

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

October 6, 2021

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 821 5108 3092

Password: 721113

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Our Mission and Vision](#) Ed Tardoni
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Action)* Taylor Jones
- III. [Minutes](#) *(For Action)* Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. COVID-19 Preparation and Recovery - Incident Command Team Update Kim White,
Director of Emergency Services
 - B. Employee Policy *(from the Human Resources Committee)* Barbara Sowada
 - 1. Termination and Appeals
 - 2. Introductory Period
 - C. Rules of Practice Governing Hearings Taylor Jones
 - D. Medical Staff Bylaws Dr. Jacques Denker, *Medical Staff President*
- VI. New Business *(Review and Questions/Comments)* Taylor Jones
 - A. [FY21 Audit Report](#) *(For Action)* Darryn McGarvey and Dan Deyle/*CliftonLarsonAllen*
 - B. PolicyStat Approvals for Board Committees Taylor Jones
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
 - A. Quality Committee Barbara Sowada
 - B. Human Resources Committee Barbara Sowada
 - C. Finance & Audit Committee Ed Tardoni
 - 1. Bad Debt *(For Action)*
[September Committee Meeting Information](#)
 - D. Building & Grounds Committee Marty Kelsey
 - E. Foundation Board Taylor Jones
 - F. Compliance Committee Marty Kelsey
 - G. Governance Committee Taylor Jones
 - H. Executive Oversight and Compensation Committee Taylor Jones
 - I. Joint Conference Committee Taylor Jones

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- | | |
|--|---|
| IX. Contract Review | Suzan Campbell, <i>In House Counsel</i> |
| A. Contract Consent Agenda (<i>For Action</i>) | |
| 1. Summit Pathology | |
| X. Medical Staff Report | Dr. Jacques Denker |
| XI. Good of the Order | Taylor Jones |
| XII. Executive Session (W.S. §16-4-405(a)(ix)) | Taylor Jones |
| XIII. Action Following Executive Session | Taylor Jones |
| XIV. Adjourn | Taylor Jones |



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

September 1, 2021

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on September 1, 2021, at 2:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson, Chief Executive Officer; Dr. Jacques Denker, Medical Staff President; Mr. Jeff Smith, Sweetwater County Commissioner Liaison; and Mr. Geoff Phillips, Legal Counsel.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Kelsey read aloud the mission and vision statements.

Mission Moment

Ms. Richardson read aloud a thank you card from a patient's family. Mr. Jones shared a story relayed to him by a friend that visited the emergency department. He said everybody was great, prompt, pleasant, enjoyable, and he was all around grateful. Mr. Jones said the positive stories are always good to hear.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Dr. Sowada; second by Ms. Pendleton. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the August 4, 2021, regular meeting as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

COVID-19 Preparation and Recovery – Incident Command Team Update

Ms. Kim White, Incident Commander and Director of Emergency Services, referenced recent press releases and reported there has been a significant increase in covid cases and an increase in acuity. We are currently still allowing visitors in other areas of the Hospital outside the emergency department. Ms. White said we hope our community will be patient with us. We have stopped elective surgeries due to the staff needed in other areas. We have approximately 120-150 people going through the swabbing station daily. Ms. White said we know it is frustrating to have to wait in lines. She asked that people please be patient with us as we work to move as quickly as we can. Ms. White said staff in all areas are doing an amazing job. Staff are exhausted and we are doing all we can to support them in every way. We are anticipating six to eight weeks in this crisis. We continue to evaluate adding elective surgeries back. Ms. White gave a shout out to our community partners and to everyone supporting staff. We have expanded the swabbing line to 9 AM to 5 PM Monday thru Saturday. Dr. Kari Quickenden, Chief Clinical Officer, reported 290 people went through the line August 30. Mr. Kelsey expressed appreciation to Ms. Richardson for reaching out to the schools. He said he sees very few students wearing masks. Ms. White reported we are offering a drive-thru vaccine clinic every Wednesday from 3-6 PM. Ms. Deb Sutton, Marketing Director, said we plan to expand to Tuesdays from 3-6 PM in mid-September. Commissioner Smith suggested giving the vaccine during the swabbing line process. Ms. White agreed and said we are currently offering that service. Dr. Ann Clevenger, Chief Nursing Officer, reported Ms. Noreen Hove, Director of Infection Prevention/Employee Health, is flexible and working around schedules to try to meet everyone's needs. Ms. White said people can take as many covid tests as they want but they are only counted positive one time. Dr. Sowada asked if major employers are encouraging staff to be vaccinated. Ms. Richardson said she meets with industry leaders regularly and she shares data with them. Ms. White said we are having to triage and have people wait in their cars until we have a bed available for them in the emergency department. We are doing the best we can to provide care for people quickly. Mr. Jones said he knows this is a stressful time and thanked everyone for all they are doing.

Termination and Appeals Policy, Introductory Period Policy, Rules of Practice Governing Hearings

Mr. Jones said placeholders remain on the agenda for the Termination and Appeals Policy, the Introductory Period Policy, and the Rules of Practice Governing Hearings.

Medical Staff Bylaws

Ms. Kerry Downs, Director of Medical Staff Services, reported Dr. Denker had to leave the meeting to meet with patients. He asked her to provide an update. She reported the medical staff met two weeks ago and reviewed legal recommendations. A meeting will be scheduled with the general medical staff. When the bylaws are approved, they will come to the Board.

FY 2022 PIPS Priorities Update

Ms. Kara Jackson, Director of Quality, Accreditation, Patient Safety, Risk and Compliance, said she brought PIPS (Performance Improvement and Patient Safety) information to the Board for review and approval a couple of months ago. The Board had great questions about timelines, baselines, and data. The information was updated and is included in the meeting packet.

NEW BUSINESS

Mr. Jones said there was no new business for the meeting. He said this used to be largest portion of the meeting. Mr. Jones said this goes to how much hard work has been done over the past several years.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson thanked Ms. White for an excellent report and for being the Incident Commander from the beginning of the pandemic. Ms. Richardson said she wanted to go into a little more detail. Ms. Richardson said the Delta variant is more infectious than previous variants and results in more severe illness and hospitalizations. The patients we are seeing in our own hospital are younger; in their 40's and 50's and they are much sicker than what we have seen before. During the height of the covid pandemic in November and December of 2020, the maximum number of covid patients we had in the hospital at any given time was nine patients. After that covid surge, we may have averaged anywhere from one to three covid patients in-house and less than five covid positive patients coming through the emergency room on any given day. Over the last three weeks, Ms. Richardson said, we have seen an increase in our covid positive inpatients and our covid positive patients that come in through the emergency room. We currently have 11 covid positive patients in the hospital today. We have seen as high as 15-18 covid positive patients coming through the emergency room on any given day, and we have been averaging about 6-8 covid positive patients per day in the emergency room. Ms. Richardson said that since last November and December, some things have changed. There is a statewide, regionwide and nationwide shortage of clinical staff; including physicians, nurses, respiratory therapists and medical technologists that has exacerbated this pandemic this time around. Hospitals around the nation are having to close beds and units due to limited staff. Ms. Richardson said this means that due to the staffing shortage around the nation, and the increase in transmission of the delta variant and the increase in covid cases, it is difficult for our physicians to transfer critically ill patients to higher level care hospitals. The reality is that all hospitals are facing this dilemma. This means that when a critically ill patient, for example, a trauma patient, or a patient who has suffered a heart attack or stroke comes into our hospital for care, it is very difficult to find a hospital that will accept this patient. She said our emergency room physicians and our hospitalists call many different hospitals in several states until they can find a hospital that will accept these critically ill patients. Ms. Richardson gave a shout out to our staff and our physicians. She said they are here every day taking care of our community and our patients. They work tirelessly and selflessly in order to be here when our patients arrive. Ms. Richardson said our staff is taking on additional shifts and staying after their shift is over to help their coworkers. They are exhausted, but they are strong and they are committed and she is very proud of them. Ms. Richardson said our community should be proud of them and we all owe them a debt of gratitude for being here to take care of our patients and community. She said we are very fortunate to have these professionals here in our hospital to take care of everyone who

walks in our doors because they care about our patients. As of August 23, we had a 34.79% vaccination rate in Wyoming and 31.24% in Sweetwater County. The majority of covid patients we are seeing have not been vaccinated. We do know that by getting the covid vaccine, you may still be able to transmit the virus, or contract the virus. Ms. Richardson said there is a lower likelihood of transmitting covid if you have been vaccinated and studies show that by getting vaccinated, if you contract covid, you will reduce your risk of becoming seriously ill or being hospitalized. Ms. Richardson said if you have questions about the vaccine, please reach out to your healthcare provider. They will help educate you and answer your questions. She said we have our drive thru vaccine clinic available every Wednesday from 3-6 at the front door of the hospital. It's easy and convenient. Ms. Richardson said we also know that we can help slow the spread of the virus by wearing masks, physically distancing and practicing good hand hygiene. She repeated the stress of this pandemic is being intensified by the fact that it is becoming more difficult to transfer patients with life-threatening illnesses. She said this affects all of us. Ms. Richardson asked that everyone please help us lighten the load for our staff and hospital so we can continue to be here to take care of all of our patients. She said we need the community's help. Mr. Tardoni said the vaccine is widely available. Mr. Kelsey asked if we aren't already out in the community can we please do that. Ms. Richardson is working with senior leaders on a letter out to the community to help educate the public. Mr. Jones said there is a letter from the Board of Health on the City of Rock Springs site.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said the minutes and report are in the meeting packet. The narrative to the quality dashboard is modified and reports are easier to read. She encouraged Trustees not on the Committee to read the reports in the portal because it makes everything much more understandable.

Human Resources Committee

Dr. Sowada reported turnover is higher and recruiting clinical staff is difficult. She said we, as a community, need to do all we can to stay as healthy as possible.

Finance and Audit Committee

Mr. Tardoni said his comments are in the packet. He noted the improvement of the Hospital's Standard & Poor's rating.

Capital Expenditure Requests The motion to approve capital expenditure request FY22-13 for \$56,165 for software was made by Mr. Tardoni; second by Ms. Pendleton. Mr. Tardoni said this is non-budgeted and sole source due to compatibility with Cerner. The motion carried.

Bad Debt: The motion to approve the net potential bad debt of \$1,039,059.62 as presented by Mr. Ron Cheese, Director of Patient Financial Services, was made by Mr. Tardoni; second by Ms. Pendleton. Motion carried. Mr. Tardoni noted the majority is in emergency room accounts.

Mr. Jones congratulated everyone for the move up in Standard & Poor's and said he appreciates everyone's efforts.

Building & Grounds Committee

Mr. Kelsey said the chair report and minutes are in the packet. He gave a shout out to Mr. Jones for getting someone who could help us involved and said it looks like we have a plan in place moving forward. Ms. Love said we have received a proposal for someone to come onsite to look at issues and grounding. Mr. Jones said the sooner the better.

Foundation

Mr. Jones said the golf tournament went well and was successful. We are looking forward to doing it again next year.

Compliance Committee

Mr. Kelsey said the Committee hasn't met since changes were made in summer. A small group will meet September 9 to review the structure and plans. A meeting is planned for the last week of September.

Governance Committee

Mr. Jones said the Committee meets September 3.

Executive Oversight and Compensation Committee

Mr. Jones said the Board will discuss in executive session.

Joint Conference Committee

Mr. Jones said there is nothing new to report.

Board Education

Dr. Sowada asked for the Trustees' assessment on how well our Board is doing with quality and do they feel the iProtean videos are beneficial. Mr. Jones said he feels we have room for improvement but have a good start. He said he thinks the videos and quizzes are good. Mr. Jones said it is a great opportunity to move forward because of where we are starting. Ms. Pendleton said it was very good. Mr. Kelsey said he enjoyed the videos particularly setting quality targets at the board level and compliance with core measures. He noted the need for benchmarks with other hospitals. Mr. Kelsey said he appreciates Dr. Sowada's efforts to get this going for us. Mr. Tardoni said it is the nature of reporting and the way we are receiving it. He asked what are the mathematics involved? He said we must be selective of what we are paying attention to. Dr. Sowada said she went through it with an eye of what are we doing vs. what is recommended. We annually approve the PIPS Plan, do credentialing, doctors are becoming more engaged in quality, dashboards consistency with state and national benchmarks. Do we know what is important to our physicians

regarding quality? Do we understand what is behind the numbers? Dr. Sowada said overall she thinks we are doing a pretty good job of meeting what is expected by a board related to quality. She said we have a really nice foundation due to a lot of people's efforts. The topic for discussion at the November 3 meeting is credentialing and privileges modules.

CONTRACT REVIEW

Contract Consent Agenda

The motion to approve the ambulance agreement with Castle Rock as presented was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

MEDICAL STAFF REPORT

Dr. Denker stated Ms. Richardson is cool, calm, and collected, and keeps us on track. He said Dr. Melinda Poyer, Chief Medical Officer, directs the day-to-day activities for the general medical staff. Dr. Denker said we really appreciate the help they give directly and indirectly. He said, in general, the covid patients are younger and sicker. We are experiencing a national, regional, and local staffing shortage. We are presented with new challenges regarding transfer of higher acuity patients. Dr. Denker said we have suspended electives surgeries due to bed and staff shortages. The operating room is open for urgent and emergent cases. On the medical floor, we have two Hospitalists working together. We are doing our best to get the message out to the community to get vaccinated, wear masks indoors, distance, and wash hands. Dr. Denker said he is working with Ms. Jackson on the physician report on quality. Dr. Denker said he has been reviewing C-diff, mortality, transfer data, sepsis, perinatal and surgical measures. He said HCAHPS and quality measures are trending in a positive direction. Dr. Denker said we need to understand where we are at to know where to go. He said there are long waits in the emergency department and the staff are doing their best. Dr. Denker said we are always working to improve our processes and the patient experience. Dr. Sowada asked if people are being encouraged to use the walk-in clinic. Dr. Denker said the walk-in clinic has been very busy and they are seeing many covid patients. He said the walk-in clinic gives the community urgent access to a healthcare professional. Dr. Denker thanked the Board for access to iProtean board education materials.

GOOD OF THE ORDER

Mr. Jones said we are going through a tough time and said he appreciates what every person is doing because every job is difficult. He recognized the good leadership and thanked Ms. Richardson.

EXECUTIVE SESSION

Mr. Jones said there would be an executive session. He said the Board would take a break until 3:20 PM and reconvene in executive session. The motion to go into executive session was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

RECONVENE INTO REGULAR SESSION

At 3:29 PM, the motion to leave executive session and return to regular session was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve credentials for everyone on the list provided by Ms. Downs was made by Dr. Sowada; second by Ms. Pendleton. Motion carried.

Credentials Committee Recommendations from August 10, 2021

1. Initial Appointment to AHP Staff (1 year)
 - Jessica Nielson, Clinical Social Work (SWCS)
2. Reappointment to Active Staff (2 years)
 - Dr. Astrid Haaland, Emergency Medicine (U of U)
 - Dr. Alicia Peterson, Emergency Medicine (U of U)
 - Dr. Philip Craven, Emergency Medicine (U of U)
 - Dr. Justine Macneil, Emergency Medicine (U of U)
3. Reappointment to Consulting Staff (2 years)
 - Dr. Albert Ybasco, Tele Radiology (VRC)
 - Dr. Kristi Sobota, Tele Radiology (VRC)
 - Dr. Karen Simmons, Tele Radiology (VRC)
 - Dr. Safdar Ansari, Tele Stroke (U of U)
4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Kamran Khan, Pulmonary Medicine
5. Reappointment to AHP Staff (2 years)
 - Ross Little, Licensed Professional Counselor (SWCS)
 - Charles Michael, Clinical Social Work (SWCS)

ADJOURNMENT

Mr. Jones thanked everyone. There being no further business to discuss, the meeting adjourned at 3:30 PM.

Mr. Taylor Jones, President

Attest:

Mr. Marty Kelsey, Secretary



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Memorial Hospital of Sweetwater County

2021 Audit Results and Report to the Board of Directors

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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11/7/25

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Executive Summary

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AUDIT, TAX, AND CONSULTING

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Results of Professional Services

Significant Transactions

- COVID-19 Provider Relief Funds and SLIB Grant Funds
- Construction Projects

Audit Adjustments

- No proposed audit adjustments
- No passed adjustments identified

Material Weaknesses

- No Material Weaknesses Identified

Upcoming Accounting Standards

- Leases
- Capitalized Interest





Your Business

Financial Highlights

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Financial Ratios – Comparative Data Used

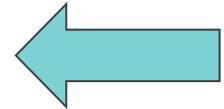
- Memorial Hospital of Sweetwater County (MHSC)

- *\$90.8 Million Net Patient Service Revenue*
- *2018-2021 data, based on Audited Combined Financial Statements*



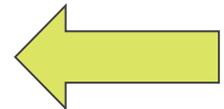
- CLA Benchmark (CLA)

- *Hospital's between \$50M and \$100M in Net Patient Service Revenue*



- Standards & Poor's (S&P) BBB+ to BBB-

- *Median indicators from a sample of 72 nonprofit hospitals in the United States*



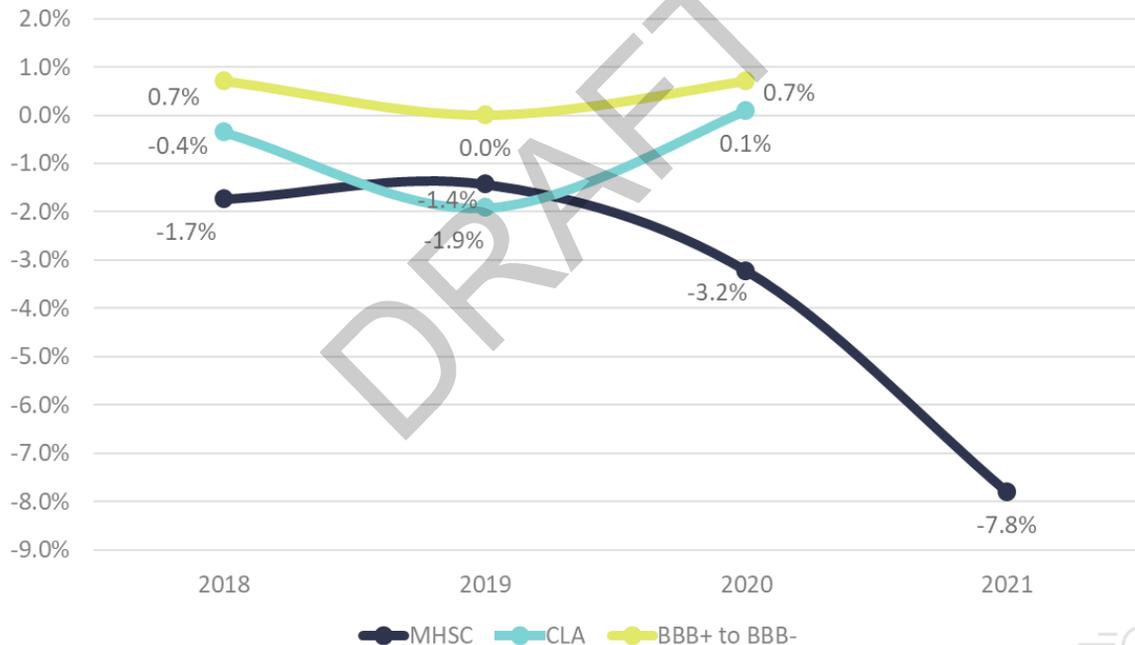
Memorial Hospital of Sweetwater County

Financial Indicators – Profitability Ratios

Operating Margin

Definition:

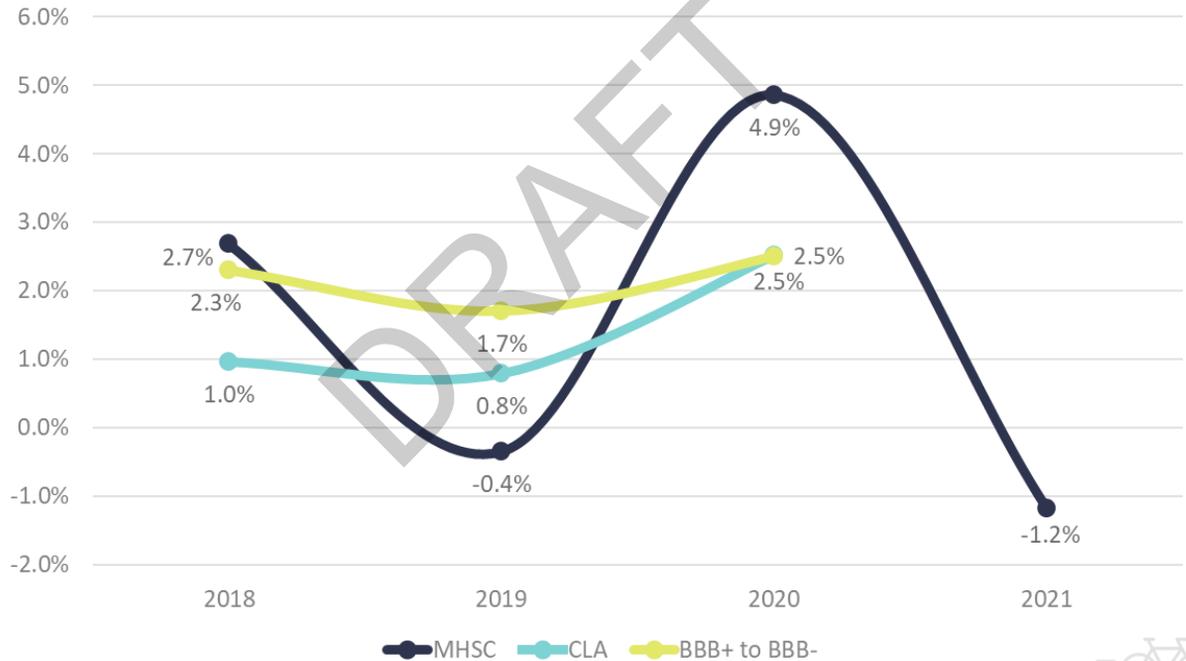
This ratio is operating income as a percentage of net patient service revenue plus other operating revenues. It is used to report the facility's return on revenues which relate to the main purpose of operations.



Total Margin

Definition:

Total margin reflects excess of revenue over expenses as a percentage of total revenues, including nonoperating revenues.



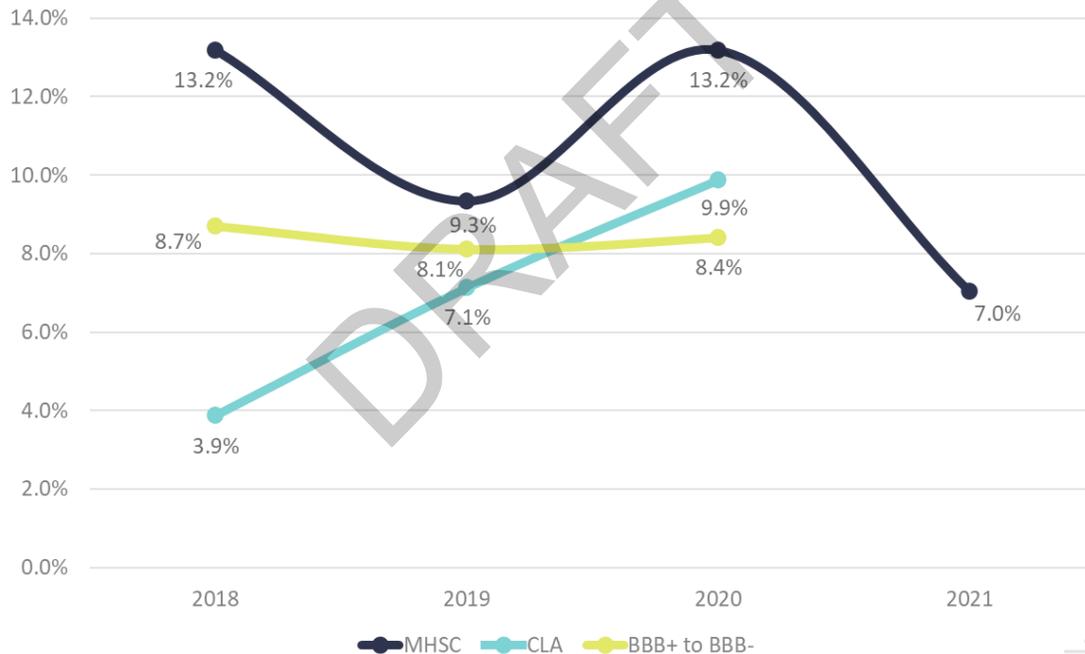
Memorial Hospital of Sweetwater County

Financial Indicators – Profitability Ratios

Total EBIDA Margin

Definition:

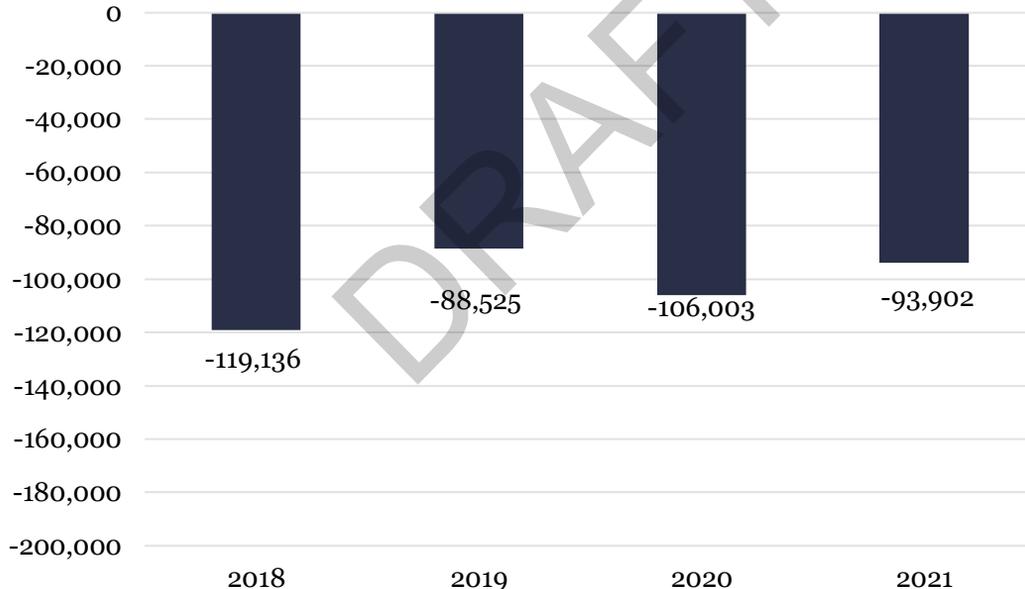
Total EBIDA Margin represents Earnings (total income) Before Interest, Depreciation, and Amortization divided by total revenues. It is used as a rough measure of operation cash flow in a facility. This ratio is often used when evaluating debt capacity.



Operating Loss per Provider FTE

Definition:

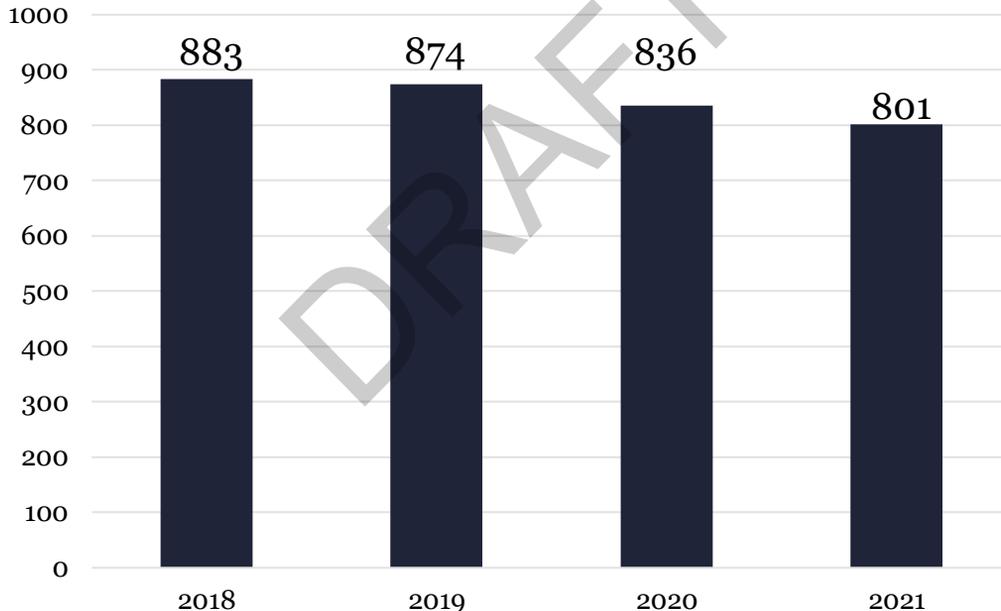
This is measured by dividing the amount of operating losses in the physician practices by the Provider FTE's worked. We would recommend not focusing necessarily on the loss position of the practice but more the trend over a four-year time horizon.



Visits per Provider FTE

Definition:

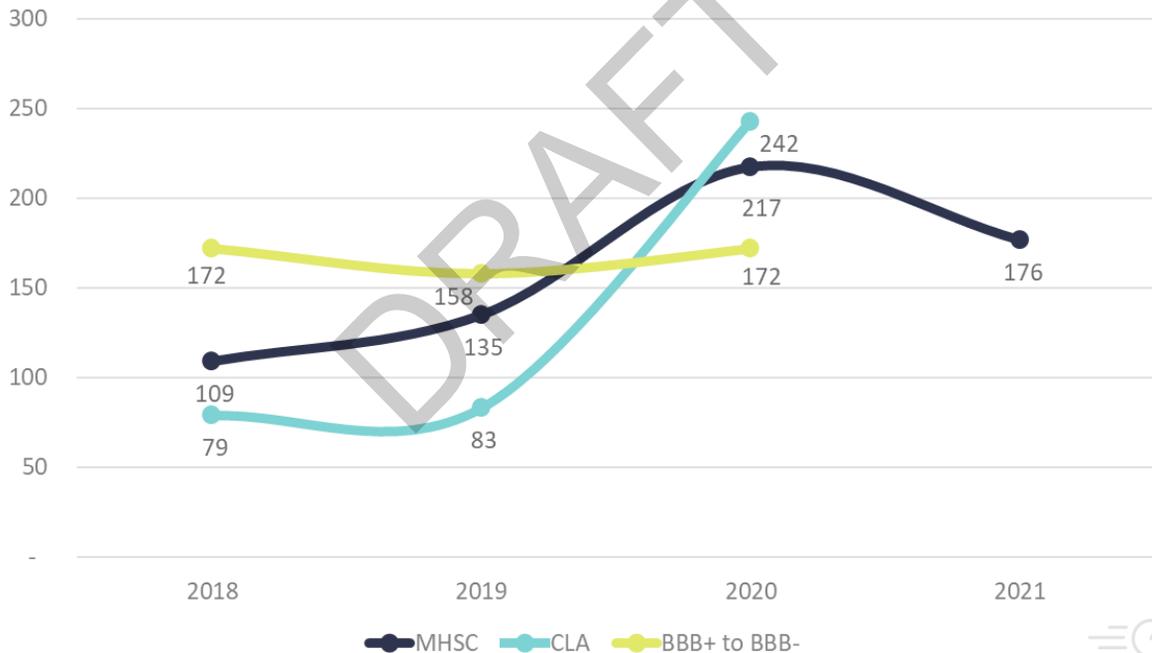
This is measured by dividing the amount of visits (primary care and specialty care) in the physician practices by the Provider FTE's worked.



Days Cash on Hand (All Sources)

Definition:

Days Cash on Hand measures the number of days of average cash expenses that the facility maintains in cash and amounts reserved for capital improvements. High values usually imply a greater ability to meet both short-term obligations and long-term capital replacement needs.



Net Days in Accounts Receivable

Definition:

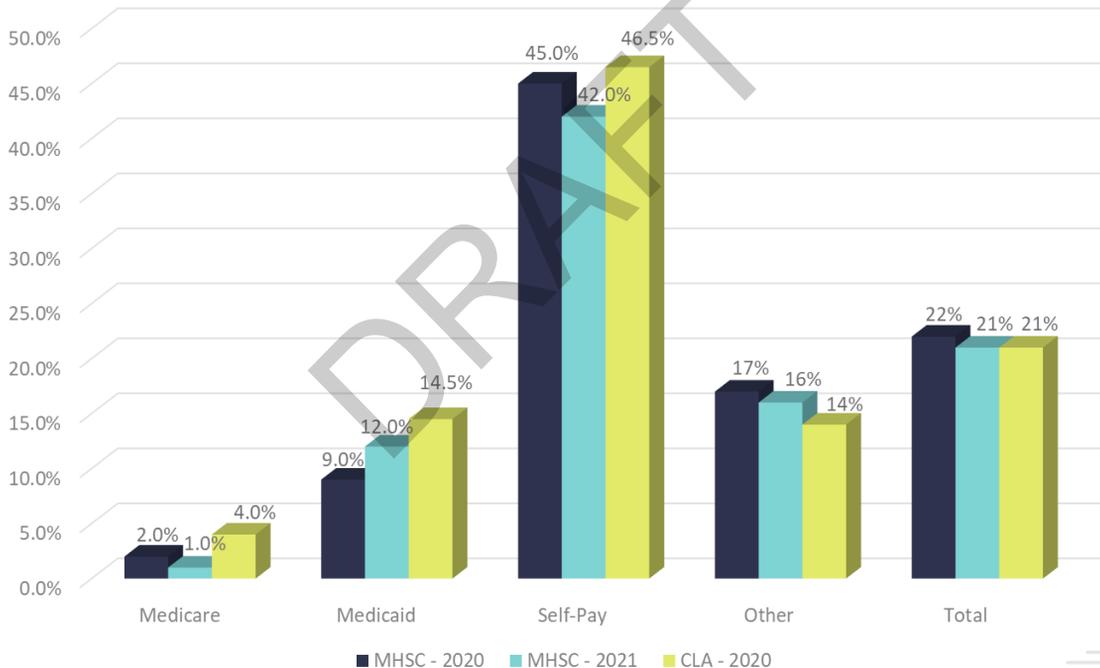
Days in patient accounts receivable is defined as the average time that receivables are outstanding, or the average collection period.



Aging of Accounts Receivable

Definition:

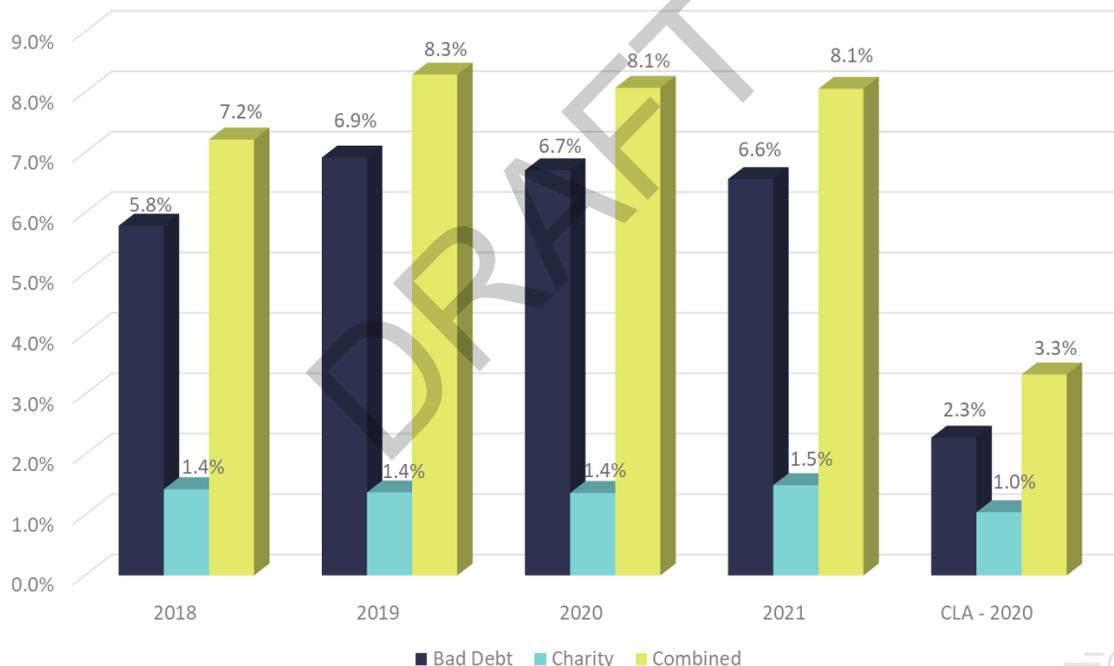
The percentage of accounts receivable within a payor classification, and in total, that is greater than 90 days old based on accounts receivable aging as of June 30, 2021.



Bad Debt and Charity Care as a Percent of Gross Patient Service Revenue

Definition:

This ratio is calculated by dividing the bad debt and charity care by gross patient service revenue.



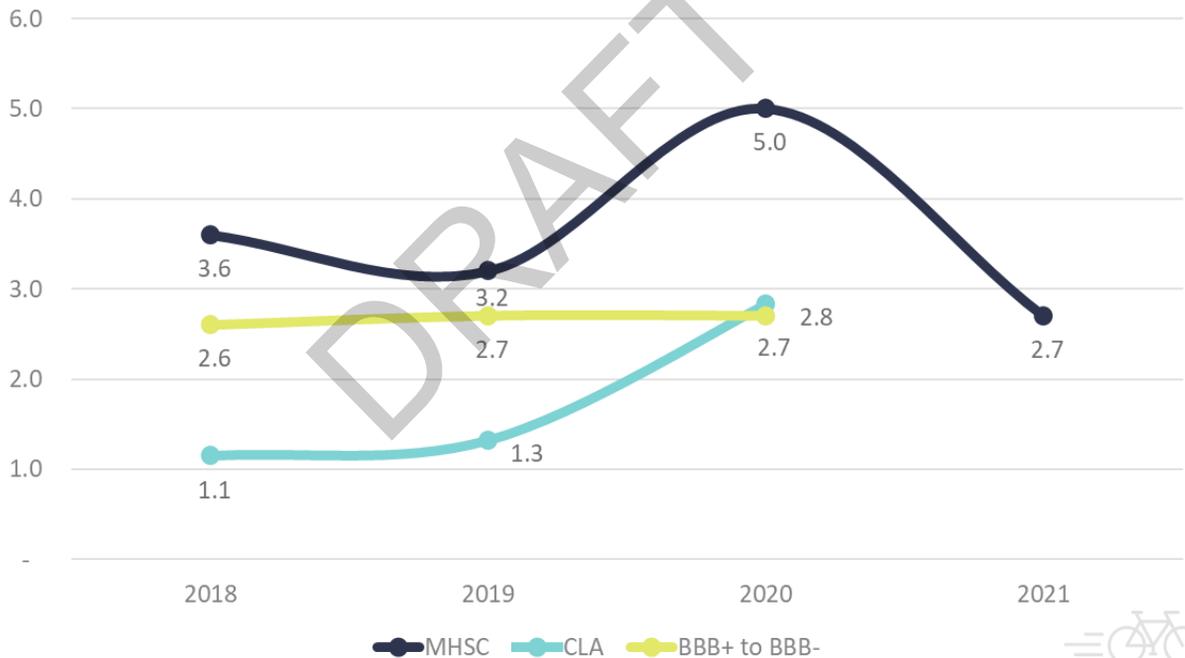
Memorial Hospital of Sweetwater County

Financial Indicators – Leverage Ratios

Debt Service Coverage

Definition:

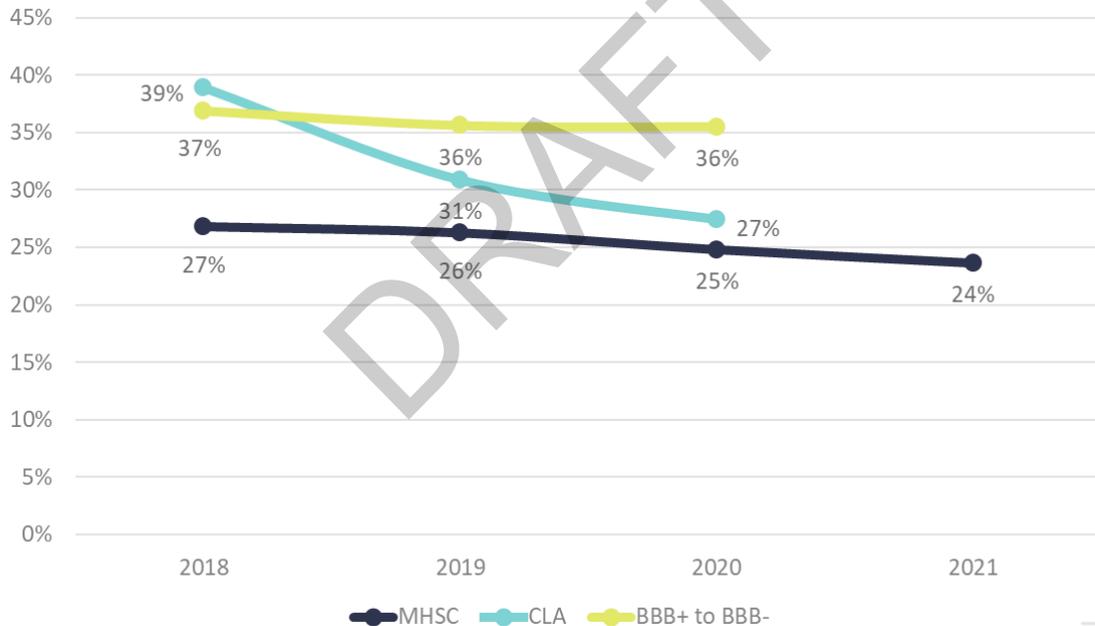
Debt service coverage is calculated as income available for debt service (net income + depreciation and amortization + interest expense) divided by the annual debt service requirements (principal payments made + interest expense).



Debt to Capitalization

Definition:

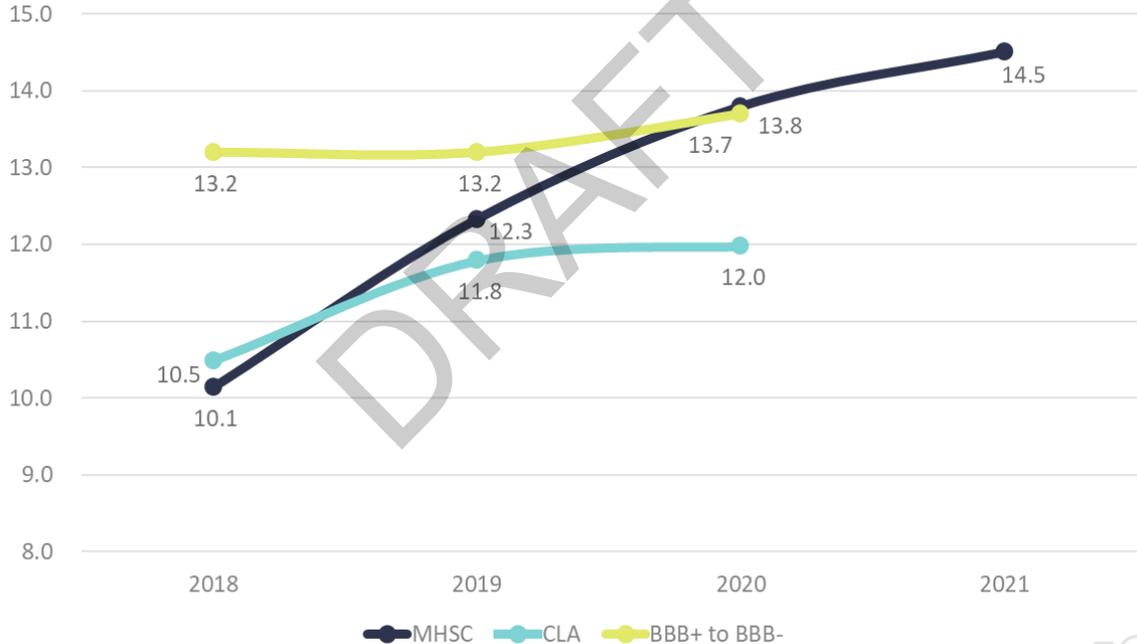
This ratio is defined as the proportion of long-term debt divided by long-term debt plus total net assets. Higher values for this ratio imply a greater reliance on debt financing and may imply reduced ability to carry additional debt.



Average Age of Plant

Definition:

Average age of plant attempts to approximate the average age of an organization's fixed assets. A low value is considered to be desirable as it indicates a newer facility.





Financial Reporting and Provider Relief Funds

Key reporting requirements to be aware of

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219/1735

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HHS Provider Relief Funds Reporting Timeline

- **Key Dates & Events:**
 - July 1, 2021: Reporting portal opened

	Payment Received Period (Payments Exceeding \$10,000 in Aggregate Received)	Reporting Time Period
Period 1	April 10, 2020 to June 30, 2020	July 1, 2021 to September 30, 2021
Period 2	July 1, 2020 to December 31, 2020	January 1, 2022 to March 31, 2022
Period 3	January 1, 2021 to June 30, 2021	July 1, 2022 to September 30, 2022
Period 4	July 1, 2021 to December 31, 2021	January 1, 2023 to March 31, 2023



Five Required Data Elements for Reporting

1. Basic organization information (TIN, FYE, etc.)
2. Health care expenses attributable to COVID, over and above what has been reimbursed by other sources, w/varying levels of detail required:
 - \$10,000 < \$500,000: aggregated into two categories: (1) G&A expenses and (2) other health care related expenses
 - \$500,000+ will be required to provide greater detail of expenses included under G&A and other health care expenses (covered later)
3. Lost revenues from patient care attributable to COVID, by payor
4. Other assistance “**received**” (i.e., PPP, FEMA, CARES Act Testing, local/state assistance, business insurance, etc.). Other assistance will not factor into PRF calculation (update as of 7/1/21).
5. Additional information (facility, patient metrics, staffing, CHOWs...)



Funding Subject to Single Audit Requirements

- Specific programs impacting health care (not comprehensive)
 - Provider Relief Fund (HHS) - CFDA 93.498.
 - Disaster assistance loans (Economic Injury Disaster Loans, SBA) CFDA 59.008.
 - Uninsured COVID Testing and Treatment (HHS) – CFDA 93.461.
 - Grants for new and expanded services under the Health Center Program (HHA) – CFDA 93.527.
 - Emergency Grants to address mental and substance use disorders during COVID-19 (HHS) CFDSA 93.665.
 - Rural Health Clinic Testing (HHS) – CFDA 93.697.
- Organizations with \$750,000 or more in federal expenditures during a reporting period will be required to have a single audit.





Understanding Your Industry

Despite COVID-19, the transition continues!

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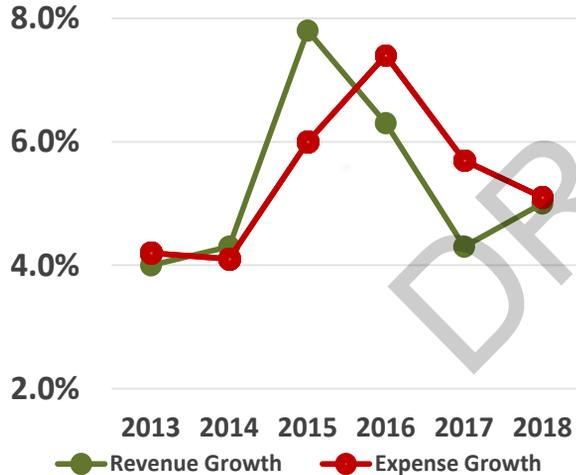
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COVID-19 Compounds Financial Challenges

Prior to COVID-19, Hospitals faced increasing financial pressures.

Median revenue and expense growth rate for nonprofit hospitals.



COVID-19 Pandemic Increased Those Pressures

- **> 50%** observed decline in hospital operating revenue during shutdown.
- **~ 90%** volume levels today when compared to pre-COVID baseline; final gap to 100% expected to close slowly, if ever.
- **50%** of hospitals projected to end 2020 with negative operating margins.

**Source: The Advisory Board "State of the Union 2020: The Resilient Health Care System"*

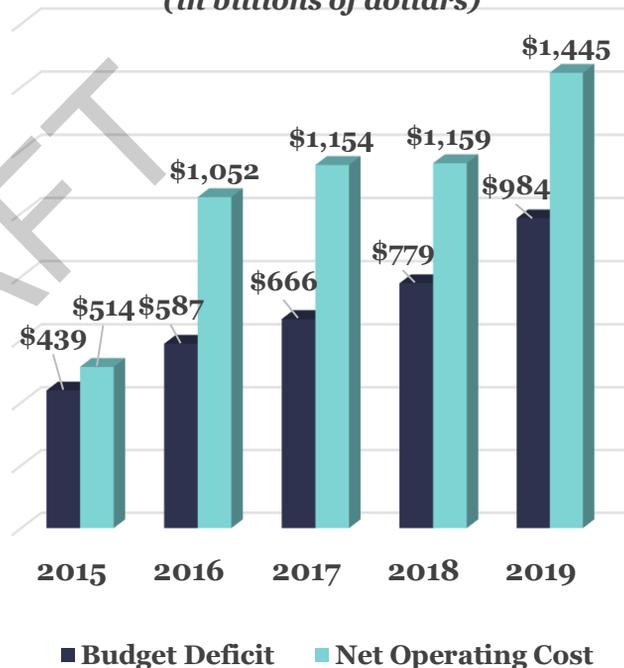


Federal Government Economic Relief

A tale of two stories.....

- The federal government has distributed trillions to help organizations and people get through the pandemic.
- However, deficit spending has resulted in total debt of \$27T, labeled as “unsustainable” by the GAO.
- As additional funding is considered, additional deficit spending could very well trigger statutory cuts known as “PAYGO.”*
- The CBO has estimated, absent Congressional intervention, more funding could trigger PAYGO reductions amounting to \$381B/year, beginning in 2022.
- If enacted, it could result in a maximum 4% reduction in health care payments to providers, which is in addition to 2% sequestration, which has been suspended through March.
- The CBO believes Congress will have to intervene, as there are not enough resources available to cut that will fully offset the \$381B per year of increased deficits.
- Important to note “intervention” doesn’t necessarily mean health care will fully escape the 4% reduction.

U.S. Budget Deficit & Net Operating Cost *
(in billions of dollars)



* Source: “Financial Report of the United States Government” for FFYE 2019, issued by GAO, Dept. of Treas. & OMB; Letter from CBO to Honorable Kevin McCarthy, Republican Leader U. S. House of Representatives dated February 25, 2021.



Purchasers Feeling Pressures Too!



What levers will purchasers pull to manage costs?



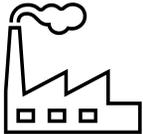
Medicare

Continued efforts to shift care to lower cost setting, and shift risk to providers willing to accept it. Hospital Insurance Trust Fund is running low, so “price” cuts and strategies designed to reduce total health care spend are all in play.



Medicaid

State Medicaid budgets were challenged before COVID-19, and loss of tax revenues during the pandemic will compound this; expect near term cuts and accelerated movements towards managed care.



Employers

Struggling to manage and/or reduce costs due to lost revenues and employer sponsored insurance will continue to be a focus. Look for aggressive movements towards plans that manage steerage of patients and show promise of cost management. Enhanced public options by the new Administration may become attractive options for some.

**Source: The Advisory Board “State of the Union 2020: The Resilient Health Care System”*



Shifting Care to Home Gaining Traction

The impact of COVID-19 has opened new doors to delivering care differently. The long-term impacts will evolve over time, but there is definite increased awareness and acceptance of these models. Reimbursement formulas will play a vital role in growth.

	Pre-Acute	Acute				Post-Acute	
	Virtual Care	Hospital at Home	Home Infusion	Home Dialysis	Home Birth	Home Health	SNF at Home
Shift During Pandemic							
Post Pandemic Outlook							
Explanation	Volumes will decline from COVID peak.	Pandemic growth likely sustained.	COVID accelerated this trend.	COVID accelerated this trend.	Regulatory restrictions limit growth.	Fears of infection will limit growth.	Practical constraints limit growth.



Slight shift



Moderate shift

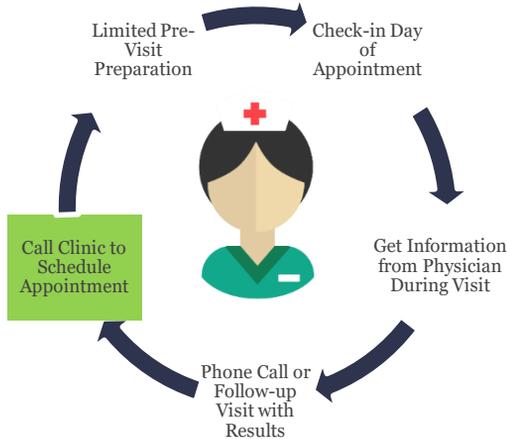


Significant shift

*Source: The Advisory Board "State of the Union 2020: The Resilient Health Care System"



Do Systems Align With Consumer Expectations?



The “Good Ol’ Days”

- Care access based largely on geography
- Organized around provider availability
- Mon. – Fri. “banker’s hours”
- Primary Care trusted source for patient information
- Little price or quality transparency

The “New Era”

- Access no longer limited by geography
- Flexible hours
- Treasure trove of information available
- Accessible pricing & quality indicators
- Options puts loyalty at risk



What Next? Strategies to Consider

CLA Belief: COVID-19 accelerated transitions (and made permanent) already in progress!



Assess Governance & Leadership Effectiveness

Pandemic highlighted importance of efficient decision making, and hazards of structures that create barriers.



Address Operational Efficiencies

Financial pressures are causing organizations to reassess operational efficiency, and “rebasin” cost structures to more align with transitioning reimbursement models.



Service Evaluation

Underperforming services are being evaluated to determine if they should continue or be terminated.



Consider Consumer Preferences

Are systems aligned to meet consumer preference, or are they outdated and leading to loyalty erosion?



Embrace Shifting Sites of Service

Readdress readiness to embrace the shift and new models – COVID has accelerated it – the time is now!



Go Virtual!

COVID demonstrated the value of virtual care – where does it fit into your strategic direction?

** Source: The Advisory Board Company survey of thousands of consumers across the United States; www.advisory.com/mic/consumerstrategy*





Health Care Innovation and Insight | HI²

Your Source for Navigating the Future

Novel joint ventures

Virtual care delivery

Regulatory impacts

Public policy changes

ACOs, Bundles

Emerging drug therapies

Interoperability

Technological advances

Disrupters

Value-based payments

Health care mergers/acquisitions

Do any of these changes concern you? Excite you? Grab your attention? They should! These topics and many others are what CLA's newest blog, HI², will be focusing on → the ongoing disruption and innovations in health care.

Subscribe to Blog 

blogs.claconnect.com



New Accounting Standards

Topic	Communication
Leases	<ol style="list-style-type: none">1. Requires Organizations to record all leases with a term of 12 months or greater on the balance sheet.2. Your Effective Date – (June 30, 2022)

Topic	Communication
Capitalized Interest	<ol style="list-style-type: none">1. Requires interest incurred before the end of a construction period to be recognized as an expense in the period in which the cost is incurred.2. Your Effective Date – (June 30, 2022)





Appendix

WEALTH ADVISORY | OUTSOURCING
AUDIT, TAX, AND CONSULTING

432/45 Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor

Required Communications

Topic	Communication
Our Responsibility Under Generally Accepted Auditing Standards	<ul style="list-style-type: none">• Express an opinion on the fair presentation of the combined financial statements in conformity with GAAP• Plan and perform the audit to obtain reasonable, non absolute assurance that the combined financial statements are free of material misstatement• Evaluate internal control over financial reporting• Utilize a risk based audit approach• Communicate significant matters to appropriate parties
Planned Scope and Timing of the Audit	<ul style="list-style-type: none">• Performed the audit according to the planned scope and timing previously communicated
Other Information in Documents Containing the Audited Financial Statements	<ul style="list-style-type: none">• Financial statements may only be used in their entirety• Our approval is required to use our audit report in a client prepared document• We have no responsibility to perform procedures beyond those related to the combined financial statements



Required Communications

Topic	Communication
Significant Accounting Policies	<ul style="list-style-type: none"> • Management is responsible for the accounting policies of the organization • Accounting policies are outlined in Note 1 to the combined financial statements • No significant changes to the accounting policies during the year • Accounting policies deemed appropriate • No unusual transactions occurred
Significant Accounting Estimates	<ul style="list-style-type: none"> • An area of focus under a risk-based audit approach • Significant estimates include: allowance for bad debts, contractual allowances, depreciable lives of fixed assets, self funded health insurance reserves, third-party payor settlement estimates, and recognition of provider relief funds • Estimates determined by management based on their knowledge and experience • No management bias indicated • Estimates were deemed reasonable • Estimate uncertainty is disclosed in the combined financial statements
Significant Financial Statement Disclosures	<p>Note 3 – Net Patient Service Revenue Note 7 – Capital Assets Note 8 – Long-Term Debt</p>



Required Communications

Topic	Communication
Management Representation Letter	<ul style="list-style-type: none">• Management will provide signed representation letters prior to finalization of the audit reports
Other	<ul style="list-style-type: none">• No difficulties encountered in performing the audit• No issues discussed prior to retention as independent auditors• No disagreements with management regarding accounting, reporting, or other matters• No Consultations with other independent auditors• No other findings or issues were discussed with, or communicated to, management

DRAFT



Internal Control Matters

Topic	Communication
Purpose	<ul style="list-style-type: none"> Express an opinion on the financial statements, not on the effectiveness of internal controls. Our consideration of internal controls was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore material weaknesses or significant deficiencies may exist that were not identified. In addition, because of inherent limitations in internal control, including the possibility of management override of controls, misstatements due to fraud or error may occur and not be detected by such controls.
Material Weakness	<ul style="list-style-type: none"> Reasonable possibility that a material misstatement would not be prevented, or detected and corrected on a timely basis.
Significant Deficiencies	<ul style="list-style-type: none"> Less significant than a material weakness, yet important enough to merit the attention of governance.
Restricted Use	<ul style="list-style-type: none"> This communication is intended solely for the information and use of management, the audit committee, and others within the Organization, and is not intended to be, and should not be, used by anyone other than these specified parties.
Results	<ul style="list-style-type: none"> No material weaknesses identified



Deliverables

Report on the
Financial Statements

Board Packet
including Required
Communications
and Internal Control
Communications



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WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor

488/1745

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED FINANCIAL STATEMENTS
YEARS ENDED JUNE 30, 2021 AND 2020**

DRAFT

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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INDEPENDENT AUDITORS' REPORT

Board of Trustees
Memorial Hospital of Sweetwater County
Rock Springs, Wyoming

Report on the Combined Financial Statements

We have audited the accompanying combined financial statements of Memorial Hospital of Sweetwater County (the Hospital), which comprise the combined statements of net position as of June 30, 2021 and 2020, and the related combined statements of revenues, expenses, and changes in net position, and cash flows for the years then ended, and the related notes to the combined financial statements.

Management's Responsibility for the Combined Financial Statements

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these combined financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of the Hospital as of June 30, 2021 and 2020, and the changes in its net position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. Accounting principles generally accepted in the United States of America require that the management's discussion and analysis information on pages 3 through 11 be presented to supplement the basic combined financial statements. Such information, although not a part of the combined financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the combined financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the combined financial statements, and other knowledge we obtained during our audit of the combined financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated REPORT DATE, on our consideration of the Hospital's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the result of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Hospital's internal control over financial reporting and compliance.

CliftonLarsonAllen LLP

Minneapolis, Minnesota
REPORT DATE

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

INTRODUCTION

This is management's discussion and analysis of Memorial Hospital of Sweetwater County's (the Hospital) financial performance and provides an overview of the Hospital's financial activities for the years ended June 30, 2021 and 2020. It should be read in conjunction with the Hospital's combined financial statements, which begin on page 12.

Memorial Hospital of Sweetwater County is a Joint Commission accredited, 99-bed rural acute-care facility located in Southwest Wyoming, which services a region exceeding 10,000 square miles. The Hospital serves a population in excess of 45,000 in Sweetwater County alone as well as surrounding areas. The Hospital provides a vast array of inpatient and outpatient services, emergent care, dialysis, occupational medicine, radiation oncology, and hematology oncology services. In addition, the Hospital employs over thirty physicians and mid-level providers; successfully building a vibrant list of family, internal and specialty medicine clinics. Memorial Hospital of Sweetwater County continues to maintain a strong, viable presence in the community. Recognizing the need to create a collaborative focus for the future and by identifying the opportunity and accountability in the delivery of healthcare for the communities the Hospital serves, the following goals and objectives continue to serve as our roadmap to guide the Hospital into the future:

Regional Referral Center: Continue efforts to increase presence in Sweetwater County and surrounding areas and becoming a regional referral center.

Growth in Services and Programs: Being responsive to the needs of the community by maintaining care locally whenever possible by growing service lines and offering new programs, which include:

- Radiation and Hematology Oncology
- Enhanced Orthopedic Surgery
- Pulmonology
- Occupational Medicine
- Telemedicine
- Neurology
- Onsite visiting specialty clinics

Medical Staff Development Plan: Work to meet the needs of the community by developing a medical staff that will enhance current programs and effectively deliver new services and programs. The facility continues to invest in new physicians and analyze replacement positions as they become vacant. In 2020 we opened our Pediatric practice with a new Pediatrician and Mid-level and we added a new Orthopedic surgeon to enhance our surgery services. We also filled our Hospitalist program with employed physicians in order to cut the higher cost of locum coverage. In fiscal year 2021, we added Neurology to our services offered, hired another provider in our OB/Gynecology practice and enhanced our cancer center with a full-time Radiation Oncologist. We also opened our new Walk-In Clinic, staffing with two new providers and support staff. We continued with locum coverage for Pulmonology while looking at the feasibility of a full-time provider in this area. Recognizing the need to balance growth with financial stability, the Hospital continues to streamline operations by researching new service lines. In fiscal year 2022, we will be adding a part time Urologist to assist with this growing service line.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

INTRODUCTION (CONTINUED)

Information Technology: Continued adoption of health information technology to improve quality, enhance security and meet required measurements while lowering costs. In fiscal year 2021 we began the implementation of our new integrated Electronic Health Record, with a scheduled go live date in early fiscal year 2022.

Joint Board/Medical Staff Decision Making: Create a culture with the board of trustees and the Medical Staff that is collaborative and will allow the Hospital to move forward with partnerships and/or affiliations that will provide the most comprehensive care for Sweetwater County and its surrounding areas.

Strategic Plan: The Hospital implemented its 3-year strategic plan in 2018 for FY18 – FY21. The plan includes strategic pillars in Patient Experience, Workplace Experience, Quality & Safety, Growth & Community and Financial Stewardship. These are the drivers that deliver value to the patient. The dynamics of health care is changing to focus more on improving the quality of health care rather than on the cost of health care. The benefit of delivering quality health care and better customer service helps to drive costs down, which creates more value for the patient. Providing the highest value of care to the patient through improved quality and better customer service, all at a lower cost, is our number one priority. We will begin working on another 3-year strategic plan in early fiscal year 2022.

Patient Experience: The Hospital has been diligent in striving to provide our patients with excellent customer service. We have begun implementing the Planetree initiatives surrounding patient centered care and are working on training all 500 of our employees over the next two years. Our patient satisfaction scores continue to increase with the ongoing efforts of improvement.

Workplace Experience: Through improved communication, professional development and the new patient-based culture program, the Hospital strives to be the employer of choice in Sweetwater County.

Quality & Safety: The Hospital continues to meet the increasing quality initiatives. Recognizing that reimbursement is driven by these efforts, we have created a specialized team to ensure our quality measures meet and exceed the standards. We have started implementing LEAN process improvements across the house to help with efficiencies and identify waste.

Community & Growth: The Hospital is building on community partnerships by implementing clinic improvements, including better access to care. A Community Health Needs Assessment was completed in FY2019 which will be considered in making decisions on new service lines and specialties and potential new community relationships.

Financial Stewardship: The Hospital strives to provide quality health care at a lower cost by managing expenses and maximizing reimbursement.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

INTRODUCTION (CONTINUED)

These strategies will serve as a compass to help guide us to achieve our Mission, Vision and Values newly adopted in 2018:

Mission: Compassionate care for every life we touch.

Vision: To be our community's trusted health care leader.

Values: Be kind. Be respectful. Be accountable. Work collaboratively. Embrace excellence.

The affiliation with the University of Utah allows the Hospital to expand its service line without investment into full time staff, facilities and equipment for highly specialized procedures and services that would not be economically justifiable given the population size of the primary service area. In addition, the affiliation limits outmigration of patients by keeping them close to home, provides a high level of specialty care and allows the Hospital to retain revenue that might have otherwise gone to other hospitals. Presently, the Hospital is providing telemedicine services for stroke, burn, and ICU services to the community as a result of the University of Utah affiliation. The affiliation was renewed again in 2021 and has added services including Maternal Fetal Medicine and expanded Cardiology and Vascular services. Dermatology services through the affiliation began in July 2019. The Hospital staff have been able to gain knowledge and skills through education and shadowing at the University of Utah. Specialty physicians continue to hold visiting clinics onsite in our Hospital so our patients do not need to travel out of state for services. The Hospital continues to look at new services that can be offered through the University of Utah. The Hospital continues our affiliations with the Huntsman Cancer Center through the University of Utah and the Shriner's Hospital.

Fiscal year 2021 continued to focus on growing our existing providers and continuing to stabilize our financial position. The Hospital's employed physicians can be found in three different locations; including the Hospital, the attached medical office building (MOB) and offsite at the Family and Occupational Medicine Clinic. The Hospital continues to grow its services to local industry in Sweetwater County through our Occupational Health service line established in 2017. We opened a Walk-In Clinic at the Family Practice building and have seen it steadily grow as we offer this new option to our Community.

Quality and patient satisfaction will continue to play a role in hospital reimbursement in the future. The Executive Team has been proactive in ensuring that quality outcomes are the best they can be and that patient satisfaction scores are in the top percentile.

The Hospital is striving to realize our Vision for the future of providing exceptional patient care by focusing on quality and safety of patient care, providing excellent customer service through teamwork and a positive culture, increasing market share and service growth and enhanced medical staff development.

Memorial Hospital of Sweetwater County Foundation (Foundation) was created to help support the Hospital. The Foundation was instrumental in assisting the hospital with available grants and assistance during the pandemic. The Foundation's financial statements are included in the combined financial statements. The Hospital and the Foundation are collectively referred to as the Hospital throughout the combined financial statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

COVID-19 PANDEMIC

Memorial Hospital of Sweetwater County was not isolated from the COVID-19 pandemic. While we didn't see much of an increase of inpatients and positive patients, we did see our laboratory services increase immensely as one of the only testing facilities in the County. In late FY2020 and through most of FY2021, we did experience a decrease in overall outpatient visits, including emergency room, imaging, surgery and clinic visits, as our community stayed home and social distanced. We also cancelled elective surgeries in an attempt to preserve personal protective equipment (PPE) for our staff to remain safe. Revenues were decreased by as much as 25% for the first four months of the pandemic. We applied for and received Accelerated Medicare payments to insure our cash flow was stable. We also received CARES Act funds to offset lost revenue and our COVID related expenses.

USING THIS ANNUAL REPORT

The Hospital's combined financial statements consist of three statements – a combined statement of net position; a combined statement of revenues, expenses, and changes in net position; and a combined statement of cash flows. These combined financial statements and related notes provide information about the activities of the Hospital, including resources held by the Hospital, but restricted for specific purposes by contributors, grantors, or enabling legislation.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

- The Hospital recorded an operating loss of \$5,949,456 and an operating loss of \$1,534,551 in 2021 and 2020, respectively.
- The Hospital recorded an increase in overall net position of \$4,405,601 and \$5,278,189 in 2021 and 2020, respectively.
- The days in net patient accounts receivable are 43 and 44 in 2021 and 2020, respectively.
- The Hospital's favorable payer mix has seen some decline due to the weakening statewide economy and the aging population. We have seen a growth in Medicare, Medicaid and uninsured patients with a corresponding decrease in commercial insurance patients.
- In late FY2020, the COVID-19 pandemic caused revenues to decrease and expenses to increase and continued through FY2021. We received CARES Act funds to assist with the lost revenue and higher costs. This resulted in an increase in our days cash on hand and is also reflected in the variance between operating and total margin.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

THE COMBINED STATEMENTS OF NET POSITION AND COMBINED STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

One of the most important questions asked about the Hospital's finances is "Is the Hospital as a whole better or worse off as a result of the year's activities?" The combined statements of net position and the combined statements of revenues, expenses, and changes in net position report information about the Hospital's resources and its activities in a way that helps answer this question. These combined statements include all restricted and unrestricted assets and all liabilities using the accrual basis of accounting. All of the current year's revenues and expenses are considered regardless of when cash is received or paid.

These two combined statements report the Hospital's net position and changes in them. You can think of the Hospital's net position – the difference between assets and liabilities – as one way to measure the Hospital's financial health, or financial position. Over time, increases or decreases in the Hospital's net position are one indicator of whether its financial health is improving or deteriorating. You will need to consider other nonfinancial factors, however, such as changes in the Hospital's patient base and measures of the quality of service it provides to the community, as well as local economic factors to assess the overall health of the Hospital.

THE COMBINED STATEMENTS OF CASH FLOW

The final required statement is the combined statement of cash flows. The combined statement reports cash receipts, cash payments, and net changes in cash resulting from operations, investing, and financing activities. It provides answers to such questions as "Where did cash come from?", "What was cash used for?", and "What was the change in cash balance during the reporting period?"

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

THE HOSPITAL'S COMBINED NET POSITION

The Hospital's combined net position is the difference between its assets and liabilities reported in the statement of net position. The Hospital's net position has increased by \$4,405,601 and \$5,278,189 in 2021 and 2020, respectively, as shown in Table 1.

TABLE 1: COMBINED ASSETS, DEFERRED OUTFLOWS, LIABILITIES AND NET POSITION

	2021	2020	2019
ASSETS			
Current Assets	\$ 29,028,369	\$ 49,377,465	\$ 30,543,486
Noncurrent Cash and Investments and Other	38,468,142	23,355,505	22,818,770
Capital Assets, Net of Accumulated Depreciation	68,128,135	62,969,217	63,375,283
Total Assets	135,624,646	135,702,187	116,737,539
Deferred Outflow from Long-Term Debt Refinancing	210,003	222,356	234,709
Total Assets and Deferred Outflows	\$ 135,834,649	\$ 135,924,543	\$ 116,972,248
LIABILITIES			
Current Liabilities	\$ 16,294,210	\$ 14,515,749	\$ 7,911,971
Other Long-Term Liabilities	1,539,174	7,436,021	-
Long-Term Debt	27,888,861	28,265,970	28,631,663
Total Liabilities	45,722,245	50,217,740	36,543,634
NET POSITION			
Net Investment in Capital Assets	38,653,439	33,708,054	34,387,646
Restricted for Debt Service Reserve	3,015,531	3,030,616	3,059,212
Restricted by Contributions and Grantors for Capital Acquisition	394,721	420,981	323,907
Unrestricted	48,048,713	48,547,152	42,657,849
Total Net Position	90,112,404	85,706,803	80,428,614
Total Liabilities and Net Position	\$ 135,834,649	\$ 135,924,543	\$ 116,972,248

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

COMBINED OPERATING RESULTS AND CHANGES IN NET POSITION

In 2021, the Hospital's net position increased by \$4,405,601 as shown in Table 2. This increase is made up of the following components:

TABLE 2: OPERATING RESULTS AND CHANGES IN NET POSITION

	<u>2021</u>	<u>2020</u>	<u>2019</u>
OPERATING REVENUE			
Operating Revenues	\$ 93,113,462	\$ 89,215,233	\$ 86,773,661
OPERATING EXPENSES			
Operating Expenses	<u>99,062,918</u>	<u>90,749,784</u>	<u>86,733,103</u>
OPERATING GAIN (LOSS)	(5,949,456)	(1,534,551)	40,558
Nonoperating Revenues and Expenses, Net	<u>4,777,838</u>	<u>6,239,585</u>	<u>(349,015)</u>
EXCESS (DEFICIT) OF REVENUES OVER EXPENSES	(1,171,618)	4,705,034	(308,457)
Other Changes in Net Position	<u>5,577,219</u>	<u>573,155</u>	<u>1,527,404</u>
INCREASE IN NET POSITION	4,405,601	5,278,189	1,218,947
Net Position - Beginning of Year	<u>85,706,803</u>	<u>80,428,614</u>	<u>79,209,667</u>
NET POSITION - END OF YEAR	<u><u>\$ 90,112,404</u></u>	<u><u>\$ 85,706,803</u></u>	<u><u>\$ 80,428,614</u></u>

OPERATING INCOME

The first component of the overall change in the Hospital's net assets is its operating income, generally, the difference between net patient service revenue and other operating revenues and the expenses incurred to perform those services. In fiscal year 2021 the Hospital reported an operating loss of \$5,949,456 and in fiscal year 2020 the Hospital reported an operating loss of \$1,534,551.

The Hospital provides charity care to the patients who meet Hospital set guidelines. Charges foregone for charity care of \$2,754,609 and \$2,335,514 were provided in 2021 and 2020, respectively. Because there is no expectation of payment, charity care is not reported as patient service revenues of the Hospital. In 2021 and 2020, assistance funds of \$1,448,215 and \$1,650,456, respectively, were received from Sweetwater County to help offset the cost of maintenance in the Hospital.

NONOPERATING REVENUES AND EXPENSES

Nonoperating revenues and expenses consist primarily of CARES Act funds, rental revenue and expenses from Hospital property, investment income, interest expense and residual amounts still collected from the special purpose sales tax. The sales tax revenues make up approximately 0.2% of the total nonoperating revenue for the years ended June 30, 2021 and 2020.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

THE HOSPITAL'S CASH FLOWS

Changes in the Hospital's cash flows are consistent with changes in operating gains, nonoperating revenues and expenses, discussed earlier. The Hospital's cash and cash equivalents, including restricted and designated cash and investments, decreased from \$39,304,366 in 2020 to \$33,718,802 in 2021.

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital Assets

At the end of 2021, the Hospital had \$68,128,135 invested in capital assets, net of accumulated depreciation. In 2021 and 2020, the Hospital had disbursements of approximately \$11,300,000 and \$5,600,000, respectively, for new equipment and construction-related costs.

Long-Term Debt

Refinancing: The Hospital had two Variable Rate Demand Notes (VRDNs) outstanding in the amount of \$25,550,000. These bonds were originally issued in 2006 and 2008 in the aggregate amount of \$48.6 million for the purpose of the Hospital's major renovation and expansion which was completed in 2009. A portion of the proceeds of the Series 2013 bonds were used to refinance the remaining bonds and convert them to fixed rate bonds.

Financing Plan: The Series 2013 Bonds are comprised of two components: The first is financing the construction and equipping of a medical office building adjacent to the Hospital and the second portion was refinancing the Hospital's approximately \$25 million of Variable Rate Demand Notes outstanding, backed by a letter of credit from Key Bank, to a fixed rate.

The financing for the MOB was issued as privately placed variable rate bonds to one or more commercial banks (the Bank Bonds). While on a parity with other indebtedness, these bonds were largely paid from the voter approved Specific Purpose Tax. In November 2012, authorized voters in Sweetwater County approved the enactment of a \$0.01 Specific Purpose Tax (SPT) in the aggregate amount of \$81.8 million for qualifying projects. The portion allocable to the Hospital was \$18.9 million. As part of the structure of the Bank Bonds, the County Treasurer entered into an agreement to send the monthly SPT receipts directly to the Bond Trustee with instructions to pay interest due and to redeem as much principal of outstanding bonds as such collected receipts permit until the Bonds were paid in full. The 2013B Bonds were paid in full as of September 2018. There have been some minimal amounts received from the County from late tax collection that remains on the books as a receivable.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MANAGEMENT'S DISCUSSION AND ANALYSIS
YEARS ENDED JUNE 30, 2021 AND 2020**

2022 OUTLOOK

The outlook for 2022 remains stable. The Hospital experienced significant growth in fiscal years 2016 and 2017 and was successful in decreasing expenses and growing cash in 2018 and 2019. The pandemic impacted both 2020 and 2021. With the Provider Relief Funds received through the CARES Act, the hospital remained stable. The plan for 2022 is to remain vigilant of the effects of the pandemic. The fiscal year budget reflects a minimal increase in gross revenue, similar to the last four months of 2021. Despite the end of government assistance, the pandemic continues along with the related expenses and some decrease in revenues. We will continue to focus on growing new and established physician practices, physician retention, increasing revenue through new and expanded services and adapting to the change in payer mix by focusing on the revenue cycle. The Executive Team of the Hospital has established a physician recruitment plan to sustain both needed specialties and an adequate number of practices in our area.

The Hospital continues to adjust to the changing landscape of the health care industry. The transition from inpatient care to outpatient care will affect reimbursement which will require continued monitoring and adjusting of expenses and resources. Opportunities to increase outpatient market share and new service lines will be the focus in 2022. The Hospital's goal is to capitalize on the growth in the existing physician practices, while expanding health care services that have been absent in Sweetwater County and Southwest Wyoming. Depending on the ongoing pandemic, the hospital is in the position to deliver quality patient care, excellent patient satisfaction and continue to increase market share; while striving to be fiscally responsible in order to achieve a positive operating margin in fiscal year 2022.

CONTACTING THE HOSPITAL'S FINANCIAL MANAGEMENT

This financial report is designed to provide our patients, suppliers, taxpayers, and creditors with a general overview of the Hospital's finances and to the Hospital's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Hospital's Chief Financial Officer at Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, Wyoming 82901.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF NET POSITION
JUNE 30, 2021 AND 2020**

ASSETS	2021	2020
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 10,258,094	\$ 31,046,417
Restricted by Bond Indenture Agreements	474,823	488,905
Receivables:		
Patients, Net of Estimated Uncollectibles of Approximately \$5,658,000 in 2021 and \$5,320,000 in 2020	10,731,043	10,356,082
Current Maturities of Notes Receivable	232,472	175,609
Other	1,387,729	1,966,495
Supplies	3,774,659	3,208,540
Prepaid Expenses	2,169,549	2,135,417
Total Current Assets	29,028,369	49,377,465
NONCURRENT CASH AND INVESTMENTS		
Restricted by Contributors and Grantors	394,721	420,981
Restricted by Bond Indenture Agreements	2,540,708	2,541,711
Designated by Board for Capital Improvements	34,977,522	19,780,525
Total Noncurrent Cash and Investments	37,912,951	22,743,217
CAPITAL ASSETS, NET	68,128,135	62,969,217
OTHER ASSETS		
Rental Property, Net	296,224	323,521
Notes Receivable, Less Current Maturities	182,068	211,868
Other Assets	76,899	76,899
Total Other Assets	555,191	612,288
Total Assets	135,624,646	135,702,187
DEFERRED OUTFLOW FROM LONG-TERM DEBT REFINANCING	210,003	222,356
Total Assets and Deferred Outflows	\$ 135,834,649	\$ 135,924,543

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF NET POSITION (CONTINUED)
JUNE 30, 2021 AND 2020**

LIABILITIES AND NET POSITION	2021	2020
CURRENT LIABILITIES		
Current Maturities of Long-Term Debt	\$ 319,366	\$ 308,044
Accounts Payable	4,548,323	3,381,532
Construction Payables	1,266,469	687,149
Estimated Third-Party Payor Settlements	262,495	150,000
Other Current Liabilities	4,958,823	-
Unearned Revenue	-	5,280,466
Accrued Expenses:		
Salaries, Wages and Payroll Taxes	1,555,116	1,377,652
Vacation	2,537,176	2,483,631
Health Insurance Claims	400,000	400,000
Interest	446,442	447,275
Total Current Liabilities	16,294,210	14,515,749
OTHER LONG-TERM LIABILITIES	1,539,174	7,436,021
LONG-TERM DEBT, LESS CURRENT MATURITIES	27,888,861	28,265,970
Total Liabilities	45,722,245	50,217,740
NET POSITION		
Net Investment in Capital Assets	38,653,439	33,708,054
Restricted for Debt Service Reserve	3,015,531	3,030,616
Restricted by Contributors and Grantors	394,721	420,981
Unrestricted	48,048,713	48,547,152
Total Net Position	90,112,404	85,706,803
Total Liabilities and Net Position	\$ 135,834,649	\$ 135,924,543

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF REVENUES, EXPENSES, AND
CHANGES IN NET POSITION
YEARS ENDED JUNE 30, 2021 AND 2020**

	2021	2020
OPERATING REVENUES		
Net Patient Service Revenue (Net of Provision for Bad Debts of Approximately \$12,094,000 in 2021 and \$11,483,000 in 2020)	\$ 90,799,643	\$ 85,701,160
Other Operating Revenues	2,313,819	3,514,073
Total Operating Revenues	93,113,462	89,215,233
OPERATING EXPENSES		
Salaries and Wages	44,544,749	39,015,352
Employee Benefits	11,656,634	10,980,551
Professional Fees - Physicians	3,502,937	4,211,430
Purchased Services	6,552,944	5,474,249
Supplies	15,958,931	14,831,493
Repairs and Maintenance	5,957,989	5,270,887
Insurance	511,049	631,258
Utilities	1,110,670	1,138,134
Leases and Rental	745,510	839,052
Depreciation	6,826,755	6,711,216
Other Expenses	1,694,750	1,646,162
Total Operating Expenses	99,062,918	90,749,784
OPERATING LOSS	(5,949,456)	(1,534,551)
NONOPERATING REVENUES AND EXPENSES		
Interest Income	299,144	441,509
Interest Expense	(1,314,293)	(1,341,691)
Rent and Other	185,898	226,783
Gain on Disposal of Capital Assets	36,435	52,845
Sales Tax Revenues	12,158	14,177
Unrealized Gain (Loss) on Investments	(154,361)	176,293
Grant Revenue	5,785,014	6,572,344
Restricted Gifts and Grants	440,958	302,103
Expended for Operations	(513,115)	(204,778)
Nonoperating Revenues and Expenses, Net	4,777,838	6,239,585
EXCESS (DEFICIT) OF REVENUE OVER EXPENSES	(1,171,618)	4,705,034
Capital Grants and Contributions	5,577,219	573,155
INCREASE IN NET POSITION	4,405,601	5,278,189
Net Position - Beginning of Year	85,706,803	80,428,614
NET POSITION - END OF YEAR	\$ 90,112,404	\$ 85,706,803

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF CASH FLOWS
YEARS ENDED JUNE 30, 2021 AND 2020**

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from and on Behalf of Patients	\$ 90,537,177	\$ 88,026,146
Other Receipts and Payments, Net	(3,313,747)	15,935,880
Cash Paid to Employees	(55,970,374)	(49,730,019)
Cash Paid to Suppliers and Others	(35,468,240)	(33,818,305)
Net Cash Provided (Used) by Operating Activities	(4,215,184)	20,413,702
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Restricted, Gifts, Grants, and Other Changes, Net of Expended for Operations	5,712,857	6,669,669
CASH FLOWS FROM CAPITAL AND CAPITAL RELATED FINANCING ACTIVITIES		
Construction and Purchase of Capital Assets	(11,342,621)	(5,596,434)
Capital Grants and Contributions	5,577,219	573,155
Principal Paid on Long-Term Debt	(308,044)	(297,305)
Interest Paid on Long-Term Debt	(1,360,516)	(1,336,814)
Net Cash Used by Capital and Capital Related Financing Activities	(7,433,962)	(6,657,398)
CASH FLOWS FROM INVESTING ACTIVITIES		
Investment Income	144,783	617,802
Rent and Other	185,898	226,783
Increase of Notes Receivable	(27,063)	(202,680)
Purchases of Investments	(7,376,440)	(11,052,274)
Proceeds from Sale of Investments	7,423,547	10,713,340
Net Cash Provided by Investing Activities	350,725	302,971
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(5,585,564)	20,728,944
Cash and Cash Equivalents - Beginning of Year	39,304,366	18,575,422
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 33,718,802	\$ 39,304,366

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
COMBINED STATEMENTS OF CASH FLOWS (CONTINUED)
YEARS ENDED JUNE 30, 2021 AND 2020**

	2021	2020
RECONCILIATION OF CASH AND CASH EQUIVALENTS TO THE STATEMENTS OF NET POSITION		
Cash and Cash Equivalents in Current Assets	\$ 10,258,094	\$ 31,046,417
Cash and Cash Equivalents in Restricted by Bond Indenture Agreements (Current and Noncurrent)	3,015,531	3,030,616
Cash and Cash Equivalents in Designated by Board for Capital Improvements	20,050,456	4,806,352
Cash and Cash Equivalents Restricted by Contributors and Grantors	394,721	420,981
Total Cash and Cash Equivalents	\$ 33,718,802	\$ 39,304,366
Total Noncurrent Cash and Investments Included Above	\$ 22,985,885	\$ 7,769,044
RECONCILIATION OF OPERATING LOSS TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES		
Operating Loss	\$ (5,949,456)	\$ (1,534,551)
Adjustments to Reconcile Operating Loss to Net Cash Provided (Used) by Operating Activities:		
Depreciation	6,826,755	6,711,216
Provision for Bad Debts	12,093,691	11,483,336
Changes in Operating Assets and Liabilities:		
Receivables	(11,877,728)	(9,454,832)
Supplies	(566,119)	(291,290)
Prepaid Expenses	(34,132)	149,510
Accounts Payable	1,166,791	366,140
Accrued Expenses	231,009	265,884
Other Liabilities	(938,024)	7,436,021
Unearned Revenue	(5,280,466)	5,280,466
Estimated Third-Party Payor Settlements	112,495	1,802
Net Cash Provided (Used) by Operating Activities	\$ (4,215,184)	\$ 20,413,702
SUPPLEMENTAL DISCLOSURE OF NONCASH FINANCING ACTIVITIES		
Fixed Assets Included in Accounts Payable	\$ 1,266,469	\$ 687,149

See accompanying Notes to Combined Financial Statements.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Memorial Hospital of Sweetwater County

Memorial Hospital of Sweetwater County (Hospital) is a 99-bed general acute care facility located in Rock Springs, Wyoming. The Hospital's primary mission is to provide health care to the residents of Sweetwater County through its acute care services. The Hospital is a component unit of Sweetwater County, Wyoming (County) and participates in the County's tax levies. The Hospital, as a component unit of the County, is exempt from income taxes under current regulations.

The Hospital is governed by a board of trustees, which has all of the powers necessary and convenient to provide for the acquisition, betterment, operation, maintenance, and administration of the facilities as the board of trustees determines to be necessary and expedient.

Memorial Hospital of Sweetwater County Foundation (Foundation) is a Wyoming nonprofit corporation that is reported as a blended component unit of the Hospital. The Foundation's sole purpose is to support the Hospital. The Foundation is a nonprofit corporation as described in Section 501(c)(3) of the Internal Revenue Code (IRC) and is exempt from federal income taxes on related income pursuant to Section 501(c)(3) of the IRC. The Foundation has \$3,201,677 and \$3,098,134 of assets and \$489,298 and \$584,447 of revenue for the years ended June 30, 2021 and 2020, respectively.

Collectively, Memorial Hospital of Sweetwater County and Memorial Hospital of Sweetwater County Foundation are referred to as the Hospital in the combined financial statements.

Measurement Focus and Basis of Accounting

Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the combined financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The Hospital's combined financial statements are prepared in conformity with accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board (GASB). The accompanying combined financial statements have been prepared on the accrual basis of accounting. Revenues are recognized when earned and expenses are recorded when the liability is incurred.

The Hospital uses enterprise fund accounting. Revenues and expenses are recognized on the accrual basis, using the economic resources measurement focus, based on GASB Codification Topic 1600, *Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting*, as amended.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents include deposits and highly liquid investments with an original maturity of three months or less, unless otherwise designated or restricted.

Patient Receivables

Patient receivables are uncollateralized patient and third-party payor obligations. Payments of patient receivables are allocated to the specific claims identified in the remittance advice or, if unspecified, are applied to the earliest unpaid claim.

The carrying amount of patient receivables is reduced by a valuation allowance that reflects management's estimate of amounts that will not be collected from patients and third-party payors. Management reviews patient receivables by payor class and applies percentages to determine estimated amounts that will not be collected from third parties under contractual agreements and amounts that will not be collected from patients due to bad debts. Management considers historical write-off and recovery information in determining the estimated bad debt provision.

Supplies

Supplies are stated at lower of cost (first-in, first-out) or market.

Noncurrent Cash and Investments

Interest and dividends are included in nonoperating revenues when earned. Interest earnings on borrowed proceeds for capital acquisition are capitalized.

The Hospital's investments are maintained in accordance with Wyoming Statute 9-4-831. This statute limits the types of investments the Hospital may invest in as listed in Section 9-4-831(a). The Hospital has adopted an investment policy as directed under Section 9-4-831(h).

Restricted investments consist of funds restricted in accordance with bond indenture agreements, funds restricted by donor for an endowment and purchase of equipment, and funds restricted by the board for capital improvements. Restricted investments that are available for obligations classified as current liabilities are reported in current assets. All investments are carried at fair value. Fair value is determined using quoted market prices.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Capital Assets

Capital assets acquisitions in excess of \$5,000 are capitalized and recorded at historical cost. Contributed capital assets are reported at their estimated fair value at the time of their donation. All capital assets other than land are depreciated or amortized (in the case of capital leases) using the straight-line method of depreciation using these asset lives:

Land Improvements	5 to 20 Years
Buildings	5 to 40 Years
Moveable Equipment	3 to 20 Years

Notes Receivable

Notes receivable are stated at principal amounts and are uncollateralized. Payments on notes receivable are allocated to the outstanding principal and accrued interest balances. Management reviews all notes receivable periodically and estimates a portion, if any, of the balance that will not be collected.

Trust Funds

The Hospital acts as custodian for the funds of Memorial Hospital of Sweetwater County Auxiliary. Trust funds and the related liability are included in cash and accounts payable in the combined financial statements. The balance of these funds was \$111,279 and \$110,911 at June 30, 2021 and 2020, respectively.

Compensated Absences

The Hospital's employees earn paid-time-off and sick leave at varying rates depending on years of service. Paid-time-off and sick leave accumulate up to a specified maximum depending upon length of service. Employees are paid for accumulated paid-time-off upon termination. Sick leave accumulated is forfeited upon termination.

Self-Funded Health Insurance

The provision for estimated health insurance claims includes estimates of the ultimate costs for both reported claims and claims incurred but not reported.

Restricted Resources

When the Hospital has both restricted and unrestricted resources available to finance a particular program, it is the Hospital's policy to use restricted resources before unrestricted resources.

Net Position

Net position of the Hospital is classified in four components. *Net position invested in capital assets* consist of capital assets net of accumulated depreciation and reduced by the current balances of any outstanding borrowings used to finance the purchase or construction of those assets. *Restricted for debt service reserve* and *restricted by contributors and grantors* is the noncapital net position that must be used for a particular purpose, as specified by creditors, grantors, or contributors external to the Hospital. *Unrestricted net position* is the remaining net position that does not meet the definition of *invested in capital assets or restricted*.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Operating Revenues and Expenses

The Hospital's combined statement of revenues, expenses, and changes in net position distinguishes between operating and nonoperating revenues and expenses. Operating revenues result from exchange transactions associated with providing health care services – the Hospital's principal activity. Nonexchange revenues, including taxes, grants, and contributions received for purposes other than capital asset acquisition, are reported as nonoperating revenues. Operating expenses are all expenses incurred to provide health care services, other than financing costs.

Net Patient Service Revenue

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. Payment arrangements include prospectively determined rates, reimbursed costs, discounted charges, and per diem payments. Net patient service revenue is reported at the estimated net realizable amounts from patients, third-party payors, and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods as final settlements are determined.

Charity Care

To fulfill its mission of community service, the Hospital provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Because the Hospital does not pursue collection of amounts determined to qualify as charity care, they are not reported as net patient service revenue.

Unearned Revenue

In March 2020, the World Health Organization declared the spread of Coronavirus Disease (COVID-19) a worldwide pandemic. Given the significant impact the pandemic had on global markets, supply chains, businesses and communities, the U.S. Department of Health and Human Services (HHS) made available emergency relief grant funds to health care providers. Additionally, the State Loan and Investment Board (SLIB) made available multiple preparedness and response grants. Total grant funds approved and received by the Hospital from these grants was \$16,934,241. The grant funds are subject to certain restrictions on eligible expenses or uses, and reporting requirements. Of the total amount received, \$10,361,898 and \$6,572,344 is reported as Grant Revenue or Capital Grants and Contributions in the combined statements of revenues, expenses, and changes in net position for the years ending June 30, 2021 and 2020, respectively. At June 30, 2021 and 2020, respectively, \$-0- and \$5,280,466 is reported as Unearned Revenue in the combined statements of net position.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

**NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)**

Unearned Revenue (Continued)

Specific to the Hospital, COVID-19 may impact various parts of its 2022 operations and financial results including but not limited to additional costs for emergency preparedness, disease control and containment, potential shortages of health care personnel, or loss of revenue due to reductions in certain revenue streams. Management believes the Hospital is taking appropriate actions to mitigate the negative impact. However, the full impact of COVID-19 is unknown and cannot be reasonably estimated as of June 30, 2021.

Other Current Liabilities

As part of the Coronavirus Aid, Relief and Economic Security (CARES) Act the Centers for Medicare & Medicaid Services (CMS) administered an Accelerated and Advanced Payment Program to provide additional relief funds to providers. During the year ended June 30, 2020 the Hospital received total advanced funds through the Accelerated and Advanced Payment Program of \$7,436,021, which started being recouped by CMS one year from the date the funds were received. During the year ended June 30, 2021, \$938,024 was paid back to CMS. At June 30, 2021 and 2020, respectively, \$6,497,997 and \$7,436,021 of funds are reflected as Other Current Liabilities or Other Long-Term Liabilities on the combined statements of net position.

County Support

The Hospital received approximately \$1,448,000 and \$1,650,000 or 1.4% and 1.7% of total operating and nonoperating revenue in direct financial support from the County, for the years ended June 30, 2021 and 2020, respectively. The primary source of the funds is from the general funds of the County. The Hospital applies to the County for these funds, which the County distributes through resolution. For both years ended June 30, 2021 and 2020, these funds were used to reimburse the Hospital for maintenance expenses.

Grants and Contributions

From time to time, the Hospital receives grants and contributions from individuals and private organizations. Revenues from grants and contributions (including contributions of capital assets) are recognized when all eligibility requirements, including time requirements, are met. Grants and contributions may be restricted for either specific operating purposes or for capital purposes. Amounts that are unrestricted or that are restricted to a specific operating purpose are reported as nonoperating revenues. Amounts restricted for capital acquisitions are reported after nonoperating revenues and expenses.

Advertising Costs

The Hospital expenses advertising costs as incurred.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(CONTINUED)

Risk Management

The Hospital is exposed to various risks of loss from torts; theft of, damage to, and destruction of assets; business interruption; errors and omissions; employee injuries and illnesses; natural disasters; medical malpractice; and employee health, dental, and accident benefits. Commercial insurance coverage is purchased for claims arising from such matters. Settled claims have not exceeded this commercial coverage in any of the three preceding years.

Fair Value Measurements

To the extent available, the Hospital's investments are recorded at fair value. GASB Statement No. 72 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. This statement establishes a hierarchy of valuation inputs based on the extent to which inputs are observable in the marketplace. Inputs are used in applying the various valuation techniques and take in to account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, interest and yield curve data, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources.

In contrast, unobservable inputs reflect an entity's assumptions about how market participants would value the financial instrument. Valuation techniques should maximize the use of observable inputs to the extent available. A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 – Inputs that utilize quoted prices (unadjusted) in active markets for identical assets or liabilities that the Hospital has the ability to access.

Level 2 – Inputs that include quoted prices for similar assets and liabilities in active markets and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument. Fair values for these instruments are estimated using pricing models, quoted prices of securities with similar characteristics, or discounted cash flows.

Level 3 – Inputs that are unobservable inputs for the asset or liability, which are typically based on an entity's own assumptions, as there is little, if any, related market activity.

Reclassifications

Certain items in the prior year financial statements have been reclassified to conform to the current year presentation. These reclassifications had no effect on the Hospital's overall net position.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 2 CHARITY CARE

The Hospital maintains records to identify and monitor the level of charity care it provides. These records include the amount of charges foregone for services and supplies furnished under its charity care policy, and an estimated cost (based on cost to charge ratio) of those services and supplies. The estimated costs and expenses incurred to provide charity care for the years ended June 30, 2021 and 2020, was approximately \$1,165,000 and \$974,000, respectively.

NOTE 3 NET PATIENT SERVICE REVENUE

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. A summary of the payment arrangements with major third-party payors follows:

Medicare

Acute care services provided to Medicare program beneficiaries were paid at prospectively determined rates per visit. These rates varied according to a patient classification system that was based on clinical, diagnostic, and other factors. The Hospital is entitled to certain additional payments on a sole community provider. The Hospital is reimbursed for these payments after submission of annual cost reports by the Hospital and audits thereof by the Medicare fiscal intermediary. The Hospital's Medicare cost reports have been finalized by the Medicare fiscal intermediary through the year ended June 30, 2017. The Hospital's classification of patients under the Medicare program and the appropriateness of their admission are subject to an independent review by a peer review organization under contract with the Hospital.

Medicaid

Acute care services provided to Medicaid program beneficiaries are paid at prospectively determined rates per discharge. These rates vary according to a patient classification system that is based on clinical, diagnostic, and other factors.

Blue Cross

Inpatient and outpatient services provided to Blue Cross subscribers are paid at established charges except for physician services that are reimbursed based on fee screens.

Revenue from the Medicare and Medicaid programs accounted for approximately 27% and 5%, respectively, of the Hospital's net patient service revenue for the year ended June 30, 2021 and 27% and 4%, respectively, of the Hospital's net service patient revenue for the year ended June 30, 2020. Laws and regulations governing the Medicare and Medicaid programs are extremely complex and subject to interpretation. As a result, there is at least a reasonable possibility that recorded estimates will change by a material amount in the near term.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020

NOTE 3 NET PATIENT SERVICE REVENUE (CONTINUED)

The Hospital has also entered into payment agreements with certain commercial insurance carriers and other organizations. The basis for payment to the Hospital under these agreements includes charges, prospectively determined rates per discharge, and prospectively determined daily rates.

A summary of patient service revenue, contractual adjustments, and provision for bad debts for the years ended June 30, 2021 and 2020 is as follows:

	2021	2020
Gross Patient Service Revenue	\$ 184,339,029	\$ 171,217,712
Adjustments and Discounts:		
Medicare	(45,429,020)	(42,983,042)
Medicaid	(12,420,297)	(10,451,904)
Other Third-Party Payors	(23,596,378)	(20,598,270)
Provision for Bad Debts	(12,093,691)	(11,483,336)
Total Adjustments and Discounts	<u>(93,539,386)</u>	<u>(85,516,552)</u>
Net Patient Service Revenue	<u>\$ 90,799,643</u>	<u>\$ 85,701,160</u>

NOTE 4 DEPOSITS AND INVESTMENTS

Deposits

The Hospital's deposits are subject to, and in accordance with, Wyoming State Statutes. Under these statutes, all uninsured deposits are fully collateralized. The eligible collateral pledged shall be held in custody of any Federal Reserve Bank, or branch thereof, or held in escrow by some other bank in a manner as the banking commissioner shall prescribe by rules and regulations, or may be segregated from the other assets of the eligible public depository and held in its own trust department. All collateral so held shall be clearly identified as being security maintained or pledged for the aggregate amount of public deposits accepted and held on deposit by the eligible public depository. The depository has the right at any time to make substitutions of eligible collateral maintained or pledged and shall at all times be entitled to collect and retain all income derived from those investments with restrictions. The Hospital may legally invest in direct obligations of and other obligations guaranteed as to principal by the U.S. Treasury and U.S. agencies and instrumentalities.

The Hospital's investments are recorded at fair value and consist of cash and cash equivalents and U.S. agency obligations. As of June 30, 2021 and 2020, management believes the investments were in compliance with the defined rating and risk criteria set forth under Wyoming regulations.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 4 DEPOSITS AND INVESTMENTS (CONTINUED)

Deposits (Continued)

The Hospital provides for investment in a variety of investment funds. In general, investments are exposed to various risks, such as interest rate, credit, and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the Hospital's account balances.

Investments

The Hospital's investments are reported at fair value as discussed in Note 1. At June 30, 2021 and 2020, the Hospital had the following investments and maturities, all of which were held in the Hospital's name by a custodial bank that is an agent of the Hospital.

Investment Type	Fair Value	Investment Maturity (in Years)			Credit Rating
		Less than 1	1 to 5	6 to 10	
2021					
Money Market	\$ 43,928	\$ 43,928	\$ -	\$ -	N/A
Brokered Certificates of Deposit	7,545,672	2,041,134	5,259,036	245,502	AA+ or AAA
Federal Farm Credit Bank Loan	3,869,119	2,803,143	1,065,976	-	AA or AAA
Federal Home Loan Bank	992,940	-	992,940	-	AA or AAA
Federal National Mortgage	2,475,407	-	2,475,407	-	AA or AAA
Total Investments	<u>\$ 14,927,066</u>	<u>\$ 4,888,205</u>	<u>\$ 9,793,359</u>	<u>\$ 245,502</u>	
2020					
Money Market	\$ 252,673	\$ 252,673	\$ -	\$ -	N/A
Brokered Certificates of Deposit	7,394,650	-	7,394,650	-	AA+ or AAA
Federal Farm Credit Bank Loan	2,257,728	-	2,257,728	-	AA or AAA
Federal Home Loan Bank	2,268,360	-	2,268,360	-	AA or AAA
Federal National Mortgage	2,800,762	-	2,800,762	-	AA or AAA
Total Investments	<u>\$ 14,974,173</u>	<u>\$ 252,673</u>	<u>\$ 14,721,500</u>	<u>\$ -</u>	

The carrying values of deposits shown above are included in the combined statements of net position as follows:

	2021	2020
Carrying Value:		
Deposits	\$ 33,607,481	\$ 39,193,413
WYO-STAR State Pooled Funds	111,321	110,953
Investments	14,927,066	14,974,173
Total Deposits and Investments	<u>\$ 48,645,868</u>	<u>\$ 54,278,539</u>
Included in the Following Balance Sheet Captions:		
Cash and Cash Equivalents	\$ 10,258,094	\$ 31,046,417
Restricted by Contributors and Grantors	394,721	420,981
Restricted by Bond Indenture Agreements	3,015,531	3,030,616
Designated by Board for Capital Improvements	34,977,522	19,780,525
Total Deposits and Investments	<u>\$ 48,645,868</u>	<u>\$ 54,278,539</u>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 4 DEPOSITS AND INVESTMENTS (CONTINUED)

Fair Value Measurements

The Hospital uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. For additional information on how the Hospital measures fair value refer to Note 1 – Organization and Summary of Significant Accounting Policies. The following table presents the fair value hierarchy for the balances of the assets and liabilities of the Hospital measured at fair value on a recurring basis as of June 30, 2021 and 2020 :

Investment Type	2021			Total
	Level 1	Level 2	Level 3	
Brokered Certificates of Deposit	\$ 7,545,672	\$ -	\$ -	\$ 7,545,672
U.S. Government Agencies	-	7,337,466	-	7,337,466
Total	\$ 7,545,672	\$ 7,337,466	\$ -	\$ 14,883,138

Investment Type	2020			Total
	Level 1	Level 2	Level 3	
Brokered Certificates of Deposit	\$ 7,394,650	\$ -	\$ -	\$ 7,394,650
U.S. Government Agencies	-	7,326,850	-	7,326,850
Total	\$ 7,394,650	\$ 7,326,850	\$ -	\$ 14,721,500

Interest Income

Interest income of \$299,144 and \$441,509 for the years ended June 30, 2021 and 2020, respectively, is made up entirely of interest income from deposits.

NOTE 5 PATIENT ACCOUNTS RECEIVABLE

Patient accounts receivable for the years ended June 30, 2021 and 2020 consists of the following:

	2021	2020
Receivable from Patients and Their Insurance Carriers	\$ 14,636,155	\$ 13,818,110
Receivable from Medicare	1,467,738	1,666,269
Receivable from Medicaid	285,150	248,703
Total Patient Accounts Receivable	16,389,043	15,733,082
Less: Estimated Allowance for Uncollectible Amounts	(5,658,000)	(5,377,000)
Net Patient Accounts Receivable	\$ 10,731,043	\$ 10,356,082

NOTE 6 DESIGNATED NET POSITION

Of the \$48,048,713 and \$48,547,152 of unrestricted net position reported in 2021 and 2020, \$34,977,522 and \$19,780,525, respectively, has been designated by the Hospital's board of trustees for capital acquisitions. Designated funds remain under the control of the board of trustees, which may at its discretion later use the funds for other purposes.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 7 CAPITAL ASSETS

Capital assets additions, retirements, and balances for the years ended June 30, 2021 and 2020 are as follows:

	Balance June 30, 2020	Additions	Transfers Retirements	Balance June 30, 2021
Land	\$ 18,245	\$ -	\$ -	\$ 18,245
Land Improvements	3,509,442	-	497,472	4,006,914
Buildings	38,087,662	-	3,176,495	41,264,157
Equipment	110,074,716	-	2,878,960	112,953,676
Totals at Historical Cost	<u>151,690,065</u>	<u>-</u>	<u>6,552,927</u>	<u>158,242,992</u>
Less: Accumulated Depreciation for:				
Land Improvements	(2,807,676)	(146,402)	-	(2,954,078)
Buildings	(16,178,790)	(1,017,435)	-	(17,196,225)
Equipment	(73,578,046)	(5,635,621)	366,535	(78,847,132)
Total Accumulated Depreciation	<u>(92,564,512)</u>	<u>(6,799,458)</u>	<u>366,535</u>	<u>(98,997,435)</u>
Capital Assets, Net before Construction in Progress	59,125,553	(6,799,458)	6,919,462	59,245,557
Construction in Progress	3,843,664	12,453,013	(7,414,099)	8,882,578
Capital Assets, Net	<u>\$ 62,969,217</u>	<u>\$ 5,653,555</u>	<u>\$ (494,637)</u>	<u>\$ 68,128,135</u>

	Balance June 30, 2019	Additions	Transfers Retirements	Balance June 30, 2020
Land	\$ 18,245	\$ -	\$ -	\$ 18,245
Land Improvements	2,939,428	-	570,014	3,509,442
Buildings	37,531,523	-	556,139	38,087,662
Equipment	110,331,703	19,864	(276,851)	110,074,716
Totals at Historical Cost	<u>150,820,899</u>	<u>19,864</u>	<u>849,302</u>	<u>151,690,065</u>
Less: Accumulated Depreciation for:				
Land Improvements	(2,670,113)	(137,563)	-	(2,807,676)
Buildings	(15,178,534)	(1,000,256)	-	(16,178,790)
Equipment	(71,013,498)	(5,546,098)	2,981,550	(73,578,046)
Total Accumulated Depreciation	<u>(88,862,145)</u>	<u>(6,683,917)</u>	<u>2,981,550</u>	<u>(92,564,512)</u>
Capital Assets, Net before Construction in Progress	61,958,754	(6,664,053)	3,830,852	59,125,553
Construction in Progress	1,416,529	6,294,663	(3,867,528)	3,843,664
Capital Assets, Net	<u>\$ 63,375,283</u>	<u>\$ (369,390)</u>	<u>\$ (36,676)</u>	<u>\$ 62,969,217</u>

Construction in progress at June 30, 2021 is related to the HVAC project, Cerner EHR project, and Medical Imaging project. The HVAC project has an estimated total cost of approximately \$6.3 million and is expected to be completed in September 2021. The Cerner EHR project has an estimated total cost of approximately \$5.1M and is expected to be completed in October 2021. The Medical Imaging has an estimated total cost of approximately \$2.3M and is expected to be completed in November 2021. The projects will be financed with internal funds.

Assets held under capital leases were as follows as of June 30:

	2021	2020
Equipment	\$ 1,669,255	\$ 1,669,255
Less: Accumulated Amortization	(1,111,621)	(862,696)
Total	<u>\$ 557,634</u>	<u>\$ 806,559</u>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 8 LONG-TERM DEBT

Long-term debt at June 30, 2021 and 2020 consists of the following:

	Balance June 30, 2020	Additions	Reductions	Balance June 30, 2021	Amount Due Within One Year
Hospital Revenue Bonds:					
Series 2013A	\$ 26,790,000	\$ -	\$ -	\$ 26,790,000	\$ -
Series 2013A Bond Premium	1,010,496	-	(57,743)	952,753	-
Total Bonds	<u>27,800,496</u>	<u>-</u>	<u>(57,743)</u>	<u>27,742,753</u>	<u>-</u>
Siemen's Note Payable	202,823	-	(99,000)	103,823	103,823
Capital Lease Obligations	570,695	-	(209,044)	361,651	215,543
Total Notes from Direct Borrowings and Capital Lease Obligations	<u>773,518</u>	<u>-</u>	<u>(308,044)</u>	<u>465,474</u>	<u>319,366</u>
Total Long-Term Debt	<u>\$ 28,574,014</u>	<u>\$ -</u>	<u>\$ (365,787)</u>	<u>\$ 28,208,227</u>	<u>\$ 319,366</u>
	Balance June 30, 2019	Additions	Reductions	Balance June 30, 2020	Amount Due Within One Year
Hospital Revenue Bonds:					
Series 2013A	\$ 26,790,000	\$ -	\$ -	\$ 26,790,000	\$ -
Series 2013A Bond Premium	1,068,239	-	(57,743)	1,010,496	-
Total Bonds	<u>27,858,239</u>	<u>-</u>	<u>(57,743)</u>	<u>27,800,496</u>	<u>-</u>
Siemen's Note Payable	297,230	-	(94,407)	202,823	99,004
Capital Lease Obligations	773,593	-	(202,898)	570,695	209,040
Total Notes from Direct Borrowings and Capital Lease Obligations	<u>1,070,823</u>	<u>-</u>	<u>(297,305)</u>	<u>773,518</u>	<u>308,044</u>
Total	<u>\$ 28,929,062</u>	<u>\$ -</u>	<u>\$ (355,048)</u>	<u>\$ 28,574,014</u>	<u>\$ 308,044</u>

The terms and due dates of the Hospital's long-term debt at June 30, 2021 are as follows:

- Sweetwater County, Wyoming (Memorial Hospital) Hospital Revenue Refunding Bonds Series 2013A, dated June 20, 2013. Interest is due annually to September 2037 at a 5% rate. Bonds are secured by Hospital revenues.
- Siemen's Note Payable, payable in monthly installments of \$8,877, including interest at 4.76%, through June 2022.
- Capital Lease Obligation, payable in monthly installments of \$18,230, including interest at 2.68%, through February 2023.

Restrictive Covenants

The Hospital is required to meet certain financial and nonfinancial covenants. Management believes the Hospital was in compliance with the restrictive covenants as of June 30, 2021 and 2020, respectively.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 8 LONG-TERM DEBT (CONTINUED)

Scheduled principal and interest payments on long-term debt and capital leases are as follows:

Year Ending June 30,	Bonds		Notes from Direct Borrowings		Capital Lease Obligations		Total Long-Term Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2022	\$ -	\$ 1,339,500	\$ 103,823	\$ 2,698	\$ 215,543	\$ 7,020	\$ 319,366	\$ 1,349,218
2023	-	1,339,500	-	-	146,108	1,468	146,108	1,340,968
2024	1,230,000	1,308,750	-	-	-	-	1,230,000	1,308,750
2025	1,295,000	1,245,625	-	-	-	-	1,295,000	1,245,625
2026	1,360,000	1,179,250	-	-	-	-	1,360,000	1,179,250
2027 to 2031	7,915,000	4,776,375	-	-	-	-	7,915,000	4,776,375
2032 to 2036	10,160,000	2,528,000	-	-	-	-	10,160,000	2,528,000
2037 to 2039	4,830,000	244,500	-	-	-	-	4,830,000	244,500
Total	\$ 26,790,000	\$ 13,961,500	\$ 103,823	\$ 2,698	\$ 361,651	\$ 8,488	\$ 27,255,474	\$ 13,972,686

NOTE 9 PENSION PLANS

The Hospital has a Section 457 defined contribution pension plan that is available to all qualified Hospital employees. Employees are eligible to participate in the plan upon completion of three months of service. The Hospital's matching contributions are deposited into the 401(a) plan described below.

The Hospital has a Section 401(a) defined contribution pension plan that is available to all qualified Hospital employees. The Hospital's contribution is based on a 100% match of employee contributions up to a maximum of 7% of participant salaries. Employees are eligible to participate in the plan upon completion of one year of service.

The pension expense for the years ended June 30, 2021, 2020, and 2019 was \$1,739,138, \$1,608,185, and \$1,462,556, respectively.

NOTE 10 CONCENTRATION OF CREDIT RISK

The Hospital grants credit without collateral to its patients, most of who are insured under third-party payor agreements. The mix of patient receivables from third-party payors and patients at June 30, 2021 and 2020 was as follows:

	2021	2020
Medicare	21 %	25 %
Medicaid	6	6
Blue Cross	14	11
Other Third-Party Payors	24	26
Patients	35	32
Total	<u>100 %</u>	<u>100 %</u>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 11 COMMITMENTS AND CONTINGENCIES

Operating Leases

The Hospital leases certain facilities and equipment under long-term operating lease agreements for the year ended June 30, 2021. Total lease expense for all operating leases for the years ended June 30, 2021 and 2020 was approximately \$746,000 and \$839,000, respectively.

Minimum future lease payments for these operating leases are as follows:

<u>Year Ending June 30,</u>	Operating Leases
2022	<u>\$ 41,138</u>

Malpractice Insurance

The Hospital has malpractice insurance coverage to provide protection for professional liability losses on a claims-made basis subject to a limit of \$1 million per claim and an annual aggregate limit of \$3 million. There is additional excess coverage above this limit up to \$10 million. Effective May 1, 2020 this excess coverage was decreased to \$5 million. Should the claims-made policy not be renewed or replaced with equivalent insurance, claims based on occurrences during its term, but reported subsequently, would be uninsured.

Self-Funded Health Insurance

The Hospital self-funds health benefits for eligible employees and their dependents. Health insurance expense is recorded on an accrual basis. An accrued liability is recorded in the combined financial statements, which estimates the claims incurred but not yet reported and claims reported but not yet paid. The Hospital has stop loss insurance to cover catastrophic claims. The Hospital expensed amounts representing the employer's portion of actual claims paid, adjusted for the actuarially determined estimates of liabilities relating to claims resulting from services provided prior to the respective fiscal period-end. The Hospital recognized approximately \$6,472,000 and \$6,298,000 of expense during the years ended June 30, 2021 and 2020, respectively. The estimated liability relating to self-funded health insurance was \$400,000 as of June 30, 2021 and 2020.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2021 AND 2020**

NOTE 11 COMMITMENTS AND CONTINGENCIES (CONTINUED)

Litigations, Claims, and Disputes

The Hospital is subject to the usual contingencies in the normal course of operations relating to the performance of its tasks under its various programs. In the opinion of management, the ultimate settlement of litigation, claims, and disputes in process will not be material to the combined financial position of the Hospital.

The health care industry is subject to numerous laws and regulations of federal, state, and local governments. Compliance with these laws and regulations, specifically those relating to the Medicare and Medicaid programs, can be subject to government review and interpretation, as well as regulatory actions unknown and unasserted at this time. Federal government activity has increased with respect to investigations and allegations concerning possible violations by health care providers of regulations, which could result in the imposition of significant fines and penalties, as well as significant repayments of previously billed and collected revenues from patient services. Management believes that the Hospital is in substantial compliance with current laws and regulations.

DRAFT



**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF COMBINED FINANCIAL STATEMENTS PERFORMED IN
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

Board of Trustees
Memorial Hospital of Sweetwater County
Rock Springs, Wyoming

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the combined financial statements of Memorial Hospital of Sweetwater County (the Hospital), which comprise the combined statement of net position as of June 30, 2021, and the related combined statement of revenues, expenses, and changes in net position, and cash flows for the year then ended, and the related notes to the combined financial statements, and have issued our report thereon dated REPORT DATE.

Internal Control Over Financial Reporting

In planning and performing our audit of the combined financial statements, we considered the Hospital's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the combined financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Hospital's internal control. Accordingly, we do not express an opinion on the effectiveness of the Hospital's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Hospital’s combined financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the Hospital’s internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Hospital’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

CliftonLarsonAllen LLP

Minneapolis, Minnesota
REPORT DATE

DRAFT

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

Wednesday~ September 29, 2021 2:00 p.m. Teleconference

Voting Members:

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

Non-Voting Members:

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

Guests:

Jeff Smith, Commission Leslie Taylor Darryn McGarvey-CLA
Dan Deyle-CLA

- | | | |
|-------|---|----------------------|
| I. | Call Meeting to Order | Ed Tardoni |
| II. | Approve August 25, 2021 Meeting Minutes | Ed Tardoni |
| III. | Capital Requests FY 22 | |
| IV. | FY2021 Financial Audit – CLA | Darryn McGarvey, CLA |
| V. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. Narratives | Tami Love |
| | 2. Financial Information | Tami Love |
| | 3. Self-Pay Report | Ron Cheese |
| | B. Other Business | |
| | 1. Preliminary Bad Debt | Ron Cheese |
| VI. | Old Business | |
| | A. Bond Refinancing | Tami Love |
| VII. | New Business | |
| | A. Financial Forum Discussion | Ed Tardoni |
| VIII. | Adjournment | Ed Tardoni |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
August 25, 2021

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

Voting Members Absent: *None*

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

Non-Voting Members Absent: Dr. Ben Jensen
Dr. Israel Stewart
Dr. Ann Clevenger, *CNO*

Guests: Ms. Leslie Taylor, *Clinic Director*

Call Meeting to Order

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

Approve Meeting Minutes

A motion to approve the meeting minutes of June 30, 2021 was made by Ms. Layne; second by Ms. Richardson. Motion carried. Ms. Pendleton and Ms. Love abstained as they were not in attendance for that meeting.

Capital Requests

Mr. Cheese presented capital request FY22-13 for Experian Passport Authorizations. This was not a budgeted item. Mr. Cheese explained that this software goes along with the Cerner implementation. The software is used for prior authorizations and will increase efficiency and save time. The motion to submit to the Board was made by Ms. Pendleton; second by Ms. Richardson. Motion carried.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love highlighted the July financial information. July had a loss of \$183,123 compared with a gain of \$785,632 in the budget. The revenue was down in July coming in at \$17,210,347. Annual Debt Service Coverage came in at 2.91. Days of Cash on Hand was at 159. The reduction of revenue was 51.7% for July.

Ms. Love said through July, we have paid back \$748,000 of the Medicare Advanced Payments. Medicare takes these funds back through the funds they pay us. The total amount we were advanced was \$7.4 million. She said we have started to pull funds for operations from the reserves.

Ms. Love explained our gross revenue is projecting lower in August due to the postponement of elective surgeries because of the generator issue. Collections are projecting higher at \$7.7 million. Ms. Pendleton asked if she could meet with Ms. Love to go over the financial packet.

Ms. Love said our auditors were on-site the first week of August. We are just waiting on a few items to finalize the audit. The auditors will present to the Finance & Audit Committee at the September meeting and at the October Board meeting.

Mr. Cheese said the preliminary bad debt for July is \$1,004,104.55. A motion to submit to the Board was made by Ms. Pendleton; second by Ms. Love. Motion carried.

Old Business

Ms. Love updated the committee on the bond refinancing. They hope to have it finalized by the end of the year. She said they talked about adding an additional \$2-3 million to the loan for projects but decided against this as it was determined it would wipe out any interest savings from the refinance.

Mr. Tardoni alerted the committee to concerns with the recent lightening strike. This problem could happen again due to a lightening rod on the tower. He recommended that we bring someone in to look at the problem. Ms. Love said that Mr. Horan is currently working on the problem. Ms. Richardson said that we have also filed an insurance claim. We are not sure if it will cover the cancelled surgeries at this point.

New Business

Ms. Love said Ms. Richardson and herself met with Standard & Poor's and they received our annual report. The report was included in the packet. Our outlook rating was increased from negative to stable and the rating remained at BB+. She said they included the CARES funds in the ratio calculations. They were very pleased with the results.

Financial Forum Discussion

Ms. Love asked if we should change the time of the monthly meeting to include the new physician members. Mr. Tardoni said he was open to a new time. Ms. Love will reach out to Dr. Jensen and Dr. Stewart and ask what might work for them.

Ms. Richardson wanted everyone to think about when we want to hold the Finance Workshop this year. She said Quality wants to hold their workshop in January. She suggested February for Finance & Audit since it will be close to the start of the budget process.

Mr. Tardoni adjourned the meeting at 2:39pm.

Submitted by Jan Layne

DRAFT

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

NARRATIVE TO AUGUST 2021 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for August was a gain of \$198,005, compared to a gain of \$625,080 in the budget. This yields a 2.37% operating margin for the month compared to 7.29% in the budget. The year-to-date gain is \$14,882, compared to a gain \$1,410,712 in the budget. The year to date operating margin is 0.09%, compared to 8.13% in the budget.

The total net gain for August is \$115,185, compared to a gain of \$587,404 in the budget. Year-to date, the total net gain is \$154,782, compared to a total net gain of \$1,333,139 in the budget. This represents a YTD profit margin of 0.92% compared to 7.68% in the budget.

REVENUE. Revenue for the month is \$16,837,901, under budget by \$353,864. Inpatient revenue is over budget by \$251,890, hospital outpatient revenue was under budget by \$357,136 and the Clinic was under budget by \$248,618.

Annual Debt Service Coverage came in at 3.09. Days of Cash on Hand are 166 in August, up six days from last month. Daily cash expense decreased slightly to \$252,000 year to date.

REDUCTION OF REVENUE. Deductions from revenue are 51.1% in August, slightly under budget. Year to date reductions are at 51.4%. Total collections for the month came in at \$8,116,585. The repayment of the Medicare Advanced Payment began in April and through August we have paid back \$1,673,247 of the \$7.4 million received.

Net days in AR are at 43.86 days. We continue to exceed the goals for AR greater than 90 days for all Payers.

EXPENSES. Total expenses in August were down from July, at \$8,142,405, over budget by \$192,476. Expenses are over budget \$813,648 year to date of which \$284,000 are COVID-19 related expenses. The following line items were over budget in August:

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

Contract Labor – Due to staffing shortages in most clinical areas there are currently contract labor positions in Labor & Delivery, ICU, Surgery, Emergency Room, Laboratory, Ultrasound, and Respiratory Therapy. COVID related staff

include door monitors and additional nursing, laboratory and respiratory therapy positions. We have seen as much as an 175% increase in contract labor rates. **Supplies** – Drugs, Other med/surg supplies, Blood and Non-med/surg supplies are over budget due to increased volumes. Maintenance supplies and Minor equipment are also over budget in August. Patient chargeables and implants are under budget due to the decrease of elective surgeries. **Insurance** – Insurance expense is over budget due to deductibles on current claims.

PROVIDER CLINIC. Revenue for the Clinics in August is under budget by \$248,618, at \$1,692,131. Year to date gross revenue is \$3,408,298, under budget by \$536,872. Net patient revenue in August is \$934,159, under budget by \$113,556 and \$1,868,226 year to date, under budget by \$251,918. The bottom line for the Clinics in August is a loss of \$509,620 compared to a loss of \$394,402 in the budget. The year to date loss is \$1,106,629, over budget by \$301,362. Deductions from revenue for the Clinics are at 45.2% year to date. Volume at the Clinics are 5,495 visits in August.

Total Clinic expenses for the month are \$1,500,019, over budget by \$4,611. The majority of the expenses consist of Salaries and Benefits; at 83.2% of total expenses year-to-date. Wages, Supplies and Equipment leases are over budget for August.

OUTLOOK FOR SEPTEMBER. Gross patient revenue is projecting lower in September at \$16 million, right on budget. Inpatient revenue is coming in over budget due to the increase in patient days due to our high census. Outpatient revenue is under budget due to postponement of elective surgeries and some decreases in other outpatient services.

Collections for September are projecting close to \$7.7 million. Deductions of revenue are expected to come in close to budget at 51%. Expenses will remain high in September due to staffing shortages and the continued COVID related expenses. The bottom line for September is estimated near breakeven.

CARES ACT. Through June 30, 2021 we reconciled all of the CARES Act funds received. There has been a grace period of 60 days added to the September 30 deadline for reporting the reconciliation of the initial funds. We are working with our auditors on this reporting and hope to have the portal submitted by September 30. Due to the amount of funds received from the federal government, we qualify for a Single Audit of these funds. The deadline for this audit has also been extended and is now March 31, 2022.

The CARES Act funding ended June 30, 2021 but we continue to see lost revenue and increased COVID-19 related expenses through the first quarter of fiscal year 2022 due to the surge in August and September. We continue to research any new assistance funds that will be available for responding to the pandemic. These include federal, state and county funds. The Wyoming Hospital Association, in collaboration with the State, has announced \$30 million in assistance for personnel costs including contract labor and temporary employees. FEMA has also announced an extension on their funding through

December 31, 2021 and we will be opening another request for reimbursement for personnel costs, contract labor costs and some additional equipment.

A couple weeks ago, President Biden announced an executive order for vaccine mandates, including requiring federal employees, large employers and all healthcare workers to be vaccinated. For healthcare facilities receiving Medicare and Medicaid funding, CMS will be regulating the mandate. CMS is expecting an Interim Final Rule in October and we are continuing to watch for more information on how this will be rolled out.



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

Unaudited Financial Statements

for

Two month ended August 31, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY
Two month ended August 31, 2021

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

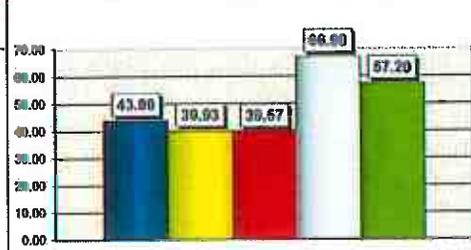
EXECUTIVE FINANCIAL SUMMARY

Two month ended August 31, 2021

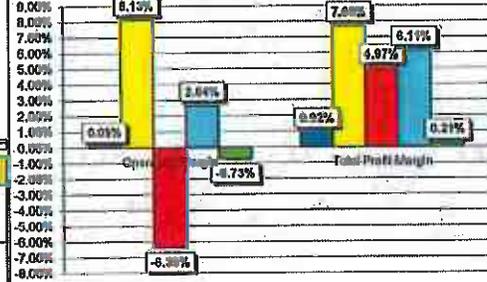
BALANCE SHEET

	YTD 8/31/2021	Prior FYE 6/30/2021
ASSETS		
Current Assets	\$29,194,171	\$28,076,102
Assets Whose Use is Limited	36,200,944	38,038,595
Property, Plant & Equipment (Net)	67,811,557	68,424,357
Other Assets	207,944	210,003
Total Unrestricted Assets	133,414,615	134,749,057
Restricted Assets	395,362	395,362
Total Assets	\$133,809,977	\$135,144,419
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,937,653	\$10,645,170
Long-Term Debt	27,733,131	27,742,755
Other Long-Term Liabilities	5,872,021	6,644,104
Total Liabilities	43,542,805	45,032,029
Net Assets	90,267,172	90,112,390
Total Liabilities and Net Assets	\$133,809,977	\$135,144,419

NET DAYS IN ACCOUNTS RECEIVABLE



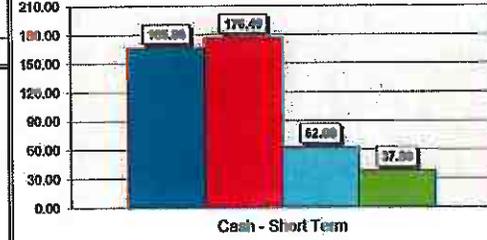
HOSPITAL MARGINS



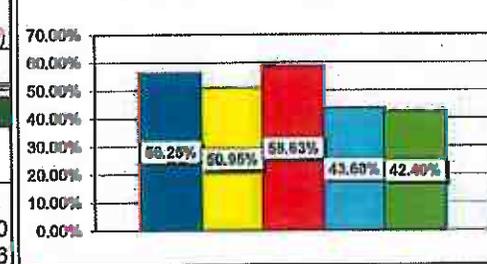
STATEMENT OF REVENUE AND EXPENSES - YTD

	08/31/21 ACTUAL	08/31/21 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$16,837,901	\$17,191,765	\$34,048,248	\$35,048,671
Deductions From Revenue	(8,610,457)	(8,896,111)	(17,516,464)	(18,130,280)
Net Patient Revenues	8,227,443	8,301,654	16,531,784	16,918,392
Other Operating Revenue	112,967	273,355	241,456	437,030
Total Operating Revenues	8,340,410	8,575,009	16,773,240	17,355,421
Expenses:				
Salaries, Benefits & Contract Labor	4,631,059	4,403,209	9,426,642	8,843,214
Purchased Serv. & Physician Fees	660,158	839,869	1,528,333	1,689,327
Supply Expenses	1,381,763	1,204,906	2,857,856	2,396,262
Other Operating Expenses	908,048	895,045	1,825,646	1,800,404
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	561,377	606,899	1,119,881	1,215,502
Total Expenses	8,142,405	7,949,929	16,758,368	15,944,709
NET OPERATING SURPLUS	198,005	625,080	14,882	1,410,712
Non-Operating Revenue/(Exp.)	(62,620)	(37,676)	139,899	(77,573)
TOTAL NET SURPLUS	\$115,185	\$587,404	\$154,782	\$1,333,139

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	08/31/21 ACTUAL	08/31/21 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	368	312	715	662
Average Acute Length of Stay	3.3	3.0	3.1	3.0
Total Emergency Room Visits	1,341	1,253	2,682	2,466
Outpatient Visits	10,248	7,256	18,455	15,377
Total Surgeries	91	166	239	344
Total Worked FTE's	452.14	450.97	447.14	450.97
Total Paid FTE's	501.52	494.77	498.79	494.77
Net Revenue Change from Prior Yr	8.38%	11.43%	101.34%	108.32%
EBIDA - 12 Month Rolling Average			-0.25%	15.13%
Current Ratio			2.94	
Days Expense in Accounts Payable			30.74	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	06/31/21
Prior Fiscal Year End	08/30/21
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 2.47

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Two month ended August 31, 2021

📊 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Year to Date 8/31/2021	Budget 6/30/2021	Speculative Grade Rating	BBB Credit Rating	Prior Fiscal Year End 06/30/21	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:							
Operating Margin	📈 0.09%	1.90%	1.60%	-1.00%	-6.39%	2.64%	-0.73%
Total Profit Margin	📈 0.92%	0.76%	2.60%	1.30%	4.97%	6.11%	0.21%
Liquidity:							
Days Cash, All Sources **	📈 165.88	129.76	103.40	228.00	176.49	62.00	37.80
Net Days in Accounts Receivable	📉 43.88	50.02	52.40	51.80	39.57	66.90	57.20
Capital Structure:							
Average Age of Plant (Annualized)	📉 16.07	12.58	14.00	13.90	14.61	9.50	12.40
Long Term Debt to Capitalization	📉 23.98%	25.75%	36.60%	22.30%	24.02%	16.80%	10.00%
Debt Service Coverage Ratio **	📈 3.09	3.97	2.80	2.50	5.03	N/A	2.84
Productivity and Efficiency:							
Paid FTE's per Adjusted Occupied Bed	📉 8.19	8.43			8.61	6.80	4.63
Salary Expense per Paid FTE	\$90,313	\$86,892			\$95,218	\$82,436	\$48,150
Salary and Benefits as a % of Total Operating Exp	56.25%	56.43%			58.63%	43.60%	42.40%

Note 1 - 2017 Ingenix report (2015 median data), for all hospitals within the state regardless of size.
 Note 2 - 2017 Ingenix report (2015 median data), for all U. S. hospitals that match this type and size.
 **Bond Covenant ratio is 75 Days Cash on Hand and 1.25 Debt Service Coverage

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two month ended August 31, 2021

	Current Month 8/31/2021	Prior Month 7/31/2021	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2021
Current Assets					
Cash and Cash Equivalents	\$9,474,535	\$9,074,380	\$400,155	4.41%	\$10,238,414
Gross Patient Accounts Receivable	25,988,814	25,339,195	649,619	2.56%	22,751,139
Less: Bad Debt and Allowance Reserves	(14,667,203)	(14,031,923)	(635,281)	-4.53%	(12,710,325)
Net Patient Accounts Receivable	11,321,611	11,307,272	14,339	0.13%	10,040,814
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,359,359	2,272,997	86,362	3.80%	1,852,666
Inventories	3,768,234	3,762,656	5,578	0.15%	3,774,659
Prepaid Expenses	2,270,432	2,464,667	(194,235)	-7.88%	2,169,549
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	29,194,171	28,881,973	312,198	1.08%	28,076,102
Assets Whose Use is Limited					
Cash	73,821	71,700	2,120	2.96%	145,904
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,238,448	3,126,989	111,459	3.56%	3,015,531
Trustee Held Funds - SPT	26,950	26,524	426	1.61%	26,503
Board Designated Funds	17,933,132	17,927,529	5,603	0.03%	19,921,794
Other Limited Use Assets	14,928,592	14,928,592	0	0.00%	14,928,863
Total Limited Use Assets	36,200,944	36,081,335	119,609	0.33%	38,038,595
Property, Plant, and Equipment					
Land and Land Improvements	3,902,016	4,025,159	(123,143)	-3.06%	4,025,159
Building and Building Improvements	41,095,193	41,974,630	(879,437)	-2.10%	41,947,846
Equipment	114,510,194	114,811,983	(301,789)	-0.26%	114,615,271
Construction In Progress	7,109,970	7,254,668	(144,698)	-1.99%	7,220,982
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	166,617,373	168,066,440	(1,449,067)	-0.86%	167,809,258
Less: Accumulated Depreciation	(98,805,817)	(99,943,405)	1,137,588	1.14%	(99,384,901)
Net Property, Plant, and Equipment	67,811,557	68,123,036	(311,479)	-0.46%	68,424,357
Other Assets					
Unamortized Loan Costs	207,944	208,973	(1,029)	-0.49%	210,003
Other	0	0	0	0.00%	0
Total Other Assets	207,944	208,973	(1,029)	-0.49%	210,003
TOTAL UNRESTRICTED ASSETS	133,414,615	133,295,316	119,299	0.09%	134,749,057
Restricted Assets	395,362	395,362	0	0.00%	395,362
TOTAL ASSETS	\$133,809,977	\$133,690,678	\$119,299	0.09%	\$135,144,419

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 5

ROCK SPRINGS, WY

Two month ended August 31, 2021

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2021
	Current Month 8/31/2021	Prior Month 7/31/2021	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,371,058	\$4,241,859	(\$129,199)	-3.05%	\$5,787,069
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	2,106,656	1,836,846	(269,810)	-14.69%	1,555,117
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,489,299	2,537,406	48,107	1.90%	2,537,177
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	301,332	310,349	9,017	2.91%	319,366
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	669,309	557,876	(111,433)	-19.97%	446,442
Total Current Liabilities	9,937,653	9,484,334	(453,318)	-4.78%	10,645,170
Long Term Debt					
Bonds/Mortgages Payable	28,034,463	28,048,292	13,829	0.05%	28,062,121
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	301,332	310,349	9,017	2.91%	319,366
Total Long Term Debt (Net of Current)	27,733,131	27,737,943	4,812	0.02%	27,742,755
Other Long Term Liabilities					
Deferred Revenue	5,762,774	6,188,737	425,963	6.88%	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	109,247	127,677	18,430	14.43%	146,106
Total Other Long Term Liabilities	5,872,021	6,316,414	444,393	7.04%	6,644,104
TOTAL LIABILITIES	43,542,805	43,538,691	(4,114)	-0.01%	45,032,029
Net Assets:					
Unrestricted Fund Balance	87,761,782	87,761,782	0	0.00%	83,129,665
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	391,489	391,489	0	0.00%	391,489
Net Revenue/(Expenses)	154,782	39,597	N/A	N/A	4,632,116
TOTAL NET ASSETS	90,267,172	90,151,987	(115,185)	-0.13%	90,112,390
TOTAL LIABILITIES AND NET ASSETS	\$133,809,977	\$133,690,678	(\$119,299)	-0.09%	\$135,144,419

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

Two month ended August 31, 2021

	CURRENT MONTH				Prior Year 08/31/20
	Actual 08/31/21	Budget 08/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,340,697	\$3,088,807	\$251,890	8.15%	\$2,958,360
Outpatient Revenue	11,805,073	12,162,208	(357,136)	-2.94%	11,339,455
Clinic Revenue	1,520,956	1,628,972	(108,016)	-6.63%	1,333,361
Specialty Clinic Revenue	171,175	311,777	(140,602)	-45.10%	165,452
Total Gross Patient Revenue	16,837,901	17,191,765	(353,864)	-2.06%	15,796,628
Deductions From Revenue					
Discounts and Allowances	(7,548,034)	(7,775,198)	227,163	2.92%	(7,239,904)
Bad Debt Expense (Governmental Providers Only)	(1,639,023)	(1,083,857)	54,834	5.01%	(1,042,887)
Medical Assistance	(23,408)	(21,057)	(2,349)	-11.13%	(26,185)
Total Deductions From Revenue	(8,610,457)	(8,880,111)	279,653	3.15%	(8,308,774)
Net Patient Revenue	8,227,443	8,301,654	(74,211)	-0.89%	7,487,854
Other Operating Revenue	112,967	273,355	(160,388)	-58.67%	207,505
Total Operating Revenue	8,340,410	8,575,009	(234,599)	-2.74%	7,695,359
Operating Expenses					
Salaries and Wages	3,570,615	3,426,243	(144,371)	-4.21%	3,333,426
Fringe Benefits	766,740	853,605	86,866	10.18%	869,467
Contract Labor	293,704	123,360	(170,344)	-138.09%	43,538
Physicians Fees	295,756	383,637	87,881	22.91%	203,217
Purchased Services	364,402	456,232	91,831	20.13%	395,658
Supply Expense	1,381,763	1,204,906	(176,857)	-14.68%	1,316,845
Utilities	84,660	85,089	429	0.50%	81,449
Repairs and Maintenance	514,285	511,468	(2,817)	-0.55%	365,930
Insurance Expense	75,846	48,783	(27,063)	-55.48%	41,794
All Other Operating Expenses	180,435	192,650	12,214	6.34%	145,095
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	52,822	57,055	4,233	7.42%	62,114
Depreciation and Amortization	561,377	606,899	45,522	7.50%	553,903
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	8,142,405	7,949,929	(192,476)	-2.42%	7,412,435
Net Operating Surplus/(Loss)	198,005	625,080	(427,075)	-68.32%	282,924
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	9,845	24,804	(14,960)	-60.31%	21,540
Tax Subsidies (Except for GO Bond Subsidies)	426	0	426	0.00%	374
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(107,625)	(107,676)	(51)	0.18%	(107,876)
Other Non-Operating Revenue/(Expenses)	14,534	45,337	(30,803)	-67.94%	291,059
Total Non Operating Revenue/(Expense)	(82,829)	(37,678)	(45,149)	119.83%	205,157
Total Net Surplus/(Loss)	\$115,185	\$587,404	(\$472,219)	-80.39%	\$488,081
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/Decrease in Unrestricted Net Assets	\$115,185	\$587,404	(\$472,219)	-80.39%	\$488,081
Operating Margin	2.37%	7.29%			3.68%
Total Profit Margin	1.38%	6.85%			6.34%
EBIDA	9.11%	14.37%			10.85%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two month ended August 31, 2021

	YEAR-TO-DATE				Prior Year 08/31/20
	Actual 08/31/21	Budget 08/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$6,449,658	\$6,488,959	(\$39,301)	-0.61%	\$3,256,010
Outpatient Revenue	24,190,292	24,614,542	(424,251)	-1.72%	11,600,532
Clinic Revenue	3,002,894	3,270,941	(268,047)	-8.19%	1,365,508
Specialty Clinic Revenue	405,404	674,229	(268,825)	-39.87%	414,478
Total Gross Patient Revenue	34,048,248	35,048,671	(1,000,423)	-2.85%	16,636,529
Deductions From Revenue					
Discounts and Allowances	(15,338,380)	(16,381,300)	963,000	5.91%	(7,657,728)
Bad Debt Expense (Governmental Providers Only)	(2,096,348)	(1,728,229)	(368,119)	-21.30%	(888,262)
Medical Assistance	(81,816)	(100,751)	18,935	18.79%	(84,822)
Total Deductions From Revenue	(17,516,484)	(18,136,280)	613,816	3.39%	(8,525,752)
Net Patient Revenue	16,531,764	16,918,392	(386,606)	-2.29%	8,110,777
Other Operating Revenue	241,456	437,030	(195,574)	-44.75%	220,205
Total Operating Revenue	16,773,240	17,355,421	(582,182)	-3.35%	8,330,982
Operating Expenses					
Salaries and Wages	7,051,449	6,815,915	(235,534)	-3.46%	3,283,126
Fringe Benefits	1,774,761	1,780,579	5,818	0.33%	894,212
Contract Labor	600,432	246,720	(353,712)	-143.37%	56,158
Physicians Fees	617,096	784,774	167,678	21.37%	281,292
Purchased Services	911,237	904,553	(6,684)	-0.74%	448,335
Supply Expense	2,857,856	2,396,262	(461,594)	-19.26%	1,242,081
Utilities	171,081	170,633	(448)	-0.26%	103,746
Repairs and Maintenance	990,329	1,014,145	23,816	2.35%	399,565
Insurance Expense	128,548	97,566	(30,982)	-31.76%	16,263
All Other Operating Expenses	419,106	404,158	(14,948)	-3.70%	140,863
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	116,581	113,901	(2,679)	-2.35%	63,328
Depreciation and Amortization	1,119,881	1,215,502	95,621	7.87%	555,840
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	16,758,358	15,944,709	(813,648)	-5.10%	7,484,808
Net Operating Surplus/(Loss)	14,882	1,410,712	(1,395,830)	-98.95%	846,174
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	20,805	43,477	(22,672)	-52.15%	16,355
Tax Subsidies (Except for GO Bond Subsidies)	447	0	447	0.00%	564
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(215,251)	(215,635)	383	-0.18%	(107,818)
Other Non-Operating Revenue/(Expense)	333,899	94,584	239,314	253.02%	35,906
Total Non Operating Revenue/(Expense)	139,899	(77,573)	217,472	-280.35%	(54,893)
Total Net Surplus/(Loss)	\$154,782	\$1,333,139	(\$1,178,358)	-88.39%	\$791,181
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$154,782	\$1,333,139	(\$1,178,358)	-88.39%	\$791,181
Operating Margin	0.09%	8.13%			10.16%
Total Profit Margin	0.92%	7.68%			9.50%
EBIDA	6.77%	15.13%			16.83%

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

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	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021	Actual 6/31/2021	Actual 4/30/2021	Actual 3/31/2021
Gross Patient Revenue						
Inpatient Revenue	\$3,340,897	\$3,108,961	\$2,895,411	\$3,057,995	\$2,899,022	\$3,193,038
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$11,805,073	\$12,365,219	\$11,118,723	\$10,956,305	\$11,180,919	\$12,912,531
Clinic Revenue	\$1,520,958	\$1,481,938	\$1,448,630	\$1,308,860	\$1,586,815	\$1,461,306
Specialty Clinic Revenue	\$171,173	\$234,228	\$343,674	\$161,892	\$258,059	\$342,042
Total Gross Patient Revenue	\$16,837,991	\$17,210,347	\$15,566,439	\$15,485,052	\$15,966,809	\$16,998,714
Deductions From Revenue						
Discounts and Allowances	\$7,548,034	\$7,790,266	\$8,867,239	\$8,890,213	\$8,861,972	\$7,053,702
Bad Debt Expense (Governmental Providers Only)	\$1,039,023	\$1,057,325	\$1,119,795	\$763,338	\$478,207	\$1,095,531
Charity Care	\$23,400	\$58,415	\$384,216	\$280,209	\$249,982	\$126,263
Total Deductions From Revenue	8,610,457	8,906,006	8,381,239	7,933,760	7,390,160	8,277,496
Net Patient Revenue	\$8,227,443	\$8,304,341	\$7,215,200	\$7,551,292	\$8,576,648	\$8,721,218
Other Operating Revenue	112,967	128,469	105,884	101,480	138,982	100,917
Total Operating Revenue	8,340,410	8,432,810	7,321,084	7,652,732	8,712,630	8,822,136
Operating Expenses						
Salaries and Wages	\$3,570,615	\$3,480,834	\$5,328,942	\$3,563,709	\$3,492,582	\$3,666,312
Fringe Benefits	\$768,740	\$1,008,022	\$969,361	\$988,282	\$1,070,954	\$1,111,599
Contract Labor	\$293,704	\$306,728	\$285,959	\$322,046	\$380,228	\$230,768
Physicians Fees	\$295,798	\$321,340	\$612,548	\$303,985	\$248,548	\$205,531
Purchased Services	\$384,402	\$546,838	\$639,680	\$387,289	\$483,446	\$383,312
Supply Expense	\$1,381,783	\$1,476,093	\$1,174,639	\$1,314,104	\$1,442,417	\$1,365,819
Utilities	\$84,869	\$86,421	\$91,804	\$70,553	\$117,576	\$89,246
Repairs and Maintenance	\$514,285	\$478,044	\$513,075	\$518,603	\$478,494	\$500,362
Insurance Expense	\$75,846	\$52,703	\$52,897	\$52,519	\$45,990	\$44,011
All Other Operating Expenses	\$180,435	\$238,671	\$198,198	\$152,472	\$220,980	\$215,184
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$52,822	\$63,756	\$57,770	\$64,630	\$64,239	\$60,020
Depreciation and Amortization	\$561,377	\$558,504	\$557,367	\$573,690	\$668,008	\$578,675
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$8,142,406	\$8,615,953	\$10,383,228	\$8,291,874	\$8,625,022	\$8,456,838
Net Operating Surplus/(Loss)	\$198,005	(\$183,123)	(\$3,062,975)	(\$639,142)	\$87,609	\$365,298
Non-Operating Revenue:						
Contributions						
Investment Income	9,845	10,961	19,838	103,889	13,895	17,987
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	426	21	(1,796)	409	399	987
Interest Expense (Governmental Providers Only)	(107,625)	(107,627)	(111,926)	(107,828)	(107,829)	(112,617)
Other Non-Operating Revenue/(Expenses)	8,743	319,365	2,381,377	(49,457)	808,373	1,784,952
Total Non-Operating Revenue/(Expense)	(\$88,611)	\$222,720	\$2,267,193	(\$43,808)	\$713,030	\$1,680,606
Total Net Surplus/(Loss)	\$109,395	\$39,597	(\$775,782)	(\$682,950)	\$800,639	\$2,056,204
Change in Unrealized Gains/(Losses) on Investments			(17,877)	(136,484)		0
Increase/Decrease in Unrestricted Net Assets	\$109,395	\$39,597	(\$793,659)	(\$819,434)	\$800,639	\$2,056,204
Operating Margin	2.37%	-2.17%	-41.84%	-8.35%	1.01%	4.14%
Total Profit Margin	1.31%	0.47%	-10.00%	-9.92%	9.19%	23.31%
EBIDA	9.10%	4.45%	-34.23%	-0.89%	7.64%	10.70%

Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020	Actual 11/30/2020	Actual 10/31/2020	Actual 9/30/2020
\$2,690,893	\$3,545,530	\$3,807,334	\$3,541,184	\$3,015,928	\$3,095,621
\$9,644,427	\$9,987,382	\$10,454,974	\$9,719,339	\$10,836,342	\$10,137,542
\$1,300,988	\$1,410,842	\$1,374,628	\$1,444,993	\$1,436,042	\$1,284,797
\$281,294	\$311,612	\$321,541	\$326,942	\$234,817	\$351,223
\$13,916,690	\$15,336,466	\$15,958,475	\$15,031,529	\$15,522,127	\$14,849,182
\$5,012,790	\$6,861,815	\$6,637,293	\$7,026,788	\$6,210,334	\$7,326,918
\$1,108,741	\$1,216,379	\$1,274,182	\$1,254,967	\$1,223,383	\$933,320
\$541,439	\$149,328	\$184,529	\$189,028	\$417,497	\$109,311
6,683,970	8,026,321	8,096,004	8,470,772	7,851,193	8,388,550
\$7,262,720	\$7,309,145	\$7,862,470	\$6,560,757	\$7,670,934	\$6,480,633
188,846	554,981	189,310	152,630	179,959	219,213
7,411,986	7,864,106	8,048,781	6,713,387	7,841,887	6,699,846
\$3,298,343	\$3,508,908	\$4,555,829	\$3,537,187	\$3,506,184	\$3,478,745
\$1,017,103	\$1,153,370	\$1,020,086	\$823,626	\$914,880	\$843,790
\$153,888	\$188,407	\$104,084	\$35,423	\$29,917	\$87,970
\$304,497	\$327,848	\$262,199	\$291,773	\$307,891	\$216,084
\$348,634	\$424,314	\$384,462	\$382,052	\$388,321	\$434,094
\$987,588	\$1,413,781	\$1,284,207	\$1,087,338	\$1,195,557	\$1,318,278
\$93,512	\$72,884	\$108,264	\$109,520	\$79,491	\$92,626
\$518,310	\$824,934	\$444,569	\$499,906	\$594,480	\$499,766
\$44,228	\$42,444	\$42,449	\$42,449	\$44,878	\$41,335
\$172,795	\$174,808	\$228,087	\$154,600	\$113,212	\$211,975
\$75,285	\$62,338	\$91,258	\$43,670	\$49,818	\$60,042
\$583,827	\$582,176	\$582,723	\$573,895	\$557,511	\$557,542
\$7,892,816	\$8,551,884	\$9,097,886	\$7,581,415	\$7,773,019	\$7,821,786
(\$181,481)	(\$887,878)	(\$1,048,915)	(\$848,028)	\$68,869	(\$1,821,869)
11,312	12,078	13,940	38,597	29,019	20,405
183	(2,572)	10,388	0	178	3,182
(107,805)	(104,842)	(117,285)	(107,809)	(197,818)	(114,157)
739,817	181,885	3,828,813	49,939	\$42,621	\$91,988
\$962,486	\$67,179	\$3,836,894	(\$39,272)	\$88,607	\$210,359
\$471,036	(\$520,899)	\$2,786,739	(\$878,300)	\$923,876	(\$811,581)
\$471,036	(\$520,899)	\$2,786,739	(\$878,300)	\$923,876	(\$811,581)
-2.50%	-8.75%	-13.03%	-12.63%	0.88%	-16.75%
6.36%	-7.89%	34.62%	-13.08%	11.78%	-13.61%
5.29%	-1.34%	-5.76%	-4.08%	7.99%	-8.42%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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Two month ended August 31, 2021

	CASH FLOW	
	Current Month 8/31/2021	Current Year-To-Date 8/31/2021
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$115,185	\$154,782
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	561,377	1,119,881
(Increase)/Decrease in Net Patient Accounts Receivable	(14,339)	(1,280,797)
(Increase)/Decrease in Other Receivables	(86,362)	(506,693)
(Increase)/Decrease in Inventories	(5,578)	6,425
(Increase)/Decrease in Pre-Paid Expenses	194,235	(100,883)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	129,199	(1,416,011)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	221,703	503,661
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	111,433	222,867
Net Cash Provided by Operating Activities:	1,226,854	(1,296,769)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(249,898)	(507,080)
(Increase)/Decrease in Limited Use Cash and Investments	(117,489)	1,765,568
(Increase)/Decrease in Other Limited Use Assets	(2,120)	72,083
(Increase)/Decrease in Other Assets	1,029	2,059
Net Cash Used by Investing Activities	(368,478)	1,332,630
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(13,829)	(27,658)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(444,393)	(772,083)
Net Cash Used for Financing Activities	(458,222)	(799,741)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(0)
Net Increase/(Decrease) in Cash	400,155	(763,880)
Cash, Beginning of Period	9,074,380	10,238,414
Cash, End of Period	\$9,474,535	\$9,474,535

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

Two month ended August 31, 2021

Current Month				Year-To-Date				
Actual 08/31/21	Budget 08/31/21	Positive/ (Negative) Variance	Prior Year 08/31/20	STATISTICS	Actual 08/31/21	Budget 08/31/21	Positive/ (Negative) Variance	Prior Year 08/31/20
Discharges								
112	103	9	103	Acute	227	223	4	120
112	103	9	103	Total Adult Discharges	227	223	4	120
35	41	(6)	32	Newborn	70	87	(17)	46
147	144	3	135	Total Discharges	297	310	(13)	166
Patient Days:								
368	312	56	302	Acute	715	662	53	332
368	312	56	302	Total Adult Patient Days	715	662	53	332
54	57	(3)	48	Newborn	112	124	(12)	58
422	369	53	350	Total Patient Days	827	786	41	390
Average Length of Stay (ALOS)								
3.3	3.0	0.3	2.9	Acute	3.1	3.0	0.2	2.8
3.3	3.0	0.3	2.9	Total Adult ALOS	3.1	3.0	0.2	2.8
1.5	1.4	0.2	1.5	Newborn ALOS	1.6	1.4	0.2	1.3
Average Daily Census (ADC)								
11.9	10.1	1.8	9.7	Acute	11.5	10.7	0.9	5.4
11.9	10.1	1.8	9.7	Total Adult ADC	11.5	10.7	0.9	5.4
1.7	1.8	(0.1)	1.5	Newborn	1.8	2.0	(0.2)	0.9
Emergency Room Statistics								
116	119	(3)	113	ER Visits - Admitted	232	244	(12)	125
1,225	1,134	91	1,128	ER Visits - Discharged	2,450	2,222	228	1,088
1,341	1,253	88	1,241	Total ER Visits	2,682	2,466	216	1,213
8.65%	9.50%		9.11%	% of ER Visits Admitted	8.65%	9.89%		10.31%
103.57%	115.53%		109.71%	ER Admissions as a % of Total	102.20%	109.42%		104.17%
Outpatient Statistics:								
10,248	7,256	2,992	8,210	Total Outpatients Visits	18,455	15,377	3,078	9,075
117	118	(1)	118	Observation Bed Days	235	231	4	113
5,048	3,824	1,224	3,824	Clinic Visits - Primary Care	9,484	7,820	1,664	3,996
447	499	(52)	499	Clinic Visits - Specialty Clinics	964	1,136	(172)	637
19	26	(7)	26	IP Surgeries	42	52	(10)	26
72	140	(68)	140	OP Surgeries	197	292	(95)	152
Productivity Statistics:								
452.14	450.97	1.17	427.47	FTE's - Worked	447.14	450.97	(3.83)	424.94
501.52	494.77	6.75	476.28	FTE's - Paid	498.79	494.77	4.02	471.72
1.4585	1.4620	(0.00)	1.4620	Case Mix Index - Medicare	1.6127	1.6099	0.00	0.7541
1.1189	1.2238	(0.10)	1.2238	Case Mix Index - All payers	1.1773	1.1672	0.01	0.5405

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

08/31/21

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	48.16	44.49
Net Days in Accounts Receivable	43.86	39.57
Number of Gross Days in Unbilled Revenue	2.88	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.55%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.14%	0.12%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.24%	0.29%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.17%	6.36%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.16%	4.93%
Collections as a Percentage of Net Revenue - Current Month	98.65%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	91.14%	100% or >
Percentage of Blue Cross Receivable > 90 Days	-0.20%	< 10%
Percentage of Insurance Receivable > 90 Days	11.99%	< 15%
Percentage of Medicaid Receivable > 90 Days	9.62%	< 20%
Percentage of Medicare Receivable > 60 Days	1.04%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WYOMING

Two month ended August 31, 2021

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(353,864)	-2.06%	(1,006,423)	-2.65%
Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include surgeries Average Daily Census is 11.9 in August which is over budget by 1.8				
Deductions from Revenue	279,653	3.15%	613,816	3.39%
Deductions from revenue are over budget for August and over budget year to date. They are currently booked at 51.1% for August and 51.4% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	54,834	5.01%	(368,119)	-21.30%
Bad debt expense is booked at 6.2% for August and 6.2% year to date.				
Charity Care	(2,343)	-11.13%	18,935	18.79%
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	(160,388)	-58.87%	(185,574)	-44.75%
Other Operating Revenue is under budget for the month and is under budget year to date.				
Salaries and Wages	(144,371)	-4.21%	(235,534)	-3.46%
Salary and Wages are over budget and are over budget year to date. Paid FTEs are over budget by 6.75 FTEs for the month and over 4.02 FTEs year to date.				
Fringe Benefits	86,866	10.18%	5,818	0.33%
Fringe benefits are under budget in August and under budget year to date.				
Contract Labor	(170,344)	-138.99%	(353,712)	-143.37%
Contract labor is over budget for August and over budget year to date. L&D, Ultrasound, PACU, ER, Lab and Emergency Mgmt are over budget.				

Variance Analysis

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WYOMING
Two month ended August 31, 2021**

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	87,881	22.91%	167,678	21.37%
Physician fees under budget in August and under budget year to date. ER & ICU are over budget in August.				
Purchased Services	91,831	20.13%	(6,884)	-0.74%
Purchased services are under budget for August and over budget year to date. Expenses over budget are consulting fees and Advertising				
Supply Expense	(176,857)	-14.68%	(461,594)	-19.26%
Supplies are over budget for August and over budget year to date. Line items over budget include med/surg supplies, drugs, minor equipment and maintenance supplies				
Repairs & Maintenance	(2,817)	-0.55%	23,816	2.35%
Repairs and Maintenance are over budget for August and under budget year to date.				
All Other Operating Expenses	12,214	6.34%	(14,988)	-3.78%
This expense is under budget in August and over budget year to date. Other expenses over budget are freight, Education & travel, physician recruitment, employee recruitment, software and other expenses				
Leases and Rentals	4,233	7.42%	(2,678)	-2.35%
This expense is over budget for August and is under budget year to date.				
Depreciation and Amortization	45,522	7.50%	95,621	7.87%
Depreciation is under budget for August and is under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$400,155	4.41%		
Cash increased in August. Cash collections for August were \$8.1 million. Days Cash on Hand increased to 166 days.				
Gross Patient Accounts Receivable	\$649,619	2.56%		
This receivable increased in August.				

Variance Analysis

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WYOMING
Two month ended August 31, 2021**

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(635,281)	-4.53%		
Bad Debt and Allowances increased.				
Other Receivables	86,362	3.80%		
Other Receivables increased in August due to county and occ med invoices.				
Prepaid Expenses	(194,265)	-7.88%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	119,609	0.33%		
These assets decreased due to the accrual on the bonds				
Plant Property and Equipment	(311,475)	-0.48%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(129,199)	-3.85%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(260,810)	-14.68%		
This liability increased in August. The payroll accrual for August was 16 days.				
Accrued Benefits	48,107	1.90%		
This liability increased in August with the normal accrual and usage of PTO				
Other Current Liabilities	(111,493)	-19.97%		
This liability increased due to the interest on the bonds				
Other Long Term Liabilities	444,393	7.04%		
This liability decreased due bond interest due to the repayment of the Medicare Accelerated				
Total Net Assets	(115,185)	-8.13%		
The net gain from operations for August is \$198,005				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Two Months ended August 31, 2021

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY **PAGE 1**
ROCK SPRINGS, WY
Two Months ended August 31, 2021

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Key Financial Ratios**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Two Months ended August 31, 2021****PAGE 2****- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	Month to Date 8/31/2021	Year to Date 8/31/2021	Prior Fiscal Year End 06/30/21	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-51.46%	-55.92%	-47.17%	-36.58%
Total Profit Margin	-51.46%	-55.92%	-47.17%	-36.58%
Contractual Allowance %	44.79%	45.19%	45.42%	
Liquidity:				
Net Days in Accounts Receivable	39.04	38.03	34.46	39.58
Gross Days in Accounts Receivable	48.38	46.72	44.23	72.82
Productivity and Efficiency:				
Patient Visits Per Day	162.84	305.94	137.99	
Total Net Revenue per FTE	N/A	\$333,856	\$151,830	
Salary Expense per Paid FTE	N/A	\$381,381	\$167,434	
Salary and Benefits as a % of Net Revenue	128.66%	129.84%	129.06%	91.26%
Employee Benefits %	12.06%	13.66%	17.03%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Two Months ended August 31, 2021

	CURRENT MONTH				
	Actual 08/31/21	Budget 08/31/21	Positive (Negative) Variance	Percentage Variance	Prior Year 08/31/20
Gross Patient Revenue					
Clinic Revenue	1,520,956	1,628,972	(108,016)	-6.63%	1,333,361
Specialty Clinic Revenue	171,175	311,777	(140,602)	-45.10%	165,452
Total Gross Patient Revenue	1,692,131	1,940,749	(248,618)	-12.81%	1,498,813
Deductions From Revenue					
Discounts and Allowances	(757,972)	(893,035)	135,063	15.12%	(703,186)
Total Deductions From Revenue	(757,972)	(893,035)	135,063	15.12%	(703,186)
Net Patient Revenue	934,159	1,047,715	(113,556)	-10.84%	795,627
Other Operating Revenue	56,240	53,292	2,948	5.53%	75,344
Total Operating Revenue	990,399	1,101,007	(110,607)	-10.05%	870,971
Operating Expenses					
Salaries and Wages	1,137,088	1,054,493	(82,595)	-7.83%	984,249
Fringe Benefits	137,188	169,631	32,444	19.13%	144,807
Contract Labor	0	0	0	0.00%	0
Physicians Fees	52,965	94,090	41,125	43.71%	64,083
Purchased Services	14,504	17,342	2,837	16.36%	8,196
Supply Expense	14,325	12,233	(2,092)	-17.10%	9,216
Utilities	1,873	1,878	5	0.28%	979
Repairs and Maintenance	16,272	17,598	1,326	7.53%	25,877
Insurance Expense	14,844	14,816	(28)	-0.19%	11,873
All Other Operating Expenses	95,119	99,199	4,081	4.11%	62,041
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,755	3,168	(1,587)	-50.10%	3,652
Depreciation and Amortization	11,086	10,960	(127)	-1.15%	18,615
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,500,019	1,495,408	(4,611)	-0.31%	1,333,588
Net Operating Surplus/(Loss)	(509,620)	(394,402)	(115,218)	29.21%	(482,618)
Total Net Surplus/(Loss)	(509,620)	(394,402)	(115,218)	29.21%	(482,618)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	(509,620)	(394,402)	(115,218)	29.21%	(482,618)
Operating Margin	-51.46%	-35.82%			-53.12%
Total Profit Margin	-51.46%	-35.82%			-53.12%
EBIDA	-50.34%	-34.83%			-50.98%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Two Months ended August 31, 2021

	YEAR-TO-DATE				Prior Year 08/31/20
	Actual 08/31/21	Budget 08/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,002,894	3,270,941	(268,047)	-8.19%	2,698,869
Specialty Clinic Revenue	405,404	674,229	(268,825)	-39.87%	579,930
Total Gross Patient Revenue	<u>3,408,298</u>	<u>3,945,170</u>	<u>(536,872)</u>	<u>-13.61%</u>	<u>3,278,799</u>
Deductions From Revenue					
Discounts and Allowances	(1,540,072)	(1,825,026)	284,954	15.61%	(1,502,242)
Total Deductions From Revenue	<u>(1,540,072)</u>	<u>(1,825,026)</u>	<u>284,954</u>	<u>15.61%</u>	<u>(1,502,242)</u>
Net Patient Revenue	<u>1,868,226</u>	<u>2,120,144</u>	<u>(251,918)</u>	<u>-11.88%</u>	<u>1,776,557</u>
Other Operating Revenue	110,662	106,584	4,078	3.83%	147,997
Total Operating Revenue	<u>1,978,888</u>	<u>2,226,728</u>	<u>(247,840)</u>	<u>-11.13%</u>	<u>1,924,554</u>
Operating Expenses					
Salaries and Wages	2,260,586	2,103,163	(157,422)	-7.49%	1,990,807
Fringe Benefits	308,876	362,406	53,530	14.77%	310,994
Contract Labor	0	0	0	0.00%	0
Physicians Fees	118,924	188,180	69,256	36.80%	140,857
Purchased Services	26,030	34,683	8,653	24.95%	18,948
Supply Expense	39,399	37,173	(2,227)	-5.99%	28,153
Utilities	3,415	3,756	341	9.07%	2,267
Repairs and Maintenance	33,209	35,196	1,987	5.65%	46,617
Insurance Expense	29,687	29,631	(56)	-0.19%	23,747
All Other Operating Expenses	235,173	209,543	(25,630)	-12.23%	139,848
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	8,007	6,306	(1,701)	-26.97%	6,793
Depreciation and Amortization	22,209	21,956	(253)	-1.15%	37,103
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>3,085,517</u>	<u>3,031,994</u>	<u>(53,522)</u>	<u>-1.77%</u>	<u>2,746,134</u>
Net Operating Surplus/(Loss)	(1,106,629)	(805,267)	(301,362)	37.42%	(821,580)
Total Net Surplus/(Loss)	(\$1,106,629)	(\$805,267)	(\$301,362)	37.42%	(\$821,580)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$1,106,629)	(\$805,267)	(\$301,362)	37.42%	(\$821,580)
Operating Margin	-55.92%	-36.16%			-42.69%
Total Profit Margin	-55.92%	-36.16%			-42.69%
EBIDA	-54.80%	-35.18%			-40.76%

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

PAGE 5

	Actual 8/31/2021	Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021
Gross Patient Revenue					
Clinic Revenue	\$1,520,956	\$1,481,938	\$1,448,830	\$1,308,860	\$1,588,815
Specialty Clinic Revenue	\$171,178	\$234,229	\$343,674	\$161,882	\$298,056
Total Gross Patient Revenue	\$1,692,131	\$1,716,167	\$1,792,304	\$1,470,752	\$1,886,871
Deductions From Revenue					
Discounts and Allowances	(\$757,972)	(\$782,101)	(\$814,085)	(\$701,578)	(\$869,032)
Total Deductions From Revenue	(\$757,972)	(\$782,101)	(\$814,085)	(\$701,578)	(\$869,032)
Net Patient Revenue	\$934,159	\$934,067	\$978,219	\$769,173	\$1,017,838
Other Operating Revenue	\$56,240	\$54,422	\$46,757	\$58,125	\$58,845
Total Operating Revenue	990,399	988,489	1,024,977	828,299	1,076,684
Operating Expenses					
Salaries and Wages	\$1,137,088	\$1,123,497	\$1,061,614	\$940,167	\$1,037,659
Fringe Benefits	\$137,188	\$171,689	\$149,134	\$184,159	\$208,715
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$52,965	\$65,959	\$146,371	\$114,521	\$46,485
Purchased Services	\$14,504	\$11,526	\$15,910	\$13,208	\$12,175
Supply Expense	\$14,325	\$25,074	\$21,967	\$18,954	\$19,891
Utilities	\$1,873	\$1,543	\$2,404	\$1,933	\$1,872
Repairs and Maintenance	\$16,272	\$16,937	\$16,834	\$16,580	\$16,988
Insurance Expense	\$14,844	\$14,844	\$13,611	\$13,611	\$13,611
All Other Operating Expenses	\$95,119	\$140,054	\$63,557	\$92,775	\$134,676
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,755	\$3,252	\$4,093	\$4,022	\$3,037
Depreciation and Amortization	\$11,086	\$11,123	\$12,936	\$12,937	\$12,986
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,500,019	\$1,585,497	\$1,508,431	\$1,399,867	\$1,506,056
Net Operating Surplus/(Loss)	(\$509,620)	(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)
Total Net Surplus/(Loss)	(\$509,620)	(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$509,620)	(\$597,009)	(\$483,454)	(\$571,568)	(\$429,373)
Operating Margin	-51.46%	-60.40%	-47.17%	-69.01%	-39.88%
Total Profit Margin	-51.46%	-60.40%	-47.17%	-69.01%	-39.88%
EBIDA	-50.34%	-59.27%	-45.91%	-67.44%	-38.67%

Actual 3/31/2021	Actual 2/28/2021	Actual 1/31/2021	Actual 12/31/2020	Actual 11/30/2020	Actual 10/31/2020	Actual 9/30/2020	Actual 8/31/2020
\$1,451,105	\$1,300,086	\$1,410,642	\$1,374,826	\$1,444,098	\$1,435,042	\$1,264,797	\$1,333,361
\$342,042	\$281,294	\$311,512	\$321,641	\$326,942	\$234,817	\$351,223	\$165,452
\$1,793,147	\$1,581,380	\$1,722,154	\$1,696,166	\$1,771,035	\$1,669,859	\$1,616,020	\$1,498,813
(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)	(\$765,733)	(\$741,674)	(\$703,186)
(\$828,370)	(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)	(\$765,733)	(\$741,674)	(\$703,186)
\$964,777	\$922,735	\$885,759	\$954,482	\$983,142	\$904,126	\$874,346	\$795,627
\$69,103	\$65,776	\$70,558	\$67,749	\$70,839	\$74,395	\$75,030	\$75,344
1,023,890	898,510	956,317	1,022,231	1,053,982	978,521	949,376	870,971
\$1,142,213	\$1,104,879	\$1,132,930	\$1,137,133	\$1,211,751	\$1,086,459	\$1,086,987	\$984,249
\$216,368	\$240,814	\$263,026	\$168,192	\$149,894	\$164,048	\$149,004	\$144,807
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$30,939	\$93,378	\$76,208	\$140,601	\$122,258	\$145,489	\$79,510	\$64,083
\$15,397	\$13,204	\$15,024	\$12,233	\$12,756	\$14,882	\$15,580	\$8,196
\$18,548	\$17,037	\$14,651	\$12,388	\$12,806	\$13,359	\$15,225	\$9,216
\$1,876	\$1,836	\$1,810	\$594	\$2,122	\$972	\$647	\$979
\$18,493	\$18,542	\$17,458	\$19,895	\$20,740	\$18,512	\$18,458	\$25,877
\$13,811	\$13,811	\$13,811	\$13,811	\$13,811	\$13,294	\$13,294	\$11,873
\$105,518	\$96,431	\$91,548	\$108,020	\$82,354	\$103,990	\$88,010	\$62,041
\$3,450	\$3,319	\$3,032	\$2,398	\$3,871	\$3,239	\$2,177	\$3,652
\$17,183	\$18,273	\$18,273	\$18,641	\$18,641	\$18,214	\$18,290	\$18,615
\$1,583,583	\$1,820,324	\$1,647,571	\$1,634,705	\$1,650,804	\$1,582,457	\$1,487,181	\$1,333,588
(\$559,793)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$603,935)	(\$537,805)	(\$462,618)
(\$559,793)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$603,935)	(\$537,805)	(\$462,618)
0	0	0	0	0	0	0	0
(\$559,793)	(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$603,935)	(\$537,805)	(\$462,618)
-54.66%	-82.36%	-72.28%	-59.92%	-56.63%	-61.72%	-56.65%	-53.12%
-54.66%	-82.36%	-72.28%	-59.92%	-56.63%	-61.72%	-56.65%	-53.12%
-52.99%	-80.31%	-70.37%	-58.09%	-54.86%	-59.86%	-54.72%	-50.96%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Two Months ended August 31, 2021

Current Month				STATISTICS	Year-To-Date			
Actual 08/31/21	Budget 08/31/21	Positive/ (Negative) Variance	Prior Year 08/31/20		Actual 08/31/21	Budget 08/31/21	Positive/ (Negative) Variance	Prior Year 08/31/20
Outpatient Statistics:								
5,048	3,824	1,224	3,928	Clinic Visits - Primary Care	9,484	7,820	1,664	7,752
447	499	(52)	593	Clinic Visits - Specialty Clinics	964	1,136	(172)	1,092
Productivity Statistics:								
61.30	64.25	(2.95)	65.86	FTE's - Worked	61.79	64.25	(2.46)	65.25
70.18	70.60	(0.42)	75.44	FTE's - Paid	69.79	70.60	(0.81)	73.12

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	664	9,048,330.20
CAPITAL EQUIPMENT (PLANT FUND)	9	224,978.57
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	141,995.08
PAYROLL AUGUST 5, 2020	N/A	1,539,625.25
PAYROLL AUGUST 19, 2020	N/A	1,528,438.07
TOTAL CASH OUTFLOW	<hr/> <hr/>	<u>\$9,415,303.85</u>
CASH COLLECTIONS		\$8,116,584.74
INCREASE/DECREASE IN CASH		-\$1,298,719.11

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001130	8/5/2021	CACHE VALLEY ELECTRIC CO.	1,538.30	MEDICAL IMAGING RENO		
001131	8/12/2021	PLAN ONE/ARCHITECTS	11,024.66	MEDICAL IMAGING RENO		
001131	8/12/2021	PLAN ONE/ARCHITECTS	17,996.75	SULENTICH REMODEL		
WF DEBT	8/17/2021	WF DEBT SERVICE	111,433.37	WF DEBT SERVICE		
AUGUST TOTALS					141,995.08	1,617,104.77

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2022**

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002449	8/5/2021	ENTRY SYSTEMS INC.	8,940.00	REPLACE LOADING DOCK DOOR		
002450	8/5/2021	P3 CONSULTING LLC	7,500.00	HMM/HTML5		
002451	8/12/2021	CERNER CORPORATION	35,823.72	CERNER		
002452	8/12/2021	DNV GL USA, INC.	10,685.40	SYNERGY LIFE		
002453	8/12/2021	VARIAN MEDICAL SYSTEMS, INC	5,144.50	STEREOTACTIC CONE SYSTEM		
002454	8/19/2021	CERNER CORPORATION	104,421.95	CERNER		
002455	8/19/2021	KARL STORZ ENDOSCOPY-AMERI	12,464.00	ENT SCOPE		
002456	8/19/2021	VVAIRE MEDICAL 211 INC.	24,999.00	CERNER INTERFACE TO CARDIOPULMONARY (VVAIRE)		
002457	8/26/2021	RESPIRONICS	15,000.00	CERNER INTERFACE TO SLEEP LAB (PHILLIPS)		
AUGUST TOTALS					224,976.57	550,580.81

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

GENERAL FUND DISBURSEMENTS

8/31/21

Amount	Description
23,441.99	Advertising Total
4,569.30	Billing Services Total
13,727.50	Blood Total
3,500.00	Building Lease Total
42,149.55	Collection Agency Total
42,113.39	Computer Equipment Total
373,040.75	Contract Maintenance Total
267,155.67	Contract Personnel Total
771.12	Courier Services Total
2,001.41	Credit Card Payment Total
28,651.63	Dental Insurance Total
11,507.92	Dialysis Supplies Total
3,525.00	Education & Travel Total
3,221.00	Education Material Total
2,458.00	Employee Recruitment Total
6,863.52	Employee Vision Plan Total
69,236.69	Equipment Lease Total
25,139.67	Food Total
8,787.62	Freight Total
479.51	Fuel Total
2,750.88	Garbage Collection Total
591,501.57	Group Health Total
257,553.72	Hospital Supplies Total
32,123.00	Implant Supplies Total
561.00	Instruments Total
162.00	Insurance Premium Total
42,044.39	Insurance Refund Total
66,083.83	Laboratory Services Total
121,760.54	Laboratory Supplies Total
2,937.04	Laundry Supplies Total
2,970.00	Legal Fees Total
11,812.50	License/Fees Total
587.52	Linen Total
43,938.89	Maintenance & Repair Total
26,579.59	Maintenance Supplies Total
3,601.68	MHSC Foundation Total
1,713.85	Minor Equipment Total
125.00	Monthly Pest Control Total
9,241.44	Non Medical Supplies Total
16,261.59	Office Supplies Total
11,543.28	Other Employee Benefits Total
702.00	Other Purchased Services Total
9,750.82	Oxygen Rental Total
6,453.89	Patient Refund Total
865.25	Payroll Deduction Total
20,925.58	Payroll Garnishment Total
4,600,000.00	Payroll Transfer Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/21

Check Number	Date	Vendor Check Name	Amount	Description
180484	8/5/2021	BEST VERSION MEDIA LLC	774.40	Advertising
180448	8/26/2021	DIG THICKET BROADCASTING	3,189.00	Advertising
180636	8/12/2021	BRIDGER VALLEY PIONEER	250.00	Advertising
180653	8/26/2021	BRIDGER VALLEY PIONEER	170.00	Advertising
180676	8/12/2021	KEMMERER GAZETTE	403.40	Advertising
180906	8/26/2021	KEMMERER GAZETTE	590.00	Advertising
180576	8/5/2021	PILOT BUTTE BROADCASTING	650.00	Advertising
180701	8/12/2021	PINEDALE ROUNDUP	250.00	Advertising
180936	8/26/2021	PINEDALE ROUNDUP	275.00	Advertising
180985	8/27/2021	PINEDALE ROUNDUP	250.00	Advertising
180709	8/12/2021	ROCKET MINER	24.44	Advertising
180943	8/26/2021	ROCKET MINER	36.00	Advertising
180713	8/12/2021	ROYAL FLUSH ADVERTISING	2,729.10	Advertising
180946	8/26/2021	ROYAL FLUSH ADVERTISING	2,106.00	Advertising
180723	8/12/2021	SUBLETTE EXAMINER	250.00	Advertising
180605	8/5/2021	SVI MEDIA	1,607.00	Advertising
180957	8/26/2021	SWEETWATER NOW, LLC	3,700.00	Advertising
180728	8/12/2021	THE RADIO NETWORK	2,916.65	Advertising
180733	8/12/2021	UINTA COUNTY HERALD	500.00	Advertising
180963	8/26/2021	UINTA COUNTY HERALD	170.00	Advertising
EFT000000006914	8/5/2021	LAMAR ADVERTISING	400.00	Advertising
EFT000000006917	8/5/2021	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000006949	8/19/2021	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000006963	8/26/2021	LAMAR ADVERTISING	721.00	Advertising
180930	8/19/2021	TRUE COMMERCE, INC	106.80	Billing Services
180973	8/26/2021	WAYSTAR HEALTH	4,462.50	Billing Services
180737	8/12/2021	VITALANT	5,458.80	Blood
180971	8/26/2021	VITALANT	8,268.70	Blood
180969	8/26/2021	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
180614	8/5/2021	WAKEFIELD & ASSOCIATES, INC.	42,149.55	Collection Agency
180764	8/19/2021	CDW GOVERNMENT LLC	32,000.00	Computer Equipment
180857	8/26/2021	CDW GOVERNMENT LLC	10,039.15	Computer Equipment
180657	8/12/2021	DELL COMPUTER CORPORATION	74.24	Computer Equipment
180495	8/5/2021	CERNER CORPORATION	5,862.50	Contract Maintenance
180858	8/26/2021	CERNER CORPORATION	5,265.87	Contract Maintenance
180859	8/26/2021	CHANGE HEALTHCARE SOLUTIONS, LLC	4,021.24	Contract Maintenance
180499	8/5/2021	CLOUDJI COMMUNICATIONS INC.	67.48	Contract Maintenance
180503	8/5/2021	CONDUENT BUSINESS SERVICES, LLC	33,393.00	Contract Maintenance
180647	8/12/2021	CONDUENT BUSINESS SERVICES, LLC	35,700.00	Contract Maintenance
180505	8/5/2021	CONVERGEONE, INC.	8,652.44	Contract Maintenance
180648	8/12/2021	CONVERGEONE, INC.	105,491.68	Contract Maintenance
180866	8/26/2021	CONVERGEONE, INC.	9,084.96	Contract Maintenance
180885	8/26/2021	GE HEALTHCARE	24,071.84	Contract Maintenance
180522	8/5/2021	GE HEALTHCARE INC	3,210.30	Contract Maintenance
180892	8/26/2021	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
180893	8/26/2021	HEALTH MONITORING SYSTEMS, INC	5,000.00	Contract Maintenance
180897	8/26/2021	INTERACT INTRANET INC	22,143.84	Contract Maintenance
180791	8/19/2021	ISI WATER CHEMISTRIES	4,630.00	Contract Maintenance
180800	8/19/2021	MCKESSON HEALTH SOLUTIONS	2,811.99	Contract Maintenance
180803	8/19/2021	MEDNET	120.00	Contract Maintenance
180573	8/5/2021	NUANCE COMMUNICATIONS, INC	10,708.33	Contract Maintenance
180927	8/26/2021	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
180575	8/5/2021	OTIS ELEVATOR COMPANY	252.93	Contract Maintenance

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180929	8/26/2021	OTIS ELEVATOR COMPANY	252.93	Contract Maintenance
180700	8/12/2021	PHILIPS HEALTHCARE	2,566.00	Contract Maintenance
180934	8/26/2021	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
180703	8/12/2021	QUADRAMED	4,713.68	Contract Maintenance
180581	8/5/2021	RL DATIX	401.00	Contract Maintenance
180948	8/26/2021	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
180582	8/5/2021	SIEMENS MEDICAL SOLUTIONS USA	2,875.42	Contract Maintenance
180715	8/12/2021	SIEMENS MEDICAL SOLUTIONS USA	9,543.33	Contract Maintenance
180950	8/26/2021	SIEMENS MEDICAL SOLUTIONS USA	10,950.00	Contract Maintenance
180595	8/5/2021	SOUTHWESTERN BIOMEDICAL ELECT.	1,730.00	Contract Maintenance
180730	8/12/2021	TRANE U.S. INC.	9,656.60	Contract Maintenance
180962	8/26/2021	T-SYSTEM, INC	8,882.67	Contract Maintenance
180734	8/12/2021	UNITED AUDIT SYSTEMS, INC.	1,351.25	Contract Maintenance
180616	8/5/2021	WORLDWASH LLC	1,450.00	Contract Maintenance
180741	8/12/2021	WYODATA SECURITY INC.	2,960.00	Contract Maintenance
EFT000000006921	8/5/2021	STATE FIRE DC SPECIALTIES	150.00	Contract Maintenance
EFT000000006927	8/12/2021	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000006939	8/12/2021	STATE FIRE DC SPECIALTIES	2,136.18	Contract Maintenance
W/T	8/20/2021	TRIZETTO FEE	5,320.19	Contract Maintenance
W/T	8/18/2021	CLINIC PHREESIA FEE	5,964.05	Contract Maintenance
W/T	8/18/2021	CARE CLOUD	349.00	Contract Maintenance
W/T	8/18/2021	ORTHO PHREESIA FEE	8.50	Contract Maintenance
W/T	8/9/2021	SIEMEN'S EDI	9,017.12	Contract Maintenance
W/T	8/5/2021	OPTIMIS	200.00	Contract Maintenance
W/T	8/4/2021	ZENTH	350.35	Contract Maintenance
180514	8/5/2021	ELWOOD STAFFING SERVICES, INC	12,338.49	Contract Personnel
180776	8/19/2021	ELWOOD STAFFING SERVICES, INC	4,489.92	Contract Personnel
180874	8/26/2021	ELWOOD STAFFING SERVICES, INC	10,609.18	Contract Personnel
180663	8/12/2021	FOCUSONE SOLUTIONS LLC	75,161.04	Contract Personnel
180782	8/19/2021	FOCUSONE SOLUTIONS LLC	40,270.07	Contract Personnel
180883	8/26/2021	FOCUSONE SOLUTIONS LLC	32,297.94	Contract Personnel
180532	8/5/2021	JIM LANE	3,806.00	Contract Personnel
180588	8/5/2021	SARAH ROTH	270.00	Contract Personnel
180947	8/26/2021	SARAH ROTH	180.00	Contract Personnel
180594	8/5/2021	SOLUANT HEALTH	22,498.51	Contract Personnel
180717	8/12/2021	SOLUANT HEALTH	23,892.14	Contract Personnel
180951	8/26/2021	SOLUANT HEALTH	41,342.38	Contract Personnel
180932	8/26/2021	PACKAGERUNNER LOGISTICS LLC	771.12	Consign Services
W/T	8/31/2021	UMB BANK	2,001.41	Credit Card Payment
180511	8/5/2021	DELTA DENTAL	20,651.63	Dental Insurance
180521	8/5/2021	FRESENIUS USA MARKETING, INC.	2,788.68	Dialysis Supplies
180664	8/12/2021	FRESENIUS USA MARKETING, INC.	2,794.31	Dialysis Supplies
180884	8/26/2021	FRESENIUS USA MARKETING, INC.	4,116.01	Dialysis Supplies
180668	8/12/2021	HENRY SCHEIN INC	885.29	Dialysis Supplies
180785	8/19/2021	HENRY SCHEIN INC	124.95	Dialysis Supplies
EFT000000006913	8/5/2021	HENRY SCHEIN INC	399.78	Dialysis Supplies
EFT000000006962	8/26/2021	HENRY SCHEIN INC	458.90	Dialysis Supplies
180474	8/5/2021	AACVPR	275.00	Education & Travel
180477	8/5/2021	ASHE	150.00	Education & Travel
180692	8/12/2021	NAMSS	1,575.00	Education & Travel
180978	8/26/2021	WYOMING HOSPITAL ASSOCIATION	1,000.00	Education & Travel
180572	8/5/2021	NATIONAL FIRE PROTECTION ASSN	175.00	Education & Travel
180684	8/12/2021	MEDICAL EDUCATION INSTITUTE INC	350.00	Education Material
180589	8/5/2021	SCORPION HEALTHCARE LLC	2,849.00	Education Material

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EFT00000006915	8/5/2021	WY EDUCATIONAL RESOURCES	372.00	Education Material
180527	8/5/2021	HOLIDAY INN - ROCK SPRINGS	534.00	Employee Recruitment
180529	8/5/2021	INSIGHT INVESTIGATIONS, INC	1,084.00	Employee Recruitment
EFT00000006920	8/5/2021	SST TESTING +, INC.	840.00	Employee Recruitment
180612	8/5/2021	VISION SERVICE PLAN - WY	6,863.52	Employee Vision Plan
180655	8/26/2021	CAREFUSION SOLUTIONS, LLC	21,782.47	Equipment Lease
180650	8/12/2021	COPIER & SUPPLY COMPANY	464.00	Equipment Lease
180770	8/19/2021	COPIER & SUPPLY COMPANY	221.29	Equipment Lease
180668	8/26/2021	COPIER & SUPPLY COMPANY	9,339.40	Equipment Lease
180881	8/26/2021	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Equipment Lease
180665	8/12/2021	GE HEALTHCARE FINANCIAL SERVICES	10,692.03	Equipment Lease
180714	8/12/2021	SHADOW MOUNTAIN WATER CO, WY	778.55	Equipment Lease
180819	8/19/2021	SHADOW MOUNTAIN WATER CO, WY	40.50	Equipment Lease
180949	8/26/2021	SHADOW MOUNTAIN WATER CO, WY	270.00	Equipment Lease
180820	8/19/2021	SIEMENS FINANCIAL SERVICES, INC	12,303.38	Equipment Lease
180736	8/12/2021	US BANK EQUIPMENT FINANCE	414.53	Equipment Lease
180831	8/19/2021	US BANK EQUIPMENT FINANCE	1,865.77	Equipment Lease
180966	8/26/2021	US BANK EQUIPMENT FINANCE	771.04	Equipment Lease
180617	8/5/2021	WYOMING RENTS, LLC	417.50	Equipment Lease
EFT00000006967	8/26/2021	TIMEPAYMENT CORP	2,628.23	Equipment Lease
180509	8/5/2021	DFA DAIRY BRANDS CORP, LLC	355.50	Food
180655	8/12/2021	DFA DAIRY BRANDS CORP, LLC	271.86	Food
180773	8/19/2021	DFA DAIRY BRANDS CORP, LLC	172.11	Food
180670	8/26/2021	DFA DAIRY BRANDS CORP, LLC	246.50	Food
180517	8/5/2021	F B MCFADDEN WHOLESALE	2,871.16	Food
180660	8/12/2021	F B MCFADDEN WHOLESALE	1,650.10	Food
180779	8/19/2021	F B MCFADDEN WHOLESALE	1,863.30	Food
180678	8/26/2021	F B MCFADDEN WHOLESALE	2,211.35	Food
180798	8/19/2021	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	909.60	Food
180695	8/12/2021	NICHOLAS & CO INC	4,391.60	Food
180808	8/19/2021	NICHOLAS & CO INC	881.76	Food
180606	8/5/2021	SYSCO INTERMOUNTAIN FOOD	2,596.42	Food
180725	8/12/2021	SYSCO INTERMOUNTAIN FOOD	3,758.30	Food
180827	8/19/2021	SYSCO INTERMOUNTAIN FOOD	1,546.02	Food
180740	8/12/2021	WESTERN WYOMING BEVERAGES INC	734.11	Food
180834	8/19/2021	WESTERN WYOMING BEVERAGES INC	392.98	Food
EFT00000006931	8/12/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	287.00	Food
180628	8/12/2021	AVANTE HEALTH SOLUTIONS	33.92	Freight
180780	8/19/2021	FED EX	13.87	Freight
180679	8/26/2021	FED EX	325.69	Freight
180961	8/26/2021	TRIOSE, INC	8,111.14	Freight
180735	8/12/2021	UPS STORE	303.00	Freight
180706	8/12/2021	RED HORSE OIL COMPANIES INC	479.51	Fuel
EFT00000006943	8/12/2021	WWS - ROCK SPRINGS	2,750.88	Garbage Collection
W/T	8/27/2021	BLUE CROSS BLUE SHIELD 8/2/21	283,919.17	Group Health
W/T	8/27/2021	FURTHER FLEX 8/25/21	604.76	Group Health
W/T	8/24/2021	FURTHER FLEX ADMIN FEE	169.00	Group Health
W/T	8/20/2021	BLUE CROSS BLUE SHIELD 8/13/21	88,809.03	Group Health
W/T	8/20/2021	FURTHER FLEX 8/18/21	566.72	Group Health
W/T	8/13/2021	BLUE CROSS BLUE SHIELD 8/6/21	91,771.73	Group Health
W/T	8/13/2021	FURTHER FLEX 8/11/21	955.04	Group Health
W/T	8/6/2021	BLUE CROSS BLUE SHIELD 7/30/21	123,621.96	Group Health
W/T	8/6/2021	FURTHER FLEX 8/4/21	1,084.16	Group Health
180585	8/5/2021	ABBOTT NUTRITION	137.76	Hospital Supplies

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180712	8/12/2021	ABBOTT NUTRITION	39.19	Hospital Supplies
180837	8/26/2021	AESCULAP INC	1,099.16	Hospital Supplies
180623	8/12/2021	ALTA MEDICAL SPECIALTIES	469.14	Hospital Supplies
180752	8/19/2021	ALTA MEDICAL SPECIALTIES	196.42	Hospital Supplies
180841	8/26/2021	AMAZON.COM CREDIT PLAN	2,937.76	Hospital Supplies
180754	8/19/2021	APPLIED MEDICAL	756.00	Hospital Supplies
180843	8/26/2021	APPLIED MEDICAL	500.00	Hospital Supplies
180842	8/26/2021	APPLIED MEDICAL TECHNOLOGY	612.22	Hospital Supplies
180625	8/12/2021	AQUACAST LINER	1,552.00	Hospital Supplies
180475	8/5/2021	ARMSTRONG MEDICAL INDUSTRIES	160.00	Hospital Supplies
180626	8/12/2021	ARTHREX INC.	125.00	Hospital Supplies
180755	8/19/2021	ARTHREX INC.	125.00	Hospital Supplies
180844	8/26/2021	ARTHREX INC.	264.00	Hospital Supplies
180482	8/5/2021	B BRAUN MEDICAL INC.	1,105.44	Hospital Supplies
180758	8/19/2021	B BRAUN MEDICAL INC.	1,348.68	Hospital Supplies
180846	8/26/2021	B BRAUN MEDICAL INC.	1,210.40	Hospital Supplies
180629	8/12/2021	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
180481	8/5/2021	BAXTER HEALTHCARE CORP/IV	420.84	Hospital Supplies
180630	8/12/2021	BAXTER HEALTHCARE CORP/IV	3,363.36	Hospital Supplies
180757	8/19/2021	BAYER HEALTHCARE LLC	4,363.80	Hospital Supplies
180483	8/5/2021	BECTON DICKINSON	5,344.36	Hospital Supplies
180631	8/12/2021	BECTON DICKINSON	1,075.60	Hospital Supplies
180847	8/26/2021	BECTON DICKINSON	653.60	Hospital Supplies
180633	8/12/2021	BIG MEDICAL LLC	1,700.00	Hospital Supplies
180634	8/12/2021	BLUE ENDO	282.13	Hospital Supplies
180759	8/19/2021	BOSTON SCIENTIFIC CORP	405.78	Hospital Supplies
180850	8/26/2021	BOSTON SCIENTIFIC CORP	2,768.77	Hospital Supplies
180492	8/5/2021	CARDINAL HEALTH/V. MUELLER	26,248.97	Hospital Supplies
180638	8/12/2021	CARDINAL HEALTH/V. MUELLER	36,598.58	Hospital Supplies
180762	8/19/2021	CARDINAL HEALTH/V. MUELLER	14,183.65	Hospital Supplies
180856	8/26/2021	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
180643	8/12/2021	CIVCO RADIO THERAPY	62.00	Hospital Supplies
180765	8/19/2021	CIVCO RADIO THERAPY	5.00	Hospital Supplies
180861	8/26/2021	CIVCO RADIO THERAPY	305.00	Hospital Supplies
180767	8/19/2021	COASTAL LIFE SYSTEMS, INC.	194.49	Hospital Supplies
180768	8/19/2021	CONE INSTRUMENTS	550.31	Hospital Supplies
180865	8/26/2021	CONE INSTRUMENTS	229.02	Hospital Supplies
180867	8/26/2021	COOK MEDICAL INC.	412.26	Hospital Supplies
180649	8/12/2021	COOK MEDICAL INCORPORATED	201.00	Hospital Supplies
180769	8/19/2021	COOK MEDICAL INCORPORATED	1,894.20	Hospital Supplies
180512	8/5/2021	DIAGNOSTIGA STAGO INC	6,378.66	Hospital Supplies
180775	8/19/2021	DIAGNOSTIGA STAGO INC	2,164.43	Hospital Supplies
180872	8/26/2021	DIAGNOSTIGA STAGO INC	501.60	Hospital Supplies
180658	8/12/2021	EDGE PHARMACEUTICALS, LLC	643.48	Hospital Supplies
180516	8/5/2021	EQUASHIELD LLC	962.28	Hospital Supplies
180659	8/12/2021	EQUASHIELD LLC	563.56	Hospital Supplies
180778	8/19/2021	EQUASHIELD LLC	563.56	Hospital Supplies
180877	8/26/2021	EXPAND-A-BAND, LLC	60.00	Hospital Supplies
180525	8/5/2021	GYNEX CORP	191.45	Hospital Supplies
180667	8/12/2021	HEALTHCARE LOGISTICS INC	186.64	Hospital Supplies
180784	8/19/2021	HEALTHCARE LOGISTICS INC	216.92	Hospital Supplies
180526	8/5/2021	HILL-ROM	3,094.68	Hospital Supplies
180788	8/19/2021	HIOLOGIC, INC.	104.00	Hospital Supplies
180884	8/26/2021	HIOLOGIC, INC.	91.00	Hospital Supplies

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180670	8/12/2021	HUILL ANESTHESIA INC	267.50	Hospital Supplies
180531	8/5/2021	J & J HEALTH CARE SYSTEMS INC	1,568.16	Hospital Supplies
180792	8/19/2021	J & J HEALTH CARE SYSTEMS INC	6,757.16	Hospital Supplies
180699	8/26/2021	J & J HEALTH CARE SYSTEMS INC	6,910.00	Hospital Supplies
180673	8/12/2021	KARL STORZ ENDOSCOPY-AMERICA	4,734.45	Hospital Supplies
180793	8/19/2021	KARL STORZ ENDOSCOPY-AMERICA	834.61	Hospital Supplies
180905	8/26/2021	KARL STORZ ENDOSCOPY-AMERICA	11,967.49	Hospital Supplies
180674	8/12/2021	KCI USA	2,846.88	Hospital Supplies
180794	8/19/2021	KCI USA	1,709.00	Hospital Supplies
180604	8/5/2021	LEICA BIOSYSTEMS RICHMOND	485.15	Hospital Supplies
180956	8/26/2021	LEICA BIOSYSTEMS RICHMOND	313.48	Hospital Supplies
180571	8/5/2021	M V A P MEDICAL SUPPLIES, INC.	660.50	Hospital Supplies
180691	8/12/2021	M V A P MEDICAL SUPPLIES, INC.	100.00	Hospital Supplies
180799	8/19/2021	MARKET LAB, INC	246.95	Hospital Supplies
180558	8/5/2021	MCKESSON MEDICAL-SURGICAL	27.68	Hospital Supplies
180682	8/12/2021	MCKESSON MEDICAL-SURGICAL	1,161.71	Hospital Supplies
180835	8/19/2021	MCKESSON MEDICAL-SURGICAL	1,520.00	Hospital Supplies
180836	8/19/2021	MCKESSON MEDICAL-SURGICAL	1,741.42	Hospital Supplies
180917	8/26/2021	MCKESSON MEDICAL-SURGICAL	744.80	Hospital Supplies
180683	8/12/2021	MEDELA LLC	802.31	Hospital Supplies
180918	8/26/2021	MEDELA LLC	124.43	Hospital Supplies
180563	8/5/2021	MEDTRONIC USA INC	272.00	Hospital Supplies
180562	8/5/2021	MEDTRONIC, USA	198.80	Hospital Supplies
180565	8/5/2021	MERCURY MEDICAL	107.78	Hospital Supplies
180686	8/12/2021	MERIT MEDICAL SYSTEMS, INC	482.70	Hospital Supplies
180680	8/12/2021	MES	83.30	Hospital Supplies
180806	8/19/2021	NANOSONICS, INC	1,072.50	Hospital Supplies
180925	8/26/2021	NANOSONICS, INC	873.00	Hospital Supplies
180693	8/12/2021	NATUS MEDICAL INC	87.40	Hospital Supplies
180926	8/26/2021	NEOTECH PRODUCTS, INC	279.00	Hospital Supplies
180574	8/5/2021	OLYMPUS AMERICA INC	65.64	Hospital Supplies
180696	8/12/2021	OLYMPUS AMERICA INC	1,195.58	Hospital Supplies
180809	8/19/2021	OLYMPUS AMERICA INC	5,231.48	Hospital Supplies
180697	8/12/2021	OWENS & MINOR 90005430	13,795.32	Hospital Supplies
180931	8/26/2021	OWENS & MINOR 90005430	20,066.62	Hospital Supplies
180811	8/19/2021	PERFORMANCE HEALTH SUPPLY INC	286.31	Hospital Supplies
180933	8/26/2021	PERFORMANCE HEALTH SUPPLY INC	227.00	Hospital Supplies
180814	8/19/2021	RADIOMETER AMERICA INC	1,562.08	Hospital Supplies
180815	8/19/2021	RESPIRONICS	178.00	Hospital Supplies
180941	8/26/2021	RESPIRONICS	178.00	Hospital Supplies
180601	8/5/2021	STERIS CORPORATION	5,833.31	Hospital Supplies
180721	8/12/2021	STERIS CORPORATION	172.72	Hospital Supplies
180823	8/19/2021	STERIS CORPORATION	482.61	Hospital Supplies
180954	8/26/2021	STERIS CORPORATION	5,833.31	Hospital Supplies
180726	8/12/2021	TELEFLEX LLC	664.10	Hospital Supplies
180958	8/26/2021	TELEFLEX LLC	339.03	Hospital Supplies
180607	8/5/2021	TIDI PRODUCTS, LC	510.00	Hospital Supplies
180731	8/12/2021	TRI-ANIM HEALTH SERVICES INC	1,644.07	Hospital Supplies
180829	8/19/2021	TRI-ANIM HEALTH SERVICES INC	532.75	Hospital Supplies
180960	8/26/2021	TRI-ANIM HEALTH SERVICES INC	1,621.89	Hospital Supplies
180968	8/26/2021	UTAH MEDICAL PRODUCTS INC	65.28	Hospital Supplies
180739	8/12/2021	WAXIE SANITARY SUPPLY	409.78	Hospital Supplies
180833	8/19/2021	WAXIE SANITARY SUPPLY	457.81	Hospital Supplies
180972	8/26/2021	WAXIE SANITARY SUPPLY	5,241.48	Hospital Supplies

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EFT00000006911	8/5/2021	BREG INC	652.85	Hospital Supplies
EFT00000006912	8/5/2021	HARDY DIAGNOSTICS	487.62	Hospital Supplies
EFT00000006919	8/5/2021	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	437.50	Hospital Supplies
EFT00000006922	8/5/2021	STRYKER INSTRUMENTS	2,220.57	Hospital Supplies
EFT00000006928	8/12/2021	BEEKLEY CORPORATION	332.00	Hospital Supplies
EFT00000006930	8/12/2021	BREG INC	179.21	Hospital Supplies
EFT00000006933	8/12/2021	HARDY DIAGNOSTICS	773.18	Hospital Supplies
EFT00000006936	8/12/2021	PACIFIC MEDICAL LLC	1,044.52	Hospital Supplies
EFT00000006946	8/19/2021	BREG INC	229.70	Hospital Supplies
EFT00000006948	8/19/2021	HARDY DIAGNOSTICS	664.24	Hospital Supplies
EFT00000006952	8/19/2021	OVATION MEDICAL	377.25	Hospital Supplies
EFT00000006959	8/26/2021	BREG INC	294.34	Hospital Supplies
EFT00000006961	8/26/2021	HARDY DIAGNOSTICS	446.15	Hospital Supplies
EFT00000006966	8/26/2021	STRYKER INSTRUMENTS	1,034.34	Hospital Supplies
EFT00000006969	8/26/2021	ZOLL MEDICAL CORPORATION	30.72	Hospital Supplies
180928	8/26/2021	OSSIO, INC.	20,488.00	Implant Supplies
180828	8/19/2021	TREACE MEDICAL CONCEPTS, INC.	11,635.00	Implant Supplies
EFT00000006960	8/26/2021	CIVCO MEDICAL INSTRUMENTS	561.00	Instruments
180620	8/9/2021	GUEST RELATION	162.00	Insurance Premium
180989	8/31/2021	INSURANCE REFUND	49.92	Insurance Refund
180994	8/31/2021	INSURANCE REFUND	1,280.82	Insurance Refund
181001	8/31/2021	INSURANCE REFUND	17.10	Insurance Refund
181003	8/31/2021	INSURANCE REFUND	13.34	Insurance Refund
181035	8/31/2021	INSURANCE REFUND	1,545.32	Insurance Refund
180995	8/31/2021	INSURANCE REFUND	1,446.65	Insurance Refund
180997	8/31/2021	INSURANCE REFUND	29.45	Insurance Refund
181002	8/31/2021	INSURANCE REFUND	968.95	Insurance Refund
181009	8/31/2021	INSURANCE REFUND	7,054.28	Insurance Refund
181012	8/31/2021	INSURANCE REFUND	306.17	Insurance Refund
180987	8/31/2021	INSURANCE REFUND	322.00	Insurance Refund
180990	8/31/2021	INSURANCE REFUND	46.03	Insurance Refund
181000	8/31/2021	INSURANCE REFUND	14.77	Insurance Refund
181017	8/31/2021	INSURANCE REFUND	183.33	Insurance Refund
180981	8/26/2021	INSURANCE REFUND	115.32	Insurance Refund
181019	8/31/2021	INSURANCE REFUND	58.97	Insurance Refund
181036	8/31/2021	INSURANCE REFUND	241.00	Insurance Refund
180998	8/31/2021	INSURANCE REFUND	1,073.03	Insurance Refund
181020	8/31/2021	INSURANCE REFUND	345.80	Insurance Refund
180992	8/31/2021	INSURANCE REFUND	310.75	Insurance Refund
181010	8/31/2021	INSURANCE REFUND	192.00	Insurance Refund
180988	8/31/2021	INSURANCE REFUND	275.08	Insurance Refund
181006	8/31/2021	INSURANCE REFUND	6,285.89	Insurance Refund
181015	8/31/2021	INSURANCE REFUND	230.28	Insurance Refund
181018	8/31/2021	INSURANCE REFUND	285.00	Insurance Refund
180996	8/31/2021	INSURANCE REFUND	119.90	Insurance Refund
180984	8/26/2021	INSURANCE REFUND	43.32	Insurance Refund
181004	8/31/2021	INSURANCE REFUND	204.09	Insurance Refund
181005	8/31/2021	INSURANCE REFUND	1,041.00	Insurance Refund
181008	8/31/2021	INSURANCE REFUND	14,497.29	Insurance Refund
180999	8/31/2021	INSURANCE REFUND	3,447.33	Insurance Refund
180940	8/26/2021	ALLERMATRIX INC	771.00	Laboratory Services
180916	8/26/2021	MAYO COLLABORATIVE SERVICES, INC.	866.20	Laboratory Services
180609	8/12/2021	METABOLIC NEWBORN SCREENING	3,114.24	Laboratory Services
180921	8/26/2021	METABOLIC NEWBORN SCREENING	1,450.00	Laboratory Services

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EFT00000006957	8/26/2021	ARUP LABORATORIES, INC.	59,882.39	Laboratory Services
180753	8/19/2021	ANAEROBE SYSTEMS	24.70	Laboratory Supplies
180479	8/5/2021	ASSOCIATES OF CAPE COD INC	414.00	Laboratory Supplies
180756	8/19/2021	ASSOCIATES OF CAPE COD INC	19.00	Laboratory Supplies
180849	8/26/2021	BIOMERIEUX, INC.	5,992.90	Laboratory Supplies
180491	8/5/2021	CARDINAL HEALTH	12,916.97	Laboratory Supplies
180637	8/12/2021	CARDINAL HEALTH	76.87	Laboratory Supplies
180761	8/19/2021	CARDINAL HEALTH	12,143.01	Laboratory Supplies
180854	8/26/2021	CARDINAL HEALTH	25,992.67	Laboratory Supplies
180495	8/5/2021	CEPHEID	23,525.38	Laboratory Supplies
180640	8/12/2021	CEPHEID	24.00	Laboratory Supplies
180518	8/5/2021	FISHER HEALTHCARE	4,903.91	Laboratory Supplies
180662	8/12/2021	FISHER HEALTHCARE	1,960.47	Laboratory Supplies
180781	8/19/2021	FISHER HEALTHCARE	8,595.10	Laboratory Supplies
180882	8/26/2021	FISHER HEALTHCARE	4,731.03	Laboratory Supplies
180908	8/26/2021	KURIN INC.	3,000.00	Laboratory Supplies
180560	8/5/2021	MEDIATORS REPROCESSING SYSTEM	594.51	Laboratory Supplies
180600	8/5/2021	STATLAB MEDICAL PRODUCTS	179.89	Laboratory Supplies
180609	8/5/2021	TYPENEX MEDICAL, LLC	203.49	Laboratory Supplies
180732	8/12/2021	TYPENEX MEDICAL, LLC	249.40	Laboratory Supplies
EFT00000006910	8/5/2021	BIO-RAD LABORATORIES	1,013.92	Laboratory Supplies
EFT00000006916	8/5/2021	PDC HEALTHCARE	236.70	Laboratory Supplies
EFT00000006929	8/12/2021	BIO-RAD LABORATORIES	3,251.50	Laboratory Supplies
EFT00000006938	8/12/2021	PDC HEALTHCARE	12.10	Laboratory Supplies
EFT00000006951	8/19/2021	ORTHO-CLINICAL DIAGNOSTICS INC	957.99	Laboratory Supplies
EFT00000006953	8/19/2021	PDC HEALTHCARE	204.24	Laboratory Supplies
EFT00000006958	8/26/2021	BIO-RAD LABORATORIES	1,960.28	Laboratory Supplies
EFT00000006964	8/26/2021	ORTHO-CLINICAL DIAGNOSTICS INC	5,783.58	Laboratory Supplies
EFT00000006965	8/26/2021	PDC HEALTHCARE	60.50	Laboratory Supplies
EFT00000006941	8/12/2021	SYSMEX AMERICA INC.	1,911.47	Laboratory Supplies
EFT00000006954	8/19/2021	SYSMEX AMERICA INC.	812.96	Laboratory Supplies
EFT00000006935	8/12/2021	MARTIN-RAY LAUNDRY SYSTEMS	1,680.00	Laundry Supplies
EFT00000006950	8/19/2021	MARTIN-RAY LAUNDRY SYSTEMS	1,257.04	Laundry Supplies
180507	8/5/2021	CROWLEY FLECK ATTORNEYS	2,970.00	Legal Fees
180935	8/26/2021	PHILLIPS LAW, LLC	10,112.50	Legal Fees
180642	8/12/2021	CITY OF ROCK SPRINGS	600.00	License/Fees
180860	8/26/2021	CITY OF ROCK SPRINGS	1,000.00	License/Fees
180979	8/26/2021	WYOMING DEPT OF AGRICULTURE	100.00	License/Fees
180597	8/5/2021	STANDARD TEXTILE	195.84	Linen
180952	8/26/2021	STANDARD TEXTILE	391.68	Linen
180771	8/19/2021	COUNTERWISE	3,190.00	Maintenance & Repair
180654	8/12/2021	DANIEL DORMAN PAINTING	4,800.00	Maintenance & Repair
180772	8/19/2021	DANIEL DORMAN PAINTING	13,800.00	Maintenance & Repair
180515	8/5/2021	ENTRY SYSTEMS INC.	2,340.00	Maintenance & Repair
180523	8/5/2021	GOODWAY TECHNOLOGIES CORPORATION	325.00	Maintenance & Repair
180786	8/19/2021	HIGH SECURITY LOCK & ALARM	9.00	Maintenance & Repair
180930	8/26/2021	OVERHEAD DOOR CO.	2,404.00	Maintenance & Repair
180699	8/12/2021	PARTSSOURCE	216.52	Maintenance & Repair
180810	8/19/2021	PARTSSOURCE	267.28	Maintenance & Repair
180702	8/12/2021	PLAN ONE/ARCHITECTS	5,625.00	Maintenance & Repair
180612	8/19/2021	PRECISION MEDICAL INC	60.82	Maintenance & Repair
180940	8/26/2021	R & D SWEEPING AND ASPHALT MAINTENANCE, LC	8,250.00	Maintenance & Repair
180826	8/19/2021	SUEZ TREATMENT SOLUTIONS INC.	1,435.00	Maintenance & Repair
180729	8/12/2021	TIRE DEN	16.19	Maintenance & Repair

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180832	8/19/2021	UTAH CONTROLS INC	355.00	Maintenance & Repair
EFT00000006924	8/5/2021	THE IRON ANVIL	825.00	Maintenance & Repair
180751	8/19/2021	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
180500	8/5/2021	CODALE ELECTRIC SUPPLY, INC	200.78	Maintenance Supplies
180644	8/12/2021	CODALE ELECTRIC SUPPLY, INC	1,226.68	Maintenance Supplies
180863	8/26/2021	CODALE ELECTRIC SUPPLY, INC	1,310.85	Maintenance Supplies
180524	8/5/2021	GRAINGER	36.51	Maintenance Supplies
180886	8/26/2021	GRAINGER	80.37	Maintenance Supplies
180669	8/12/2021	HOME DEPOT	758.00	Maintenance Supplies
180788	8/19/2021	HOME DEPOT	779.77	Maintenance Supplies
180895	8/26/2021	HOME DEPOT	240.09	Maintenance Supplies
180630	8/5/2021	INSULATION INC.	435.53	Maintenance Supplies
180790	8/19/2021	INSULATION INC.	343.53	Maintenance Supplies
180887	8/19/2021	NAPA AUTO PARTS	278.55	Maintenance Supplies
180583	8/5/2021	ROCK SPRINGS WINNELSON CO	14,079.06	Maintenance Supplies
180816	8/19/2021	ROCK SPRINGS WINNELSON CO	605.01	Maintenance Supplies
180944	8/26/2021	ROCK SPRINGS WINNELSON CO	539.04	Maintenance Supplies
EFT00000006908	8/5/2021	ACE HARDWARE	523.24	Maintenance Supplies
EFT00000006918	8/5/2021	SHERWIN WILLIAMS CO	106.71	Maintenance Supplies
EFT00000006925	8/5/2021	ULINE, INC	564.50	Maintenance Supplies
EFT00000006942	8/12/2021	ULINE, INC	2,256.50	Maintenance Supplies
EFT00000006944	8/19/2021	ACE HARDWARE	823.15	Maintenance Supplies
EFT00000006955	8/26/2021	ACE HARDWARE	715.52	Maintenance Supplies
180463	8/5/2021	MHSC-FOUNDATION	1,225.56	MHSC Foundation
180744	8/17/2021	MHSC-FOUNDATION	1,208.06	MHSC Foundation
181039	8/31/2021	MHSC-FOUNDATION	1,169.06	MHSC Foundation
180645	8/12/2021	COLORID, LLC	290.00	Minor Equipment
180976	8/26/2021	WORLDPOINT ECC, INC.	1,288.27	Minor Equipment
EFT00000006934	8/12/2021	LABONE MEDICAL TECHNOLOGIES CORP	135.58	Minor Equipment
180727	8/12/2021	TERMINIX OF WYOMING	125.00	Monthly Pest Control
180653	8/12/2021	CUSTOMIZED COMMUNICATIONS, INC	450.00	Non Medical Supplies
180666	8/12/2021	GLOBAL EQUIPMENT COMPANY	79.80	Non Medical Supplies
180787	8/19/2021	HOBART CORPORATION	4,382.88	Non Medical Supplies
180528	8/5/2021	IMPACT MELANOMA INC	1,310.00	Non Medical Supplies
180680	8/12/2021	LINCOLN DIAGNOSTICS INC	27.10	Non Medical Supplies
180561	8/5/2021	MEDLINE INDUSTRIES INC	1,234.82	Non Medical Supplies
180685	8/12/2021	MEDLINE INDUSTRIES INC	1,367.00	Non Medical Supplies
180802	8/19/2021	MEDLINE INDUSTRIES INC	351.56	Non Medical Supplies
180919	8/26/2021	MEDLINE INDUSTRIES INC	38.28	Non Medical Supplies
180513	8/5/2021	DISCOUNT ID	150.00	Office Supplies
180875	8/26/2021	ENCOMPASS GROUP, LLC	2,384.04	Office Supplies
180671	8/12/2021	IDENTISYS INC	3,820.00	Office Supplies
180672	8/12/2021	KAISER AND BLAIR INC.	468.88	Office Supplies
180904	8/26/2021	KAISER AND BLAIR INC.	539.62	Office Supplies
180588	8/5/2021	STANDARD REGISTER COMPANY	165.98	Office Supplies
180718	8/12/2021	STANDARD REGISTER COMPANY	840.98	Office Supplies
180699	8/5/2021	STAPLES BUSINESS ADVANTAGE	4,313.14	Office Supplies
180719	8/12/2021	STAPLES BUSINESS ADVANTAGE	2,223.70	Office Supplies
180822	8/19/2021	STAPLES BUSINESS ADVANTAGE	860.11	Office Supplies
180953	8/26/2021	STAPLES BUSINESS ADVANTAGE	441.77	Office Supplies
180610	8/5/2021	UNITED AD LABEL	53.37	Office Supplies
180606	8/5/2021	TRANSFORMATIONS FACE PAINTING, LLC	400.00	Other Employee Benefits
180795	8/19/2021	LAGOON CORPORATION	5,571.64	Other Employee Benefits
180909	8/26/2021	LAGOON CORPORATION	5,571.64	Other Employee Benefits

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180497	8/5/2021	CJ SIGNS	30.00	Other Purchased Services
180766	8/19/2021	CJ SIGNS	205.00	Other Purchased Services
180520	8/5/2021	FOTOS BY JENNI	79.00	Other Purchased Services
180548	8/5/2021	QUICK RESPONSE TAXI	57.00	Other Purchased Services
180679	8/12/2021	QUICK RESPONSE TAXI	132.00	Other Purchased Services
180797	8/19/2021	QUICK RESPONSE TAXI	60.00	Other Purchased Services
180911	8/26/2021	QUICK RESPONSE TAXI	139.00	Other Purchased Services
EFT00000006909	8/5/2021	AIRGAS INTERMOUNTAIN INC	4,096.53	Oxygen Rental
EFT00000006926	8/12/2021	AIRGAS INTERMOUNTAIN INC	114.58	Oxygen Rental
EFT00000006945	8/19/2021	AIRGAS INTERMOUNTAIN INC	788.77	Oxygen Rental
EFT00000006956	8/26/2021	AIRGAS INTERMOUNTAIN INC	4,750.94	Oxygen Rental
181029	8/31/2021	PATIENT REFUND	50.00	Patient Refund
181013	8/31/2021	PATIENT REFUND	801.80	Patient Refund
181033	8/31/2021	PATIENT REFUND	250.00	Patient Refund
181021	8/31/2021	PATIENT REFUND	11.97	Patient Refund
181037	8/31/2021	PATIENT REFUND	7.68	Patient Refund
181022	8/31/2021	PATIENT REFUND	814.10	Patient Refund
181023	8/31/2021	PATIENT REFUND	139.03	Patient Refund
180991	8/31/2021	PATIENT REFUND	124.89	Patient Refund
181032	8/31/2021	PATIENT REFUND	70.00	Patient Refund
180993	8/31/2021	PATIENT REFUND	13.68	Patient Refund
181014	8/31/2021	PATIENT REFUND	8.00	Patient Refund
181024	8/31/2021	PATIENT REFUND	27.44	Patient Refund
181025	8/31/2021	PATIENT REFUND	68.65	Patient Refund
180619	8/5/2021	PATIENT REFUND	168.20	Patient Refund
181026	8/31/2021	PATIENT REFUND	953.80	Patient Refund
181034	8/31/2021	PATIENT REFUND	100.00	Patient Refund
181031	8/31/2021	PATIENT REFUND	20.00	Patient Refund
181016	8/31/2021	PATIENT REFUND	131.69	Patient Refund
180982	8/26/2021	PATIENT REFUND	300.75	Patient Refund
180983	8/26/2021	PATIENT REFUND	30.00	Patient Refund
181030	8/31/2021	PATIENT REFUND	40.00	Patient Refund
181007	8/31/2021	PATIENT REFUND	1,517.02	Patient Refund
181027	8/31/2021	PATIENT REFUND	75.00	Patient Refund
181011	8/31/2021	PATIENT REFUND	721.78	Patient Refund
181028	8/31/2021	PATIENT REFUND	8.42	Patient Refund
180467	8/5/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
180748	8/17/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
180964	8/26/2021	UNITED WAY OF SWEETWATER COUNTY	500.00	Payroll Deduction
181043	8/31/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
180462	8/5/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
180743	8/17/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
181038	8/31/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
180454	8/5/2021	STATE OF WYOMING DFS/CSES	2,367.19	Payroll Garnishment
180745	8/17/2021	STATE OF WYOMING DFS/CSES	2,367.19	Payroll Garnishment
181040	8/31/2021	STATE OF WYOMING DFS/CSES	2,031.32	Payroll Garnishment
180465	8/5/2021	SWEETWATER CIRCUIT COURT-RS	1,086.05	Payroll Garnishment
180746	8/17/2021	SWEETWATER CIRCUIT COURT-RS	930.77	Payroll Garnishment
181041	8/31/2021	SWEETWATER CIRCUIT COURT-RS	1,173.20	Payroll Garnishment
180466	8/5/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
180747	8/17/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
181042	8/31/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	8/3/2021	PAYROLL 16	1,600,000.00	Payroll Transfer
W/T	8/17/2021	PAYROLL 17	1,500,000.00	Payroll Transfer

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W/T	8/31/2021	PAYROLL 18	1,500,000.00	Payroll Transfer
180639	8/12/2021	CARDINAL HEALTH PHARMACY MGMT	5,101.20	Pharmacy Management
180763	8/19/2021	CARDINAL HEALTH PHARMACY MGMT	1,030,697.87	Pharmacy Management
180851	8/26/2021	DR. BRIANNE CROFTS	25,000.00	Physician Retention
180502	8/5/2021	COMPHEALTH, INC.	2,254.17	Physician Services
180646	8/12/2021	COMPHEALTH, INC.	21,609.18	Physician Services
180864	8/26/2021	COMPHEALTH, INC.	91,667.46	Physician Services
180468	8/5/2021	ADVANCED MEDICAL IMAGING, LLC	18,976.00	Physician Services
180738	8/12/2021	DR. WALLACE CURRY	17,160.00	Physician Services
180533	8/5/2021	JHHR MEDICAL ASSOCIATES	17,407.20	Physician Services
180538	8/5/2021	JOHN A. ILIYA, M.D.	23,100.00	Physician Services
180551	8/5/2021	LOCUM TENENS.COM	863.08	Physician Services
180681	8/12/2021	LOCUM TENENS.COM	12,166.16	Physician Services
180913	8/26/2021	LOCUM TENENS.COM	18,904.91	Physician Services
180959	8/26/2021	THE SLEEP SPECIALISTS	8,700.00	Physician Services
180965	8/26/2021	UNIVERSITY OF UTAH (LUNIC OUTREACH)	118,856.86	Physician Services
180871	8/26/2021	DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
180880	8/26/2021	FEDLOAN SERVICING	20,625.00	Physician Student Loan
180887	8/26/2021	GRANITE STATE MANAGEMENT & RESOURCES	4,000.01	Physician Student Loan
180888	8/26/2021	GREAT LAKES	1,666.67	Physician Student Loan
180889	8/26/2021	GREAT LAKES EDUCATION LOAN SERVICES	1,000.00	Physician Student Loan
180967	8/26/2021	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
180876	8/26/2021	CE BROKER	191.90	Professional Service
180862	8/26/2021	CLEANIQUE PROFESSIONAL SERVICES	3,600.00	Professional Service
180641	8/12/2021	CRA INTERNATIONAL, INC.	25,000.00	Professional Service
180907	8/26/2021	KONICA MINOLTA MEDICAL IMAGING USA, INC	3,750.00	Professional Service
180690	8/12/2021	MILE HIGH MOBILE PET	4,660.00	Professional Service
180570	8/5/2021	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
180698	8/12/2021	P3 CONSULTING LLC	218.75	Professional Service
180869	8/26/2021	VERISYS INC.	54.00	Professional Service
180613	8/5/2021	VYAIR MEDICAL	144.00	Professional Service
180615	8/5/2021	WELLS FARGO BANK, NA	2,000.00	Professional Service
180977	8/26/2021	WYOMING DEPARTMENT OF HEALTH	210.00	Professional Service
EFT00000006923	8/5/2021	SWEETWATER MEDICS LLC	4,032.00	Professional Service
EFT00000006940	8/12/2021	SWEETWATER MEDICS LLC	630.00	Professional Service
EFT00000006968	8/26/2021	WESTERN STAR COMMUNICATIONS	1,516.50	Professional Service
180818	8/19/2021	SERACARE LIFE SCIENCES, INC.	2,689.00	Proficiency Testing
180578	8/5/2021	RADIATION DETECTION COMPANY	200.00	Radiation Monitoring
180687	8/12/2021	MERRY X-RAY	149.32	Radiology Film
180804	8/19/2021	MERRY X-RAY	81.46	Radiology Film
180920	8/26/2021	MERRY X-RAY	213.08	Radiology Film
180486	8/5/2021	BRACCO DIAGNOSTICS INC	215.25	Radiology Material
180635	8/12/2021	BRACCO DIAGNOSTICS INC	215.25	Radiology Material
180760	8/19/2021	BRACCO DIAGNOSTICS INC	215.25	Radiology Material
180996	8/26/2021	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	1,235.00	Radiology Material
180546	8/5/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
180678	8/12/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
180796	8/19/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
180910	8/26/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
EFT00000006937	8/12/2021	PHARMALUCENCE, INC	2,669.25	Radiology Material
180852	8/26/2021	BRIAN BARTON, PA-C	3,105.00	Reimbursement - CME
180566	8/5/2021	DR MICHAEL BOWERS	2,450.45	Reimbursement - CME
180838	8/26/2021	DR. ALICIA GRAY	888.00	Reimbursement - CME
180845	8/26/2021	DR. BANU SYMINGTON	220.00	Reimbursement - CME

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
8/31/21

180632	8/12/2021	DR. BENJAMIN JENSEN	5,464.32	Reimbursement - CME
180489	8/5/2021	DR. BRIANNE CROFTS	720.00	Reimbursement - CME
180501	8/5/2021	DR. CODY CHRISTENSEN	4,772.43	Reimbursement - CME
180900	8/26/2021	DR. JACQUES DENKER	4,900.00	Reimbursement - CME
180903	8/26/2021	DR. JOSHUA BINKS	550.00	Reimbursement - CME
180914	8/26/2021	DR. LUCY RYAN	1,455.74	Reimbursement - CME
180923	8/26/2021	DR. MICHAEL NEYMAN	5,106.70	Reimbursement - CME
180975	8/26/2021	DR. WILLIAM SARETTE	2,456.16	Reimbursement - CME
180996	8/26/2021	ISRAEL STEWART, DO	1,474.00	Reimbursement - CME
180694	8/12/2021	NEAL ASPER, MD	5,517.35	Reimbursement - CME
180749	8/19/2021	AIMEE URBIN	180.54	Reimbursement - Education & Travel
180487	8/5/2021	BRAD KOWALSKI	1,829.57	Reimbursement - Education & Travel
180490	8/5/2021	DR. BRYTTON LONG	535.50	Reimbursement - Education & Travel
180535	8/5/2021	DR. JANENE GLYN	2,773.41	Reimbursement - Education & Travel
180547	8/5/2021	DR. LAWRENCE LAURIDSEN	571.20	Reimbursement - Education & Travel
180783	8/19/2021	GERRY JOHNSTON	159.91	Reimbursement - Education & Travel
180901	8/26/2021	JODY BUTLER	264.76	Reimbursement - Education & Travel
180902	8/26/2021	JONCI LISON	2,105.00	Reimbursement - Education & Travel
180675	8/12/2021	KELLY SUGIHARA	77.77	Reimbursement - Education & Travel
180915	8/26/2021	MARY FISCHER	191.25	Reimbursement - Education & Travel
180564	8/5/2021	MELISSA JEWELL	249.90	Reimbursement - Education & Travel
180579	8/5/2021	RAMONA K BEACH	130.10	Reimbursement - Education & Travel
180582	8/5/2021	ROB FAIR	324.36	Reimbursement - Education & Travel
180707	8/12/2021	ROB FAIR	321.30	Reimbursement - Education & Travel
180942	8/26/2021	ROB FAIR	357.00	Reimbursement - Education & Travel
180824	8/19/2021	STEVIE NOSICH	3,161.93	Reimbursement - Education & Travel
180549	8/5/2021	LISA ADAMS	74.56	Reimbursement - Insurance Premiums
180472	8/5/2021	AMBER FISK	38.91	Reimbursement - Non Hospital Supplies
180624	8/12/2021	AMBER FISK	60.00	Reimbursement - Non Hospital Supplies
180656	8/12/2021	DEB SUTTON	730.09	Reimbursement - Non Hospital Supplies
180774	8/19/2021	DEB SUTTON	195.57	Reimbursement - Non Hospital Supplies
180912	8/26/2021	LESLIE ALVARADO-GODINA	56.00	Reimbursement - Non Hospital Supplies
180555	8/5/2021	MARIANNE SANDERS	169.16	Reimbursement - Non Hospital Supplies
180970	8/26/2021	VERONICA REGISTER	56.00	Reimbursement - Non Hospital Supplies
180557	8/5/2021	MARY FISCHER	17.19	Reimbursement - Office Supplies
180471	8/5/2021	ALYSHA M. BOESE	3,126.99	Reimbursement - Payroll
180469	8/5/2021	AIMEE URBIN	93.13	Reimbursement - Payroll Deduction
180473	8/5/2021	AMBER FAIGL	104.90	Reimbursement - Payroll Deduction
180478	8/5/2021	ASHLEE LEDGESS	40.28	Reimbursement - Payroll Deduction
180488	8/5/2021	BRANDIE MORRELL	94.00	Reimbursement - Payroll Deduction
180493	8/5/2021	CARMEN LOREDO	83.92	Reimbursement - Payroll Deduction
180498	8/5/2021	CLAUDIA MELIDONA	87.58	Reimbursement - Payroll Deduction
180504	8/5/2021	CONNIE ALTER	20.98	Reimbursement - Payroll Deduction
180508	8/5/2021	CRYSTAL DELANCY	112.39	Reimbursement - Payroll Deduction
180510	8/5/2021	DEBRA DAVIS	39.01	Reimbursement - Payroll Deduction
180534	8/5/2021	JAMIE TADOR	92.34	Reimbursement - Payroll Deduction
180536	8/5/2021	JENNY LARGENT	179.13	Reimbursement - Payroll Deduction
180537	8/5/2021	JOHANNA SANDER	113.14	Reimbursement - Payroll Deduction
180539	8/5/2021	JUNE LEDIGER	88.96	Reimbursement - Payroll Deduction
180545	8/5/2021	KRISTIN GILES	91.45	Reimbursement - Payroll Deduction
180550	8/5/2021	LISA GARCIA	70.50	Reimbursement - Payroll Deduction
180552	8/5/2021	LYNDA MCDONEY	32.79	Reimbursement - Payroll Deduction
180553	8/5/2021	LYNDSIEY SGRO	40.28	Reimbursement - Payroll Deduction
180554	8/5/2021	MARCELINA LINVILLE	89.17	Reimbursement - Payroll Deduction

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 GENERAL FUND DISBURSEMENTS
 8/31/21

100556	8/5/2021	MARIAH PACHECO	76.40	Reimbursement - Payroll Deduction
100559	8/5/2021	MCKENZIE BUGGY	109.60	Reimbursement - Payroll Deduction
100567	8/5/2021	MICHELLE JOHNSON	121.16	Reimbursement - Payroll Deduction
100568	8/5/2021	MISTY LOREDO	140.16	Reimbursement - Payroll Deduction
100569	8/5/2021	MOWET YOUNG	18.67	Reimbursement - Payroll Deduction
100580	8/5/2021	RICKY KLEINLEIN	21.27	Reimbursement - Payroll Deduction
100586	8/5/2021	SADIE DAUGHERTY	75.13	Reimbursement - Payroll Deduction
100590	8/5/2021	SHAWNA WELTER	127.89	Reimbursement - Payroll Deduction
100591	8/5/2021	SHEILA RUIZ-SMITH	169.71	Reimbursement - Payroll Deduction
100596	8/5/2021	STACEY JACOBSON	39.29	Reimbursement - Payroll Deduction
100611	8/5/2021	VICTORIA FISCHER	113.50	Reimbursement - Payroll Deduction
100540	8/5/2021	KERRY BACHMANN	45.30	Reimbursement - Payroll Deduction
100542	8/5/2021	KIMBERLY ENSIGN	173.54	Reimbursement - Payroll Deduction
100544	8/5/2021	KIMBERLY MANUS	172.88	Reimbursement - Payroll Deduction
100543	8/5/2021	KIMBERLY TYREE	18.88	Reimbursement - Payroll Deduction
100541	8/5/2021	KIMBERLY WHITE	84.58	Reimbursement - Payroll Deduction
W/T	8/30/2021	ABG 8/19/21	162,106.15	Retirement
W/T	8/12/2021	ABG 8/5/21	163,912.83	Retirement
W/T	8/2/2021	ABG 7/22/21	169,071.37	Retirement
100720	8/12/2021	STATE OF WYO.DEPT.OF REVENUE	715.31	Sales Tax Payment
100922	8/26/2021	MHSC MEDICAL STAFF	50.00	Scholarship
100485	8/5/2021	BOOKCLIFF SALES INC	235.01	Scrub Sale deductions
100519	8/5/2021	FLAMING GORGE AREA CHAMBER OF COMMERCE	500.00	Sponsorship
100890	8/26/2021	GRHS CLASS OF 2022	200.00	Sponsorship
100577	8/5/2021	FMS SCREEN PRINTING	311.00	Sponsorship
100710	8/12/2021	ROCK SPRINGS AMATEUR HOCKY ASSOCIATION	400.00	Sponsorship
100584	8/5/2021	ROCK SPRINGS RENEWAL FUND	1,500.00	Sponsorship
100945	8/26/2021	RSYAFY	450.00	Sponsorship
100805	8/19/2021	MOBILE INSTRUMENT SERVICE	8,944.00	Surgery Equipment
100924	8/26/2021	MOBILE INSTRUMENT SERVICE	3,650.00	Surgery Equipment
100470	8/5/2021	ALI MED INC	861.49	Surgery Supplies
100621	8/12/2021	ALI MED INC	755.69	Surgery Supplies
100750	8/19/2021	ALI MED INC	235.83	Surgery Supplies
100639	8/26/2021	ALI MED INC	120.83	Surgery Supplies
100506	8/5/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	5,476.37	Surgery Supplies
100651	8/12/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,064.64	Surgery Supplies
100652	8/12/2021	CR BARD INC	185.70	Surgery Supplies
100724	8/12/2021	JOHNSON & JOHNSON HEALTHCARE	1,061.00	Surgery Supplies
100677	8/12/2021	KEY SURGICAL INC	111.50	Surgery Supplies
100716	8/12/2021	SMITH & NEPHEW ENDOSCOPY INC	1,020.00	Surgery Supplies
100821	8/19/2021	SMITH & NEPHEW ENDOSCOPY INC	1,734.00	Surgery Supplies
100593	8/5/2021	SMITH & NEPHEW INC.	294.00	Surgery Supplies
100603	8/5/2021	STRYKER ENDOSCOPY	734.40	Surgery Supplies
100722	8/12/2021	STRYKER ENDOSCOPY	1,378.68	Surgery Supplies
100825	8/19/2021	STRYKER ENDOSCOPY	2,283.36	Surgery Supplies
100986	8/27/2021	STRYKER ENDOSCOPY	1,712.35	Surgery Supplies
100618	8/5/2021	ZIMMER BIOMET	1,200.00	Surgery Supplies
100742	8/12/2021	ZIMMER BIOMET	57.50	Surgery Supplies
100980	8/26/2021	ZIMMER BIOMET	9,824.00	Surgery Supplies
EFT00000006932	8/12/2021	COOPER SURGICAL	665.97	Surgery Supplies
EFT00000006947	8/19/2021	COOPER SURGICAL	66.44	Surgery Supplies
100476	8/5/2021	GALLAGHER BENEFIT SERVICES, INC.	12,594.75	Survey Expenses
100937	8/26/2021	PRESS GANEY ASSOCIATES, INC	2,678.01	Survey Expenses
100587	8/5/2021	SALARY.COM LLC	1,243.75	Survey Expenses

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

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

FY22 Title 25 Fund Budget from Sweetwater County	\$273,488.00
Funds Received From Sweetwater County	<u>\$5,878.09</u>
FY20 Title 25 Fund Budget Remaining	\$267,609.91
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY22 Maintenance Fund Budget from Sweetwater County	\$938,440.00
County Maintenance FY22 - July	\$304,298.79
County Maintenance FY22 - August	\$28,620.00
<u>\$332,918.79</u>	
FY22 Maintenance Fund Budget Remaining	<u><u>\$605,521.21</u></u>

MEMO: September 28, 2021
 TO: Finance Committee
 FROM: Ronald L. Cheese  - Director Patient Financial Services
 SUBJECT: Preliminary September, 2021 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 1,206,383.00	
Hospital Payment Plans	\$ 145,000.00	
Medical Clinic Accounts	\$ 35,916.40	
Ortho Clinic Accounts	\$ <u>00.00</u>	
Total Potential Bad Debt	\$ 1,387,299.40	
Hospital Accounts Returned	\$ - <u>341,873.43</u>	
Net Bad Debt Turned		\$1,045,425.97

Hospital Recoveries Collection Agency	\$ 223,452.24	
Hospital Recoveries Payment Plans	\$ 70,000.00	
Medical Clinic Recoveries	\$ 2,424.64	
Ortho Clinic Recoveries	\$ <u>1,564.38</u>	
Total Bad Debt Recoveries		\$ <u>297,441.26</u>

Net Bad Debt Less Recoveries \$ 747,984.71

Largest Account	39,345.28
Emergency Room	561,000.03
Inpatient Accts	296,421.80
Surgery Accts	77,959.67

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: **SUMMIT PATHOLOGY**
2. Purpose of contract, including scope and description: **Agreement with Summit Pathology to provide hospital with pathology services. This agreement is in lieu of hospital employing a full-time pathologist to perform these services. We pay monthly compensation to Summit for technical services in return Summit shall provide all the equipment, personnel certification and other supplies as necessary to perform the testing outlined in Exhibit B. The services listed in Exhibit require a pathologist. We can't perform in-house without a pathologist.**
3. Effective Date: **When approved and signed by hospital.**
4. Expiration Date: **in effect until terminated as outlined. Could terminate without cause at least 90 days before the end of each renewal term. Renewal term is 2 years from effective date.**
5. Termination provisions: **only by agreement, default of either party or illegality of either party** Is this auto-renew? **Yes for 2 years if not terminated**
6. Monetary cost of the contract: **Patient will be billed directly for professional services. We won't see any of that. Summit will bill us for technical services (exhibit B) and we, in turn, will bill the patient for those services.**
Budgeted? **Yes for a pathologist**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No Colorado**
8. Any confidentiality provisions? **Not as to the agreement just patient health information.**

9. Indemnification clause present? **Yes section 7**

10. Is this contract appropriate for other bids? **Lab staff considered other options. Summit provides best solution for our situation.**

11. Is County Attorney review required? **No**

**SUMMIT PATHOLOGY
TECHNICAL PATHOLOGY SERVICES AGREEMENT**

THIS AGREEMENT ("Agreement") is entered into effective as of the ___ day of ____, 2021 (the "Effective Date") by and between Memorial HOSPITAL of Sweetwater County (the "HOSPITAL"), and **SUMMIT PATHOLOGY**, a Colorado partnership ("SUMMIT").

RECITALS

A. SUMMIT is a Colorado partnership which operates an independent laboratory that provides technical (histology and cytology) services for hospitals.

NOW, THEREFORE, in consideration of the mutual covenants set forth below, the parties agree as follows:

AGREEMENT

1. **HOSPITAL's Engagement of SUMMIT.** SUMMIT hereby agrees to provide or arrange for the provision of all technical pathology services ("TC Services") required by the HOSPITAL, at its independent laboratory or, when required, at the Covered Locations. For purposes of this Agreement, TC Services shall mean the services listed on Exhibit A attached hereto and incorporated herein by reference. Covered Locations shall mean the HOSPITAL and clinics listed on Exhibit B attached hereto and incorporated herein by reference.

It is expressly understood and agreed by the parties hereto that this Agreement governs the provision of the technical component of anatomical pathology services only.

2. **Laboratory and Equipment Requirements.** SUMMIT shall obtain and maintain at its expense the equipment and facilities necessary for the provision of TC Services under the terms of this Agreement at its main laboratory located in Loveland, Colorado. SUMMIT shall provide at its expense, all supplies and personnel necessary to perform the TC Services provided for under this Agreement at its laboratory. SUMMIT shall be responsible for providing all Disposable Supplies and Environmental Services used at or acquired for its laboratory. SUMMIT shall ensure that its laboratory is certified as an independent laboratory under the Clinical Laboratory Improvement Amendments (CLIA-88) and that at all times during this Agreement, it obtains and maintains any and all other accreditation certificates, licenses or permits necessary to operate the laboratory and to provide the TC Services.

2.1 **Courier Services.** SUMMIT shall be responsible for all courier services between the HOSPITAL and the SUMMIT Laboratory. SUMMIT may utilize the same courier as HOSPITAL.

3. **Billing and Reimbursement.** As compensation for the Services provided by SUMMIT under this Agreement, HOSPITAL shall pay SUMMIT the amounts set forth on Exhibit "A" attached hereto and incorporated herein. On an annual basis, the parties will review the prices set forth on Exhibit "A". Any adjustment thereto shall become effective 60 days after the mutual agreement of the parties. The parties may add CPT codes and fees as dictated by changes to the AMA guidelines. All modifications to Exhibit "A" shall be in writing and signed by both parties.

SUMMIT agrees that it shall not make a charge to any Medicare or Medicaid patient, or to any other patient or third party payor, with respect to the Services.

On a monthly basis, SUMMIT shall bill HOSPITAL directly for the Services provided under this Agreement. HOSPITAL shall make payment to SUMMIT for such Services within thirty (30) days after the date of SUMMIT's monthly statement of amounts due for the Services. If the fee is not paid when and as set forth above, the amount to be paid SUMMIT shall be increased by one and one-half percent (1.5%) per month, plus the amount of any fees, expenses or costs which SUMMIT incurs in collecting the amount.

4. **General Administrative Services and Requirements.** SUMMIT shall at all times fulfill the general duties and requirements set forth below:

4.1. **Reports and Records.**

4.1.1 **Medical Records.** SUMMIT shall timely record and report appropriate medical record entries concerning all TC Services performed by SUMMIT and its employees.

4.1.2 **Ownership.** The ownership and right of control of all reports, records, electronic files, tapes, test results and supporting documents prepared in connection with the performance of TC Services shall vest exclusively in SUMMIT; provided, however, that the HOSPITAL shall have a right of access to and duplication of such reports, records, electronic files, tapes, test results and supporting documentation for purposes of defending a professional liability suit or claim, for continued patient care, or for responding to an inquiry by any governmental agency or as otherwise provided by state and federal law or HOSPITAL policies. The provisions of this paragraph 4.1.2 shall survive the termination of this Agreement.

5. **Other SUMMIT Obligations.**

5.1 **Compliance.** All applicable provisions of law and the rules and regulations of any and all governmental authorities relating to the regulation of physicians and HOSPITAL and the operation of the HOSPITAL's laboratory shall be fully complied with by both parties hereto. In addition, both parties agree to perform their obligations under this Agreement so that the HOSPITAL and the HOSPITAL's laboratory department shall be operated in accordance with the standards and recommendations of the Joint Commission and the bylaws, rules and policies of the HOSPITAL and its medical staff, as may be in effect from time to time.

5.2 **Confidential Information; Disclosure of Information.** Each party recognizes and acknowledges that its employees may have access to certain confidential information of the other party and that such information constitutes valuable, special and unique property of the other party. Each party shall ensure that it and its employees shall not disclose any such confidential information to any person, firm, corporation, association or other entity for any reason or purpose whatsoever, except to authorized representatives of the other party and except as may be ordered by a court or governmental agency, during or after the term of this Agreement. Confidential information includes, but is not limited to: HOSPITAL clinical records, marketing, personnel and administrative policies and records, procedures, manuals, reports and all written agreements or contracts, including this Agreement. Upon termination of this Agreement, SUMMIT shall promptly return all original and copies of confidential information to the HOSPITAL.

6. **Term and Termination of Agreement.** This Agreement shall apply as of the Effective Date and shall continue in effect unless and until terminated pursuant to the terms of this Section 6.

6.1 **Renewal Review.** Either party may provide written notice of termination without cause at least ninety (90) days before the end of each Renewal Term. For purposes of this Agreement, Renewal Term shall mean each successive term of two (2) years, the first of which shall

commence on the Effective Date of this Agreement and each subsequent Renewal Term shall commence upon expiration of the immediately preceding Renewal Term. If the parties agree to any revisions, they shall be effective as of the first day of the next following Renewal Term. If the parties do not agree to any revisions, the terms and conditions of the then existing Agreement shall continue to apply for the next following Renewal Term.

6.2 **Termination.** This Agreement may be terminated only as follows:

6.2.1 **Termination by Agreement.** In the event the HOSPITAL and SUMMIT shall mutually agree in writing, this Agreement may be terminated on the terms and dates stipulated therein.

6.2.2 **Termination on Notice of Default.** In the event either party shall give notice to the other that such other party has substantially defaulted in the performance of any obligation under this Agreement and such default shall not have been cured within sixty (60) days following the giving of such notice, this Agreement shall terminate on any future date specified in such notice. Notwithstanding the foregoing, in the event the breach is of such a nature so as to cause imminent jeopardy to the quality of patient care, the Agreement may be immediately terminated upon written notice by the non-breaching party unless the breaching party promptly initiates corrective action to cure such breach and this Agreement shall be immediately terminable at such time at which corrective action is not being so pursued.

6.2.3 **Termination for Illegality.** If, in the opinion of counsel for SUMMIT or counsel for the HOSPITAL at any time during the term of this Agreement: (a) it is more likely than not that a party's exercise of any of its rights or its performance of any of its obligations under this Agreement would (i) violate any statute, law, rule, regulation or judicial determination, (ii) jeopardize the HOSPITAL's tax-exempt status, or (iii) risk imposition of intermediate sanctions against SUMMIT or the HOSPITAL's managers; or (b) the arrangement contemplated by this Agreement otherwise is or becomes illegal or void under any statute, law, rule, regulation or judicial determination, then for a period of thirty (30) days, the parties shall meet and negotiate on a good faith basis to agree upon an amendment to, or reformation of, this Agreement or course of conduct which, in the opinion of counsel to both parties, makes at least the minimal necessary modifications to the provisions of this Agreement or course of conduct to comply with such statute, law, rule, regulation, ordinance or judicial determination, or to reduce or eliminate the risk to the HOSPITAL's tax-exempt status or the risk of intermediate sanctions. During such thirty (30) day period, neither of the parties shall take any action prohibited by or which violates such statute, law, rule, regulation, ordinance or judicial determination or jeopardizes tax-exempt status or risks intermediate sanctions. If the parties are unable to agree upon such an amendment during the thirty (30) day period, then either party may terminate this Agreement upon an additional thirty (30) days' written notice to the other party.

6.3 **Effects of Termination.** Upon termination of this Agreement, neither party shall have any further obligation hereunder except for (i) obligations occurring prior to the date of termination and (ii) obligations, promises or covenants contained herein which are expressly made to extend beyond the Term of this Agreement.

7. **Allocation of Responsibility and Indemnification.**

7.1 SUMMIT shall be liable for any and all claims, costs and expenses arising from or out of any alleged negligent act or omission of SUMMIT, its agents or employees in the performance of

its obligations under this Agreement. SUMMIT shall also indemnify HOSPITAL for any billing errors committed by SUMMIT, its agents or employees.

- 7.2 HOSPITAL shall be liable for any and all claims, costs and expenses arising from or out of any alleged negligent act or omission of HOSPITAL, its agents or employees in the performance of its obligations under this Agreement. HOSPITAL shall also indemnify SUMMIT for any billing errors committed by HOSPITAL, its agents or employees.

8. **Miscellaneous.**

- 8.1 **Independent Contractor Relationship.** It is expressly acknowledged by the parties hereto that SUMMIT and its employees are independent contractors with respect to the HOSPITAL, and nothing in this Agreement is intended nor shall be construed to create between the HOSPITAL and SUMMIT or the HOSPITAL and SUMMIT's employees an employer/employee relationship, a partnership or joint venture relationship, or a lessee or landlord/tenant relationship, or to allow the HOSPITAL to exercise control or direction over the manner or method by which SUMMIT and its employees provide services hereunder. All such services shall be provided in a manner consistent with the professional standards governing such services and the provisions of this Agreement. HOSPITAL will not pay or withhold on behalf of SUMMIT or its employees, any sums for income tax, unemployment insurance, social security, workers' compensation or any other withholding pursuant to any law or requirement of any governmental body relating to SUMMIT or its employees, and all of such payments and withholdings are the sole responsibility of SUMMIT or its employees. SUMMIT further agrees to indemnify and hold HOSPITAL harmless from any liability resulting from SUMMIT's failure to withhold any amount from SUMMIT's or its employees' compensation, including attorneys' fees. None of the benefits provided by the HOSPITAL to its employees shall be available to the employees of SUMMIT. In the event the Internal Revenue Service should question or challenge the independent contractor status of SUMMIT or its employees with respect to the HOSPITAL, the parties hereto mutually agree that both SUMMIT and the HOSPITAL shall have the right to participate in any discussion or negotiation occurring with the Internal Revenue Service, irrespective of whom or by whom such discussions or negotiations are initiated.

8.2 **Representatives.**

- 8.2.1 **HOSPITAL Representative.** Except as herein more specifically provided, the HOSPITAL shall act with respect to all matters hereunder through one or more officers or representatives designated from time to time by the HOSPITAL to SUMMIT.
- 8.2.2 **SUMMIT Representative.** Except as may be herein more specifically provided, SUMMIT shall act with respect to all matters hereunder through its president, CEO or manager, provided that only its managers or their designees may bind SUMMIT to any amendment to this Agreement.

- 8.3 **Notices.** All notices given under hereunder shall be in writing and shall be delivered in person or sent certified mail, with postage prepaid, to the parties at the following addresses (or such other or further addresses as the parties may hereafter designate by like notice similarly sent):

SUMMIT:
SUMMIT PATHOLOGY
Attn: H. Wentzell Hamner, MD
Managing Partner
5802 Wright Drive
Loveland, CO 80538
Telephone: 970-212-0530
Fax: 970-212-0555
Email: whamner@SUMMITpathology.com

HOSPITAL:
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Attn: _____
Address: _____
Telephone: _____
Fax: _____
Email: _____

or to such other address and to the attention of such other person(s) or officer(s) as either party may designate by written notice.

- 8.4 **Governing Law.** This Agreement shall be construed in accordance with and governed by the laws of the State of Colorado.
- 8.5 **Partial Invalidity.** In any provision of this Agreement is declared by any court of competent jurisdiction to be invalid for any reason, such invalidity shall not affect the remaining portions. On the contrary, such remaining portions shall be fully severable, and this Agreement shall be construed and enforced as if such invalid provisions were deleted.
- 8.6 **Non Assignability.** This Agreement may not be assigned by either party without the prior written consent of the other party acting in its sole discretion, except that SUMMIT or HOSPITAL may assign this Agreement to any affiliated or successor organization, including a consolidation or merger of SUMMIT with another pathology group, provided that the same or a mutually agreed upon substitute physicians continue providing pathology services under this Agreement. Notwithstanding anything to the contrary the parties acknowledge that SUMMIT may subcontract some of its duties hereunder to Summit Pathology Laboratories, Inc.
- 8.7 **Headings.** The subject headings of the paragraphs of this Agreement are included for purposes of convenience only and shall not affect the construction or interpretation of any of its provisions, Throughout this Agreement, the singular shall include the plural, the plural shall include the singular, and the masculine shall include the feminist and neuter, wherever the context so requires.
- 8.8 **Modification and Waiver.** This Agreement constitutes the entire agreement between the parties pertaining to the subject matter contained in it and supercedes all prior and contemporaneous agreements, representations and understandings of the parties. No supplement, modification or amendment to this Agreement shall be binding unless executed in writing by all of the parties. No waiver of any of the provisions of this Agreement shall be

deemed or shall constitute a waiver of any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the party making the waiver.

- 8.9 **Authority.** Each party executing this Agreement represents and warrants that he or she has full and complete authority to legally bind such respective party to the subject matter of this Agreement.
- 8.10 **Exclusion.** HOSPITAL and SUMMIT and its physicians represent and warrant that neither is nor has been excluded from any federally funded health care programs, including Medicare or Medicaid. In the event of such exclusion, this Agreement shall immediately terminate as of the date of such exclusion.
- 8.11 **Retention and Inspection of Records.** SUMMIT agrees that it shall retain, at its own cost and expense, all patient records, reports, microscopic slides and paraffin blocks for the current year of service and will return to HOSPITAL, at HOSPITAL's expense, the slides and blocks during the first quarter of the following year. All such slides and blocks shall be sent to HOSPITAL in care of its Director of Laboratory, Chief Medical Officer or CEO, at the discretion of SUMMIT. During and after the term of the Agreement and notwithstanding the termination of this Agreement, SUMMIT shall permit HOSPITAL on-site access to patient records, specimen requisitions, reports, and any remaining microscopic slides, and paraffin blocks stored off- site, subject to all applicable laws and regulations. HOSPITAL will allow SUMMIT access to any slides and blocks so returned.
- 8.12 **Reporting Requirements.** In accordance with the requirements set forth in 42 CFR §402.302, SUMMIT shall provide to the Comptroller General of the United States and the Department of Health and Human Services ("HHS"), and their duly authorized representatives, upon written request, reasonable access to this Agreement and such books, documents and records as may be requested to evaluate the nature and extent of costs claimed for reimbursement until the expiration of four (4) years after the services are furnished under this Agreement for the purpose of evaluating the nature and extent of the costs and services provided.
- 8.13 **Waiver of Breach.** The waiver by either party of a breach or violation of any provision of this Agreement shall not operate as, or be construed to be, a waiver of any subsequent breach of the same or other provision hereof. Any waiver must be in writing signed by the party against whom it is to be enforced.
- 8.14 **Enforcement.** In the event either party resorts to legal action to enforce the terms and provisions of this Agreement, the prevailing party shall be entitled to recover the costs of such action so incurred, including, without limitation, reasonable attorneys' fees and expenses.
- 8.15 **Force Majeure.** Neither party shall be liable nor deemed to be in default for any delay or failure in performance under this Agreement or other interruption of service resulting, directly or indirectly, from Acts of God, civil or military authority, acts of public enemy, war, accidents, fires, explosions, earthquakes, floods, strikes or other work interruptions by either party's employees or any other cause beyond the reasonable control of either party.
- 8.16 **Counterparts.** This Agreement and amendments thereto may be executed in multiple copies, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have executed this Agreement effective as of the date first above written.

HOSPITAL: MEMORIAL HOSPITAL OF SWEETWATER COUNTY

By: _____

Chief Executive Officer

SUMMIT PATHOLOGY

By: _____

H. Wentzell Hamner, MD, PD
Managing Partner

Sweetwater County

Technical Pathology Services Fee Schedule

CPT Code	Description	Fees
88104	CYTOPATH FL NONGYN SMEARS	\$ 62.33
88106	CYTOPATH FL NONGYN FILTER	\$ 74.39
88108	CYTOPATH CONCENTRATE TECH	\$ 64.52
88112	SPECIAL STAINS GROUP 1	\$ 62.33
88142	CYTOPATH C/V THIN LAYER	\$ 30.39
88160	CYTOPATH SMEAR OTHER SOURCE	\$ 72.20
88164	CYTOPATH TBS C/V MANUAL	\$ 22.73
88172	CYTP DX EVAL FNA 1ST EA SITE	\$ 31.10
88173	CYTOPATH EVAL FNA REPORT	\$ 133.97
88177	CYTP FNA EVAL EA ADDL	\$ 11.51
88175	CYTOPATH C/V AUTO FLUID REDO	\$ 39.92
88300	SURGICAL PATH GROSS	\$ 17.39
88302	TISSUE EXAM BY PATHOLOGIST	\$ 39.32
88304	TISSUE EXAM BY PATHOLOGIST	\$ 48.08
88305	TISSUE EXAM BY PATHOLOGIST	\$ 53.01
88307	TISSUE EXAM BY PATHOLOGIST	\$ 324.38
88309	TISSUE EXAM BY PATHOLOGIST	\$ 462.47
88311	DECALCIFY TISSUE	\$ 13.56
88312	SPECIAL STAINS GROUP 1	\$ 135.21
88313	SPECIAL STAINS GROUP 2	\$ 108.90
88331	PATH CONSULT INTRAOP 1 BLOC	\$ 66.17
88332	PATH CONSULT INTRAOP ADDL	\$ 37.67
88333	INTRAOP CYTO PATH CONSULT 1	\$ 53.01
88334	INTRAOP CYTO PATH CONSULT 2	\$ 30.14
88341	IMMUNOHISTO ANTB ADDL SLIDE	\$ 102.48
88342	IMMUNOHISTO ANTB 1ST STAIN	\$ 111.09
88344	IMMUNOHISTO ANTIBODY SLIDE	\$ 219.60
88360	TUMOR IMMUNOHISTOCHEM/MANUAL	\$ 129.74
88361	TUMOR IMMUNOHISTOCHEM/COMPUT	\$ 125.90
88364	INSITU HYBRIDIZATION (FISH)	\$ 171.93
88365	INSITU HYBRIDIZATION (FISH)	\$ 222.74
88368	INSITU HYBRIDIZATION MANUAL	\$ 149.87
88377	M/PHMTRC ALYS ISHQUANT/SEMIQ	\$ 565.25
G0416	PROSTATE BIOPSY, ANY MTHD	\$ 275.06
88321	Consultation on slides prepared elsewhere	\$ 150.39
88323	Consultation on slides requiring prep of slides	\$ 175.44

The compensation set forth under Fee Schedule shall be reviewed annually by the parties. Any adjustment thereto shall become effective 60 days after the mutual written agreement of the parties. The parties may also add additional CPT codes as they agree or as mandated by CMS/AMA regulatory changes.

Exhibit B

Covered Locations

1200 College Drive, Rock Springs, WY 82901