

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

June 6, 2023
2:00 p.m.
Classrooms 1, 2 & 3

AGENDA

- | | | |
|-------|--|--|
| I. | Call to Order | Barbara Sowada |
| | A. Roll Call | |
| | B. Pledge of Allegiance | |
| | C. Mission and Vision | Taylor Jones |
| | D. Mission Moment | Irene Richardson, <i>Chief Executive Officer</i> |
| II. | Agenda <i>(For Action)</i> | Barbara Sowada |
| III. | Minutes <i>(For Action)</i> | Barbara Sowada |
| IV. | Community Communication | Barbara Sowada |
| V. | Old Business | Barbara Sowada |
| | A. Employee Policies <i>(Remains under review/development, no request for action)</i> | |
| | 1. Workplace Violence Prevention Program | |
| | B. Employee Policy – Workplace Violence Prevention Policy <i>(For Action)</i> | Geoff Phillips, <i>Legal Counsel</i> |
| | C. Board Policy – CEO Evaluation <i>(For Action)</i> | Barbara Sowada |
| VI. | New Business <i>(Review and Questions/Comments)</i> | Barbara Sowada |
| | A. Employee Policy –Non-Discrimination and Anti-Harassment <i>(For Review)</i> | Kandi Pendleton |
| | B. Board Policy - Success/Talent Management Plan <i>(For Review)</i> | Barbara Sowada |
| | C. Credentials Committee <i>(For Action)</i> | Kerry Downs, <i>Director of Medical Staff Services</i> |
| | 1. Pathology Privilege Form | |
| VII. | Chief Executive Officer Report | Irene Richardson |
| VIII. | Committee Reports | |
| | A. Quality Committee | Taylor Jones |
| | B. Human Resources Committee | Kandi Pendleton |
| | C. Finance & Audit Committee | Ed Tardoni |
| | 1. FY24 Capital and Operating Budgets <i>(For Action)</i> | |
| | 2. Capital Expenditure Requests <i>(For Action)</i> | |
| | 3. Bad Debt <i>(For Action)</i> | |
| | 4. I.S. Report | |
| | 5. Finance & Audit Committee Meeting Information | |
| | D. Building & Grounds Committee | Marty Kelsey |
| | E. Foundation Board | Taylor Jones |
| | F. Compliance Committee | Kandi Pendleton |
| | G. Governance Committee | Barbara Sowada |
| | H. Executive Oversight and Compensation Committee | Barbara Sowada |
| | I. Joint Conference Committee | Barbara Sowada |

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

June 6, 2023

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Classrooms 1, 2 & 3

AGENDA

- | | | |
|-------|---|--|
| IX. | Contract Review | Suzan Campbell, <i>In House Counsel</i> |
| | A. Contracts Approved by CEO since Last Board Meeting <i>(For Your Information)</i> | |
| | 1. Spectra Laboratories | |
| | 2. ARUP Laboratories | |
| X. | Board Education | Barbara Sowada |
| | A. Wyoming Statutes Title 18 Chapter 8 | |
| XI. | Medical Staff Report | Dr. Brianne Crofts, <i>Medical Staff President</i> |
| XII. | Recognition & Appreciation | Barbara Sowada |
| XIII. | Good of the Order | Barbara Sowada |
| XIV. | Executive Session (W.S. §16-4-405(a)(ix)) | Barbara Sowada |
| XV. | Action Following Executive Session | Barbara Sowada |
| XVI. | Adjourn | Barbara Sowada |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

May 3, 2023

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on May 3, 2023, at 2:00 p.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

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

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

Pledge of Allegiance

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

Our Mission and Vision

Ms. Pendleton read aloud the mission and vision statements.

Mission Moment

Dr. Sowada said she has a friend who was recently in the Hospital who gave her permission to share that we “hit a home run out of the park with the bases loaded.” Her friend said it started with the pre-surgery information and said the follow-up care was outstanding. Dr. Sowada congratulated everyone for the fantastic care.

AGENDA

The motion to approve the agenda was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the April 5, 2023, regular meeting as presented was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Employee Policies – Workplace Violence Prevention

Dr. Sowada said work is still in progress.

Board Meeting Guidelines

The motion to approve the guidelines as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

Employee Policies – Drug And Alcohol Free Workplace And Testing Policy With Substance Abuse Checklist

The motion to approve the policy as amended to include minor changes recommended by Mr. Kelsey (“should” changed to “shall” and capitalize “Hospital”) was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

Sentinel Event Policy

The motion to approve the policy as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

NEW BUSINESS

Board Policy – CEO Evaluation

Dr. Sowada requested all comments on the proposed policy be sent to her and to Mr. Jones to bring to the Committee in June.

Oncology Suite Project Bid

Ms. Richardson reviewed the project and bid. She said we know we need to have the project complete so it is necessary to start as soon as possible. We requested bids and only received one. Ms. Richardson said she exercised her emergency authority to accept the sole bid and now is bringing it to the full Board for ratification. The bid received was in excess of the estimate. The higher rate has been explained. Mr. Kelsey said this was discussed extensively by the Building and Grounds Committee. We looked at all options and reviewed with the architect. Mr. Kelsey said we need to have it done and need to show the State Board of Pharmacy we are serious about getting it done. The motion to ratify the contract between the Hospital and A Pleasant for \$998,300 as presented was made by Mr. Kelsey; second by Mr. Pendleton. Motion carried.

Credentials Committee

Proctors for Robot, Onboarding Packet: The motion to approve the information as presented was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

General Surgery Privilege Form: The motion to approve the information as presented was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a physician recruitment update and said we will bring some wonderful additions to the team. We continue to search for a urologist and a pediatrician. We have opened a search for a psychiatrist. Ms. Richardson said we continue to finetune the FY24 budget. She said it is a big budget with great detail and thanked Ms. Tami Love, Chief Financial Officer, and her team for their work. We will present our budget to the County Commissioners at their meeting on May 16. We continue to move forward in the Critical Access Hospital process. Ms. Richardson said the State and our auditors have been very helpful. The DaVinci robot is onsite and we plan to start procedures this summer. Ms. Richardson thanked the Foundation for all they've done to help make it happen. She thanked the Board for allowing her to participate in the American Hospital Association (AHA). The annual meeting is primarily for visits with our legislators to discuss all the issues we are facing. Ms. Richardson said she is very proud we are the community's hospital and for the exceptional, safe, quality care we provide. She said she is proud of how we take care of the entire community. She said all hospitals have the same issues and we need to work to stabilize the financial health of hospitals and health systems. Ms. Richardson said healthcare costs are at a record high. She said we need Congress to hold insurers accountable to helping with access to care and reign in increasing drug costs. She said we need to strengthen the healthcare workforce. Ms. Richardson said we need to secure the ability to continue to provide healthcare to communities. She said she appreciated the opportunity to advocate for our hospital. Ms. Richardson read aloud a letter received from Mr. Ron Wild of Rocky Mountain Power commending MHSC for our energy conservation efforts. Ms. Richardson said we continue to prepare for The Joint Commission survey and thanked the Quality Department and department leaders for their work in preparing. Ms. Richardson said National Hospital Week is May 8 – 12. The Wyoming Hospital Association Spring CEO and Trustee Conference will be held in Casper and Ms. Richardson and Dr. Sowada plan to participate. The Board moved the June meeting from June 7 to June 6 to allow Ms. Richardson to participate in the AHA Regional Meeting. Ms. Richardson will present her annual report to the County Commissioners in June and talk about the community benefit we provide, as well as reconcile the maintenance funds we receive and are so grateful for. Dr. Sowada said the support of the County Commissioners has been valuable. She said our community family is in it together. Commissioner Slaughter said he has been learning a lot since becoming the Hospital Liaison. He said it is great to show the effort the Hospital and Foundation are making and the open communication to give the public the opportunity to see all that is going on. He said it is nice to have the relationship to be able to call and talk and have open dialogue and said that benefits all of us.

COMMITTEE REPORTS

Quality Committee

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

Human Resources Committee

Ms. Pendleton said the Committee did not meet.

Finance and Audit Committee

Mr. Kelsey said Mr. Tardoni's report, financial narrative and statements are in the meeting packet.

Capital Expenditure Request: Mr. Kelsey presented two capital expenditure requests. The motion to approve Capital Expenditure Request FY23-39 for budgeted servers to the low-bid by CompuNet for \$78,464.22 as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried. The motion to approve Capital Expenditure Request FY23-48 for a budgeted Siemens C-Arm for \$184,189 as presented was made by Mr. Kelsey; second by Ms. Pendleton. Mr. Kelsey said the Hospital signed an agreement with Siemens so there was no bid. Motion carried.

Bad Debt: The motion to approve the net potential bad debt of \$1,127,654.68 as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

I.S. Report: Mr. Kelsey said the report is in the meeting packet.

Building and Grounds

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

Foundation

Ms. Richardson reported the Foundation Board met the prior week. She said there was a lovely ribbon cutting for the new donor wall and said Ms. Tiffany Marshall, Foundation Executive Director, did an excellent job with the project and event. Ms. Richardson recognized the Foundation Board for all of their work and support. Ms. Richardson announced the Foundation Board will host a Casino Night at WWCC August 26. The Foundation Board continues to work on their strategic plan.

Compliance Committee

Ms. Pendleton said the information is in the meeting packet.

Governance Committee

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

Executive Oversight and Compensation Committee

Dr. Sowada said there is nothing to report.

Joint Conference Committee

Dr. Sowada said there is nothing to report.

Dr. Sowada said being on a committee does take a substantial amount of time. It is a commitment to the Hospital and our community. She said she appreciates all the Trustees for all they do. She said their teamwork is appreciated.

CONTRACT REVIEW

Ms. Richardson credited Ms. Leslie Taylor, Clinics Director, for all of her work on the QLER agreement. She said it will be very beneficial to our patients. The motion to approve the agreement as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

EDUCATION

Dr. Sowada said there were no assignments made for review and discussion this month.

MEDICAL STAFF REPORT

Dr. Crofts shared a personal experience of being a patient. She said Ms. Richardson has brought Planetree into our hospital and Dr. Crofts said she does see value in it. She learned the value as a patient in something as simple as introducing yourself. It makes the difference between a good experience and an excellent, exceptional experience. She said it is important what Ms. Richardson has done here to change our culture. Dr. Crofts commended the on-call team. She said they are people who help take care of our patients. She said she appreciates us looking for a psychiatrist and agrees we need to take the lead in the community-wide effort to improve access to mental health services. The next General Medical Staff meeting is on May 4 with a Star Wars theme.

GOOD OF THE ORDER

Ms. Pendleton shared a patient experience story involving the Walk-In Clinic and said it was efficient with nice service. She said it is wonderful to have that option.

EXECUTIVE SESSION

The motion to go into executive session was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

RECONVENE INTO REGULAR SESSION

At 5:44 p.m., the motion to leave executive session and return to regular session was made by Ms. Pendleton; second by Mr. Kelsey. 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 reviewed in executive session was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from April 17, 2023

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Emily Sanchez, Emergency Medicine (U of U)
 - Dr. Christine Raps, Emergency Medicine (U of U)
 - Dr. Katharine Clapham, Cardiovascular Disease (U of U)
2. Initial Appointment to Active Staff (2 years)
 - Dr. David Crockett, Emergency Medicine (U of U)
 - Dr. Mark Stowers, OB/GYN
3. Reappointment to Active Staff
 - Dr. Jeffery Wheeler, OB/GYN
4. Reappointment to Active Staff (2 years)
 - Dr. Rahul Pawar, Nephrology
 - Dr. Joshua Binks, Radiation Oncology
5. Reappointment to Consulting Staff (2 years)
 - Dr. Donald Nicell, Tele Radiology (Vrad)
 - Dr. Stephanie Lyden, Tele Stroke (U of U)
 - Dr. Jana Wold, Tele Stroke (U of U)
6. Reappointment to Non-Physician Provider Staff (2 years)
 - Deseriee Padilla, AGNP-C – Nurse Practitioner
 - Thomas Bibber, Clinical Social Work (SWCS)

The motion to approve the provider contracts presented by the CEO and authorize the CEO to sign the contracts as discussed in executive session was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 5:45 p.m.

Dr. Barbara Sowada, President

Attest:

Ms. Kandi Pendleton, Secretary

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

May 11, 2023

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special workshop meeting via Zoom on May 11, 2023, at 3:00 p.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Mr. Geoff Phillips, Legal Counsel; and Mr. Robb Slaughter, County Commissioner Liaison.

FINANCE WORKSHOP

Ms. Tami Love, Chief Financial Officer, reviewed information in a PowerPoint available to the Trustees in the board portal. Ms. Love thanked her team for all their hard work in preparing the budget. She said we have prepared a conservative plan and have not built anything in for Critical Access Hospital status but can add in at a later date. Dr. Sowada and Ms. Richardson thanked Ms. Love and her team.

ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 4:37 p.m.

Dr. Barbara Sowada, President

Attest:

Ms. Kandi Pendleton, Secretary

ORIENTATION MEMO

Board Meeting Date: June 6, 2023

Topic for Old & New Business Items:

Workplace Violence Prevention Policy

Policy or Other Document:

☒ Revision
☐ New

Brief Senior Leadership Comments:

Administration, Board Legal Counsel and MHSC In-House Legal Counsel have spent many months and have worked diligently to create this policy. Extensive research, consultation with other hospitals and adherence to Joint Commission standards have helped us create an excellent policy.

Board Committee Action:

Due to the detail and time that has been spent on this policy, and the fact that The Joint Commission is scheduled to be here soon, Irene Richardson, CEO, recommends that the Board of Trustees take action on this policy at the June 6, 2023 Board of Trustees meeting.

Policy or Other Document:

☐ For Review Only
☒ For Board Action

Legal Counsel Review:

<input checked="" type="checkbox"/>	In House	Comments:
<input checked="" type="checkbox"/>	Board	Comments:

Senior Leadership Recommendation:

Irene Richardson recommends that the Board of Trustees approve the Workplace Violence Prevention Policy.



Approved N/A
Review Due N/A

EMPLOYEE POLICIES - WORKPLACE VIOLENCE PREVENTION POLICY

PURPOSE

DRAFT

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

DEFINITIONS

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

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

Zero Tolerance: Violence of any kind as defined above will not be tolerated in the workplace. Any occurrence will be taken seriously and responded to according to the following procedures:

POLICY

- I. Consistent with MHSC's Mission, Vision and Values, this Policy establishes the parameters of the Workplace Violence Prevention Program.
 - A. The MHSC Workplace Violence Prevention Program is made up of several components which include:
 1. Workplace Violence Prevention Plan
 2. Workplace Violence Prevention Team and
 3. Workplace Violence Prevention Policy (this document).
 - B. MHSC is committed to the physical safety and emotional well-being of its employees, patients, families, contractors, vendors, customers, visitors and others who interact with its employees.
 - C. MHSC takes a zero-tolerance position to violence in the workplace. Jokes or offensive comments regarding violent acts will be taken seriously and will not be tolerated.
 - D. The Hospital Human Resources Director and Workplace Violence Team is responsible and has authority for the comprehensive plan for prevention of workplace violence.
 - E. Hospital leadership supports zero tolerance of workplace violence through a system of accountability for involved managers and employees.
 1. Any employee found in violation of this policy may be subject to disciplinary action up to and including termination of employment.
 2. Violations will be addressed by human resources, management, administration and/or security.
- II. EMPLOYEE RESPONSIBILITIES
 - A. Notify Security of any potentially threatening, aggressive or violent situations. Security personnel are authorized to respond and assist where necessary to deescalate situations that are a threat to the safety of patients, staff, or visitors. Security personnel shall contact

law enforcement for assistance when Security personnel believe it is appropriate and necessary.

- B. Immediately report to their supervisor, Administration or Human Resources any direct or indirect threats, or any behavior that is intimidating, violent or potentially violent, or otherwise in violation of this policy, and complete an occurrence report within the Hospital's occurrence reporting system as soon as possible after the event.
- C. If the incident involves a patient's behavior towards an employee, the attending physician will be notified.
- D. In cases of domestic violence involving the employee, the employee may report this to their supervisor and/or Human Resources so security options for the employee can be provided.
- E. Understand and comply with the workplace violence prevention program and other safety and security measures:
 - A. Depending on the severity of the situation, call **9-911**.
 - B. If a weapon is involved, follow procedures for *Code Silver*.
 - C. Specific procedures for a physically aggressive patient are followed per Security procedures (or policy).

III. HOSPITAL RESPONSIBILITIES

- A. Require Staff with primary roles and responsibilities involving Behavioral Health, Security and Emergency Services to attend de-escalation training.
- B. Develop a comprehensive plan for prevention of workplace violence, under the direction of the Human Resources Director and the Workplace Safety Team.
- C. Disseminate a clear policy of zero tolerance for workplace violence in the orientation period and ongoing staff education.
- D. Disseminate a clear policy of zero tolerance for violence. State clearly to patients, families and employees that any threatening or aggressive behavior or violence will not be tolerated or permitted. Staff should review the zero-tolerance policy with patients and or families as needed.
- E. Ensure there are no reprisals against employees who report occurrences, and keep information confidential, as appropriate.
- F. Educate employees to promptly report incidents and suggest ways to reduce or eliminate risks.
- G. Implement post violent incident procedures of employee support, debriefing, medical care for victims, referrals for care and reporting and filing claims, as appropriate. H. Ensure that environmental controls including the following are in place:
 - A. Alarm systems and other security devices
 - B. Closed circuit video recording for high risk areas
 - C. Door locking security systems
- H. Provide training and education to staff regarding workplace violence prevention:
 - A. Response to alarms and pages
 - B. Causes and early recognition of escalating violent behavior

- C. Diffusion of volatile situations
- D. Multi-cultural sensitivity
- E. Methods for dealing with distraught patients, family members or friends of patients.
- F. Location and operation of safety devices.
- G. How to call security and police department.
- H. Review of the Workplace Violence Prevention policy.
- I. Implement a record keeping/tracking system for violent incidents through:
 - A. Monitoring of workplace violence will be done through the Workplace Violence Prevention Team including monitoring of the OSHA log, security reports and incident reports to determine overall effectiveness of workplace violence prevention team and to identify deficiencies or changes that should be made.
 - B. Maintenance of recording and tracking of all training programs.
 - C. Evaluation of events after the event to determine action steps to be taken to prevent further occurrences.
 - D. Identifying trends which will be responded to by the Workplace Violence Prevention Team.

Approved: Board

Approval Signatures

Step Description

Approver

Date

Status Draft PolicyStat ID 12575336

Document Employee
Area Policies



Approved N/A
Review Due N/A

EMPLOYEE POLICIES - WORKPLACE VIOLENCE PREVENTION POLICY

PURPOSE

D

~~campus-sponsored functions and events.~~

RAFT

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

~~MHSC prohibits the possession of "dangerous or deadly weapons" by employees on Hospital property at all times, including Hospital parking lots and Hospital vehicles. A "dangerous or deadly weapon" is one that is likely to~~ may cause death or great bodily harm. (delete underlined language replace with highlighted language)

~~However, Hospital security officers, who have been properly trained and certified to carry and use/ discharge a Taser, may carry a Taser while on duty. Hospital employees may need or be required to use and/or possess a~~

~~"weapon" as defined above, as part of their job duties and responsibilities. (delete underlined language and insert highlighted language)~~

~~The Hospital reserves the right to inspect all belongings of employees on its premises, including briefcases, purses and handbags, gym bags, and personal vehicles on Hospital property. (delete underlined language)~~

DEFINITIONS

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

Workplace Violence Prevention Team: Members selected to assist with the Workplace Violence

Prevention Program including, but not limited to: employees from Clinical Leadership, Senior Leadership, Security, Facilities, Human Resources, Employee Health and front-line staff.

Zero Tolerance: Violence of any kind as defined above will not be tolerated in the workplace. Any occurrence will be taken seriously and responded to according to the following procedures:

POLICY

- I. Consistent with MHSC's Mission, Vision and Values, this Policy establishes the parameters of the Workplace Violence Prevention Program.
 - A. The MHSC Workplace Violence Prevention Program is made up of several components which include
 1. Workplace Violence Prevention Plan
 2. Workplace Violence Prevention Team and
 3. Workplace Violence Prevention Policy (this document).
 - B. MHSC is committed to the physical safety and emotional well-being of its employees, patients, families, contractors, vendors, customers, visitors and others who interact with its employees.
 - C. MHSC takes a zero-tolerance position to violence in the workplace. Jokes or offensive comments regarding violent acts will be taken seriously and will not be tolerated.

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D.

The Hospital Human Resources Director and Workplace Violence Prevention Team is responsible and has authority for the comprehensive plan for prevention of workplace violence.

E. Hospital leadership supports zero tolerance of workplace violence through a system of accountability for involved managers and employees.

1. Any employee found in violation of this policy may be subject to disciplinary action up to and including termination of employment.
2. Violations will be addressed by human resources, management, administration and/or security.

II. EMPLOYEE RESPONSIBILITIES

- A. Notify Security of any potentially **threatening, aggressive or** violent situations. Security personnel are authorized to respond and assist where necessary to deescalate situations that are a threat to the safety of patients, staff, or visitors. **Security personnel are shall authorized to contact law enforcement for assistance aswhen Security personnel believes it is appropriate and necessary.**
- B. Immediately report to their supervisor, Administration or Human Resources any direct or indirect threats, or any behavior that is intimidating, violent or potentially violent, or otherwise in violation of this policy, and complete an occurrence report within the Hospital's occurrence reporting system as soon as possible after the event.
- C. If the incident involves a patient's behavior towards an employee, the attending physician will be notified.
- D. In cases of domestic violence involving the employee, the employee may report this to their supervisor and/or Human Resources so security options for the employee can be provided.
- E. Understand and comply with the workplace violence prevention program and other safety and security measures:
 - A. Depending on the severity of the situation, call **9-911**.
 - B. If a weapon is involved, follow procedures for *Code Silver*.

- C. Specific procedures for a physically aggressive patient are followed per Security procedures (or policy).

III. HOSPITAL RESPONSIBILITIES

- A. Require Staff with primary roles and responsibilities involving Behavioral Health, Security and Emergency Services to attend de-escalation training.
- B. Develop a comprehensive plan for prevention of workplace violence, under the direction of the Human Resources Director and the Workplace Safety Team.

DRA

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- C. Disseminate a clear policy of zero tolerance for

workplace violence in the orientation period and ongoing staff education.

- D. Disseminate a clear policy of zero tolerance for violence and that no weapons are allowed on Hospital property to visitors and patients. State clearly to patients, families and employees that any threatening or aggressive behavior or violence will not be tolerated or permitted. Staff should review the zero-tolerance policy with patients and or families as needed.
- E. Ensure there are no reprisals against employees who report occurrences, and keep information confidential, as appropriate.
- F. Educate employees to promptly report incidents and suggest ways to reduce or eliminate risks.

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G. Implement post violent incident procedures of employee support, debriefing, medical care for victims, referrals for care and reporting and filing claims, as appropriate. H. Ensure that environmental controls including the following are in place:

- A. Alarm systems and other security devices
- B. Closed circuit video recording for high risk areas
- C. Door locking security systems

I. Provide training and education to staff regarding workplace violence prevention:

- A. Response to alarms and pages
- B. Causes and early recognition of escalating violent behavior
- C. Diffusion of volatile situations
- D. Multi-cultural sensitivity
- E. Methods for dealing with distraught patients, family members or friends of patients.
- F. Location and operation of safety devices.
- G. How to call security and police department.
- H. Review of the Workplace Violence Prevention policy.

J. Implement a record keeping/tracking system for violent incidents through:

- A. Monitoring of workplace violence will be done through the Workplace Violence Prevention Team including monitoring of the OSHA log, security reports and incident reports to determine overall effectiveness of workplace violence prevention team and to identify deficiencies or changes that should be made.
- B. Maintenance of recording and tracking of all training programs.
- C. Evaluation of events after the event to determine action steps to be taken to prevent further occurrences.
- D. Identifying trends which will be responded to by the Workplace Violence

Prevention Team.

DRAFT

Approved: Board
Approval Signatures

Step Description	Approver	Date
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ORIENTATION MEMO

Board Meeting Date: June 6, 2023

Topic for New Business Items:

CEO Evaluation

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

The Governance Committee of the Board reviewed the CEO Evaluation Policy and revised it to stay current with industry standards.

Board Committee Action:

This policy was presented to the Board of Trustees at their May 3, 2023 meeting for review. Irene Richardson, CEO, is requesting the Board of Trustees that they approve this policy at their June 6, 2023 meeting.

Policy or Other Document:

☐ For Review Only

☒ For Board Action

Legal Counsel Review:

☐ In House Comments: N/A

☐ Board Comments: N/A

Senior Leadership Recommendation: Irene Richardson, CEO, recommends approval of the CEO Evaluation Policy.



Approved N/A
Review Due N/A

Document **Board of**
Area **Trustees**

BOT - CEO Evaluation Policy



Board of Trustees

STATEMENT OF PURPOSE:

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

TEXT:

I. CEO Evaluation

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

II. Procedure:

- A. The CEO shall be evaluated annually, at the last meeting of Hospital's fiscal year. The evaluation shall be based on criteria annually established by the Board¹ and the CEO.

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

Footnote:

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

Board of Trustees Approval:

Approval Signatures

Step Description

Approver

Date

ORIENTATION MEMO

Board Meeting Date: 06/06/2023

Topic for Old & New Business Items:

Employee Policies - Non-Discrimination and Anti-Harassment

Policy or Other Document:

<u> X </u>	Revision
<u> </u>	New

Brief Senior Leadership Comments:

Board Committee Action:

Policy or Other Document:

<u> </u>	For Review Only
<u> X </u>	For Board Action

Legal Counsel Review:

<u> X </u>	In House	Comments:
<u> </u>	Board	Comments:

Senior Leadership Recommendation:

Due pass recommendation



Approved N/A
Review Due N/A

Document **Employee**
Area **Policies**

EMPLOYEE POLICIES - NON-DISCRIMINATION AND ANTI-HARASSMENT

1. Purpose

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

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

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

DEFINITIONS

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

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

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

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

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

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

Hostile Work Environment

- I. A hostile work environment results from harassing conduct that has the purpose or effect of unreasonably interfering with an employee's work performance, or creates an intimidating, hostile or offensive working environment. Hostile work environment harassment includes situations where a supervisor threatens a subordinate employee's job or aspect of employment but does not carry out that threat. Hostile work environment harassment also includes situations where a supervisor, co-worker, or non-employee engages in behavior that meets the elements listed below and alters the employee's work environment.
 - The elements of hostile work environment harassment are:
 - The behavior is unwelcome
 - The behavior is offensive to a reasonable person
 - The behavior is likely to negatively impact one or more employees because of an employee's protected status or protected class meaning discrimination that occurs based on gender (or

gender identity), race, age, disability, sexual orientation or religion.

- The behavior is severe or pervasive.
- *All of these elements must be met for a successful claim*

Romantic/Consensual Relationships

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

~~It is important to keep romantic relationships separate from the work environment. MHSC prohibits romantic relationships between supervisors and their direct reports; relationships where one employee has greater power or authority over another; or where the relationship interferes with either employee's work duties. Such situations can create an actual or potential conflict of interest. They may also lead to potential charges of sexual harassment or interfere with employee morale. It is for this reason that, should such a relationship occur, the supervisor involved must notify management or the Human Resources Department immediately. The Hospital will try to arrange a transfer. If no such transfer is available, one of the employees must terminate within 90 days. The decision as to which one resigns will be left to the two employees.~~

Romantic/Consensual Relationships

MHSC realizes that while it is not necessarily in the best interests of the Hospital or the employees involved, romantic relationships may develop between co-workers. Hospital requests that should a romantic relationship develop between co-workers, the co-workers voluntarily notify Hospital HR, so HR can confidently verify that the relationship is welcome and consensual. If one person is in a supervisory (or authority position) role, the Hospital needs to assure that no job discrimination or preference will or did take place.

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

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

grabbing, fondling, kissing, massaging, and brushing up against another's body.

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

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

COMPLAINT PROCEDURE

- I. If you believe there has been a violation of this policy, including sexual harassment, please use the following complaint procedure. The Hospital expects employees to make a timely complaint to enable the Hospital to investigate and correct any behavior that may be in violation of this policy. Report the incident to:
 - A. HR Director
 - B. Any Supervisor
 - C. Senior Leader
- II. Your complaint will then be referred to HR Department who will investigate the matter and take corrective action. **Your complaint will be kept as confidential as practicable.** The Hospital prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If the Hospital determines that an employee's behavior is in violation of this policy, corrective action will be taken, up to and including termination of employment
- III. All management and supervisory personnel have an affirmative duty and are required to promptly report any discrimination, harassment, retaliation or sexual assault/inappropriate sexual contact that they observe, learn about from others, or reasonably suspect has occurred with respect to an employee.

IV. INVESTIGATION AND DISPOSITION OF COMPLAINTS

A. The Investigation

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

victim), the alleged wrongdoer and/or any other person who may have information regarding the incident, each of whom is encouraged to cooperate with any investigation.

- b. The investigator may also review relevant documents.

B. Findings and Recommendations

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

C. The Investigatory File

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

D. Responsibilities of Supervisors

1. In cases where an investigation confirms a violation of this policy, the Department Supervisor must ensure that the prescribed corrective action is implemented. Supervisors must provide confirmation to the Human Resources Director within 14 days that the recommended action has occurred.
2. Only upon such confirmation will the Human Resource Director close the investigatory file.

V. CONFIDENTIALITY

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

VI. NON-RETALIATION

- A. Retaliation is any adverse action taken against an individual (applicant or employee) because he or she filed a charge of discrimination, complained to the Hospital or a government agency about discrimination on the job, or participated in an employment discrimination proceeding (such as an internal investigation or lawsuit),

including as a witness.

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

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

Approved: Board 6.6.18 updated and approved by HR 12/21 Board of Trustees 2/2022

Approval Signatures

Step Description

Approver

Date

History

Draft saved by Campbell, Suzan: General Legal Counsel on 4/19/2023, 12:32PM EDT

ORIENTATION MEMO

Board Meeting Date: June 6, 2023

Topic for New Business Items:

Success/Talent Management Plan

Policy or Other Document:

☒ Revision

☐ New

Brief Senior Leadership Comments:

The Success/Talent Management Plan was revised to update the policy and to include additional language regarding talent management and mentoring.

Board Committee Action:

This policy was discussed and revised in the Governance Committee. The committee did their diligence in ensuring that this is a sound and good policy.

Policy or Other Document:

☒ For Review Only

☐ For Board Action

Legal Counsel Review:

☐ In House Comments: N/A

☐ Board Comments: N/A

Senior Leadership Recommendation: Irene Richardson, CEO, recommends that the Board review the Success/Talent Management Plan as this is the first read of the policy.



Approved N/A
Review Due N/A

Document
Area Administration

Succession/ Talent Management Plan - Senior Leadership Plan

STATEMENT OF PURPOSE

Leadership plays an essential role in the success of Memorial Hospital of Sweetwater County (MHSC). Change in Senior Leadership positions is inevitable requiring advanced preparation and planning. This document is designed to help MHSC prepare for Senior Leadership position departures and can bring order at a time of turmoil, confusion and high-stress. MHSC recognizes that this plan is for contingencies due to an untimely vacancy and planned vacancies and has outline a process and steps to be followed.

DEFINITIONS

Acting – Substitutes during an absence of a Senior Leader

Interim – Fills the role of a Senior Leader when the leader has departed and a permanent replacement has yet to be hired

TEXT

I. TEMPORARY ABSENCE

A. Temporary, Unplanned Absence: Short-Term

1. A temporary absence is one of more than one month and less than three consecutive months (short-term) in which it is anticipated that the Senior Leadership member will return. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation, sabbatical or retirement.
2. In the event of an unplanned absence of the CEO, the Administrator on Call (AOC) will immediately inform the Board President or designee of the

absence. As soon as it is feasible, the President or designee will convene a meeting of the Board of Trustees (Board) to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate. The Board shall appoint an Acting CEO.

3. In the event of an unplanned absence of a Senior Leader, the CEO will appoint an interim replacement according to the procedures prescribed in this plan or to make modifications as the CEO deems appropriate,

B. Temporary, Unplanned Absence: Long-Term

1. A long-term absence is one that is expected to last more than three consecutive months (long-term). The procedures and conditions to be followed should be the same as for a short-term absence with one addition.
2. In the absence of the CEO, the Board of Trustees will give immediate consideration, in consultation with the Interim CEO, to temporarily filling the leadership position left vacant by the Senior Leader. This is to recognize that it may not be reasonable to expect the Interim CEO to perform the duties of both positions for longer than three (3) months. Further, this is to recognize that it may not be reasonable to fill the Interim CEO position with an existing Senior Leader.

II. INTERIM POSITIONS

A. Interim Position Assignment

1. This plan identifies the following positions that would serve in an interim leadership role during the absence and/or recruitment process of the following Senior Leadership positions.

Position:

Interim:

CEO	CNO, CFO, CCO
CFO	Appointed by the CEO
CNO	Appointed by the CEO
CCO	Appointed by the CEO
CMO	Appointed by the CEO

2. The above noted Interim positions will be updated at least annually or more frequently if circumstances require.

B. Talent Management and Mentoring

1. The CEO and Senior Leadership will actively mentor potential candidates through a deliberative interactive process to foster and develop the following traits and characteristics:

- a. Character, values and integrity.
- b. Proven track record: business, financial and organization performance.
- c. Capability and capacity builder.
- d. High energy and high endurance.
- e. Visionary and strategic leader.
- f. Inspiring, courageous and compassionate
- g. Productive relationships with colleagues, medical providers and other community stakeholders.
- h. Embraces change. Leads transformational change.
- i. Calm, cool and resilient in the face of conflict and criticism
- j. Institution builder. Prioritizes greater good and longer-term health of the organization.

C. Authority and Compensation of the Interim CEO

1. The following provisions relate specifically to the CEO position. The person appointed as Interim/Acting CEO shall have the full authority for decision making and independent action as the regular CEO.
2. The salary of the Interim/Acting CEO will be recommended by the Executive Oversight and Compensation Committee and approved by the Board.

D. Authority and Compensation of the Interim Senior Leader

1. The following provisions relate specifically to the Senior Leadership position. The person appointed as Interim/Acting Senior Leader shall have the full authority for decision making and independent action as the regular Senior Leader.
2. The salary of an interim/Acting Senior Leader will be determined by the CEO.

E. Board Oversight

1. The Board member(s) responsible for monitoring the work of the Interim/Acting CEO shall be vested in the Executive Oversight and Compensation Committee of the Board.
2. The Executive Oversight and Compensation Committee will be sensitive to the special support needs of the Interim/Acting CEO in this temporary leadership role.

F. Communications Plan

1. If prior communication as not occurred, immediately upon transferring the responsibilities to the Interim/Acting CEO, the Board President shall notify the Foundation Board members, medical providers, employees and key volunteers as well as the CEO of the University of Utah Healthcare System

of the delegation of authority.

2. As soon as possible after the Interim/Acting CEO has begun covering the unplanned absence, the Interim/Acting CEO shall communicate the temporary leadership structure to state licensing agencies and other constituent groups.

G. Completion of Short-Term Absence

1. The decision about when the absent CEO returns to MHSC should be determined by the Board President in conjunction with the absent CEO.
2. They shall determine upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board President, with the intention of returning to a full-time commitment.

III. PERMANENT ABSENCE

A. Permanent Departure or Planned Retirement: CEO

1. If the CEO's departure is permanent or the result of a planned retirement, the Board of Trustees shall appoint a Search Committee within 30 days of notification of the departure.
2. The committee will execute a transition plan to identify and hire a replacement.
3. The Board may hire a consultant to assist in the search process. Consideration will include discussions with potential internal candidates to determine their interest in the position.

B. Permanent Departure or Planned Retirement: Senior Leader

1. If the Senior Leader's departure is permanent or the result of a planned retirement, the CEO shall execute a transition plan to identify, promote or hire a replacement.

REFERENCES

Sponsoring Department: Board Governance Committee - Approved Date

Date of Origin: March 2015

Date of Last Review: March 2015

Approval Signatures

Step Description

Approver

Date

History

Draft saved by Quickenden, Kari: Chief Clinical Officer on 3/9/2018, 5:19PM EST

Draft discarded by Quickenden, Kari: Chief Clinical Officer on 12/26/2018, 3:35PM EST

Draft saved by Fife, Robin: Clinical Administrative Assistant on 6/5/2023, 2:20PM EDT

DRAFT

Approved N/A
Review Due N/ADocument Area
Administration

Succession/ Talent Management Plan - Senior Leadership Plan

STATEMENT OF PURPOSE

Leadership plays an essential role in the success of Memorial Hospital of Sweetwater County (MHSC). Change in Senior Leadership positions is inevitable requiring advanced preparation and planning. This document is designed to help MHSC prepare for Senior Leadership position departures and can bring order at a time of turmoil, confusion and high-stress. MHSC recognizes that this plan is for contingencies due to an untimely vacancy and planned vacancies and has outline a process and steps to be followed.

DEFINITIONS

Acting – Substitutes during an absence of a Senior Leader

Interim – Fills the role of a Senior Leader when the leader has departed and a permanent replacement has yet to be hired

TEXT

I. TEMPORARY ABSENCE

A. Temporary, Unplanned Absence: Short-Term

1. A temporary absence is one of more than one month and less than three consecutive months (short-term) in which it is anticipated that the Senior Leadership member will return. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation, sabbatical or retirement.
2. In the event of an unplanned absence of the CEO, the VP of Clinical Services Administrator on Call (AOC) will immediately inform the Board Chair President or designee of the absence. As soon as it is feasible, the Chair President or designee will convene a meeting of the Board of Trustees (Board) to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate. The Board shall appoint an Acting CEO.
3. In the event of an unplanned absence of a Senior Leader, the CEO will appoint an interim replacement according to the procedures prescribed in this plan or to make modifications as the CEO deems appropriate,

B. Temporary, Unplanned Absence: Long-Term

1. A long-term absence is one that is expected to last more than three consecutive months (long-term). The procedures and conditions to be followed should be the same as for a short-term absence with one addition.
2. In the absence of the CEO, the Board of Directors Trustees will give immediate consideration, in consultation with the Interim CEO, to temporarily filling the leadership position left vacant by the Senior

Leader. This is to recognize that it may not be reasonable to expect the Interim CEO to perform the duties of both positions for longer than three (3) months. Further, this is to recognize that it may not be reasonable to fill the Interim CEO position with an existing Senior Leader.

II. INTERIM POSITIONS

A. Interim Position Assignment

1. This plan identifies the following positions that would serve in an interim leadership role during the absence and/or recruitment process of the following Senior Leadership positions.

~~Position: Interim:~~

CEO	COO or in absence VP of Clinical Services
CFO	Controller
VP Nursing	Admin Nursing Director
VP Clinical Services	CEO
Senior VP	CEO and Director of Human Resources
CCO	Senior VP and outside Legal Counsel

Position: Interim:

<u>CEO</u>	<u>CNO, CFO, CCO</u>
<u>CFO</u>	<u>Appointed by the CEO</u>
<u>CNO</u>	<u>Appointed by the CEO</u>
<u>CCO</u>	<u>Appointed by the CEO</u>
<u>CMO</u>	<u>Appointed by the CEO</u>

2. The above noted Interim positions will be updated at least annually or more frequently if circumstances require.

B. Talent Management and Mentoring

1. The CEO and Senior Leadership will actively mentor potential candidates through a deliberative interactive process to foster and develop the following traits and characteristics:
 - a. Character, values and integrity.
 - b. Proven track record: business, financial and organization performance.
 - c. Capability and capacity builder.
 - d. High energy and high endurance.
 - e. Visionary and strategic leader.
 - f. Inspiring, courageous and compassionate
 - g. Productive relationships with colleagues, medical providers and other community stakeholders.
 - h. Embraces change. Leads transformational change.
 - i. Calm, cool and resilient in the face of conflict and criticism
 - j. Institution builder. Prioritizes greater good and longer-term health of the organization.

C. Authority and Compensation of the Interim CEO

1. The following provisions relate specifically to the CEO position. The person appointed as Interim/Acting CEO shall have the full authority for decision making and independent action as the regular CEO.
2. The salary of the Interim/Acting CEO will be ~~determined~~recommended by the Executive Oversight and Compensation Committee and approved by the Board.

D. Authority and Compensation of the Interim Senior Leader

1. The following provisions relate specifically to the Senior Leadership position. The person appointed as Interim/Acting Senior Leader shall have the full authority for decision making and independent action as

the regular Senior Leader.

2. The salary of an interim/Acting Senior Leader will be determined by the CEO.

E. Board Oversight

1. The Board member(s) responsible for monitoring the work of the Interim/Acting CEO ~~will~~shall be vested in the Executive Oversight and Compensation Committee of the Board.
2. The Executive Oversight and Compensation Committee will be sensitive to the special support needs of the ~~Interim~~InterimActing CEO in this temporary leadership role.

F. Communications Plan

1. If prior communication as not occurred, immediately upon transferring the responsibilities to the Interim/Acting CEO, the Board ~~Chair (or highest ranking~~President shall notify the Foundation Board ~~member) will notify the Foundation Board~~ members, medical providers, employees and key volunteers as well as the CEO of the University of Utah Healthcare System of the delegation of authority.
2. As soon as possible after the Interim/Acting CEO has begun covering the unplanned absence, the ~~Board members and the~~ Interim/Acting CEO shall communicate the temporary leadership structure to state licensing agencies and other constituent groups.

G. Completion of Short-Term ~~Absene~~Absence

1. The decision about when the absent CEO returns to MHSC should be determined by the Board ~~Chair~~President in conjunction with the absent CEO.
2. They ~~will~~shall determine upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board ~~Chair~~President, with the intention of returning to a full-time commitment.

III. PERMANENT ABSENCE

A. Permanent Departure or Planned Retirement: CEO

1. If the CEO's departure is permanent or the result of a planned retirement, the Board of ~~Directors~~ ~~will~~Trustees shall appoint a Search Committee within 30 days of notification of the departure.
2. The committee will execute a transition plan to identify and hire a replacement.
3. The Board may hire a consultant to assist in the search process. Consideration will include discussions with potential internal candidates to determine their interest in the position.

B. Permanent Departure or Planned Retirement: Senior Leader

1. If the Senior Leader's departure is permanent or the result of a planned retirement, the CEO ~~will~~shall execute a transition plan to identify, promote or hire a replacement.

REFERENCES

Sponsoring Department: Board Governance Committee - **Approved** Date

Date of Origin: March 2015

Date of Last Review: March 2015

Approval Signatures

Step Description

Approver

Date

History

Draft saved by Quickenden, Kari: Chief Clinical Officer on 3/9/2018, 5:19PM EST

Draft discarded by Quickenden, Kari: Chief Clinical Officer on 12/26/2018, 3:35PM EST

Draft saved by Fife, Robin: Clinical Administrative Assistant on 6/5/2023, 2:20PM EDT

DRAFT

ORIENTATION MEMO

Board Meeting Date: June 6, 2023

Topic for New Business Items:

Pathology Privilege Form

Policy or Other Document:

☐ Revision
☒ New

Brief Senior Leadership Comments:

The MHSC Credentials Committee and the Medical Executive Committee have reviewed the Pathology Privilege Form and have approved it.

Board Committee Action:

Irene Richardson is requesting that the Board of Trustees take action on this form at their June 6, 2023 meeting.

Policy or Other Document:

☐ For Review Only
☒ For Board Action

Legal Counsel Review:

<input type="checkbox"/>	In House	Comments: N/A
<input type="checkbox"/>	Board	Comments: N/A

Senior Leadership Recommendation: Irene Richardson, CEO, recommends approval of the Pathology Privilege Form.

Name: _____

Page 1

**Delineation of Privileges
PATHOLOGY PRIVILEGES**

☐ Initial appointment ☐ Reappointment ☐ Modification of Privileges

Applicant

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

To be eligible to apply for core privileges in pathology (anatomic, clinical), the initial applicant must meet the following criteria:

LICENSURE / PROFESSIONAL LIABILITY INSURANCE	MD or DO Licensed to practice medicine in the State of Wyoming Current Wyoming designated DEA Registration and current Wyoming Controlled Substance Registration Professional liability insurance in the amounts of at least: Per Claim: \$1,000,000.00 Aggregate: \$3,000,000.00.
EDUCATION / TRAINING	Successful completion of an Accreditation Council for Graduate Medical Education (ACGME)– or American Osteopathic Association (AOA)–accredited residency in clinical and anatomic pathology.
CERTIFICATION	Current certification or active participation in the examination process with achievement of certification in clinical and anatomic pathology within the eligibility period established by the American Board of Pathology or the American Osteopathic Board of Pathology.
CLINICAL EXPERIENCE (INITIAL)	Applicants for initial appointment must be able to demonstrate provision of pathology services, reflective of the scope of privileges requested, for the past 12 months or demonstrate successful completion of an ACGME- or AOA-accredited residency, clinical fellowship, or research in a clinical setting within the past 12 months.
CLINICAL EXPERIENCE (REAPPOINTMENT)	To be eligible to renew core privileges in pathology, the applicant must meet the following maintenance of privilege criteria: Current demonstrated competence and an adequate volume of experience with acceptable results, reflective of the scope of privileges requested, for the past 24 months based on results of ongoing professional practice evaluation and outcomes. Evidence of current ability to perform privileges requested is required of all applicants for renewal of privileges.
FPPE	FPPE criteria will be assigned by the Department Chair during the approval process.
OTHER REQUIREMENTS	<ul style="list-style-type: none"> Note that privileges granted may only be exercised at the site(s) and setting(s) that have the appropriate equipment, license, beds, staff, and other support required to provide the services defined in this document. Site-specific services may be defined in hospital or department policy. This document is focused on defining qualifications related to competency to exercise clinical privileges. The applicant must also adhere to any additional organizational, regulatory, or accreditation requirements that the organization is obligated to meet.

Name: _____

Page 2

ANATOMIC PATHOLOGY CORE PRIVILEGES - This is not intended to be an all-encompassing procedures list. It defines the types of activities/procedures/ privileges that the majority of practitioners in this specialty perform at this organization and inherent activities/ procedures/privileges requiring similar skill sets and techniques.		
Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	Diagnosis, exclusion, and monitoring of disease by general anatomical pathology examination of tissue specimens, cells, body fluids, and clinical laboratory tests on body fluids and secretions, and including performance of autopsies. Adhere to medical staff policy regarding emergency and consultative call services. [The core privileges include the procedures listed on the attached privilege list and such other procedures that are extensions of the same techniques and skills.]	<input type="checkbox"/>
	<u>Anatomic Pathology</u>	
<input type="checkbox"/>	Surgical Pathology	<input type="checkbox"/>
<input type="checkbox"/>	Autopsy Pathology	<input type="checkbox"/>
<input type="checkbox"/>	Performance of Needle Aspiration Biopsy	<input type="checkbox"/>
<input type="checkbox"/>	Non-gynecologic cytology	<input type="checkbox"/>
<input type="checkbox"/>	Gynecologic cytology	<input type="checkbox"/>
CLINICAL PATHOLOGY CORE PRIVILEGES - This is not intended to be an all-encompassing procedures list. It defines the types of activities/procedures/ privileges that the majority of practitioners in this specialty perform at this organization and inherent activities/ procedures/privileges requiring similar skill sets and techniques.		
Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	Microbiology, hematology, immunohematology, blood banking and serology, clinical chemistry and immunology. Privileges include but are not limited to; interpretation and evaluation of special laboratory tests. Adhere to medical staff policy regarding emergency and consultative call services. [The core privileges include the procedures listed on the attached privilege list and such other procedures that are extensions of the same techniques and skills.]	<input type="checkbox"/>
	<u>Clinical Pathology</u>	
<input type="checkbox"/>	Transfusion Medicine/Blood Bank	<input type="checkbox"/>
<input type="checkbox"/>	Chemical Pathology	<input type="checkbox"/>
<input type="checkbox"/>	Medical Microbiology	<input type="checkbox"/>
<input type="checkbox"/>	Laboratory Management	<input type="checkbox"/>
<input type="checkbox"/>	Molecular Pathology	<input type="checkbox"/>
<input type="checkbox"/>	Performance of Bone Marrow Aspirate/Biopsy	<input type="checkbox"/>
<input type="checkbox"/>	Interpretation of Bone Marrow Aspirate/Biopsy	<input type="checkbox"/>
<input type="checkbox"/>	Hematopathology	<input type="checkbox"/>

Name: _____

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SPECIAL NON-CORE PRIVILEGES		
If desired, noncore privileges are requested individually in addition to requesting the core. Each individual requesting noncore privileges must meet the specific threshold criteria governing the exercise of the privilege requested including training, required previous experience, and for maintenance of clinical competence.		
Requested	CHECK ALL PRIVILEGES/PROCEDURES YOU ARE REQUESTING	Approved
<input type="checkbox"/>	<p><u>Bone Marrow Biopsy</u></p> <p><i>Initial Privileges:</i> Successful completion of an ACGME- or AOA-accredited postgraduate training in anatomic or cytopathology that included training in bone marrow biopsy.</p> <p><i>Required previous experience:</i> Demonstrated current competence and evidence of the performance of 5 bone marrow biopsies in the past 12 months.</p> <p><i>Maintenance of privileges:</i> Demonstrated current competence and evidence of the performance of 5 bone marrow biopsies in the past 24 months based on results of ongoing professional practice evaluation and outcomes.</p>	<input type="checkbox"/>

Name: _____

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ACKNOWLEDGEMENT OF APPLICANT

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

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

Applicant's Printed Name: _____

Applicant's Signature: _____ Date: _____

DEPARTMENT CHAIR REVIEW

I have reviewed the requested clinical privileges and supporting documentation for the above-named applicant and make the following recommendations:

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

Department Chair's Printed Name _____

Department Chair's Signature: _____ Date: _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee approval
Date: _____

Medical Executive Committee approval
Date: _____

Board of Trustees approval
Date: _____

Privileges Effective From: _____ To: _____

Date Form Approved by Specialty: _____ 05/02/2023

Date Form Approved by Department Chair: _____ 5/9/2023

Date Approved by Credentials Committee: _____ 5/9/2023

Date Approved by MEC: _____ 5/23/2023

Date Approved by Board of Trustees: _____

Pathology Privileges Previous Form

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

DELINEATION OF CLINICAL PRIVILEGES PATHOLOGY

Name: _____

TRAINING

Board Certification, or the active pursuit of board certification, in the specialty of Pathology by the American Board of Pathology, the American Osteopathic Association or the equivalent certifying body (as determined by the Credentials Committee) is required.

In the absence of board certification, applicant must have completed an approved Pathology residency, and must be qualified to pursue and receive board certification (board eligible). Board certification must be obtained within seven years from the date of completion of residency or fellowship.

PART I. PRIVILEGES

Requested Approved

_____	_____	<u>Anatomical Pathology</u>
		Surgical Pathology
		Autopsy Pathology
		Cytopathology

Requested Approved

_____	_____	<u>Clinical Pathology</u>
		Immunochemistry/Blood Bank
		Clinical Chemistry
		Clinical Microbiology
		Clinical Immunology
		Hematopathology

PART II. PRIVILEGES

Requested Approved

_____	_____	Sternal Bone Marrow Aspirate
_____	_____	Fine Needle Aspiration of Palpable Lesions
_____	_____	Post Iliac Crest Aspiration and Biopsies

PART III. OTHER PRIVILEGES

Requested	Approved	

Signature	Date
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May 17th Quality Report

Meeting called to order at 8:15.

A couple of excellent mission moments were reviewed.

Most of the meeting was spent reviewing the fiscal year comparison presented. The report was put together and reviewed to show the scores of approximately 70 individual elements. The report details state and national averages, target goals, 75th percentile benchmark, LY vs TY and the gain or loss in either a percentage or raw number. The report shows that there has been continuous improvement in 47 individual elements, 5 elements were unchanged, while the remaining elements are areas for improvement. Several elements are color coded to show they are within 5% of the benchmark. All in all the report is very easy to follow, very valuable and easy to understand. At this time it is undecided but the report may be generated either quarterly or biannually.

Star rating was touched on as was Sepsis and falls.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting Minutes - Draft
Monday – May 15, 2023

Zoom

Trustee Members Present by Zoom: Kandi Pendleton, Barbara Sowada
Voting Members Present by Zoom: Suzan Campbell, Amber Fisk, Irene Richardson
Non-Voting Members & Guests Present by Zoom: Ann Marie Clevenger, Tami Love, Kari Quickenden,
Amy Lucy, Shawn Bazzanella, Ruthann Wolfe, Eddie Boggs, Cindy Nelson

Kandi called the meeting to order at 3:00 p.m. and welcomed everyone.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Barbara, second by Irene. Motion carried.

APPROVAL OF MINUTES

The March minutes will be included in the June meeting packet for review and approval.

ROUTINE REPORTS

Turnover

Amber provided the 2023 turnover data through the end of April. She said we are at a 21% turnover rate which is good compared to the national average of 29-30%. The Committee discussed job abandonment numbers as well as the jobs with the highest turnover. The group agreed it would be interesting to see the distribution of staff in the different generational groups. Amber said she will bring that information to the June meeting. The Committee discussed the timeline for the new hire process.

Contract Staffing

The Committee reviewed the current contract staff report. Amber noted the numbers continue to decrease.

Employee Injury & Illness Reporting

Amber said there is nothing to report at this time.

Old Business

None.

New Business

Employee Policies – Non-Discrimination and Anti-Harassment

Suzan provided background for why she is suggesting the change to the current policy and referenced information in the meeting packet. The motion to approve the policy to forward to the Board of Trustees for first read at the June meeting was made by Barbara, second by Suzan. Motion carried. Cindy

said a new orientation memo template approved by the Board would be needed to include the draft in the June meeting packet.

Next Meeting

The next meeting is scheduled Monday, June 19 at 3:00 p.m.

The meeting adjourned at 3:30 p.m.

DRAFT



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

Operating Budget and Capital Budget

for the Fiscal Year Ending

June 30, 2024

RATE INCREASE 6%

WAGE ADJUSTMENTS

2.5% wage increase

Not to exceed \$760,000

Prepared and Submitted for Board Approval by:

TAMI LOVE

Chief Financial Officer

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/24

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Budget Assumptions

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Budget for the Year Ending 06/30/24

1) PATIENT STATISTICS BUDGETED AT PROJECTION PLUS NEW SERVICES, FULL YEAR SERVICES
 PATIENT DAYS

FY2024 BUDGET: 5,744

FY 2023 PROJECTED: 5,744
 FY 2022 PATIENT DAYS: 5,843
 FY 2021 PATIENT DAYS: 4,768
 FY 2020 PATIENT DAYS: 4,714
 FY 2019 PATIENT DAYS: 5,293
 FY 2018 PATIENT DAYS: 5,067

DISCHARGES

FY2024 BUDGET: 1,821

FY 2023 PROJECTED: 1,821
 FY 2022 DISCHARGES: 1,829
 FY 2021 DISCHARGES: 1,768
 FY 2020 DISCHARGES: 1,874
 FY 2019 DISCHARGES: 2,028
 FY 2018 DISCHARGES: 2,088

EMERGENCY DEPARTMENT VISITS
 FY2024 BUDGET: 15,550

FY 2023 PROJECTED: 15,532
 FY 2022 ACTUAL VISITS: 14,991
 FY 2021 ACTUAL VISITS: 13,357
 FY 2020 ACTUAL VISITS: 14,873
 FY 2019 ACTUAL VISITS: 16,246
 FY 2018 ACTUAL VISITS: 16,361

SURGICAL PROCEDURES

FY2024 BUDGET: 2,190 new general surgeon and ob/gyn

FY 2023 PROJECTED: 1,891
 FY 2022 ACTUAL PROCEDURES: 1,529
 FY 2021 ACTUAL PROCEDURES: 1,692
 FY 2020 ACTUAL PROCEDURES: 1,780
 FY 2019 ACTUAL PROCEDURES: 1,935
 FY 2018 ACTUAL PROCEDURES: 2,081

OUTPATIENT VISITS

FY2024 BUDGET: 92,000 additional services Nuc Med, EEG, Lab

FY 2023 PROJECTED: 91,648
 FY 2022 ACTUAL VISITS: 104,298
 FY 2021 ACTUAL VISITS: 106,791
 FY 2020 ACTUAL VISITS: 91,238
 FY 2019 ACTUAL VISITS: 86,909
 FY 2018 ACTUAL VISITS: 76,842

CLINIC VISITS

FY2024 BUDGET: 81,700 new and full year providers - general surgeon, ob/gyn, telepsych, NP Peds

FY 2023 PROJECTED: 76,850
 FY 2022 ACTUAL VISITS: 65,585
 FY 2021 ACTUAL VISITS: 56,660
 FY 2020 ACTUAL VISITS: 54,815
 FY 2019 ACTUAL VISITS: 54,497
 FY 2018 ACTUAL VISITS: 53,543

2) GROSS REVENUE

GROSS REVENUE AT FY23 PROJECTION PLUS NEW PROVIDERS, FULL YEAR PROVIDERS, RATE INCREASE

RATE INCREASE:

6% AGGREGATE RATE INCREASE EQUATES TO 2.8% INCREASE IN NET PATIENT REVENUE

*** healthcare inflation increased 17.6% in 2022 - 2023*

FY23 RATE INCREASE: 6%
 FY22 RATE INCREASE: 5%
 FY21 RATE INCREASE: 5%
 FY20 RATE INCREASE: 5%
 FY19 RATE INCREASE: 2%
 FY18 RATE INCREASE: 5%
 FY17 RATE INCREASE: 5%

Budget Assumptions

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/24

3) PAYER MIX - INPATIENT AND OUTPATIENT

Payer Mix History	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Commercial/Work Comp	19.86%	20.29%	17.48%	16.59%	16.71%	15.16%	16.09%
Blue Cross	24.66%	24.39%	23.02%	24.34%	23.40%	23.17%	23.41%
Medicaid	8.94%	10.34%	9.26%	8.28%	9.13%	10.19%	11.17%
Medicare	36.24%	34.80%	39.45%	38.15%	37.63%	38.40%	37.65%
Self Pay	7.90%	8.96%	8.25%	8.47%	8.31%	8.10%	6.94%
Other	2.40%	1.65%	2.55%	4.17%	4.82%	4.98%	4.85%

FY2024 BUDGET AT CURRENT PAYOR MIX

SELF PAY 7.00%
 MEDICARE 37.6%
 MEDICAID 11.2%
 BLUE CROSS 23.4%
 PRIVATE INSURANCE 16.1%
 OTHER GOVERNMENT 4.9%

4) CONTRACTUAL ALLOWANCES

MEDICAL ASSISTANCE BUDGETED AT 1% - no significant change from prior 3 years
 BAD DEBT BUDGETED AT 6.4% - stable from prior years
 TOTAL DEDUCTIONS OF REVENUE ARE BUDGETED AT 52.5%

REDUCTION OF REVENUE BUDGET FY23: 51.5%
 REDUCTION OF REVENUE ACTUAL FY23: 52.7%

REDUCTION OF REVENUE FY22: 50.4%
 REDUCTION OF REVENUE FY21: 51.4%
 REDUCTION OF REVENUE FY20: 50.6%
 REDUCTION OF REVENUE FY19: 49.3%
 REDUCTION OF REVENUE FY18: 46.5%

1% INCREASE IN REDUCTION OF REVENUE = \$2.5 MILLION ANNUAL DECREASE TO NET PATIENT REVENUE AND BOTTOM LINE

COUNTY BUDGET REQUEST: TITLE 25 SUBSIDY \$471,488, SAME AS FY2023 BUDGET PLUS MID-YEAR AMENDMENT

IMPACT OF CRITICAL ACCESS DESIGNATION NOT INCLUDED IN BUDGET

***estimated decrease in reduction of revenue of 4% with CAH
 assuming January 1, 2024 start, six months equates to \$5 million additional cash and net revenue which will increase our bottom line

5) OTHER OPERATING REVENUE

COUNTY BUDGET REQUEST: TOTAL MAINTENANCE FUND \$1,448,215
 FY2024 County budget requested same as FY2023

OCCUPATION MEDICINE CONTRACTS - slight increase with added OM contracts
 FOUNDATION UNRESTRICTED FUNDS
 CAFETERIA SALES
 COLLECTION AGENCY INTEREST

6) SALARY AND WAGE

BUDGET INCLUDES RECOMMENDED WAGE ADJUSTMENT FOR EMPLOYEES OF 2.5%
 NOT TO EXCEED \$760,000 INCLUDING BENEFITS ADJUSTMENTS

CURRENT APRIL FTEs: 509.4

FY 2024 BUDGETED FTEs: 540 includes 15.9 contracted agency FTEs

NEW PHYSICIANS AND PROVIDERS:

GENERAL SURGEON
 MED/PED HOSPITALIST
 OB/GYN
 POTENTIAL PHYSIATRIST

FULL YEAR OF FY23 ADDED PROVIDERS

NP PEDIATRICIAN
 HOSPITALIST
 PA INTERNAL MEDICINE

DEPARTMENTAL INCREASES:

LABORATORY - ADDITIONAL TESTING AVAILABILITY AT 3000 COLLEGE AND MOB
 CLINICS - STAFF FOR NEW TELEPSYCH SERVICES AND NEW GENERAL SURGEON, CLINICAL COORDINATOR
 MEDICAL IMAGING - EXPANDED SCHEDULE FOR MAMMO AND NUC MED
 SURGERY - CLINICAL COORDINATOR, STERILE TECH, MAINTAIN PT STAFF
 ICU - ADDITIONAL C.N.A STAFF
 ONCOLOGY - TENTATIVE REPLACEMENT OF NURSE PRACTITIONER
 ENVIRONMENTAL SERVICES - EXPANDED SERVICES WITH VOLUMES, QUALITY AND PATIENT EXPERIENCE MEASURES
 PATIENT FINANCE - ADDITIONS IN CENTRAL SCHEDULING, PRIOR AUTHORIZATIONS
 PATIENT ACCESS - WALK IN, ENT, AND NEW PROVIDERS
 PHYSICAL THERAPY - FULL TIME SPEECH THERAPIST

Budget includes salary and wage contingency funds for vacant FTE positions. All vacancies and new FTE requests are reviewed by the Position Control Team (PCT).

Budget Assumptions

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24

- 7) FRINGE BENEFITS
BENEFITS ARE A FUNCTION OF SALARY AND WAGE - BUDGETED AT FY2023 PROJECTION
INCLUDES ADDITIONAL AMOUNT RELATED TO S&W INCREASE
- 8) CONTRACT LABOR
TOTAL \$3,627,424 - **DECREASE FROM FY2023 PROJECTION BY - \$2.1 MILLION**
REDUCE CURRENT AGENCY FTES FROM 19.8 TO 15.9 BY YEAR END
CONTINUE TO NEGOTIATE AGENCY HOURLY RATES AS NATIONAL AVERAGES DECREASE
- 9) OTHER PHYSICIAN FEES
TOTAL \$3,403,816

LOCUM PHYSICIANS COST INCLUDED DURING RECRUITMENT SEARCH - UROLOGY, PEDIATRICIAN, OB/GYN (JULY-OCT)
LOCUM COVERAGE FOR CURRENT PHYSICIANS - ONCOLOGY, NEUROLOGY
TELEPSYCHOLOGY - CONTRACTED SERVICE
- 10) OTHER PURCHASED SERVICES
CONSULTING FEES INCLUDES:
HUNTSMAN CANCER CENTER CONSULTING
PLANETREE
INFORMATION TECHNOLOGY - CYBER SECURITY
CRITICAL ACCESS DESIGNATION ASSISTANCE
HR WAGE ANALYSIS

LEGAL FEES: \$120,000
AUDIT FEES: \$128,500 INCLUDES SINGLE AUDIT FOR ARPA/PHASE 4 FUNDS RECEIVED IN FY2022
BANK CARD FEES: \$195,000
COLLECTION AGENCY FEES: \$542,700
DEPARTMENT MANAGEMENT SERVICE
CARDINAL PHARMACY - \$1,541,600
UNIDINE DIETARY SERVICES - \$1,144,000

OTHER PURCHASED SERVICES - DEPARTMENTAL
LABORATORY - SEND OUT TESTING WITH CORRESPONDING REVENUE
HISTOLOGY - PATHOLOGY SERVICES
SURGERY - LITHOTRIPSY SERVICES WITH CORRESPONDING REVENUE
ONCOLOGY - DOSIMETRIST COVERAGE IF NEEDED, GENETIC TESTING
MEDICAL IMAGING - PHYSICIST SERVICES AND MOBILE PET SCANNER
MEDICAL RECORDS - EXTERNAL CODING AUDITS
PHARMACY ON CALL SERVICES
JOINT COMMISSION RESOURCES - ADDITIONAL SURVEY REQUIRED FOR CRITICAL ACCESS DESIGNATION
PRESS GANEY - ADDITIONAL PHYSICIAN SURVEYS
MARKETING - REPUTATION MANAGEMENT
NEUROLOGY EEG SERVICES WITH CORRESPONDING REVENUE
PATIENT FINANCE - LEGACY BILLING AND STATEMENTS
- 11) SUPPLIES - AT PROJECTION OR INCREASED DUE TO ONGOING INFLATION ISSUES ~ 8% INCREASE OVERALL
INFLATIONARY INCREASES: FOOD, MEDICAL SUPPLIES, FREIGHT, FUEL
RADIOACTIVE MATERIALS - 26.7% - EXPECTED INCREASE IN VOLUMES AND REVENUE
LAB SUPPLIES - 3.5%
IMPLANTS - 1.7% - COST IS PASSED THROUGH TO REVENUE
MED/SURG SUPPLIES - 5.6%
DRUGS - 11.5% - COST IS PASSED THROUGH TO REVENUE (FY23 HAS SEEN 39.3% INCREASE FROM PRIOR YEAR)
MINOR EQUIPMENT - 43.52% - SIMILAR TO PRIOR YEARS
UNIFORMS - 10.6% - NEW PATIENT EXPERIENCE REPRESENTATIVES
NON MED/SURG SUPPLIES - 13.5%
- 12) UTILITIES - 8.8% OVERALL INCREASE
ELECTRICITY - 15.7% ROCKY MOUNTAIN POWER EXPECTS 23% IN JANUARY 2024
FUEL - 7% OVER PROJECTION.
CURRENTLY 77% INCREASE OVER FY23 BUDGET AND PRIOR YEARS
CABLE - 6.2% OVER PROJECTION
- 13) REPAIRS AND CONTRACT MAINTENANCE - **3.6% OVERALL DECREASE**
CONTRACT MAINTENANCE - AVERAGE 3% ANNUAL INCREASE ON EXISTING SUPPORT CONTRACTS
LEGACY CONTRACTS LIMITED OR TERMINATED AND ARCHIVED DURING THE FIRST YEAR OF CERNER

MAINTENANCE & REPAIRS - 8.4% INCREASE
COUNTY MAINTENANCE FUNDS HELP OFFSET FACILITY MAINTENANCE PROJECTS
- 14) INSURANCE - 1.2% OVERALL INCREASE
PROFESSIONAL LIABILITY - 4.4% INCREASE DUE TO MATURING PHYSICIAN STEP RATE, NEW PROVIDERS AND VOLUME INCREASES
CYBER LIABILITY - **29% DECREASE DUE TO MORE OPTIONS IN CARRIERS (170% INCREASE IN FY23)**
PROPERTY - 6.7% INCREASE
AUTO - 21% INCREASE
DIRECTORS & OFFICERS, EMPLOYEE LIABILITY, CRIME - 14% INCREASE
HELIPAD - 29% INCREASE
POLLUTION - 24.6% INCREASE

Budget Assumptions

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/24
15) OTHER OPERATING EXPENSES - 14% OVERALL INCREASE
 LICENSE AND TAXES: HUNTSMAN CANCER CENTER: \$50,000

MEMBERSHIPS: AHA, WHA, EMPLOYEES COUNCIL

 EDUCATION & TRAVEL: EMPLOYEE TUITION REIMBURSEMENT: \$24,000
 NURSING EDUCATIONAL SPONSORSHIP: \$16,000
 BOARD EDUCATION - IPROTEAN \$19,500
 BOOKS & SUBSCRIPTIONS
 PHYSICIAN CME & TRAVEL PER CONTRACTS
 CONTINGENCY FOR DEPARTMENT SPECIFIC TRAVEL REQUESTS TO BE APPROVED AS NEEDED

POSTAGE AND FREIGHT

EMPLOYEE RECRUITMENT

PHYSICIAN RECRUITMENT

 NEW PROVIDER RECRUITMENT - \$195,000 PEDIATRICIAN, UROLOGIST, PSYCHIATRIST, ENT
 RECRUITMENT SIGN ON BONUSES, MOVING EXPENSES, RETENTION BONUSES - \$377,000
**includes recruitment fees due at start date of General Surgeon, Med/Ped Hospitalist, OB/Gyn signed in FY2023*

PHARMACY DEPARTMENT CHARGES - 6% INCREASE - INFLATION & VOLUMES - COST PASSED THROUGH TO REVENUE

COMPUTER SOFTWARE

FOUNDATON EXPENSES

16) LEASES & RENTALS - 7.4% OVERALL DECREASE

CURRENT MRI LEASE FOR 1ST QUARTER

NEW GASB 87 ACCOUNTING RULE EFFECTIVE FY2022

 EQUIPMENT LEASE EXPENSE TRANSFERRED TO BALANCE SHEET AND DEPRECIATION EXPENSE
 POSITIVE IMPACT ON DAILY CASH EXPENSE AND DAYS CASH ON HAND

17) DEPRECIATION - 2.3% INCREASE

FY2024 ASSETS INCLUDE ONCOLOGY SUITE, BUILDING AUTOMATION, LIGHTNING ARREST, SULENTICH SUITE, BULK OXYGEN PLUS APPROVED CA

CONTINUED INVESTMENT IN FACILITY HAS DECREASED AVERAGE AGE OF PLANT - 10.64 YEARS

18) NON-OPERATING REVENUE

GRANT FUNDS BUDGETED

LAB EXPANSION - SLIB & MATCHING FUNDS - \$3,323,000

MOB ENTRANCE - SLIB \$267,000

COUNTY MAINTENANCE FUNDS USED FOR CAPITAL PROJECTS

RENT INCOME - UNIVERSITY OF UTAH, OTHER OUTSIDE PROVIDERS \$180,000

INVESTMENT INCOME \$257,000

INTEREST EXPENSE - (\$593,000) - DECREASE WITH REFINANCING AND CONVERSION OF BONDS

19) CAPITAL BUDGET

FY 2024 CAPITAL BUDGET RECOMMENDATION: \$3,000,000

FY2024 CAPITAL EQUIPMENT REQUESTS: \$6.4 MILLION

FY2024 CONSTRUCTION PROJECT REQUESTS: \$8.1 MILLION

FY 2023 CAPITAL BUDGET: \$3,000,000

FY2023 CAPITAL EQUIPMENT APPROVED - \$1,061,911 PLUS CAPITAL LEASE \$2,141,500

FY2023 CONSTRUCTION PROJECTS APPROVED - \$435,468

ADDITIONAL \$1,576,000 APPROVED AND REIMBURSED BY OTHERS (COUNTY MAINTENANCE FUND AND FOUNDATION)

20) KEY PERFORMANCE INDICATORS (KPI)

OPERATING MARGIN

FY 2024 BUDGET: .03%

FY2023 PROJECTION: -4.90%

FY 2022 ACTUAL: -4.55%

FY2021 ACTUAL: -6.06%

FY2020 ACTUAL: -1.72%

FY2019 ACTUAL: .05%

FY 2018 ACTUAL: -1.10%

TOTAL MARGIN

FY 2024 BUDGET: 3.25%

FY2023 PROJECTION: -3.93%

FY 2022 ACTUAL: -2.58%

FY2021 ACTUAL: 5.26%

FY2020 ACTUAL: 5.59%

FY2019 ACTUAL: 1.23%

FY 2018 ACTUAL: 2.75%

DAYS CASH ON HAND

FY 2024 BUDGET: 139

CURRENT DAYS OF CASH ON HAND: 92

FY2023 PROJECTION: 111

FY 2022 ACTUAL: 101

FY 2021 ACTUAL: 179

FY 2020 ACTUAL: 221

FY 2019 ACTUAL: 137

FY 2018 ACTUAL: 111

**Bond Covenant ratio is 65 Days Cash on Hand

Budget Assumptions**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****ROCK SPRINGS, WY****Budget for the Year Ending 06/30/24****GROSS DAYS IN ACCOUNTS RECEIVABLE**

FY 2024 BUDGET: 49.65
FY2023 PROJECTION: 64.62
FY 2022 ACTUAL: 76.31
FY 2021 ACTUAL: 50.46
FY 2020 ACTUAL: 50.05
FY 2019 ACTUAL: 56.68
FY 2018 ACTUAL: 50.46

AVERAGE AGE OF PLANT

FY 2024 BUDGET: 10.62
FY2023 PROJECTION: 9.90
FY 2022 ACTUAL: 13.79
FY2021 ACTUAL: 13.61
FY2020 ACTUAL: 13.29
FY2019 ACTUAL: 12.38
FY2018 ACTUAL: 10.19

DEBT SERVICE COVERAGE

FY 2024 BUDGET: 3.74
FY2023 PROJECTION: 1.98
FY 2022 ACTUAL: 2.41
FY2021 ACTUAL: 3.31
FY2020 ACTUAL: 5.12
FY2019 ACTUAL: 3.76
FY2018 ACTUAL: 3.31

****Bond Covenant ratio is 1.10 Debt Service Coverage**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

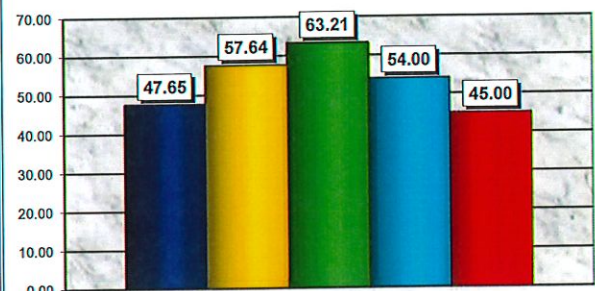
Budget for the Year Ending 06/30/24

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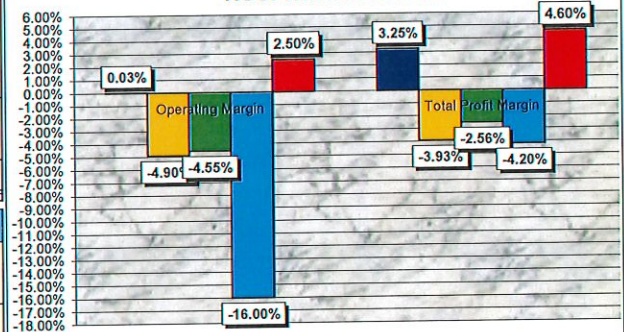
BALANCE SHEET

	Budget 6/30/2024	Projected 6/30/2023
ASSETS		
Current Assets	\$44,294,011	\$39,142,142
Assets Whose Use is Limited	24,288,670	20,746,004
Property, Plant and Equipment (Net)	76,877,670	76,595,895
Other Assets	832,807	930,753
Total Unrestricted Assets	146,293,158	137,414,794
Restricted Assets	507,624	467,624
Total Assets	\$146,800,782	\$137,882,418
LIABILITIES AND NET ASSETS		
Current Liabilities	\$14,567,085	\$14,807,781
Long-Term Debt	22,992,992	25,061,250
Other Long-Term Liabilities	10,056,665	10,999,665
Total Liabilities	47,616,742	50,868,696
Net Assets	99,184,040	87,013,722
Total Liabilities and Net Assets	\$146,800,782	\$137,882,418

NET DAYS IN ACCOUNTS RECEIVABLE



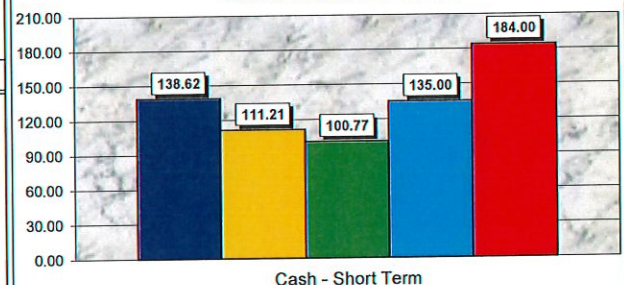
HOSPITAL MARGINS



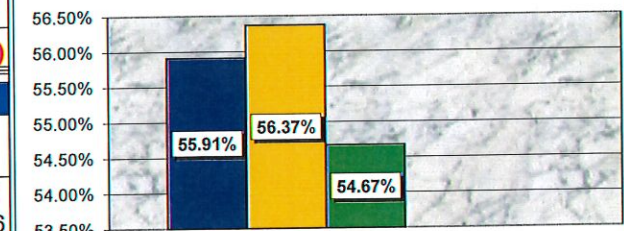
STATEMENT OF REVENUE AND EXPENSES - YTD

	Budget 6/30/2024	Projected 6/30/2023
Revenue:		
Gross Patient Revenues	\$248,947,039	\$227,609,061
Deductions From Revenue	(130,697,196)	(119,952,781)
Net Patient Revenues	118,249,843	107,656,280
Other Operating Revenue	2,036,755	2,191,280
Total Operating Revenues	120,286,598	109,847,560
Expenses:		
Salaries, Benefits & Contract Labor	67,224,650	64,952,730
Purchased Services & Physician Fees	10,481,264	9,869,996
Supply Expenses	21,087,077	19,567,320
Other Operating Expenses	10,909,225	10,531,361
Bad Debt Expense	0	0
Depreciation & Interest Expense	10,543,035	10,309,753
Total Expenses	120,245,251	115,231,160
NET OPERATING SURPLUS	41,347	(5,383,600)
Non-Operating Revenue/(Expenses)	3,862,064	1,068,141
TOTAL NET SURPLUS	\$3,903,411	(\$4,315,459)

DAYS CASH ON HAND



SALARY AND BENEFIT EXPENSE AS A PERCENTAGE OF NET REVENUE



KEY STATISTICS AND RATIOS - YTD

	Budget 6/30/2024	Projected 6/30/2023
Total Acute Patient Days	5,072	5,072
Average Acute Length of Stay	3.6	3.6
Total Emergency Room Visits	15,550	15,532
Outpatient Visits	92,000	91,648
Total Surgeries	2,190	1,891
Net Revenue Change from Prior Year	9.50%	4.62%
EBIDA	8.80%	4.50%
Days Expense in Accounts Payable	30.98	
FINANCIAL STRENGTH INDEX - 2.76		
Total Worked FTE's	476.93	431.29
Total Paid FTE's	524.10	479.60
Total Contract Labor	15.93	19.38

Budget for Fiscal Year End	6/30/2024
Projected	6/30/2023
Prior Fiscal Year End	6/30/2022
WYOMING	PPS like Hospitals
National Hospital Benchmark	BBB+ to BBB-

FINANCIAL STRENGTH INDEX - 2.76			
Excellent -	Greater than 3.0	Good -	3.0 to 0.0
Fair -	0.0 to (2.0)	Poor -	Less than (2.0)

Statement of Revenue and Expense

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24

	Budget 06/30/24	Projected 06/30/23	Budget 06/30/23	Actual 06/30/22	Actual 06/30/21
Gross Patient Revenue					
Inpatient Revenue	\$53,009,798	\$48,962,686	\$47,501,410	\$48,587,269	\$37,846,684
Outpatient Revenue	164,270,145	151,396,069	145,027,103	136,503,379	128,968,469
Clinic Revenue	31,667,096	27,250,306	24,336,852	22,629,745	20,278,486
Total Gross Patient Revenue	<u>248,947,039</u>	<u>227,609,061</u>	<u>216,865,365</u>	<u>207,720,393</u>	<u>187,093,639</u>
Deductions From Revenue					
Discounts and Allowances	(112,265,632)	(105,670,235)	(94,956,706)	(91,005,939)	(81,224,839)
Bad Debt Expense (Governmental Providers Only)	(15,974,022)	(11,892,491)	(14,134,103)	(11,722,031)	(12,093,691)
Medical Assistance	(2,457,542)	(2,390,055)	(2,609,373)	(2,030,555)	(2,754,608)
Total Deductions From Revenue	<u>(130,697,196)</u>	<u>(119,952,781)</u>	<u>(111,700,182)</u>	<u>(104,758,525)</u>	<u>(96,073,138)</u>
Net Patient Revenue	<u>118,249,843</u>	<u>107,656,280</u>	<u>105,165,183</u>	<u>102,961,868</u>	<u>91,020,501</u>
Other Operating Revenue	<u>2,036,755</u>	<u>2,191,280</u>	<u>2,617,969</u>	<u>2,031,072</u>	<u>2,378,144</u>
Total Operating Revenue	<u>120,286,598</u>	<u>109,847,560</u>	<u>107,783,152</u>	<u>104,992,940</u>	<u>93,398,645</u>
Operating Expenses					
Salaries and Wages	49,489,852	45,856,409	45,086,492	44,570,952	44,544,751
Fringe Benefits	14,107,374	13,321,682	12,958,627	12,961,825	11,656,619
Contract Labor	3,627,424	5,774,639	3,103,500	7,316,914	1,874,887
Physicians Fees	3,403,816	3,358,985	3,967,291	4,297,012	3,485,391
Purchased Services	7,077,448	6,511,011	6,259,137	5,481,479	5,067,608
Pharmacy Drugs	11,855,763	10,632,831	8,200,000	8,513,283	7,516,202
Supply Expense	9,231,314	8,934,489	8,016,968	8,129,830	7,636,430
Utilities	1,509,376	1,387,617	1,110,448	1,173,793	1,110,670
Repairs and Maintenance	5,076,848	5,212,564	6,100,229	5,964,486	5,957,993
Insurance Expense	775,454	765,938	759,944	660,287	511,048
All Other Operating Expenses	3,280,999	2,877,370	2,776,286	2,554,768	2,129,055
Leases and Rentals	266,548	287,872	218,369	380,388	745,509
Depreciation and Amortization	10,543,035	10,309,753	8,968,951	7,770,232	6,826,760
Total Operating Expenses	<u>120,245,251</u>	<u>115,231,160</u>	<u>107,526,242</u>	<u>109,775,249</u>	<u>99,062,923</u>
Net Operating Surplus/(Loss)	<u>41,347</u>	<u>(5,383,600)</u>	<u>256,910</u>	<u>(4,782,309)</u>	<u>(5,664,278)</u>
Non-Operating Revenue:					
Investment Income	257,278	256,184	129,072	243,145	299,144
Tax Subsidies (Except for GO Bond Subsidies)	0	15,983	0	1,778	12,158
Interest Expense (Governmental Providers Only)	(993,371)	(1,068,400)	(992,888)	(1,612,246)	(1,314,293)
Other Non-Operating Revenue/(Expenses)	4,598,157	1,864,374	935,644	3,459,723	11,584,566
Total Non Operating Revenue/(Expense)	<u>3,862,064</u>	<u>1,068,141</u>	<u>71,828</u>	<u>2,092,400</u>	<u>10,581,575</u>
Total Net Surplus/(Loss)	<u>\$3,903,411</u>	<u>(\$4,315,459)</u>	<u>\$328,738</u>	<u>(\$2,689,909)</u>	<u>\$4,917,297</u>
Operating Margin	0.03%	-4.90%	0.24%	-4.55%	-6.06%
Total Profit Margin	3.25%	-3.93%	0.30%	-2.56%	5.26%
EBIDA	8.80%	4.50%	8.56%	2.85%	1.26%
Cash Flow Margin	12.01%	5.46%	8.63%	4.84%	12.57%

Balance Sheet - Assets

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24

	ASSETS			
	Budget 6/30/2024	Projected 6/30/2023	Actual 6/30/2022	Actual 6/30/2021
Current Assets				
Cash and Cash Equivalents	20,006,011	\$13,483,000	\$7,173,928	\$10,302,741
Gross Patient Accounts Receivable	32,500,000	34,000,000	41,948,878	22,751,139
Less: Bad Debt and Allowance Reserves	(17,062,000)	(17,000,000)	(23,879,694)	(12,710,325)
Net Patient Accounts Receivable	15,438,000	17,000,000	18,069,184	10,040,814
Interest Receivable	0	0	0	0
Other Receivables	2,850,000	2,850,896	2,832,976	2,073,519
Inventories	4,000,000	4,108,246	4,054,218	3,774,659
Prepaid Expenses	2,000,000	1,700,000	1,982,063	2,169,549
Due From Third Party Payers	0	0	0	0
Due From Affiliates/Related Organizations	0	0	0	0
Other Current Assets	0	0	0	0
Total Current Assets	44,294,011	39,142,142	34,112,369	28,361,282
Assets Whose Use is Limited				
Cash	40,000	75,345	(37,762)	145,904
Investments	0	0	0	0
Bond Reserve/Debt Retirement Fund	0	0	0	0
Trustee Held Funds - Project	2,255,852	1,934,856	637,426	3,015,531
Trustee Held Funds - SPT	0	263	28,281	26,503
Board Designated Funds	7,700,000	4,700,000	6,924,862	19,921,794
Other Limited Use Assets	14,292,818	14,035,540	14,546,537	14,928,863
Total Limited Use Assets	24,288,670	20,746,004	22,099,344	38,038,595
Property, Plant, and Equipment				
Land and Land Improvements	4,242,294	4,242,294	4,242,294	4,025,159
Building and Building Improvements	52,492,418	49,942,418	49,597,599	41,947,846
Equipment	134,673,884	131,673,884	131,022,049	114,615,271
Construction In Progress	4,356,000	1,624,225	731,897	7,220,982
Capitalized Interest	0	0	0	0
Gross Property, Plant, and Equipment	195,764,596	187,482,821	185,593,839	167,809,258
Less: Accumulated Depreciation	(118,886,926)	(110,886,926)	(102,078,365)	(99,384,901)
Net Property, Plant, and Equipment	76,877,670	76,595,895	83,515,474	68,424,357
Other Assets				
Unamortized Loan Costs	832,807	930,753	1,028,699	210,003
Assets Held for Future Use	0	0	0	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0
Other	0	0	0	0
Total Other Assets	832,807	930,753	1,028,699	210,003
TOTAL UNRESTRICTED ASSETS	146,293,158	137,414,794	140,755,886	135,034,237
Restricted Assets	507,624	467,624	434,089	395,362
TOTAL ASSETS	\$146,800,782	\$137,882,418	\$141,189,975	\$135,429,599

Balance Sheet - Liabilities and Net Assets
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/24

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LIABILITIES AND FUND BALANCE				
	Budget 6/30/2024	Projected 6/30/2023	Actual 6/30/2022	Actual 6/30/2021
Current Liabilities				
Accounts Payable	\$5,000,000	\$5,957,079	\$5,404,568	\$5,787,068
Notes and Loans Payable	0	0	0	0
Accrued Payroll	2,800,000	2,800,000	1,787,856	1,555,117
Accrued Payroll Taxes	0	0	0	0
Accrued Benefits	2,500,000	2,800,000	2,804,901	2,537,177
Accrued Pension Expense (Current Portion)	0	0	0	0
Other Accrued Expenses	0	0	0	0
Patient Refunds Payable	0	0	0	0
Property Tax Payable	0	0	0	0
Due to Third Party Payers	0	0	0	0
Advances From Third Party Payers	0	0	0	0
Current Portion of LTD (Bonds/Mortgages)	0	0	0	0
Current Portion of LTD (Leases)	1,872,008	1,343,198	1,562,895	319,366
Other Current Liabilities	2,395,077	1,907,504	628,321	446,442
Total Current Liabilities	14,567,085	14,807,781	12,188,541	10,645,170
Long Term Debt				
Bonds/Mortgages Payable	24,865,000	26,404,448	28,054,562	28,062,121
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	(1,872,008)	(1,343,198)	(1,562,895)	(319,366)
Total Long Term Debt (Net of Current)	22,992,992	25,061,250	26,491,667	27,742,755
Other Long Term Liabilities				
Deferred Revenue	0	0	1,255,068	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0
Other	10,056,665	10,999,665	13,919,250	146,106
Total Other Long Term Liabilities	10,056,665	10,999,665	15,174,318	6,644,103
TOTAL LIABILITIES	47,616,742	50,868,696	53,854,526	45,032,028
Net Assets:				
Unrestricted Fund Balance	92,837,295	88,925,847	87,636,023	83,129,666
Temporarily Restricted Fund Balance	1,959,119	1,959,119	1,959,119	1,959,119
Restricted Fund Balance	484,215	444,215	430,216	391,489
Net Revenue/(Expenses)	3,903,411	(4,315,459)	(2,689,909)	4,917,297
TOTAL NET ASSETS	99,184,040	87,013,722	87,335,449	90,397,571
TOTAL LIABILITIES AND NET ASSETS	\$146,800,782	\$137,882,418	\$141,189,975	\$135,429,599

Budgeted Key Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24

STATISTICS	Budget 06/30/24	Projected 06/30/23	Budget 06/30/23	Actual 06/30/22	Actual 06/30/21
Discharges					
Acute	1,428	1,428	1,600	1,429	1,375
Total Adult Discharges	1,428	1,428	1,600	1,429	1,375
Newborn	393	393	460	400	393
Total Discharges	1,821	1,821	2,060	1,829	1,768
Patient Days:					
Acute	5,072	5,072	4,500	5,200	4,179
Total Adult Patient Days	5,072	5,072	4,500	5,200	4,179
Newborn	672	672	710	643	589
Total Patient Days	5,744	5,744	5,210	5,843	4,768
Average Length of Stay (ALOS)					
Acute	3.6	3.6	2.8	3.6	3.0
Total Adult ALOS	3.6	3.6	2.8	3.6	3.0
Newborn ALOS	1.7	1.7	1.5	1.6	1.5
Average Daily Census (ADC)					
Acute	13.9	13.9	12.3	14.2	11.4
Total Adult ADC	13.9	13.9	12.3	14.2	11.4
Newborn	1.8	1.8	1.9	1.8	1.6
Emergency Room Statistics					
ER Visits - Admitted	1,450	1,435	1,500	1,444	1,423
ER Visits - Discharged	14,100	14,097	13,550	13,547	11,934
ER - Urgent Care Visits	0	0	0	0	0
Total ER Visits	15,550	15,532	15,050	14,991	13,357
% of ER Visits Admitted	9.32%	9.24%	9.97%	9.63%	10.65%
ER Admissions as a % of Total	100.28%	99.24%	93.75%	99.31%	103.27%
Productivity Statistics:					
FTE's - Worked	476.93	431.29	459.20	440.62	432.03
FTE's - Paid	524.10	479.60	504.61	486.09	476.85
Contract Labor	15.93	19.38	8.56	21.98	10.66
Case Mix Index - Medicare	1.4000	1.4078	1.6000	1.4927	1.5068
Case Mix Index - All payers	1.2000	1.2100	0.9000	0.7940	1.1954
Outpatient Statistics:					
Total Outpatients Visits	92,000	91,648	129,000	104,298	106,791
Observation Bed Days	1,600	1,596	1,600	1,251	1,148
Clinic Visits - Primary Care	68,400	63,559	58,600	59,902	50,367
Clinic Visits - Specialty Clinics	13,300	13,291	5,700	5,683	6,293
IP Surgeries	644	592	275	289	278
OP Surgeries	1,546	1,299	1,375	1,240	1,414

Budgeted Key Patient Statistics
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/24

STATISTICS	Budget 06/30/24	Projected 06/30/23	Budget 06/30/23	Actual 06/30/22	Actual 06/30/21
Ancillary Statistics:					
Laboratory:					
Inpatient	120,808	120,808	113,000	116,997	98,973
Outpatient	500,712	500,712	452,000	455,025	448,032
Radiology					
Inpatient	1,900	1,863	1,900	2,568	1,714
Outpatient	32,000	31,764	29,500	28,623	29,231
Rehab Services (PT, OT, Speech)					
Inpatient	1,769	1,769	1,600	1,650	1,728
Outpatient	3,272	3,272	3,500	3,460	4,442
Cardiac Rehab					
Inpatient	0	0	0	0	0
Outpatient	3,239	3,239	3,200	3,260	2,289
Respiratory Therapy					
Inpatient	11,820	11,820	12,900	18,874	15,311
Outpatient	3,325	3,325	5,100	4,071	3,097
Cardiology					
Inpatient	731	731	630	667	570
Outpatient	5,200	4,965	5,100	4,901	5,376

Statement of Cash Flows

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24

	CASH FLOW	
	Budget 6/30/2024	Projected 6/30/2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$41,347	(\$5,383,600)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	8,000,000	8,808,561
(Increase)/Decrease in Net Patient Accounts Receivable	1,562,000	1,069,184
(Increase)/Decrease in Other Receivables	896	(17,920)
(Increase)/Decrease in Inventories	108,246	(54,028)
(Increase)/Decrease in Pre-Paid Expenses	(300,000)	282,063
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(957,079)	552,511
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(300,000)	1,007,243
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	487,573	1,279,183
Net Cash Provided by Operating Activities:	8,642,983	7,543,197
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(8,281,775)	(1,888,982)
(Increase)/Decrease in Limited Use Cash and Investments	(3,542,666)	1,353,340
(Increase)/Decrease in Other Limited Use Assets	0	0
(Increase)/Decrease in Other Assets	57,946	64,411
Net Cash Used by Investing Activities	(11,766,495)	(471,231)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(2,068,258)	(1,430,417)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(943,000)	(4,174,653)
Net Cash Used for Financing Activities	(3,011,258)	(5,605,070)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	12,128,971	5,061,873
Net Increase/(Decrease) in Cash	5,994,201	6,528,769
Cash, Beginning of Period	13,702,697	7,173,928
Cash, End of Period	\$19,696,898	\$13,702,697

Full Time Equivalent Employees (FTE's)

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24

	Budget 6/30/2024	Projected 6/30/2023	Budget 6/30/2023	Actual 6/30/2022	Actual 6/30/2021
600 Medical/Surgical Nursing/OP Svcs	24.7	23.0	23.4	24.4	23.2
605 Behavioral Health	6.7	7.5	6.4	7.6	5.7
610 OB/Delivery/Nursery/LDRP	18.1	18.0	18.4	18.5	17.7
620 Intensive Care Unit	13.0	10.0	9.7	7.8	8.9
630 Surgical Services	22.3	19.4	21.0	22.1	19.3
633 Recovery Room	3.1	3.1	3.0	3.3	3.4
640 Dialysis	10.0	9.9	12.7	9.9	8.7
650 Emergency Department	23.9	23.8	19.5	22.2	22.6
660 Oncology Services	11.6	11.2	10.4	10.2	10.6
700 Laboratory	37.1	34.5	41.7	32.9	36.2
710 Radiology Diagnostic	8.1	7.0	9.1	7.3	7.7
711 Mammography	2.1	1.1	2.1	1.1	1.6
712 Ultrasound/Echo	5.9	4.6	5.2	3.7	3.0
713 Nuclear Medicine/PET	0.8	0.7	0.9	1.6	1.4
714 CT Scan	5.4	6.3	4.2	5.6	5.7
715 MRI	2.0	2.0	2.0	2.2	2.2
720 Respiratory Therapy	4.1	3.9	3.8	8.3	5.5
722 EKG and Sleep Lab	3.7	3.5	4.6	3.2	3.7
723 Cardiac Rehab	2.4	2.2	2.4	2.2	2.2
730 Physical Therapy	3.3	3.0	2.8	3.2	2.9
782 Quality/Compliance/Inf Cntrl	8.5	9.4	10.0	7.6	7.4
781 Social Worker	0.3	0.3	1.0	0.4	1.0
786 Nursing Informatics	4.0	4.0	4.0	7.7	4.0
790 Health Information Management	14.5	14.5	15.5	15.6	12.6
791 Case Management/Care Transition	7.0	6.3	6.2	4.4	4.5
800 Plant Operations/BioMed	13.8	13.8	15.0	13.8	14.4
801 Housekeeping	27.5	26.3	28.5	25.2	25.8
802 Laundry and Linen	6.5	5.6	7.0	6.4	5.4
810 Security/Emer. Mgmt	12.0	13.7	16.3	9.8	22.1
850 Materials Management	8.0	8.0	9.5	9.1	8.9
870 Dietary, Dieticians	2.1	2.1	2.1	14.6	15.6
901 Marketing	1.0	1.0	1.0	1.0	0.8
900 Administration	8.5	5.5	5.5	6.6	6.6
905 Nursing Administration	4.2	4.0	4.1	4.1	4.1
910 Information Systems	5.0	5.0	6.0	5.4	6.0
920 Human Resources	5.0	5.0	5.0	4.6	4.0
930 General Accounting	5.0	5.0	5.0	5.0	4.7
940 Patient Accounting	21.4	19.2	20.4	19.0	15.4
941 Admitting and Outpatient Registration	43.2	40.3	35.4	32.7	20.0
942 Communications	1.0	1.0	2.0	0.9	1.0
943 Central Scheduling	6.0	5.1	5.7	4.9	4.5
950 Orthopedic Clinic (no physician)	0.0	0.0	0.0	0.0	3.0
974 Primary Care Clinic (no physician)	53.6	46.3	43.9	39.8	43.0
Other (Educ, EH, MedStf, Volunteer, Found, Phys Rec	10.5	9.0	8.5	8.4	8.1
Sub-Total	476.6	444.6	460.6	444.2	435.1
Physicians/PAs/Nurse Practitioners	47.5	45.0	44.0	41.9	40.2
TOTALS	524.1	489.6	504.6	486.1	475.3
Contract Labor					
Emergency Room	5.0	5.6	2.3	3.8	0.6
Med/Surg	0.6	2.5	0.4	0.4	0.1
OB/Delivery/Nursery/LDRP	0.3	1.1	0.2	1.0	0.5
Special Care Unit (ICU)	1.8	3.4	1.6	3.2	0.2
Surgical Services	2.5	1.8	1.0	2.8	2.3
Ultrasound	0.0	0.0	0.0	1.4	1.6
Laboratory	1.0	1.0	0.6	2.1	1.7
Behavioral Health	1.5	1.1	0.7	1.1	1.4
Infection Control	0.0	0.0	0.0	0.1	0.0
Radiology	0.0	0.0	0.0	0.2	0.0
Respiratory	3.2	2.7	1.5	0.5	0.1
Emergency Management	0.0	0.6	0.3	5.3	2.4
Physical Therapy	0.0	0.0	0.0	0.0	0.5
Sub-Total	15.9	19.8	8.6	21.8	11.2
Total Employed FTEs and Contract Labor	540.03	509.4	513.2	508.0	486.5
















Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/24


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Budget	Projected	Actual	WYOMING PPS like Hospitals	S&P BBB+ to BBB-
		6/30/2024	6/30/2023	06/30/22		
Profitability:						
Operating Margin		0.03%	-4.90%	-4.55%	-16.00%	2.50%
Total Profit Margin		3.25%	-3.93%	-2.56%	-4.20%	4.60%
Inpatient Gross Revenue Percentage		24.40%	24.44%	26.25%		
Outpatient Gross Revenue Percentage		75.60%	75.56%	73.75%		
Liquidity:						
Days Cash, All Sources		138.62	111.21	100.77	135.00	184.00
Net Days in Accounts Receivable		47.65	57.64	63.21	54.00	45.00
Capital Structure:						
Average Age of Plant (Annualized)		10.52	9.90	13.79	12.10	13.80
Long Term Debt to Capitalization		18.82%	22.36%	23.77%	13.00%	35.00%
Debt Service Coverage Ratio		3.74	1.96	2.41	3.30	3.70
Productivity and Efficiency:						
Including Providers						
Paid FTE's per Adjusted Occupied Bed		8.28	7.89	8.34		
Salary Expense per Paid FTE		\$101,350	\$107,654	\$106,745		
Excluding Providers						
Paid FTE's per Adjusted Occupied Bed		7.55	7.19	7.62		
Salary Expense per Paid FTE		\$76,106	\$81,279	\$79,616		
Salary and Benefits as a % of Total Operating Expense		55.91%	56.37%	54.67%		
Total Net Revenue per FTE		\$229,511	\$229,040	\$215,995		
Employee Benefits %		28.51%	29.05%	29.08%		
Supply Expense Per Adj. Discharge - CMI Adj.		\$3,144	\$2,948	\$2,724		
Inventory Ratio		30.07	26.74	25.90		
Other Ratios:						
Gross Days in Accounts Receivable		47.65	54.52	76.31		
Net Revenue per Adjusted Discharge		\$ 17,937	\$ 16,548	\$17,186		
Operating Expenses per Adj. Discharge		\$ 17,930	\$ 17,359	\$17,969		

****Bond Covenant ratio is 65 Days Cash on Hand and 1.10 Debt Service Coverage**

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Department	Request Item	Priority	Quote	Number of Units	Unit Cost	6/30/2024			FY25			FY26			FY27		
						Capital Budget	Unit Cost	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
INFORMATION TECHNOLOGY	PURE STORAGE UPGRADE		NO	1	\$167,000	\$167,000.00											
INFORMATION TECHNOLOGY	DISASTER RECOVERY-COLLEGE HILL		NO	1	\$118,000	\$118,000											
INFORMATION TECHNOLOGY	CISCO CORE SWITCH		YES	1	\$10,313	\$10,313											
LAB	ABL 90 FLEX blood gas analyzer			1	\$17,892	\$17,892											
LAB	ABL 800 Series Blood Gas Analyzer			1	\$28,600	\$28,600											
LAB	Stago Compact Max			1	\$41,671	\$41,671											
LAB	Advanced Instruments Osmometer			1	\$38,836	\$38,836											
LAB	Siemens Alifax Analyzer			1	\$9,000	\$9,000											
LAB	Symex Cellavision			1	\$130,630	\$130,630											
LAB	Symex XN2000 upgrade to XN3100 with Cellavision capabilities			1	\$276,143	\$276,143											
LAB	Refrigerator, single door, micro			1	\$6,830	\$6,830											
LAB	Refrigerator, double door, main lab (1)			1	\$10,021	\$10,021											
LAB	Refrigerator, double door, main lab (2)			1	\$10,021	\$10,021											
LAB	Freezer, -30 degrees, main lab			1	\$9,030	\$9,030											
LAB	Thermofisher Biological Hood			1	\$14,694	\$14,694											
LAB	Thermofisher Biological Hood			1	\$18,746	\$18,746											
LAB	BD Bactec FX40 (single)			1	\$17,000	\$17,000											
LAB	BACTEC FX Top unit			1	\$42,000	\$42,000											
LAB	Silencer centrifuge			1	\$6,439	\$6,439											
LAB	Refrigerator, double door, main lab (3)			1	\$6,182	\$6,182											
LAB	Freezer, -30 degrees, main lab			1													
LAB	Microscope, main lab			1													
LAB	Stago Compact Max			1													
LAB	Symex XN-3100DI-60 with Cellavision			1													
MARKETING	ORACLE/CERNER COMMUNITY WORKS		NO	1	\$35,000	\$35,000											
MATERIALS MANAGEMENT	AUTOMATED CHECK REQUEST APPROVALS		NO	1	\$16,500	\$16,500											
MEDICAL IMAGING	SYNGO VIA MULTI MODULE/STAND ALONE WORKSTATIONS SYS FOR CT AND MRI		YES	1	\$380,445	\$380,445											
MEDICAL IMAGING	Hologic Horizon-W DXA Scanner		YES	1	\$58,696	\$58,696											
MEDICAL IMAGING	LUMINOS AGILE MAX		YES	1	\$596,558	\$596,558											
MEDICAL IMAGING	DELL HOS REFRESH FOR PACS SYSTEM		YES	1	\$65,516	\$65,516											
MEDICAL IMAGING	YSIO X-PREE DIGITAL X-RAY SYS		YES	1	\$323,510	\$323,510											
MEDICAL IMAGING	YSIO X-PREE DIGITAL X-RAY SYS-MOBILE WIRELESS DETECTOR WITH HANDGROP, GRID		YES	1	\$353,542	\$353,542											
MEDICAL IMAGING	MAMMO BIOPSY CHAIR		YES	1	\$7,325	\$7,325											
MEDICAL IMAGING	BREAST AND PROSTATE MRI CAD		YES	1	\$75,000	\$75,000											
MEDICAL IMAGING	SIEMENS - SOLA FIT UPGRADE 48XU		YES	1	\$1,180,870	\$1,180,870											
MEDICAL IMAGING	NUC MED SPECT/CT WITH 64 SLICE DIAG CT SCANNER		YES	1	\$11,812	\$11,812											
MEDICAL IMAGING	ULTRAS SCAN TABLE WITH CAROTID HEADREST AND FOLDING PLATFORM		YES	1													
MED ONC	3 HEATED CHAIRS		YES	3	\$5,795	\$17,385											
MED/SURG	GE WALL MOUNTED MONITORS (4)		NO	1	\$83,913	\$83,913											
NURSING DEPARTMENTS	ALARIS PC UNITS		YES	1	\$77,350	\$77,350.00											
OB	BILI LIGHTS AND BLANKETS		YES	1	\$37,920	\$37,919.99											
OB	PANDA WARMERS		YES	2	\$22,597	\$45,193.96											
OB	FETAL MONITORS		YES	2	\$19,158	\$38,315.62											
OB	HUGS SYSTEM		YES	1	\$135,593	\$135,592.67											
PFS	COPIER		NO	1	\$11,000	\$11,000											
PFS	FAMILY BILLING-CERNER		NO	1	PLACEHOLDER												
PHARMACY	INTERFACE FOR CERNER- 340B		NO	1	\$18,000	\$18,000.00											
PHYSICAL THERAPY	TRACTION TABLE		YES	1	\$19,492	\$19,491.54											
PHYSICAL THERAPY	UPPER BODY EXERCISER		YES	1	\$5,897	\$5,897.28											
PHYSICAL THERAPY	TREADMILL		YES	1	\$8,660	\$8,660											
																	\$395,775

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	Capital Budget	FY25 Capital Budget	FY26 Capital Budget	FY27 Capital Budget
						5/30/2024			
QUALITY	PATIENT SAFETY ORGANIZATION		YES	1	\$10,920	\$10,920.00			
RESPIRATORY	V60 NON-INVASIVE VENTILATORS		YES	2	\$8,419	\$16,837.00			
RESPIRATORY	980 VENTILATOR		YES	1	\$47,100	\$47,100.00			
	TRILOGY EV 300 NON-INVASIVE VENTILATOR		YES	1	\$37,708	\$37,708.35			
SECURITY	TASER AND BODY CAMERAS		NO	1	\$73,000	\$73,000.00			
SECURITY	RE-KEY HOSPITAL, MOB, COLLEGE HILL CLINIC		NO	1	\$40,000	\$40,000.00			
EMERGENCY MANAGEMENT	DECONTAMINATION TENT		NO	1	\$45,000	\$45,000.00			
SECURITY	CAMERAS & VIDEO SCREENS		NO	1	\$7,000	\$7,000.00			
SECURITY	HELP ALERT WIRELESS PANIC ALERT SYSTEM		NO	1	PENDING COST				
SURGERY	ROBOTIC EQUIPMENT INSTRUMENTS		NO	1	\$90,000	\$90,000.00			
SURGERY	STRYKER MACO ROBOTIC ARM SYSTEM ORTHO		NO	1	\$1,132,640	\$1,132,639.80			
SURGERY	GURNEYS FOR SDS		YES	8	\$13,174	\$105,393.90			
SURGERY	ULTRASOUND MACHINE FOR ANESTHESIA		YES	1	\$52,000	\$52,000.00			
SURGERY	MINI C-ARM		YES	1	\$59,500	\$59,500.00			
SURGERY	INSPECTOR TOUCH SYSTEM FOR CENTRAL STERILE		YES	1	\$14,988	\$14,987.63			
	TOTAL					\$6,452,615	\$1,709,985	\$679,733	\$0
CONSTRUCTION PROJECTS									
FACILITIES	OR 1 RENOVATION		NO	1	\$1,004,335	\$1,004,335			
FACILITIES	OR 2 RENOVATION		NO	1	\$993,436	\$993,436			
FACILITIES	OR 3 RENOVATION		NO	1	\$1,139,552	\$1,139,552			
FACILITIES	OR 4 RENOVATION		NO	1	\$1,136,196	\$1,136,196			
FACILITIES	OR STERILIZATION		NO	1	\$1,994,788	\$1,994,788			
FACILITIES	MEDICAL IMAGING RENO		NO	1	\$1,651,480	\$1,651,480			
FACILITIES	LAUNDRY UPGRADE/HIM UPGRADE		NO	1	\$1,115,000	\$1,115,000			
FACILITIES	NEW ROOFING - CENTRAL PLANT		NO	1	\$56,000	\$56,000			
FACILITIES	FALL PROTECTION - CENTRAL PLANT		NO	1	\$41,000	\$41,000			
FACILITIES	CONVERT L&D BATHROOM WHIRLPOOL TUBS TO SHOWERS		NO	1	\$142,000	\$142,000			
FACILITIES	REMODEL SOILED UTILITY ROOM IN C-SECTION AREA FOR BATHROOM		NO	1	\$70,000	\$70,000			
FACILITIES	MOB - REPLACE EE EXTERIOR STAIRS W/ ENCLOSED STAIRWELL, REPLACE ROCK W/ CONCRETE		NO	1	\$900,000	\$900,000			
FACILITIES	NEW UNDERGROUND STORAGE TANKS FOR EMERGENCY DIESEL		NO	1	\$400,000	\$400,000			
FACILITIES	MOB FRONT ENTRANCE - SLAB APPROVED PROJECT		NO	1	\$2,132,948	\$2,132,948			
FACILITIES	ASPHALT PATCH/SEAL/REPLACE 3000 COLLEGE HILL		NO	1	\$143,800	\$143,800			
FACILITIES	AMBULANCE BAY DRAIN RELOCATE/PAINT FLOORS		NO	1	\$160,000	\$160,000			
FACILITIES	VARIOUS INTERNAL PROJECTS		NO	1	PLACEHOLDER				
FACILITIES	ENCLOSE WINDOW WELLS		NO	1	\$1,675,279	\$1,675,279			
FACILITIES	EMERGENCY DIESEL GENERATORS		NO	1	PENDING COST				
FACILITIES	KITCHEN DISH ROOM - UNIDINE REMODEL		NO	1	\$130,000	\$130,000			
FACILITIES	B-LEVEL FLOORING		NO	1	\$100,000	\$100,000			
FACILITIES	PARKING LOT REVISION		NO	1	\$344,000	\$344,000			
FACILITIES	MINOR HIM REMODEL		NO	1	\$25,000	\$25,000			
	TOTAL					\$8,136,839	\$7,217,975	\$0	\$0

Assigned: FY 23 - 42

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: 5/4/2023

Provide a detailed description of the capital expenditure requested:

Siemens – Sola Fit Upgrade 48XJ - Upgrade the Magnetom Aera to the Magnetom Sola Fit with the the BioMatrix Technology

Preferred Vendor:

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

1. Renovation	\$.
2. Equipment	\$ 732,717.00
3. Installation	\$.
4. Shipping	\$.
5. Accessories	\$.
6. Training	\$.
7. Travel costs	\$.
8. Other e.g. interfaces	\$ 425,000 FMV buy out
Total Costs (add 1-8)	\$ 1,157,717.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain: There may be some minor construction for R/F shielding if the table bolts need to be moved.

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

Budgeted Item:

Projected Annual Procedures (NEW not existing)

☐ YES ☒ NO

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

of bids obtained? 1

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Vendor specific – part of the Siemens Executive Agreement signed in March 2023.

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	Kar Quidkandh 05/08/2023
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Clare S-17-23
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	S-22-23
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

FY-24 The lease on our MRI is up. We are able to keep the magnet and upgrade the equipment to the next generation. The upgrade from the Aera to the Sola Fit includes BioMatrix Technology which is designed to address different aspects of a patient variability based on three key technological clusters which anticipate challenges before they happen with respiratory sensors to measure the patient's respiratory signal as soon as the patient is on the table; adapts and corrects the field inhomogeneities induced by the patient's individual anatomies; easily manages any type of patient with intelligent interfaces.

Most of the coils for our current scanner are compatible with the upgrade, there is not need to purchase new coils which is a significant savings.

The lease agreement on the current MRI ended January 2023. It was a fair market value (FMV) lease so we will need to buy out the FMV of the current equipment. The financing proposal includes the amount for the new upgraded equipment plus the FMV of the current equipment, for a total of \$1,157,717.00

The current monthly lease payment is \$18,429.63 and the new lease payment will be \$15,510.27 for a 84-month lease.

Siemens has also offered additional financing for any construction costs and mobile unit costs that may be needed.

Submitted by: Signature

Date



March 27, 2023

Memorial Hospital of Sweetwater
1200 College Road
Rock Springs, WY 82901

Siemens Financial Services, Inc. is pleased to submit this **PRELIMINARY FINANCING PROPOSAL** to you. The terms and conditions of the proposed financing are as follows:

Lessor: Siemens Financial Services, Inc., its designee or assignee
Lessee: Memorial Hospital of Sweetwater
Bid ID: 11865
Equipment Location: 1200 College Road
Rock Springs, WY 82901

Nominal Purchase Option Lease	
Equipment Description	Equipment Amount
Magnetom Aera Contract 130-0003495-000 + Sola Fit Upgrade CPQ-789629	\$1,157,717.00
Payment Stream Estimate*: 84 at \$17,430.95	
*plus applicable taxes	
End of Term Options: Lessee will have the option to purchase the Equipment at the end of the Lease term for \$1.00	

Fair Market Value Lease	
Equipment Description	Equipment Amount
Magnetom Aera Contract 130-0003495-000 + Sola Fit Upgrade CPQ-789629	\$1,157,717.00
Payment Stream Estimate*: 84 at \$15,510.27	
*plus applicable taxes	
End of Term Options: Lessee will have the following options at the end of the Lease term: Purchase the Equipment for its then fair market value not to exceed 27% of the equipment cost; or Return the Equipment to Lessor.	

PRICING: This Pricing is subject to the submittal by Lessee of its financial and business information for review by Lessor, which may result in modification of the pricing or a decision not to proceed with lease proposal.

RATE ADJUSTMENT: The Monthly Payments are based upon the like term Swap Rate as reported by any nationally recognized source of financial data that may be selected by Lessor in its reasonable discretion for purposes of establishing the Reference Rate for 3/16/2023 or, where there is no Swap Rate reported for the like term, then the Swap Rate for the term that is closest in length to the like term. The Monthly Payments will be adjusted for any corresponding increase in such Swap Rate as reported for the date that is two (2) business days prior to the Commencement Date of the Lease.

PAYMENT METHOD: All payments shall be required to be made via automatic withdrawals from Lessee's bank account.

NET LEASE/ DOCUMENTS: This will be a non-cancelable lease transaction and all fees and costs for insurance, maintenance, filings, registration and taxes relating to the Lease and the Equipment will be for Lessee's account. All lease documentation shall be provided by Lessor and must be satisfactory to all parties.

INSURANCE: Lessee will be required to provide Lessor with insurance certificates, in form and substance acceptable to Lessor, showing physical damage and liability insurance, with an insurer and in amounts satisfactory to Lessor, and which names Lessor and its assigns as loss payee and additional insured, as applicable.

DOCUMENTATION FEES: \$995

APPROVAL: This proposal is subject to, among other things, final pricing and credit approval by Lessor.

REFERRAL: Lessor may at its option refer the transaction (in part or in whole) to potential designees, along with the transmittal to such designees, of Lessee's financial and business information sent to and obtained by Lessor. Lessee, as well as any individuals whose personal information is included, consent to such transmittal by signing this proposal.

PROPOSAL EXPIRATION: This proposal shall expire if not accepted by Lessee within thirty (30) days from date of this letter.

The terms and conditions outlined herein are not all-inclusive and are based upon information provided to date. This proposal may be withdrawn or modified by Lessor at any time. This proposal does not represent an offer or commitment by Lessor to enter into a lease agreement or to provide any other financing and does not create any obligation for Lessor.

Please indicate your chosen option and acceptance of this proposal by executing a copy where indicated below and returning it to my attention along with the Proposal Fee via email or mail at the address noted below. Your acceptance hereof acknowledges that this proposal contains the relevant terms and conditions to be incorporated into lease documents.

If you have any questions or comments, please do not hesitate to contact me at the number noted below. I look forward to working with your organization.

Sincerely,

James Blair
Finance Sales Manager – Western Zone
Siemens Financial Services, Inc.
301 Lindenwood Drive, Suite 215
Malvern, PA 19355
Phone: 949-290-6373
Email: blair.james@siemens.com

AGREED TO AND ACCEPTED BY:

Lessee Memorial Hospital of Sweetwater
Signature _____
Name _____
Title _____
Date _____

SIEMENS

January 10, 2023

Tami Love
CEO
Memorial Hospital of Sweetwater
1200 College Road
Rock Springs, WY 82901

Re: Contract #: 130-0003495-000 ("Contract") Lease Schedule: 33118-47712
Equipment: (1) Magnetom Aera ("Equipment")

Dear Ms. Love,

Siemens Financial Services, Inc. ("SFS") would like to take this time to express our appreciation for your valued business. The present term of your Contract expires on February 2, 2023 (the "Term Expiration Date"). SFS would now like to offer you the following purchase and renewal options, which are conditioned upon (i) your payment of all amounts due under the Contract through and including the Term Expiration Date and (ii) no other default existing under the Contract.

This offer letter shall expire on January 18, 2023. If it is not countersigned and returned to us on or prior to such date, this offer letter shall be null and void and your Contract shall remain in effect pursuant to its existing terms.

Purchase Option:

- Purchase the Equipment for a cash price of \$425,000.00 plus applicable taxes, on the day after the Term Expiration Date.

Any purchase of the Equipment by you hereunder shall be on an AS-IS/WHERE-IS basis, without any express or implied warranties other than the absence of any liens by or through SFS, except those (if any) you are obligated to discharge.

Contract Renewal Option:

- Renew Contract beginning on the day after the Term Expiration Date for 48 months at a periodic renewal payment (meaning, at the same interval as payments currently come due under the Contract) equal to \$8,360.64 plus applicable taxes, with an option to purchase the Equipment for its fair market value plus applicable taxes at the end of the renewal term. Service is not included.

During any renewal term of the Contract: (i) the terms and conditions of the Contract shall continue to apply, (ii) unless a purchase option price at the end of the renewal term is stated above, the purchase option in effect for the present term shall also be the purchase option for the end of the renewal term, and (iii) to the extent there is a Stipulated Loss Value in effect during the present term, such value in effect at the end of the present term shall continue during the renewal term.

Return Equipment:

- Return Equipment, at your cost and expense, on the Term Expiration Date, in accordance with the terms of the Contract.

In the event you fail to renew the Contract or purchase or return the Equipment in accordance with the terms hereof, the Contract shall continue in accordance with its existing terms, including without limitation any automatic extension or automatic renewal terms. In the event you return the Equipment, it must be in the condition required under the Contract and to a location specified by SFS.



March 27, 2023

MEMORIAL HOSPITAL OF SWEETWATER
1200 COLLEGE DR,
ROCK SPRINGS, WY, 82901

Re: Executive Agreement

Dear Customer,

At your request and for your convenience, Siemens Healthineers has prepared this executive agreement (the "Executive Agreement"), to be executed by March 30, 2023 (the "Effective Date") in order to bind the parties to multiple equipment quotations and/or service proposals (each, as listed below with the accurate revision number, a "Quotation", and collectively the "Quotations").

1. **Binding Quotations.** By executing this Agreement, Customer hereby represents that (i) it has received and reviewed each individual Quotation and the terms and conditions therein; (ii) accepts and agrees to be bound by each individual Quotation and the terms and conditions contained therein; (iii) each Quotation has been accepted without modification or addition, except where expressly agreed to by the parties; and (iv) agrees to forego executing each individual Quotation and to execute this Agreement as a substitution for signature for each individual Quotation.

Equipment quotations

Equipment Quotation # (w/ Revision #)	Description	Location	Equipment Quotation Amount
CPQ-534193-0	Cios Alpha	Sweetwater Main	179,879
CPQ-789629-2	Sola Fit	Sweetwater Main	732,717
CPQ-802520-0	Pro Specta	Sweetwater Main	880,000
CPQ-310801-4	Luminos Agile	Sweetwater Main	522,820
CPQ-802561-0	Ysio X Pree	Sweetwater Main	316,373
CPQ-769096-1	Ysio X Pree	Sweetwater ER	289,711
			Total: \$2,921,500

Service Quotations in proposals P-CPQ-766578-0-4, P-CPQ-810963-1-2, P-CPQ-802535-0-3, P-CPQ-811536-0-4, P-CPQ-811547-0-3, and P-CPQ-811561-0-4

Equipment Quotation #	Description	Service Quotation # - Rev #	Coverage Level	Contract Term	Annual Contract Price
CPQ-534193-0	Cios Alpha	CPQ-766578-0	Advance Plan Plus	Warranty +5years	\$21,286
CPQ-789629-2	Sola Fit	CPQ-810963-1	Advance Plan Plus	Warranty +5years	\$119,958
CPQ-802520-0	Pro Specta	CPQ-802535-0	Advance Plan Plus	Warranty +5years	\$100,746
CPQ-310801-4	Luminos Agile	CPQ-811536-0	Advance Plan Plus	Warranty +5years	\$47,671
CPQ-802561-0	Ysio X Pree	CPQ-811547-0	Advance Plan Plus	Warranty +5years	\$38,507
CPQ-769096-1	Ysio X Pree	CPQ-811561-0	Advance Plan Plus	Warranty +5years	\$38,507

- a. Inquiries regarding the quotations listed above should include reference to the specific Quotation Number and be directed to Lori Van Hout via email lori.vanhout@siemens-healthineers.com or phone 1(720) 378-3685.
- b. The pricing set forth in the above tables are specific to the applicable Quotation and Revision for the equipment or items described therein ("Equipment Configuration"). Purchaser may modify the Equipment Configuration of any Individual Quotation until issuance of the Notice to Manufacture Letter, as applicable, and the Quotation Contract Total will change accordingly. The Purchaser agrees to pay any difference resulting from the configuration changes, provided that the same discount is applied to the discountable items on the updated Quotation as was applied to the original Quotation. Purchaser's right to modify the Equipment Configuration under this provision includes conversion of individual Quotations to different models or modalities to address Purchaser's changing circumstances, provided the parties negotiate a commercially reasonable price change, if any, for the different product prior to the conversion. Nothing in this section (a) shall reduce the Purchase Commitment made by Purchaser under this Agreement.
- c. Siemens will not invoice Customer, and Customer is under no obligation to issue any payment related to the purchase of a system, until a PO has been issued, a letter to manufacture has been signed by both parties, and delivery of the system(s) has occurred. This is in accordance with the payment terms documented within each Quotation.

To show their agreement to these terms and intending to be legally bound by this Executive Agreement and the Individual Quotations referenced herein, the parties hereby execute this Executive Agreement as of the Effective Date.

Each person signing below certifies that he or she is authorized to bind their respective party to this Executive Agreement.

Siemens Medical Solutions USA, Inc.

By: Lori Van Hout
Name: Lori Van Hout
Title: Account Executive
Date: 3/27/2023

Memorial Hospital of Sweetwater

By: [Signature]
Name: Irene Richardson
Title: CEO
Date: 3-28-2023

By: _____
Name: _____
Title: _____
Date: _____

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 40 Liberty Boulevard, Malvern, PA 19355

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 lori.vanhout@siemens-healthineers.com

Customer Number: 0000007986

Date: 03/24/2023

MEMORIAL HOSPITAL OF SWEETWATER
 1200 COLLEGE DR
 ROCK SPRINGS, WY 82901

Siemens Medical Solutions USA, Inc. is pleased to submit the following quotation for the products and services described herein at the stated prices and terms, subject to your acceptance of the terms and conditions on the face and back hereof, and on any attachment hereto.

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Contract Total: 732,717 USD
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 03/31/2023

Estimated Delivery Date: 09/25/2023

Delivery dates and other contractual obligations of Seller may change due to the effects of the Covid-19 epidemic or other epidemic, including delays and disruptions in the supply chain, manufacturing, or execution as well orders by authorities and prioritization of (new and existing) orders of customers which are essential for the public healthcare. The magnitude of such changes cannot be predicted and might be substantial because it depends on the development of the Covid-19 epidemic or other epidemic.

This offer is only valid if a firm, non-contingent order is placed with Siemens and a signed POS contract must accompany the equipment order.

This offer is only valid if firm, non-contingent orders for the following quotes are simultaneously placed with Siemens:

- CPQ-534193 Cios Alpha VA30
- CPQ-802520 Symbia Pro.specta X3
- CPQ-310801 Luminos Agile Max
- CPQ-769096 Ysio X.Pree
- CPQ-802561 Ysio X.Pree
- CPQ-789629 MAGNETOM Sola Fit Upgrade

The following quote configuration is only valid for a Siemens' system with functional location #400-521265.

This quote is based upon standard delivery terms and conditions (e.g., standard work hours, first floor delivery, etc.), basic rigging, mechanical installation and calibration. Siemens Medical Solutions USA, Inc., Project Management shall perform a site-specific assessment to ascertain any variations that are out of scope and not covered by the standard terms (examples such as, but not limited to: larger crane, nonstandard work hours,



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removal of existing equipment, etc.). Any noted variations identified by Siemens Project Management shall remain the responsibility of the customer and will be subject to additional fees.

Accepted and Agreed to by:

Siemens Medical Solutions USA Inc.

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____

By (sign): _____

Name: Lori Van Hout

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

***By signing below, signor certifies that no modifications or additions have been made to the Quotation.
Any such modifications or additions will be void.***

By (Sign): _____

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Quote Nr:	CPQ-789629 Rev. 2
Terms of Payment:	00% Down, 80% Delivery, 20% Installation Free On Board: Destination
Purchasing Agreement:	VIZIENT SUPPLY LLC VIZIENT SUPPLY LLC terms and conditions apply to Quote Nr CPQ-789629 Customer certifies, and Siemens relies upon such certification, that : (a) VIZIENT MRI XR0885 is the sole GPO for the purchases described in this Quotation, and (b) the person signing this Quotation is fully authorized under the Customer's policies to choose and indicate for Customer such appropriate GPO.

MAGNETOM Sola Fit Upgrade

All items listed below are included for this system:

Qty	Part No.	Item Description	Extended Price
1	14482831	<p>Sola Fit Upgrade 48XJ -> 48XJ (NX) Upgrade of MAGNETOM Aera [204x48] XJ to MAGNETOM Sola Fit [204x48] XJ with new BioMatrix technology.</p> <p>The Upgrade to MAGNETOM Sola Fit includes:</p> <p>BioMatrix Technology: designed to address different aspects of patient variability. Built on three key technological clusters:</p> <p>BioMatrix Sensors: anticipate challenges before they happen with respiratory sensors integrated in the spine coil (BioMatrix Spine 32) to measure the patient's respiratory signal as soon as the patient is on the table.</p> <p>BioMatrix Tuners: adapt and correct the field inhomogeneities induced by patient's individual anatomies with CoilShim (delivered with the BioMatrix Head/Neck 20, tilttable) and SliceAdjust technologies for robust and repeatable IQ.</p> <p>BioMatrix Interfaces: easily manage any type of patient with intelligent interfaces such as Select&GO panels to accelerate workflow without compromising quality.</p> <p>Tim 4G for excellent image quality and speed - Siemens unique DirectRX technology enabling all digital-in/digital-out design - Dual-Density Signal Transfer Technology</p> <p>Push-button exams with GO technologies Select&GO myExam Companion Recon&GO MR View&GO</p> <p>Tim Application Suite allowing excellent head-to-toe imaging - Neuro Suite</p>	276,640 USD

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Qty	Part No.	Item Description	Extended Price
		<ul style="list-style-type: none"> - Angio Suite - Cardiac Suite - Body Suite - Onco Suite - Breast Suite - Ortho Suite - Pediatric Suite - Scientific Suite <p>Further included</p> <ul style="list-style-type: none"> - High performance host computer and measurement and reconstruction system - Patient communication: standard headphones and in-ear headset - Siemens unique CAIPIRINHA - syngo MR software including - 1D/2D PACE - BLADE - iPAT² - Phoenix - Inline Diffusion - MDDW (Multiple Direction Diffusion Weighting) - CISS - DESS - TGSE - Offline Composing <p>The exchanged HW components must be returned to Siemens.</p>	
1	14460161	MR General Engine #Vi syngo.MR General Engine extends Numaris/X by adding dedicated workflows and tools for routine and advanced reading of MR examinations. A generic MR Basic workflow is provided, as well as specific MR Neurology, MR Prostate Reading, MR Breast Reading, and MR Cardio-Vascular workflows.	1 USD
1	14482802	myExam Brain Assist myExam Brain Assist provides guided and flexible workflows. Optimized scan strategies are provided and can be selected based on the patient's condition, which allows for reproducible, high image quality and time efficient exams. The built-in flexibility allows users to change predefined strategies at any time during the brain workflow, and to personalize to the individual patient's condition and clinical need. myExam Brain Assist is customizable to the site-specific standards of care.	0 USD
1	14482803	myExam Spine Assist myExam Spine Assist provides guided and flexible workflows for cervical, thoracic and lumbar spine. Optimized scan strategies are provided and can be selected based on the patient's condition, which allows for reproducible, high image quality and time efficient exams. The built-in flexibility allows users to change predefined strategies at any time during the spine workflow, and to personalize to the individual patient's condition and clinical need. myExam Spine Assist is customizable to the site-specific standards of care.	0 USD
1	14482804	myExam Large Joint Assist myExam Large Joint Assist provides guided and flexible workflows for knee, hip and shoulder. Optimized scan strategies are provided and can be selected based on the patient's condition, which allows for reproducible, high image quality and time efficient exams. The built-in flexibility allows users to change predefined strategies at any time during the scan workflow, and to personalize to the individual patient's condition and clinical need. myExam Large Joint Assist is customizable to the site-specific standards of care.	0 USD
1	14482834	myExam Brain Autopilot myExam Brain Autopilot enables less experienced staff to scan brain MRI at high quality with just a few simple clicks. By using automation and AI, it takes away burdensome routine tasks for all technologists. Predefined automated protocols	0 USD

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Qty	Part No.	Item Description	Extended Price
		allow users to scan with no manual adjustments. A new and intuitive user interface simplifies scanning so that exams can be performed, or strategies can be changed easily. This new approach to operate MRI helps any user to generate consistent, comprehensive results. myExam Brain Autopilot is customizable to the site-specific standards of care.	
1	14482835	myExam Knee Autopilot myExam Knee Autopilot enables less experienced staff to scan knee MRI at high quality with just a few simple clicks. By using automation and AI, it takes away burdensome routine tasks for all technologists. Predefined automated protocols allow users to scan with no manual adjustments.	0 USD
		A new and intuitive user interface simplifies scanning so that exams can be performed, or strategies can be easily changed. This new approach to operate MRI helps any user to generate consistent, comprehensive results.	
		myExam Knee Autopilot is customizable to the site-specific standards of care.	
1	14441748	Quiet Suite #T+D Quiet Suite enables complete, quiet examinations for neurology and orthopedics with at least 70% reduction in sound pressure levels.	0 USD
1	14461619	Turbo Suite Essential #BM Turbo Suite Essential comprises established acceleration techniques to maximize productivity for all contrasts, orientations and all routine imaging applications from head-to-toe.	0 USD
1	14460227	Tim Planning Suite #Vi With the Tim Planning Suite, multiple regions in the entire body can be examined in a minimum of time through measurement planning on a single FoV of any desired size.	1 USD
1	14470868	Advanced Cardiac incl. PSIR #NX This package contains special sequences and protocols for advanced cardiac imaging including 3D and 4D BEAT functionalities. It supports advanced techniques for ventricular function imaging, dynamic imaging, tissue characterization, coronary imaging, and more.	1 USD
1	14482819	syngo Expert-i XA50/XA51 This software application enables remote access to the system (connected via local area network) for planning and processing.	0 USD
1	14456328	BioMatrix Technology #Vi The new and unique BioMatrix technology addresses the different aspects of patient bio-variability. It is based on three technological clusters: - BioMatrix Sensors address patient physiology, in order to anticipate challenges - BioMatrix Tuners address patient anatomy, in order to adapt to all patients, especially critical ones. - BioMatrix Interfaces address user interaction with the patient, to accelerate the workflow in the face of patient variability.	1 USD
1	14470783	BioMatrix Respiratory Sensors#Vi,So Highly integrated BioMatrix Respiratory sensors measure the patient's breathing cycle in head-first and feet-first orientation.	0 USD
1	14470792	BioMatrix Coil Shim #Vi,So BioMatrix CoilShim helps to reduce patient induced strongly localized B0 inhomogeneities by dedicated local shim channels.	0 USD
1	14470794	BioMatrix SliceAdjust #BM BioMatrix SliceAdjust helps to avoid station boundaries and apparent broken spine artifacts as well as to preserve the SNR for whole-body diffusion.	0 USD
1	14460412	BioMatrix Table #So	1 USD

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Qty	Part No.	Item Description	Extended Price
1	14470795	BioMatrix Select & GO #Vi,So The new BioMatrix Table is designed for smooth patient preparation, high patient comfort and easy cleanability. The unique design of the BioMatrix table can support up to 250 kg (550 lbs) without restricting the vertical or horizontal movement.	0 USD
1	14469186	Silver & White Design #So The BioMatrix Select&GO interface enables fast and easy single-touch patient positioning from both sides of the patient table. The interfaces are integrated left and right into the front covers. Correct positioning saves unnecessary wasted time for repositioning and additional adjustments, therefore shortening the total room time.	0 USD
1	14456270	PC Keyboard US English #Vi Standard PC keyboard with 105 keys.	1 USD
1	14460419	High-End Computing [204x48] #So Tim 4G power computing upgrade for MAGNETOM Sola/ Sola Fit Tim [204x48]. This upgrade brings a high-end image reconstruction computer to the Tim [204x48] configuration.	46,592 USD
1	14456238	Peripheral Pulse Unit #Vi Peripheral Pulse Unit for Pulse Triggering	4,368 USD
1	14482823	SW syngo MR XA51A syngo MR XA51A is the new software platform, bringing the latest features and functionality for daily clinical excellence. syngo MR XA51A guides and enables the user throughout the entire workflow: from patient registration; patient set up with guided workflows on the Select&GO; protocol management and selection; image acquisition and viewing; data handling; and post processing and reporting. This software together with the hardware enables diagnostic excellence for your daily clinical needs.	0 USD
1	14475508	Turbo Suite Excelerate The syngo MR XA51A platform offers myExam Companion which introduces a new MRI operation philosophy by providing built-in expertise and automation for users and clinical questions. myExam Companion provides different workflow modes for tailored assistance: myExam Autopilot, myExam Assist and myExam Cockpit. No matter the user or patient, myExam Companion helps generate consistent, comprehensive results.	52,416 USD
1	14461588	CS GRASP-VIBE Upgrade #BM Turbo Suite Excelerate comprises access to cutting edge acceleration techniques such as Simultaneous Multi-Slice, Compressed Sensing and Wave-CAIPI for static 2D and static 3D imaging applications in Neuro, MSK and Body MRI. The CS GRASP-VIBE Upgrade Package is available for customers that already purchased FREEZEit+.	14,560 USD
		Compressed Sensing GRASP-VIBE (Golden-Angle Radial Sparse Parallel) makes it possible to conduct dynamic contrast-enhanced liver exams in free breathing for patients who cannot reliably hold their breath for a conventional breath-hold measurement. Acquisition is performed in one continuous run, using a golden-angle stack-of-stars radial scheme that confers robustness towards motion and the flexibility to choose the temporal resolution at reconstruction time. The temporal resolution may even vary over the duration of the scan. Reconstruction is performed using a Compressed Sensing accelerated iterative algorithm with per-voxel through-time regularization. The combination of features enables for free-breathing liver exams with both robust diagnostic image quality and the high temporal resolution required to capture the dynamic phases of contrast enhancement.	

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Qty	Part No.	Item Description	Extended Price
		Additional features: - Auto Bolus Detection at reconstruction time - Configuration of exam phases in terms of start time relative to the auto-detected bolus arrival, duration, temporal resolution, and pre-selection for export to PACS - Self-gating for further reduction of residual motion blur.	
1	14470733	Tim Whole Body Suite Transfer Transfer of the existing Tim Whole Body Suite to the new Fit Upgrade.	1 USD
1	14470956	BioMatrix Body 18,TI #So To purchase this coil using trade-in, the corresponding coil from the predecessor system must be returned to Siemens. This coil must be still functional and in good condition. The BioMatrix Body 18 combines Tim 4G coil technology with a new highly flexible and lightweight design to ensure excellent image quality, high patient comfort, and unmatched flexibility. Key features are: - 18 channels - Dual Density Signal Transfer - SlideConnect Technology - Highly flexible and light-weight design - Exchangeable cable design The 18-channel design with its 18 integrated pre-amplifiers ensures excellent signal-to-noise ratio while provide extensive coverage in all directions. The single SlideConnect plug allows for fast and easy patient preparation. The new highly flexible and light-weight design provides highest patient comfort. Through the exchangeable cable design, a single coil can be used with either a standard-sized cable (95 cm length) or a longer version (165 cm length). The coil is delivered with the standard-sized 95 cm cable. The 165 cm long cable can be order in addition as option. The BioMatrix Body 18 features: - 18-element design with 18 integrated preamplifiers (3 clusters of 6 elements each) - Operates in an integrated fashion with the system's spine coil - Can be combined with further Body 18 or BM Body 18 coils for larger coverage - Can be positioned in different orientations (0°, 90°, 180°, 270°) for patient specific adaptations - Requires no coil tuning - iPAT compatible in all directions The highly flexible design enables a wide variety of applications including: - Thorax (incl. heart) - Abdomen - Pelvis - Hip - Vascular The BioMatrix Body 18 is typically combined with: - BM Head/Neck 20 - BM Spine coil - Additional Body 18 coil(s) or BM Body 18 coils (optional) - Peripheral Angio 36 (optional) - Flex Large 4 - Flex Small 4 - UltraFlex Large 18 (depending on availability, optional) - UltraFlex Small 18 (depending on availability, optional) - Loop coils (optional) - Endorectal coil (optional)	49,504 USD

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Qty	Part No.	Item Description	Extended Price
1	14475382	UltraFlex Package 18, TI #1.5T UltraFlex Large 18 and UltraFlex Small 18 are contained in this package. UltraFlex Large 18 Light-weight, iPAT compatible, 18-element no-tune receive coil made of highly flexible and soft material. It is used for examinations of larger extremities (e.g. medium to large shoulder, hip, knee ankle and hand). A dedicated positioning aid for larger extremities, like knee is delivered with the coil. UltraFlex Small 18 Light-weight, iPAT compatible, 18-element no-tune receive coil made of highly flexible and soft material. It is used for examinations of smaller extremities (e.g. small to medium shoulder, smaller ankle, elbow and hand). A dedicated positioning aid for smaller extremities, like ankle or elbow is delivered with the coil. To purchase this coil using trade-in, the corresponding coil from the predecessor system must be returned to Siemens. This coil must be still functional and in good condition.	37,856 USD
1	14456282	Positioning Aids Shoulder&Ankle #Vi This package contains additional positioning aids that can be used for the UltraFlex Large 18 and UltraFlex Small 18.	1,560 USD
1	14456241	Separator 60kW/75kW #Vi The SEP (Separation cabinet) has to be used if a central hospital chilled water supply is available or if a chiller of any brand/type is already available. The SEP is the interface between the on-site water chiller (of any brand or type) or the interface to the central hospital cooling water supply. For the above-mentioned cases the SEP is mandatory! In these cases, the primary water specifications must fulfill the requirements: XJ: 45kW; water temperature: 6 - 14°C XQ: 60kW; water temperature: 6 - 14°C XT: 75kW; water temperature: 6 - 12°C For all gradient systems: Flow: 100+-10l/min; pH value 6-8; max working pressure 6 bar. Dimensions: 1950mm x 650mm x 650mm (height x width x depth) Weight: approx. 350kg	20,800 USD
1	14456228	System Start Timer #Vi Timer clock that can be installed together with the MAGNETOM MR system to start the system automatically at user-definable times, eliminating waiting times during system boot up.	1 USD
1	14469089	Tx/Rx Knee 18, TI #1.5T New 18-channel transmit/receive coil optimized for knee imaging. The spacious design with a flared opening towards the thigh allows scanning even of large and swollen knees with exceptional image quality and signal to noise ratio. Main features : - 18-element design (3x6 coil elements) with 18 integrated preamplifiers - iPAT-compatible - SlideConnect Technology To purchase this coil using trade-in, the corresponding coil from the predecessor system must be returned to Siemens. This coil must be still functional and in good condition.	24,461 USD
1	14475525	Deep Resolve Pro Package The Deep Resolve Pro Package combines the three applications Deep Resolve Gain, Deep Resolve Sharp and Deep Resolve Boost which use intelligent	84,000 USD

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Qty	Part No.	Item Description	Extended Price
		reconstruction algorithms and Deep Learning networks to reconstruct accelerated images with higher signal to noise ratio and better image sharpness.	
1	14468976	ZOOMit PRO syngo ZOOMit provides EPI diffusion imaging of small, "zoomed" areas of interest while avoiding signal from surrounding tissue and minimizing artifacts from metal implants. Protocols for prostate imaging are provided.	14,560 USD
1	MR_STD_RIG_I NST	MR Standard Rigging and Installation MR Standard Rigging and Installation This quotation includes standard rigging and installation of your new MAGNETOM system Standard rigging into a room on ground floor level of the building during standard working hours (Mon. – Fri./ 8 a.m. to 5 p.m.) It remains the responsibility of the Customer to prepare the room in accordance with the SIEMENS planning documents Any rigging requiring a crane over 80 tons and/or special site requirements (e.g. removal of existing systems, etc.) is an incremental cost and the responsibility of the Customer. All other "out of scope" charges (not covered by the standard rigging and installation) will be identified during the site assessment and remain the responsibility of the Customer.	0 USD
1	MR_BTL_INSTA LL	MR Standard Rigging & Install	28,080 USD
1	MR_PREINST_F IXED	T+D Preinstall kit for fixed table	572 USD
1	MR_CRYO	Standard Cryogens	8,320 USD
1	MR_PM	MR Project Management A Siemens Project Manager (PM) will be the single point of contact for the implementation of your Siemens equipment. The assigned PM will work with the customer's facilities management, architect or building contractor to assist you in ensuring that your site is ready for installation. Your PM will provide initial and final drawings and will coordinate the scheduling of the equipment, installation, and rigging, as well as the initiation of on-site clinical education.	0 USD
1	MRIMAB_100	MRI Armboard w/ Pad	405 USD
1	MR_GOKNEE3 D	GOKnee3D GOKnee3D is a 10-minute, push-button examination for diagnostic imaging of the knee developed and clinically validated by the US board certified MSK radiologists at John Hopkins University Hospital. GOKnee3D exam consists of AutoAlign localizer in the knee, PD weighted contrast and T2 weighted contrast with fat suppression. The AutoAlign technology provides a push-button functionality and ensures consistency in imaging. The 3D protocols are high resolution and isotropic, enabled by SPACE sequence with CAIPIRINHA technique Examination time for 3T system is 10 minutes, for a 1.5T system is up to 11 minutes. All given examination times are examination only, adjustments have been excluded. When using GOKnee3D one of two software and coil combinations is required. Measurements made with GOKnee3D using the 15 channel knee coil require software version syngo MR E11C AP04 or higher. Measurements made with GOKnee3D using the 18 channel knee coil require software version syngo MR Numaris VA11A or higher.	0 USD
1	MR14460428	ACR Phantom Holder (USA) An MR compatible cradle device used to consistently and precisely position the American College of Radiology (ACR) MRI Accreditation phantom, for use with Siemens MAGNETOM standard Head Coil during test measurements for ACR system accreditation or QA testing	104 USD

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Qty	Part No.	Item Description	Extended Price
1	MR_ADDL_RIG GING	INBOUND Additional Rigging MR New Install \$5,000	5,000 USD
1	MR_EP1_28	Essential Training PH 1 (Onsite-28) MR Up to (28) hours of on-site clinical education training, scheduled consecutively (Monday – Friday) during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist if applicable. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund	10,920 USD
1	MR_EP2_24	Essential Training PH 2 (Onsite-24) MR Up to (24) hours of on-site clinical education training, scheduled consecutively (Monday – Friday) during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist if applicable. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.	8,840 USD
2	MR_EP2_16	Essential Training PH 2 (Onsite-16) MR Up to (16) hours of on-site clinical Education training, scheduled consecutively (Monday – Friday) during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist if applicable. This Educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.	13,728 USD
1	MR_SERV_CON TRACT	MR Service Contract - to cover Helium refill coverage and Cryocare during the warranty period. \$29,423.00	29,423 USD
System Total			732,717 USD

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OPTIONS on Quote Nr : CPQ-789629 Rev. 2

OPTIONS for MAGNETOM Sola Fit Upgrade

All items listed below are **OPTIONS** and will be included on this system **ONLY** if initialed: (See Detailed Technical Specifications at end of Proposal.)

Qty	Part No.	Item Description	Extended Price	Initial to Accept
1	MRISMNS0001	MRI Patient Audio System The MRI Patient Audio System is to be installed in the technologist room and is connected to the Siemens intercom system. The package provides the following benefits: <ul style="list-style-type: none"> • Create custom, commercial-free radio stations based on artist, song or genre preferences • Avoid any AM/FM tuning issues that may occur in RF-shielded rooms • Compatible with all popular audio apps Includes all cables and adapters; Bose Companion 2 technologist speakers; 3.5 mm to RCA cable; and customized iPad Mini with all original accessories and iPad stand. <p>The MR Stereo can play internet radio (depending on quality of and access to Wi-Fi signals) and device (iPad) stored audio content. Optimal performance requires access to Wi-Fi signal for Internet radio through the facility's wireless network.</p> <p>The audio system is not MR safe and is only intended for use outside the MRI suite.</p> <p>Installation is not included unless purchased with the Siemens system.</p> <p>Includes 3 year limited liability warranty on all system components through MRI Med.</p>	+ 2,704 USD	_____
1	14460249	UPS system #Vi UPS system Liebert GXT5 3000IRT2UXLE for MAGNETOM Vida for safeguarding computers. Including Power Cable of 9 m for connecting the UPS. Power output: 3.0 kVA / 3 kW Bridge time: 3 min full load / 12 min half load Input voltage: 230 VAC	+ 3,120 USD	_____
1	14456316	UPS Battery module (Liebert GXT4 BATT) UPS battery module Liebert GXT5 72VBATTE for MAGNETOM Aera, Skyra, Prisma, ESSENZA, Amira, Spectra, C! for safeguarding computers. Extension for: Liebert GXT5 3000IRT2UXLE (14456315) Battery type: Closed, maintenance-free Extension of the bridge time to: 21 minutes full load / 48 min half load with one module Dimensions (H x D x W): Battery module: 430 x 540 x 85 mm Weight: approx. 30 kg	+ 1,040 USD	_____

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355

SIEMENS REPRESENTATIVE
Lori Van Hout - +1 (720) 378-3685
lori.vanhout@siemens-healthineers.com

FINANCING: The equipment listed above may be financed through Siemens. Ask us about our full range of financial products that can be tailored to meet your business and cash flow requirements. For further information, please contact your local Sales Representative.

ACCESSORIES: Don't forget to ask us about our line of OEM imaging accessories to complete your purchase. All accessories can be purchased or financed as part of this order. To purchase accessories directly or to receive our accessories catalog, please call us directly at 1-888-222-9944 or contact your local Sales Representative.

COMPLIANCE: Compliance with legal and internal regulations is an integral part of all business processes at Siemens. Possible infringements can be reported to our communication channel "Let Us Know".



# Assigned: FY 23 - 50	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
Department: Facilities	Submitted by: Gerry Johnston Date: 5/9/2023
Provide a detailed description of the capital expenditure requested: UofU exam room(s) change	
Preferred Vendor: Unsure	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation 2. Equipment 3. Installation 4. Shipping 5. Accessories 6. Training 7. Travel costs 8. Other e.g. interfaces	\$ 100,971.94 \$ \$ \$ \$ \$ \$ \$
Total Costs (add 1-8) \$ 100,971.94	
Does the requested item:	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain: These rooms will require new plumbing
Require physical plan modifications? If yes, list to the right: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$ Included in above amount
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Revenue per procedure \$	# of bids obtained? _____
Projected gross revenue \$	
Projected net revenue \$	<input type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's	
Salaries \$	
Benefits \$	
Maintenance \$	
Supplies \$	
Total Annual Expenses \$	
Net Income/(loss) from new service \$	
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

5-11-23
 5-12-23

OTHER CONSIDERATIONS

University of Utah (U of U) is requesting upgraded exam rooms with their new lease. This will include flooring, taking out cabinets and possibly raising upper cabinets. Holes for drainage will need to be cored through the concrete deck for the new sewer service with venting for hand washing sinks. New water lines (hot and cold) will need to be run as well. Each sink will need mixing valves to be compliant with state regulations. The flooring will need to be monolithic/non-staining type. The Hospital will work with U of U and contractors to ensure the project is moving well, on budget and not missing anything the State will require.

Discussion between U of U and MHSC agree architect fees will be split evenly. MHSC will pay for sinks to be added to existing exam rooms. U of U will pay for office space to be converted to a new exam room.

Submitted by: Signature

Date



Project: MEMORIAL HOSPITAL SWEETWATER COUNTY
 Project No: 2306 UofU Planning
 Project Phase: Concept Estimating
 Documents Dated: 05.10.23

CONCEPTUAL COST ESTIMATE - UofU Suite Room Use Conversion				
	Quantity	Pricing Unit	Unit Price	Total Cost
Division 1 - General Conditions				
Mobilization	1	ls	\$ 2,000	\$ 2,000.00
Demobilization	1	ls	\$ 2,000	\$ 2,000.00
Supervision	16	day	\$ 925	\$ 14,800.00
General Conditions	16	day	\$ 1,000	\$ 16,000.00
Waste Disposal Services	1	wk	\$ 750	\$ 750.00
Dust and Infection Control	14	day	\$ 275	\$ 3,850.00
Overhead and Profit	\$ 85,775.00	%	0.085	\$ 7,290.88
Bonds & Insurance	\$ 85,775.00	%	0.018	\$ 1,501.06
Total Division 1				\$ 48,191.94

Change of Use - Consultation to Examination (3 Rooms)				
Room Upgrades				
- Cabinet demolition w/ wall repairs	3	ea	\$ 1,025.00	\$ 3,075.00
- Flooring replacement	350	sf	\$ 11.50	\$ 4,025.00
Plumbing Upgrades				
- New sink w/ associated accessories	4	ea	\$ 2,500.00	\$ 10,000.00
- New plumbing to sink - hot/cold water w/ tempering	4	ea	\$ 2,750.00	\$ 11,000.00
- New plumbing to sink - sanitary sewer w/ coring	4	ea	\$ 3,850.00	\$ 15,400.00
HVAC Upgrades				
- Balancing Adjustment	250	sf	\$ 2.50	\$ 625.00
Electrical Revisions				
- Outlet modifications	3	ea	\$ 750.00	\$ 2,250.00
Subtotal Project Soft Costs				\$ 46,375.00

Project Soft Costs				
Architectural / Engineering Fees	1	ls	\$ 5,750.00	\$ 5,750.00
Reimbursables	1	ls	\$ 250	\$ 250.00
Permits	1	ls	\$ 405	\$ 405.00
Furniture, Fixtures, and Equipment	94,567	%	0.000	\$ -
Owner Contingency	94,567	%	0.000	\$ -
Subtotal Project Soft Costs				\$ 6,405.00

Total Project Cost - Hard & Soft Costs Combined				\$ 100,971.94
--	--	--	--	----------------------

Notes:

- Costs indicated herein reflect night/evening work and have been increased accordingly
- Duration indicates 2 weeks on-site, can be reduced pending coordination with contractor
- Includes City of Plan Review Fee costs, may be waived pending determination of electrical scope
- No FF&E costs included, UofU to provide
- No Contingency included due to simplified nature of work

May 4, 2023

Ms. Tami Love, CFO
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901

**RE: Memorial Hospital of Sweetwater County
University of Utah Suite – Exam Room Upgrades**

Dear Tami:

At your request Plan One/Architects is pleased to provide you with the following proposal for professional services for the above referenced project.

Project Description: Plan One/Architects intends to provide a builders level drawing which identifies the change in designation of existing Consultation Rooms to Exam Rooms. The drawings will identify necessary data for review by the OHLS and to either self-perform or manage the renovations. In the event complete Construction Documents with Bidding and Construction Administration Services become desired, Plan One can provide an additional services fee to do so.

Services Description: Based on the above scope of work, and as per past meetings, services will be provided as a lump sum fee. Architectural fees and reimbursables will be billed based on a percentage of completion. Minimal Consultant Services (Mech/Elec/Plumb) have been included at this time. If deemed necessary at a later date, an Additional Services proposal will be provided for their services as well.

The lump sum fee proposal includes:

1. Design Services (Minimal)
 - Expand design information created through previous meetings with the University of Utah and Memorial Hospital Staff.
 - Work with Hospital Staff to create Infection Risk Control Plans and other documents.
 - Submit required documents to the Wyoming Department of Health for Review and Approval
 - Make any revisions requested by the Wyoming Department of Health
2. Phase Two: Bidding Services
 - None – By Owner.
3. Phase Three: Construction Administration Services
 - None – By Owner.
4. Phase Four: Project Close Out
 - None – By Owner.

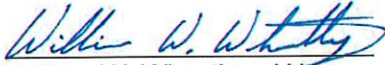
T. Love, CFO
UofU Exam Rooms
Page 2 of 2

Schedule: Plan One has performed preliminary programming, allowing us the opportunity to bring the project into our production queue in the upcoming weeks. It is anticipated this submittal would be complete and in the hands of the OHLS no later than May 26, 2023.

Compensation: We propose to provide the above mentioned services and manage the OHLS Submittal for a lump sum fee of Two Thousand Five Hundred Dollars (\$5,750.00). It is anticipated that no reimbursable expenses will be incurred for this task.

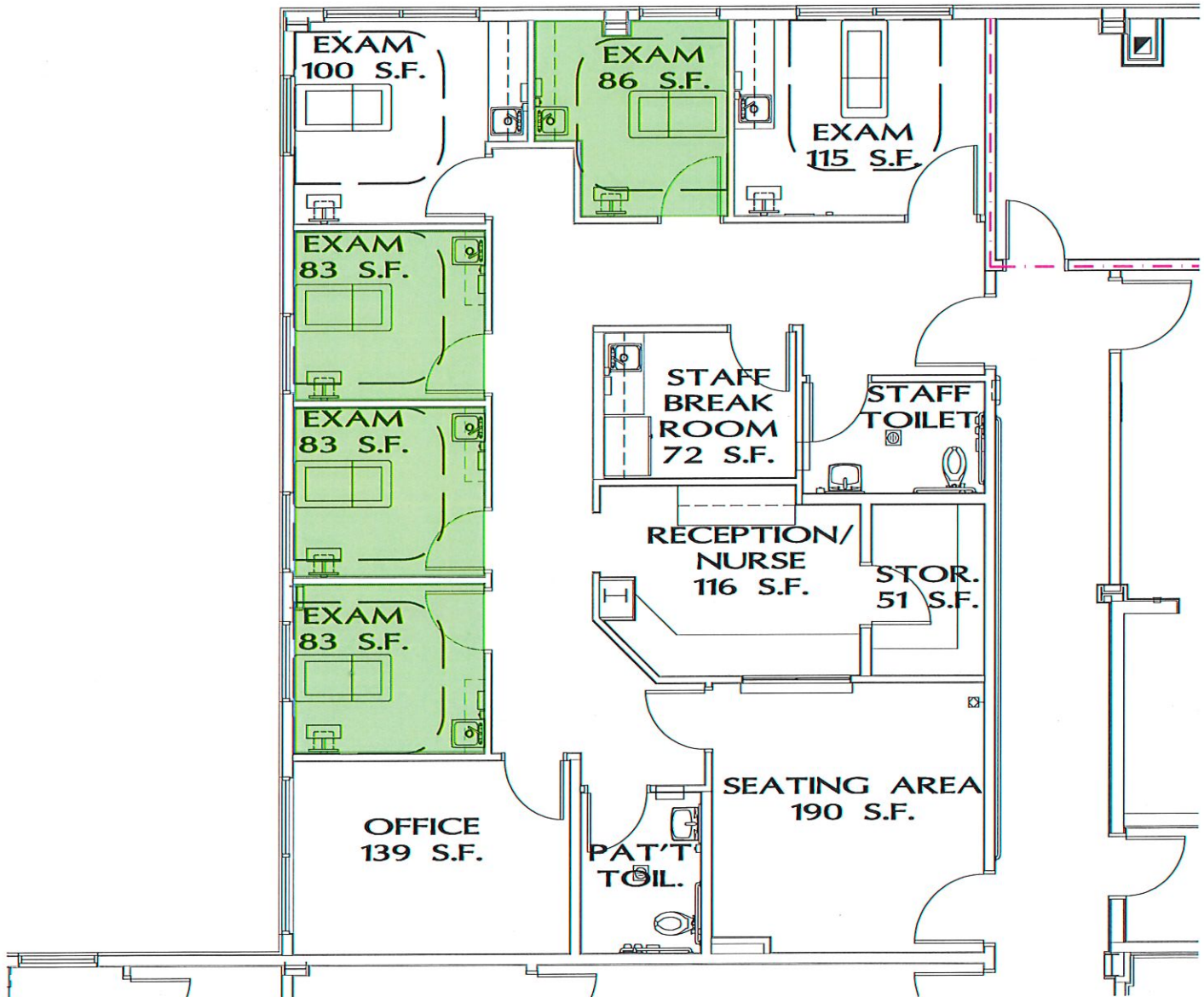
We hope you find this proposal acceptable. We truly look forward to being of service to you.

Sincerely,



William W. Wheatley, AIA
Vice President

Tami Love, CFO
Memorial Hospital



SCALE: 1/8" = 1'-0"
DATE: 03/15/2023

UNIV. OF UTAH SUITE UPGRADES MEMORIAL HOSPITAL OF SWEETWATER COUNTY, ROCK SPRINGS, WYOMING



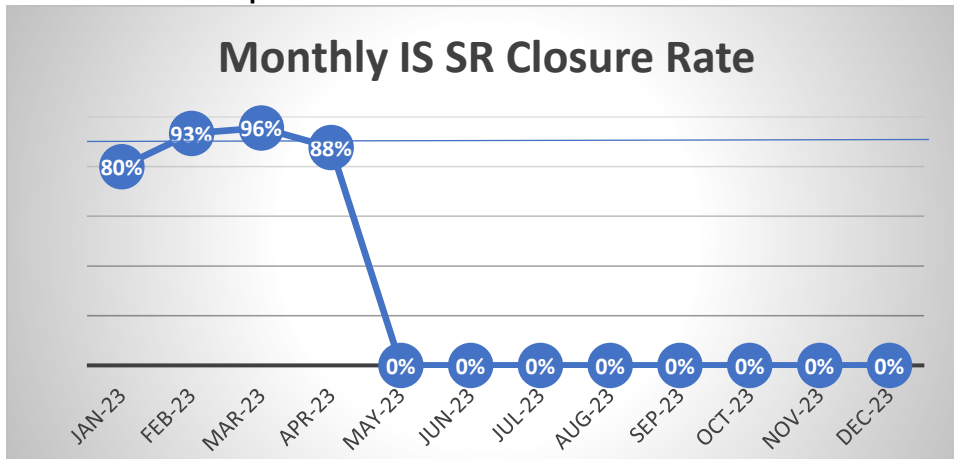
IS Report April 2023

By Terry (TJ) Thompson, IS Director

MHSC IS service environment:

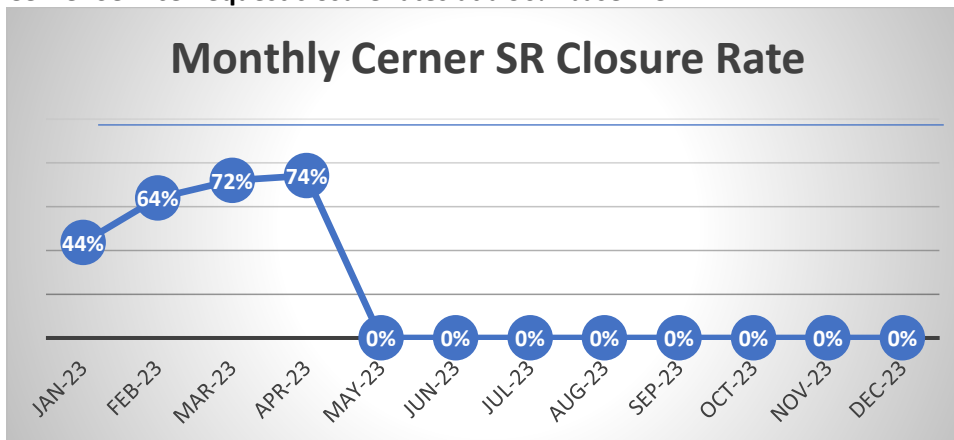
- 1158 computer users accounts
- 100 portable device, Cell Phones and iPads
- 790 Desktop systems, Laptops and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 UPS

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



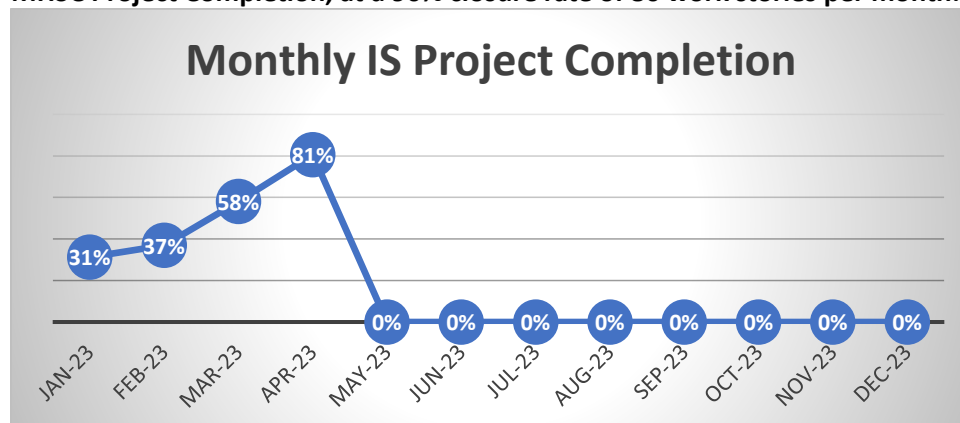
We dropped down below our 90% baseline, due to employee PTO.

Cerner Service Request closure rates at a 90% baseline:



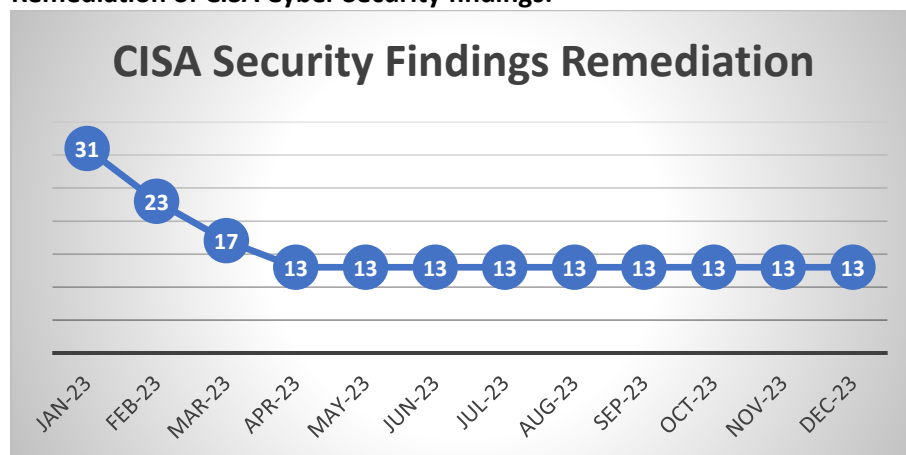
Cerner continues to inch up to 90%, but there is a huge backlog of SR, where 133 of 159 SR are a month old.

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



We have standardized a project work story, as to note the work initiative within project.

Remediation of CISA Cyber Security findings:



We have remediated 18 of the 31 CISA Cyber Security findings. A 50% improvement upon MHSC internal cyber security posture. We are in the heavy lift areas of security remediation, where it takes greater efforts to correct the security issue.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. Scanning MHSC 44 external public IP addresses for vulnerabilities. Of the 44 public IP addresses we have 8 hosts offering 14 different external services. Where 2 of the hosts are vulnerable with 3 different low vulnerabilities.

1. We have reduced our vulnerable host from 8 down to 2.
2. We have reduced our 8 vulnerabilities down to 3 low vulnerabilities, where these devices will be removed during the month of July 2023.
3. We have significantly improved upon our cyber hygiene report card from 31 vulnerabilities down to 3 Low vulnerabilities.

2023-05-21

CYBER HYGIENE

REPORT CARD

Memorial Hospital of Sweetwater County



0

Hosts with unsupported software



0

Potentially Risky Open Services



50%

Decrease in Vulnerable Hosts



CISA
CYBER+INFRASTRUCTURE

HIGH LEVEL FINDINGS

LATEST SCANS

March 17, 2023 — May 21, 2023

Host Scans on All Addresses

May 3, 2023 — May 20, 2023

Vulnerability Scans on All Hosts

ADDRESSES OWNED

44

No Change

HOSTS

7

Decrease of 1

VULNERABLE HOSTS

2

Decrease of 2
29% of hosts vulnerable

ADDRESSES SCANNED

44

No Change
100% of addresses scanned

SERVICES

13

Decrease of 1

VULNERABILITIES

3

Decrease of 3

VULNERABILITIES

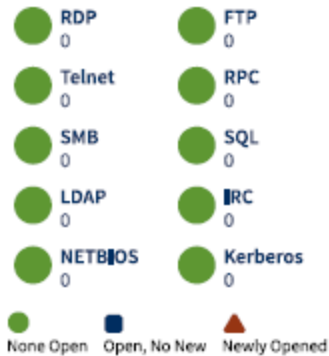
SEVERITY BY PROMINENCE



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.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO APRIL 2023 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for April is a loss of \$1,046,468, compared to a gain of \$45,308 in the budget. This yields a -12.01% operating margin for the month compared to .51% in the budget. The year-to-date loss is \$5,084,167 compared to a loss of \$56,860 in the budget. The year-to-date operating margin is -5.58%, compared to -.06% in the budget.

Year-to-date, the total net loss is \$4,559,167, compared to a total net loss of \$6,130 in the budget. This represents a YTD profit margin of -5.00% compared to -.01% in the budget.

REVENUE. Revenue decreased from the prior month, coming in at \$18,272,396, over budget by \$176,259. Year to date, revenue remains over budget by \$8,306,102.

VOLUME. Inpatient discharges and patient days for April came in under budget. The average daily census (ADC) decreased to 10.2, under budget, and average length of stay (LOS) dropped to 3.1, right at budget. Births, Emergency Room visits and Surgeries came in right at budget and Clinic visits and Outpatient visits came in over budget.

Annual Debt Service Coverage came in at 2.28. Days of Cash on Hand increased two days to 91.9 days. Daily cash expenses increased to \$290,800 year to date. We have looked at cash projections for June 30 and estimate DCOH to be at 110 days at year end, under the goal of 130 days.

REDUCTION OF REVENUE. Deductions from revenue decreased to the year-to-date level, at 53.1%. Total AR decreased with the lower revenue month. Medicare AR remained level, Self-Pay AR increased and all other payer AR decreased in April. Deductions of Revenue are 52.7% year-to-date, compared to the budget of 51.5%. Total collections for the month came in higher in April at \$9,236,350.

Net days in AR decreased to 59.30 days. We are on track to meet our goal of 51 days by the end of the fiscal year.

EXPENSES. Total expenses decreased in April to \$9,760,801, over budget by \$854,186. Year-to-date, expenses are over budget by \$6,241,757. The following line items were over budget in April:

Salary and Wage – April was over budget. We continue to have double coverage for nursing as the new hires are oriented. In the last several weeks, we have interviewed and made offers on several open nursing positions. We are hopeful these positions will be filled which will decrease our contract labor after completion of the orientation periods.

Contract Labor – This expense is over budget in April and year to date. Staffing shortages continue in some clinical areas with contract labor staff currently being used in Med/Surg, ICU, Labor & Delivery, Surgery, Emergency Room, Laboratory, Respiratory, and Behavioral Health. Year-to-date contract FTEs remained at 19.5 in April.

Purchased Services – Department Management fees, legal fees, bank card fees, physicist fees, and IT services were included in budget variances in April.

Supplies - Supply costs continue to be impacted by inflation and supply chain issues. Most supplies were under budget in April with the lower volumes. Drug expenses decreased from the prior month but were still over budget in April. Maintenance supplies were over budget with the replacement of HEPA filters house wide in April.

Utilities – Fuel expense continues to come in over budget. Natural gas expenses are 68% over budget year to date.

Leases and Rentals – With the end of the current MRI lease, lease expense is posted to equipment lease expense instead of amortization. The new renewal lease, at a lower monthly rate, will move it back to amortization expense.

Depreciation & Amortization – This expense is over budget with the reclass of operating leases to assets with the new GASB 87 rule and is expected to remain over budget through the end of the fiscal year.

PROVIDER CLINIC. Revenue for the Clinics also came in lower than March, at \$2,139,602, over budget by \$44,104 and over budget year to date by \$2,328,550. The bottom line for the Clinics in April is a loss of \$482,656 compared to a loss of \$478,277 in the budget. The year-to-date loss is \$3,557,714, compared to a budgeted loss of \$4,040,371. Clinic volumes were lower in April, at 5,633 visits. Total Clinic expenses for the month are \$1,732,794, over budget by \$51,248. Salary & Wage and Benefits are over budget for April.

OUTLOOK FOR MAY. Gross patient revenue for May is projecting higher again, over \$21 million. Inpatient volumes have increased during the month. LOS has increased to 3.2 and the average daily census is currently at 15.8. Surgeries, Clinic visits, Emergency room visits and most Outpatient departments are projecting higher than budget. Births are currently coming under budget.

Collections are projecting to \$9.3 million as we start to collect from March's high revenue. Deductions of revenue are expected to remain stable with the high revenue month. Expenses are expected to remain the same, over budget with the increased cost of

supplies and continued contract labor. With higher revenues and expenses, a slight loss in May is expected.

FY2024 Budget. The FY2024 Operating and Capital budget was presented at a special Budget Workshop earlier in May. The final budget is expected to be presented to the Board of Trustees for approval at their June meeting. We presented our County budget requests to the County Commissioners on May 16.

Critical Access. We have had several meetings with State representatives, our auditors and our cost report preparer. Our internal team has met weekly to work through questions in each area including finance, clinical, quality and providers. We have also reached out to other Critical Access hospitals across the State to set up meetings to ask specific process questions. We are working with Cerner on changes needed for CAH billing. We are hoping to have the initial application completed by the first week of June with the estimated timeline of 6 months for approval.

Financial Goals. We have chosen two financial metrics to focus on for the current fiscal year: Days Cash on Hand and Days in Accounts Receivable. In addition to these main goals, we have set goals for some corresponding financial metrics that are impacting the revenue cycle:

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

The graphs with goals and actuals are included in the monthly financial packet each month. The Revenue Cycle Action Team (RCAT) has put together a plan for reaching the goals for cash on hand, days in AR and DNFB.



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

Unaudited Financial Statements

for

Ten months ended April 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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Ten months ended April 30, 2023

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

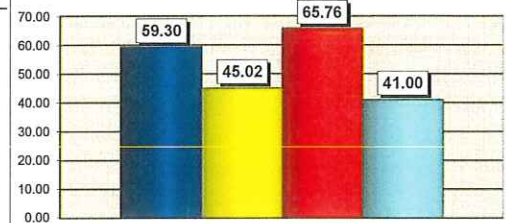
PAGE 2

Ten months ended April 30, 2023

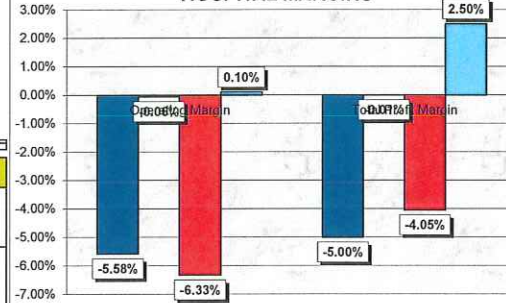
BALANCE SHEET

	YTD 4/30/2023	Prior FYE 6/30/2022
ASSETS		
Current Assets	\$35,339,864	\$34,112,369
Assets Whose Use is Limited	19,558,725	22,099,344
Property, Plant & Equipment (Net)	78,801,627	83,515,473
Other Assets	947,077	1,028,699
Total Unrestricted Assets	134,647,294	140,755,885
Restricted Assets	468,806	434,089
Total Assets	\$135,116,100	\$141,189,974
LIABILITIES AND NET ASSETS		
Current Liabilities	\$13,274,148	\$12,188,541
Long-Term Debt	25,353,308	26,491,667
Other Long-Term Liabilities	13,677,645	15,174,318
Total Liabilities	52,305,101	53,854,526
Net Assets	82,810,999	87,335,448
Total Liabilities and Net Assets	\$135,116,100	\$141,189,974

NET DAYS IN ACCOUNTS RECEIVABLE



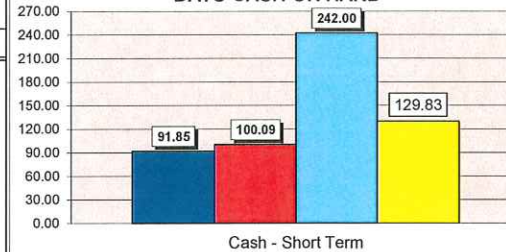
HOSPITAL MARGINS



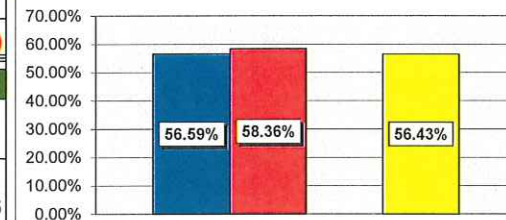
STATEMENT OF REVENUE AND EXPENSES - YTD

	04/30/23 ACTUAL	04/30/23 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$18,272,396	\$18,096,138	\$188,979,192	\$180,673,090
Deductions From Revenue	(9,702,917)	(9,319,672)	(99,667,503)	(93,054,589)
Net Patient Revenues	8,569,479	8,776,466	89,311,689	87,618,501
Other Operating Revenue	144,855	175,458	1,788,315	2,267,053
Total Operating Revenues	8,714,334	8,951,924	91,100,004	89,885,554
Expenses:				
Salaries, Benefits & Contract Labor	5,712,662	5,094,106	54,427,209	51,158,047
Purchased Serv. & Physician Fees	802,408	803,462	8,204,905	8,567,008
Supply Expenses	1,464,731	1,351,125	16,140,221	13,514,551
Other Operating Expenses	856,850	915,419	8,755,371	9,199,902
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	924,151	742,504	8,656,465	7,502,906
Total Expenses	9,760,801	8,906,615	96,184,171	89,942,414
NET OPERATING SURPLUS	(1,046,468)	45,308	(5,084,167)	(56,860)
Non-Operating Revenue/(Exp.)	514,215	15,799	525,001	50,730
TOTAL NET SURPLUS	(\$532,253)	\$61,107	(\$4,559,167)	(\$6,130)

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	04/30/23 ACTUAL	04/30/23 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	307	338	4,111	4,388
Average Acute Length of Stay	3.1	3.1	3.5	3.6
Total Emergency Room Visits	1,168	1,134	12,817	12,493
Outpatient Visits	7,756	6,615	76,492	91,813
Total Surgeries	154	155	1,572	1,346
Total Worked FTE's	462.16	465.19	451.27	465.19
Total Paid FTE's	503.54	511.59	499.23	511.59
Net Revenue Change from Prior Yr	4.69%	7.54%	4.87%	3.47%
EBIDA - 12 Month Rolling Average			4.95%	8.28%
Current Ratio			2.66	
Days Expense in Accounts Payable			38.64	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	04/30/23
Prior Fiscal Year End	06/30/22
CLA \$50-\$100M Net Revenue	6/30/2020

FINANCIAL STRENGTH INDEX - (1.29)

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

PAGE 3

ROCK SPRINGS, WY

Ten months ended April 30, 2023

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 4/30/2023	Budget 6/30/2023	Prior Fiscal Year End 06/30/22	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	-5.58%	0.24%	-6.33%	0.10%
Total Profit Margin	↑	-5.00%	0.31%	-4.05%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	91.85	129.83	100.09	242.00
Net Days in Accounts Receivable	↓	59.30	45.02	65.76	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	10.82	11.32	14.13	12.00
Long Term Debt to Capitalization	↓	23.98%	19.87%	24.14%	27.00%
Debt Service Coverage Ratio **	↑	2.28	2.42	1.14	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	7.40	8.43	8.34	NA
Salary Expense per Paid FTE		\$103,575	\$86,892	\$102,150	NA
Salary and Benefits as a % of Total Operating Exp		56.59%	56.43%	58.36%	NA

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2023

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	Current Month 4/30/2023	Prior Month 3/31/2023	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2022
Current Assets					
Cash and Cash Equivalents	\$8,283,813	\$7,783,000	\$500,813	6.43%	\$7,173,928
Gross Patient Accounts Receivable	37,934,416	38,547,094	(612,678)	-1.59%	41,948,878
Less: Bad Debt and Allowance Reserves	(20,709,417)	(20,416,483)	(292,934)	-1.43%	(23,879,694)
Net Patient Accounts Receivable	17,224,999	18,130,611	(905,612)	-4.99%	18,069,184
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,990,657	3,407,793	582,863	17.10%	2,832,976
Inventories	4,092,139	4,101,504	(9,365)	-0.23%	4,054,218
Prepaid Expenses	1,748,257	1,468,117	280,140	19.08%	1,982,063
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	35,339,864	34,891,025	448,839	1.29%	34,112,369
Assets Whose Use is Limited					
Cash	79,226	77,229	1,997	2.59%	(37,762)
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	1,128,347	935,922	192,426	20.56%	637,426
Trustee Held Funds - SPT	469	255	214	84.01%	28,281
Board Designated Funds	4,315,142	4,301,774	13,368	0.31%	6,924,862
Other Limited Use Assets	14,035,541	14,035,540	1	0.00%	14,546,537
Total Limited Use Assets	19,558,725	19,350,719	208,006	1.07%	22,099,344
Property, Plant, and Equipment					
Land and Land Improvements	4,242,294	4,242,294	0	0.00%	4,242,294
Building and Building Improvements	49,931,920	49,692,418	239,502	0.48%	49,597,599
Equipment	134,001,196	131,633,884	2,367,312	1.80%	131,022,049
Construction In Progress	1,357,293	1,574,225	(216,931)	-13.78%	731,897
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	189,532,704	187,142,821	2,389,883	1.28%	185,593,839
Less: Accumulated Depreciation	(110,731,076)	(109,806,926)	(924,151)	-0.84%	(102,078,365)
Net Property, Plant, and Equipment	78,801,627	77,335,895	1,465,732	1.90%	83,515,473
Other Assets					
Unamortized Loan Costs	947,077	955,239	(8,162)	-0.85%	1,028,699
Other	0	0	0	0.00%	0
Total Other Assets	947,077	955,239	(8,162)	-0.85%	1,028,699
TOTAL UNRESTRICTED ASSETS	134,647,294	132,532,880	2,114,414	1.60%	140,755,885
Restricted Assets	468,806	467,624	1,182	0.25%	434,089
TOTAL ASSETS	\$135,116,100	\$133,000,504	\$2,115,596	1.59%	\$141,189,974

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2023

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2022
	Current Month 4/30/2023	Prior Month 3/31/2023	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$6,478,658	\$6,132,421	(\$346,237)	-5.65%	\$5,404,568
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,371,203	1,165,273	(205,929)	-17.67%	1,787,856
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,917,945	2,817,325	(100,620)	-3.57%	2,804,901
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	1,402,164	1,387,668	(14,496)	-1.04%	1,562,895
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	1,104,178	914,702	(189,476)	-20.71%	628,321
Total Current Liabilities	13,274,148	12,417,390	(856,758)	-6.90%	12,188,541
Long Term Debt					
Bonds/Mortgages Payable	26,755,472	26,860,572	105,100	0.39%	28,054,562
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,402,164	1,387,668	(14,496)	-1.04%	1,562,895
Total Long Term Debt (Net of Current)	25,353,308	25,472,904	119,596	0.47%	26,491,667
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	1,255,068
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	13,677,645	11,768,140	(1,909,505)	-16.23%	13,919,250
Total Other Long Term Liabilities	13,677,645	11,768,140	(1,909,505)	-16.23%	15,174,318
TOTAL LIABILITIES	52,305,101	49,658,434	(2,646,667)	-5.33%	53,854,526
Net Assets:					
Unrestricted Fund Balance	84,946,113	84,946,113	0	0.00%	87,636,023
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	464,934	463,752	(1,182)	-0.25%	430,216
Net Revenue/(Expenses)	(4,559,167)	(4,026,914)	N/A	N/A	(2,689,910)
TOTAL NET ASSETS	82,810,999	83,342,070	531,071	0.64%	87,335,448
TOTAL LIABILITIES AND NET ASSETS	\$135,116,100	\$133,000,504	(\$2,115,596)	-1.59%	\$141,189,974

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2023

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	CURRENT MONTH				Prior Year 04/30/22
	Actual 04/30/23	Budget 04/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,991,123	\$3,867,693	(\$876,570)	-22.66%	\$3,329,718
Outpatient Revenue	13,141,671	12,132,947	1,008,724	8.31%	11,024,642
Clinic Revenue	2,139,602	2,095,498	44,104	2.10%	1,511,759
Specialty Clinic Revenue	0	0	0	0.00%	278,446
Total Gross Patient Revenue	18,272,396	18,096,138	176,259	0.97%	16,144,564
Deductions From Revenue					
Discounts and Allowances	(8,523,554)	(7,922,452)	(601,103)	-7.59%	(6,674,512)
Bad Debt Expense (Governmental Providers Only)	(1,077,723)	(1,179,471)	101,749	8.63%	(1,128,374)
Medical Assistance	(101,640)	(217,749)	116,108	53.32%	(216,239)
Total Deductions From Revenue	(9,702,917)	(9,319,672)	(383,246)	-4.11%	(8,019,124)
Net Patient Revenue	8,569,479	8,776,466	(206,987)	-2.36%	8,125,441
Other Operating Revenue	144,855	175,458	(30,603)	-17.44%	198,584
Total Operating Revenue	8,714,334	8,951,924	(237,590)	-2.65%	8,324,024
Operating Expenses					
Salaries and Wages	3,888,530	3,779,317	(109,212)	-2.89%	3,824,834
Fringe Benefits	1,369,964	1,212,413	(157,551)	-12.99%	1,090,848
Contract Labor	454,168	102,375	(351,793)	-343.63%	1,073,901
Physicians Fees	283,149	319,324	36,175	11.33%	331,304
Purchased Services	519,259	484,138	(35,122)	-7.25%	449,586
Supply Expense	1,464,731	1,351,125	(113,606)	-8.41%	1,271,366
Utilities	101,324	89,634	(11,689)	-13.04%	105,551
Repairs and Maintenance	471,430	471,893	463	0.10%	639,594
Insurance Expense	63,281	63,975	694	1.08%	52,269
All Other Operating Expenses	183,485	271,755	88,270	32.48%	228,221
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	37,330	18,161	(19,169)	-105.55%	72,847
Depreciation and Amortization	924,151	742,504	(181,646)	-24.46%	602,022
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,760,801	8,906,615	(854,186)	-9.59%	9,742,343
Net Operating Surplus/(Loss)	(1,046,468)	45,308	(1,091,776)	-2409.67%	(1,418,319)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	27,547	10,756	16,791	156.11%	11,223
Tax Subsidies (Except for GO Bond Subsidies)	214	0	214	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(82,122)	(79,410)	2,712	-3.42%	(79,409)
Other Non-Operating Revenue/(Expenses)	568,576	84,453	484,123	573.25%	302,957
Total Non Operating Revenue/(Expense)	514,215	15,799	498,416	3154.77%	234,771
Total Net Surplus/(Loss)	(\$532,253)	\$61,107	(\$593,360)	-971.02%	(\$1,183,548)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$532,253)	\$61,107	(\$593,360)	-971.02%	(\$1,183,548)
Operating Margin	-12.01%	0.51%			-17.04%
Total Profit Margin	-6.11%	0.68%			-14.22%
EBIDA	-1.40%	8.80%			-9.81%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2023

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	YEAR-TO-DATE				Prior Year 04/30/22
	Actual 04/30/23	Budget 04/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$37,904,997	\$37,964,839	(\$59,842)	-0.16%	\$40,558,593
Outpatient Revenue	128,496,864	122,459,470	6,037,394	4.93%	114,319,060
Clinic Revenue	22,577,331	20,248,781	2,328,550	11.50%	16,139,179
Specialty Clinic Revenue	0	0	0	0.00%	2,822,286
Total Gross Patient Revenue	188,979,192	180,673,090	8,306,102	4.60%	173,839,118
Deductions From Revenue					
Discounts and Allowances	(87,776,231)	(79,105,552)	(8,670,679)	-10.96%	(77,184,216)
Bad Debt Expense (Governmental Providers Only)	(9,997,090)	(11,775,161)	1,778,070	15.10%	(10,248,660)
Medical Assistance	(1,894,182)	(2,173,876)	279,694	12.87%	(1,332,608)
Total Deductions From Revenue	(99,667,503)	(93,054,589)	(6,612,914)	-7.11%	(88,765,484)
Net Patient Revenue	89,311,689	87,618,501	1,693,188	1.93%	85,073,634
Other Operating Revenue	1,788,315	2,267,053	(478,738)	-21.12%	1,795,569
Total Operating Revenue	91,100,004	89,885,554	1,214,450	1.35%	86,869,203
Operating Expenses					
Salaries and Wages	38,280,836	37,512,639	(768,197)	-2.05%	37,094,421
Fringe Benefits	11,361,226	10,746,658	(614,568)	-5.72%	10,895,738
Contract Labor	4,785,147	2,898,750	(1,886,397)	-65.08%	5,335,831
Physicians Fees	2,802,388	3,347,642	545,254	16.29%	3,637,549
Purchased Services	5,402,517	5,219,366	(183,152)	-3.51%	4,495,093
Supply Expense	16,140,221	13,514,551	(2,625,670)	-19.43%	14,304,072
Utilities	1,142,036	934,089	(207,947)	-22.26%	969,959
Repairs and Maintenance	4,380,853	5,143,327	762,474	14.82%	5,767,948
Insurance Expense	637,735	631,994	(5,741)	-0.91%	539,994
All Other Operating Expenses	2,341,512	2,308,379	(33,133)	-1.44%	2,079,976
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	253,234	182,113	(71,121)	-39.05%	595,718
Depreciation and Amortization	8,656,465	7,502,906	(1,153,560)	-15.37%	5,798,287
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	96,184,171	89,942,414	(6,241,757)	-6.94%	91,514,586
Net Operating Surplus/(Loss)	(5,084,167)	(56,860)	(5,027,307)	8841.55%	(4,645,383)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	219,685	107,560	112,125	104.24%	107,867
Tax Subsidies (Except for GO Bond Subsidies)	12,201	0	12,201	0.00%	1,507
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(883,422)	(823,568)	(59,854)	7.27%	(979,860)
Other Non-Operating Revenue/(Expense)	1,176,537	766,738	409,799	53.45%	3,427,770
Total Non Operating Revenue/(Expense)	525,001	50,730	474,271	934.90%	2,557,284
Total Net Surplus/(Loss)	(\$4,559,167)	(\$6,130)	(\$4,553,037)	74271.87%	(\$2,088,099)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$4,559,167)	(\$6,130)	(\$4,553,037)	74271.87%	(\$2,088,099)
Operating Margin	-5.58%	-0.06%			-5.35%
Total Profit Margin	-5.00%	-0.01%			-2.40%
EBIDA	3.93%	8.28%			1.33%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 4/30/2023	Actual 3/31/2023	Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022	Actual 11/30/2022
Gross Patient Revenue						
Inpatient Revenue	\$2,991,123	\$4,216,653	\$3,485,435	\$3,973,549	\$4,463,069	\$3,678,865
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$13,141,671	\$14,677,971	\$11,663,453	\$13,732,106	\$12,848,096	\$12,675,454
Clinic Revenue	\$2,139,602	\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$18,272,396	\$21,413,654	\$17,173,931	\$20,149,031	\$19,893,615	\$18,556,828
Deductions From Revenue						
Discounts and Allowances	\$8,523,554	\$10,285,189	\$8,000,115	\$8,989,064	\$9,136,379	\$8,380,018
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,077,723	\$1,358,895	\$1,009,559	\$1,546,276	\$945,317	\$1,619,973
Charity Care	\$101,640	\$548,297	\$105,022	(\$4,178)	\$417,112	\$43,384
Total Deductions From Revenue	9,702,917	12,192,381	9,114,695	10,531,162	10,498,808	10,043,376
Net Patient Revenue	\$8,569,479	\$9,221,274	\$8,059,235	\$9,617,869	\$9,394,807	\$8,513,453
Other Operating Revenue	144,855	282,468	144,273	139,146	185,133	132,734
Total Operating Revenue	8,714,334	9,503,742	8,203,508	9,757,014	9,579,941	8,646,187
Operating Expenses						
Salaries and Wages	\$3,888,530	\$3,908,184	\$3,804,999	\$3,898,131	\$3,889,680	\$3,857,380
Fringe Benefits	\$1,369,964	\$1,134,999	\$1,083,678	\$1,138,657	\$1,119,832	\$1,031,468
Contract Labor	\$454,168	\$547,722	\$412,714	\$383,999	\$394,710	\$334,759
Physicians Fees	\$283,149	\$263,670	\$301,283	\$255,802	\$269,836	\$279,170
Purchased Services	\$519,259	\$550,837	\$518,213	\$512,049	\$592,959	\$507,018
Supply Expense	\$1,464,731	\$1,937,759	\$1,519,156	\$1,814,378	\$1,732,797	\$1,422,645
Utilities	\$101,324	\$132,036	\$129,351	\$139,663	\$129,834	\$105,148
Repairs and Maintenance	\$471,430	\$389,765	\$401,388	\$412,868	\$432,826	\$466,178
Insurance Expense	\$63,281	\$64,245	\$64,245	\$64,081	\$64,081	\$64,081
All Other Operating Expenses	\$183,485	\$263,420	\$230,705	\$213,795	\$255,979	\$267,854
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$37,330	\$13,433	\$16,048	\$29,248	\$25,990	\$29,267
Depreciation and Amortization	\$924,151	\$844,640	\$861,503	\$854,529	\$860,247	\$965,302
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$9,760,801	\$10,050,710	\$9,343,282	\$9,717,199	\$9,768,771	\$9,330,268
Net Operating Surplus/(Loss)	(\$1,046,468)	(\$546,968)	(\$1,139,774)	\$39,815	(\$188,830)	(\$684,082)
Non-Operating Revenue:						
Contributions						
Investment Income	27,547	38,410	19,900	28,271	22,675	17,273
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	214	33	10	41	7	88
Interest Expense (Governmental Providers Only)	(82,122)	(89,788)	(82,309)	(83,180)	(91,606)	(84,780)
Other Non-Operating Revenue/(Expenses)	568,576	284,277	6,976	26,472	9,397	68,674
Total Non Operating Revenue/(Expense)	\$514,215	\$232,932	(\$55,422)	(\$28,397)	(\$59,529)	\$1,254
Total Net Surplus/(Loss)	(\$532,253)	(\$314,037)	(\$1,195,196)	\$11,418	(\$248,359)	(\$682,827)
Change in Unrealized Gains/(Losses) on Investn	0	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$532,253)	(\$314,037)	(\$1,195,196)	\$11,418	(\$248,359)	(\$682,827)
Operating Margin	-12.01%	-5.76%	-13.89%	0.41%	-1.97%	-7.91%
Total Profit Margin	-6.11%	-3.30%	-14.57%	0.12%	-2.59%	-7.90%
EBIDA	-1.40%	3.13%	-3.39%	9.17%	7.01%	3.25%

Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022	Actual 7/31/2022	Actual 6/30/2022	Actual 5/31/2022
\$4,277,989	\$3,246,872	\$4,134,624	\$3,436,817	\$3,777,323	\$4,251,353
\$12,884,251	\$12,945,141	\$12,931,953	\$10,996,767	\$11,110,377	\$11,073,942
\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568	\$1,679,271	\$1,564,143
\$0	\$0	\$0	\$0	\$282,105	\$142,760
\$19,508,199	\$18,354,819	\$19,423,565	\$16,233,153	\$16,849,077	\$17,032,197
\$8,628,111	\$9,331,432	\$9,741,452	\$6,760,917	\$6,186,634	\$7,635,089
\$1,501,395	(\$126,524)	(\$31,920)	\$1,096,397	\$708,216	\$765,155
\$169,646	\$275,776	\$158,493	\$78,990	\$657,759	\$40,187
10,299,152	9,480,685	9,868,024	7,936,303	7,552,609	8,440,432
\$9,209,047	\$8,874,134	\$9,555,541	\$8,296,850	\$9,296,468	\$8,591,766
169,063	115,592	154,077	320,975	101,833	133,670
9,378,110	8,989,726	9,709,618	8,617,825	9,398,301	8,725,436
\$3,946,792	\$3,761,912	\$3,647,165	\$3,678,065	\$3,742,411	\$3,734,120
\$1,153,332	\$1,032,168	\$1,215,916	\$1,081,211	\$1,094,815	\$971,272
\$494,775	\$602,847	\$527,615	\$631,838	\$886,061	\$1,095,022
\$240,218	\$271,035	\$309,888	\$328,337	\$327,771	\$331,692
\$645,296	\$493,717	\$565,772	\$497,397	\$541,244	\$445,141
\$1,519,557	\$1,728,154	\$1,715,201	\$1,285,843	\$1,181,337	\$1,157,703
\$97,874	\$105,291	\$101,780	\$99,735	\$98,423	\$105,411
\$197,810	\$513,654	\$548,033	\$546,902	(\$457,054)	\$653,592
\$64,293	\$63,788	\$63,788	\$61,854	\$61,854	\$58,440
\$299,653	\$144,896	\$234,961	\$246,765	\$242,792	\$232,000
\$24,846	\$26,413	\$25,204	\$25,455	(\$277,111)	\$61,782
\$1,069,478	\$787,028	\$750,061	\$739,526	\$1,234,081	\$737,864
\$9,753,924	\$9,530,904	\$9,705,384	\$9,222,928	\$8,676,623	\$9,584,040
(\$375,815)	(\$541,178)	\$4,235	(\$605,103)	\$721,678	(\$858,604)
19,049	17,463	13,586	15,510	118,125	17,153
41	14	11,745	9	16	255
(109,452)	(82,203)	(78,746)	(99,235)	(552,978)	(79,408)
14,249	108,044	17,514	72,348	10,600	19,933
(\$76,112)	\$43,318	(\$35,900)	(\$11,368)	(\$424,236)	(\$42,067)
(\$451,927)	(\$497,860)	(\$31,665)	(\$616,470)	\$297,442	(\$900,671)
0	0	0	0	(587,380)	
(\$451,927)	(\$497,860)	(\$31,665)	(\$616,470)	(\$289,938)	(\$900,671)
-4.01%	-6.02%	0.04%	-7.02%	7.68%	-9.84%
-4.82%	-5.54%	-0.33%	-7.15%	3.16%	-10.32%
7.40%	2.73%	7.77%	1.56%	20.81%	-1.38%

Ten months ended April 30, 2023

	CASH FLOW	
	Current Month 4/30/2023	Current Year-To-Date 4/30/2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$532,253)	(\$4,559,167)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	924,151	8,656,465
(Increase)/Decrease in Net Patient Accounts Receivable	905,612	844,185
(Increase)/Decrease in Other Receivables	(582,863)	(1,157,681)
(Increase)/Decrease in Inventories	9,365	(37,921)
(Increase)/Decrease in Pre-Paid Expenses	(280,140)	233,806
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	346,237	1,074,091
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	306,550	(303,609)
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	189,476	475,856
Net Cash Provided by Operating Activities:	1,286,134	5,226,026
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(2,389,883)	(3,942,619)
(Increase)/Decrease in Limited Use Cash and Investments	(206,008)	2,657,607
(Increase)/Decrease in Other Limited Use Assets	(1,997)	(116,988)
(Increase)/Decrease in Other Assets	8,162	81,622
Net Cash Used by Investing Activities	(2,589,726)	(1,320,379)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(105,100)	(1,299,090)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	1,909,505	(1,496,673)
Net Cash Used for Financing Activities	1,804,405	(2,795,763)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	0
Net Increase/(Decrease) in Cash	500,813	1,109,885
Cash, Beginning of Period	7,783,000	7,173,928
Cash, End of Period	\$8,283,813	\$8,283,813

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2023

Current Month				Year-To-Date				
Actual 04/30/23	Budget 04/30/23	Positive/ (Negative) Variance	Prior Year 04/30/22	STATISTICS	Actual 04/30/23	Budget 04/30/23	Positive/ (Negative) Variance	Prior Year 04/30/22
Discharges								
100	108	(8)	108	Acute	1,171	1,208	(37)	1,208
100	108	(8)	108	Total Adult Discharges	1,171	1,208	(37)	1,208
31	30	1	30	Newborn	326	335	(9)	335
131	138	(7)	138	Total Discharges	1,497	1,543	(46)	1,543
Patient Days:								
307	338	(31)	338	Acute	4,111	4,388	(277)	4,388
307	338	(31)	338	Total Adult Patient Days	4,111	4,388	(277)	4,388
51	38	13	38	Newborn	555	529	26	529
358	376	(18)	376	Total Patient Days	4,666	4,917	(251)	4,917
Average Length of Stay (ALOS)								
3.1	3.1	(0.1)	3.1	Acute	3.5	3.6	(0.1)	3.6
3.1	3.1	(0.1)	3.1	Total Adult ALOS	3.5	3.6	(0.1)	3.6
1.6	1.3	0.4	1.3	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
10.2	11.3	(1.0)	11.3	Acute	13.5	14.4	(0.9)	14.4
10.2	11.3	(1.0)	11.3	Total Adult ADC	13.5	14.4	(0.9)	14.4
1.7	1.3	0.4	1.3	Newborn	1.8	1.7	0.1	1.7
Emergency Room Statistics								
113	108	5	108	ER Visits - Admitted	1,189	1,247	(58)	1,247
1,055	1,026	29	1,026	ER Visits - Discharged	11,628	11,246	382	11,246
1,168	1,134	34	1,134	Total ER Visits	12,817	12,493	324	12,493
9.67%	9.52%		9.52%	% of ER Visits Admitted	9.28%	9.98%		9.98%
113.00%	100.00%		100.00%	ER Admissions as a % of Total	101.54%	103.23%		103.23%
Outpatient Statistics:								
7,756	6,615	1,141	6,615	Total Outpatients Visits	76,492	91,813	(15,321)	90,600
0	0	0	0	Observation Bed Days	0	1,251	(1,251)	1,251
5,131	4,608	523	4,608	Clinic Visits - Primary Care	52,800	50,438	2,362	50,438
502	430	72	430	Clinic Visits - Specialty Clinics	5,326	4,784	542	4,784
46	27	19	27	IP Surgeries	490	235	255	235
108	128	(20)	128	OP Surgeries	1,082	1,111	(29)	1,111
Productivity Statistics:								
462.16	465.19	(3.03)	473.41	FTE's - Worked	451.27	465.19	(13.92)	461.88
503.54	511.59	(8.05)	508.51	FTE's - Paid	499.23	511.59	(12.36)	507.94
1.5000	1.4653	0.03	1.4653	Case Mix Index -Medicare	1.4170	1.4896	(0.07)	1.6483
1.2600	0.8274	0.43	0.8274	Case Mix Index - All payers	1.2150	0.6731	0.54	0.8648

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
04/30/23

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	59.38	76.31
Net Days in Accounts Receivable	59.30	65.76
Number of Gross Days in Unbilled Revenue	16.20	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	30.21%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.56%	1.20%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.00%	1.20%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.90%	6.52%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.29%	6.52%
Collections as a Percentage of Net Revenue - Current Month	107.78%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	98.34%	100% or >
Percentage of Blue Cross Receivable > 90 Days	4.46%	< 10%
Percentage of Insurance Receivable > 90 Days	28.31%	< 15%
Percentage of Medicaid Receivable > 90 Days	13.50%	< 20%
Percentage of Medicare Receivable > 60 Days	6.61%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	176,259	0.97%	8,306,102	4.60%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget were patient days Average Daily Census is 10.2 in April which is under budget by 1.0				
Deductions from Revenue	(383,246)	-4.11%	(6,612,914)	-7.11%
Deductions from revenue are under budget for April and under budget year to date. They are currently booked at 53.1% for April and 52.7% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	101,749	8.63%	1,778,070	15.10%
Bad debt expense is booked at 5.9% for April and 5.3% year to date.				
Charity Care	116,108	53.32%	279,694	12.87%
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	(30,603)	-17.44%	(478,738)	-21.12%
Other Operating Revenue is under budget for the month and is under budget year to date.				
Salaries and Wages	(109,212)	-2.89%	(768,197)	-2.05%
Salary and Wages are over budget in April and are over budget year to date. Paid FTEs are under budget by 8.05 FTEs for the month and under 12.36 FTEs year to date.				
Fringe Benefits	(157,551)	-12.99%	(614,568)	-5.72%
Fringe benefits are under budget in April and over budget year to date.				
Contract Labor	(351,793)	-343.63%	(1,886,397)	-65.08%
Contract labor is over budget for April and over budget year to date. Med/surg, ICU, L & D, OR, ER, Respiratory and Security are over budget.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	36,175	11.33%	545,254	16.29%
Physician fees under budget in April and under budget year to date. Locums and Locum Ped's are over budget in April.				
Purchased Services	(35,122)	-7.25%	(183,152)	-3.51%
Purchased services are over budget for April and over budget year to date. Expenses over budget are other purchased services, legal fee's, bank card fee's and Dept Mgmt Service				
Supply Expense	(113,606)	-8.41%	(2,625,670)	-19.43%
Supplies are over budget for April and over budget year to date. Line items over budget include contrast, food, drugs and maint. supplies.				
Repairs & Maintenance	463	0.10%	762,474	14.82%
Repairs and Maintenance are under budget for April and under budget year to date.				
All Other Operating Expenses	88,270	32.48%	(33,133)	-1.44%
This expense is under budget in April and over budget year to date. Other expenses over budget are Software, freight and foundation other expenses.				
Leases and Rentals	(19,169)	-105.55%	(71,121)	-39.05%
This expense is under budget for April and is over budget year to date				
Depreciation and Amortization	(181,646)	-24.46%	(1,153,560)	-15.37%
Depreciation is over budget for April and is over budget year to date				
BALANCE SHEET				
Cash and Cash Equivalents	\$500,813	6.43%		
Cash increased in April. Cash collections for April were \$9.2 million. Days Cash on Hand increased to 92 days.				
Gross Patient Accounts Receivable	(\$612,678)	-1.59%		
This receivable decreased in April due lower revenue & higher collections				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(292,934)	-1.43%		
Bad Debt and Allowances increased.				
Other Receivables	582,863	17.10%		
Other Receivables increased in April due to county and occ med invoices and QRA.				
Prepaid Expenses	280,140	19.08%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	208,006	1.07%		
These assets decreased due the payment on debt service fund				
Plant Property and Equipment	1,465,732	1.90%		
The increase in these assets is due to the the normal increase in accumulated depreciation.				
Accounts Payable	(346,237)	-5.65%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(205,929)	-17.67%		
This liability increased in April. The payroll accrual for April was 7 days.				
Accrued Benefits	(100,620)	-3.57%		
This liability increased in April with the normal accrual and usage of PTO.				
Other Current Liabilities	(189,476)	-20.71%		
This liability increased for April due to the accrual on the bonds				
Other Long Term Liabilities	(1,909,505)	-16.23%		
This liability increased due the addition of the robot				
Total Net Assets	531,071	0.64%		
The net loss from operations for April is \$1,046,468				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Ten months ended April 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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ROCK SPRINGS, WY

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Ten months ended April 30, 2023

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2023

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 4/30/2023	Year to Date 4/30/2023	Prior Fiscal Year End 06/30/22	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-38.61%	-31.27%	-6.33%	-36.58%
Total Profit Margin	-38.61%	-31.27%	-4.05%	-36.58%
Contractual Allowance %	43.44%	44.49%	44.30%	
Liquidity:				
Net Days in Accounts Receivable	44.03	41.34	65.76	39.58
Gross Days in Accounts Receivable	44.65	41.04	76.31	72.82
Productivity and Efficiency:				
Patient Visits Per Day	171.03	173.68	155.29	
Total Net Revenue per FTE	N/A	\$197,404	\$204,705	
Salary Expense per Paid FTE	N/A	\$186,125	\$102,150	
Salary and Benefits as a % of Net Revenue	122.25%	111.74%	58.36%	91.26%
Employee Benefits %	22.23%	18.51%	28.35%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

Ten months ended April 30, 2023

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	CURRENT MONTH				Prior Year 04/30/22
	Actual 04/30/23	Budget 04/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	2,139,602	2,095,498	44,104	2.10%	1,511,759
Specialty Clinic Revenue	0	0	0	0.00%	278,446
Total Gross Patient Revenue	2,139,602	2,095,498	44,104	2.10%	1,790,204
Deductions From Revenue					
Discounts and Allowances	(929,422)	(944,044)	14,622	1.55%	(632,610)
Total Deductions From Revenue	(929,422)	(944,044)	14,622	1.55%	(632,610)
Net Patient Revenue	1,210,180	1,151,453	58,726	5.10%	1,157,594
Other Operating Revenue	39,958	51,815	(11,858)	-22.88%	51,716
Total Operating Revenue	1,250,137	1,203,269	46,869	3.90%	1,209,310
Operating Expenses					
Salaries and Wages	1,250,382	1,140,191	(110,191)	-9.66%	1,230,525
Fringe Benefits	277,921	236,828	(41,093)	-17.35%	233,976
Contract Labor	0	0	0	0.00%	0
Physicians Fees	78,330	123,857	45,527	36.76%	70,817
Purchased Services	1,797	7,086	5,289	74.64%	14,588
Supply Expense	9,471	19,435	9,964	51.27%	14,832
Utilities	972	2,500	1,527	61.10%	980
Repairs and Maintenance	3,984	9,192	5,207	56.65%	20,459
Insurance Expense	16,284	18,002	1,717	9.54%	15,114
All Other Operating Expenses	81,612	113,985	32,373	28.40%	82,628
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,608	3,641	33	0.90%	3,462
Depreciation and Amortization	8,433	6,830	(1,602)	-23.46%	9,622
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,732,794	1,681,546	(51,248)	-3.05%	1,697,004
Net Operating Surplus/(Loss)	(482,657)	(478,277)	(4,379)	0.92%	(487,695)
Total Net Surplus/(Loss)	(482,657)	(478,277)	(4,379)	0.92%	(487,695)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	(482,657)	(478,277)	(4,379)	0.92%	(487,695)
Operating Margin	-38.61%	-39.75%			-40.33%
Total Profit Margin	-38.61%	-39.75%			-40.33%
EBIDA	-37.93%	-39.18%			-39.53%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2023

	YEAR-TO-DATE				Prior Year 04/30/22
	Actual 04/30/23	Budget 04/30/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	22,577,331	20,248,781	2,328,550	11.50%	16,139,179
Specialty Clinic Revenue	0	0	0	0.00%	2,822,286
Total Gross Patient Revenue	22,577,331	20,248,781	2,328,550	11.50%	18,961,465
Deductions From Revenue					
Discounts and Allowances	(10,044,137)	(9,106,102)	(938,035)	-10.30%	(8,457,694)
Total Deductions From Revenue	(10,044,137)	(9,106,102)	(938,035)	-10.30%	(8,457,694)
Net Patient Revenue	12,533,194	11,142,679	1,390,515	12.48%	10,503,771
Other Operating Revenue	388,054	527,706	(139,652)	-26.46%	538,771
Total Operating Revenue	12,921,248	11,670,385	1,250,863	10.72%	11,042,542
Operating Expenses					
Salaries and Wages	12,182,942	11,256,107	(926,835)	-8.23%	11,571,099
Fringe Benefits	2,254,938	2,183,034	(71,904)	-3.29%	2,000,357
Contract Labor	0	0	0	0.00%	0
Physicians Fees	647,968	1,182,967	534,998	45.23%	647,017
Purchased Services	79,939	72,524	(7,415)	-10.22%	139,296
Supply Expense	188,839	214,612	25,773	12.01%	166,824
Utilities	12,861	24,963	12,102	48.48%	12,190
Repairs and Maintenance	99,371	150,392	51,021	33.93%	167,265
Insurance Expense	164,909	172,259	7,350	4.27%	151,377
All Other Operating Expenses	1,215,548	1,091,894	(123,654)	-11.32%	1,097,243
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	32,596	35,468	2,871	8.10%	34,730
Depreciation and Amortization	81,707	68,419	(13,288)	-19.42%	102,363
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	16,961,619	16,452,637	(508,982)	-3.09%	16,089,761
Net Operating Surplus/(Loss)	(4,040,371)	(4,782,252)	741,881	-15.51%	(5,047,219)
Total Net Surplus/(Loss)	(4,040,371)	(4,782,252)	\$741,881	-15.51%	(\$5,047,219)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(4,040,371)	(4,782,252)	\$741,881	-15.51%	(5,047,219)
Operating Margin	-31.27%	-40.98%			-45.71%
Total Profit Margin	-31.27%	-40.98%			-45.71%
EBIDA	-30.64%	-40.39%			-44.78%

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

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	ActuAN 4/30/2023	Actual 3/31/2023	Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022
Gross Patient Revenue					
Clinic Revenue	\$2,139,602	\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$2,139,602	\$2,519,030	\$2,025,043	\$2,443,375	\$2,582,451
Deductions From Revenue					
Discounts and Allowances	(\$929,422)	(\$1,105,620)	(\$948,497)	(\$1,096,382)	(\$1,134,681)
Total Deductions From Revenue	(\$929,422)	(\$1,105,620)	(\$948,497)	(\$1,096,382)	(\$1,134,681)
Net Patient Revenue	\$1,210,180	\$1,413,410	\$1,076,545	\$1,346,993	\$1,447,770
Other Operating Revenue	\$39,958	\$40,995	\$35,492	\$40,919	\$27,776
Total Operating Revenue	1,250,137	1,454,405	1,112,037	1,387,912	1,475,545
Operating Expenses					
Salaries and Wages	\$1,250,382	\$1,221,400	\$1,221,606	\$1,236,970	\$1,261,706
Fringe Benefits	\$277,921	\$264,654	\$248,570	\$267,208	\$197,665
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$78,330	\$62,578	\$52,152	\$67,606	\$45,281
Purchased Services	\$1,797	\$7,333	\$7,966	\$10,005	\$9,136
Supply Expense	\$9,471	\$18,138	\$19,188	\$19,705	\$13,287
Utilities	\$972	\$1,876	\$1,221	\$986	\$982
Repairs and Maintenance	\$3,984	\$3,056	\$5,842	\$4,118	\$6,266
Insurance Expense	\$16,284	\$16,284	\$16,237	\$16,238	\$16,625
All Other Operating Expenses	\$81,612	\$115,468	\$122,180	\$108,716	\$170,453
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,608	\$3,310	\$3,432	\$3,660	\$3,035
Depreciation and Amortization	\$8,433	\$8,433	\$8,091	\$8,091	\$8,110
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,732,794	\$1,722,529	\$1,706,485	\$1,743,302	\$1,732,546
Net Operating Surplus/(Loss)	(\$482,657)	(\$268,124)	(\$594,448)	(\$355,390)	(\$257,001)
Total Net Surplus/(Loss)	(\$482,657)	(\$268,124)	(\$594,448)	(\$355,390)	(\$257,001)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$482,657)	(\$268,124)	(\$594,448)	(\$355,390)	(\$257,001)
Operating Margin	-38.61%	-18.44%	-53.46%	-25.61%	-17.42%
Total Profit Margin	-38.61%	-18.44%	-53.46%	-25.61%	-17.42%
EBIDA	-37.93%	-17.86%	-52.73%	-25.02%	-16.87%

Actual 11/30/2022	Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022	Actual 7/31/2022	Actual 6/30/2022	Actual 5/31/2022	Actual 4/30/2022
\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568	\$1,448,630	\$1,308,860	\$1,588,815
\$0	\$0	\$0	\$0	\$0	\$343,674	\$161,892	\$298,056
\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568	\$1,792,304	\$1,470,752	\$1,886,871
(\$985,048)	(\$1,111,979)	(\$927,592)	(\$1,027,367)	(\$777,549)	(\$814,085)	(\$701,578)	(\$869,032)
(\$985,048)	(\$1,111,979)	(\$927,592)	(\$1,027,367)	(\$777,549)	(\$814,085)	(\$701,578)	(\$869,032)
\$1,217,461	\$1,233,981	\$1,235,214	\$1,329,621	\$1,022,019	\$978,219	\$769,173	\$1,017,838
\$37,200	\$41,354	\$39,391	\$42,453	\$42,516	\$46,757	\$59,125	\$58,845
1,254,662	1,275,335	1,274,605	1,372,073	1,064,536	1,024,977	828,299	1,076,684
\$1,212,758	\$1,240,750	\$1,263,961	\$1,042,504	\$1,230,905	\$1,061,614	\$940,167	\$1,037,659
\$184,592	\$203,138	\$202,670	\$206,681	\$201,840	\$149,134	\$184,159	\$206,715
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$70,437	\$60,401	\$67,448	\$59,970	\$83,765	\$146,371	\$114,521	\$46,485
\$9,838	\$8,835	\$8,150	\$9,056	\$7,824	\$15,910	\$13,208	\$12,175
\$23,429	\$24,210	\$24,164	\$19,379	\$17,868	\$21,967	\$15,954	\$19,891
\$1,010	\$1,010	\$1,905	\$1,907	\$991	\$2,404	\$1,933	\$1,872
\$22,234	\$12,337	\$14,326	\$13,311	\$13,898	\$16,834	\$16,580	\$16,968
\$16,625	\$16,625	\$16,625	\$16,625	\$16,739	\$13,611	\$13,611	\$13,611
\$138,818	\$134,434	\$53,151	\$140,639	\$150,077	\$63,557	\$82,775	\$134,676
\$4,310	\$2,360	\$3,264	\$3,013	\$2,604	\$4,093	\$4,022	\$3,037
\$8,110	\$8,110	\$8,110	\$8,110	\$8,110	\$12,936	\$12,937	\$12,966
\$1,692,162	\$1,712,211	\$1,663,774	\$1,521,195	\$1,734,622	\$1,508,431	\$1,399,867	\$1,506,056
(\$437,500)	(\$436,876)	(\$389,169)	(\$149,122)	(\$670,086)	(\$483,454)	(\$571,568)	(\$429,373)
(\$437,500)	(\$436,876)	(\$389,169)	(\$149,122)	(\$670,086)	(\$483,454)	(\$571,568)	(\$429,373)
0	0	0	0	0	0	0	0
(\$437,500)	(\$436,876)	(\$389,169)	(\$149,122)	(\$670,086)	(\$483,454)	(\$571,568)	(\$429,373)
-34.87%	-34.26%	-30.53%	-10.87%	-47.17%	-69.01%	-39.88%	-54.66%
-34.87%	-34.26%	-30.53%	-10.87%	-47.17%	-69.01%	-39.88%	-54.66%
-34.22%	-33.62%	-29.90%	-10.28%	-45.91%	-67.44%	-38.67%	-52.99%

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
04/30/23	04/30/23	Variance	Year 04/30/22		04/30/23	04/30/23	Variance	Year 04/30/22
Outpatient Statistics:								
5,131	4,608	523	4,047	Clinic Visits - Primary Care	52,800	50,438	2,362	41,760
502	430	72	470	Clinic Visits - Specialty Clinics	5,326	4,784	542	5,095
Productivity Statistics:								
73.91	68.57	5.34	77.52	FTE's - Worked	70.23	68.57	1.66	64.33
79.49	75.35	4.14	72.13	FTE's - Paid	78.59	75.35	3.24	71.38

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	485	8,868,088.95
CAPITAL EQUIPMENT (PLANT FUND)	4	74,413.92
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2	197,473.29
PAYROLL APRIL 13, 2023		1,730,720.02
PAYROLL APRIL 27, 2023		1,682,509.72
TOTAL CASH OUTFLOW		<u>\$9,139,976.16</u>
CASH COLLECTIONS		9,236,410.00
INCREASE/DECREASE IN CASH		\$96,433.84

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2023**

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002538	9/1/2022	OLYMPUS AMERICA INC	9,388.49	URETERSCOPE		
002539	9/9/2022	WASATCH CONTROLS (HARRIS A	71,250.00	BUILDING AUTOMATION		
002540	9/15/2022	WASATCH CONTROLS (HARRIS A	73,150.00	BUILDING AUTOMATION		
002541	9/22/2022	MITCHELL ACOUSTICS, INC	15,360.00	BUILDING AUTOMATION		
SEPTEMBER TOTALS					169,148.49	238,849.99

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002545	11/22/2022	MD ANDERSON CANCER CENTER	1,150.00	SRS HEAD		
NOVEMBER TOTALS					1,150.00	325,789.36

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002546	12/1/2022	GRAINGER	1,174.21	WATER LINE TIE IN		
002547	12/1/2022	ROCK SPRINGS WINNELSON CO	582.02	WATER LINE TIE IN		
002548	12/1/2022	SIMPLYGROUP II, LLC (SIMPLYNA	34,380.86	SYNOLOGY BACKUP SOLUTIONS		
002549	12/1/2022	HILL-ROM	8,860.50	VOLARA AIRWAY CLEARANCE DEVICE		
002550	12/2/2022	EAGLE COMPACTION	18,250.00	TRASH COMPACTOR		
002551	12/8/2022	ROCK SPRINGS WINNELSON CO	4,266.68	WATER LINE TIE IN		
002552	12/15/2022	CDW GOVERNMENT LLC	11,207.64	SCAN GUNS		
002553	12/22/2022	BELMONT MEDICAL TECHNOLOG	33,795.00	BELMONT RAPID INFUSERS (2)		
002554	12/22/2022	OLYMPUS AMERICA INC	10,976.38	UROLOGY CYSTOSCOPY EQUIPMENT		
002555	12/22/2022	ROCK SPRINGS WINNELSON CO	446.85	WATER LINE TIE IN		
002556	12/22/2022	WASATCH CONTROLS (HARRIS A	81,225.00	BUILDING AUTOMATION		
DECEMBER TOTALS					205,165.14	530,954.50

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002546	1/12/2023	NETDAIS	4,950.00	INTERNET EDGE		
002547	1/12/2023	WASATCH CONTROLS (HARRIS A	145,312.95	BUILDING AUTOMATION		
JANUARY TOTALS					150,262.95	681,217.45

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002559	2/3/2023	NETDAIS	750.00	INTERNET EDGE		
002560	2/9/2023	BELMONT MEDICAL TECHNOLOG	37,175.00	BELMONT RAPID INFUSERS		
002561	2/9/2023	OLYMPUS AMERICA INC	745.77	UROLOGY CYSTOSCOPY EQUIP		
002562	2/16/2023	CAREFUSION PYXIS	18,000.00	CERNER INTERFACE FOR PYXIS		
002563	2/16/2023	OLYMPUS AMERICA INC	3,014.62	UROLOGY CYSTOSCOPY EQUIP		
002564	2/16/2023	ROCK SPRINGS WINNELSON CO	36,710.83	HEAT EXCHANGER		
002565	2/16/2023	WASATCH CONTROLS (HARRIS A	43,160.00	COIL REPLACEMENT		
FEBRUARY TOTALS					139,556.22	820,773.67

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002566	3/2/2023	OLYMPUS AMERICA INC	1,871.73	UROLOGY CYSTOSCOPY EQUIP		
002567	3/2/2023	STAXI CORPORATION	13,951.24	WHEELCHAIRS		
002568	3/2/2023	RADIOMETER AMERICA INC	18,233.50	FABL90 FLEX PLUS ANALYZER		
002569	3/9/2023	NETDAIS	1,800.00	INTERNET EDGE		
002570	3/15/2023	CERNER CORPORATION	1,600.00	CERNER MDR MONITORS(3)		
002571	3/23/2023	CERNER CORPORATION	25,640.63	CERNER MDR MONITORS(3)		
002571	3/23/2023	CERNER CORPORATION	5,850.00	CERNER INTERFACE FOR ANALYZER		
002572	3/30/2023	OLYMPUS AMERICA INC	22,279.05	UROLOGY CYSTOSCOPY EQUIP		
MARCH TOTALS					91,226.15	911,999.82

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002573	4/20/2023	COMPUNET, INC.	39,313.92	RAM CHIPS M5 SERVER		
002574	4/20/2023	P3 CONSULTING LLC	5,000.00	BSI EDI PLATFORM		
002575	4/27/2023	CERNER CORPORATION	27,850.00	CERNER MDR MONITORS		
002576	4/27/2023	NETDAIS	2,250.00	VPN CONNECTOR SOLUTIONS		
APRIL TOTALS					74,413.92	986,413.74

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001180	11/3/2022	WESTERN ENGINEERS & GEOLO	2,683.75	BUILDING AUTOMATION		
001181	11/3/2022	WYLIE CONSTRUCTION INC.	16,349.00	BULK OXYGEN		
001182	11/10/2022	PLAN ONE/ARCHITECTS	4,680.75	ONCOLOGY SUITE RENOVATION		
001183	11/10/2022	WASATCH CONTROLS (HARRIS .	23,750.00	BUILDING AUTOMATION		
001184	11/18/2022	WASATCH CONTROLS (HARRIS .	40,850.00	BUILDING AUTOMATION		
WF DEBT	11/17/2022	WF DEBT SERVICE	190,750.66	WF DEBT SERVICE		
NOVEMBER TOTALS					279,064.16	1,151,157.66

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001185	12/1/2022	WESTERN ENGINEERS & GEOLO	2,108.25	BUILDING AUTOMATION		
001186	12/8/2022	PLAN ONE/ARCHITECTS	4,680.75	ONCOLOGY SUITE RENOVATION		
WF DEBT	12/19/2022	WF DEBT SERVICE	190,750.66	WF DEBT SERVICE		
DECEMBER TOTALS					197,539.66	1,348,697.32

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001187	1/12/2023	PLAN ONE/ARCHITECTS	14,978.40	ONCOLOGY SUITE RENOVATION		
WF DEBT	1/18/2023	WF DEBT SERVICE	190,750.66	WF DEBT SERVICE		
JANUARY TOTALS					205,729.06	1,554,426.38

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001188	2/3/2023	PLAN ONE/ARCHITECTS	5,698.30	ONCOLOGY SUITE RENOVATION		
WF DEBT	2/17/2023	WF DEBT SERVICE	190,750.66	WF DEBT SERVICE		
FEBRUARY TOTALS					196,448.96	1,750,875.34

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001189	3/9/2023	A PLEASANT CONSTRUCTION, INC	208,670.33	SULENTICH REMODEL		
001190	3/9/2023	PLAN ONE/ARCHITECTS	701.25	SULENTICH REMODEL		
001190	3/9/2023	PLAN ONE/ARCHITECTS	24,339.90	ONCOLOGY SUITE RENOVATION		
WF DEBT	3/16/2023	WF DEBT SERVICE	189,475.58	WF DEBT SERVICE		
MARCH TOTALS					423,187.06	2,174,062.40

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001191	4/6/2023	PLAN ONE/ARCHITECTS	7,997.71	ONCOLOGY SUITE RENOVATION		
WF DEBT	4/13/2023	WF DEBT SERVICE	189,475.58	WF DEBT SERVICE		
APRIL TOTALS					197,473.29	2,371,535.69

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2023

Amount	Description
23,642.37	Advertising Total
5,984.21	Billing Services Total
18,970.08	Blood Total
7,629.20	Building Lease Total
134,799.52	Café Management Total
3,670.05	Cellular Telephone Total
10,958.71	Collection Agency Total
1,274.35	Computer Equipment Total
742.12	Consulting Fees Total
584,184.81	Contract Maintenance Total
446,506.19	Contract Personnel Total
418.14	Courier Services Total
2,528.79	Credit Card Payment Total
26,400.01	Dental Insurance Total
1,849.73	Diabetes Education Program Total
10,893.38	Dialysis Supplies Total
5,298.00	Education & Travel Total
1,041.12	Employee Recruitment Total
6,958.42	Employee Vision Plan Total
76,578.84	Equipment Lease Total
4,740.25	Freight Total
857.80	Fuel Total
3,277.25	Garbage Collection Total
724,889.68	Group Health Total
195,031.15	Hospital Supplies Total
407.00	Instruments Total
19,785.00	Insurance Premiums Total
56,439.88	Laboratory Services Total
223,642.66	Laboratory Supplies Total
5,012.50	Laundry Supplies Total
10,703.00	Legal Fees Total
1,000.00	License & Taxes Total
415.68	Linen Total
6,200.00	Lithotripsy Total
26,373.03	Maintenance & Repair Total
14,952.43	Maintenance Supplies Total
1,542.50	Marketing & Promotional Supplies Total
100.00	Med Staff Dues Total
2,631.84	MHSC Foundation Total
1,963.57	Minor Equipment Total
957.00	Monthly Pest Control Total
56,943.16	Non Medical Supplies Total
11,261.33	Office Supplies Total
23,054.28	Other Employee Benefits Total
12,493.65	Other Purchased Services Total
7,797.46	Oxygen Rental Total
184.30	Patient Refund Total

4/30/2023

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2023

Check Number	Date	Vendor Check Name	Amount	Description
192182	4/27/2023	BIG THICKET BROADCASTING	7,124.50	Advertising
192186	4/27/2023	BRIDGER VALLEY PIONEER	270.00	Advertising
192216	4/27/2023	KEMMERER GAZETTE	870.00	Advertising
192237	4/27/2023	PINEDALE ROUNDUP	375.00	Advertising
191904	4/6/2023	PUBLISHING CONCEPTS, INC.	1,050.00	Advertising
192024	4/13/2023	PUBLISHING CONCEPTS, INC.	500.00	Advertising
191910	4/6/2023	ROCKET MINER	355.21	Advertising
192134	4/20/2023	ROCKET MINER	25.01	Advertising
192258	4/27/2023	SUBLETTE EXAMINER	250.00	Advertising
192048	4/13/2023	SWEETWATER NOW, LLC	2,900.00	Advertising
192259	4/27/2023	SWEETWATER NOW, LLC	3,530.00	Advertising
192050	4/13/2023	THE RADIO NETWORK	3,365.65	Advertising
EFT000000008088	4/13/2023	LAMAR ADVERTISING	424.00	Advertising
EFT000000008092	4/13/2023	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000008111	4/27/2023	GREEN RIVER STAR	1,050.00	Advertising
EFT000000008114	4/27/2023	LAMAR ADVERTISING	1,273.00	Advertising
191943	4/13/2023	ABILITY NETWORK INC	874.00	Billing Services
191986	4/13/2023	EXPRESS MEDICAID BILLING SERV	4,999.85	Billing Services
192150	4/20/2023	TRUE COMMERCE, INC	110.36	Billing Services
191930	4/6/2023	VITALANT	3,215.50	Blood
192269	4/27/2023	VITALANT	15,754.58	Blood
192091	4/20/2023	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
EFT000000008083	4/13/2023	CASTLE ROCK HSP DIST	4,129.20	Building Lease
192265	4/27/2023	UNIDINE CORPORATION	134,799.52	Café Management
192058	4/13/2023	VERIZON WIRELESS, LLC	3,670.05	Cellular Telephone
191870	4/6/2023	COLLECTION PROFESSIONALS, INC	281.50	Collection Agency
191987	4/13/2023	EXPRESS RECOVERY SERVICES	10,677.21	Collection Agency
191970	4/13/2023	CDW GOVERNMENT LLC	1,274.35	Computer Equipment
192157	4/20/2023	WOODARD & CURRAN INC.	742.12	Consulting Fees
191867	4/6/2023	CERNER CORPORATION	200,280.63	Contract Maintenance
191971	4/13/2023	CERNER CORPORATION	12,030.00	Contract Maintenance
192085	4/20/2023	CERNER CORPORATION	200,280.63	Contract Maintenance
191868	4/6/2023	CLOUDLI COMMUNICATIONS INC.	70.90	Contract Maintenance
192196	4/27/2023	CONSUMER FUSION INC.	1,750.00	Contract Maintenance
191974	4/13/2023	CONVERGEONE, INC.	8,886.72	Contract Maintenance
191984	4/13/2023	DNV GL USA, INC.	3,380.00	Contract Maintenance
191878	4/6/2023	FATPIPE INC.	7,200.00	Contract Maintenance
191992	4/13/2023	FRONT RANGE MOBILE IMAGING, INC.	3,412.00	Contract Maintenance
191900	4/6/2023	NUANCE COMMUNICATIONS, INC	313.33	Contract Maintenance
192228	4/27/2023	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
192022	4/13/2023	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
192243	4/27/2023	RL DATIX	1,684.00	Contract Maintenance
192248	4/27/2023	SCORPION HEALTHCARE LLC	2,849.00	Contract Maintenance
191915	4/6/2023	SIEMENS MEDICAL SOLUTIONS USA	3,028.35	Contract Maintenance
192038	4/13/2023	SIEMENS MEDICAL SOLUTIONS USA	9,543.33	Contract Maintenance
192137	4/20/2023	SIEMENS MEDICAL SOLUTIONS USA	2,902.44	Contract Maintenance
192250	4/27/2023	SIEMENS MEDICAL SOLUTIONS USA	685.18	Contract Maintenance
192151	4/20/2023	UNITED AUDIT SYSTEMS, INC.	1,245.00	Contract Maintenance
192270	4/27/2023	WASATCH CONTROLS	2,617.00	Contract Maintenance
192061	4/13/2023	WYODATA SECURITY INC.	1,795.00	Contract Maintenance
192158	4/20/2023	WYODATA SECURITY INC.	1,585.00	Contract Maintenance
192161	4/20/2023	WYOMING CANCER SURVEILLANCE	1,875.00	Contract Maintenance
W/T	4/20/2023	ORTHO TRIZETTO FEE	198.97	Contract Maintenance

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W/T	4/5/2023	ZENITH	420.42	Contract Maintenance
W/T	4/20/2023	CLINIC TRIZETTO FEE	5,864.66	Contract Maintenance
EFT000000008074	4/6/2023	STATE FIRE DC SPECIALTIES	10,910.00	Contract Maintenance
EFT000000008078	4/13/2023	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000008116	4/27/2023	STATE FIRE DC SPECIALTIES	13,212.81	Contract Maintenance
192068	4/19/2023	P3 CONSULTING LLC	83,191.44	Contract Maintenance
191985	4/13/2023	ELWOOD STAFFING SERVICES, INC	4,232.10	Contract Personnel
192204	4/27/2023	ELWOOD STAFFING SERVICES, INC	1,455.30	Contract Personnel
191988	4/13/2023	FAVORITE HEALTHCARE STAFFING, INC.	3,308.50	Contract Personnel
192095	4/20/2023	FAVORITE HEALTHCARE STAFFING, INC.	4,218.50	Contract Personnel
191882	4/6/2023	FOCUSONE SOLUTIONS LLC	105,431.00	Contract Personnel
192066	4/14/2023	FOCUSONE SOLUTIONS LLC	95,465.14	Contract Personnel
192100	4/20/2023	FOCUSONE SOLUTIONS LLC	110,975.01	Contract Personnel
192208	4/27/2023	FOCUSONE SOLUTIONS LLC	113,153.64	Contract Personnel
192107	4/20/2023	HARMONY HEALTHCARE IT	7,727.00	Contract Personnel
191913	4/6/2023	SARAH ROTH	360.00	Contract Personnel
192036	4/13/2023	SARAH ROTH	180.00	Contract Personnel
192232	4/27/2023	PACKAGERUNNER LOGISTICS LLC	418.14	Courier Services
W/T	4/25/2023	UMB BANK PAYMENT	2,528.79	Credit Card Payment
192201	4/27/2023	DELTA DENTAL	26,400.01	Dental Insurance
192065	4/14/2023	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	1,849.73	Diabetes Education Program
191883	4/6/2023	FRESENIUS USA MARKETING, INC.	3,311.96	Dialysis Supplies
192102	4/20/2023	FRESENIUS USA MARKETING, INC.	3,961.50	Dialysis Supplies
192210	4/27/2023	FRESENIUS USA MARKETING, INC.	3,024.36	Dialysis Supplies
191886	4/6/2023	HENRY SCHEIN INC	140.50	Dialysis Supplies
191997	4/13/2023	HENRY SCHEIN INC	305.80	Dialysis Supplies
EFT000000008101	4/20/2023	HENRY SCHEIN INC	149.26	Dialysis Supplies
192071	4/20/2023	ACADEMY OF NUTRITION AND DIETETICS	263.00	Education & Travel
192164	4/25/2023	DEPARTMENT OF HOMELAND SECURITY/USCIS	460.00	Education & Travel
192165	4/25/2023	DEPARTMENT OF HOMELAND SECURITY/USCIS	2,500.00	Education & Travel
192227	4/27/2023	NEUROMONITORING TECHNOLOGIES	2,075.00	Education & Travel
191998	4/13/2023	INSIGHT SCREENING LLC	1,041.12	Employee Recruitment
192059	4/13/2023	VISION SERVICE PLAN - WY	6,958.42	Employee Vision Plan
192198	4/27/2023	COPIER & SUPPLY COMPANY	8,736.46	Equipment Lease
191994	4/13/2023	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
192103	4/20/2023	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
192023	4/13/2023	PITNEY BOWES INC	299.00	Equipment Lease
192129	4/20/2023	PITNEY BOWES INC	241.08	Equipment Lease
191914	4/6/2023	SHADOW MOUNTAIN WATER CO ,WY	2,968.16	Equipment Lease
192037	4/13/2023	SHADOW MOUNTAIN WATER CO ,WY	992.45	Equipment Lease
192249	4/27/2023	SHADOW MOUNTAIN WATER CO ,WY	276.36	Equipment Lease
192051	4/13/2023	TIMEPAYMENT CORP	2,625.10	Equipment Lease
192147	4/20/2023	TIMEPAYMENT CORP	2,625.10	Equipment Lease
192262	4/27/2023	TIMEPAYMENT CORP	246.98	Equipment Lease
192056	4/13/2023	US BANK EQUIPMENT FINANCE	1,691.81	Equipment Lease
192152	4/20/2023	US BANK EQUIPMENT FINANCE	357.32	Equipment Lease
192267	4/27/2023	US BANK EQUIPMENT FINANCE	881.77	Equipment Lease
191880	4/6/2023	FED EX	18.34	Freight
192097	4/20/2023	FED EX	96.03	Freight
191927	4/6/2023	TRIOSE, INC	1,937.04	Freight
192054	4/13/2023	TRIOSE, INC	984.60	Freight
192149	4/20/2023	TRIOSE, INC	1,704.24	Freight
192029	4/13/2023	RED HORSE OIL COMPANIES INC	857.80	Fuel
EFT000000008094	4/13/2023	WWS - ROCK SPRINGS	3,277.25	Garbage Collection

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W/T	4/21/2023	FURTHER ADMIN FEE	282.75	Group Health
W/T	4/13/2023	FURTHER FLEX 4/12/23	2,267.16	Group Health
W/T	4/6/2023	FURTHER FLEX 4/5/23	2,735.75	Group Health
W/T	4/26/2023	FURTHER FLEX 4/26/23	5,395.30	Group Health
W/T	4/20/2023	FURTHER FLEX 4/19/23	5,865.17	Group Health
W/T	4/28/2023	BLUE CROSS BLUE SHIELD 4/21/23	96,322.53	Group Health
W/T	4/21/2023	BLUE CROSS BLUE SHIELD 4/14/23	114,147.84	Group Health
W/T	4/14/2023	BLUE CROSS BLUE SHIELD 4/7/23	235,948.55	Group Health
W/T	4/7/2023	BLUE CROSS BLUE SHIELD 3/31/23	261,924.63	Group Health
192035	4/13/2023	ABBOTT NUTRITION	26.00	Hospital Supplies
192247	4/27/2023	ABBOTT NUTRITION	267.41	Hospital Supplies
191946	4/13/2023	AESCLAP INC	497.07	Hospital Supplies
191950	4/13/2023	ALLEN MEDICAL SYSTEMS INC	397.10	Hospital Supplies
191858	4/6/2023	APPLIED MEDICAL	3,132.00	Hospital Supplies
192074	4/20/2023	APPLIED MEDICAL	3,678.00	Hospital Supplies
192177	4/27/2023	APPLIED MEDICAL	528.00	Hospital Supplies
191859	4/6/2023	ARTHREX INC.	137.50	Hospital Supplies
191955	4/13/2023	ARTHREX INC.	8,844.50	Hospital Supplies
192075	4/20/2023	ARTHREX INC.	290.40	Hospital Supplies
192178	4/27/2023	ARTHREX INC.	1,963.90	Hospital Supplies
192076	4/20/2023	ASPEN SURGICAL	538.52	Hospital Supplies
191961	4/13/2023	B BRAUN MEDICAL INC.	1,255.04	Hospital Supplies
192180	4/27/2023	B BRAUN MEDICAL INC.	603.18	Hospital Supplies
192077	4/20/2023	BARD MEDICAL	1,020.00	Hospital Supplies
191860	4/6/2023	BARD PERIPHERAL VASCULAR INC	2,866.05	Hospital Supplies
192179	4/27/2023	BAYER HEALTHCARE LLC	3,127.32	Hospital Supplies
191862	4/6/2023	BG MEDICAL LLC	4,300.00	Hospital Supplies
192078	4/20/2023	BG MEDICAL LLC	3,700.00	Hospital Supplies
191864	4/6/2023	BOSTON SCIENTIFIC CORP	1,395.64	Hospital Supplies
191962	4/13/2023	BOSTON SCIENTIFIC CORP	1,046.00	Hospital Supplies
192079	4/20/2023	BOSTON SCIENTIFIC CORP	4,888.19	Hospital Supplies
192185	4/27/2023	BOSTON SCIENTIFIC CORP	743.85	Hospital Supplies
191866	4/6/2023	CARDINAL HEALTH/V. MUELLER	1,025.68	Hospital Supplies
191969	4/13/2023	CARDINAL HEALTH/V. MUELLER	12,131.66	Hospital Supplies
192082	4/20/2023	CARDINAL HEALTH/V. MUELLER	5,738.76	Hospital Supplies
192188	4/27/2023	CARDINAL HEALTH/V. MUELLER	9,686.79	Hospital Supplies
192189	4/27/2023	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
192194	4/27/2023	CONE INSTRUMENTS	116.85	Hospital Supplies
191871	4/6/2023	COOK MEDICAL INCORPORATED	93.50	Hospital Supplies
192087	4/20/2023	COOK MEDICAL INCORPORATED	200.20	Hospital Supplies
192197	4/27/2023	COOK MEDICAL INCORPORATED	1,339.10	Hospital Supplies
191982	4/13/2023	DIAGNOSTIGA STAGO INC	310.16	Hospital Supplies
191983	4/13/2023	DJ ORTHOPEDICS, LLC	53.72	Hospital Supplies
192203	4/27/2023	DJ ORTHOPEDICS, LLC	102.96	Hospital Supplies
REMIT0000000000005	4/20/2023	DJ ORTHOPEDICS, LLC	0.00	Hospital Supplies
191876	4/6/2023	DOCTOR EASY MEDICAL PRODUCTS	66.95	Hospital Supplies
191879	4/6/2023	F B MCFADDEN WHOLESAL	1,264.55	Hospital Supplies
191989	4/13/2023	F B MCFADDEN WHOLESAL	95.40	Hospital Supplies
192096	4/20/2023	F B MCFADDEN WHOLESAL	2,843.55	Hospital Supplies
192206	4/27/2023	F B MCFADDEN WHOLESAL	2,247.10	Hospital Supplies
191885	4/6/2023	HEALTHCARE LOGISTICS INC	136.32	Hospital Supplies
191996	4/13/2023	HEALTHCARE LOGISTICS INC	376.13	Hospital Supplies
192109	4/20/2023	HOLOGIC, INC.	158.00	Hospital Supplies
192212	4/27/2023	HULL ANESTHESIA INC	355.00	Hospital Supplies

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192214	4/27/2023	INNOVATIVE PRODUCTS INC.	137.97	Hospital Supplies
192112	4/20/2023	J & J HEALTH CARE SYSTEMS INC	16,320.36	Hospital Supplies
192215	4/27/2023	J & J HEALTH CARE SYSTEMS INC	5,136.76	Hospital Supplies
191888	4/6/2023	KARL STORZ ENDOSCOPY-AMERICA	7,608.29	Hospital Supplies
192116	4/20/2023	KARL STORZ ENDOSCOPY-AMERICA	11,999.50	Hospital Supplies
192003	4/13/2023	KCI USA	190.77	Hospital Supplies
192117	4/20/2023	KCI USA	344.52	Hospital Supplies
192046	4/13/2023	LEICA BIOSYSTEMS RICHMOND	175.80	Hospital Supplies
192145	4/20/2023	LEICA BIOSYSTEMS RICHMOND	733.76	Hospital Supplies
191899	4/6/2023	M V A P MEDICAL SUPPLIES, INC.	373.99	Hospital Supplies
192225	4/27/2023	M V A P MEDICAL SUPPLIES, INC.	167.00	Hospital Supplies
192120	4/20/2023	MARK COSTELLO COMPANY	374.72	Hospital Supplies
191892	4/6/2023	MARKET LAB, INC	787.97	Hospital Supplies
192219	4/27/2023	MARKET LAB, INC	294.26	Hospital Supplies
191893	4/6/2023	MASIMO AMERICAS, INC.	660.00	Hospital Supplies
192005	4/13/2023	MASIMO AMERICAS, INC.	660.00	Hospital Supplies
192220	4/27/2023	MASIMO AMERICAS, INC.	1,308.00	Hospital Supplies
191894	4/6/2023	MCKESSON MEDICAL-SURGICAL	275.86	Hospital Supplies
192006	4/13/2023	MCKESSON MEDICAL-SURGICAL	1,323.82	Hospital Supplies
192221	4/27/2023	MCKESSON MEDICAL-SURGICAL	1,513.90	Hospital Supplies
191895	4/6/2023	MEDELA LLC	99.70	Hospital Supplies
192121	4/20/2023	MEDELA LLC	569.60	Hospital Supplies
191896	4/6/2023	MEDICAL PACKAGING LLC	1,001.98	Hospital Supplies
192007	4/13/2023	MEDI-DOSE INCORPORATED	126.15	Hospital Supplies
192223	4/27/2023	MEDTRONIC USA INC	324.00	Hospital Supplies
192009	4/13/2023	MEDTRONIC, USA	1,562.20	Hospital Supplies
192010	4/13/2023	MERCURY MEDICAL	393.16	Hospital Supplies
191901	4/6/2023	OLYMPUS AMERICA INC	190.93	Hospital Supplies
192019	4/13/2023	OLYMPUS AMERICA INC	1,139.54	Hospital Supplies
192126	4/20/2023	OLYMPUS AMERICA INC	5,182.46	Hospital Supplies
192229	4/27/2023	OLYMPUS AMERICA INC	70.18	Hospital Supplies
191902	4/6/2023	OWENS & MINOR 90005430	5,783.83	Hospital Supplies
192020	4/13/2023	OWENS & MINOR 90005430	481.50	Hospital Supplies
192127	4/20/2023	OWENS & MINOR 90005430	1,224.90	Hospital Supplies
192231	4/27/2023	OWENS & MINOR 90005430	4,332.52	Hospital Supplies
192128	4/20/2023	PATTERSON DENTAL - 408	59.88	Hospital Supplies
192027	4/13/2023	RADIOMETER AMERICA INC	1,833.33	Hospital Supplies
192133	4/20/2023	RADIOMETER AMERICA INC	1,231.57	Hospital Supplies
192240	4/27/2023	RADIOMETER AMERICA INC	698.43	Hospital Supplies
191908	4/6/2023	RESPIRONICS	477.00	Hospital Supplies
192030	4/13/2023	RESPIRONICS	230.00	Hospital Supplies
192241	4/27/2023	RESPIRONICS	178.00	Hospital Supplies
192138	4/20/2023	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	2,732.71	Hospital Supplies
191919	4/6/2023	STERIS CORPORATION	4,228.16	Hospital Supplies
192043	4/13/2023	STERIS CORPORATION	778.72	Hospital Supplies
192255	4/27/2023	STERIS CORPORATION	4,165.30	Hospital Supplies
191926	4/6/2023	TRI-ANIM HEALTH SERVICES INC	131.98	Hospital Supplies
192053	4/13/2023	TRI-ANIM HEALTH SERVICES INC	210.22	Hospital Supplies
192148	4/20/2023	TRI-ANIM HEALTH SERVICES INC	431.57	Hospital Supplies
192263	4/27/2023	TRI-ANIM HEALTH SERVICES INC	1,073.67	Hospital Supplies
192057	4/13/2023	UTAH MEDICAL PRODUCTS INC	315.59	Hospital Supplies
192154	4/20/2023	UTAH MEDICAL PRODUCTS INC	84.66	Hospital Supplies
191931	4/6/2023	WAXIE SANITARY SUPPLY	4,226.71	Hospital Supplies
192060	4/13/2023	WAXIE SANITARY SUPPLY	1,304.26	Hospital Supplies

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EFT000000008072	4/6/2023	HARDY DIAGNOSTICS	441.66	Hospital Supplies
EFT000000008079	4/13/2023	BEEKLEY CORPORATION	89.00	Hospital Supplies
EFT000000008080	4/13/2023	BIODEX MEDICAL SYSTEMS INC	160.00	Hospital Supplies
EFT000000008082	4/13/2023	BREG INC	512.23	Hospital Supplies
EFT000000008087	4/13/2023	HARDY DIAGNOSTICS	197.09	Hospital Supplies
EFT000000008093	4/13/2023	STRYKER INSTRUMENTS	4,683.80	Hospital Supplies
EFT000000008097	4/20/2023	BREG INC	80.85	Hospital Supplies
EFT000000008100	4/20/2023	HARDY DIAGNOSTICS	875.64	Hospital Supplies
EFT000000008106	4/20/2023	STRYKER INSTRUMENTS	4,894.72	Hospital Supplies
EFT000000008110	4/27/2023	BREG INC	330.84	Hospital Supplies
EFT000000008112	4/27/2023	HARDY DIAGNOSTICS	715.61	Hospital Supplies
EFT000000008098	4/20/2023	CIVCO MEDICAL INSTRUMENTS	407.00	Instruments
191944	4/13/2023	ACUITY, A MUTUAL INSURANCE COMPANY	19,785.00	Insurance Premiums
191951	4/13/2023	ALLERMATRIX INC	450.00	Laboratory Services
192012	4/13/2023	METABOLIC NEWBORN SCREENING	3,408.72	Laboratory Services
EFT000000008108	4/27/2023	ARUP LABORATORIES, INC.	52,581.16	Laboratory Services
191857	4/6/2023	ANAEROBE SYSTEMS	53.90	Laboratory Supplies
191957	4/13/2023	ASSOCIATES OF CAPE COD INC	395.00	Laboratory Supplies
191863	4/6/2023	BIOMERIEUX, INC.	8,194.98	Laboratory Supplies
192183	4/27/2023	BIOMERIEUX, INC.	4,732.16	Laboratory Supplies
191865	4/6/2023	CARDINAL HEALTH	48,551.99	Laboratory Supplies
191968	4/13/2023	CARDINAL HEALTH	89,526.39	Laboratory Supplies
192081	4/20/2023	CARDINAL HEALTH	15,995.90	Laboratory Supplies
192187	4/27/2023	CARDINAL HEALTH	4,667.81	Laboratory Supplies
192084	4/20/2023	CEPHEID	70.00	Laboratory Supplies
192190	4/27/2023	CEPHEID	6.00	Laboratory Supplies
191881	4/6/2023	FISHER HEALTHCARE	13,693.34	Laboratory Supplies
191990	4/13/2023	FISHER HEALTHCARE	23,674.22	Laboratory Supplies
192099	4/20/2023	FISHER HEALTHCARE	2,879.53	Laboratory Supplies
192207	4/27/2023	FISHER HEALTHCARE	233.86	Laboratory Supplies
192015	4/13/2023	MOPEC INC	163.80	Laboratory Supplies
192273	4/27/2023	PACE ANALYTICAL SERVICES, LLC	257.30	Laboratory Supplies
191906	4/6/2023	R&D SYSTEMS INC	82.90	Laboratory Supplies
192041	4/13/2023	STATLAB MEDICAL PRODUCTS	88.32	Laboratory Supplies
191924	4/6/2023	SYSMEX AMERICA INC.	868.87	Laboratory Supplies
192146	4/20/2023	SYSMEX AMERICA INC.	868.87	Laboratory Supplies
191928	4/6/2023	TYPENEX MEDICAL, LLC	231.06	Laboratory Supplies
192264	4/27/2023	TYPENEX MEDICAL, LLC	36.07	Laboratory Supplies
EFT000000008070	4/6/2023	BIO-RAD LABORATORIES	724.20	Laboratory Supplies
EFT000000008081	4/13/2023	BIO-RAD LABORATORIES	1,810.39	Laboratory Supplies
EFT000000008086	4/13/2023	GREER LABORATORIES, INC	1,926.17	Laboratory Supplies
EFT000000008109	4/27/2023	BIO-RAD LABORATORIES	3,909.63	Laboratory Supplies
EFT000000008090	4/13/2023	MARTIN-RAY LAUNDRY SYSTEMS	1,812.50	Laundry Supplies
EFT000000008103	4/20/2023	MARTIN-RAY LAUNDRY SYSTEMS	3,200.00	Laundry Supplies
192166	4/25/2023	BARRY J. WALKER	3,000.00	Legal Fees
191873	4/6/2023	CROWLEY FLECK ATTORNEYS	216.00	Legal Fees
192200	4/27/2023	CROWLEY FLECK ATTORNEYS	1,287.00	Legal Fees
192236	4/27/2023	PHILLIPS LAW, LLC	6,200.00	Legal Fees
192160	4/20/2023	WYOMING DEPT OF HEALTH	1,000.00	License & Taxes
191916	4/6/2023	STANDARD TEXTILE	415.68	Linen
192159	4/20/2023	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Lithotripsy
192070	4/20/2023	ABOVE ALL MEDICAL PARTS INC.	591.96	Maintenance & Repair
191975	4/13/2023	COUNTERWISE	400.00	Maintenance & Repair
191874	4/6/2023	CRUM ELECTRIC SUPPLY COMPANY	59.52	Maintenance & Repair

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191976	4/13/2023	CUMMINS ROCKY MOUNTAIN, LLC	1,977.00	Maintenance & Repair
192089	4/20/2023	CUMMINS ROCKY MOUNTAIN, LLC	1,977.00	Maintenance & Repair
191979	4/13/2023	DANIEL DORMAN PAINTING	370.00	Maintenance & Repair
192209	4/27/2023	FREMONT MOTORS	135.63	Maintenance & Repair
192000	4/13/2023	JC JACOBS CARPET ONE	62.40	Maintenance & Repair
192001	4/13/2023	JIM'S UPHOLSTERY	4,400.00	Maintenance & Repair
192114	4/20/2023	JIM'S UPHOLSTERY	325.00	Maintenance & Repair
191903	4/6/2023	PLAN ONE/ARCHITECTS	1,212.50	Maintenance & Repair
192042	4/13/2023	STEALTH TECHNOLOGIES	663.60	Maintenance & Repair
192254	4/27/2023	STEALTH TECHNOLOGIES	92.00	Maintenance & Repair
191932	4/6/2023	WESTERN PEAKS CALIBRATION	2,825.00	Maintenance & Repair
192156	4/20/2023	WHISLER CHEVROLET	3,309.00	Maintenance & Repair
191933	4/6/2023	WYOELCTRIC, INC	280.00	Maintenance & Repair
192062	4/13/2023	WYOELCTRIC, INC	5,404.40	Maintenance & Repair
EFT000000008084	4/13/2023	COLORADO DOORWAYS, INC	493.96	Maintenance & Repair
EFT000000008104	4/20/2023	SERVCO	1,794.06	Maintenance & Repair
192073	4/20/2023	ALPINE PURE SOFT WATER	970.20	Maintenance Supplies
191869	4/6/2023	CODALE ELECTRIC SUPPLY, INC	468.18	Maintenance Supplies
191973	4/13/2023	CODALE ELECTRIC SUPPLY, INC	2,189.34	Maintenance Supplies
192192	4/27/2023	CODALE ELECTRIC SUPPLY, INC	186.99	Maintenance Supplies
191884	4/6/2023	GRAINGER	498.98	Maintenance Supplies
191995	4/13/2023	GRAINGER	577.57	Maintenance Supplies
192104	4/20/2023	GRAINGER	652.39	Maintenance Supplies
192110	4/20/2023	HOME DEPOT	1,028.97	Maintenance Supplies
192211	4/27/2023	HOME DEPOT	481.25	Maintenance Supplies
191911	4/6/2023	ROCK SPRINGS WINNELSON CO	1,744.88	Maintenance Supplies
192033	4/13/2023	ROCK SPRINGS WINNELSON CO	3,759.62	Maintenance Supplies
192245	4/27/2023	ROCK SPRINGS WINNELSON CO	639.45	Maintenance Supplies
EFT000000008075	4/6/2023	ULINE, INC	241.50	Maintenance Supplies
EFT000000008076	4/13/2023	ACE HARDWARE	44.51	Maintenance Supplies
EFT000000008091	4/13/2023	ROBERT I MERRILL COMPANY	1,118.00	Maintenance Supplies
EFT000000008095	4/20/2023	ACE HARDWARE	83.96	Maintenance Supplies
EFT000000008105	4/20/2023	SHERWIN WILLIAMS CO	214.14	Maintenance Supplies
EFT000000008117	4/27/2023	ULINE, INC	52.50	Maintenance Supplies
192025	4/13/2023	PURPLE LIZARDS, LLC	1,542.50	Marketing & Promotional Supplies
192013	4/13/2023	MHSC MEDICAL STAFF	100.00	Med Staff Dues
191942	4/11/2023	MHSC-FOUNDATION	1,309.32	MHSC Foundation
192172	4/25/2023	MHSC-FOUNDATION	1,289.32	MHSC Foundation
192224	4/27/2023	MHSC-FOUNDATION	33.20	MHSC Foundation
192094	4/20/2023	EXCHANGE CART ACCESSORIES	1,963.57	Minor Equipment
192260	4/27/2023	TERMINIX OF WYOMING	957.00	Monthly Pest Control
191967	4/13/2023	BROWN INDUSTRIES INC	2,598.50	Non Medical Supplies
192108	4/20/2023	HOBART CORPORATION	346.00	Non Medical Supplies
192213	4/27/2023	IDENTICARD SYSTEMS INC.	238.89	Non Medical Supplies
192115	4/20/2023	JOHN PARAS FURNITURE & APPL.	2,899.40	Non Medical Supplies
191897	4/6/2023	MEDLINE INDUSTRIES INC	21,506.86	Non Medical Supplies
192008	4/13/2023	MEDLINE INDUSTRIES INC	19,626.49	Non Medical Supplies
192122	4/20/2023	MEDLINE INDUSTRIES INC	7,323.78	Non Medical Supplies
192222	4/27/2023	MEDLINE INDUSTRIES INC	1,945.44	Non Medical Supplies
192230	4/27/2023	OPTUM360 LLC	149.96	Non Medical Supplies
192252	4/27/2023	SMILEMAKERS	307.84	Non Medical Supplies
191877	4/6/2023	ENCOMPASS GROUP, LLC	315.84	Office Supplies
191917	4/6/2023	STANDARD REGISTER COMPANY	405.22	Office Supplies
192141	4/20/2023	STANDARD REGISTER COMPANY	2,886.58	Office Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2023

191918	4/6/2023	STAPLES BUSINESS ADVANTAGE	2,621.98	Office Supplies
192040	4/13/2023	STAPLES BUSINESS ADVANTAGE	3,795.19	Office Supplies
192142	4/20/2023	STAPLES BUSINESS ADVANTAGE	478.50	Office Supplies
192253	4/27/2023	STAPLES BUSINESS ADVANTAGE	758.02	Office Supplies
EFT00000008115	4/27/2023	POSITIVE PROMOTIONS	19,114.28	Other Employee Benefits
192063	4/13/2023	YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00	Other Employee Benefits
192130	4/20/2023	PLANETREE	3,181.66	Other Purchased Services
191966	4/13/2023	BRAYDEN FLACK	550.00	Other Purchased Services
192193	4/27/2023	COMMON CENTS CASINO PARTIES	4,900.00	Other Purchased Services
192101	4/20/2023	FOTOS BY JENNI	237.00	Other Purchased Services
191891	4/6/2023	QUICK RESPONSE TAXI	135.00	Other Purchased Services
192004	4/13/2023	QUICK RESPONSE TAXI	351.00	Other Purchased Services
192118	4/20/2023	QUICK RESPONSE TAXI	119.00	Other Purchased Services
192218	4/27/2023	QUICK RESPONSE TAXI	210.00	Other Purchased Services
192039	4/13/2023	SPECIALTY INCENTIVES, INC.	2,809.99	Other Purchased Services
EFT00000008069	4/6/2023	AIRGAS INTERMOUNTAIN INC	3,274.69	Oxygen Rental
EFT00000008077	4/13/2023	AIRGAS INTERMOUNTAIN INC	129.55	Oxygen Rental
EFT00000008096	4/20/2023	AIRGAS INTERMOUNTAIN INC	392.24	Oxygen Rental
EFT00000008107	4/27/2023	AIRGAS INTERMOUNTAIN INC	4,000.98	Oxygen Rental
192069	4/19/2023	PATIENT REFUND	184.30	Patient Refund
191941	4/11/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
192175	4/25/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
192169	4/25/2023	CIRCUIT COURT 3RD JUDICIAL	314.93	Payroll Garnishment
191939	4/11/2023	CIRCUIT COURT SEVENTH JUDICIAL DISTRICT	770.15	Payroll Garnishment
192170	4/25/2023	CIRCUIT COURT SEVENTH JUDICIAL DISTRICT	876.87	Payroll Garnishment
191936	4/11/2023	DISTRICT COURT THIRD JUDICIAL DIST	875.24	Payroll Garnishment
192171	4/25/2023	DISTRICT COURT THIRD JUDICIAL DIST	875.00	Payroll Garnishment
191940	4/11/2023	STATE OF WYOMING DFS/CSES	1,767.09	Payroll Garnishment
192167	4/25/2023	STATE OF WYOMING DFS/CSES	511.84	Payroll Garnishment
192168	4/25/2023	STATE OF WYOMING DFS/CSES	1,654.02	Payroll Garnishment
191935	4/11/2023	SWEETWATER CIRCUIT COURT-RS	399.95	Payroll Garnishment
192173	4/25/2023	SWEETWATER CIRCUIT COURT-RS	398.61	Payroll Garnishment
191937	4/11/2023	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
192174	4/25/2023	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	4/11/2023	PAYROLL 8	1,700,000.00	Payroll Transfer
W/T	4/24/2023	PAYROLL 9	1,800,000.00	Payroll Transfer
192274	4/27/2023	CARDINAL HEALTH PHARMACY MGMT	1,376,575.71	Pharmacy Management
192155	4/20/2023	WEATHERBY LOCUMS, INC	26,194.95	Physician Services
191945	4/13/2023	ADVANCED MEDICAL IMAGING, LLC	19,248.00	Physician Services
192002	4/13/2023	JOHN A. ILIYA. M.D.	27,600.00	Physician Services
192119	4/20/2023	LOCUM TENENS.COM	17,649.31	Physician Services
192125	4/20/2023	MPLT HEALTHCARE, LLC	25,835.05	Physician Services
192017	4/13/2023	NETDAIS	6,000.00	Physician Services
192226	4/27/2023	NETDAIS	5,550.00	Physician Services
191912	4/6/2023	ROCK SPRINGS MY PLACE, LLC	117.60	Physician Services
192261	4/27/2023	THE SLEEP SPECIALISTS	6,900.00	Physician Services
192055	4/13/2023	UNIVERSITY OF UTAH (UUHC OUTREACH)	135,095.09	Physician Services
192266	4/27/2023	UNIVERSITY OF UTAH (UUHC OUTREACH)	111,516.41	Physician Services
192105	4/20/2023	GREAT LAKES	1,666.67	Physician Student Loan
192106	4/20/2023	GREAT LAKES EDUCATION LOAN SERVICES	1,666.67	Physician Student Loan
192092	4/20/2023	MOHELA	1,666.67	Physician Student Loan
192093	4/20/2023	MOHELA	1,666.67	Physician Student Loan
192153	4/20/2023	US DEPARTMENT OF EDUCATION	5,833.34	Physician Student Loan
192205	4/27/2023	CE BROKER	256.42	Professional Service

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2023

192086	4/20/2023	CLEANIQUE PROFESSIONAL SERVICES	5,900.00	Professional Service
192191	4/27/2023	CLEANIQUE PROFESSIONAL SERVICES	6,300.00	Professional Service
192016	4/13/2023	MOUNTAIN STATES MEDICAL PHYSICS	11,771.90	Professional Service
192018	4/13/2023	NORTHWEST SOLUTIONS LLC	5,967.00	Professional Service
192268	4/27/2023	VERISYS INC.	36.00	Professional Service
192272	4/27/2023	WYOMING DEPARTMENT OF HEALTH	51.00	Professional Service
EFT000000008118	4/27/2023	WESTERN STAR COMMUNICATIONS	663.00	Professional Service
191907	4/6/2023	RADIATION DETECTION COMPANY	6.70	Radiation Monitoring
EFT000000008089	4/13/2023	LANDAUER INC	125.10	Radiation Monitoring
191965	4/13/2023	BRACCO DIAGNOSTICS INC	550.98	Radiology Material
191875	4/6/2023	CURIUM US LLC	250.45	Radiology Material
191977	4/13/2023	CURIUM US LLC	510.90	Radiology Material
192090	4/20/2023	CURIUM US LLC	260.45	Radiology Material
191993	4/13/2023	GE HEALTHCARE INC	1,391.10	Radiology Material
191890	4/6/2023	LANTHEUS MEDICAL IMAGING, INC	2,077.36	Radiology Material
192021	4/13/2023	PHARMALOGIC WY, LTD	4,150.38	Radiology Material
192234	4/27/2023	PHARMALOGIC WY, LTD	3,900.65	Radiology Material
191947	4/13/2023	DR. AHMAD BASHIRIMOGHADDAM	2,521.00	Reimbursement - CME
191960	4/13/2023	DR. BANU SYMINGTON	463.80	Reimbursement - CME
192052	4/13/2023	DR.TONY PEDRI	3,992.35	Reimbursement - CME
191954	4/13/2023	AMY LUCY	16.00	Reimbursement - Education & Travel
191956	4/13/2023	ASHLIEGH SWANSON	1,059.53	Reimbursement - Education & Travel
191978	4/13/2023	CYNTHIA DUCK	1,684.95	Reimbursement - Education & Travel
191980	4/13/2023	DEBORAH DEFAUW	496.59	Reimbursement - Education & Travel
192080	4/20/2023	DR. BRYTTON LONG	1,067.04	Reimbursement - Education & Travel
192113	4/20/2023	DR. JANENE GLYN	1,359.08	Reimbursement - Education & Travel
192028	4/13/2023	DR. RASHEEL CHOWDHARY	2,872.80	Reimbursement - Education & Travel
192111	4/20/2023	IRENE RICHARDSON	380.50	Reimbursement - Education & Travel
191887	4/6/2023	KAITLYN ICE	11.50	Reimbursement - Education & Travel
191898	4/6/2023	MEGAN TOZZI	106.14	Reimbursement - Education & Travel
192014	4/13/2023	MINDY AGUIRRE	65.00	Reimbursement - Education & Travel
192233	4/27/2023	PATTY O'LEKEY	85.00	Reimbursement - Education & Travel
192235	4/27/2023	PHILLIP FLAKE	388.74	Reimbursement - Education & Travel
192244	4/27/2023	ROBYN OWENS	272.46	Reimbursement - Education & Travel
192044	4/13/2023	STEVIE NOSICH	433.18	Reimbursement - Education & Travel
192047	4/13/2023	SUZAN CAMPBELL	244.00	Reimbursement - Education & Travel
191925	4/6/2023	TIFFANY URANKER-WEBB	94.64	Reimbursement - Education & Travel
191923	4/6/2023	SUZANNE CHICK	188.88	Reimbursement - Insurance Premiums
191856	4/6/2023	AMY LUCY	31.92	Reimbursement - Non Hospital Supplies
191929	4/6/2023	VALERIE BOGGS	75.00	Reimbursement - Non Hospital Supplies
191889	4/6/2023	KIMBERLY ENSIGN	152.34	Reimbursement - Payroll
192124	4/20/2023	MISTY LOREDO	259.17	Reimbursement - Payroll
W/T	4/24/2023	ABG 4/13/23	209,225.24	Retirement
W/T	4/12/2023	ABG 3/30/23	211,101.30	Retirement
191963	4/13/2023	BOY SCOUT TROOP 4	300.00	Sponsorship
191964	4/13/2023	BOY SCOUTS OF AMERICA-CROSSROADS OF THE WEST COUNCIL	500.00	Sponsorship
192083	4/20/2023	CASPER COLLEGE FOUNDATION	500.00	Sponsorship
191981	4/13/2023	DEER TRAIL ASSISTED LIVING	375.00	Sponsorship
191999	4/13/2023	INTERNATIONAL DAYS, INC	1,500.00	Sponsorship
192238	4/27/2023	PINEDA'S KENPO KARATE	500.00	Sponsorship
192246	4/27/2023	ROCK SPRINGS HIGH SCHOOL CLASS OF 2023	200.00	Sponsorship
192034	4/13/2023	ROCK SPRINGS RENEWAL FUND	200.00	Sponsorship
192135	4/20/2023	RSBS FBLA	300.00	Sponsorship
192251	4/27/2023	SIN CITY BASEBALL	500.00	Sponsorship

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/2023

191909	4/6/2023	ROCK SPRINGS I.V. CENTER	207.12	Surgery Supplies
192031	4/13/2023	ROCK SPRINGS I.V. CENTER	5,106.72	Surgery Supplies
191948	4/13/2023	ALI MED INC	934.13	Surgery Supplies
192072	4/20/2023	ALI MED INC	390.77	Surgery Supplies
192176	4/27/2023	ALI MED INC	184.46	Surgery Supplies
191949	4/13/2023	ALK ABELLO, INC.	128.97	Surgery Supplies
191861	4/6/2023	BECTON DICKINSON	1,382.83	Surgery Supplies
192181	4/27/2023	BECTON DICKINSON	1,287.50	Surgery Supplies
192184	4/27/2023	BLUE ENDO	567.31	Surgery Supplies
191972	4/13/2023	CIVCO RADIOTHERAPY	130.00	Surgery Supplies
192195	4/27/2023	CONMED LINVATEC	251.60	Surgery Supplies
192088	4/20/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	886.31	Surgery Supplies
191872	4/6/2023	CR BARD INC	2,373.00	Surgery Supplies
192199	4/27/2023	CR BARD INC	185.70	Surgery Supplies
192011	4/13/2023	MERIT MEDICAL SYSTEMS, INC	585.00	Surgery Supplies
192123	4/20/2023	MERIT MEDICAL SYSTEMS, INC	282.40	Surgery Supplies
192242	4/27/2023	RHYTHMLINK INTERNATIONAL LLC	2,250.00	Surgery Supplies
192139	4/20/2023	SMITH & NEPHEW ENDOSCOPY INC	4,890.96	Surgery Supplies
192140	4/20/2023	SMITH & NEPHEW INC.	1,468.08	Surgery Supplies
191921	4/6/2023	STRYKER ENDOSCOPY	265.47	Surgery Supplies
192143	4/20/2023	STRYKER ENDOSCOPY	669.26	Surgery Supplies
192257	4/27/2023	STRYKER ENDOSCOPY	721.63	Surgery Supplies
191922	4/6/2023	STRYKER ORTHOPAEDICS	3,790.00	Surgery Supplies
192045	4/13/2023	STRYKER ORTHOPAEDICS	31,675.00	Surgery Supplies
192144	4/20/2023	STRYKER ORTHOPAEDICS	27,286.19	Surgery Supplies
191934	4/6/2023	ZIMMER BIOMET	143.75	Surgery Supplies
192064	4/13/2023	ZIMMER BIOMET	1,343.75	Surgery Supplies
192163	4/20/2023	ZIMMER BIOMET	287.50	Surgery Supplies
EFT000000008071	4/6/2023	COOPER SURGICAL	509.71	Surgery Supplies
EFT000000008073	4/6/2023	LABORIE MEDICAL TECHNOLOGIES CORP	287.50	Surgery Supplies
EFT000000008085	4/13/2023	COOPER SURGICAL	1,019.40	Surgery Supplies
EFT000000008099	4/20/2023	COOPER SURGICAL	125.64	Surgery Supplies
EFT000000008102	4/20/2023	LABORIE MEDICAL TECHNOLOGIES CORP	406.28	Surgery Supplies
EFT000000008113	4/27/2023	LABORIE MEDICAL TECHNOLOGIES CORP	1,415.12	Surgery Supplies
191855	4/6/2023	ALTA MEDICAL SPECIALTIES	7.30	Surgery Supplies
191953	4/13/2023	ALTA MEDICAL SPECIALTIES	245.10	Surgery Supplies
192239	4/27/2023	PRESS GANEY ASSOCIATES, INC	4,475.11	Survey Expenses
192217	4/27/2023	LANGUAGE LINE SERVICES	711.45	Translation Services
192162	4/20/2023	WYOMING EMBROIDERY	350.50	Uniforms
191952	4/13/2023	ALL WEST COMMUNICATIONS	5,964.20	Utilities
191958	4/13/2023	AT&T	49.03	Utilities
191959	4/13/2023	AT&T	159.24	Utilities
191905	4/6/2023	CENTURY LINK	3,060.83	Utilities
192026	4/13/2023	CENTURY LINK	1,416.17	Utilities
192132	4/20/2023	CENTURY LINK	372.25	Utilities
192202	4/27/2023	DISH NETWORK LLC	75.63	Utilities
192131	4/20/2023	DOMINION ENERGY WYOMING	62,481.56	Utilities
192032	4/13/2023	ROCK SPRINGS MUNICIPAL UTILITY	11,834.16	Utilities
192136	4/20/2023	ROCKY MOUNTAIN POWER	41,541.51	Utilities
192271	4/27/2023	WHITE MOUNTAIN WATER & SEWER DISTRICT	60.95	Utilities
191920	4/6/2023	STERICYCLE, INC.	918.00	Waste Disposal
192256	4/27/2023	STERICYCLE, INC.	146.86	Waste Disposal
192098	4/20/2023	FIBERTECH	3,619.00	Window Cleaning
W/T	4/17/2023	STATE OF WYOMING	86,490.22	Workman's Comp
			8,868,088.95	


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

Vouchers Submitted by MHSC at agreed discounted rate	
July 2022	\$0.00
August 2022	\$168,183.03
September 2022	\$0.00
October 2022	\$63,176.34
November 2022	\$0.00
December 2022	\$53,248.26
January 2023	\$23,945.08
February 2023	\$0.00
March 2023	\$39,823.24
April 2023	\$0.00
May 2023	\$0.00
June 2023	\$0.00
County Requested Total Vouchers Submitted	<u>\$348,375.95</u>
Total Vouchers Submitted FY 23	\$348,375.95
Less: Total Approved by County and Received by MHSC FY 23	\$308,552.71
Total Vouchers Pending Approval by County	<u><u>\$39,823.24</u></u>

FY23 Title 25 Fund Budget from Sweetwater County	\$471,488.00
Funds Received From Sweetwater County	<u>\$308,552.71</u>
FY23 Title 25 Fund Budget Remaining	\$162,935.29
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY23 Maintenance Fund Budget from Sweetwater County	\$1,448,215.00
County Maintenance FY23 - July	\$258,289.40
County Maintenance FY23 - August	\$42,947.22
County Maintenance FY23 - September	\$114,358.00
County Maintenance FY23 - October	\$20,740.60
County Maintenance FY23 - November	\$47,844.61
County Maintenance FY23 - December	\$27,523.75
County Maintenance FY23 - January	\$41,393.31
County Maintenance FY23 - February	\$65,606.04
County Maintenance FY23 - March	\$266,680.40
County Maintenance FY23 - April	\$562,831.67
County Maintenance FY23 - May	\$0.00
County Maintenance FY23 - June	\$0.00
	<u>\$1,448,215.00</u>
FY23 Maintenance Fund Budget Remaining	<u><u>\$0.00</u></u>

MEMO: May 31, 2023

TO: Finance Committee 

FROM: Ronald L. Cheese – Director Patient Financial Services

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

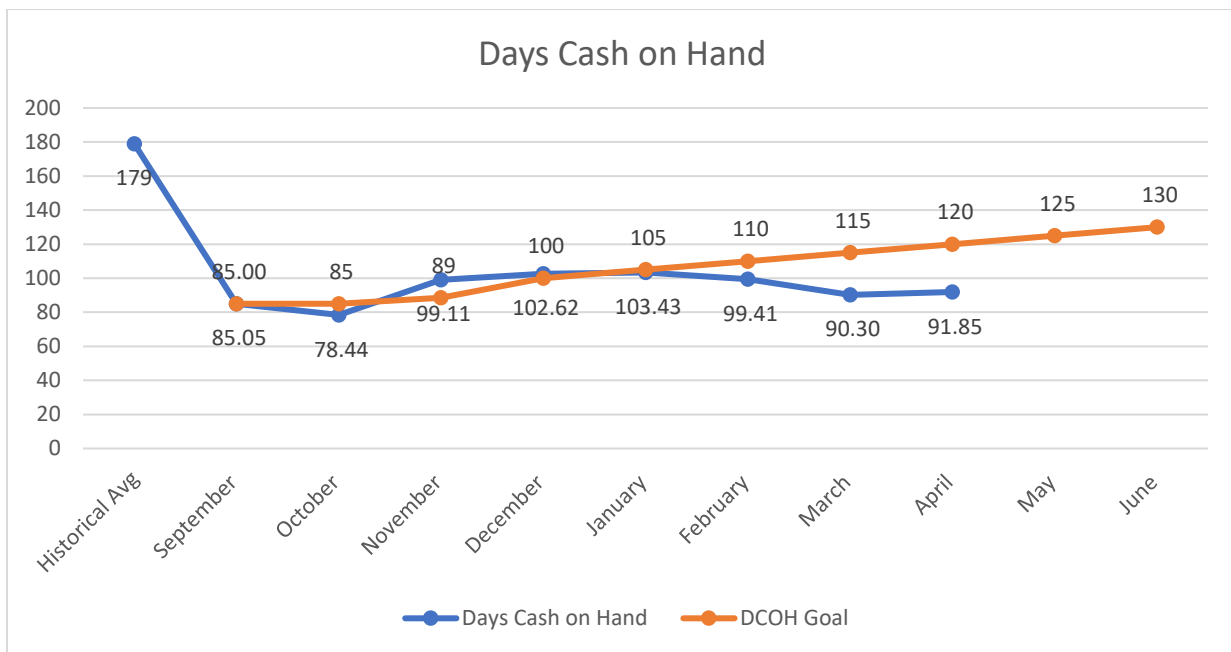
Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$	1,541,627.09	
Hospital Accounts Affinity	\$	249,706.19	
Hospital Payment Plans Affinity	\$	00.00	
Medical Clinic Accounts EMD's	\$	67,128.67	
Ortho Clinic Accounts EMD's	\$	00.00	
Total Potential Bad Debt	\$	1,858,461.95	
Accounts Returned	\$ -	70,118.70	
Net Bad Debt Turned			\$ 1,788,343.25
Recoveries Collection Agency Cerner	\$ -	22,019.57	
Recoveries Collection Agency Affinity	\$ -	135,471.44	
Recoveries Payment Plans Affinity	\$ -	7,095.92	
Medical Clinic Recoveries EMD's	\$ -	16,496.23	
Ortho Clinic Recoveries EMD's	\$ -	2,178.73	
Total Bad Debt Recoveries			\$- 183,261.89
Net Bad Debt Less Recoveries			\$ 1,605,081.36

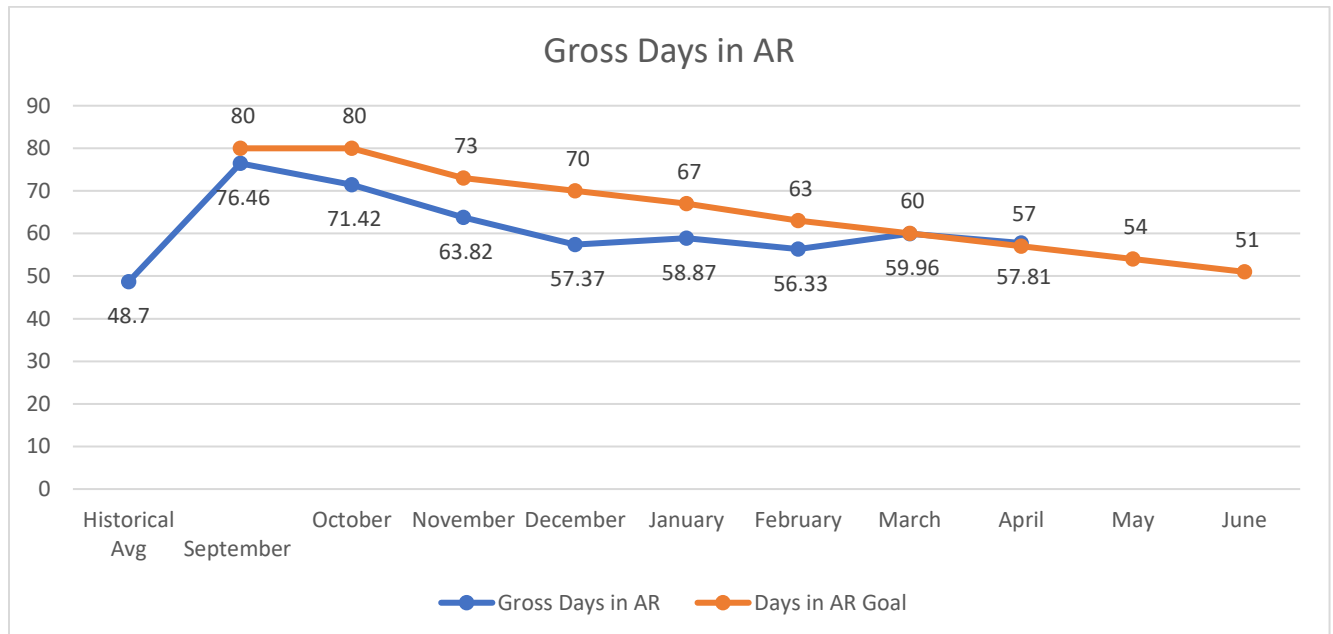
<u>Cerner Accounts</u>	
Largest Account	\$ 76,241.51
Primary Self Pay	\$ 1,450,000.00
Commercial	\$ 247,286.90
Medicare	\$ 24,228.94
Medicaid	\$ 28,693.18

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

- Days Cash on Hand represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set a short-term goal of 100 days by December 31 and long-term goals of 115 days by March 31 and 130 days by June 30, the end of the fiscal year.
 - We saw an increase in DCOH of 2 days in April and did not meet the goal in April. Cash collections did increase in April to \$9.2 million. Daily cash expense increased slightly to \$290,826 year to date.

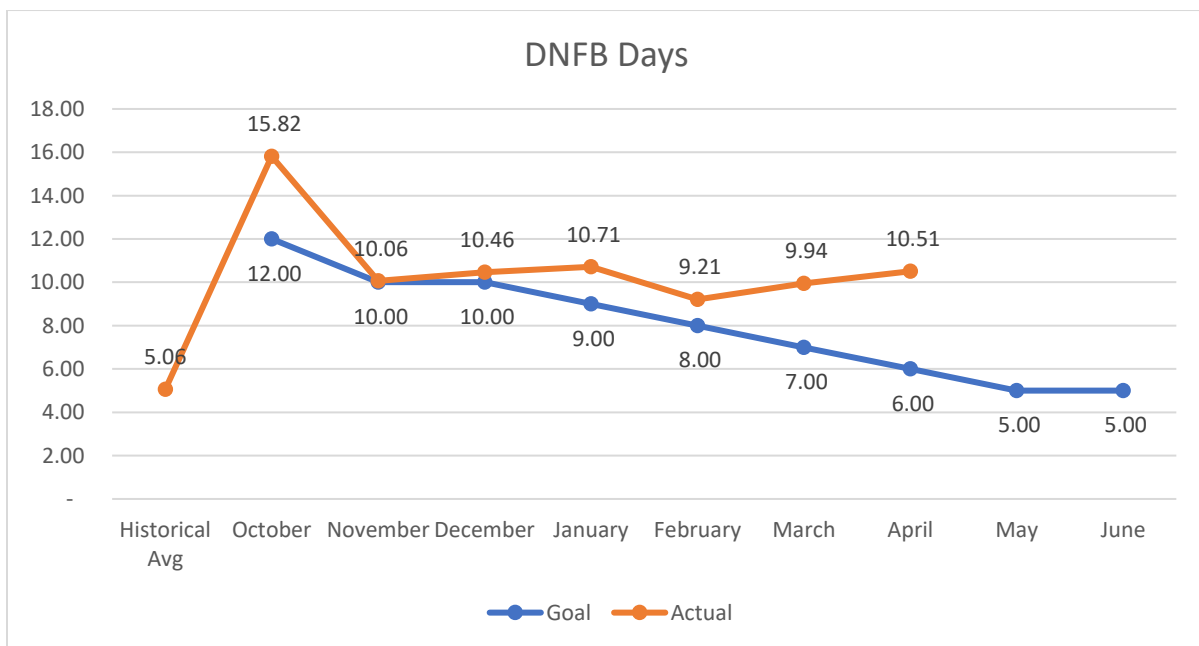


- Days in Accounts Receivable represents the number of days of patient charges tied up in unpaid patient accounts. We have set a short-term goal of 70 days by December 31, 60 days by March 31 and 51 days by year end.
 - We use a 3-month average calculation in the financial statements for this metric. Days in AR for April decreased to 57.81, coming in right at our goal of 57 days. Gross accounts receivable decreased in April with the lower revenue month.

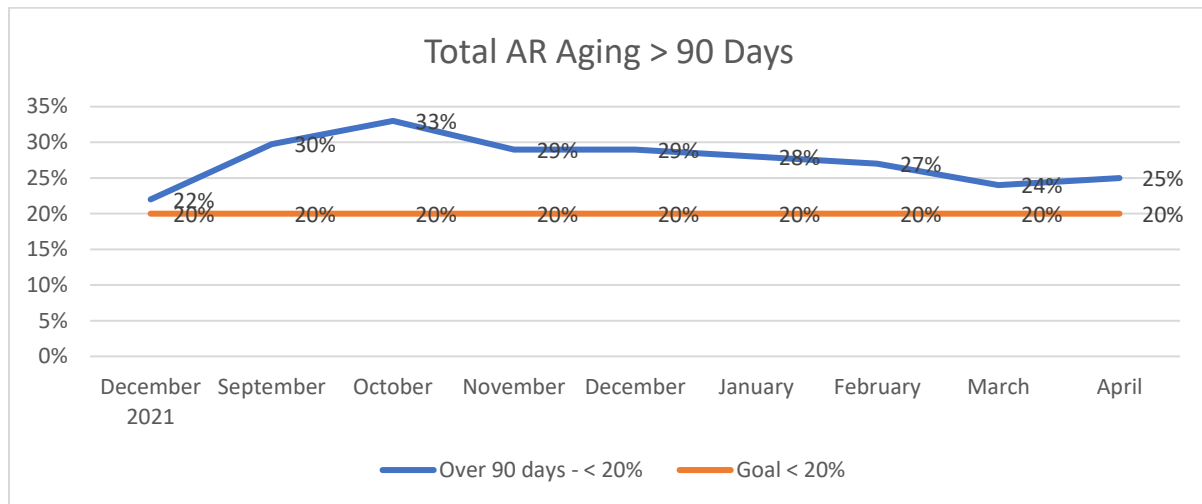


Revenue Cycle Goals – Fiscal Year 2023 - In addition to these main goals, we have set goals for some corresponding financial metrics that are impacting the revenue cycle:

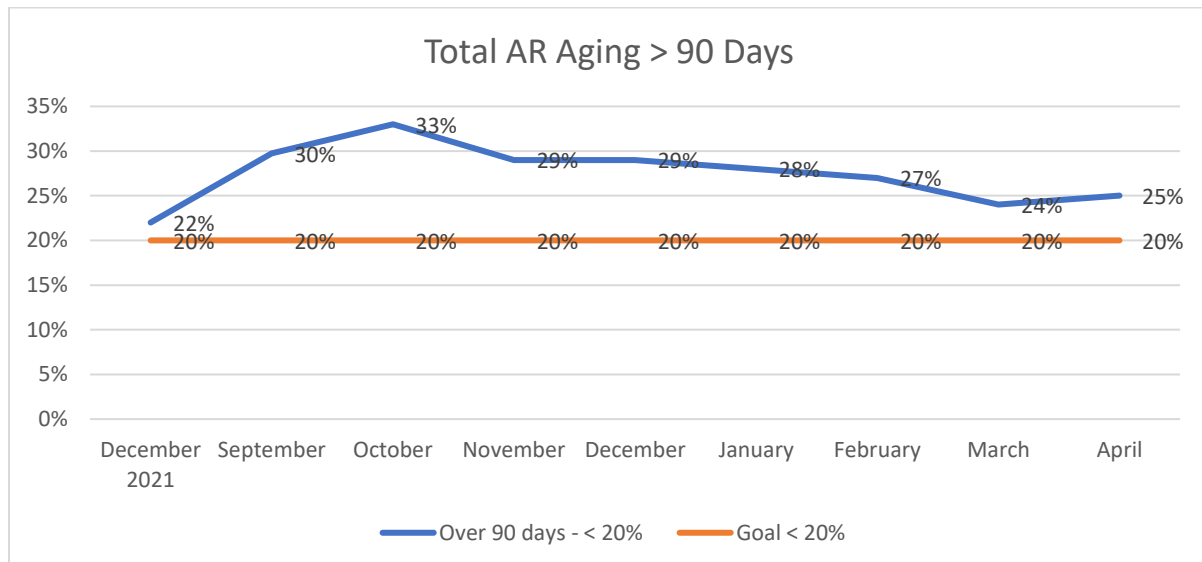
- DNFB Days – Discharged Not Final Billed days. These are patient accounts where the patient has been discharged but the account has not been sent for billing. Several categories of accounts fall under DNFB including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay, or abeyance period, are accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the year, equal to our 5-day abeyance period for billing accounts.
 - DNFB Days are at 10.4 for April. We did not meet the goal for April and continue to work through issues that delay billing and clean claims, including delayed documentation, payer billing edits, coding backlog and waiting on charges to be built.



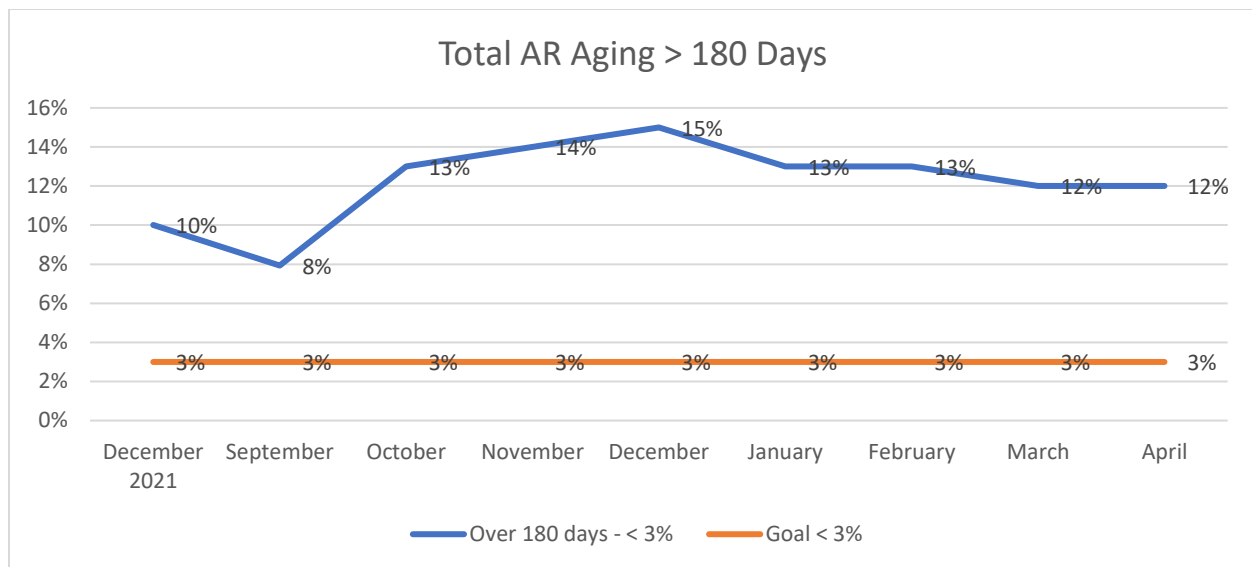
- Total Accounts Receivable aging – These goals were set based on national benchmarks received from CLA and are set as follows:
 - Days over 90 days set be < 20% of total AR
 - Days over 120 days set at < 5% of total AR
 - Days over 180 days set at < 3% of total AR
- Also shown is December 31, 2021, as comparison data from pre-Cerner. Total Days in AR decreased in April with the lower revenue month and increased collections.



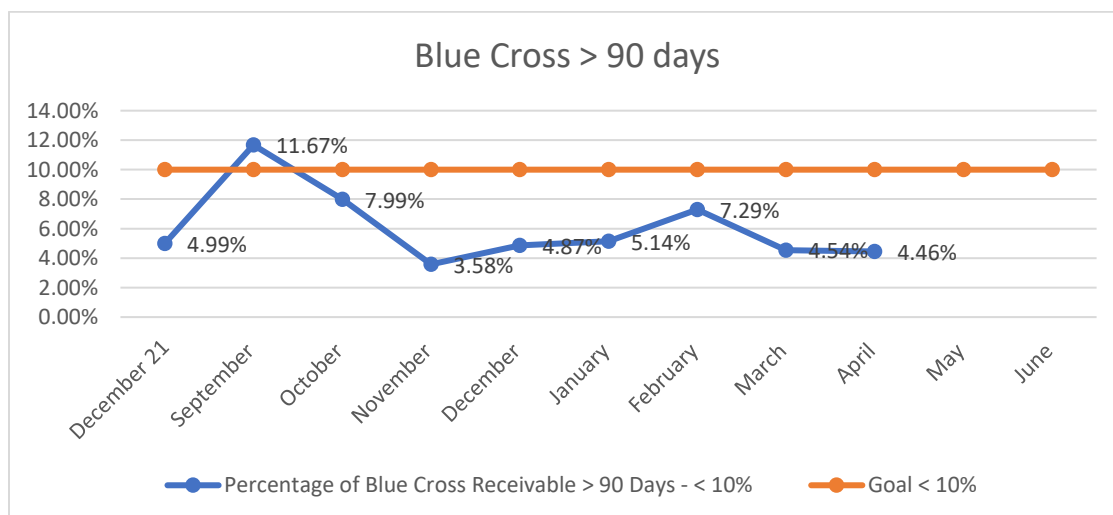
- Days over 90 days increased to 25% for April

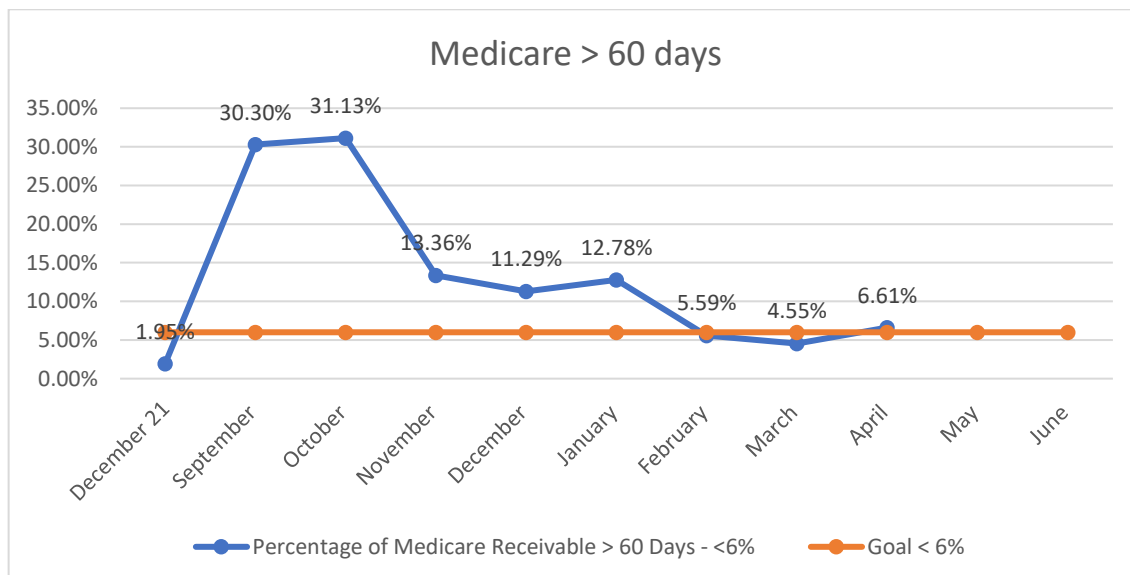
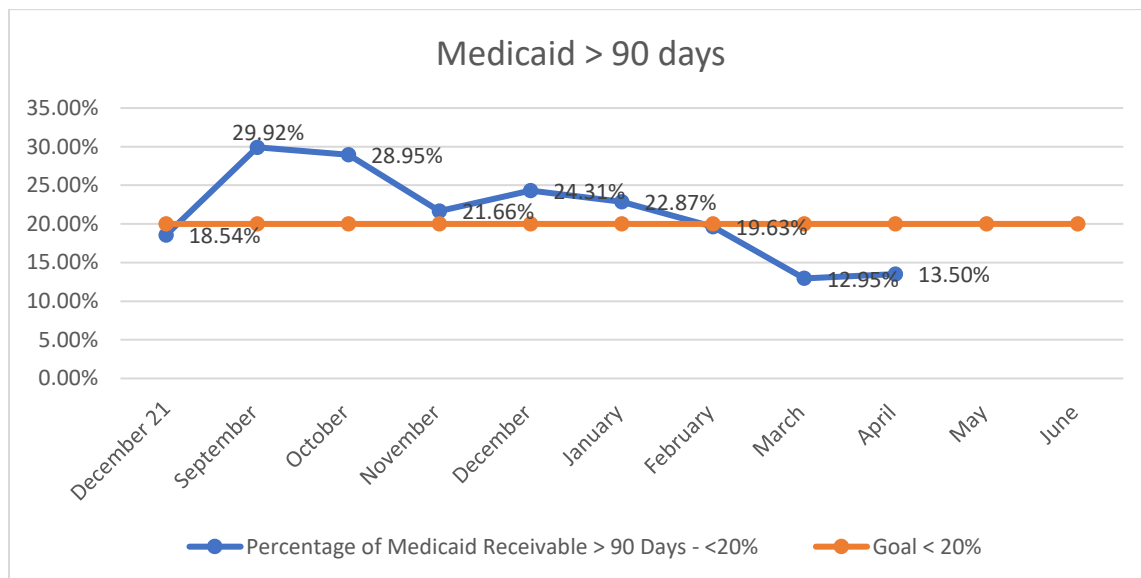
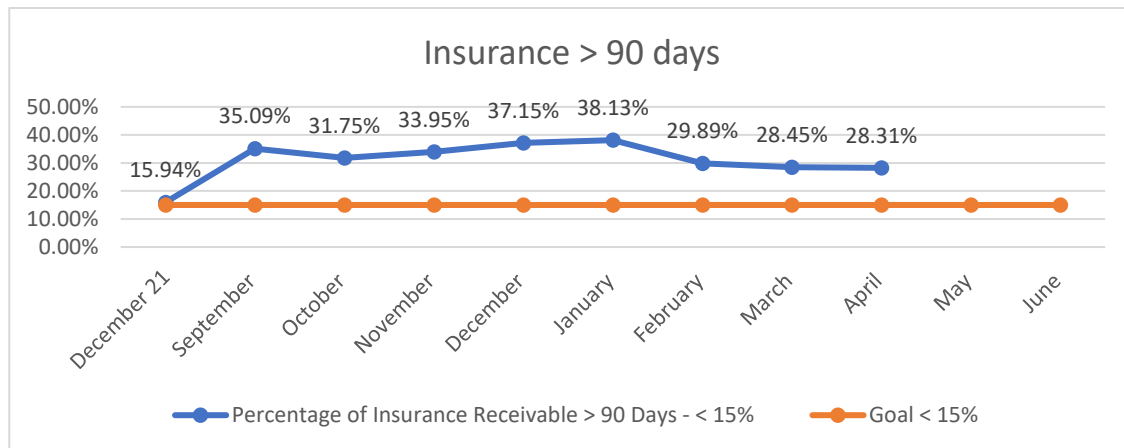


- Days over 120 days increased to 24% for April



- Days over 180 days stayed at 12% for April
- Days in AR by Payer – These metrics show more detail of where our aging AR is allocated. These goals have always been reported in the monthly financial statements, but we will be showing the trends through the end of the fiscal year. We have met the aging goals for Blue Cross, Medicare and Medicaid and are seeing slow progress in Commercial payer aging. 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%





MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...May Buildings and Grounds Committee Meeting
Date: May 30, 2023

Oncology Suite Project...contracts have been fully executed. A. Pleasant Construction is beginning to organize the project as needed. A small change order for the door issues was discussed. Project should be completed in the first quarter of 2024.

Building Automation System...waiting on warmer weather to proceed with valve work and final balancing.

Bulk Oxygen/Landscaping Project...Wylie Construction is working on site. The water line portion will be done first...a partial shutdown is needed but the temporary tie-in is in place to the MOB.

Lightning Arrest System...preliminary work has commenced. Project should be completed around the last of June.

Medical Imaging Core and X-Ray...design work has commenced. Staff and patient ingress and egress to and from the waiting area was discussed.

Laboratory Project...design work is underway. Considerable discussion took place regarding the options available to the Hospital regarding design and hiring of contractors. Mr. Wheatley from Plan One is leaning to recommending the Construction Manager at Risk (CMAR) option. He recommended that the Board make a decision at its July meeting. The Committee will discuss and make a recommendation at the June Committee meeting.

Foundation Area Project...staff continues to work on options for how to best use the space. Staff will present its recommendation at a future Committee meeting.

U o f U MOB Project...Tami Love reported on this project. The Hospital and the U of U will share in the cost based on here-to-for agreed upon concepts. The U of U currently occupies the space but desires that some renovation be done. This project will go to the May Finance and Audit Committee for consideration.

MOB Entrance Project...discussion took place regarding this project which has been approved for grant funding with a match required. A decision needs to be made regarding how this project fits in with Hospital priorities and the earlier priority rankings developed by staff. More discussion at a later meeting.

Central Scheduling...staff would like to re-purpose some existing storage space for the Central Scheduling operations at the Hospital. More discussion at a later meeting.

COVID-19 funding...When asked by Mr. Kelsey, Tami Love reported that her best estimate right now is that the Hospital spent roughly \$8 Million of COVID-19 related funds on building improvements.

For more detailed information, see the minutes for the B & G meeting in the packet.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building and Grounds Committee Meeting
May 16, 2023

The Building and Grounds Committee met in regular session via Zoom on May 16, 2023,
at 3:30 PM with Mr. Marty Kelsey presiding.

In Attendance: Mr. Marty Kelsey, *Trustee - Chair*
 Mr. Ed Tardoni – *Trustee*
 Ms. Irene Richardson, *CEO*
 Ms. Tami Love, *CFO*
 Mr. James Horan, *Director of Facilities*
 Mr. Will Wheatley, *PlanOne Architects*

Mr. Kelsey called the meeting to order.

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

Mr. Kelsey asked for a motion to approve the minutes from the April 18, 2023, meeting. Mr. Tardoni made a motion to approve the minutes. Ms. Richardson seconded; motion passed. Ms. Love abstained as she was absent.

Maintenance Metrics

Mr. Johnston was excused from the meeting so there was nothing to report.

Old Business – Project Review

Oncology Suite renovation

Mr. Wheatley reported the final documents have been signed and executed and Notice to Proceed has been issued. APleasant Construction (APC) is working with their subcontractors. The negotiation of the change order for the door is ongoing and it was agreed that most of the cost will be absorbed under general conditions. APC is working on baseline schedules with trades, subs, and materials to keep the schedule coordinated with the patient care area. Mr. Kelsey asked who would be involved from the Hospital side. Ms. Richardson said we will include the Directors of Pharmacy and Medical Oncology at the OAC meetings. There was also discussion regarding any supply chain and inflation issues. Mr. Wheatley shared some information from the most recent ACG national report.

Building Automation System

Mr. Horan said they are still waiting for the weather to warm up to drain the heating system to complete the project.

Bulk Oxygen

Mr. Horan reported Wylie Construction is onsite now. They will proceed with the waterline project first, which will require a shutdown. This will not impact the Hospital as we did complete the temporary tie-in to the MOB.

Lightning Arrest System

Mr. Horan reported that Wyolelectric was also onsite today doing preliminary work and discussing the plan to proceed. Mr. Kelsey asked if there were any concerns and Mr. Horan said he does not expect any issues to derail the project. He estimates the project to be completed by the end of June 2023.

Medical Imaging Core and X-ray

Mr. Wheatley received the equipment specifications from Siemens, and he will start to work on the conceptual layout of the space. There was discussion about the MRI waiting area and the traffic flow for staff and patients.

Laboratory Renovation

Mr. Wheatley said the plans are in design now and are expected to be ready for bid later this year. There was a discussion about Construction Manager At Risk (CMAR) options for this project due to the timing of other projects in the area and available contractors. Mr. Wheatley recommended a CMAR as the local subs are more comfortable with new contractors and the project budgets seem to be managed better. Once the project is bid on, the expected construction is estimated at two years. Ms. Richardson asked if there should be discussion at the State level to ask if timelines can be extended as there is concern if all the SLIB awarded projects can be completed with limited resources. Mr. Kelsey asked when we need to make the decision on CMAR versus Design Build Bid. It was agreed the Board should make the decision on which direction to go at the July meeting. This committee will discuss at the June meeting a recommendation to the Board.

Capital Construction Grant for Foundation Lab

Ms. Richardson said we are closer to moving the Lab out of the Foundation space so we can start the project once decided. There have been several ideas for this space. The grant was specifically for plumbing issues, and it will be an extensive renovation. Ms. Richardson said this grant is on the same timeline as the SLIB projects.

New Business

Ms. Love presented a new project in the MOB. The University of Utah signed a new lease for the space they currently occupy in the MOB. The lease includes plans for renovating the space to update the current exam rooms and for additional exam rooms. The cost of the project will be shared between both parties. Ms. Love will bring the specific request for the project to the next Finance & Audit meeting.

Mr. Kelsey asked Ms. Richardson to report on the MOB Entrance SLIB project. She is sensitive to moving forward with this project just because we were awarded a grant for half of the project. We will look at the priority of this project and how it fits in with the overall Building & Grounds plan. We will add this project to the agenda to keep the discussion going.

Ms. Love described another project we are looking at to create space for the Central Scheduling team. We will be dividing a large storage room, making some space for an office area. This will also be added to the agenda.

Other Business

Ms. Richardson commended this committee and Mr. Kelsey and Mr. Tardoni for helping accomplish all the projects over the last couple of years. The result has been the decrease in the age of plant from 14.13 to 10.91. We are paying attention to the building, maintaining the facility, and building assets for a strong balance sheet. Mr. Tardoni said by State law, we need to maintain a breakeven budget to maintain services and invest our gains back into our facility. He thanked the staff and Foundation for finding help with funding and said we have done an admirable job finding opportunities. Mr. Kelsey seconded Mr. Tardoni sentiments. He asked how much COVID funds we were able to use on the building. Ms. Love estimated the amount at \$8 million.

The next meeting is scheduled for Tuesday, June 20, 2023. Mr. Horan asked if we would consider moving the meeting up to 2:30 pm going forward.

Mr. Kelsey adjourned the meeting at 4:31 pm.

Submitted by Tami Love

MHSC Board of Trustees Report

The Foundation's donor wall reception was held on May 1st and went very well. There has been a lot of support and interested community members wanting to get added to the wall so that is great!

We have rolled out the Guardian Angel program and are starting to visit each department to talk about the program and how they can get involved. The Guardian Angel program allows patients and their families to recognize and honor anyone that made an impact on their healthcare experience at MHSC by making a donation to the Foundation in the name of the MHSC team member that impacted their stay.

Ms. Marshall participated in a tour of the Behavioral Health Unit (BH) at Iverson Memorial Hospital with some other hospital staff. There has been a discussion about potentially adding a BH unit to the hospital. After the visit, Ms. Marshall met with the team she traveled to Laramie with and reviewed their feedback. She and Mr. Gerry Johnston met with Wil Wheatley from Plan One Architects on 5/25 to discuss potential unit sizes, layouts, and campus locations. Mr. Wheatley will create some options and is expected to provide those to Ms. Marshall and Mr. Johnston in six weeks. Once received, Ms. Marshall will set up a meeting with the team to review and if approved, the project will be presented to the senior leadership team. Ms. Marshall was asked to find funding for the project, so if the proposed project is approved and an estimated budget is established, she will start looking into grant and donor funding.

The Foundation Board has been discussing some investment opportunities since 12-month CD APRs are high. Ms. Marshall has reached out to multiple local banks and got rates ranging from 4.5%-4.8% on 12-month investments. In the May board meeting, the board voted on changing some of the current CD investments and will be looking to invest up to \$1M in CDs in the near future. These additional investments would come out of the Foundation's checking and money market accounts and would still leave approximately \$900K in liquid cash.

Ms. Marshall provided the final grant report and documentation for the eHR Implementation Support Grant to the Wyoming Department of Health and received the grant payment. The total payment was \$722,225 and was signed over to the hospital on 5/26/23. This grant is now closed. *Note that the original expense total is included in the current MHSC approved budget, so this grant award is unbudgeted additional income.*

Ms. Marshall provided a grant report and documentation for the Physician Recruitment and Retention Grant and is awaiting the award payment. Due to some of the recruitment fee pay structures with the vendors, we weren't able to capture some of those expenses that were originally outlined in the grant, so the expected total grant payment is \$81,496.09. *Note that the original expense total is included in the current MHSC approved budget, so this grant award is also unbudgeted additional income.*

Ms. Marshall also provided MHSC a payment of \$24,515.13 to MHSC for Wyoming Cancer Resources Services Grant reimbursement.

The patient entertainment upgrade project has been tested and is ready to go. The IT team has reported that they are starting to upgrade the patient televisions, property wide. This project was budgeted at \$25,000 which was funded by the Foundation.

The Foundation board approved a \$3,200 expenditure to purchase a patient recliner for the Family Medicine/Occupational Medicine/Walk-in Clinic for patients who receive lengthy treatments. This is the same chair that the Foundation previously purchased for the outpatient services department. The purpose for this purchase is to provide the same quality of care at the off-site building as provided in the outpatient services department.

Submitted by: Tiffany Marshall

May 26, 2023

Minutes
Governance Committee
May 15, 2023

Present: Irene Richardson, Marty Kelsey, and Barbara Sowada
Zoom meeting called to order at 2:00 pm
Agenda approved as written

Old Business

1. **Succession Plan.** Irene brought revised Success/Talent Management Plan for review. Minor changes to draft made during the meeting. Action: Policy to go to Board for first reading at June Board meeting with recommendation for approval.
2. **Criteria for Senior Leadership Compensation policy.** Draft of policy reviewed and further refined. Action: Policy to go to Executive Compensation & Oversight Committee for their review recommendation to present to Board.
3. **CEO Evaluation and Contract.** Barbara reported the policy has gone to Executive Oversight and Compensation Committee and they are in accord with the policy. Expect EO&C Committee will bring policy to June Board meeting for first reading.

New Business

1. **Draft Appointment of Board Committees.** Barbara presented draft of policy and noted policy changes would also entail changes to Board Bylaws. Policy tabled.
2. **Election of Officers.** Election procedures briefly discussed. No action taken.
3. **Annual Board Evaluation.** Historically, the annual evaluation is conducted during the June Board meeting. Discussion ensued regarding moving the annual evaluation to the December meeting in order to reduce the number of standing items in the June agenda. Action: This will be further discussed at the June Board meeting.
4. **Education Offering.** Wyoming state statute regarding Memorial Hospitals.

Meeting adjourned at 3:00 pm.

Next meeting is June 19, 2021

Respectfully submitted,

Barbara J. Sowada, Ph.D.

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: **SPECTRA LABORATORIES**
2. Purpose of contract, including scope and description: **As neither our hospital lab nor ARUP, our reference laboratory, performs peritoneal dialysis testing we needed to find a laboratory that would perform these necessary dialysis services. This testing is crucial for monitoring dialysis patients.**
3. Effective Date: **May 1, 2023**
4. Expiration Date: **May 31, 2025 (initial term)**
5. Termination provisions: **only for material breach with 30 days' notice to cure or for legislative or administrative changes.** Is this auto-renew? **Yes, for additional one-year terms after initial term**
6. Monetary cost of the contract: **monthly fee for each patient testing is \$75.00 regardless of the number of tests performed per patient** Budgeted? **yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not changed to Wyoming remains in Mass. As the company is nationwide.**
8. Any confidentiality provisions? **Yes Section 10**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

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: **ARUP END USER AGREEMENT**
2. Purpose of contract, including scope and description: **Since our laboratory doesn't have the means to perform all lab testing, it is necessary to have access to and include a reference laboratory in our services. ARUP is the closest laboratory that perform all the tests we need and is recommended by our Medical Director.**
3. Effective Date: **June 1, 2023**
4. Expiration Date: **Five years after effective date**
5. Termination provisions: **Can terminate for cause or not for cause. Thirty-day notice for cause and ninety-day notice for without cause-Sections 6.**
Is this auto-renew? **No**
6. Monetary cost of the contract: **Obligated to purchase \$51,000 per month in lab services. We currently meet that monetary obligation.** Budgeted?
Yes
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No--jurisdiction in Utah. This is company that provides services nationwide so jurisdiction remains in the home state of ARUP.**
8. Any confidentiality provisions? **Yes Section 13**
9. Indemnification clause present? **Yes Section 8**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**