)
Net Patient Revenue	7,142,083	7,196,479	(54,397)	-0.76%	6,038,296
Other Operating Revenue	229,099	190,725	38,374	20.12%	202,914
Total Operating Revenue	7,371,181	7,387,204	(16,023)	-0.22%	6,241,211
Operating Expenses					
Salaries and Wages	6,469,947	6,479,174	9,227	0.14%	5,990,878
Fringe Benefits	1,119,452	1,144,480	25,028	2.19%	998,921
Contract Labor	0	0	0	0.00%	0
Physicians Fees	568,352	704,833	136,481	19.36%	342,021
Purchased Services	36,466	19,463	(17,003)	-87.36%	43,703
Supply Expense	118,697	113,492	(5,205)	-4.59%	109,050
Utilities	5,669	8,095	2,426	29.97%	6,823
Repairs and Maintenance	25,875	36,613	10,739	29.33%	76,106
Insurance Expense	107,583	107,861	279	0.26%	83,240
All Other Operating Expenses	692,191	644,893	(47,298)	-7.33%	617,119
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	21,914	18,562	(3,352)	-18.06%	15,551
Depreciation and Amortization	35,373	27,388	(7,985)	-29.16%	40,550
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,201,518	9,304,855	103,337	1.11%	8,323,963
Net Operating Surplus/(Loss)	(1,830,337)	(1,917,651)	87,314	-4.55%	(2,082,752)
Total Net Surplus/(Loss)	(1,830,337)	(1,917,651)	\$87,314	-4.55%	(\$2,082,752)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,830,337)	(1,917,651)	\$87,314	-4.55%	(\$2,082,752)
Operating Margin	-24.83%	-25.96%			-33.37%
Total Profit Margin	-24.83%	-25.96%			-33.37%
EBIDA	-24.36%	-25.59%			-32.72%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 11/30/2023	Actual 10/31/2023	Actual 9/30/2023	Actual 8/31/2023	Actual 7/31/2023
Gross Patient Revenue					
Clinic Revenue	\$2,567,917	\$2,668,662	\$2,531,474	\$2,624,096	\$2,401,171
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$2,567,917	\$2,668,662	\$2,531,474	\$2,624,096	\$2,401,171
Deductions From Revenue					
Discounts and Allowances	(\$1,127,929)	(\$1,293,232)	(\$1,097,845)	(\$1,132,244)	(\$1,089,987)
Total Deductions From Revenue	(\$1,127,929)	(\$1,293,232)	(\$1,097,845)	(\$1,132,244)	(\$1,089,987)
Net Patient Revenue	\$1,439,988	\$1,465,429	\$1,433,629	\$1,491,852	\$1,311,184
Other Operating Revenue	\$44,519	\$40,763	\$40,709	\$56,877	\$46,430
Total Operating Revenue	1,484,508	1,506,193	1,474,338	1,548,529	1,357,614
Operating Expenses					
Salaries and Wages	\$1,379,054	\$1,406,800	\$1,268,262	\$1,189,449	\$1,226,362
Fringe Benefits	\$246,824	\$253,428	\$191,356	\$211,574	\$218,269
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$141,747	\$122,560	\$48,223	\$124,955	\$130,867
Purchased Services	\$6,143	\$8,953	\$7,449	\$11,119	\$2,801
Supply Expense	\$22,062	\$26,875	\$32,976	\$20,843	\$17,142
Utilities	\$957	\$954	\$1,868	\$948	\$946
Repairs and Maintenance	\$8,071	\$3,411	\$7,881	\$3,298	\$3,213
Insurance Expense	\$22,391	\$22,391	\$22,391	\$20,205	\$20,205
All Other Operating Expenses	\$94,799	\$172,653	\$153,988	\$97,070	\$173,700
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,556	\$4,912	\$3,828	\$2,865	\$6,754
Depreciation and Amortization	\$6,757	\$6,757	\$6,791	\$7,097	\$7,971
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,933,361	\$2,028,495	\$1,744,991	\$1,689,421	\$1,805,250
Net Operating Surplus/(Loss)	(\$448,853)	(\$522,302)	(\$270,653)	(\$140,892)	(\$447,637)
Total Net Surplus/(Loss)	(\$448,853)	(\$522,302)	(\$270,653)	(\$140,892)	(\$447,637)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease) In Unrestricted Net Assets	(\$448,853)	(\$522,302)	(\$270,653)	(\$140,892)	(\$447,637)
Operating Margin	-30.24%	-34.68%	-18.36%	-9.10%	-32.97%
Total Profit Margin	-30.24%	-34.68%	-18.36%	-9.10%	-32.97%
EBIDA	-29.78%	-34.23%	-17.90%	-8.64%	-32.39%

Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023	Actual 3/31/2023	Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022	Actual 11/30/2022
\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509
(\$966,079)	(\$1,078,791)	(\$929,422)	(\$1,105,620)	(\$948,497)	(\$1,008,382)	(\$1,134,681)	(\$985,048)
(\$966,079)	(\$1,078,791)	(\$929,422)	(\$1,105,620)	(\$948,497)	(\$1,008,382)	(\$1,134,681)	(\$985,048)
\$1,404,258	\$1,350,377	\$1,210,180	\$1,413,410	\$1,076,545	\$1,346,993	\$1,447,770	\$1,217,461
\$45,558	\$43,934	\$39,958	\$40,995	\$35,492	\$40,919	\$27,776	\$37,200
1,449,816	1,394,310	1,250,137	1,454,405	1,112,037	1,387,912	1,475,545	1,254,662
\$1,313,328	\$1,256,318	\$1,250,382	\$1,221,400	\$1,221,806	\$1,236,970	\$1,261,706	\$1,212,758
\$240,597	\$278,825	\$277,921	\$264,854	\$248,570	\$267,208	\$197,865	\$184,592
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$87,845	\$62,293	\$78,330	\$62,578	\$52,152	\$67,606	\$45,281	\$70,437
\$10,728	\$1,912	\$1,797	\$7,333	\$7,986	\$10,006	\$9,136	\$9,838
\$23,512	\$14,520	\$9,471	\$18,138	\$19,188	\$19,708	\$13,287	\$23,429
\$946	\$914	\$972	\$1,876	\$1,221	\$986	\$982	\$1,010
\$4,762	\$2,745	\$3,984	\$3,056	\$5,842	\$4,118	\$6,266	\$22,234
\$20,285	\$20,205	\$16,284	\$16,284	\$16,237	\$16,238	\$16,625	\$16,625
\$89,444	\$162,897	\$81,612	\$115,468	\$122,180	\$108,716	\$170,453	\$138,818
\$3,154	\$3,586	\$3,608	\$3,310	\$3,432	\$3,660	\$3,035	\$4,310
\$8,480	\$8,380	\$8,433	\$8,433	\$8,091	\$8,091	\$8,110	\$8,110
\$1,803,001	\$1,812,574	\$1,732,794	\$1,722,529	\$1,706,485	\$1,743,302	\$1,732,546	\$1,692,162
(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)	(\$594,448)	(\$355,390)	(\$257,001)	(\$437,600)
(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)	(\$594,448)	(\$355,390)	(\$257,001)	(\$437,600)
0	0	0	0	0	0	0	0
(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)	(\$594,448)	(\$355,390)	(\$257,001)	(\$437,600)
-24.36%	-30.00%	-38.61%	-18.44%	-53.46%	-25.61%	-17.42%	-34.87%
-24.36%	-30.00%	-38.61%	-18.44%	-53.46%	-25.61%	-17.42%	-34.87%
-23.78%	-29.40%	-37.93%	-17.86%	-52.73%	-25.02%	-16.87%	-34.22%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY

Five months ended November 30, 2023

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Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
11/30/23	11/30/23	Variance	Year 11/30/22		11/30/23	11/30/23	Variance	Year 11/30/22
Outpatient Statistics:								
6,122	5,684	438	5,684	Clinic Visits - Primary Care	29,202	25,658	3,544	25,658
526	490	36	490	Clinic Visits - Specialty Clinics	2,713	2,509	204	2,509
Productivity Statistics:								
92.25	80.17	12.08	74.15	FTE's - Worked	74.42	80.17	(5.75)	68.78
99.86	88.10	11.76	85.72	FTE's - Paid	83.23	88.10	(4.87)	78.40

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR NOVEMBER 23**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	610	13,499,366.20
CAPITAL EQUIPMENT (PLANT FUND)	12	265,290.44
CONSTRUCTION IN PROGRESS (BUILDING FUND)	7	345,993.56
PAYROLL NOVEMBER 9, 2023		1,822,930.32
PAYROLL NOVEMBER 23, 2023		1,749,555.14
PTO CASH OUT NOVEMBER 28, 2003		421,204.86
TOTAL CASH OUTFLOW		<u>\$14,110,650.20</u>
CASH COLLECTIONS		9,843,119.14
INCREASE/DECREASE IN CASH		<u>-\$4,267,531.06</u>

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2024**

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

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

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

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

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

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

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

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

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2023

Amount	Description
45,895.31	Advertising Total
1,239.91	Billing Services Total
9,603.10	Blood Total
3,500.00	Building Lease Total
19,997.13	Café Management Total
3,545.86	Cellular Telephone Total
30,790.60	Collection Agency Total
319,113.55	Computer Equipment Total
367.96	Consulting Fees Total
452,780.39	Contract Maintenance Total
397,144.76	Contract Personnel Total
89,464.00	Cost Report FY23 Total
403.92	Courier Services Total
6,501.92	Credit Card Payment Total
26,934.91	Dental Insurance Total
13,955.51	Dialysis Supplies Total
3,495.00	Education & Travel Total
13,170.35	Employee Recruitment Total
6,981.36	Employee Vision Plan Total
95,517.08	Equipment Lease Total
8,032.20	Food Total
5,296.44	Freight Total
1,038.59	Fuel Total
3,696.07	Garbage Collection Total
933,398.46	Group Health Total
367,547.21	Hospital Supplies Total
9,546.50	Implant Supplies Total
32,631.67	Insurance Premiums Total
2,359.18	Insurance Refund Total
85,424.91	Laboratory Services Total
132,567.40	Laboratory Supplies Total
40,395.06	Legal Fees Total
493.00	License & Fees Total
60.00	License & Taxes Total
2,422.32	Life Insurance Total
50,470.79	Maintenance & Repair Total
26,493.65	Maintenance Supplies Total
2,176.90	Marketing & Promotional Supplies Total
1,109.00	Memberships Total
4,930.10	MHSC Foundation Total
4,631.25	Minor Equipment Total
1,378.00	Monthly Pest Control Total
6,534.62	Non Medical Supplies Total
12,718.54	Office Supplies Total
9,563.30	Other Employee Benefits Total
59,005.91	Other Purchased Services Total
9,553.40	Oxygen Rental Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2023

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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Check Number	Date	Vendor Check Name	Amount	Description
195618	11/22/2023	BEST VERSION MEDIA LLC	387.20	Advertising
195439	11/9/2023	BIG THICKET BROADCASTING	245.30	Advertising
195744	11/30/2023	BIG THICKET BROADCASTING	3,147.15	Advertising
195746	11/30/2023	BRIDGER VALLEY PIONEER	520.00	Advertising
195639	11/22/2023	E-LOCAL LINK, INC	1,995.00	Advertising
195357	11/2/2023	KEMMERER GAZETTE	250.00	Advertising
195787	11/30/2023	KEMMERER GAZETTE	545.00	Advertising
195482	11/9/2023	LAMAR ADVERTISING	1,273.00	Advertising
195788	11/30/2023	LAMAR ADVERTISING	424.00	Advertising
195360	11/2/2023	LITURGICAL PUBLICATIONS, INC	1,870.00	Advertising
195373	11/2/2023	PILOT BUTTE BROADCASTING	650.00	Advertising
195813	11/30/2023	PINEDALE ROUNDUP	875.00	Advertising
195816	11/30/2023	PUBLISHING CONCEPTS, INC.	500.00	Advertising
195509	11/9/2023	ROCKET MINER	360.51	Advertising
195688	11/22/2023	ROCKET MINER	525.00	Advertising
195380	11/2/2023	ROYAL FLUSH ADVERTISING	7,512.75	Advertising
195383	11/2/2023	SCORPION HEALTHCARE LLC	2,849.00	Advertising
195691	11/22/2023	SCORPION HEALTHCARE LLC	6,175.25	Advertising
195821	11/30/2023	SCORPION HEALTHCARE LLC	2,849.00	Advertising
195591	11/16/2023	SWEETWATER NOW!, LLC	2,900.00	Advertising
195703	11/22/2023	THE RADIO NETWORK	3,365.65	Advertising
195836	11/30/2023	TRUE NORTH CUSTOM PUBLISHING	4,590.00	Advertising
195848	11/30/2023	WYOMING TRIBUNE-EAGLE	126.50	Advertising
EFT00000008358	10/5/2023	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT00000008400	11/2/2023	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT00000008411	11/9/2023	GREEN RIVER STAR	800.00	Advertising
195700	11/22/2023	SWEETWATER WEB DIRECTORY (KELLIE NICHOLSON)	600.00	Advertising
195337	11/2/2023	EXPRESS MEDICAID BILLING SERV	1,239.91	Billing Services
195596	11/16/2023	VITALANT	6,088.58	Blood
195844	11/30/2023	VITALANT	3,514.52	Blood
195759	11/30/2023	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
195709	11/22/2023	UNIDINE CORPORATION	19,997.13	Cafe Management
195536	11/9/2023	VERIZON WIRELESS, LLC	3,545.86	Cellular Telephone
195327	11/2/2023	COLLECTION PROFESSIONALS, INC	586.36	Collection Agency
195630	11/22/2023	COLLECTION PROFESSIONALS, INC	221.08	Collection Agency
195409	11/2/2023	WAKEFIELD & ASSOCIATES, INC.	7,504.32	Collection Agency
195714	11/22/2023	WAKEFIELD & ASSOCIATES, INC.	22,478.84	Collection Agency
195751	11/30/2023	CDW GOVERNMENT LLC	5,467.88	Computer Equipment
195333	11/2/2023	DELL COMPUTER CORPORATION	313,645.67	Computer Equipment
195658	11/22/2023	HOMWOOD SUITES	367.96	Consulting Fees
195722	11/22/2023	CERNER CORPORATION	14,500.00	Contract Maintenance
195753	11/30/2023	CERNER CORPORATION	1,480.79	Contract Maintenance
195632	11/22/2023	COMPUNET, INC.	21,178.77	Contract Maintenance
195755	11/30/2023	CONSUMER FUSION INC.	1,750.00	Contract Maintenance
195448	11/9/2023	CSG, LLC	2,363.17	Contract Maintenance
195332	11/2/2023	DARKTRACE HOLDINGS	35,654.00	Contract Maintenance
195641	11/22/2023	ENERGY LABORATORIES INC.	50.00	Contract Maintenance
195465	11/9/2023	FRONT RANGE MOBILE IMAGING, INC.	400.00	Contract Maintenance
195343	11/2/2023	GE HEALTHCARE	1,711.08	Contract Maintenance
195466	11/9/2023	GE HEALTHCARE	26,110.96	Contract Maintenance
195769	11/30/2023	GE HEALTHCARE	26,110.96	Contract Maintenance
195653	11/22/2023	HARMONY HEALTHCARE IT	7,500.00	Contract Maintenance
195774	11/30/2023	HARMONY HEALTHCARE IT	11,100.00	Contract Maintenance
195348	11/2/2023	HEALTHCARESOURCE HR, INC.	80,084.98	Contract Maintenance

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195475	11/9/2023	INOVALON PROVIDER INC.	995.70	Contract Maintenance
195477	11/9/2023	INTOUCH HEALTH	2,350.00	Contract Maintenance
195783	11/30/2023	INTOUCH HEALTH	2,350.00	Contract Maintenance
195793	11/30/2023	LOOPSCREEN LLC	2,520.00	Contract Maintenance
195369	11/2/2023	NETDAIS	3,300.00	Contract Maintenance
195803	11/30/2023	NEUROMONITORING TECHNOLOGIES	1,350.00	Contract Maintenance
195498	11/9/2023	NUANCE COMMUNICATIONS, INC	313.33	Contract Maintenance
195804	11/30/2023	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
195811	11/30/2023	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
195682	11/22/2023	PLANETREE	5,150.00	Contract Maintenance
195375	11/2/2023	QUADRAMED	72,000.00	Contract Maintenance
195377	11/2/2023	RL DATIX	421.00	Contract Maintenance
195381	11/2/2023	RQJ PARTNERS, LLC	42,015.60	Contract Maintenance
195822	11/30/2023	SDFI-TELEMEDICINE LLC	1,250.00	Contract Maintenance
195588	11/16/2023	SIEMENS MEDICAL SOLUTIONS USA	12,571.68	Contract Maintenance
195824	11/30/2023	SIEMENS MEDICAL SOLUTIONS USA	13,912.77	Contract Maintenance
195532	11/9/2023	ULI VERIFICATION SERVICES INC	14,497.00	Contract Maintenance
195538	11/9/2023	WYODATA SECURITY INC.	2,075.00	Contract Maintenance
EFT000000008403	11/2/2023	STATE FIRE DC SPECIALTIES	4,887.00	Contract Maintenance
EFT000000008433	11/22/2023	STATE FIRE DC SPECIALTIES	1,319.20	Contract Maintenance
EFT000000008444	11/30/2023	STATE FIRE DC SPECIALTIES	75.00	Contract Maintenance
W/T	11/21/2023	TRIZETTO FEE	237.00	Contract Maintenance
W/T	11/6/2023	ZENITH	420.42	Contract Maintenance
W/T	11/21/2023	TRIZETTO FEE	5,864.66	Contract Maintenance
195762	11/30/2023	DIGI SMARTSENSE LLC	31,372.32	Contract Maintenance
195341	11/2/2023	FOCUSONE SOLUTIONS LLC	157,663.63	Contract Personnel
195464	11/9/2023	FOCUSONE SOLUTIONS LLC	89,016.13	Contract Personnel
195644	11/22/2023	FOCUSONE SOLUTIONS LLC	73,147.25	Contract Personnel
195768	11/30/2023	FOCUSONE SOLUTIONS LLC	77,137.75	Contract Personnel
195510	11/9/2023	SARAH ROTH	180.00	Contract Personnel
195584	11/16/2023	NORIDIAN MEDICARE PART A	69,454.00	Cost Report FY23
195807	11/30/2023	PACKAGERUNNER LOGISTICS LLC	403.92	Courier Services
W/T	11/28/2023	UMB BANK	6,501.92	Credit Card Payment
195456	11/9/2023	DELTA DENTAL	26,934.91	Dental Insurance
195342	11/2/2023	FRESENIUS USA MARKETING, INC.	6,363.97	Dialysis Supplies
195646	11/22/2023	FRESENIUS USA MARKETING, INC.	3,429.39	Dialysis Supplies
195349	11/2/2023	HENRY SCHEIN INC	722.21	Dialysis Supplies
195635	11/22/2023	HENRY SCHEIN INC	1,523.07	Dialysis Supplies
195777	11/30/2023	HENRY SCHEIN INC	1,916.87	Dialysis Supplies
195562	11/16/2023	AHA SERVICES INC	1,649.00	Education & Travel
195640	11/22/2023	EMERGENCY NURSES ASSOC.	1,440.00	Education & Travel
195392	11/2/2023	SWEETWATER COUNTY JOINT TRAVEL & TOURISM	203.00	Education & Travel
195592	11/16/2023	SWEETWATER COUNTY JOINT TRAVEL & TOURISM	203.00	Education & Travel
195350	11/2/2023	HOLIDAY INN - ROCK SPRINGS	356.00	Employee Recruitment
195570	11/16/2023	HOLIDAY INN - ROCK SPRINGS	623.00	Employee Recruitment
195476	11/9/2023	INSIGHT SCREENING LLC	1,016.35	Employee Recruitment
195376	11/2/2023	RANDI ELISSON	5,000.00	Employee Recruitment
195841	11/30/2023	VANESSA MERAZ	5,000.00	Employee Recruitment
EFT000000008402	11/2/2023	SAFE SECURE TESTING INC.	1,175.00	Employee Recruitment
195407	11/2/2023	VISION SERVICE PLAN - WY	6,981.36	Employee Vision Plan
195323	11/2/2023	CAREFUSION SOLUTIONS, LLC	21,706.00	Equipment Lease
195453	11/9/2023	COPIER & SUPPLY COMPANY	4,092.92	Equipment Lease
195757	11/30/2023	COPIER & SUPPLY COMPANY	9,737.71	Equipment Lease
195468	11/9/2023	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
195648	11/22/2023	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease

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195583	11/16/2023	NEWLANE FINANCE COMPANY	184.98	Equipment Lease
195690	11/22/2023	RON'S ACE RENTALS & EQUIP.SALE	465.00	Equipment Lease
195384	11/2/2023	SHADOW MOUNTAIN WATER CO ,WY	1,566.21	Equipment Lease
195823	11/30/2023	SHADOW MOUNTAIN WATER CO ,WY	794.47	Equipment Lease
195533	11/9/2023	US BANK EQUIPMENT FINANCE	293.69	Equipment Lease
195711	11/22/2023	US BANK EQUIPMENT FINANCE	1,157.08	Equipment Lease
195840	11/30/2023	US BANK EQUIPMENT FINANCE	881.77	Equipment Lease
195338	11/2/2023	F B MCFADDEN WHOLESALE	1,481.75	Food
195461	11/9/2023	F B MCFADDEN WHOLESALE	1,681.00	Food
195765	11/30/2023	F B MCFADDEN WHOLESALE	4,869.45	Food
195462	11/9/2023	FED EX	281.39	Freight
195642	11/22/2023	FED EX	324.15	Freight
195766	11/30/2023	FED EX	409.43	Freight
195399	11/2/2023	TRIOSE, INC	1,212.35	Freight
195531	11/9/2023	TRIOSE, INC	1,181.79	Freight
195707	11/22/2023	TRIOSE, INC	1,871.34	Freight
195835	11/30/2023	TRIOSE, INC	15.99	Freight
195505	11/9/2023	BAILEY ENTERPRISES	1,038.59	Fuel
EFT000000008437	11/22/2023	WWS - ROCK SPRINGS	3,696.07	Garbage Collection
W/T	11/21/2023	FURTHER ADMIN FEE	273.00	Group Health
W/T	11/9/2023	FURTHER FLEX 11/8/23	782.59	Group Health
W/T	11/3/2023	FURTHER FLEX 11/1/23	2,824.05	Group Health
W/T	11/16/2023	FURTHER FLEX 11/15/23	3,105.77	Group Health
W/T	11/22/2023	FURTHER FLEX 11/22/23	3,203.73	Group Health
W/T	11/3/2023	BLUE CROSS BLUE SHIELD 10/27/23	347,380.36	Group Health
W/T	11/10/2023	BLUE CROSS BLUE SHIELD 11/3/23	212,160.45	Group Health
W/T	11/24/2023	BLUE CROSS BLUE SHIELD 11/17/23	198,924.43	Group Health
W/T	11/17/2023	BLUE CROSS BLUE SHIELD 11/10/23	164,744.00	Group Health
195310	11/2/2023	AESCLAP INC	595.29	Hospital Supplies
195427	11/9/2023	AESCLAP INC	2,305.66	Hospital Supplies
195729	11/30/2023	AESCLAP INC	688.51	Hospital Supplies
195731	11/30/2023	ALLHEART	265.52	Hospital Supplies
195611	11/22/2023	AMERICAN PHARMA, INC.	9,096.83	Hospital Supplies
195312	11/2/2023	APPLIED MEDICAL	1,764.00	Hospital Supplies
195434	11/9/2023	APPLIED MEDICAL	1,596.00	Hospital Supplies
195613	11/22/2023	APPLIED MEDICAL	228.00	Hospital Supplies
195734	11/30/2023	APPLIED MEDICAL	1,408.00	Hospital Supplies
195315	11/2/2023	ARTHREX INC.	137.50	Hospital Supplies
195435	11/9/2023	ARTHREX INC.	1,254.50	Hospital Supplies
195614	11/22/2023	ARTHREX INC.	1,870.00	Hospital Supplies
195736	11/30/2023	ARTHREX INC.	726.00	Hospital Supplies
195740	11/30/2023	B BRAUN MEDICAL INC.	2,497.00	Hospital Supplies
195317	11/2/2023	BARD MEDICAL	1,020.00	Hospital Supplies
195438	11/9/2023	BARD PERIPHERAL VASCULAR INC	7,625.00	Hospital Supplies
195616	11/22/2023	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
195739	11/30/2023	BAXTER HEALTHCARE CORP/IV	3,288.00	Hospital Supplies
195318	11/2/2023	BAYER HEALTHCARE LLC	596.92	Hospital Supplies
195743	11/30/2023	BG MEDICAL LLC	2,400.00	Hospital Supplies
195319	11/2/2023	BOSTON SCIENTIFIC CORP	425.84	Hospital Supplies
195441	11/9/2023	BOSTON SCIENTIFIC CORP	13,009.79	Hospital Supplies
195620	11/22/2023	BOSTON SCIENTIFIC CORP	3,761.16	Hospital Supplies
195745	11/30/2023	BOSTON SCIENTIFIC CORP	9,971.93	Hospital Supplies
195322	11/2/2023	CARDINAL HEALTH/V. MUELLER	4,311.59	Hospital Supplies
195446	11/9/2023	CARDINAL HEALTH/V. MUELLER	9,734.25	Hospital Supplies
195624	11/22/2023	CARDINAL HEALTH/V. MUELLER	14,644.54	Hospital Supplies

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195748	11/30/2023	CARDINAL HEALTH/V. MUELLER	11,840.25	Hospital Supplies
195447	11/9/2023	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
195749	11/30/2023	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
195756	11/30/2023	COOK MEDICAL INC.	989.90	Hospital Supplies
195458	11/9/2023	DIAGNOSTIGA STAGO INC	1,884.63	Hospital Supplies
195637	11/22/2023	DIAGNOSTIGA STAGO INC	486.24	Hospital Supplies
195761	11/30/2023	DIAGNOSTIGA STAGO INC	967.90	Hospital Supplies
195334	11/2/2023	DJ ORTHOPEDICS, LLC	102.96	Hospital Supplies
195460	11/9/2023	DJ ORTHOPEDICS, LLC	106.06	Hospital Supplies
195763	11/30/2023	EITAN GROUP NORTH AMERICA, INC.	529.20	Hospital Supplies
195336	11/2/2023	ETHICON ENDO-SURGERY, INC	2,469.51	Hospital Supplies
195344	11/2/2023	GENERAL HOSPITAL SUPPLY CORPORATION	235.00	Hospital Supplies
195770	11/30/2023	GENERAL HOSPITAL SUPPLY CORPORATION	754.00	Hospital Supplies
195771	11/30/2023	GETINGE USA SALES, LLC	742.38	Hospital Supplies
195471	11/9/2023	HEALTHCARE LOGISTICS INC	360.48	Hospital Supplies
195775	11/30/2023	HEALTHCARE LOGISTICS INC	21.59	Hospital Supplies
195656	11/22/2023	HOLOGIC, INC.	4,832.00	Hospital Supplies
195779	11/30/2023	HOLOGIC, INC.	4,819.00	Hospital Supplies
195354	11/2/2023	J & J HEALTH CARE SYSTEMS INC	4,760.64	Hospital Supplies
195785	11/30/2023	J & J HEALTH CARE SYSTEMS INC	12,436.84	Hospital Supplies
195480	11/9/2023	KARL STORZ ENDOSCOPY-AMERICA	7,154.03	Hospital Supplies
195356	11/2/2023	KCI USA	575.00	Hospital Supplies
195481	11/9/2023	KCI USA	1,319.81	Hospital Supplies
195699	11/22/2023	LEICA BIOSYSTEMS RICHMOND	331.30	Hospital Supplies
195494	11/9/2023	M V A P MEDICAL SUPPLIES, INC.	49.00	Hospital Supplies
195361	11/2/2023	MARKET LAB, INC	440.95	Hospital Supplies
195577	11/16/2023	MARKET LAB, INC	440.95	Hospital Supplies
195795	11/30/2023	MARKET LAB, INC	499.33	Hospital Supplies
195362	11/2/2023	MASIMO AMERICAS, INC.	660.00	Hospital Supplies
195796	11/30/2023	MASIMO AMERICAS, INC.	880.00	Hospital Supplies
195487	11/9/2023	MCKESSON MEDICAL-SURGICAL	2,212.62	Hospital Supplies
195578	11/16/2023	MCKESSON MEDICAL-SURGICAL	858.19	Hospital Supplies
195670	11/22/2023	MEDELA LLC	569.60	Hospital Supplies
195363	11/2/2023	MEDLINE INDUSTRIES INC	17,272.82	Hospital Supplies
195488	11/9/2023	MEDLINE INDUSTRIES INC	5,870.23	Hospital Supplies
195579	11/16/2023	MEDLINE INDUSTRIES INC	44,314.80	Hospital Supplies
195672	11/22/2023	MEDLINE INDUSTRIES INC	6,710.59	Hospital Supplies
195799	11/30/2023	MEDLINE INDUSTRIES INC	89,744.33	Hospital Supplies
195364	11/2/2023	MEDTRONIC, USA	824.00	Hospital Supplies
195496	11/9/2023	NATUS MEDICAL INC	97.00	Hospital Supplies
195802	11/30/2023	NATUS MEDICAL INC	329.00	Hospital Supplies
195805	11/30/2023	OLYMPUS AMERICA INC	8,961.00	Hospital Supplies
195372	11/2/2023	OWENS & MINOR 90005430	44.23	Hospital Supplies
195500	11/9/2023	OWENS & MINOR 90005430	633.41	Hospital Supplies
195680	11/22/2023	OWENS & MINOR 90005430	495.50	Hospital Supplies
195818	11/30/2023	RESPIRONICS	143.70	Hospital Supplies
195389	11/2/2023	STERIS CORPORATION	1,025.70	Hospital Supplies
195518	11/9/2023	STERIS CORPORATION	188.94	Hospital Supplies
195589	11/16/2023	STERIS CORPORATION	247.92	Hospital Supplies
195828	11/30/2023	STERIS CORPORATION	7,183.18	Hospital Supplies
195698	11/22/2023	SUREMARK CO	228.00	Hospital Supplies
195395	11/2/2023	TIDI PRODUCTS, LC	530.40	Hospital Supplies
195398	11/2/2023	TRI-ANIM HEALTH SERVICES INC	1,050.90	Hospital Supplies
195530	11/9/2023	TRI-ANIM HEALTH SERVICES INC	757.55	Hospital Supplies
195593	11/16/2023	TRI-ANIM HEALTH SERVICES INC	514.96	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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195706	11/22/2023	TRI-ANIM HEALTH SERVICES INC	941.35	Hospital Supplies
195834	11/30/2023	TRI-ANIM HEALTH SERVICES INC	722.04	Hospital Supplies
195534	11/9/2023	UTAH MEDICAL PRODUCTS INC	84.66	Hospital Supplies
195535	11/9/2023	VERATHON INC.	651.00	Hospital Supplies
195842	11/30/2023	VERATHON INC.	924.94	Hospital Supplies
195537	11/9/2023	WAXIE SANITARY SUPPLY	676.67	Hospital Supplies
195845	11/30/2023	WAXIE SANITARY SUPPLY	314.30	Hospital Supplies
EFT000000008398	11/2/2023	HARDY DIAGNOSTICS	95.70	Hospital Supplies
EFT000000008409	11/9/2023	BREG INC	87.15	Hospital Supplies
EFT000000008413	11/9/2023	HARDY DIAGNOSTICS	83.00	Hospital Supplies
EFT000000008415	11/9/2023	STRYKER INSTRUMENTS	714.67	Hospital Supplies
EFT000000008420	11/16/2023	BREG INC	137.92	Hospital Supplies
EFT000000008423	11/16/2023	HARDY DIAGNOSTICS	1,399.17	Hospital Supplies
EFT000000008424	11/16/2023	IN PRO CORPORATION	2,703.40	Hospital Supplies
EFT000000008430	11/22/2023	HARDY DIAGNOSTICS	393.63	Hospital Supplies
EFT000000008434	11/22/2023	STRYKER INSTRUMENTS	329.16	Hospital Supplies
EFT000000008440	11/30/2023	BREG INC	482.94	Hospital Supplies
EFT000000008443	11/30/2023	HARDY DIAGNOSTICS	1,059.01	Hospital Supplies
EFT000000008445	11/30/2023	STRYKER INSTRUMENTS	4,635.02	Hospital Supplies
195314	11/2/2023	ARTELON	4,540.00	Implant Supplies
195331	11/2/2023	CTM BIOMEDICAL, LLC	5,006.50	Implant Supplies
195549	11/10/2023	INSURANCE REFUND	16.74	Insurance Premiums
195550	11/10/2023	INSURANCE REFUND	8.41	Insurance Premiums
195554	11/10/2023	INSURANCE REFUND	417.00	Insurance Premiums
195404	11/2/2023	PROVIDENT LIFE & ACCIDENT	32,024.04	Insurance Premiums
195839	11/30/2023	PROVIDENT LIFE & ACCIDENT	165.48	Insurance Premiums
195555	11/10/2023	INSURANCE REFUND	1,834.45	Insurance Refund
195556	11/10/2023	INSURANCE REFUND	53.70	Insurance Refund
195560	11/10/2023	INSURANCE REFUND	36.53	Insurance Refund
195557	11/10/2023	INSURANCE REFUND	27.25	Insurance Refund
195558	11/10/2023	INSURANCE REFUND	52.49	Insurance Refund
195559	11/10/2023	INSURANCE REFUND	62.90	Insurance Refund
195546	11/10/2023	INSURANCE REFUND	166.05	Insurance Refund
195547	11/10/2023	INSURANCE REFUND	43.66	Insurance Refund
195548	11/10/2023	INSURANCE REFUND	34.50	Insurance Refund
195545	11/10/2023	INSURANCE REFUND	26.26	Insurance Refund
195543	11/10/2023	INSURANCE REFUND	21.39	Insurance Refund
195429	11/9/2023	ALLERMATRIX INC	1,764.60	Laboratory Services
195797	11/30/2023	MAYO COLLABORATIVE SERVICES, INC.	191.44	Laboratory Services
195800	11/30/2023	METABOLIC NEWBORN SCREENING	6,427.80	Laboratory Services
195830	11/30/2023	SUMMIT PATHOLOGY	24,951.13	Laboratory Services
EFT000000008429	11/22/2023	ARUP LABORATORIES, INC.	52,089.94	Laboratory Services
195737	11/30/2023	ASSOCIATES OF CAPE COD INC	21.00	Laboratory Supplies
195440	11/9/2023	BIOMERIEUX, INC.	8,249.01	Laboratory Supplies
195566	11/16/2023	CANCER DIAGNOSTICS, INC.	431.25	Laboratory Supplies
195321	11/2/2023	CARDINAL HEALTH	18,296.72	Laboratory Supplies
195445	11/9/2023	CARDINAL HEALTH	1,078.72	Laboratory Supplies
195623	11/22/2023	CARDINAL HEALTH	9,648.23	Laboratory Supplies
195747	11/30/2023	CARDINAL HEALTH	31,763.23	Laboratory Supplies
195449	11/9/2023	CEPHEID	115.00	Laboratory Supplies
195625	11/22/2023	CEPHEID	5,543.60	Laboratory Supplies
195752	11/30/2023	CEPHEID	9,456.80	Laboratory Supplies
195340	11/2/2023	FISHER HEALTHCARE	489.91	Laboratory Supplies
195463	11/9/2023	FISHER HEALTHCARE	583.89	Laboratory Supplies
195643	11/22/2023	FISHER HEALTHCARE	4,641.15	Laboratory Supplies

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195767	11/30/2023	FISHER HEALTHCARE	5,113.47	Laboratory Supplies
195671	11/22/2023	MEDI BADGE INC.	436.89	Laboratory Supplies
195371	11/2/2023	NOVA BIOMEDICAL CORP.	25.00	Laboratory Supplies
195497	11/9/2023	NOVA BIOMEDICAL CORP.	135.28	Laboratory Supplies
195374	11/2/2023	PIPETTE.COM	912.00	Laboratory Supplies
195825	11/30/2023	SIGMA-ALDRICH INC	117.00	Laboratory Supplies
195694	11/22/2023	STATLAB MEDICAL PRODUCTS	267.39	Laboratory Supplies
195520	11/9/2023	STRECK LABORATORIES INC	316.25	Laboratory Supplies
195697	11/22/2023	STRECK LABORATORIES INC	518.32	Laboratory Supplies
195393	11/2/2023	SYSMEX AMERICA INC.	949.14	Laboratory Supplies
195524	11/9/2023	SYSMEX AMERICA INC.	3,803.69	Laboratory Supplies
195701	11/22/2023	SYSMEX AMERICA INC.	1,762.90	Laboratory Supplies
195706	11/22/2023	TYPENEX MEDICAL, LLC	110.33	Laboratory Supplies
195837	11/30/2023	TYPENEX MEDICAL, LLC	231.06	Laboratory Supplies
EFT00000008397	11/2/2023	BIO-RAD LABORATORIES	7,256.75	Laboratory Supplies
EFT00000008399	11/2/2023	IDENTICARD	510.08	Laboratory Supplies
EFT00000008408	11/9/2023	BIO-RAD LABORATORIES	1,273.22	Laboratory Supplies
EFT00000008412	11/9/2023	GREER LABORATORIES, INC	679.01	Laboratory Supplies
EFT00000008414	11/9/2023	ORTHO-CLINICAL DIAGNOSTICS INC	14,426.85	Laboratory Supplies
EFT00000008419	11/16/2023	BIO-RAD LABORATORIES	2,175.78	Laboratory Supplies
EFT00000008422	11/16/2023	GREER LABORATORIES, INC	984.13	Laboratory Supplies
EFT00000008425	11/16/2023	IDENTICARD	16.38	Laboratory Supplies
EFT00000008439	11/30/2023	BIO-RAD LABORATORIES	227.97	Laboratory Supplies
195812	11/30/2023	PHILLIPS LAW, LLC	13,310.06	Legal Fees
195597	11/16/2023	WELBORN SULLIVAN MECK & TOOLEY, P.C.	10,822.50	Legal Fees
195716	11/22/2023	WELBORN SULLIVAN MECK & TOOLEY, P.C.	16,262.50	Legal Fees
195628	11/22/2023	CITY OF ROCK SPRINGS	493.00	License/Fees
195719	11/22/2023	WYOMING SECRETARY OF STATE	60.00	Licenses & Taxes
195370	11/2/2023	NEW YORK LIFE INSURANCE COMPANY	2,422.32	Life Insurance
195727	11/30/2023	A & B HOME IMPROVEMENTS	2,700.00	Maintenance & Repair
195428	11/9/2023	AGILITI SURGICAL EQUIPMENT REPAIR INC.	6,845.00	Maintenance & Repair
195730	11/30/2023	AGILITI SURGICAL EQUIPMENT REPAIR INC.	1,850.00	Maintenance & Repair
195738	11/30/2023	AUTOSPA, INC	100.00	Maintenance & Repair
195750	11/30/2023	CARRIER COMMERCIAL SERVICE	3,841.50	Maintenance & Repair
195633	11/22/2023	COUNTERWISE	2,183.50	Maintenance & Repair
195652	11/22/2023	HANS RUDOLPH, INC.	140.00	Maintenance & Repair
195791	11/30/2023	LEAF	2,550.00	Maintenance & Repair
195806	11/30/2023	PACIFIC STEEL HIDES FURS RECYC	53.65	Maintenance & Repair
195502	11/9/2023	PACIFIC WATER INC	891.00	Maintenance & Repair
195503	11/9/2023	PARTSSOURCE	427.53	Maintenance & Repair
195681	11/22/2023	PARTSSOURCE	1,298.46	Maintenance & Repair
195808	11/30/2023	PARTSSOURCE	1,782.48	Maintenance & Repair
195517	11/9/2023	STEALTH TECHNOLOGIES	488.21	Maintenance & Repair
195827	11/30/2023	STEALTH TECHNOLOGIES	1,943.30	Maintenance & Repair
195405	11/2/2023	VEOLIA WTS SERVICES USA, INC.	2,114.32	Maintenance & Repair
195846	11/30/2023	WELCH ALLYN, INC	321.25	Maintenance & Repair
EFT00000008401	11/2/2023	SERVO	10,125.58	Maintenance & Repair
EFT00000008432	11/22/2023	SERVO	10,710.00	Maintenance & Repair
EFT00000008441	11/30/2023	COLORADO DOORWAYS, INC	105.01	Maintenance & Repair
195431	11/9/2023	ALPINE PURE SOFT WATER	970.20	Maintenance Supplies
195450	11/9/2023	CODALE ELECTRIC SUPPLY, INC	239.50	Maintenance Supplies
195567	11/16/2023	CODALE ELECTRIC SUPPLY, INC	87.78	Maintenance Supplies
195754	11/30/2023	CODALE ELECTRIC SUPPLY, INC	857.06	Maintenance Supplies
195345	11/2/2023	GRAINGER	445.97	Maintenance Supplies
195470	11/9/2023	GRAINGER	517.19	Maintenance Supplies

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195649	11/22/2023	GRAINGER	629.14	Maintenance Supplies
195772	11/30/2023	GRAINGER	1,395.51	Maintenance Supplies
195352	11/2/2023	HOME DEPOT	29.87	Maintenance Supplies
195473	11/9/2023	HOME DEPOT	278.66	Maintenance Supplies
195657	11/22/2023	HOME DEPOT	504.06	Maintenance Supplies
195780	11/30/2023	HOME DEPOT	63.99	Maintenance Supplies
195782	11/30/2023	INSULATION INC.	8,396.00	Maintenance Supplies
195581	11/16/2023	MOUNTAIN STATES SUPPLY CO.	3,912.00	Maintenance Supplies
195378	11/2/2023	ROCK SPRINGS WINNELSON CO	4,207.77	Maintenance Supplies
195820	11/30/2023	ROCK SPRINGS WINNELSON CO	920.77	Maintenance Supplies
195379	11/2/2023	ROCKY MOUNTAIN POWERSPORTS & AUTO	231.49	Maintenance Supplies
195511	11/9/2023	SETON	158.00	Maintenance Supplies
195595	11/16/2023	VERNACARE	148.37	Maintenance Supplies
195413	11/2/2023	WOOL WAREHOUSE	489.70	Maintenance Supplies
EFT00000000395	11/2/2023	ACE HARDWARE	217.86	Maintenance Supplies
EFT00000000406	11/9/2023	ACE HARDWARE	54.90	Maintenance Supplies
EFT000000008416	11/9/2023	WHITE MOUNTAIN LUMBER	447.27	Maintenance Supplies
EFT000000008417	11/16/2023	ACE HARDWARE	96.45	Maintenance Supplies
EFT000000008426	11/16/2023	SHERWIN WILLIAMS CO	274.79	Maintenance Supplies
EFT000000008427	11/16/2023	ULINE, INC	538.85	Maintenance Supplies
EFT000000008435	11/22/2023	ULINE, INC	380.50	Maintenance Supplies
195760	11/30/2023	DESKTOP DESIGN	760.00	Marketing & Promotional Supplies
195397	11/2/2023	TIP TOP CLEANERS & EMBROIDERY	1,416.90	Marketing & Promotional Supplies
195563	11/16/2023	AMERICAN HEALTH LAWYERS ASSOCIATION	499.00	Memberships
195433	11/9/2023	AMERICAN PHYSICAL THERAPY ASSN	460.00	Memberships
195598	11/16/2023	WYAMSS	150.00	Memberships
195366	11/2/2023	MHSC-FOUNDATION	893.38	MHSC Foundation
195420	11/7/2023	MHSC-FOUNDATION	1,512.80	MHSC Foundation
195580	11/16/2023	MHSC-FOUNDATION	926.12	MHSC Foundation
195602	11/20/2023	MHSC-FOUNDATION	1,597.80	MHSC Foundation
195619	11/22/2023	BLOXR SOLUTIONS LLC	2,007.00	Minor Equipment
195622	11/22/2023	CAMFIL USA INC.	501.04	Minor Equipment
195474	11/9/2023	INNOVATION WIRELESS	1,169.95	Minor Equipment
195571	11/16/2023	INTERMOUNTAIN TRIMLIGHT	500.00	Minor Equipment
195847	11/30/2023	WORLDPOINT ECC, INC.	46.80	Minor Equipment
EFT000000008431	11/22/2023	LABORIE MEDICAL TECHNOLOGIES CORP	406.46	Minor Equipment
195394	11/2/2023	TERMINIX OF WYOMING	150.00	Monthly Pest Control
195527	11/9/2023	TERMINIX OF WYOMING	917.00	Monthly Pest Control
195832	11/30/2023	TERMINIX OF WYOMING	311.00	Monthly Pest Control
195469	11/9/2023	GLOBAL EQUIPMENT COMPANY	376.79	Non Medical Supplies
195499	11/9/2023	OPTUM360 LLC	4,672.19	Non Medical Supplies
195679	11/22/2023	OPTUM360 LLC	139.95	Non Medical Supplies
195514	11/9/2023	SMILEMAKERS	533.70	Non Medical Supplies
195523	11/9/2023	SWEETWATER TROPHIES	802.19	Non Medical Supplies
195831	11/30/2023	SWEETWATER TROPHIES	9.80	Non Medical Supplies
195776	11/30/2023	HEALTHY WORKFORCE INSTITUTE	239.27	Office Supplies
195353	11/2/2023	IDENTISYS INC	570.00	Office Supplies
195387	11/2/2023	STANDARD REGISTER COMPANY	281.76	Office Supplies
195692	11/22/2023	STANDARD REGISTER COMPANY	856.80	Office Supplies
195388	11/2/2023	STAPLES BUSINESS ADVANTAGE	971.38	Office Supplies
195515	11/9/2023	STAPLES BUSINESS ADVANTAGE	1,930.44	Office Supplies
195693	11/22/2023	STAPLES BUSINESS ADVANTAGE	7,418.46	Office Supplies
195826	11/30/2023	STAPLES BUSINESS ADVANTAGE	450.43	Office Supplies
195415	11/2/2023	YOUNG AT HEART SENIOR CITIZENS CENTER	400.00	Other Employee Benefits
195599	11/16/2023	YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00	Other Employee Benefits

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EFT000000000405	11/9/2023	4IMPRINT, INC.	5,223.30	Other Employee Benefits
195773	11/30/2023	GREENSHADES SOFTWARE	18.76	Other Purchased Services
195401	11/2/2023	UNITED AUDIT SYSTEMS, INC.	4,739.25	Other Purchased Services
195594	11/16/2023	UNITED AUDIT SYSTEMS, INC.	9,278.25	Other Purchased Services
195710	11/22/2023	UNITED AUDIT SYSTEMS, INC.	9,465.00	Other Purchased Services
195443	11/9/2023	BRAYDEN FLACK	375.00	Other Purchased Services
195325	11/2/2023	CJ SIGNS	334.00	Other Purchased Services
195329	11/2/2023	CORNMAN'S KETTLE CORN	825.00	Other Purchased Services
195459	11/9/2023	DISCOUNT ID	100.00	Other Purchased Services
195645	11/22/2023	FOTOS BY JENNI	79.00	Other Purchased Services
195472	11/9/2023	HO HO HOLIDAY LIGHTING LLC	3,170.00	Other Purchased Services
195778	11/30/2023	HO HO HOLIDAY LIGHTING LLC	1,672.65	Other Purchased Services
195781	11/30/2023	HOT SPOTS, LLC	4,032.00	Other Purchased Services
195485	11/9/2023	QUICK RESPONSE TAXI	385.00	Other Purchased Services
195575	11/16/2023	QUICK RESPONSE TAXI	69.00	Other Purchased Services
195668	11/22/2023	QUICK RESPONSE TAXI	57.00	Other Purchased Services
195792	11/30/2023	QUICK RESPONSE TAXI	330.00	Other Purchased Services
195382	11/2/2023	R.S. CHAMBER OF COMMERCE	35.00	Other Purchased Services
195587	11/16/2023	R.S. CHAMBER OF COMMERCE	18,910.00	Other Purchased Services
195687	11/22/2023	ROCK SPRINGS KWANIS	4,930.00	Other Purchased Services
195705	11/22/2023	TOID BENNETT	200.00	Other Purchased Services
EFT000000000396	11/2/2023	AIRGAS INTERMOUNTAIN INC	153.86	Oxygen Rental
EFT000000000407	11/9/2023	AIRGAS INTERMOUNTAIN INC	456.26	Oxygen Rental
EFT000000000418	11/16/2023	AIRGAS INTERMOUNTAIN INC	3,171.32	Oxygen Rental
EFT000000000426	11/22/2023	AIRGAS INTERMOUNTAIN INC	4,176.66	Oxygen Rental
EFT000000000438	11/30/2023	AIRGAS INTERMOUNTAIN INC	1,595.30	Oxygen Rental
195551	11/10/2023	PATIENT REFUND	4,094.12	Patient Refund
195724	11/22/2023	PATIENT REFUND	115.66	Patient Refund
195851	11/30/2023	PATIENT REFUND	88.80	Patient Refund
195416	11/2/2023	PATIENT REFUND	20.00	Patient Refund
195540	11/9/2023	PATIENT REFUND	10.00	Patient Refund
195600	11/16/2023	PATIENT REFUND	47.50	Patient Refund
195723	11/22/2023	PATIENT REFUND	35.00	Patient Refund
195541	11/9/2023	PATIENT REFUND	5.00	Patient Refund
195493	11/9/2023	PATIENT REFUND	10.00	Patient Refund
195852	11/30/2023	PATIENT REFUND	506.40	Patient Refund
195542	11/9/2023	PATIENT REFUND	140.00	Patient Refund
195552	11/10/2023	PATIENT REFUND	78.43	Patient Refund
195553	11/10/2023	PATIENT REFUND	305.97	Patient Refund
195725	11/22/2023	PATIENT REFUND	367.35	Patient Refund
195424	11/7/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
195605	11/20/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
195417	11/7/2023	CIRCUIT COURT 3RD JUDICIAL	332.40	Payroll Garnishment
195418	11/7/2023	CIRCUIT COURT 3RD JUDICIAL	579.55	Payroll Garnishment
195419	11/7/2023	CIRCUIT COURT 3RD JUDICIAL	309.90	Payroll Garnishment
195607	11/20/2023	CIRCUIT COURT 3RD JUDICIAL	225.91	Payroll Garnishment
195608	11/20/2023	CIRCUIT COURT 3RD JUDICIAL	308.66	Payroll Garnishment
195421	11/7/2023	STATE OF WYOMING DFS/CSES	1,654.02	Payroll Garnishment
195603	11/20/2023	STATE OF WYOMING DFS/CSES	1,824.78	Payroll Garnishment
195422	11/7/2023	SWEETWATER CIRCUIT COURT-RS	323.03	Payroll Garnishment
195604	11/20/2023	SWEETWATER CIRCUIT COURT-RS	339.93	Payroll Garnishment
195423	11/7/2023	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
195606	11/20/2023	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
W/T	11/17/2023	PAYROLL 24	2,200,000.00	Payroll Transfer
W/T	11/7/2023	PAYROLL 23	1,700,000.00	Payroll Transfer

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195351	11/2/2023	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	2,024.00	Physician Recruitment
195667	11/22/2023	DR. LAWRENCE LAURIDSEN	25,000.00	Physician Retention
195426	11/9/2023	ADVANCED MEDICAL IMAGING, LLC	20,018.00	Physician Services
195328	11/2/2023	COMPHEALTH, INC.	24,520.76	Physician Services
195568	11/16/2023	COMPHEALTH, INC.	7,131.53	Physician Services
195631	11/22/2023	COMPHEALTH, INC.	7,284.98	Physician Services
195406	11/2/2023	DR. WAGNER VERONESE	9,245.72	Physician Services
195713	11/22/2023	DR. WAGNER VERONESE	8,345.24	Physician Services
195347	11/2/2023	HAYES LOCUMS, LLC	43,341.75	Physician Services
195569	11/16/2023	HAYES LOCUMS, LLC	16,981.80	Physician Services
195654	11/22/2023	HAYES LOCUMS, LLC	51,159.49	Physician Services
195576	11/16/2023	LOCUM TENENS.COM	39,748.20	Physician Services
195669	11/22/2023	LOCUM TENENS.COM	3,816.83	Physician Services
195676	11/22/2023	MOUNTAIN STATES MEDICAL PHYSICS	12,207.46	Physician Services
195582	11/16/2023	MPLT HEALTHCARE, LLC	1,274.85	Physician Services
195677	11/22/2023	MPLT HEALTHCARE, LLC	1,010.22	Physician Services
195403	11/2/2023	UNIVERSITY OF UTAH (UHC OUTREACH)	130,538.00	Physician Services
195838	11/30/2023	UNIVERSITY OF UTAH (UHC OUTREACH)	124,533.00	Physician Services
195410	11/2/2023	WEATHERBY LOCUMS, INC	43,469.90	Physician Services
195715	11/22/2023	WEATHERBY LOCUMS, INC	25,728.35	Physician Services
195402	11/2/2023	UNIVERSITY OF UTAH	1,895.34	Physician Services
195609	11/22/2023	ADVANTAGE	2,500.00	Physician Student Loan
195650	11/22/2023	GREAT LAKES	1,666.67	Physician Student Loan
195651	11/22/2023	GREAT LAKES EDUCATION LOAN SERVICES	1,666.67	Physician Student Loan
195634	11/22/2023	MOHELA	11,666.69	Physician Student Loan
195635	11/22/2023	MOHELA	1,666.67	Physician Student Loan
195678	11/22/2023	US DEPARTMENT OF EDUCATION	1,666.67	Physician Student Loan
195712	11/22/2023	US DEPARTMENT OF EDUCATION	4,166.67	Physician Student Loan
195685	11/22/2023	RESERVE ACCOUNT	5,000.00	Postage
195400	11/2/2023	UMIA INSURANCE, INC	131,574.00	Professional Liability Insurance
195728	11/30/2023	ADVANCED MEDICAL REVIEWS, INC	2,121.67	Professional Service
195432	11/9/2023	ALSCO AMERICAN LINEN	91.82	Professional Service
195610	11/22/2023	ALSCO AMERICAN LINEN	42.56	Professional Service
195764	11/30/2023	CE BROKER	369.04	Professional Service
195326	11/2/2023	CLEANIQUE PROFESSIONAL SERVICES	6,175.00	Professional Service
195629	11/22/2023	CLEANIQUE PROFESSIONAL SERVICES	6,000.00	Professional Service
195484	11/9/2023	CLIFTON LARSON ALLEN LLP	64,031.20	Professional Service
195665	11/22/2023	KEITH WILLIAMS & ASSOCIATES, INC.	4,875.00	Professional Service
195574	11/16/2023	KONICA MINOLTA MEDICAL IMAGING USA, INC	2,100.00	Professional Service
195501	11/9/2023	P3 CONSULTING LLC	780.00	Professional Service
195406	11/2/2023	VERISYS INC.	140.75	Professional Service
195843	11/30/2023	VERISYS INC.	73.25	Professional Service
EFT00000000404	11/2/2023	WESTERN STAR COMMUNICATIONS	663.00	Professional Service
EFT00000000436	11/22/2023	WESTERN STAR COMMUNICATIONS	728.00	Professional Service
195451	11/9/2023	COLLEGE OF AMERICAN PATHOLOGY	165.18	Proficiency Testing
W/T	11/17/2023	STATE OF WYOMING	4,725,053.00	QRA Payment
195507	11/9/2023	RADIATION DETECTION COMPANY	30.00	Radiation Monitoring
195492	11/9/2023	MERRY X-RAY	43.57	Radiology Film
195674	11/22/2023	MERRY X-RAY	636.16	Radiology Film
195442	11/9/2023	BRACCO DIAGNOSTICS INC	734.64	Radiology Material
195621	11/22/2023	BRACCO DIAGNOSTICS INC	623.60	Radiology Material
195455	11/9/2023	CURIUM US LLC	560.90	Radiology Material
195467	11/9/2023	GE HEALTHCARE INC	2,086.65	Radiology Material
195647	11/22/2023	GE HEALTHCARE INC	2,086.65	Radiology Material
195358	11/2/2023	LANTHEUS MEDICAL IMAGING, INC	2,962.38	Radiology Material

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195483	11/9/2023	LANTHEUS MEDICAL IMAGING, INC	150.60	Radiology Material
195790	11/30/2023	LANTHEUS MEDICAL IMAGING, INC	2,962.38	Radiology Material
195585	11/16/2023	PHARMALOGIC WY, LTD	13,583.54	Radiology Material
195810	11/30/2023	PHARMALOGIC WY, LTD	6,620.24	Radiology Material
195516	11/9/2023	STATE OF WYOMING-OFFICE OF STATE LANDS & INVESTMENTS	11,952.84	Reimbursement
195444	11/9/2023	BRIAN BARTON, PA-C	4,950.00	Reimbursement - CME
195316	11/2/2023	DR. BANU SYMINGTON	1,221.78	Reimbursement - CME
195437	11/9/2023	DR. BANU SYMINGTON	420.00	Reimbursement - CME
195615	11/22/2023	DR. BANU SYMINGTON	230.34	Reimbursement - CME
195479	11/9/2023	DR. JANENE GLYN	601.13	Reimbursement - CME
195513	11/9/2023	DR. SIGSBEE DUCK	102.00	Reimbursement - CME
195412	11/2/2023	DR. WILLIAM SARETTE	30.00	Reimbursement - CME
195718	11/22/2023	DR. WILLIAM SARETTE	1,180.00	Reimbursement - CME
195529	11/9/2023	DR. TONY PEDRI	1,588.80	Reimbursement - CME
195355	11/2/2023	JOSEPH J. OLIVER, M.D.	1,150.00	Reimbursement - CME
195663	11/22/2023	JOSEPH J. OLIVER, M.D.	1,098.00	Reimbursement - CME
195385	11/2/2023	SHAWN ROCKEY, PA-C	80.00	Reimbursement - CME
195311	11/2/2023	AMY LUCY	16.00	Reimbursement - Education & Travel
195733	11/30/2023	AMY LUCY	416.72	Reimbursement - Education & Travel
195742	11/30/2023	BETHANY BETTOLO	560.91	Reimbursement - Education & Travel
195320	11/2/2023	BRANDI WENGERT	184.00	Reimbursement - Education & Travel
195626	11/22/2023	CHRISTOPHER KICKLIGHTER	1,266.46	Reimbursement - Education & Travel
195627	11/22/2023	CINDY NELSON	1,739.83	Reimbursement - Education & Travel
195636	11/22/2023	DIESEREE PADILLA	730.52	Reimbursement - Education & Travel
195324	11/2/2023	DR. CIELETTE KARN	438.51	Reimbursement - Education & Travel
195572	11/16/2023	DR. JANENE GLYN	1,095.99	Reimbursement - Education & Travel
195661	11/22/2023	DR. JANENE GLYN	1,785.56	Reimbursement - Education & Travel
195660	11/22/2023	IRENE RICHARDSON	671.36	Reimbursement - Education & Travel
195662	11/22/2023	JESSICA ICE	1,500.00	Reimbursement - Education & Travel
195664	11/22/2023	JOSEPHINA IBARRA	129.57	Reimbursement - Education & Travel
195359	11/2/2023	LESLIE TAYLOR	385.00	Reimbursement - Education & Travel
195489	11/9/2023	MEGAN GILBERT	85.25	Reimbursement - Education & Travel
195673	11/22/2023	MEGAN GILBERT	29.76	Reimbursement - Education & Travel
195801	11/30/2023	MINDY AGUIRRE	205.20	Reimbursement - Education & Travel
195504	11/9/2023	PHILLIP FLAKE	109.44	Reimbursement - Education & Travel
195695	11/22/2023	STEPHANIE DUPAPE	203.03	Reimbursement - Education & Travel
195696	11/22/2023	STEVIE NOSICH	996.76	Reimbursement - Education & Travel
195526	11/9/2023	TERESA WEYER	799.44	Reimbursement - Education & Travel
195833	11/30/2023	TIFFANY MARSHALL	1,697.63	Reimbursement - Education & Travel
195512	11/9/2023	SHAYLA MCGREGOR	79.24	Reimbursement - Hospital Supplies
195457	11/9/2023	DEVIN KNIGHT	45.94	Reimbursement - Insurance Premium
195786	11/30/2023	KARISSA COX	132.22	Reimbursement - Insurance Premium
195490	11/9/2023	MELISSA BURGESS	76.06	Reimbursement - Insurance Premium
195612	11/22/2023	AMY JOHNSON	38.94	Reimbursement - Non Hospital Supplies
195666	11/22/2023	KERRY DOWNS	28.32	Reimbursement - Non Hospital Supplies
195486	11/9/2023	LESLIE TAYLOR	190.69	Reimbursement - Non Hospital Supplies
195684	11/22/2023	RAELYNN LARSEN	40.26	Reimbursement - Non Hospital Supplies
195686	11/22/2023	ROBIN FIFE	36.68	Reimbursement - Non Hospital Supplies
195573	11/16/2023	JILL SWEENEY	308.47	Reimbursement - Payroll Deduction
W/T	11/20/2023	PCS 11/9/23	177,146.69	Retirement
W/T	11/8/2023	PCS 10/26/23	176,375.91	Retirement
195367	11/2/2023	MHSC MEDICAL STAFF	100.00	Scholarship
195675	11/22/2023	MHSC MEDICAL STAFF	100.00	Scholarship
195396	11/2/2023	VITASCRIPITUM LLC	4,318.21	Scribe Services
195528	11/9/2023	VITASCRIPITUM LLC	1,759.72	Scribe Services

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2023

195704	11/22/2023	VITASCRIPITUM LLC	2,381.57	Scribe Services
195346	11/2/2023	GREEN RIVER RECREATION CENTER	275.00	Sponsorship
195505	11/9/2023	PMS SCREEN PRINTING	197.00	Sponsorship
195814	11/30/2023	PMS SCREEN PRINTING	1,020.00	Sponsorship
195391	11/2/2023	SW 1 SCHOOL FOUNDATION	1,000.00	Sponsorship
195809	11/30/2023	PEAK CONSULTING	4,200.00	Strategic Planning
195726	11/30/2023	3M COMPANY	450.00	Surgery Supplies
195425	11/9/2023	ACADEMY OF LYMPHATIC STUDIES	155.37	Surgery Supplies
195561	11/16/2023	ALTA MEDICAL SPECIALTIES	209.06	Surgery Supplies
195732	11/30/2023	ALTA MEDICAL SPECIALTIES	441.33	Surgery Supplies
195313	11/2/2023	ARMSTRONG MEDICAL INDUSTRIES	135.60	Surgery Supplies
195735	11/30/2023	ARMSTRONG MEDICAL INDUSTRIES	336.00	Surgery Supplies
195565	11/16/2023	BECTON DICKINSON	6,981.43	Surgery Supplies
195617	11/22/2023	BECTON DICKINSON	895.50	Surgery Supplies
195741	11/30/2023	BECTON DICKINSON	4,722.25	Surgery Supplies
195452	11/9/2023	COMMED LINVATEC	125.80	Surgery Supplies
195330	11/2/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,398.96	Surgery Supplies
195454	11/9/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	10,448.64	Surgery Supplies
195758	11/30/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	5,502.43	Surgery Supplies
195335	11/2/2023	EQUASHIELD LLC	295.04	Surgery Supplies
195478	11/9/2023	INTUITIVE SURGICAL INC.	2,184.00	Surgery Supplies
195659	11/22/2023	INTUITIVE SURGICAL INC.	3,149.95	Surgery Supplies
195784	11/30/2023	INTUITIVE SURGICAL INC.	3,990.00	Surgery Supplies
195794	11/30/2023	LUCAS QUALITY PRODUCTS	302.23	Surgery Supplies
195798	11/30/2023	MEDICAL PACKAGING LLC	195.21	Surgery Supplies
195365	11/2/2023	MERCURY MEDICAL	212.31	Surgery Supplies
195491	11/9/2023	MERCURY MEDICAL	212.31	Surgery Supplies
195495	11/9/2023	NANOSONICS, INC	591.00	Surgery Supplies
195819	11/30/2023	RHYTHM LINK INTERNATIONAL LLC	208.00	Surgery Supplies
195386	11/2/2023	SHEATHING TECHNOLOGIES, INC.	95.15	Surgery Supplies
195390	11/2/2023	STRYKER ENDOSCOPY	1,459.49	Surgery Supplies
195521	11/9/2023	STRYKER ENDOSCOPY	866.60	Surgery Supplies
195522	11/9/2023	STRYKER ORTHOPAEDICS	9,881.50	Surgery Supplies
195590	11/16/2023	STRYKER ORTHOPAEDICS	3,389.56	Surgery Supplies
195829	11/30/2023	STRYKER ORTHOPAEDICS	25,100.00	Surgery Supplies
195525	11/9/2023	TELEFLEX LLC	33.00	Surgery Supplies
195702	11/22/2023	TELEFLEX LLC	325.00	Surgery Supplies
195414	11/2/2023	XODUS MEDICAL, INC.	730.00	Surgery Supplies
195849	11/30/2023	XODUS MEDICAL, INC.	630.00	Surgery Supplies
195720	11/22/2023	ZIMMER BIOMET	431.25	Surgery Supplies
195850	11/30/2023	ZIMMER BIOMET	143.75	Surgery Supplies
EFT000000000410	11/9/2023	COOPER SURGICAL	997.72	Surgery Supplies
EFT000000000421	11/16/2023	COOPER SURGICAL	302.39	Surgery Supplies
EFT000000000442	11/30/2023	COOPER SURGICAL	1,052.96	Surgery Supplies
195815	11/30/2023	PRESS GANEY ASSOCIATES, INC	4,789.33	Surveys
195789	11/30/2023	LANGUAGE LINE SERVICES	960.05	Translation Services
W/T	11/9/2023	WYO UNEMPLOYMENT QTR 3	7,879.93	Unemployment
195539	11/9/2023	WYOMING WORK WAREHOUSE	859.36	Uniforms
195430	11/9/2023	ALL WEST COMMUNICATIONS	5,975.50	Utilities
195436	11/9/2023	AT&T	92.46	Utilities
195564	11/16/2023	AT&T	247.83	Utilities
195506	11/9/2023	CENTURY LINK	1,413.71	Utilities
195683	11/22/2023	CENTURY LINK	380.88	Utilities
195638	11/22/2023	DISH NETWORK LLC	90.64	Utilities
195721	11/22/2023	DOMINION ENERGY WYOMING	44,206.84	Utilities

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/2023

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Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending November 30, 2023

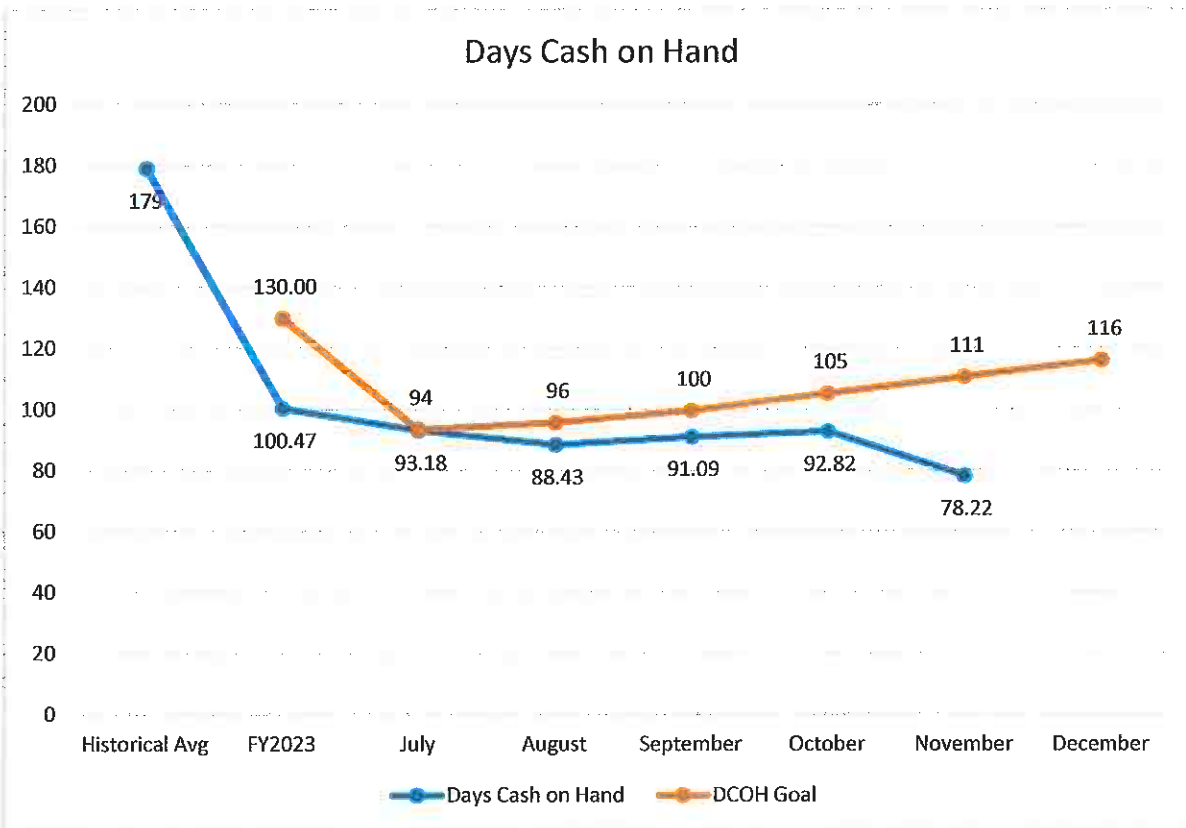
Vouchers Submitted by MHSC at agreed discounted rate	
July 2023	\$0.00
August 2023	\$49,254.59
September 2023	\$0.00
October 2023	\$7,018.05
November 2023	\$27,913.61
December 2023	
January 2024	
February 2024	
March 2024	
April 2024	
May 2024	
June 2024	
County Requested Total Vouchers Submitted	<u>\$84,186.25</u>
Total Vouchers Submitted FY 24	\$84,186.25
Less: Total Approved by County and Received by MHSC FY 24	\$56,272.64
Total Vouchers Pending Approval by County	<u><u>\$27,913.61</u></u>

FY24 Title 25 Fund Budget from Sweetwater County	\$471,488.00
Funds Received From Sweetwater County	<u>\$56,272.64</u>
FY24 Title 25 Fund Budget Remaining	\$415,215.36
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

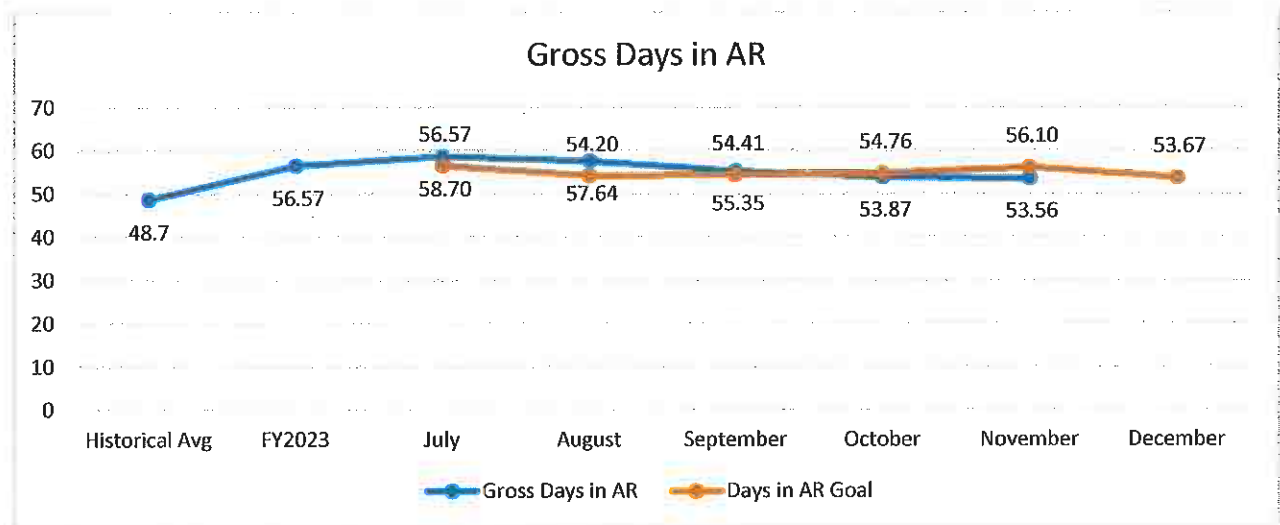
FY24 Maintenance Fund Budget from Sweetwater County	\$1,448,215.00
County Maintenance FY24 - July	\$0.00
County Maintenance FY24 - August	\$197,516.66
County Maintenance FY24 - September	\$0.00
County Maintenance FY24 - October	\$21,575.13
County Maintenance FY24 - November	\$20,665.42
County Maintenance FY24 - December	
County Maintenance FY24 - January	
County Maintenance FY24 - February	
County Maintenance FY24 - March	
County Maintenance FY24 - April	
County Maintenance FY24 - May	
County Maintenance FY24 - June	
	<u>\$239,757.21</u>
FY24 Maintenance Fund Budget Remaining	<u><u>\$1,208,457.79</u></u>

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

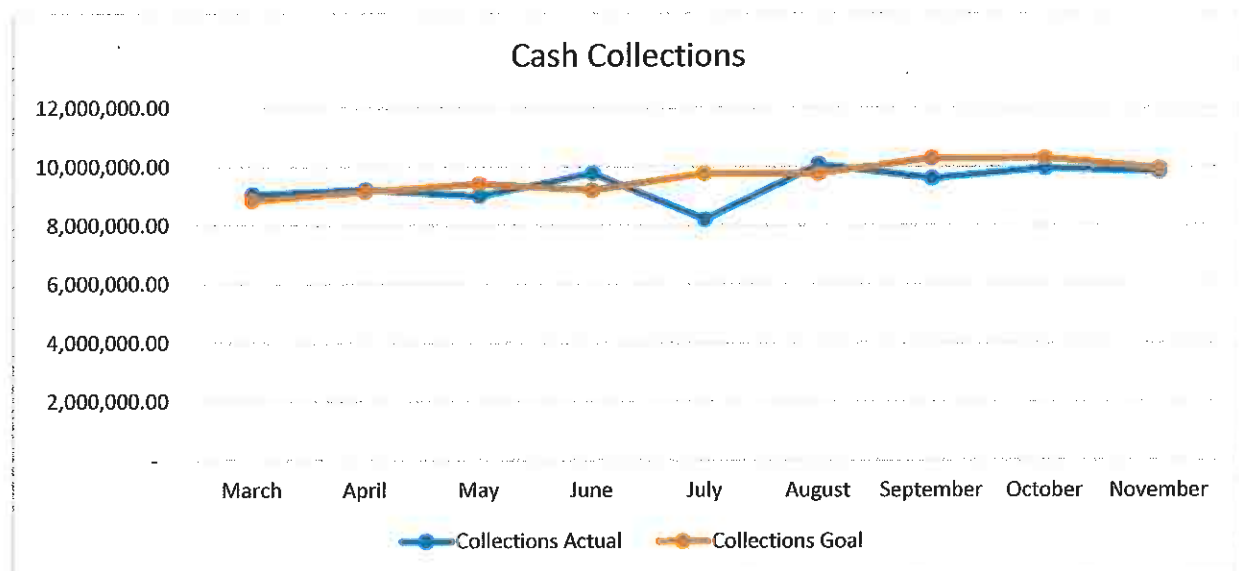
- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 96 days for September, 113 days for December, 129 days for March and 139 days for year end.
 - We saw a decrease in DCOH of 14.6 days in November due to the QRA funding. Cash collections came in under budget, at \$9.8 million. Daily cash expense increased to \$298,000 in November. The balance of the QRA funds were received in December, bringing our DCOH close to the December goal.



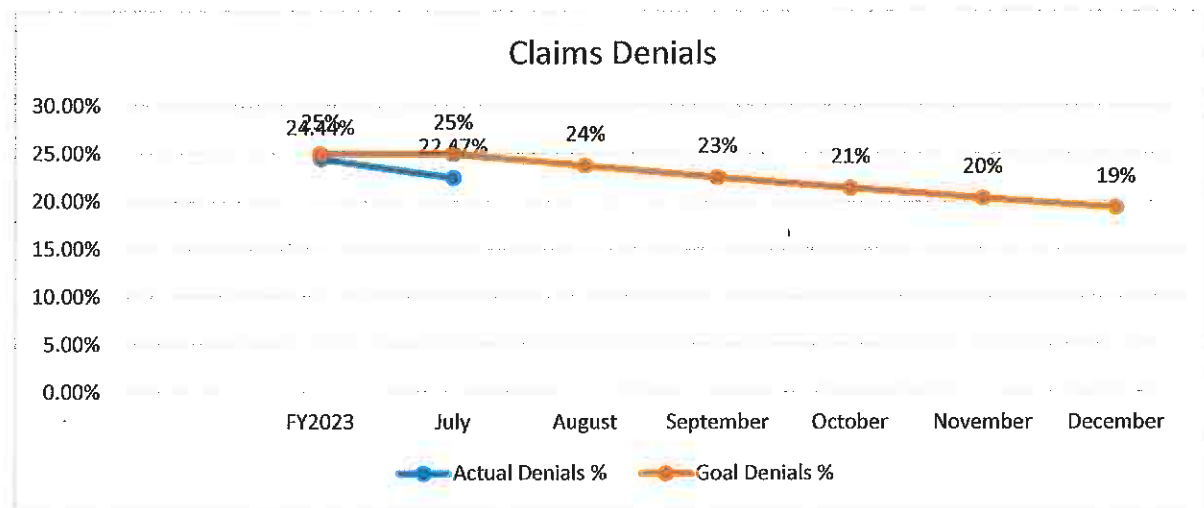
- **Days in Accounts Receivable** represents the number of days of patient charges tied up in unpaid patient accounts. We have set interim goals of 54.4 days for September, 53.7 days for December, 48.6 for March and 47.7 by year end.
 - We use a 3-month average calculation in the financial statements for this metric. Days in AR for November remained steady and came in at 53.6, meeting the goal for the month. We continue to see a positive trend in decreasing days.



- **Cash Collections** – The goal for cash collections is 47.5% of the average gross revenue of the two prior months. This is the inverse ratio of budgeted reductions of revenue.
 - Cash collections for November were \$9.84 million, under budget by \$116,000.

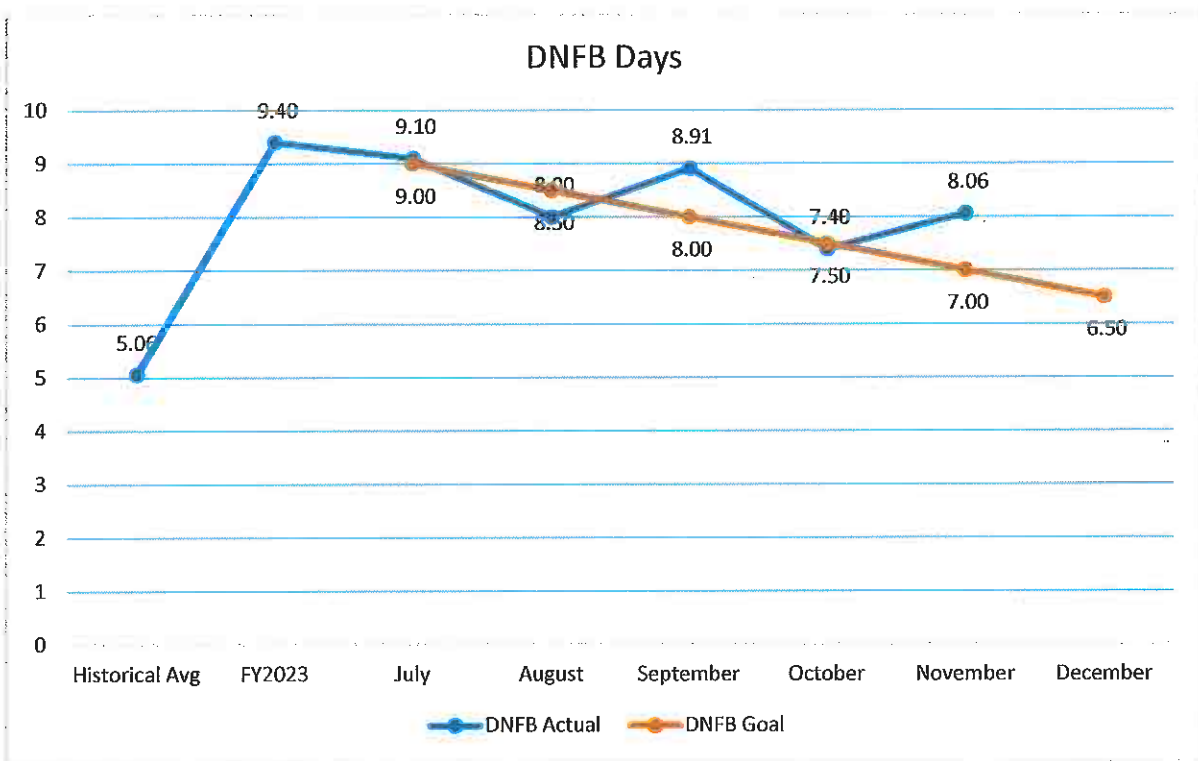


- **Denial Rate** – The denial rate is the percentage of all submitted claims denied by payers. A lower denial rate means improved cash flow. Current state and national benchmarks are at 15%.
 - At the end of FY2023, our denial rate was 24.4%. We are working with CLA to track our denial rate through their BI dashboard. We will be submitting claims to them monthly to update the dashboards. We currently have numbers through July 2023, coming in at 22.47%. We continue to work with CLA on action plans around denials management and will report monthly.



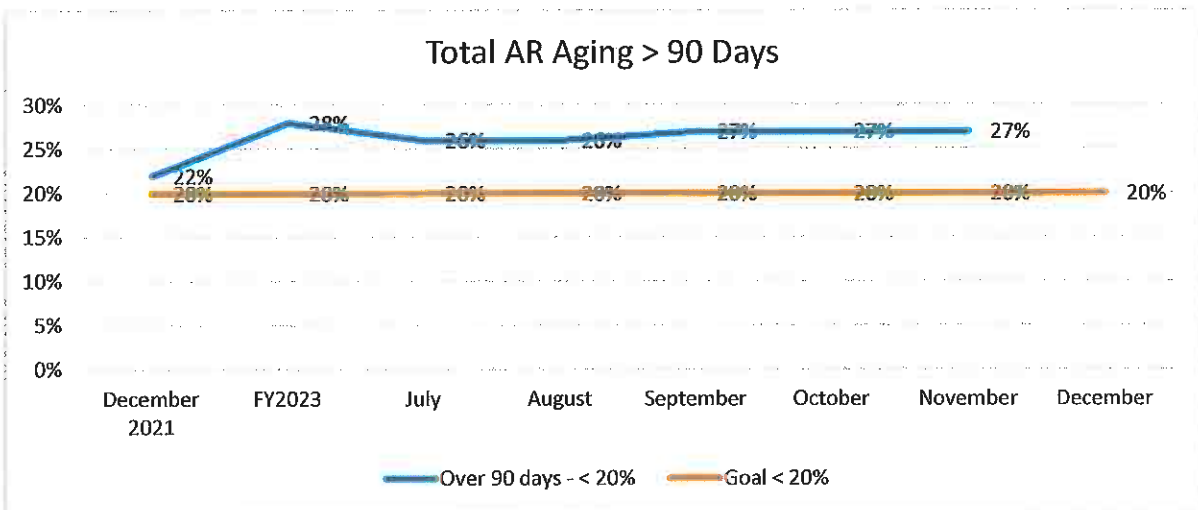
Revenue Cycle Goals – Fiscal Year 2024 - We have also set goals for specific financial metrics impacting the revenue cycle, DNFB Days, Total AR Aging and Payer Specific Aging.

- **DNFB Days – Discharged Not Final Billed days.** These are patient accounts where the patient has been discharged but the account has not been billed. Several categories fall under DNFB, including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay are accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the fiscal year, equal to our 5-day standard delay for billing accounts.
 - DNFB Days came in at 8.06 in November. We continue to work through the details in bringing our DNFB days down.

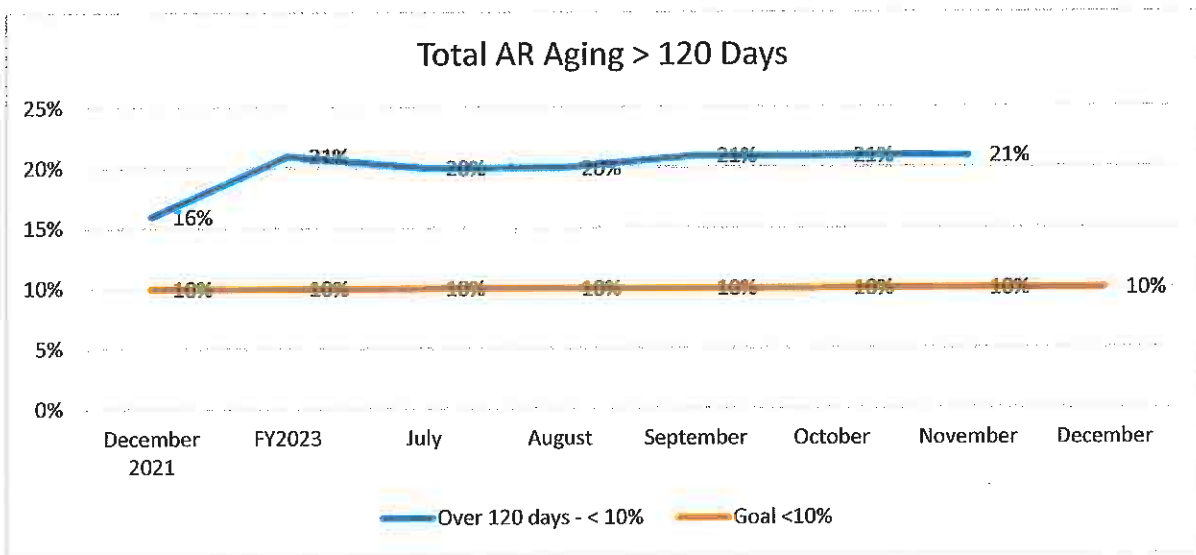


- **Total Accounts Receivable aging** – These goals were set based on national benchmarks received from CLA and are set as follows:
 - Days over 90 days set be < 20% of total AR.
 - Days over 120 days set at < 10% of total AR.
 - Days over 180 days set at < 3% of total AR.

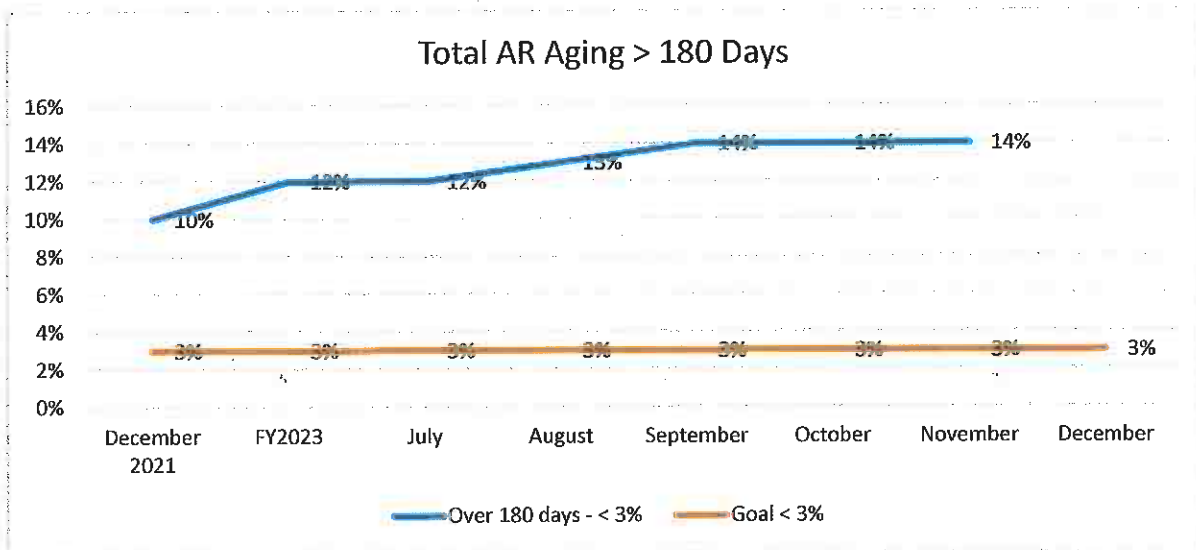
In November, overall AR decreased by less than \$200,000, aging over 90 days did not change.



- Days over 90 days are at 27% for November.



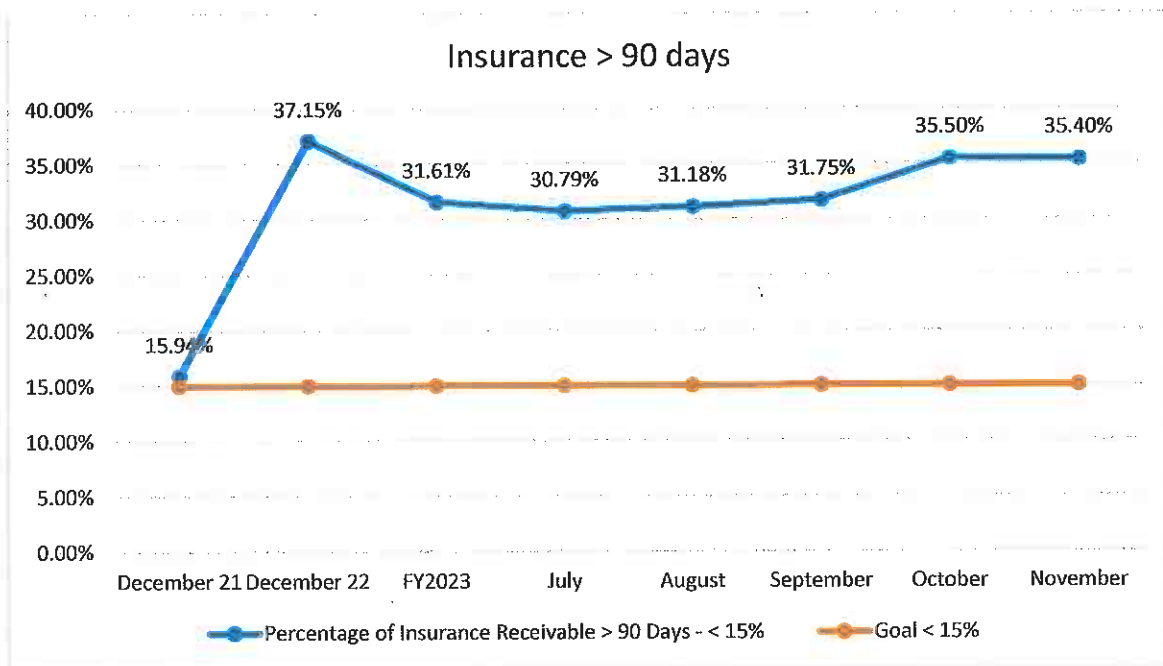
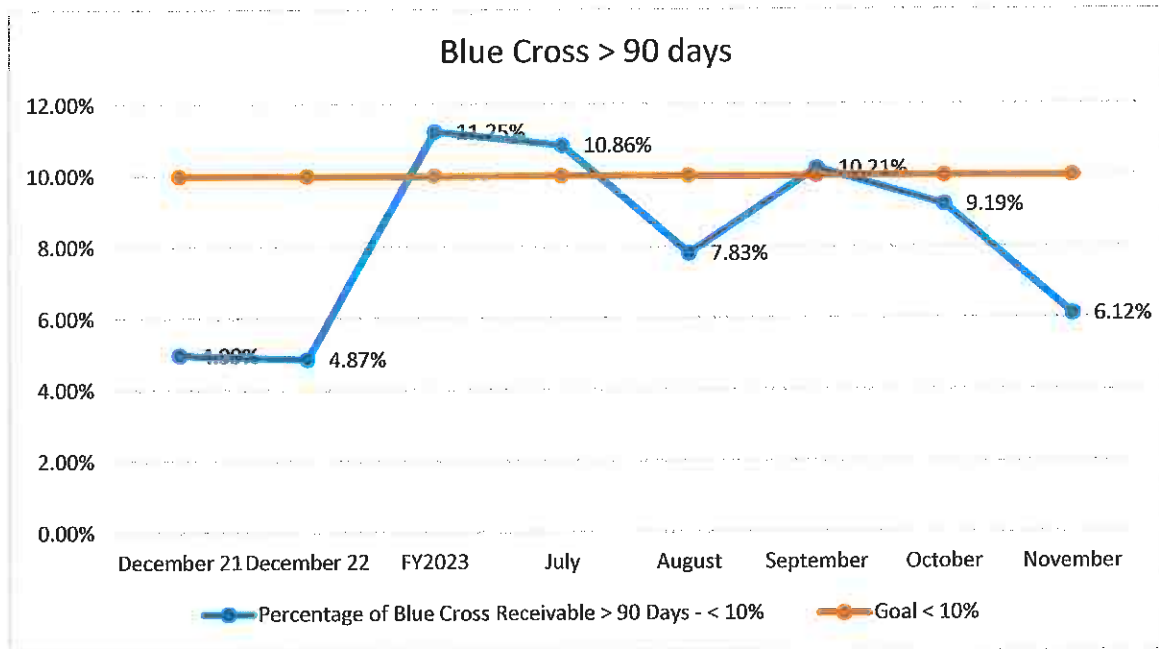
- Days over 120 days are at 21% for November.

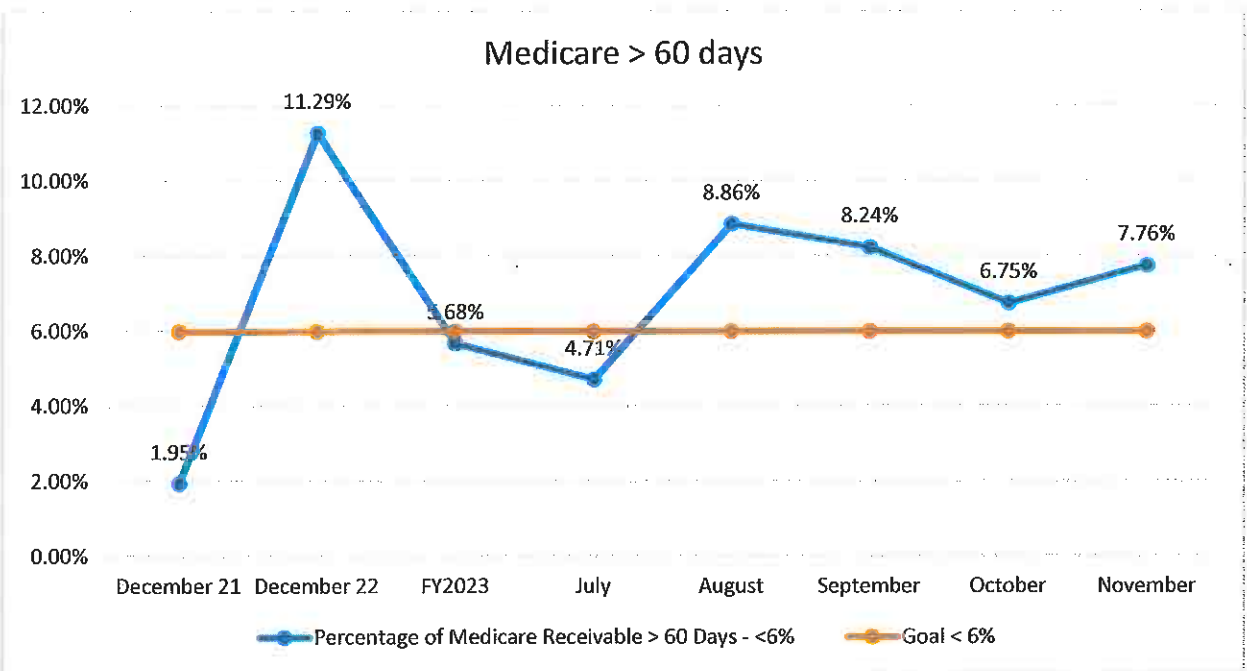
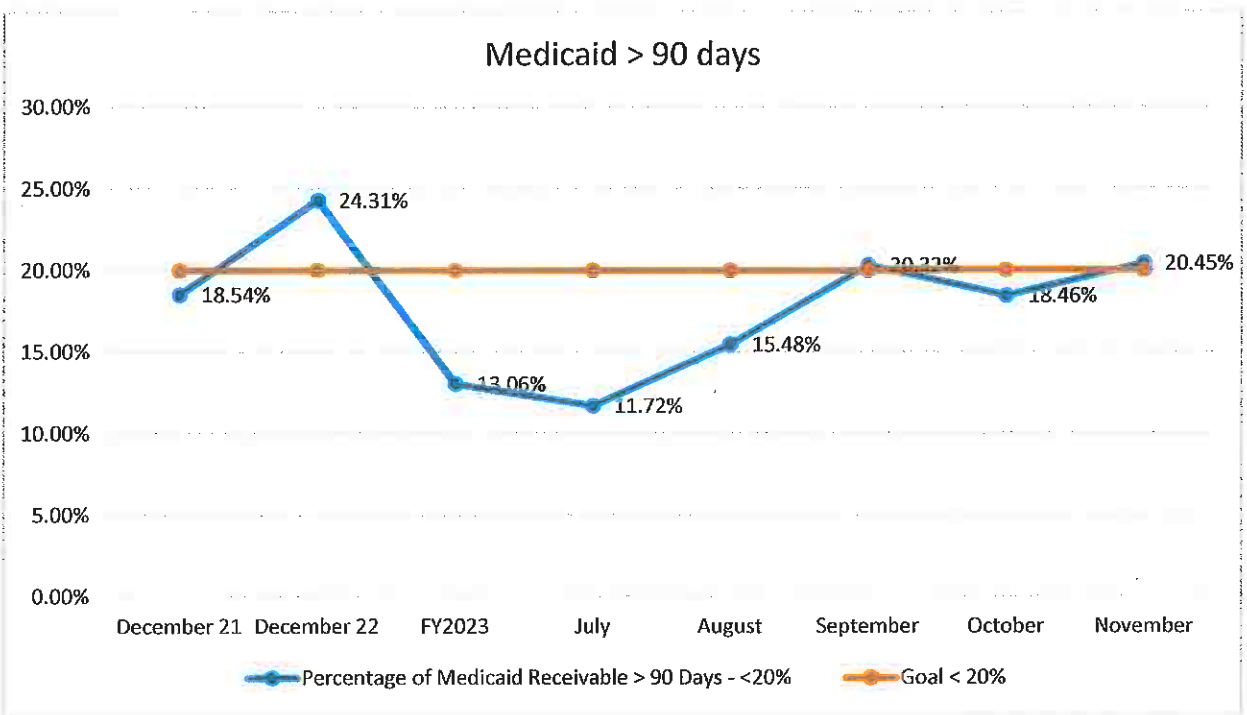


- Days over 180 days are at 14% for November.

- **Days in AR by Payer** – These metrics show more detail of the aging AR by payer. We saw a decrease in the aging AR for Blue Cross and Commercial and a slight increase for Medicare and Medicaid. Progress in Commercial aging continues to be slow. These goals are as follows:

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





**Self Pay Plan
Information and Results
December, 2023**

	FY21	FY22	FY23	FY24
SELF PAY DISCOUNTS	983,066.30	1,353,208.58	780,098.39	255,532.50
	FY 24 ESTIMATE			613,278.00
	NOV TOTAL			43,148.49

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

	FY21	FY22	FY23	FY24
HARDSHIP PROGRAM	75,053.94	3,164.60	61,124.87	69,089.84
50% DISCOUNT	NOV TOTAL			38,559.25

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

TOTAL SELF PAY PAYMENTS	HOSPITAL	CLINIC
FY 19	7,931,404.51	
FY 20	8,093,427.44	
FY 21	7,763,867.42	
FY 22	7,359,544.59	
FY 23	7,816,556.16	1,393,371.32
FY 24	3,391,488.37	671,097.22

TOTAL SELF PAY REVENUE	HOSPITAL	CLINIC
FY 19	12,651,794.61	
FY 20	13,566,281.12	
FY 21	14,306,425.74	
FY 22	14,129,092.76	
FY 23	14,426,972.88	1,161,887.99
FY 24	6,457,023.12	593,206.99

Self Pay Plan Information and Results

PAGE 2

MEDICAL ASSISTANCE

FY19	2,122,865.57
FY20	2,579,929.74
FY21	2,890,990.97
FY22	1,534,631.43
FY23	2,382,483.18
FY 24	455,432.46

PAYMENT PLANS

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

FY23 CURRENT CERNER FORMAL PMT PLANS

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

PATIENT NAVIGATION


	FY22	FY23	FY24
ACTUAL COST SAVINGS OF FREE OR REPLACEMENT MEDICATION	261,211.00	285,333.00	137,716.00
COPAY ASSISTANCE *ACTUAL COLLECTIONS	40,733.69	51,976.00	36,269.00
INSURANCE MAXIMUMIZATION *ACTUAL COLLECTIONS	1,015,657.00	1,058,933.00	1,232,850.00
PREMIUM ASSISTANCE *ACTUAL COLLECTIONS	798,050.00	823,191.00	437,115.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	<u>2,115,651.69</u>	<u>2,219,433.00</u>	<u>1,843,950.00</u>
 TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY22	 142,622.52	 162,690.00	 166,757.25
GOAL - TOTAL LAST YEARS COLLECTIONS AND SAVINGS PLUS 10%	156,884.77	976,140.00	2,441,376.00
 TOTAL AMOUNT TO ACHIEVE OUR GOAL FOR FY 24	 <u>1,958,766.92</u>	 <u>1,243,293.00</u>	 <u>(597,426.00)</u>

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

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

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

MEMO: December 27, 2023

TO: Finance Committee 

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: Preliminary December, 2023 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 1,684,305.00
Hospital Accounts Affinity	\$ 115,694.67
Hospital Payment Plans Affinity	\$ 00.00
Medical Clinic Accounts EMD's	\$ 16,155.05
Ortho Clinic Accounts EMD's	\$ 00.00
Total Potential Bad Debt	\$ 1,816,154.72

Accounts Returned	\$ - 104,089.21	
Net Bad Debt Turned		\$ 1,712,065.51

Recoveries Collection Agency Cerner	\$ - 96,971.12
Recoveries Collection Agency Affinity	\$ - 70,007.35
Recoveries Payment Plans Affinity	\$ - 3,210.00
Medical Clinic Recoveries EMD's	\$ - 6,513.96
Ortho Clinic Recoveries EMD's	\$ - 559.49
Total Bad Debt Recoveries	\$- 177,261.92

Net Bad Debt Less Recoveries	\$ 1,534,803.59
------------------------------	-----------------

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$ 575,000.00
Medicare	\$ 12,000.00
Medicare Advantage	\$ 3,500.00
Self Pay	\$ 1,200,000.00



Memorial Hospital Sweetwater County (MHSC)

Revenue Cycle: Paired Advisory Support

Project Summary – Period Ending: December 15, 2023

Executive summary of engagement actions and plans associated with the **Revenue Cycle Paired Advisory Support** for the period: **December 5, 2023, to December 15, 2023**. The project objectives are outlined below:

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

This summary is divided in the following four sections:

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

PROJECT MANAGEMENT

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

OVERALL DASHBOARD RATING

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

Workplan Milestones	Finish Date	Responsible Party	Status
Project Mobilization <ul style="list-style-type: none"> Establish project governance structure, management tools, identify workgroup participants, and hold project kickoff meeting 	12-05-23	CLA Consultants & Project Team Leader	Completed
Future State Workflow Redesign <ul style="list-style-type: none"> Patient Access Business Office 	12-31-23	CLA Consultants, Project Team Leaders, & Workgroups	In Progress
Future State Workflow Build <ul style="list-style-type: none"> Patient Access Business Office 	01-31-23	CLA Consultants, Project Team Leaders, & Workgroups	In Progress



Workplan Milestones	Finish Date	Responsible Party	Status
Clinical Documentation/Coding Education • HIM Coding	12-31-23	CLA Consultants	In Progress

Issues for Management Attention

#	Issue	Definition/Impact	Action Plan	Status
01	Inappropriate assignment of charge capture posting and reconciliation of dialysis charge functions.	Billing staff completes dialysis charge functions. Activity impacts staff workload, productivity, and accuracy.	CFO to meet with Dialysis Leadership to request department be accountable for posting charges of services rendered in area.	
02	Outstanding incomplete clinical documentation which hinders HIM-Coding from processing charts timely. An active HIM-Medical Staff Committee.	Days in Discharged Not Final Billed exceed industry best practice > <u>4-days</u> .	Work with HIM-Medical Staff Committee to re-establish routine meetings. Enforcement of Rules & Regulations for chart completion.	
03	Finance policy requires a \$90 payment for self-pay patients and at least a \$25-\$30 co-pay for insured patients.	Self-pay patients are unable to pay \$90 and co-pays are not being collected. Modify policy to require a minimum of \$25 to be collected upfront for self-pay and insured patients.	Modify Finance policy to reflect co-pay and self-pay requirement of \$25.	

Major Accomplishments for this Reporting Period

1. Held Project Kickoff meeting on 12-05-23.
2. Established and held Patient Access and Business Office Workgroups meetings the week of 12-05-23.
3. Established weekly meeting cadence for Patient Access and Business Office Workgroup meetings.
4. Documented draft redesigned operational workflows for Patient Access core functions: scheduling and registration to include point of service collection and improved eligibility processes.
5. Documented draft redesigned operational workflows for Business Office core functions: accounts receivables follow-up to include payer team structure, denial rejections, and processing of denials external of Business Office.
6. Collaboration and commitment from all team members within the workgroups to make project successful.
7. Review of authorization workflow, to avoid avoidable denials, has begun.
8. Developed clinical documentation and coding educational program and conducted HIM-Coding training on December 5, 6, 7, and 8th. Additional training sessions scheduled for HIM-Coding the week of December 18th – 22nd.



High-level Timeline (Workplan)

MHSC Project Plan V4						
ID	Task Mode	Task Name	Duration	Start	Finish	
1	🔗	Redesign & Implementation	153 days	Wed 11/1/23	Fri 5/31/24	
2	🔗	Project Mobilization	28 days	Wed 11/1/23	Fri 12/8/23	
3	🔗	Planning Meeting	22 days	Wed 11/1/23	Thu 11/30/23	
4	🔗	Onsite meeting	2 days	Tue 12/5/23	Wed 12/6/23	
5	🔗	Future State Model Definition & Design	44 days	Tue 12/5/23	Fri 2/2/24	
6	🔗	Patient Access	30 days	Tue 12/5/23	Mon 1/15/24	
9	🔗	Patient Financial Services	42 days	Tue 12/5/23	Wed 1/31/24	
16	🔗	Reporting/Data Analytics	30 days	Tue 12/5/23	Mon 1/15/24	
18	🔗	Policies and Procedures	38 days	Wed 11/1/23	Fri 3/15/24	
19	🔗	Patient Access	67 days	Wed 11/1/23	Thu 2/29/24	
23	🔗	Patient Financial Services	67 days	Wed 11/1/23	Thu 2/29/24	
26	🔗	Training	32 days	Thu 2/1/24	Fri 3/15/24	
34	🔗	Dental Management/Prevention Committee	95 days	Fri 2/16/24	Sun 6/30/24	
35	🔗	Parking lot items	129 days	Tue 12/5/23	Fri 5/31/24	

Expectations for the Next Reporting Period

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

Key Activity	Start Date
Complete HIM-Coding Education	12-05-23
Plan/Develop Provider Clinical Documentation & Coding Education	01-02-24
Review mapping of denial codes	12-13-23
Review phone tree flow chart	12-13-23
Finalization of pre-registration and registration process	12-5-23
Review action code report	12-13-23



MHSC Board of Trustees Report

Please see the accompanying report that was provided to the Foundation Board of Directors on December 4, 2023. This meeting was a hybrid meeting in replace of the November and December Foundation Board Meetings. The report was provided by Ms. Marshall and outlined Foundation activities in November.

Key notes- the Red Tie Gala is February 3, 2024. This is a 10-year anniversary celebration.

Report Submitted By: Tiffany Marshall

Executive Director Report

PROVIDED BY Tiffany Marshall

REPORTING DATE December 2023 Foundation Monthly Board Meeting

MONTH IN REVIEW	<ul style="list-style-type: none"> Started Red Tie Gala planning. Have created a committee of hospital staff as well as a few community members. <ul style="list-style-type: none"> Collateral has been made E-bike raffle now live Website is live Tickets/Sponsorships on sale Mailers have been sent out Ran "The Beat" social media campaign. Program finished 12/1/2023. <ul style="list-style-type: none"> Received 3 new monthly donors, one one-time donor Rolled out new Guardian Angel collateral. Recognized 6 new Guardian Angels. <ul style="list-style-type: none"> OB, MedSurg, Same Day Surgery, and ICU staff Attend Governor's mental health townhall at WWCC Attended quarterly Wyoming Workforce Development Council meeting Met with architects from Pact Studios regarding the MHSC Master Plan project The Foundation WON the Community Involvement Rockstar Award!
CURRENT PROJECTS	<ul style="list-style-type: none"> Guardian Angel Program <ul style="list-style-type: none"> April continues to promote the program to staff through Department meetings. Will start distributing new collateral. Testimonial Project <ul style="list-style-type: none"> Still working to record and finalize schedule. Need to reschedule for some board members. Digital Foundation Newsletter <ul style="list-style-type: none"> Working on design and messaging. Would like to get board feedback on content. MHSC Master Plan- Received the contract and quote. Currently in review with lawyers. MHSC Christmas event- is being combined with the hospital's 130th birthday. <ul style="list-style-type: none"> December. Red Tie Gala- working on sponsorships and auction items. Needs help getting auction items and selling E-bike raffle tickets. Handed in BH project proposal, reviewed with Irene, and working on 5-year projection model. Finalizing the spending from an ultrasound grant for 6 new ultrasound machines. Reporting will be due soon. Working on staff testimonials for Helmsley Charitable Trust newsletter.
FUTURE DATES	<ul style="list-style-type: none"> Christmas Staff Lunch/Dinner- December 7, 2023 Christmas Event- December 15, 2023 Next Foundation Board Meeting- January 25, 2024 Red Tie Gala setup- February 1 and 2, 2024 Red Tie Gala- February 3, 2024
FUNDING REQUESTS	<ul style="list-style-type: none"> No funding requests

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...December Building and Grounds Committee Meeting
Date: 19 December, 2023

Oncology Suite...Work has not commenced yet as the contractor wants to have all materials on site before work begins due to a lot of the work will be done after hours as it is a working area.

Lighting Arrest System...project is complete and this topic will be removed from the agenda.

Medical Imaging---X-Ray and Core...contractor/staff are waiting on the X-Ray work to be completed in the Emergency Department before work begins on this project.

Laboratory Renovation Project...It was reported that design work continues and that it will be well after the first of the year before Groathouse can provide MHSC a GMP (Guaranteed Maximum Price). It is hoped that construction can commence in May, 2024. Hospital staff is in need of the GMP before serious discussions can occur regarding other planned Hospital projects.

University of Utah Suite Project...this project is on hold for now awaiting progress on other Hospital projects.

Master Plan/ MOB Entrance and Foundation Lab Projects...Irene mentioned that she hopes to bring a contract for Master Planning services to the January meeting of the Board of Trustees. She also stated that, in her opinion, the MOB project is a high priority project and should be initiated and completed. Irene mentioned that the use of the old Foundation area is dependent on decisions that are made in the Master Planning effort. There are plumbing and sewer issues that need to be addressed.

This was a short meeting. The next meeting is scheduled for January 16th, 2024.

For additional details, please consult the meeting minutes prepared by Tami Love.

MEMORIAL HOSPITAL OHSWEETWATER COUNTY
Building and Grounds Committee Meeting
November 2, 2023

The Building and Grounds Committee met in regular session via Zoom on December 1, 2023 at 2:30 PM with Mr. Marty Elsey presiding.

In Attendance: Mr. Marty Elsey *Trustee - Chair*
Mr. Craig Rood – *Trustee*
Ms. Irene Richardson *CEO*
Ms. Kami Love *CFO*
Mr. Perry Johnston *Maintenance Supervisor/ Project Manager*

Excused: Mr. James Horan *Director of Facilities*

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

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

There was not a quorum available to approve the minutes from the November 2, 2023 meeting. The minutes will be brought to the January meeting for approval.

Maintenance Metrics

Mr. Johnston said the average days overdue is coming down. He is continuing to work on cleaning up some older work orders left from some staff turnover in the department. He doesn't see anything outside the norm.

Old Business – Project Review

Oncology Suite renovation

Mr. Johnston did a walkthrough with the general contractor this morning to make sure all is ready to start. They expect to get started after the first of the year. The doors are still out 3 weeks but this will coincide with the work starting early January. He will have a more definite schedule from the general contractor later this week.

Lightning Arrest System

Mr. Johnston reported this project is now complete. The final inspections were done and approved. We are waiting for the stamped certification from the engineer. This project will be removed from the agenda.

Medical Imaging Core and X-ray

Mr. Johnston said the electrical contractors for the ER X-ray room were onsite last week. They are waiting to see if a trough or conduit will be needed for the new equipment. Once this project gets closer to completion, we will focus on the other two X-ray rooms.

SLI Laboratory Expansion project

Mr.elsey reported all contracts for CMAR have been signed and asked if we were still on schedule for a QMP after the first of the year. Mr. Johnston said the engineer was onsite today to make any recommendations or changes with the architects. There were a few issues flagged by the State regarding the lobby atrium. The CMAR is working on bids for the QMP and the schedule is to break ground in April or May. Ms. Tiffany Marshall, Foundation Director, keeps the State Land Investment Board updated with our progress.

of suite renovation

Ms. Love said this project is still on hold.

Master Plan/grant for Foundation MO entrance

Ms. Richardson reported the Master Plan agreement should be ready for the Board to review and approve in January. The Master Plan will incorporate the prioritized project list from this committee and other potential ideas that have come from strategic planning sessions. The two grant projects, MO entrance and Foundation space, are also included in the plan. We have decided to move forward with the MO entrance due to door issues and the opportunity to gain more patient waiting space. The Foundation space grant includes plumbing and flooring that will need to be done with whatever service moves to the area. Both grants are on the same timeline as the Laboratory project, December 2026.

Mr.elsey asked that we review the prioritized project list once we have some financial decisions and the master plan started.

New Business

No new business was discussed.

Other

The next meeting is scheduled for Tuesday, January 16, 2023, 2:30P – 3:30P

Mr.elsey adjourned the meeting at 2:53 pm.

Submitted by Tami Love

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 both the CEO and In-House Legal Counsel.

1. Name of Contract: **FACILITY MASTER PLANNING SERVICES AGREEMENT**
2. Purpose of contract, including scope and description: **Hospital is contracting with PACT STUDIOS to develop a facility master plan which will serve as a roadmap for defining the direction and objectives in support of Hospitals strategic and program development plans.**
3. Effective Date: **Once approved by the Board.**
4. Expiration Date: **One year from effective date.**
5. Termination provisions: **For cause and Without Cause-page 6.**
Is this auto-renew? **No**
6. Monetary cost of the contract: **Up to \$137,850.00. Breakdown of hourly fees and reimbursable expenses are listed on page 4 under Cost of Services**
Budgeted? **No**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Yes and immunity clause added.**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **Yes Page 7**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

**AGREEMENT FOR
FACILITY MASTER PLANNING SERVICES**

THIS AGREEMENT FOR FACILITY MASTER PLANNING SERVICES (this "Agreement") is executed by **MEMORIAL HOSPITAL SWEETWATER COUNTY** ("Owner"), and **PACT STUDIOS, LLC**, a Nebraska limited liability Company ("Master Planner"), for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, effective as of the ____ day of January 2024, with reference to the following facts:

RECITALS:

A. Memorial Hospital Sweetwater County is a 99-bed facility located on a single Campus at 1200 College Drive Rock Springs, Wyoming. This Campus includes the hospital, the Meredith and Jeannie Ray Cancer Center, a medical office building, and associated parking.

B. In connection with various expansion initiatives in Rock Springs, Wyoming, Owner has identified a need to assess and plan for facilities, infrastructure, and expansion of the Campus(es).

C. Pursuant to the terms and conditions of this Agreement, Owner desires to engage Master Planner to develop a facility master plan for the Hospital Campus and other sites in Rock Springs, Wyoming (collectively the "Facility Master Plan"), which will serve as a road map for defining the direction and objectives in support of Owner's strategic and program development plans therefor, taking into consideration strategic, financial, operations and demographic forecasting with real estate, infrastructures and facilities planning.

Accordingly, Owner and Master Planner hereby agree as follows:

Master Planning Services. Master Planner agrees to perform for Memorial Hospital Sweetwater County the master planning (collectively, the "Services") for the Campus as more fully described in **Exhibit A** attached and incorporated by this reference. Master Planner shall provide sufficient organization, personnel and management to perform the Services and otherwise carry out the requirements of this Agreement in a manner consistent with the standard of care of the profession.

General Obligations.

The Master Planner will provide all services specified or implied in the Agreement. This includes all labor, materials, equipment, and additional services necessary to meet its contractual obligations. Any responsibilities not assigned to the Master Planner in the Agreement will be the responsibility of other parties as outlined in the Agreement. Master Planner will perform the Services according to professional standards applicable in the same geographic region for similar work. All work will comply with relevant laws, regulations, building codes, and any specific requirements listed in **Exhibit B** of the Agreement. By entering this Agreement, the Master Planner acknowledges a relationship of trust with the Owner and agrees to use its skill and judgment to further the Owner's best interests. The Master Planner confirms its team and any Sub-

Consultants (defined below) have the necessary skills, expertise, and licenses to perform the Services.

Site Inspection. Master Planner represents it has visited or will visit the Campus to independently examine the character, nature, layout, limitations, and other conditions which may affect the Services. Master Planner further represents that it has taken into consideration these direct observations in the pricing of the Services.

Scope of Services. The Services includes the furnishing of all administration, management, supervision and coordination of the Services and, except as expressly excluded from **Exhibit A**, all master planning services, work effort, labor, software, tools, supplies and everything else necessary and required to complete the Services on time and within the agreed compensation, all while satisfying the Owner's longstanding commitment to quality, efficiency, value, innovation, responsiveness to community needs and compliance with all applicable regulatory requirements in the performance of general public improvements. Such Services shall further include all design and engineering services required to develop and deliver the Facility Master Plan for the Campus, as more particularly described on **Exhibit A** hereto. Electronic files shall be provided to the Owner's Representative (defined below) upon Facility Master Plan completion.

Cooperation and Coordination. In performing the Services, the Master Planner agrees to actively cooperate and coordinate with the Owner's Representative and any other person involved in the Facility Master Plan. The Master Planner will integrate and coordinate their design work with that of the Owner and any other consultants, where appropriate. The aim of this collaborative effort is to minimize conflicts, overlaps, gaps, inconsistencies, and interferences in the Facility Master Plan to the greatest extent possible

Code Review and Compliance. Master Planner will review all current and applicable laws, building codes, ordinances, rules, regulations, design guidelines and other legal requirements in developing the Facility Master Plan for the Campus. This review aims to identify any conflicts with the Owner's program requirements for the Master Plan. The Master Planner will ensure the Services and the Facility Master Plan comply with all applicable laws and regulations. The Master Planner shall respond in its preparation of the Facility Master Plan to current requirements imposed by governmental authorities having jurisdiction over the Master Plan. The Master Planner shall remain primarily responsible for assuring that its design and Services (and the design and Services of its Sub-Consultants) comply with all current and applicable laws, codes and regulations. The Master Planner will produce drawings and specifications in accordance with applicable laws, building codes and ordinances.

Agreement. All instruments, drawings, designs and other documents approved by the Owner in connection with the Facility Master Plan and the Services are made a part of this Agreement, and together with this document constitute the "Agreement." This Agreement represents the entire understanding between Owner and Master Planner regarding the subject matter contained herein and supersede all prior negotiations, representations or agreements. No prior or contemporaneous addition, deletion or other amendment hereto shall have any force or effect whatsoever, unless approved by Owner in writing.

Effect of Agreement. The intent of the Agreement is to include all work items and services necessary for the development of the Master Plan. Agreement shall be interpreted to include within the scope of Services such services as are reasonably inferable from the Agreement as within the scope of Master Planner's Services to produce the intended results. Words and abbreviations that have well known technical or trade meanings are used in the Agreement in accordance with industry recognized meaning.

Approval Process. Master Planner shall not proceed with the development of successive design documents until it has received written approval from Owner.

Facility Master Plan Delivery Schedule. The Services will be performed in accordance with the Facility Master Plan delivery schedule attached as **Exhibit C** and incorporated by this reference (the "Master Plan Delivery Schedule"). The Master Plan Delivery Schedule may not be modified without the prior written consent of Owner.

Consulting Contracts.

Bids and Scope of Services. The Master Planner's Services may include the services of various sub-consultants, (each individually a "Sub-Consultant" and collectively, the "Sub-Consultants").

Consulting Agreements. All Sub-consulting contracts between the Master Planner and Sub-Consultants or suppliers shall require that the Sub-Consultant or supplier agree to be bound by the terms and conditions of this Agreement and to assume toward Master Planner all obligations and responsibilities that Master Planner assumes toward Owner under the Agreement. This includes without limitation, the provisions of indemnification of Owner, maintaining of insurance in the amounts and coverages required by this Agreement subject, however, to reasonable modifications that Master Planner determines is appropriate after prior review and approval by Owner, which shall not be unreasonably withheld, compliance of the Sub-Consultant's work with laws, codes and ordinances, project management and collaboration software system, and ownership of documents.

Master Planner's Representative.

Master Planner must designate a representative authorized to act on Master Planner's behalf with respect to the Services, the name and contact information for whom shall be provided to Owner. Master Planner or its designated representative shall render decisions in a timely manner pertaining to inquiries or documents submitted by Owner in order to avoid unreasonable delay in the orderly and sequential progress of the Services. The designated representative shall have the power and authority to assign staff and resources necessary to assure timely and accurate performance of the Services. Notwithstanding anything to the contrary contained herein, no designated representative shall have the power or authority to sign and execute change orders.

Master Planner shall have the right to replace the representative with a comparably skilled and knowledgeable substitute from time to time in Master Planner's discretion, provided advance written notice is given to Owner together with the name, resume, references and contact information of such substitute. Owner shall have the right to request the replacement of Master

Planner's designated representative if Owner reasonably determines that its interests herein would be better served by another.

Owner's Responsibilities. Owner shall provide information regarding requirements, objectives, time constraints and other criteria for the Services. Owner shall provide existing documents including site plans, building plans, and building elevations in CAD or BIM model where possible and in PDF format where not. Owner shall designate a representative authorized to act on the Owner's behalf with respect to the Services. Owner, or such authorized representative, shall render decisions in a timely manner pertaining to inquiries or documents submitted by Master Planner to avoid unreasonable delay in the orderly and sequential progress of the Services. The representative will assemble available information describing existing systems and facilities as requested by Master Planner. Notwithstanding anything to the contrary contained herein, Owner's designated representative shall not have the authority to sign change orders on behalf of the Owner.

Cost of Services. The compensation for Services shall be an Hourly Not-to-Exceed Fee in the amount of One Hundred Thirty-seven Thousand Eight Hundred Fifty Dollars and No/100 Dollars (\$137,850.00) (the "Contract Sum"). This fee is exclusive of reimbursable expenses. The Hourly NTE Fee is broken out by scope as follows:

Strategic Master Plan including Demand and Capacity Analysis = \$30,000.00

Facility Master Plan including Assessment and Block Planning = \$96,850.00

Conceptual Construction Cost Estimating = \$11,000.00

Reimbursable expenses for the Services of Master Planner and its Sub-Consultants performed hereunder shall be paid at cost with a 10% markup. Reimbursable expenses are based on holding three meetings on site and shall not exceed Eleven Thousand, Nine Hundred and No/100 Dollars (\$11,900.00), in the aggregate, without the prior written approval of Owner. Not-to-exceed reimbursable expenses include, but are not limited to, printing, reproduction, postage, handling, mileage, and cost of travel.

Any additional services to be performed beyond the Services will require the prior written consent of Owner, shall be set forth in an amendment to this Agreement in form and content mutually acceptable to Owner and Master Planner, and shall be based on the hourly rates set forth on **Exhibit D** attached hereto and incorporated herein by this reference. Not-to-exceed reimbursable expenses associated with such additional services shall be included in such amendment.

Exchange of Electronic Media

Owner to Master Planner. Owner shall deliver to Master Planner electronic files suitable for use in the format, specification, media, and hardware platform (production system) agreed upon between the parties, where available, and provided the same contains non-confidential information available for disclosure to third parties. Master Planner shall review the files within a reasonable time and shall determine whether the electronic files are suitable for Master Planner's use for the Services. If the electronic files are unsuitable for use, Master Planner shall notify the Owner of the discrepancy. The Owner shall diligently make any required corrections and return the electronic files to Master Planner.

Master Planner to Owner or Third Parties. Master Planner shall deliver to the Owner electronic files in the format agreed upon between the parties. Owner shall review the electronic files received from Master Planner and notify Master Planner of any discrepancies within a reasonable time period, but no longer than sixty (60) calendar days following receipt. Master Planner shall diligently make any required corrections and return the electronic files to the Owner. Master Planner agrees that it is solely responsible for the accuracy of any original sealed documents. If at any time there exists a difference between the submitted electronic files and the original sealed documents, the original sealed documents will govern as the official delivered documents. Master Planner will not release electronic files to third parties without the prior written authorization of the Owner.

Ownership of Documents. All documents, including electronic media, produced by Master Planner under this Agreement shall become the property of Owner or its designee upon payment for the services performed to date. Master Planner hereby acknowledges that all studies, planning documents and other deliverables for the Services are considered "works made for hire" under federal law and that the copyright in such documents or deliverables shall remain with Owner. Master Planner acknowledges that Owner and its Affiliates (hereinafter defined) may review and rely on the documents for future work on the Campuses. However, Master Planner may use the planning documents and other deliverables for Master Planner's own marketing purposes, provided, Master Planner will not any strategic or confidential information about the Owner.

Force Majeure. In the performance of the Services, neither party shall be responsible for damages and delays caused by factors beyond that party's reasonable control, including but not limited to damages and delays because of strikes, lockouts, work slowdowns or stoppages, accidents, acts of God, pandemics, acts of war, or failure of any governmental or other regulatory authority to act in a timely manner. When such delays occur, the affected party shall give prompt written notice to the other party, shall take such steps to minimize any delay and shall not be deemed to be in default of this Agreement.

Dispute Resolution.

Prior to commencing litigation regarding this Agreement, the parties agree to submit any dispute to a neutral mediator to be selected by the parties and the parties agree to negotiate in good faith towards informal resolution of the dispute ("Informal Dispute Resolution"). The representatives will furnish to each other all non-privileged information with respect to the dispute that the parties believe to be appropriate and germane."

The parties shall share the mediator's fee equally. The mediation shall be held in the offices of Owner or its counsel unless another location is mutually agreed upon. Such mediation shall be held for a period not to exceed one (1) day unless otherwise agreed to in writing by the parties. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

If the parties do not resolve a dispute through mediation pursuant to this Section, the parties may pursue the dispute by litigation in a court of competent jurisdiction.

Insurance. Master Planner agrees to secure and maintain insurance through a reputable insurer or insurers which provides coverage for claims that may arise against either the Master Planner or the Owner due to negligent actions under this Agreement. Such claims could originate from the Master Planner, its Sub-Consultants, or any individual directly or indirectly employed by them, including those for whose actions they might be held responsible.

Master Planner carries insurance usual and customary to architectural firms and if requested, can provide a certificate of insurance reflecting the insurance coverages held.

Term, Termination, Suspension or Abandonment.

This Agreement, unless sooner terminated in accordance with its provisions, shall commence on the Effective Date of this Agreement. The term of this Agreement shall be for a period of twelve (12) months following the Effective Date, or until such date as the Services have been completed, whichever occurs first. The Master Plan Delivery Schedule is set forth in **Exhibit C**, attached hereto and made a part hereof by this reference. Any significant deviation from this Schedule must be addressed by Master Planner with a corrective action plan which will detail the actions Master Planner will implement to resolve the deviation.

This Agreement may be terminated by either party for cause if, following the occurrence and continuance of a default hereunder, the non-defaulting party notifies the defaulting party of such default and the defaulting party thereafter fails to cure such default within seven (7) days following the defaulting party's receipt of such default notice.

If the Services are suspended by Owner for more than sixty (60) consecutive calendar days, Master Planner shall be compensated for those Services performed prior to notice of such suspension. When the Services are resumed, the Contract Sum may be equitably adjusted to provide for actual expenses incurred in the interruption and resumption of Master Planner's Services, if any. This Agreement may be terminated by Owner upon not less than seven (7) calendar days' written notice to Master Planner in the event that the Services are permanently abandoned. If the Services are suspended by Owner for more than ninety (90) consecutive calendar days, Master Planner shall have the option to terminate this Agreement by giving seven (7) days' written notice to Owner.

Failure of Owner to make payments to Master Planner in accordance with this Agreement shall be considered substantial nonperformance and cause for termination by Master Planner. If Owner fails to make payment when due to Master Planner for Services and expenses, Master Planner may, upon seven (7) calendar days' written notice to Owner, suspend performance of the Services under this Agreement. Unless payment is received by Master Planner within seven (7) calendar days of the date of the notice, the suspension shall take effect without further notice. In the event of a suspension of the Services, Master Planner shall have no liability to Owner for delay or damage caused to Owner because of such suspension of Services.

Termination Without Cause- Either party may terminate this Agreement without cause at any time upon sixty (60) days prior written notice to the other party.

Notwithstanding anything to the contrary contained herein, Owner may terminate this Agreement at any time for its convenience upon seven (7) calendar days' advance written notice to Master Planner. In the event of a termination for convenience, Master Planner shall be compensated for the Services performed prior to the termination, together with reimbursable expenses then due. Master Planner shall not be entitled to any overhead or profit on non-performed Services. If Owner wrongfully or improperly terminates this Agreement for cause, such termination shall be deemed a termination for convenience.

Change in Services. Changes in the Services can be made after the signing of this Agreement but only if Owner and Master Planner agree in writing. Any such change will entitle Master Planner to an increase in the Contract Sum if Master Planner determines the Services will now exceed what was originally contemplated.

Indemnification. Master Planner agrees to indemnify and hold harmless the Owner, its Affiliates, and their respective officers, directors, and employees (collectively known as the "Related Parties") from any claims, demands, lawsuits, liabilities, damages, losses, and costs, arising from Master Planner's negligence in providing the Services. This applies whether such errors or negligence are committed by the Master Planner, its consultants, Sub-Consultants, or any other agents or employees engaged by the Master Planner to fulfill its obligations under this Agreement. The indemnification and hold harmless provisions set forth in this Section shall not preclude or in any manner limit the other rights or remedies Owner may have under this Agreement, at law or in equity against Master Planner. This indemnity shall survive termination of this Agreement. The amount recoverable by Owner in any event shall not in any way be limited by the amount of insurance required as set forth in this Agreement. As used herein, the term "Affiliate" shall mean any entity controlling, controlled by or under common control with Owner, whether such control exists by ownership of voting stock or other ownership interest, contract, interlocking directorate or otherwise.

Miscellaneous.

Time of Essence. Time is of the essence in the payment, observance and performance of all of Master Planner's covenants, duties and other obligations hereunder.

This Agreement shall be governed by the laws of the State of Wyoming.

Sovereign Immunity: Memorial Hospital of Sweetwater County and the Board of Trustees of Memorial Hospital of Sweetwater County do not waive sovereign or governmental immunity by entering into this Master Planning Agreement, and specifically retain immunity and all defenses available to them as sovereigns pursuant to Wyo. Stat. §1-39-104(a) and all other state and federal law.

Owner and Master Planner, respectively, bind themselves, their partners, successors, assigns and legal representatives to the other party to this Agreement and to the partners, successors, assigns and legal representatives of such other party with respect to all terms and conditions in this Agreement.

Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either Owner or Master Planner.

The Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument. The Agreement may be executed and delivered by a party by facsimile or e-mail transmission, which transmission copy shall be considered an original and shall be binding and enforceable against such party.

This Agreement shall not be subject to any rule of contract construction or interpretation requiring that in the event of ambiguity, the same must be construed against the drafting party, and the parties hereto hereby waive the benefit of such rule of contract construction or interpretation.

In the event of any claim, controversy, or dispute involving this Agreement, its interpretation or enforcement, the prevailing party shall be awarded its reasonable attorneys' fees and costs, including any attorneys' fees and costs of any associated appeal.

Other Exhibits: The following Exhibits are attached to and made a part of this Agreement by this reference and Master Planner shall observe, perform and comply with the requirements of each:

<u>Exhibit A</u>	Services
<u>Exhibit B</u>	Building Codes
<u>Exhibit C</u>	Master Plan Delivery Schedule
<u>Exhibit D</u>	Hourly Rate Schedule

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the Effective Date.

OWNER:

MEMORIAL HOSPITAL SWEETWATER
COUNTY

By: _____
Name: _____
Title: _____

MASTER PLANNER:

PACT STUDIOS, LLC

By: _____
Name: Sheila Elijah-Barnwell, PhD, AIA
Title: President

EXHIBIT A

Description of Services

This **Exhibit A** is attached to and forms and integral part of the Agreement for Facility Master Planning Services (the “Agreement”), dated [REDACTED], between Memorial Hospital Sweetwater County (MHSC), a Wyoming nonprofit corporation, dba Owner (“Owner”) and Pact Studios, LLC (“Master Planner”). Capitalized terms used herein but not defined herein shall have the meanings given them in the Agreement.

Services:

The scope of Services required of the Master Planner for its development and generation of the Facility Master Plan (hereinafter referred to as the “Project”) includes, but is not limited to, the following Services described below in the section headings entitled “Project Description”, “Existing Facility Analysis”, “Demand and Capacity Analysis”, “Block Planning”, “Narratives”, and “Estimate of Probable Cost” and sets forth the Master Planner’s approach to the Project:

Project Description

Master Planner shall undertake a facility master planning process for the Memorial Hospital Sweetwater County campus. This process will include consideration for general physical renovation and repurposing of existing space and/or expansion in context of existing site and building infrastructure and in conjunction with strategic analysis and initiatives. Architectural, mechanical, electrical, structural, and civil engineering analysis will be done to understand the capacity of the existing infrastructure to identify opportunities and constraints for the Facility Master Plan.

The Facility Master Plan update effort includes an on-site kick-off meeting and facility assessment tour, up to 2 additional on-site and 5 virtual meetings with Memorial Hospital Sweetwater County leadership for market volume discussions and development of the master plan. The goal is to have an approved Facility Master Plan report generated by Master Planner for Memorial Hospital Sweetwater County’s use by August 2024.

The Facility Master Plan deliverable shall include the existing facility assessment report, drawings (site plan, block diagrams of impacted departments, and a massing/stacking diagram) and narratives as appropriate to depict the approved Facility Master Plan option.

Pact Studios will engage ADAMS (strategy and capacity analysis), ST&B (mechanical, electrical and plumbing), Plan One (structural), Western-EGI (civil), and BCC (conceptual construction cost estimating) to complete the Master Plan.

Existing Facility Analysis

Facility and operational assessments at the MHSC Campus will be used as a springboard for facility master planning. Existing documents will be provided by MHSC. Age and condition of the Campus facilities infrastructure (including structure, mechanical, electrical, plumbing, life safety) will be documented. Additional site related drawings showing existing roadways, underground utilities, traffic flows, pedestrian flows, parking, vegetation, property limits, setbacks, solar coverage, and any other information that pertains to growth potential, or limitations thereon will be reviewed as well. Analysis of existing conditions provides an important step in creating options for facility modification. The assessment will reveal life safety, accessibility, or other potential code deficiencies that may require attention as facility upgrades are undertaken.

It is understood that Memorial Hospital Sweetwater County is considering potential off-site lease/purchase space for clinic related functions. These buildings will be toured and assessed for viability of use by MHSC.

Based on facility/campus tours, and interviews of individual /group department representatives, the Master Planner's team will obtain input to assess the quality, capacity, and functionality of hospital physical resources and operational processes. This will include the adequacy of facilities now and for future growth, layout, departmental interrelationships, access, technologies and equipment and systems support.

The Master Planner's responsibility for existing facility analysis is confined to a condition assessment based on visible components of the building that are readily and safely accessible. No demolition of building portions, or moving of building systems, equipment, or furniture will be undertaken to gain greater visibility into any section of the existing facility. The analysis will also rely on existing construction documents provided by the Owner and will be conducted within the framework of current and applicable codes, laws, and regulations. The Master Planner makes no warranty or guarantee concerning conditions that are concealed or not readily accessible.

Demand and Capacity Analysis

The Master Planner's Team (Team) will assess strategic initiatives, market dynamics, existing system capacities, and proposed programs and new service initiatives to provide a high-level review, validation and executive style summary of key underlying strategic, financial, and service volume assumptions which will be major drivers of future service utilization and facility needs. This will be done through a high-level review, validation and summary of key assumptions from various strategic planning documents, and patient volumes. The Team will conduct interviews with department heads, medical staff, senior management, and other groups as selected by Memorial Hospital's Leadership team to solicit input regarding facility and market needs. The Team will understand Memorial Hospital Sweetwater County's Market focused on:

- Volume of services (Inpatient, ED, & Outpatient,) utilized in the service area.
- Overall volume trends for the facility

- Projected admissions and patient days for the next 10 years, overall and by service line, by geography.
- Projected ED, and Ancillary Outpatient service volumes for the next 10 years by service line and geography.

The deliverable for this part of the effort will include a review and validation of various strategic plan, operational and financial indicators; a summary of key strategic drivers that influence market position strategy along with recommendations for refinements; and a market review of the population, health trends, and area/regional needs.

The Master Planner's Team (Team) will also review previously developed market evolution scenarios and develop market and facility volume projections for Memorial Hospital Sweetwater County. This will be done through a review of, and an agreement on underlying assumptions previously developed by Memorial Hospital Sweetwater County in the following areas: demographics, use rates, and market position.

The deliverable for this part of the effort will include an updated 10 Year volume projection for inpatient, outpatient, and ED, volumes for Memorial Hospital Sweetwater County and a documentation of facility requirements which translate volume projections into key planning units and facility requirements by service line.

Master Planner understands and acknowledges that there are several specific items of priority for consideration on the Memorial Hospital Sweetwater County Campus. These have been grouped by Operational Goals (strategic plan), Functional Assessment, and Facility Assessment:

1. Operational Goals/Strategic Plan
 - a. Behavioral Health Unit – Inpatient and Outpatient Services
 - b. Surgical Services – Add Robotics
 - c. Stress Testing in M.O.B.
 - d. Family Practice Growth
 - e. OB/Mother-Baby Growth
 - f. Retail Pharmacy
 - g. **Occupational Medicine Growth**
 - h. **Women's Health Center**
 - i. Men's Health Center
 - j. Wellness Center
 - k. Daycare
 - l. Parking
 - m. Ambulance Building
2. Functional Assessment
 - a. OB Room Updates and C-Section Recovery Room Toilet
 - b. Lab Expansion
 - c. Foundation Office
 - d. M.O.B. Front Entrance
 - e. Enclose Window Wells to Capture Space
 - f. Kitchen
 - i. Cafeteria & Micro Market
 - ii. Kitchen Dish Room
 - g. H.I.M.
 - h. Rehab
 - i. Dialysis
 - j. Outpatient Infusion
 - k. Sleep Lab

3. Facility Assessment

- a. Operating Rooms
- b. Sterile Processing
- c. Medical Imaging
- d. Laundry Upgrade
- e. Utility Tunnel Replacement
- f. M.O.B. Employee Stair
- g. Lightning Arrest System
- h. Central Plant – New Roofing and Fall Protection
- i. Asphalt Patching
- j. Ambulance Bay Drain/Floor Repairs
- k. Emergency Diesel Generators
- l. HVAC Supply Duct Connection (S2 connect to S1)
- m. Flooring in the Basement Level

The Master Planner understands that there may be other spaces impacted by changes to the prioritized services. Other "wish list" items will be vetted through the Facility Master Planning effort and incorporated as approved by Memorial Hospital Sweetwater County Leadership.

Block Planning

Planning efforts will reflect the desired long-term solution including consideration for immediate and potential future growth, but which will be achievable in incremental phases as necessary to meet demand and/or budgetary limitations as required. The programmatic information generated by Master Planner as part of its Services will be graphically represented to scale on the plans for the development of planning options. Strategic planning and programming information identified in the previous phases form the structure of each option as it relates to growth potential and optimum adjacencies on the Campus. Options for departmental test fit scenarios will be fine-tuned and finalized with Memorial Hospital Sweetwater County during workshops. Each option will be weighed for its overall contribution towards the established goals and objectives and recommendations will be offered to Memorial Hospital Sweetwater County in selection of a preferred option for refinement and incorporation. Interdepartmental relationships will be established as well; however intradepartmental room planning, and circulation is typically not indicated, except to the extent of showing key room placement and counts to validate that the plan will work in the next phase of design. Required parking will be calculated, sized, and located on site as part of the block planning phase.

Narratives

Narratives will be created by Master Planner that describe the architectural attributes of the Facility Master Plan, including circulation flows for patients, materials, staff, physicians, on-stage/offstage and operational intent. Future growth scenarios will be addressed. Narratives will be created for Mechanical, Electrical, Structural, Plumbing and Site/Civil describing the systems being planned for the facility and if and to what extent such planned systems will be tied or connected into existing systems. Narratives for Fire Protection/ Life Safety, as well as high level discussion of Medical Equipment and Dietary Equipment, as appropriate, to help determine approximate scope will also be generated.

Estimate of Probable Cost Disclaimer

The final Facility Master Plan deliverable drawings will be used in the development of a conceptual construction cost estimate for the preferred facility master plan option.

Master Planner's estimate of probable cost for the project is based on current pricing and historical trends within the construction industry. It is intended to serve as a preliminary guide and should not be considered a guarantee or warranty of final project costs. The estimate is subject to change due to various factors, including but not limited to, fluctuations in labor and material costs, market conditions, and changes in project scope or requirements. Master Planner will use its best efforts to ensure the total cost does not exceed the probable cost estimate, however, Owner acknowledges the actual costs may vary and agrees that the Master Planner shall not be held responsible for discrepancies between the estimated and actual costs.

Services Not Included

Neither a Traffic Study nor a Helipad Study have been included in this scope of services. If they are determined to be necessary for the completion of the Master Plan, they will be provided as an additional service.

EXHIBIT B

Applicable Codes and Guidelines

This **Exhibit B** is attached to and forms and integral part of the Agreement for Facility Master Planning Services (the “Agreement”), dated [REDACTED], between Memorial Hospital Sweetwater County, dba Owner (“Owner”) and Pact Studios, LLC (“Master Planner”). Capitalized terms used herein but not defined herein shall have the meanings given them in the Agreement.

The Project will be designed in compliance with the adopted codes, including any pertinent local amendments, standards, and regulations of all governmental agencies and authorities having jurisdiction over the design and construction of the Project. For the purposes of this Agreement, such governmental agencies or authorities having jurisdiction over the design and construction of the Project are defined to mean and may include the State of Wyoming Department of Fire Prevention and Electrical Safety, Wyoming Department of Health – Healthcare Licensing and Survey (HLS), and any other designated official of a county, municipality, special authority, or special district that has code enforcement responsibilities.

A. Unless otherwise modified by local code adoption ordinances and amendments, the following codes and standards that will be applicable to this Project include, but are not limited to the following:

- 1) 2021 International Building Code (ICC) with amendments
- 2) 2021 International Mechanical Code (ICC) with amendments
- 3) 2021 International Plumbing Code (ICC) with amendments
- 4) 2020 National Electrical Code (NFPA) with amendments
- 5) 2021 International Fire Code
- 6) 2021 International Existing Building Code
- 7) NFPA 101 Life Safety Code (2012)
- 8) NFPA 99 – Health Care Facilities Code
- 9) FGI 2006 State of Wyoming

EXHIBIT C

Master Plan Delivery Schedule

This **Exhibit C** is attached to and forms and integral part of the Agreement for Facility Master Planning Services (the “Agreement”), dated , between Memorial Hospital Sweetwater County dba Owner (“Owner”) and Pact Studios (“Master Planner”). Capitalized terms used herein but not defined herein shall have the meanings given them in the Agreement.

Stakeholders shall include Departments and Core Leadership Team/Executive Steering Committee. Meetings will be held with the Core Leadership Team/Executive Steering Committee and Department Leadership/Representation as the Core Leadership/Executive Steering Committee deems appropriate. The following schedule is subject to Memorial Hospital Sweetwater County representative availability for meeting participation.

<u>Week of</u>	<u>Task</u>
December 18, 2023	Data Request Issued
January 8, 2024	Award Master Plan/Finalize Agreement Data from MHSC Due to Design Team
January 22	On site Kick-off Meeting Tours and Stakeholder Interviews
February 19	Virtual meeting: Review Market Position.
March 18	Virtual meeting: Review Volume Projections & Key Planning Units
April 22	On site meeting: Review Preliminary Block Options
May 20	Virtual meeting: Review Refined Block Options/Determine Preferred Direction
June 24	Virtual meeting: Review Refined Preferred Option/Preliminary Phasing Plan
July 15	Virtual meeting: Review Final Draft of Master Plan
July 29	On site meeting: Present Final Master Plan
August 5	Final Master Plan Deliverable Due

EXHIBIT D

Hourly Rate Schedule

Pact Studios 2023 Hourly Rate Schedule

Principal-in-Charge.....	\$275.00
Healthcare Principal.....	\$275.00
Sr. Project Manager.....	\$230.00
Clinical Planner.....	\$210.00
Project Manager.....	\$190.00
Senior Project Designer.....	\$230.00
Project Designer.....	\$180.00
Project Architect III (Sr. Project Architect).....	\$190.00
Project Architect II.....	\$170.00
Project Architect I.....	\$145.00
Construction Contract Administrator.....	\$180.00
Senior Project Coordinator.....	\$155.00
Project Coordinator.....	\$140.00
Intern Architect.....	\$90.00
Administrative.....	\$100.00
Clerical.....	\$90.00

ADAMS 2023 Hourly Billing Rate Schedule

Strategic Analyst.....	\$90.00
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**Plan One/Architects
2023 Hourly Billing Rate Schedule**

Senior Principal.....	\$225.00
Architect III.....	\$140.00
Architect II.....	\$130.00
Architect I / Project Manager.....	\$110.00
Structural Engineer.....	\$110.00
Job Captain.....	\$95.00
CAD Technician III.....	\$85.00
Interior Design.....	\$75.00
CAD Technician II.....	\$75.00
CAD Technician I.....	\$65.00
Clerical.....	\$50.00

**ST+B Engineering
2023 Hourly Billing Rate Schedule**

Principal.....	\$215.00
Senior Engineer/Project Manager.....	\$195.00
Project Engineer.....	\$180.00
Design Engineer.....	\$170.00
BIM Coordinator/Manager – Jr Engineer.....	\$145.00
BIM Modeler/Drafting.....	\$130.00
Administration Assistant.....	\$105.00

The rates provided are updated annually and subject to revision in January of each year.