

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

September 1, 2021

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 861 7361 6436

Password: 334822

AGENDA

- I. Call to Order Taylor Jones
  - A. Roll Call
  - B. Pledge of Allegiance
  - C. [Our Mission and Vision](#) Marty Kelsey
  - 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*
  - E. [FY 2022 PIPS Priorities Updated PDF](#) Kara Jackson,  
*Director of Quality, Accreditation, Patient Safety, Risk & Compliance*
- VI. New Business *(Review and Questions/Comments)* 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. [Capital Expenditure Request](#) *(For Action)*
    - 2. Bad Debt *(For Action)*  
[August 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. Board Review of iProtean  | Barbara Sowada                          |
| X. Contract Review  | Suzan Campbell, <i>In House Counsel</i> |
| A. Contract Consent Agenda <i>(For Action)</i>                                      |   |
| 1. <a href="#">Ambulance Agreement with Castle Rock</a>                             |   |
| B. Contracts Approved by CEO since Last Board Meeting <i>(For Your Information)</i> |   |
| 1. <a href="#">Cardinal Fifth Amendment to Pharmacy Agreement</a>                   |   |
| 2. <a href="#">PolicyStat</a>   |   |
| XI. Medical Staff Report  | Dr. Jacques Denker                      |
| XII. Good of the Order  | Taylor Jones                            |
| XIII. Executive Session (W.S. §16-4-405(a)(ix))                                     | Taylor Jones                            |
| XIV. Action Following Executive Session   | Taylor Jones                            |
| A. Notice of Claim  |   |
| XV. 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**

**August 4, 2021**

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on August 4, 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, Dr. Barbara Sowada, and Mr. Ed Tardoni. Excused: Ms. Kandi Pendleton.

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**

Dr. Sowada read aloud the mission and vision statements.

**Mission Moment**

Ms. Richardson read a message from a patient from New Mexico regarding a wonderful experience in the Emergency Department. Ms. Richardson said it is always nice to hear from people outside our community as well as inside about how well things go at our hospital.

**APPROVAL OF AGENDA**

Mr. Jones proposed an addition to the agenda under “New Business” for “B. Green River Meeting.” Mr. Tardoni said item “B. Employee Policy” under “Old Business” should be changed from Mr. Tardoni to Dr. Sowada. The motion to approve the amended agenda as requested was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

**APPROVAL OF MINUTES**

The motion to approve the minutes of the July 7, 2021, regular meeting as presented was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

## COMMUNITY COMMUNICATION

Commissioner Smith passed along kudos from the prior day's commission meeting where The Joint Commission annual survey gold standard notification was communicated. He said to keep up the great work and said it is a wonderful job by everyone all the way around.

## OLD BUSINESS

### **COVID-19 Preparation and Recovery – Incident Command Team Update**

Ms. Kim White, Incident Commander and Director of Emergency Services, reported not a lot has changed from her previous report. We continue to see younger patients coming in and admitted or transferred. The University of Utah is seeing similar things. Ms. White said we continue to offer vaccine clinics. We continue encouraging people to get the vaccine. Covid has not gone away. The State Lab of Wyoming has been testing for variants.

### **Termination and Appeals Policy, Introductory Period, 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**

Dr. Denker said we are waiting for the attorney assisting with the process to get back to the medical staff with updates.

### **Board Reporting Calendar**

The motion to approve the board reporting calendar as presented by Ms. Kara Jackson, Director of Quality, Accreditation, Patient Safety, Risk and Compliance, was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

### **Board Policies**

Mr. Kelsey thanked staff for the format presented this month. He said the strike thru's and highlighting made it so easy to review and the clean copy at the end was great. The motion to approve the board policies as presented was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

## NEW BUSINESS

### **Board Education Proposal**

Dr. Sowada said the proposed continuing education plan is in the packet. The focus this year is on quality. The proposal is to review an iProtean video every other month and then discuss the subject at the board meeting beginning in September. The slate of videos is in the document. The motion to approve the board education proposal as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

## **Green River Meeting**

Mr. Jones said the Board usually meets in September in Green River and he said the board bylaws note the annual meeting in Green River. We did not do that last year because of Covid. Mr. Jones said are still not meeting in person and for the foreseeable future, he doesn't see us meeting in person. He said we do not have any problem meeting in Green River, we are just not meeting in person anywhere. Mr. Tardoni said he doesn't feel we should change the bylaws at this point.

### **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson introduced two new leadership team members: Ms. Julia Kershisnik-Sweedler, Director of Acute Care Services, and Mr. Brad Kowalski, Interim Director of Information Technology. Ms. Richardson said we continue to train staff on person-centered care and communicating with empathy. She thanked Commissioner Smith for his kind words for the hospital receiving the gold standard from The Joint Commission. She said we have seen significant improvements and recognized the quality department. The Joint Commission was very complimentary of our staff. Ms. Richardson said we are very proud of our staff. We continue to work as hard as we can to fill open positions. Covid has taken a toll on healthcare staffing. Ms. Richardson reported she and Ms. Tami Love, Chief Financial Officer, had a call with Standard and Poor's July 19 to discuss our credit rating. The call went well and information will go to their committee and then we can communicate any changes to our rating. Ms. Richardson said we continue to work on refinancing our bonds. The auditors are on site this week for the annual audit. The exit interview is August 5. Ms. Richardson continues to meet with senior leaders weekly and the leadership team monthly. Senior leaders continue to do the groundwork for the next strategic plan. We have had some excellent input from the Trustees. The retreat is postponed to later in the fall. Ms. Richardson reported the Cerner implementation work continues and we are still scheduled for go live October 4. We have asked a lot of employees. Ms. Richardson has been rounding with person-centered care committee staff and the information we obtain is beneficial. We continue to do Covid testing and vaccine clinics at the front entrance. We participated in the Red Desert parade and took first place in the civic category. We had over 100 staff and family members participate, and Mr. Jones walked, also. Ms. Richardson thanked Ms. Deb Sutton, Marketing Director, Ms. Lena Warren, Community Outreach Director, and Ms. Marianne Sanders, Physician Recruitment and Relations Director, for their hard work to make it a success. Ms. Richardson said we are a huge supporter of the county fair. The Foundation golf tournament is scheduled August 14. We are planning a hospital picnic August 28. The Wyoming Hospital Association annual meeting is in Casper September 7-9. The Governance Institute is offering virtual and in person conferences September 19-22 in San Diego and October 10-13 in Colorado Springs. Participate registration is paid for through our membership with The Governance Institute. Ms. Richardson thanked staff for all they are doing and thanked the community for their support.

## COMMITTEE REPORTS

### Quality Committee

Dr. Sowada said the report is in the packet. She said there are multiple pages of metrics available in the committee area of the portal. Just the minutes and the chair report are included in the board meeting packet. She said she had nothing new to report and said everyone is doing a nice job.

### Human Resources Committee

Dr. Sowada said there was nothing new to report from the information included in the packet.

### Finance and Audit Committee

Mr. Tardoni reported the committee did not meet in July due to the timing of closing the books for the year. Ms. Pendleton is a new member and two physicians have been assigned to the committee. Mr. Tardoni said he has been working to bring the new members up to speed. Mr. Tardoni asked for consideration to schedule committee meetings so at least one or two of the physicians assigned can attend.

**Capital Expenditure Requests** The motion to approve capital expenditure request FY22-10 for \$141,590 for a budgeted ultrasound machine was made by Mr. Tardoni; second by Mr. Kelsey. Mr. Tardoni said we are going with GE because after testing, this is what staff prefers. Mr. Jones said he appreciated the effort of obtaining bids. The motion carried.

**Bad Debt:** The motion to approve the net potential bad debt of \$1,059,856.63 as presented by Mr. Ron Cheese, Director of Patient Financial Services, was made by Mr. Tardoni; second by Dr. Sowada. Motion carried. Mr. Tardoni noted \$590,000 of that amount is for emergency room expenses.

### Building & Grounds Committee

Mr. Kelsey said he did not have anything to add to the information in the meeting packet. He said the chair report and minutes are in the packet.

### Foundation

Mr. Jones said the golf tournament is in August. We continue working on fundraising.

### Compliance Committee

Mr. Kelsey reported the committee did not meet in July. He referenced the chair report in the meeting packet. He said staff is working hard on the transition. The committee plans to meet in September. Ms. Richardson said we are working on plans and appreciate the Board's patience while we work to meet the Board's and hospital's needs.

## **Governance Committee**

Dr. Sowada said the committee recommendation was already addressed earlier in the meeting.

## **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.

## **CONTRACT REVIEW**

### **Contract Approved by CEO Since Last Board Meeting**

Mr. Jones said the items in the packet are for information only and no action is needed.

## **MEDICAL STAFF REPORT**

Dr. Denker said Dr. Cielette Karn proposed changes to the annual influenza vaccine program for employees and the proposal was approved by the general medical staff and medical executive committee. The flu vaccine will be mandatory for staff working at the hospital moving forward. Dr. Denker said there are usually exceptions for people with medical issues. Other requests for exemption will be taken on a case-by-case basis. Ms. Suzan Campbell, In House Counsel, said we follow the ADA guidelines.

## **GOOD OF THE ORDER**

Mr. Kelsey thanked staff on their diligent work on the staff directory and information in the Nasdaq portal. He said there are a lot more pictures and job titles and he thinks it is wonderful we are working on that.

Mr. Jones said the parade was a lot of fun and it was great to see that many people show up. He said it made him think back and he has never seen near as many people show up. He said it speaks well to attitudes, culture, and changes over the years.

## **EXECUTIVE SESSION**

Mr. Jones said there would be an executive session. He said the Board would take a break until 2:50 PM and reconvene in executive session. The motion to go into executive session was made by Mr. Kelsey; second by Dr. Sowada. Motion carried.

## **RECONVENE INTO REGULAR SESSION**

At 3:51 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. Kerry Downs, Director of Medical Staff Services, was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

Credentials Committee Recommendations from July 20, 2021

1. Initial Appointment to Consulting Staff
  - Dr. Piotr Tomasz Tekiela, Tele Stroke (U of U)
  - Dr. Maryellyn Gilfeather, Tele Radiology (VRC)
  - Dr. Shaden Mohammad, Tele Radiology (VRC)
  - Dr. Denis Primakov, Tele Radiology (VRC)
2. Initial Appointment to Locum Tenens Staff (1 year)
  - Dr. James Fierbaugh, Emergency Medicine (U of U)
  - Dr. Patrick Fink, Emergency Medicine (U of U)
  - Dr. Nicholas Levin, Emergency Medicine (U of U)
  - Dr. Wesley Williams, Emergency Medicine (U of U)
3. Reappointment to Active Staff (2 years)
  - Dr. Brianne Crofts, General Surgery
  - Dr. Benjamin Jensen, Anesthesia
4. Reappointment to Consulting Staff (2 years)
  - Dr. Douglas Hughes, Tele Radiology (VRC)
  - Dr. Eric Goldstein, Tele Stroke (U of U)
  - Dr. Raminder Nirula, Tele ICU (U of U)
5. Reappointment to Locum Tenens Staff (1 year)
  - Dr. Graham Brant-Zawadzki, Emergency Medicine (U of U)
  - Dr. Jamal Jones, Emergency Medicine (U of U)
  - Dr. Wesley Pedicini, Emergency Medicine (U of U)
6. Reappointment to AHP Staff (2 years)
  - Scott Wilcox, Licensed Professional Counselor (SWCS)

The motion to approve the physician contract as discussed in executive session was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

### **ADJOURNMENT**

Mr. Jones thanked everyone. There being no further business to discuss, the meeting adjourned at 3:55 PM.

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Mr. Taylor Jones, President

Attest:

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Mr. Marty Kelsey, Secretary

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
***Fiscal Year 2022***

**I. FY 2022 Priorities**

2022 Priorities	Measurement/Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
<p><b>Sepsis</b></p> <ul style="list-style-type: none"> <li>- Improvement of Sepsis bundle compliance</li> </ul> <p><u>Responsibility</u>            Director of Emergency Department, Medical Director of Emergency Department &amp; Clinical Coordinator of Emergency Department</p> <p><u>Oversight Committee</u>            PIPS Committee            Reporting Frequency: Monthly</p> <p><u>Sepsis Team Members</u></p> <ul style="list-style-type: none"> <li>- Clinical Coordinator of Emergency Department</li> <li>- Director of Emergency Department</li> <li>- Medical Director of Emergency Department</li> <li>- Chief Medical Officer</li> <li>- Trauma Coordinator</li> <li>- Chief Clinical Officer</li> <li>- Chief Nursing Officer</li> <li>- Quality Analyst</li> <li>- Quality Analyst RN</li> <li>- Medical Director of Lab</li> <li>- Clinical Coordinator of Med/Surg &amp; ICU</li> </ul>	<p>Core Sep – 1: Sepsis Bundle Compliance</p> <p>Process Metrics:</p> <ul style="list-style-type: none"> <li>- Initial lactate</li> <li>- Blood cultures prior to antibiotics</li> <li>- Broad-spectrum antibiotics</li> <li>- IV Fluid- 30ml/kg</li> <li>- 2 sets vital signs within 1 hour of fluids</li> <li>- Repeat lactate within 4 hours (if initial greater than 2)</li> <li>- Reassess hypotension after fluids</li> <li>- Physician focus exam after fluids</li> <li>- MD reassessment of perfusion</li> </ul> <p>Report Format:</p> <ul style="list-style-type: none"> <li>- Sepsis Dashboard</li> </ul>	<p>FY 2021 July 2020 to June 2021</p> <p>Sepsis Bundle Compliance 56.9%</p>	<p>Benchmark: 60% (Care Compare National Hospital Average)</p> <p>-Target Goal: 64% (Care Compare Wyoming Hospital Average)</p> <p>-Stretch Goal: 70%</p>	<p><u>AIM Statement</u>            By June 30<sup>th</sup>, 2022, the Sepsis Team at MHSC will implement measures to improve Sepsis Bundle Compliance to 70% to benefit patients with severe sepsis and/or septic shock diagnoses.</p> <p><u>SMART Objective</u>            By September 30<sup>th</sup>, 2021, the Sepsis Committee/clinical staff at MHSC will ensure blood cultures are drawn prior to administering antibiotics to improve our sepsis compliance rate to 66% to benefit patients with a severe sepsis or septic shock diagnosis.</p>	<p><u>AIM Statement</u>            June 30<sup>th</sup>,            2022</p> <p><u>SMART Objective</u>            September            30<sup>th</sup>, 2021</p>	<p style="text-align: center;">%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
**Fiscal Year 2022**

2022 Priorities	Measurement/Metric	Baseline	Benchmark/Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
<p><b>Patient Experience Surveys</b></p> <p><b>Inpatient</b></p> <p><u>Responsibility</u>            Director of Acute Care Services,            Director of Women’s Services,            Hospitalist Director, Perinatal Chair</p> <p><u>Oversight Committee</u>            PIPS Committee            Reporting Frequency: Monthly</p> <p><u>Team</u>            Director of Acute Care Services,            Director of Women’s Services,            Hospitalist Director, Perinatal Chair, Surgery Dept Chair,            Clinical Coordinator for Women’s Services, Clinical Coordinator for Acute Care Services, Director of Environmental Services, Director of Pharmacy, Director of Nutrition Services, Director of Case Management, Care Transition, Facilities</p>	<p><b>Inpatient</b></p> <p>Likelihood to Recommend</p> <p>Report Format:            - Inpatient HCAHPS Scorecard Year to Date</p>	<p><b>Inpatient</b></p> <p>FY 2021            July 2020 to June 2021</p> <p>Likelihood to Recommend            63.85%            (25<sup>th</sup> percentile)</p>	<p><b>Inpatient</b></p> <p>Likelihood to Recommend</p> <p>- Target Goal:            50<sup>th</sup> percentile (71.1%)</p> <p>- Stretch Goal:            75<sup>th</sup> percentile (78.1%)</p>	<p><b>Inpatient</b></p> <p><u>AIM Statement</u>            By June 30<sup>th</sup>, 2022, the inpatient units at MHSC will implement measures to improve “Likelihood to Recommend” to the 75<sup>th</sup> percentile to benefit inpatients’ perception of their care at MHSC, which has been associated with an improvement in the quality and safety of care.</p> <p><u>SMART Objective</u>            By December 31<sup>st</sup>, 2021, the inpatient units at MHSC will implement measures to improve “Likelihood to Recommend” to the 50<sup>th</sup> percentile to benefit inpatients’ perception of their care at MHSC, which has been associated with an improvement in the quality and safety of care.</p> <p><u>Sub SMART Objective</u>            OB            By August 8<sup>th</sup>, 2021, the OB leadership team at MHSC OB unit will implement leadership rounding on a minimum of 30 patients per month and implement commit to sit with patients to improve “response to concerns/complaints” and “nurses listen carefully” to the 35<sup>th</sup> percentile rank to benefit the inpatient patient experience survey “likelihood to recommend”.</p>	<p><u>AIM Statement</u>            June 30<sup>th</sup>, 2022</p> <p><u>SMART Objective</u>            December 31<sup>st</sup>, 2021</p> <p><u>Sub SMART Objective</u>            OB            August 8<sup>th</sup>, 2021</p>	<p><b>Inpatient</b></p> <p>%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p> <p>%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p> <p>%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
**Fiscal Year 2022**

2022 Priorities	Measurement/Metric	Baseline	Benchmark/Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
				<u>Sub SMART Objective</u> ICU & Med/Surg By December 31 <sup>st</sup> , 2021, the ICU and Med/Surg Nursing teams will demonstrate professional timeliness of response to patient requests, followed by touchpoint patient meeting regarding request outcomes, to improve "nurses' attitude towards requests" to the 40 <sup>th</sup> percentile rank to benefit inpatient patient experience survey "likelihood to recommend".	<u>Sub SMART Objective</u> ICU & Med/Surg December 31 <sup>st</sup> , 2021	%  On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?
<p><b>Patient Experience Surveys</b></p> <p><b>Outpatient Ambulatory Services (OAS)</b></p> <p><u>Responsibility</u>            Director of Surgical Services &amp; Surgery Department Chair</p> <p><u>Oversight Committee</u>            PIPS Committee            Reporting Frequency: Monthly</p> <p><u>Team</u>            Director of Surgical Services, Surgery Department Chair, Clinical Coordinator for Surgical Services</p>	<p><b>Outpatient Ambulatory Services (OAS)</b></p> <p>Likelihood to Recommend</p> <p>Report Format:            - OAS CAHPS Scorecard            Year to Date</p>	<p><b>Outpatient Ambulatory Services (OAS)</b></p> <p>FY 2021            July 2020 to June 2021</p> <p>Likelihood to Recommend            72.31%            (10<sup>th</sup> percentile)</p>	<p><b>Outpatient Ambulatory Services (OAS)</b></p> <p>Likelihood to Recommend</p> <p>- Target Goal:            50<sup>th</sup> percentile (85%)</p> <p>- Stretch Goal:            75<sup>th</sup> percentile (89%)</p>	<p><b>Outpatient Ambulatory Services (OAS)</b></p> <p><u>Aim Statement</u>            By June 30<sup>th</sup>, 2022 the Surgery Department will implement measures to improve "Likelihood to Recommend" to the 75<sup>th</sup> percentile to benefit patient's perception of their care at MHSC, which has been associated with an improvement in the quality and safety of care.</p> <p><u>SMART Objective</u>            By October 31<sup>st</sup>, 2021, the Surgery Department will implement charge nurse and leadership rounding, information cards at bedside, and patient centered approach to whiteboard to improve "nurses concern for comfort" and "nurses' response to concerns and questions" to 85<sup>th</sup> percentile to benefit patient experience survey "likelihood to recommend".</p>	<p><b>Outpatient Ambulatory Services (OAS)</b></p> <p><u>Aim Statement</u>            June 30<sup>th</sup>, 2022</p> <p><u>SMART Objective</u>            October 31<sup>st</sup>, 2021</p>	<p><b>Outpatient Ambulatory Services (OAS)</b></p> <p>%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
**Fiscal Year 2022**

2022 Priorities	Measurement/Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
<p><b>Patient Experience Surveys</b></p> <p><b>Emergency Department</b></p> <p><u>Responsibility</u> Director of Emergency Department &amp; Medical Director of Emergency Department</p> <p><u>Oversight Committee</u> PIPS Committee Reporting Frequency: Monthly</p> <p><u>Team</u> Director of Emergency Department, Medical Director of Emergency Department, Clinical Coordinator for Emergency Department, Director of Lab, Director of Medical Imaging, Director of Pharmacy</p>	<p><b>Emergency Department</b></p> <p>Likelihood to Recommend</p> <p>Report Format: - Emergency Department Facility Scorecard Year to Date</p>	<p><b>Emergency Department</b></p> <p>FY 2021 July 2020 to June 2021</p> <p>Likelihood to Recommend 61.81% (25<sup>th</sup> percentile)</p>	<p><b>Emergency Department</b></p> <p>Likelihood to Recommend</p> <p>- Target Goal: 50<sup>th</sup> percentile (69.2%)</p> <p>- Stretch Goal: 75<sup>th</sup> percentile (76.6%)</p>	<p><b>Emergency Department</b></p> <p><u>AIM Statement</u> By June 30<sup>th</sup> 2022, the Emergency Department will implement measures to improve "Likelihood to Recommend" to the 75<sup>th</sup> percentile to benefit patient's perception of their care at MHSC, which has been associated with an improvement in the quality and safety of care.</p> <p><u>SMART Objective</u> By September 1st, 2021 the Emergency Department will implement medication education to increase the "nurses' responses to questions and concerns" on Press Ganey surveys to the 50<sup>th</sup> percentile to benefit the patients and the understanding of the medication which they are prescribed/ordered.</p>	<p><b>Emergency Department</b></p> <p><u>AIM Statement</u> June 30<sup>th</sup>, 2022</p> <p><u>SMART Objective</u> September 1<sup>st</sup>, 2021</p>	<p><b>Emergency Department</b></p> <p style="text-align: center;">%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>
<p><b>Patient Experience Surveys</b></p> <p><b>Medical Practice (Clinics)</b></p> <p><u>Responsibility</u> Director of Clinics, Medicine Department Chair, Surgery Department Chair</p> <p><u>Oversight Committee</u> PIPS Committee Reporting Frequency: Monthly</p>	<p><b>Medical Practice (Clinics)</b></p> <p>Likelihood to Recommend</p> <p>Report Format: - Medical Practice Scorecard Year to Date</p>	<p><b>Medical Practice (Clinics)</b></p> <p>FY 2021 July 2020 to June 2021</p> <p>Likelihood to Recommend 92.4% (45<sup>th</sup>)</p>	<p><b>Medical Practice (Clinics)</b></p> <p>Likelihood to Recommend</p> <p>- Target Goal: 60<sup>th</sup> percentile (93.2%)</p> <p>- Stretch Goal: 75<sup>th</sup> percentile (94.1%)</p>	<p><b>Medical Practice (Clinics)</b></p> <p><u>AIM Statement</u> By June 30<sup>th</sup> 2022, the Clinics will implement measures to improve "Likelihood to Recommend" to the 75<sup>th</sup> percentile to benefit outpatient's perception of their care at MHSC, which has been associated with an improvement in the quality and safety of care.</p>	<p><b>Medical Practice (Clinics)</b></p> <p><u>AIM Statement</u> June 30<sup>th</sup>, 2022</p>	<p><b>Medical Practice (Clinics)</b></p> <p style="text-align: center;">%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
**Fiscal Year 2022**

2022 Priorities	Measurement/Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective	Target Completion Dates	Fiscal Year to Date Data
<p><u>Team</u>            Director of Clinics, Medicine            Department Chair, Surgery            Department Chair, Clinical            Coordinator Clinics</p>				<p><u>SMART Objective</u>            By December 31<sup>st</sup>, 2021, the Clinics will implement Cerner and sending test results through patient portal, identify and communicate OFIs through daily rounding in specialty clinics and weekly rounding for Family Medicine, and complete chart audits, to improve "office follow up with test results" to the 75<sup>th</sup> percentile to benefit patient experience survey "likelihood to recommend".</p>	<p><u>SMART Objective</u>            December 31<sup>st</sup>. 2021</p>	
<p><b>Clostridioides difficile (C. diff)</b></p> <p>Reduce hospital-acquired C. diff</p> <p><u>Responsibility</u>            Director of Infection Prevention</p> <p><u>Oversight Committee</u>            PIPS Committee            Reporting Frequency: Monthly</p> <p><u>C. diff Team</u></p> <ul style="list-style-type: none"> <li>- Director of Infection Prevention</li> <li>- Chief Nursing Officer</li> <li>- Chief Clinical Officer</li> <li>- Chief Medical Officer</li> <li>- Clinical Coordinator for Med/Surg and Intensive Care Unit</li> <li>- Director of Laboratory</li> <li>- Medical Director of Laboratory</li> <li>- Medical Director of Emergency Department</li> <li>- Infection Prevention Consultant</li> <li>- Hospitalist</li> </ul>	<p>Number of hospital-acquired C. diff cases</p> <p>Report Format:            - C.Diff Dashboard &amp;            Star Rating Dashboard</p>	<p>FY 2021            July 2020 to            June 2021</p> <p>1 case</p>	<p>Target Goal: 1            Stretch Goal: 0</p>	<p><u>AIM Statement</u>            By December 31<sup>st</sup>, 2021, the hospital inpatient units will implement measures to maintain hospital acquired C. diff (HAI) at 1 case. This will benefit patient care and improve reimbursement.  <i>(NHSN data calculated based on calendar year)</i></p> <p><u>SMART Objective</u>            By October 31<sup>st</sup>, 2021, the hospitalists and inpatient units will utilize the algorithm for diagnosis at a rate of 100%, maintaining C. diff cases at 1 for calendar year 2021.</p>	<p><u>AIM Statement</u>            12/31/2021</p> <p><u>SMART Objective</u>            October 31<sup>st</sup>,            2021</p>	<p style="text-align: center;">%</p> <p>On schedule to achieve goal by deadline in AIM Statement/SMART Objective? If not, why not?</p>

\*\*Additional project teams may be added as necessary.

To: Board of Trustees  
From: Barbara J. Sowada, Ph.D.  
Re: Chair's Report ... August meeting  
Date: August 25, 2021

[Mission Moment](#) Irene commended the staff for their teamwork and for going the extra mile during the power outage and recent Covid surge. Recently, the ED has seen more patients than during this winter's surge. On Monday, there were so many cars lined up for the swabbing station that the RSPD had to come and direct traffic.

[The Annual Influenza Vaccine Program](#) policy was reviewed. The Committee noted that this policy has been reviewed and approved by MEC and the medical staff. The program will be rolled out to the staff by clinical champions and department leaders.

[Quality Program Consultant Tier Report](#) As of August, 21, the hospital has completed 51 of 73 improvement items recommended by the quality consultant, Mella Grainger, RN, one year ago. The recommended items were department specific and represented a wide-variety of patient safety and quality concerns. Kudos to the staff for completing a large amount of work in a small amount of time.

[IPPS Final Rule, OPSS Proposed Rule](#) CMS is adding 5 new IPPS measures and removing 3 old measures from its Inpatient Quality Reporting Program. (IPPS measures are part of the Star Rating formula.) One new measure is a Covid vaccination coverage requirement. The other is regarding maternal morbidity. This measure reflects the fact the US has almost twice as many maternal deaths as in other developed countries and is a nudge to hospitals to partner with community organizations to deal with the "social determinants of disease."

CMS is adding several new OPSS measures to increase price transparency, access to care and improve health equity. Included in these measures are Covid vaccination coverage for health care providers.

[Medical Staff Update](#) See separate document by Dr. Poyer

[Board Quality workshop](#) planning process has begun. More information will be provided as plans get solidified.

[Dashboards](#) The revised organization of the Quality packet was noted and complimented. In the new format, each dashboard now has its own narrative, which makes the dashboards easier to interpret and this section of the packet easier to read. The patient experience section included graphs comparing scores for July 1 – Dec 31, 2020, and Jan 1 – Aug 17, 2021. The 2021 scores were noticeably improved compared to 2020 scores. HCAHPS scores are important—accounting for 22% in the Star Rating formula.

The plethora of [quality metrics](#) and their summary reports, along with the minutes of the August meeting, are part of the September Board packet. **I urge you to read the full Quality packet for August, which is in the Board portal. Hats off to the Quality staff for the new layout of the packet.**

Next meeting is September 22<sup>nd</sup>.



**Quality Committee Meeting  
Memorial Hospital of Sweetwater County  
August 25, 2021**

Present: **Voting Members:** Kara Jackson (Quality Director), Dr. Kari Quickenden (CCO), Irene Richardson (CEO), Dr. Barbara Sowada (Quality Board Chair), Ed Tardoni (Quality Board Member), Tami Love (CFO), Dr. Melinda Poyer (CMO), Dr. Phillip Najm, Leslie Taylor (Clinic Director)

**Non-voting Members:** Cindy Nelson, Noreen Hove, Valerie Boggs, Corey Worden,

**Guests:** Jennifer Rogers

Absent/Excused: **Voting Members:** Ann Marie Clevenger (CNO), Dr. Alicia Gray

**Non-voting Members:** Kalpana Pokhrel, Karali Plonsky

**Guests:** Taylor Jones (Board of Trustees Chair), Kandi Pendleton (Board of Trustee)

Chair: Dr. Barbara Sowada

### **Approval of Agenda & Minutes**

Dr. Sowada called the Meeting to order at 8:15 am. The Quality Agenda was presented for approval. Ms. Jackson noted that the Trauma survey was not yet available. Dr. Sowada requested a motion to approve the agenda, minus the Trauma Survey. Dr. Poyer motioned to approve, Mr. Tardoni seconded. Motion carried.

Dr. Sowada presented the July 21, 2021 Quality Minutes for approval. Ms. Jackson motioned to approve and Dr. Quickenden seconded. Motion carried.

### **Mission Moment**

Ms. Richardson relayed our mission moment was for our swabbing station and it's staff. We had an exceptionally busy day at the swabbing station a few days ago, with the line of cars going out the parking lot and down Skyline Drive. RSPD came up to help direct traffic. Ms. Richardson wanted to give a shout out to the Swabbing station staff, the Lab staff, and all the other staff that stepped up to help when and wherever they could, to take care of the waiting patrons.

### **Old Business**

Dr. Sowada presented the Annual Influenza Vaccine for approval. Mr. Tardoni motioned to approve and Ms. Richardson seconded. Motion carried. Dr. Sowada questioned implementation plan and how we felt about mandatory vaccinations and how staff will react, and also thoughts on the COVID vaccine. Dr. Poyer stated this will be rolled out through Employee health and that the Providers have discussed the plan. Ms. Richardson stated it was the right move to make, and we would continue to work with staff on flu vaccinations as well as COVID vaccination. Dr. Poyer noted that President Biden had announced that the CDC will be announcing the plan for mandatory COVID vaccination for Nursing Home health care workers, in order to receive Medicare/Medicaid funds. Dr. Sowada noted Hospitals could be next!

PIPs Priorities updates were reviewed by Ms. Jackson. A few minor changes have been made, including adding Hospitalists to the C.diff team,

Quality Workshop of the Board is in planning phase. Robin Fife was enlisted to help organize meetings. We have reached out for a volunteer from the Board, awaiting that volunteer.

Ms. Jackson reviewed the Quality Program Consultant Tier Report. We have moved many items over to our completed tab. Ms. Jackson stated the stand out for her was the work on Tier Three by Dr. Quickenden, Carrie Canestrop, HIM Director, and their team to establish our coding review process regarding OP 10 – Abdomen CT with and without contrast, OP 23 – Head CT/MRI results for stroke patients within 45 minutes, and OP 29 – colonoscopy follow up for average risk patients. Dr. Sowada pointed out – HIM and the integral part of our Coders play in the picture. Dr. Quickenden noted they have been working closely with Ms. Canestrop, and her staff, by involving them more and expect that collaboration will continue. Dr. Sowada noted how important the Coders role is in quality outcomes.

### **New Business**

Ms. Jackson reviewed the Root Cause Analysis (RCA) report. In June we had a patient safety event. An RCA is a structured method to analysis adverse events retrospectively. Dr. Quickenden stated the takeaway from this event was additional education for the contract staff so they have a better understanding of the processes.

Ms. Jackson next reviewed the IPPS FY 2022 Final Rule and the OPSS FY 2022 Proposed Rule; IPPS – Inpatient Perspective Payment System, and OPSS – Outpatient Perspective Payment System. There are 5 new IPPS measure; Maternal Morbidity Structural Measure, Hybrid Hospital-Wide All-Cause Risk Standardized Mortality, COVID-19 Vaccination Coverage among Health Care Personnel, two medication-related Adverse Event ECQM – Hospital Harm-Severe Hypoglycemia eCQM and Hospital Harm-Sever Hyperglycemia eCQM. Three measures were removed; Exclusive Breast Milk Feeding, Admin Decision Time to ED Departure Time for Admitted Patients, Discharged on Statin Medication eCQM. Dr. Sowada questioned whether the physicians have been brought in for discussion on Hybrid Hospital-Wide All-Cause Risk Standardized Mortality. Ms. Jackson stated they hadn't yet, as the rule was new and information was still coming in.

Ms. Jackson continue to review the Value Based Purchasing, noting this year's reimbursement would be neutral payments, as the first 2 quarters are not being compiled due to COVID and excluding Quarter 1 and 2 data. Normally CMS withholds 2% of our payments, which we can earn back based on performance, plus sometimes additional.

Ms. Jackson also reviewed the Star Rating and that certain measures will be suppressed due to COVID, but the rating will continue and we should see an update between January and April.

OPSS has 3 new measures; COVID-19 Vaccination Coverage Among HCP, Breast Screening Recall Rates, ST – Segment Elevation Myocardial Infarction (STEMI) eCQM. Two measures were removed; Remove OP 2- Fibrinolytic Therapy Received within 20 minutes of ED Arrival and OP 3 – Median Time to Transfer to Another Facility for Acute Coronary Intervention.

### **Medical Staff Update**

Dr. Poyer gave the Medical Staff Update. Hospitalist have been reviewing C.diff, mortality and readmission data with the team, including transfer data where we remain below the national

average of 5%. Dr. Najm, the ED, and Hospitalist are working on the Sepsis measure. Dr. Ryan will be working with the perinatal group on perinatal measures. We are still working with Dr. Asper on surgical measures.

Dr. Poyer addressed a comment overheard on Med/Surg regarding a long wait in ED, and noted we the current challenges we should anticipate more such comments.

On July 30<sup>th</sup> our automatic transfer switches were hit by lightning, all surgeries were cancelled except emergency surgeries that couldn't be stabilized and shipped. This was rectified August 13<sup>th</sup>, with official stand down on August 20<sup>th</sup>, when final switch for OB egress lighting was fixed. The opening of the physical ICU intended to help relieve the COVID load in the ED has been delayed from August 16<sup>th</sup> to Aug 27<sup>th</sup>, due to 9 employees who are out with COVID or exposure to COVID.

Dr. Poyer complimented ALL staff working through these challenges COVID has brought, but also the addition of a lightning strike that took out systems that created additional challenges!

### **Informational Items for Review/Discussion**

Dr. Sowada stated she had a few questions or comments on each topic.

- Star Rating – Dr. Sowada liked the Responsibility column and also appreciated ALL the green which shows the outcome is moving in the right direction.
- HCAHPS – Dr. Sowada wanted to congratulate the ED, Dr. Najm and Ms. White on their concerted efforts.
- Patient Safety – Dr. Sowada noted that although not all the “dots” were in the blue, they were definitely moving in a good direction. Ms. Richardson stated we are seeing more positive comments on quality and patient experience, which is a tribute to the staff.
- Risk – Valerie Boggs has been heading up this committee.
- Grievance – no comments
- Additional Standards – Biggest opportunity for improvement is in perinatal measures. We met with Dr. Ryan last month.

Mr. Tardoni gifted us with a final thought – we need to realize we will see impacts from outside forces, “we gotta be like the butterfly they are trying to pin to a board and fight like heck!”. We are having successes and we are doing well in the big picture.

### **Meeting Adjourned**

The meeting adjourned at 9:35 am

### **Next Meeting**

September 22, 2021 at 08:15 am via ZOOM.

Respectfully Submitted,

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Robin Fife, Recording Secretary

To: Board of Trustees  
From: Barbara J. Sowada, Chair  
Re: Human Resources Committee Meeting  
Date: August 16, 2021

The Human Resources Committee met August 16<sup>th</sup> from 3:00 to 4:00 pm by Zoom.

Major discussion items were as follows:

- ✓ Turnover continue to rise, including nursing service which is a new phenomenon. This increased turnover is consistent with national data. Recruitment of nurses and laboratorians has become challenging. The hospital has added new incentives to their recruitment package.
- ✓ Primary reasons for nursing resignations are covid fatigue and opportunity to make more money by becoming an agency nurse. The bulk of nursing resignations are those with 2-4 years tenure. This is a loss to the hospital because valuable experience is gained during their first two years of employment; agencies want experienced nurses.
- ✓ Employee Policy: Introductory and Probationary Periods was reviewed. The two significant changes are 1) new employee introductory period has been extended from 90 to 365 days and 2) current employees who transfer to a different position have a 90-day probationary period. During the introductory and probationary periods, employees are at-will employees. This policy is still being worked on.
- ✓ Staff engagement survey was put on hold. Hospital has a contract with the Gallagher Company to do the second survey. The first was conducted two years ago and was scheduled to begin July, 2021. Because of Covid and the Cerner conversion it was decided to wait for a less busy time.
- ✓ Revisions (if any) to the HR Charter will be finalized at the September HR meeting. Voting members are to submit their revisions to Amber Fisk and Barbara Sowada by September 13<sup>th</sup>.
- ✓ Mission moment. Kari mentioned that the patient surveys for the ED for the past week were 100% positive.

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

Next HR meeting will be September 20<sup>th</sup>.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Human Resources Committee Meeting – Minutes Draft**  
**Monday – August 16, 2021**

*Zoom*

**Trustee Members Present by Zoom: Barbara Sowada & Kari Pendleton**

Voting Members Present by Zoom: **Amber Fisk, Irene Richardson, Suzan Campbell**

Non-Voting Members & Guests Present by Zoom: **Amy Lucy, Tami Love, Kari Quickenden, Ann Clevenger, Cindy Nelson**

Barbara called the meeting to order. The motion to approve the agenda was made by Suzan, second by Irene. Motion carried.

**OLD BUSINESS**

I. **APPROVAL OF MINUTES:**

Barbara asked that the July and August minutes be included in the September Board meeting packet. Amber said she will make that happen.

II. **TURNOVER REPORT:**

Amber reviewed the overall turnover information as of the end of July. She said we have had 21 nurses leave in the last 7 months. Our turnover rate overall is at 20%. The national average is around 18% for hospitals. Amber said we have been discussing RN turnover. Barbara asked of the 21 nurses who have resigned, how many were employed for less than 90 days and how many fit in different year categories. Ann said she thinks most of those are around the 2, 3, and 4-year range. Ann, Amber and Irene have been meeting to review and develop action items. Barbara said tough times call for bold actions. Ann thanked Amy and Amber for helping to get travelers here as quickly as they can. Irene said everyone is doing an excellent job. She said it is not comforting to know we are not alone, but we know we are not alone. All hospitals in the region and the nation are facing this supply and demand issue at this point. Barbara asked for more information on how the overall turnover number is calculated. In review, Amy said the numbers should say 69 in both spots. She said she will make the correction in the formulas.

III. **OPEN POSITIONS:**

Amy reviewed the open positions. She said we have a total of 35 open positions: 28 FT, 4 PT, 3 PRN. Amy said 11 of those are RNs. She reported we have been reaching out to some RNs who have left in the past to see if they want to come back. We have added sign-on bonus and relocation benefits to try to attract some other candidates. Amber said the sign-on varies and we take each offer on a case-by-case basis to make it like a package. Amber said we are typically seeing a \$5,000 sign on bonus and \$2,500 relocation. We give everything a try. She said we are willing to listen and negotiate where we can. Barbara said this is a tough time to be recruiting. Kandi asked if we are giving retention bonuses to people staying or something built in to keep people here. Irene said we did give a retention bonus to staff in December and also in June. Irene said we are doing the best we can to help staff get through this

because it has been difficult. Last year during Covid we weren't able to give out raises but we did include raises in the FY22 budget. Irene said we truly do appreciate and want to retain our staff.

IV. **CONTRACT STAFFING:**

Amber said she included traveler information in the meeting packet following the discussion at the July meeting.

V. **EMPLOYEE POLICIES:**

a. **Introductory/Probationary Period Policy** – Suzan said this has been on the backburner for over a year. The current policy is for 90 days. There have been discussions that maybe we should extend that period of time and we are trying to tie this to the termination policy that Geoff Phillips is working on. Suzan said she, Marty, Geoff, Amber, and Irene met and realize it is time to get this intro policy in place. Currently, all staff at the hospital are for-cause employees so they can only be termed for cause. The only at-will staff are introductory employees and that is only for 90 days. We are trying to extend that period to get a better feel for if we have a good fit. The proposal is to move from 90 days to one year. Suzan said the hired after date is totally flexible. She said she just added a date as a placeholder because she thought that would be the earliest possible. Suzan sent a draft out to Irene and Amber for review. Amber suggested calling those transferring “probationary staff” and it would be for 90 days instead of a year. Suzan needs input to see if we are on the right track. Irene noted this is just for HR Committee review and not approval at the committee level at this time. Tami said we have to make sure our benefits align because some benefits, like PTO, begin at 90 days. Suzan thinks she highlighted those sections in the exempt and non-exempt policies. Amber said we still want new hires to get PTO after 90 days. Barbara said with recruiting becoming harder, most organizations turn on the benefits after 90 days. Barbara asked if have any discussion as to putting people who are transferring on probation whether that might curtail people who are wanting to transfer especially if taking on a job with more responsibilities. Suzan said we are open to all ideas on the best way to handle that situation. Kari asked what happens with a new hire of less than one year who transfers to another position. Does that employee finish the year or does the employee move to 90 days? Amber said you finish out the year regardless. The 90 days runs concurrently with whatever is left in the one year. Barbara asked if the nuances discussed would be included in the draft. Suzan said she will do that. Irene said the goal is to bring the draft policy to the September committee meeting and then to the Board at the October meeting. Barbara stressed the timing is what the staff wants to have happen.

**NEW BUSINESS**

VI. **EMPLOYEE ENGAGEMENT SURVEY TIMELINE:**

Amber said we did one in 2019. With that, the contract was to do one then and then another in two years. It has come up on that second year. Amber said we should have results around the end of the year. There was discussion of concern around timing and if the survey could be postponed to a more neutral time to obtain more realistic results and a true representation of employee engagement. Amber said she will contact Gallagher to see if we may postpone without violating our contract. Barbara asked that the minutes reflect this will be pushed into the future.

VII. **COMMITTEE MEMBER REPORTS, OTHER DISCUSSION(S):**

a. **Charter Update** – Amber said charter review was discussed at the previous meeting. The last revision was done in 2020. The group agreed the best use of time would be to review the charter and submit questions and changes to Amber and Barbara to bring back to the September meeting for review. Barbara requested feedback by September 13. There were no other reports or discussions.

VIII. **DETERMINATION OF NEXT MEETING DATE:**

The next meeting is scheduled September 20 at 3:00 PM.

Barbara asked if we would close out the meeting with a Mission Moment. Cindy shared information provided by a Patient and Family Advisory Council member about a great experience at the 3000 College Drive Lab. Kari reported Karali Plonsky distributed 8/2-8/8 Press Ganey patient survey comments and 100% of the ED comments were positive. Kari recognized Kim Wright and the ED staff. Irene shared a positive comment from someone she knows who visited the ED and had a great experience.

The meeting adjourned at 3:49 PM.

**Human Resources Committee Meeting**  
**Monday, August 16, 2021**  
**3:00 PM – Zoom meeting**  
**AGENDA**

**Old Business**

- I. Approval of minutes (to be provided prior to meeting)
- II. Turnover Report - Amber
- III. Open Positions –Amy
- IV. Contract staffing – Amy/Amber
- V. Employee policies– Suzan
  - a. Introductory/Probationary Period Policy (draft attached)

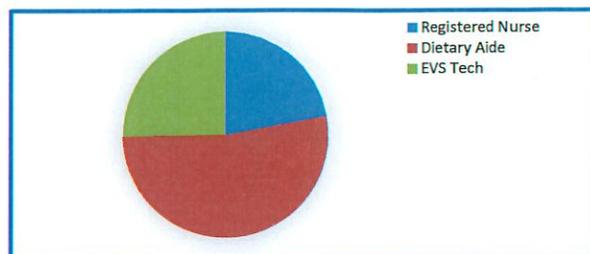
**New Business**

- VI. Employee Engagement Survey Timeline - Amber
- VII. Committee member reports, other discussion(s) – as needed
  - a. Charter update
- VIII. Determination of Next Meeting Date (Auto-Scheduled for 09/20/21)

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Overall Turnover Data (As of 07/31/2021)**

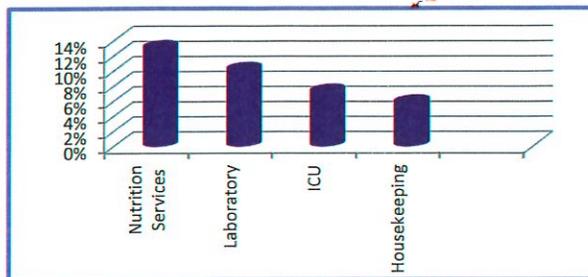
**Top Position(s) / Turnover**

	2021	%
Registered Nurse	21	18%
Dietary Aide	5	42%
EVS Tech	4	20%



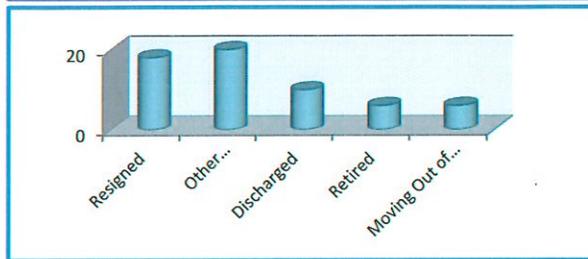
**Top Department(s) / Turnover**

	2021	%
Nutrition Services	9	13%
Laboratory	7	10%
ICU	5	7%
Housekeeping	4	6%



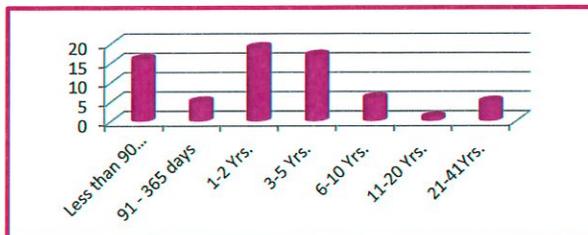
**Top Reasons / Turnover**

	2021	%
Resigned	18	26%
Other Employment	20	29%
Discharged	10	14%
Retired	6	9%
Moving Out of Area/Relocation	6	9%



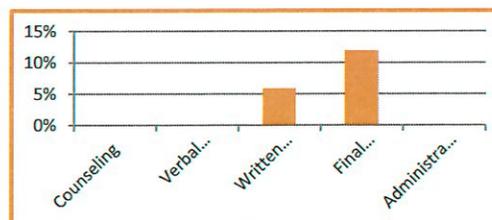
**Length of Service**

	2021	%
Less than 90 days	16	23%
91 - 365 days	5	7%
1-2 Yrs.	19	28%
3-5 Yrs.	17	25%
6-10 Yrs.	6	9%
11-20 Yrs.	1	1%
21-41 Yrs.	5	7%
<b>Total</b>	<b>69</b>	



**Corrective Action**

	Count	% Discharged
Counseling	8	0%
Verbal Warning	10	100%
Written Warning		
Final Written Warning		
Administrative Leave		

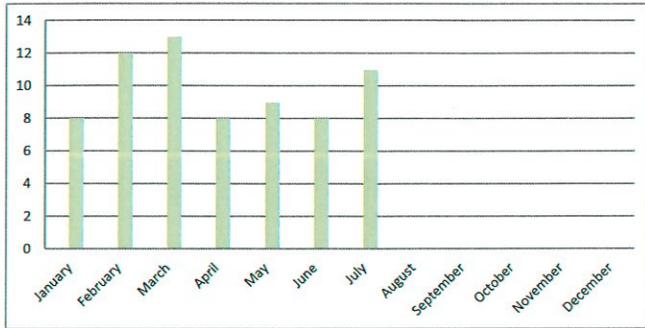


**Total Employees**

**8**

2021 Separations - Hospital Wide

	<u>Separations</u>	<u>New Employees</u>	
January	8	10	556
February	12	2	548
March	13	10	545
April	8	15	552
May	9	7	550
June	8	11	553
July	11	14	556
August			
September			
October			
November			
December			
<b>Total</b>	<b>69</b>	<b>19</b>	



	<u>Separations</u>
Involuntary	9
Voluntary	60
<b>Total</b>	<b>69</b>

	<u>Classifications</u>
RN	20
Classified	49
<b>Total</b>	<b>69</b>

Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	93
2020	67
2021	58

Overall Turnover 2021



Rolling 12

	<u>Separations</u>	<u>%</u>
Jan 2020 - Jan 2021	93	17%
Feb 2020 - Feb 2021	100	18%
April 2020 - April 2021	99	18%
May 2020 - May 2021	105	19%
June 2020 - June 2021	105	19%
July 20 - July 2021	110	20%

Rehire Rate Per Month

	<u>Rehires</u>	<u>%</u>
21-Jan		
21-Feb	2	2%
21-Jun	2	2%
21-Jul	2	2%

Requisition Number	Job Title	Schedule	Shift	Department
<b>Clinical</b>				
2827	C.N.A.	Regular Full Time	Variable	MED/SURG
2723	Med. Imaging Aide	Regular Part Time	Variable	MEDICAL IMAGING
2677	Med. LabTech	Regular Full Time	Variable	LABORATORY
2649	Med. Tech	Regular Full Time	Variable	LABORATORY
2689	Med. Tech	Regular Full Time	Variable	LABORATORY
2804	Medical Assistant	Regular Part Time	Variable	CLINIC
2823	Medical Assistant	Regular Full Time	Variable	CLINIC
2822	Medical Assistant	Regular Full Time	Variable	CLINIC
2808	O. R. Scrub Tech	Regular Full Time	Days	SURGICAL SERVICES
2800	Rad. Tech. II (ARRT)	Regular Full Time	Variable	MEDICAL IMAGING
2743	Reg. Resp. Therapist	Regular Part Time	Variable	RESPIRATORY THERAPY
2359	Reg. Resp. Therapist	Regular Full Time	Variable	CARDIOPULMONARY
2744	SLP Lab T-Gist/Rpsgt	Regular Full Time	Nights	SLEEP LAB
2828	Speech Therapist	PRN	Days	PHYS, OCC & SPEECH THERAPY
2680	Ultrasound Tech.	Regular Full Time	Variable	ULTRASOUND
<b>Non-Clinical</b>				
2833	Cook	Regular Full Time	Variable	NUTRITION SERVICES
2817	Dietary Aide	Regular Full Time	Variable	NUTRITION SERVICES
2733	Director Information Svcs	Regular Full Time	Days	INFORMATION TECHNOLOGY
2836	EVS Technician	Regular Part Time	Variable	HOUSEKEEPING
2815	Help Desk Tech II	Regular Full Time	Days	INFORMATION TECHNOLOGY

Filters

All Active Facility; All Active Department; All Active ; Recruiters:All; Hiring Manager:All; JobStatus:Active - Posted; Optimize To Print:No; Display Job Summary:No; Custom Fields:No Custom Fields; Dates:6/1/

2751	Patient Access Specialist I	PRN	Variable	Admitting
2831	Patient Access Specialist I	Regular Full Time	Variable	Admitting
2832	Patient Access Specialist I	PRN	Variable	Admitting
<b>Nursing</b>				
2806	Care Transition Nurse	Regular Full Time	Days	CARE MANAGEMENT
2830	Clinical Coordinator	Regular Full Time	Days	SURGICAL SERVICES
2802	Quality Analyst RN	Regular Full Time	Days	QUALITY
2805	Rad. Tech. II (ARRT)	Regular Full Time	Variable	MEDICAL IMAGING
2809	Registered Nurse	Regular Full Time	Days	SURGICAL SERVICES
2795	Registered Nurse	Regular Full Time	Days	SAME DAY
2775	Registered Nurse	Regular Full Time	Days	SURGICAL SERVICES
2788	Registered Nurse	Regular Full Time	Nights	ICU
2829	Registered Nurse	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2799	Registered Nurse	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2814	Registered Nurse	Regular Full Time	Variable	EMERGENCY DEPARTMENT
2762	Registered Nurse - Swabbing Station	Regular Full Time	Days	LABORATORY

Filters

All Active Facility; All Active Department; All Active ; Recruiters:All; Hiring Manager:All; JobStatus:Active - Posted; Optimize To Print:No; Display Job Summary:No; Custom Fields:No Custom Fields; Dates:6/1/

Requested Date	Department	Position Type	Position	Shift	Target Start Date	Open Positions	Status
8/4/2021 19:42	Med Surg	Contract-Traveler	RN - Med Surg	12 hour nights	8/30/2021 0:00	1	Active Request
8/2/2021 18:01	Med Surg	Contract-Traveler	RN - Med Surg	12 hour nights	8/30/2021 0:00	1	Active Request
8/2/2021 18:00	ICU	Contract-Traveler	RN - ICU	12 hour nights	8/30/2021 0:00	1	Active Request
7/14/2021 14:40	ER	Contract-Traveler	RN - ER	12 hour days	8/30/2021 0:00	1	Active Request
6/18/2021 13:03	Medical Imaging	Direct Hire	Sonographer - DH	M-F, varied shifts	8/30/2021 0:00	1	Active Request
6/15/2021 14:27	Labor and Delivery	Contract-Traveler	RN - LDRP	12 hour nights	8/30/2021 0:00	1	Active Request
6/10/2021 9:36	Surgical Services	Contract-Traveler	RN - OR	Days	8/30/2021 0:00	1	Active Request
5/7/2021 7:05	Information Technology	Direct Hire	Director of Information Services - DH	Days	8/30/2021 0:00	1	Active Request
3/30/2021 20:32	Laboratory	Direct Hire	MT / MLT - DH	Variable	8/30/2021 0:00	1	Active Request

Supplemental Employee	Department	Position	Shift	Start Date	End Date	Status
	Surgical Services	Scrub Tech	8 hour days	12/7/2020 0:00	?	Assignment Active
	Surgical Services	RN-PACU	Days	5/31/2021 0:00	11/28/2021 0:00	Assignment Active
	ER	RN - ER	7:00am-7:30pm	2/22/2021 0:00	11/20/2021 0:00	Assignment Active
	Medical Imaging	Ultrasound Tech	Variable	3/28/2021 0:00	9/18/2021 0:00	Assignment Active
	ER	RN-ER	12 hour nights	3/8/2021	9/4/2021	Assignment Active
	Respiratory Therapy	RRT	Variable	3/8/2021 0:00	9/4/2021 0:00	Assignment Active
	Recovery Room	RN - PACU	Days	3/1/2021 0:00	11/27/2021 0:00	Assignment Active
	Labor and Delivery	RN- LDRP	12 Hour days/might	5/10/2021	8/7/2021	Assignment Active
	MT/MLT	Laboratory	12 hour nights	5/10/2021	11/13/2021	Assignment Active
	Sleep Lab	RRT	Nights	6/9/2021	9/5/2021	Assignment Active
	ER	RN-ER	Variable	6/21/2021	9/18/2021	Assignment Active
	Labor and Delivery	RN - LDRP	12 hour nights	7/8/2021 0:00	10/2/2021 0:00	Assignment Active
	OR	RN-OR	8 Hour Days	7/6/2021	10/3/2021	Assignment Active
	Echo	Echo Tech	Days	6/21/2021	9/18/2021	Assignment Active
	Lab	Lab Tech	Variable	11/30/2020	11/20/2021	Assignment Active

# Board Charter: The Human Resources Committee

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**Category:** Board Committees & Committee Charters

**Title:** Human Resources Committee

**Original Adoption:** June 14, 2010

**Revision:** September 6, 2017; April 1, 2020

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## **Purpose:**

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

## **Authority:**

The committee has no expressed or implied power or authority.

## **Responsibilities:**

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

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

**Composition:**

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

**Meeting Schedule:**

The committee shall meet monthly, or as needed.

**Reports:**

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

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

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Human Resources Committee Meeting – Minutes Draft**  
**Monday – July 19, 2021**  
*Zoom*

**Trustee Members Attending by Zoom: Barbara Sowada & Kandi Pendleton**  
Members Present by Zoom: **Amber Fisk, Irene Richardson, Suzan Campbell**  
Guests by Zoom: **Amy Lucy, Kari Quickenden, Ann Clevenger, Tami Love**

Barbara called the meeting to order at 3:02pm.

Barbara motioned to amend the agenda so that minutes could be approved prior to welcoming the newest trustee member to the committee. Irene seconded, all ayes, motion carried.

**OLD BUSINESS**

I. **APPROVAL OF MINUTES:**

Barbara noted some minor typo and spacing problems. The motion to approve the May 17, 2021, minutes as presented was made by Barbara, second by Irene. Motion carried.

II. **TURNOVER REPORT:**

Amber said the overall numbers are in the packet.

III. **OPEN POSITIONS:**

Amy said we have 30 openings with 19 of those being for Registered Nurses (RN).

IV. **EMPLOYEE POLICIES:**

a. Suzan shared a 'Employee Policies Update' list via email (attached in packet).

**NEW BUSINESS**

V. **WELCOME:**

Barbara welcomed the Committee's newest trustee member, Kandi Pendleton and asked her to share a little about herself. Ms. Pendleton was introduced to all members and guests of the committee.

VI. **COMMITTEE MEMBER REPORTS, OTHER DISCUSSION(S):**

Barbara mentioned the need to review the HR Committee Charter. Will discuss at next meeting.

VII. **DETERMINATION OF NEXT MEETING DATE:**

The next meeting is scheduled 8/16/21 at 3:00 PM.

Barbara thanked everyone for participating. The meeting adjourned at 3:57 PM.

## **F&A COMMITTEE CHAIR REPORT TO THE BOARD AUGUST 2021**

### **Chair – Ed Tardoni**

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

### **F&A DATA FOR THE MONTH**

The usual F&A reports are included in the Board packet.

### **CAPITAL EXPENDITURES FOR BOARD CONSIDERATION.**

The committee, by unanimous vote, sends a \$56,165 expenditure to the Board for consideration.

### **FY 22-13 \$56,165 (not budgeted)**

This item was requested by Ron Cheese. It is a sole source request with the justification being compatibility with the Cerner system. The item is computer software that interfaces with Cerner, operates on line, and automates the insurance preapproval process. It is anticipated that it will pay for itself within a several month period.

### **STANDARD AND POORS CREDIT RATING**

Board member attention is directed to the credit rating report contained in this month's financial package. MHSC rating was improved from negative outlook to stable.

### **BOND REFINANCING**

The CEO briefed the committee on progress of the bond refinancing effort. The package will go out to the market by end of the week of August 23<sup>rd</sup>. The goal is to close on a deal by the end of the calendar year. Adding two to three million capital dollars to the package was considered but rejected by MHSC.

### **AUTOMATIC TRANSFER SWITCH DAMAGE**

The committee was updated on the economic impacts of this event. Filings with the appropriate insurance carriers have been made.

### **NEXT MEETING.**

The Finance and Audit Committee will meet, by Zoom, Wednesday September 29<sup>th</sup>. The meeting time is under review to allow inclusion of medical staff members who have been appointed to the group.,

## Capital Request Summary

Capital Request #

FY22-13

Name of Capital Request:

Experian Passport Authorizations

Requestor/Department:

Ron Cheese/Patient Financial Services

Sole Source Purchase: Yes or No

Reason: add on product from Experian, for Cerner implementation

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

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Cerner/Experian	Kansas City, MO	\$56,165.00
2.			
3.			

Recommendation:

Cerner/Experian - \$56,165.00



<b># Assigned: FY 22 - 13</b>	
<b>Capital Request</b>	
<b>Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.</b> <b>Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.</b>	
<b>Department:</b> Patient Financial Services	<b>Submitted by:</b> Ron Cheese
<b>Date:</b> 08/07/2021	
<b>Provide a detailed description of the capital expenditure requested:</b>	
Experian Passport Authorizations, Authorizations Document Imaging - Cerner add on	
<b>Preferred Vendor:</b> Cerner/Experian	
<b>Total estimated cost of project (Check all required components and list related expense)</b>	
1. Renovation	\$
2. Equipment	\$
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 56,165.00
<b>Total Costs (add 1-8)</b> \$ 56,165.00	
<b>Does the requested item:</b>	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
<b>Annualized impact on operations (if applicable):</b>	
<b>Increases/Decreases</b>	<b>Budgeted Item:</b>
Projected Annual Procedures (NEW not existing)	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Revenue per procedure	# of bids obtained? <u>1</u>  <input checked="" type="checkbox"/> Copies and/or Summary attached. <b>If no other bids obtained, reason:</b> Cerner Community Works preferred vendor and current vendor for revenue cycle software
Projected gross revenue	
Projected net revenue	
Projected Additional FTE's	
Salaries	
Benefits	
Maintenance	
Supplies	
<b>Total Annual Expenses</b>	
<b>Net Income/(loss) from new service</b>	
<b>Review and Approvals</b>	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

8-17-21

OTHER CONSIDERATIONS

Passport Authorizations is an integrated and automated prior authorization process which is embedded in the Cerner revenue cycle software. The electronic transaction includes a touchless inquiry process and a guided, exception-based workflow that auto-fills payer data directly into Cerner and flags where manual intervention is required. This will increase efficiency by initiating more authorizations in less time, avoiding unnecessary work and decreasing reworked claims. This will also avoid negative impacts of rescheduling by knowing current authorization details including location and date ranges.

Document Imaging will allow the proof source from the payer that an authorization was obtained and store it in the Cerner document imaging system.

Payer Alerts is designed to keep us informed on payer policy changes, authorizations and others. It is recommended for the local and regional payers that Experian does not already monitor and keep our knowledge base current. If a local and regional payer is not in the knowledge base, this tool will let us know if a specific CPT code requires an authorization.

This additional software will benefit the patient and fit into our new Cerner revenue cycle workflow which includes Notice of Admissions, the eCare NEXT revenue cycle suite and Medical Necessity.

\_\_\_\_\_  
Submitted by: Signature

\_\_\_\_\_  
Date



## BUDGETARY QUOTE

**Prepared For:** Memorial Hospital of Sweetwater County  
 1200 College Blvd  
 Rock Springs, WY 82901  
 United States

**Expiration Date:** Aug 22, 2021

**Cerner Sales Contact:** Brian Nebel

**Phone #:**

**E-mail Address:** brian.nebel@cerner.com

This Cerner Budgetary Quote ("Budgetary Quote") does not constitute or create any legally binding obligations on either party but, rather, is intended to facilitate discussions regarding the proposed solutions. In order for the transaction to be consummated, a formal legal document (typically a Cerner Sales Order) would need to be negotiated, executed, and delivered, and would be subject to the mutually agreed upon terms expressed therein. This document is nonbinding in all respects; without limitation, the expenditure of funds or the taking or not taking of any actions by either party shall not create a legally binding obligation, duty, commitment, or liability whatsoever.

### FINANCIAL OVERVIEW

Description	One-Time Fees	Monthly Fees
<b>SOLUTIONS</b>		
Subscription Services	--	3,172.00
<b>PROFESSIONAL SERVICES</b>		
Fixed Fee	56,165.00	--
<b>TOTALS:</b>	<b>56,165.00</b>	<b>3,172.00</b>

All prices in this Cerner Budgetary Quote are shown in USD.

Not applicable is indicated by "--".

### SOLUTIONS

<b>SUBSCRIPTION SERVICES</b>										
Mfg. Part No.	Solution Detail Description	Scope of Use Metric	Qty./ Scope of Use Limit	Term (Mo.)	Monthly Range	One-Time Fees	Monthly Fees	Solution Description Code	Third-Party Component(s)	Pass-Through Code
EXP-0924217	Passport Authorizations, CommunityWorks	Client	1	60	1-60	--	2,620	--	✓	--
EXP-1016214	Authorizations Document Imaging, CommunityWorks	Interface	1	60	1-60	--	151	--	✓	--
07643328	Payer Alerts (10 Authorized Users)	Annual Encounters	140,000	60	1-60	--	401	--	✓	--
<b>TOTAL:</b>						<b>--</b>	<b>3,172</b>	<b>--</b>	<b>--</b>	<b>--</b>



Memorial Hospital of Sweetwater County  
 OPT-0285407\_Q-72060.1  
 May 24, 2021 12:22 PM

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# CERNER BUDGETARY QUOTE

## PROFESSIONAL SERVICES

FIXED FEE				
Manufacturer Part No.	Service Project Detail	One-Time Fees	Thrd-Party Component(s)	Pass-Through Code
<i>Standard Services</i>				
CHS_FSI_SERVICES	FSI-CommWxFFS	14,000	--	--
CTS-CPDI-BPFN	Ent Doc Mgmt	10,800	--	--
<i>Custom Services</i>				
--	Authorizations	31,251	✓	----
--	Payer Alerts	114	✓	----
<b>TOTALS:</b>		<b>66,165</b>	<b>--</b>	<b>--</b>

## FACILITIES

**Permitted Facilities.** For use and access by these facilities:

Name	Address	City	State/Province	Zip/Postal Code	Country
Memorial Hospital of Sweetwater County	1200 College Blvd	Rock Springs	WY	82901	United States

## QUOTE SUMMARY (for internal use only)

Combined Quote (Q-72060.1)  
 Solutions - Experian (Q-72029.1)  
 Technology - Experian Feed to EDM (Q-72039.1)



Memorial Hospital of Sweetwater County  
 OPT-0285407\_Q-72060.1  
 May 24, 2021

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REVENUE CYCLE MANAGEMENT

# Authorizations

Streamline operations, increase efficiency and ensure every patient counts with an automated prior authorization management system

The prior authorization process is complex and must be followed precisely to ensure efficient payments and to avoid denials. And, in addition to being the most expensive and time-consuming transaction to do manually<sup>1</sup>, the upsurge in rescheduling during the time of Covid-19 adds a layer of volatility for your team to overcome.

Transform your process with electronic prior authorizations. Our integrated, online service facilitates prior authorization submission and 100% inquiry automation for authorizations. Users benefit from a touchless inquiry process and a guided, exception-based workflow that auto-fills payer data and flags where manual intervention is required.

Ensure the maximum time to focus on patient care by utilizing a prior authorization system that minimizes manual staff involvement.

## Benefits to you



1. **Increase efficiency** by initiating more authorizations in less time, avoiding unnecessary work and decreasing reworked claims.
2. **Promptly clear authorizations for service** by proactively identifying authorization status — pending, denied or authorized.
3. **Avoid negative impacts due to rescheduling** by knowing current authorization details — including location and critical to/from dates.
4. **Secure the patient experience and increase revenue cycle predictability** with an integrated and automated prior authorization process.

## How we do it

- **Knowledgebase:** Access up-to-date prior authorization requirements in real time.
- **Facilitated submissions:** Get directed to the correct payer portal based on procedure, removing the guesswork.
- **Inquiries:** Automate your prior authorization payer inquiry process.
- **Exception-based workflow:** Utilize dynamic work queues that display status and guide users through the next steps.
- **Post back:** Leverage the opportunity to send authorization status, number and validity dates to your HIS/PMS system.
- **Document imaging:** Receive images of payer responses to store in your document imaging system.
- **Reconciliation:** Compare procedures authorized to those performed to identify variance and enable intervention to prevent denials and appeals.

Fits well into your patient workflow — Notice of Admissions, eCare NEXT<sup>®</sup> revenue cycle suite and Medical Necessity.

<sup>1</sup>2019 CACH Index: Conducting Electronic Business Transactions: Why Greater Harmonization Across the Industry is Needed

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

**Wednesday~ August 25, 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

**Guests:**

Jeff Smith, Commission                      Leslie Taylor

- |      |   |                  |
|------|---|------------------|
| I.   | Call Meeting to Order                                 | Ed Tardoni       |
| II.  | <a href="#">Approve June 30, 2021 Meeting Minutes</a> | Ed Tardoni       |
| III. | <a href="#">Capital Requests FY 22</a>                |                  |
| IV.  | Financial Report                                      |                  |
|      | A. Monthly Financial Statements & Statistical Data    |                  |
|      | 1. <a href="#">Narratives</a>                         | Tami Love        |
|      | 2. <a href="#">Financial Information</a>              | Tami Love        |
|      | 3. <a href="#">Self-Pay Report</a>                    | Ron Cheese       |
|      | B. Other Business                                     |                  |
|      | 1. <a href="#">Preliminary Bad Debt</a>               | Ron Cheese       |
| V.   | Old Business  |                  |
|      | A. Bond Refinancing                                   | Irene Richardson |
| VI.  | New Business  |                  |
|      | A. <a href="#">Standard &amp; Poors</a>               | Tami Love        |
|      | B. Financial Forum Discussion                         | Ed Tardoni       |
| VII. | Adjournment   | Ed Tardoni       |

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

**NARRATIVE TO JULY 2021 FINANCIAL STATEMENTS**

**THE BOTTOM LINE.** The bottom line from operations for July was a loss of \$183,123, compared to a gain of \$785,632 in the budget. This yields a -2.17% operating margin for the month compared to 1.90% in the budget.

The total net gain for July is \$39,597, compared to a gain of \$745,735 in the budget. This represents a YTD profit margin of .47% compared to .76% in the budget.

**REVENUE.** Revenue for the month was under budget by \$646,559, coming in at \$17,210,347. Inpatient revenue was under budget by \$291,191, hospital outpatient revenue was under budget by \$67,115 and the Clinic was under budget by \$288,253.

Annual Debt Service Coverage came in at 2.91. Days of Cash on Hand are 159 in July, down thirty-seven days from last month. Daily cash expense is \$259,000 year to date, increased due to the continued months of higher expenses.

**REDUCTION OF REVENUE.** Deductions from revenue are 51.7% in July, right at budget. Total collections for the month came in at \$6,950,086. The repayment of the Medicare Advanced Payment began in April and through July we have paid back \$748,000 of the \$7.4 million received.

Net days in AR are at 45.1 days. We continue to exceed the goals for AR greater than 90 days for all Payers.

**EXPENSES.** Total expenses in July were \$8,615,953, over budget by \$621,173. The following line items were over budget in July:

**Salary and Wage** – Paid hours are also over budget in July 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.

**Benefits** – Group Health is over budget for July.

**Contract Labor** – Due to staffing shortages in most clinical areas there are currently contract labor positions in Behavioral Health, Labor & Delivery, ICU, Surgery, Emergency Room, Laboratory, Ultrasound, Physical Therapy, and Respiratory Therapy. COVID related staff include door monitors and additional nursing, laboratory and respiratory therapy positions.

**Purchased Services** – Expenses over budget include legal fees and professional fees for Administration, Purchasing and Human Resources.

**Supplies** – Drugs, Lab supplies, Other med/surg supplies and patient chargeables are over budget due to increased volumes. Maintenance supplies are also over budget in July.

**PROVIDER CLINIC.** Revenue for the Clinics in July is under budget by \$288,253, coming in at \$1,716,167. Net patient revenue for the Clinics is \$934,067, under budget by \$138,362. The bottom line for the Clinics in July is a loss of \$597,009 compared to a loss of \$410,865 in the budget. Deductions from revenue for the Clinics are at 45.6% for July. Volume at the Clinics are 4,953 visits in July.

Total Clinic expenses for the month were lower at \$1,585,497, over budget by \$48,911. The majority of the expenses consist of Salaries and Benefits; at 81.7% of total expenses year-to-date. Wages and Pharmacy costs are over budget for July.

**OUTLOOK FOR AUGUST.** Gross patient revenue is projecting lower in August at \$16 million due to postponement of elective surgeries because of the generator issue. Patient days, Births, ER visits, Chemotherapy visits and Imaging visits are projecting higher than last year's volumes.

Collections for August are projecting slightly higher, close to \$7.7 million. Deductions of revenue are expected to come in close to budget at 51%. Expenses will remain high in August due to staffing shortages and the continued COVID related expenses. The bottom line for August is estimated at a loss of around \$200,000.

**CARES ACT.** Through June 30, 2021 we reconciled all of the CARES Act funds received. We have until September 30, 2021 to report on the usage of the funds on the Department of Health and Human Services (HHS) portal. We have started working through steps in the portal to complete the process. At this time, we have not been notified of any additional assistance for the COVID pandemic.

**FISCAL YEAR 2021 AUDIT.** Our auditors were onsite the week of August 2<sup>nd</sup> to complete their field work. We had an audit exit meeting with this committee and the auditors with preliminary results. As usual, there are some outstanding external items needed to complete the audit. The auditors are scheduled to present the completed audit at the September Finance meeting and the October Board meeting.



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

**Unaudited Financial Statements**

**for**

**One month ended July 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**  
**One month ended July 31, 2021**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

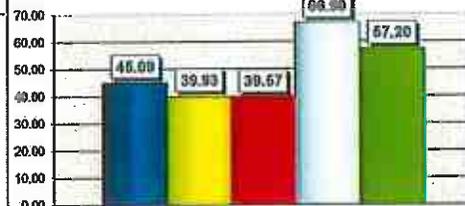
## EXECUTIVE FINANCIAL SUMMARY

One month ended July 31, 2021

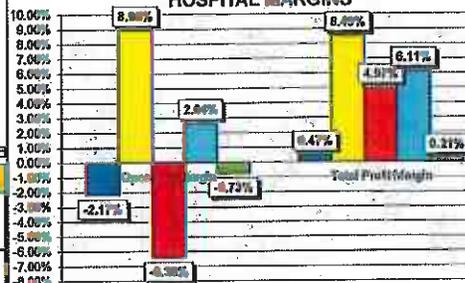
### BALANCE SHEET

	YTD 7/31/2021	Prior FYE 6/30/2021	
<b>ASSETS</b>			
Current Assets	\$28,881,973	\$28,076,102	
Assets Whose Use is Limited	36,081,335	38,038,595	
Property, Plant & Equipment (Net)	68,123,036	68,424,357	
Other Assets	208,973	210,003	
Total Unrestricted Assets	<b>133,295,316</b>	<b>134,749,057</b>	
Restricted Assets	395,362	395,362	
Total Assets	<b>\$133,690,678</b>	<b>\$135,144,419</b>	
<b>LIABILITIES AND NET ASSETS</b>			
Current Liabilities	\$9,484,334	\$10,645,170	
Long-Term Debt	27,737,943	27,742,755	
Other Long-Term Liabilities	6,316,414	6,644,104	
Total Liabilities	<b>43,538,691</b>	<b>45,032,029</b>	
Net Assets	90,151,987	90,112,390	
Total Liabilities and Net Assets	<b>\$133,690,678</b>	<b>\$135,144,419</b>	

### NET DAYS IN ACCOUNTS RECEIVABLE



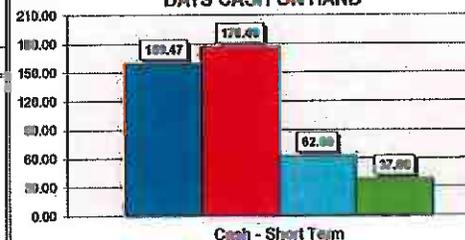
### HOSPITAL MARGINS



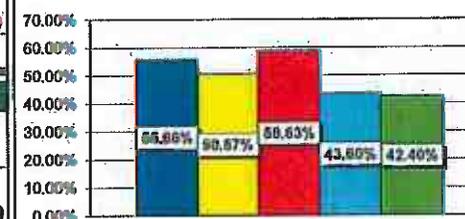
### STATEMENT OF REVENUE AND EXPENSES - YTD

	07/31/21 ACTUAL	07/31/21 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$17,210,347	\$17,856,907	\$17,210,347	\$17,856,907
Deductions From Revenue	(8,906,006)	(9,240,169)	(8,906,006)	(9,240,169)
Net Patient Revenues	8,304,341	8,616,738	8,304,341	8,616,738
Other Operating Revenue	128,489	163,675	128,489	163,675
Total Operating Revenues	<b>8,432,830</b>	<b>8,780,413</b>	<b>8,432,830</b>	<b>8,780,413</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	4,795,584	4,440,006	4,795,584	4,440,006
Purchased Serv. & Physician Fees	868,175	849,458	868,175	849,458
Supply Expenses	1,476,093	1,191,356	1,476,093	1,191,356
Other Operating Expenses	917,597	905,359	917,597	905,359
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	558,504	608,602	558,504	608,602
Total Expenses	<b>8,615,953</b>	<b>7,994,780</b>	<b>8,615,953</b>	<b>7,994,780</b>
NET OPERATING SURPLUS	(183,123)	786,632	(183,123)	786,632
Non-Operating Revenue/(Exp.)	222,720	(39,897)	222,720	(39,897)
TOTAL NET SURPLUS	<b>\$39,597</b>	<b>\$746,735</b>	<b>\$39,597</b>	<b>\$746,735</b>

### DAYS CASH ON HAND



### SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



### KEY STATISTICS AND RATIOS

	07/31/21 ACTUAL	07/31/21 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	347	350	347	350
Average Acute Length of Stay	3.0	2.9	3.0	2.9
Total Emergency Room Visits	1,341	1,213	1,341	1,213
Outpatient Visits	8,207	8,121	8,207	8,121
Total Surgeries	148	178	148	178
Total Worked FTE's	439.78	450.97	439.78	450.97
Total Paid FTE's	494.85	494.77	494.85	494.77
Net Revenue Change from Prior Yr	1.22%	5.39%	1.22%	5.39%
EBIDA - 12 Month Rolling Average			-0.17%	15.88%
Current Ratio			3.05	
Days Expense in Accounts Payable			29.50	

<b>MEMORIAL HOSPITAL OF SWEETWATER COUNTY</b>	
Budget	07/31/21
Prior Fiscal Year End	06/30/21
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

<b>FINANCIAL STRENGTH INDEX -</b>	<b>2.44</b>
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**  
 One month ended July 31, 2021

📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Year to Date 7/31/2021	Budget 6/30/2021	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 6/30/21	WYOMING All Hospitals (See Note 1)	National Rural < \$500M Net Rev. (See Note 2)
<b>Profitability:</b>							
Operating Margin	📈 -2.17%	1.90%	0.10%	0.30%	-6.39%	2.64%	-0.73%
Total Profit Margin	📈 0.47%	0.76%	0.80%	1.00%	4.97%	6.11%	0.21%
<b>Liquidity:</b>							
Days Cash, All Sources **	📈 159.47	129.76	91.30	129.00	176.49	62.00	37.80
Net Days in Accounts Receivable	📉 45.09	50.02	52.40	51.80	39.57	66.90	57.20
<b>Capital Structure:</b>							
Average Age of Plant (Annualized)	📉 16.11	12.58	15.10	11.20	14.61	9.50	12.40
Long Term Debt to Capitalization	📉 24.01%	25.75%	48.20%	41.60%	24.02%	16.80%	10.00%
Debt Service Coverage Ratio **	📈 2.91	3.97	1.80	2.30	5.03	N/A	2.64
<b>Productivity and Efficiency:</b>							
Paid FTE's per Adjusted Occupied Bed	📉 7.99	8.43			8.61	6.60	4.63
Salary Expense per Paid FTE	\$60,119	\$66,892			\$95,218	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp	55.66%	56.43%			58.63%	43.60%	42.40%

Note 1 - 2017 Ingenix report (2016 median data), for all hospitals within the state regardless of size.  
 Note 2 - 2017 Ingenix report (2016 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

One month ended July 31, 2021

	Current Month 7/31/2021	Prior Month 6/30/2021	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2021
<b>Current Assets</b>					
Cash and Cash Equivalents	\$9,074,380	\$10,238,414	(\$1,164,034)	-11.37%	\$10,238,414
Gross Patient Accounts Receivable	25,339,195	22,751,139	2,588,056	11.38%	22,751,139
Less: Bad Debt and Allowance Reserves	(14,994,923)	(12,710,325)	(1,321,598)	-10.40%	(12,710,325)
Net Patient Accounts Receivable	11,307,272	10,040,814	1,266,459	12.61%	10,040,814
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,272,997	1,852,666	420,331	22.69%	1,852,666
Inventories	3,762,656	3,774,659	(12,003)	-0.32%	3,774,659
Prepaid Expenses	2,464,667	2,169,549	295,118	13.60%	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
<b>Total Current Assets</b>	<b>28,881,973</b>	<b>28,076,102</b>	<b>805,871</b>	<b>2.87%</b>	<b>28,076,102</b>
<b>Assets Whose Use is Limited</b>					
Cash	71,700	145,904	(74,204)	-50.86%	145,904
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,126,989	3,015,531	111,458	3.70%	3,015,531
Trustee Held Funds - SPT	26,524	26,503	21	0.08%	26,503
Board Designated Funds	17,927,529	19,921,794	(1,994,265)	-10.01%	19,921,794
Other Limited Use Assets	14,928,592	14,928,863	(270)	0.00%	14,928,863
<b>Total Limited Use Assets</b>	<b>36,081,335</b>	<b>38,038,595</b>	<b>(1,957,261)</b>	<b>-5.15%</b>	<b>38,038,595</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	4,025,159	4,025,159	0	0.00%	4,025,159
Building and Building Improvements	41,974,630	41,947,846	26,784	0.06%	41,947,846
Equipment	114,811,983	114,615,271	196,712	0.17%	114,615,271
Construction In Progress	7,254,668	7,220,982	33,686	0.47%	7,220,982
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	168,066,440	167,809,258	257,182	0.15%	167,809,258
Less: Accumulated Depreciation	(99,943,495)	(99,384,901)	(558,594)	-0.56%	(99,384,901)
<b>Net Property, Plant, and Equipment</b>	<b>68,123,036</b>	<b>68,424,357</b>	<b>(301,322)</b>	<b>-0.44%</b>	<b>68,424,357</b>
<b>Other Assets</b>					
Unamortized Loan Costs	208,973	210,003	(1,029)	-0.49%	210,003
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>208,973</b>	<b>210,003</b>	<b>(1,029)</b>	<b>-0.49%</b>	<b>210,003</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>133,295,316</b>	<b>134,749,057</b>	<b>(1,453,741)</b>	<b>-1.08%</b>	<b>134,749,057</b>
<b>Restricted Assets</b>	<b>395,362</b>	<b>395,362</b>	<b>0</b>	<b>0.00%</b>	<b>395,362</b>
<b>TOTAL ASSETS</b>	<b>\$133,690,678</b>	<b>\$135,144,419</b>	<b>(\$1,453,741)</b>	<b>-1.08%</b>	<b>\$135,144,419</b>

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2021

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2021
	Current Month 7/31/2021	Prior Month 6/30/2021	Positive/ (Negative) Variance	Percentage Variance	
<b>Current Liabilities</b>					
Accounts Payable	\$4,241,859	\$5,787,069	\$1,545,210	26.70%	\$5,787,069
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,836,846	1,555,117	(281,729)	-18.12%	1,555,117
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,537,406	2,537,177	(229)	-0.01%	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)	310,349	319,366	9,017	2.82%	319,366
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	557,876	446,442	(111,433)	-24.96%	446,442
<b>Total Current Liabilities</b>	<b>9,484,334</b>	<b>10,645,170</b>	<b>1,160,836</b>	<b>10.90%</b>	<b>10,645,170</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	28,048,292	28,062,121	13,829	0.05%	28,062,121
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	310,349	319,366	9,017	2.82%	319,366
<b>Total Long Term Debt (Net of Current)</b>	<b>27,737,943</b>	<b>27,742,755</b>	<b>4,812</b>	<b>0.02%</b>	<b>27,742,755</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	6,188,737	6,497,997	309,260	4.76%	6,497,997
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	127,677	146,106	18,430	12.61%	146,106
<b>Total Other Long Term Liabilities</b>	<b>6,316,414</b>	<b>6,644,104</b>	<b>327,690</b>	<b>4.93%</b>	<b>6,644,104</b>
<b>TOTAL LIABILITIES</b>	<b>43,538,691</b>	<b>45,032,029</b>	<b>1,493,338</b>	<b>3.32%</b>	<b>45,032,029</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	87,761,782	83,129,665	(4,632,116)	-5.57%	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)	39,597	4,632,116	N/A	N/A	4,632,116
<b>TOTAL NET ASSETS</b>	<b>90,151,987</b>	<b>90,112,390</b>	<b>(39,597)</b>	<b>-0.04%</b>	<b>90,112,390</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$133,690,678</b>	<b>\$135,144,419</b>	<b>\$1,453,741</b>	<b>1.08%</b>	<b>\$135,144,419</b>

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2021

	CURRENT MONTH				Prior Year 07/31/20
	Actual 07/31/21	Budget 07/31/21	Positive (Negative) Variance	Percentage Variance	
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$3,108,961	\$3,400,152	(\$291,191)	-8.56%	\$3,256,010
Outpatient Revenue	12,385,219	12,452,334	(67,115)	-0.54%	11,600,532
Clinic Revenue	1,481,938	1,641,969	(160,031)	-9.75%	1,365,508
Specialty Clinic Revenue	234,229	362,452	(128,222)	-35.38%	414,478
<b>Total Gross Patient Revenue</b>	<b>17,210,347</b>	<b>17,856,907</b>	<b>(646,559)</b>	<b>-3.62%</b>	<b>16,636,529</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(7,799,266)	(8,526,104)	735,837	8.63%	(7,857,728)
Bad Debt Expense (Governmental Providers Only)	(1,057,325)	(634,372)	(422,953)	-66.67%	(583,202)
Medical Assistance	(58,415)	(79,694)	21,278	26.70%	(84,822)
<b>Total Deductions From Revenue</b>	<b>(8,906,006)</b>	<b>(9,240,169)</b>	<b>334,162</b>	<b>3.62%</b>	<b>(8,525,752)</b>
<b>Net Patient Revenue</b>	<b>8,304,341</b>	<b>8,616,738</b>	<b>(312,397)</b>	<b>-3.63%</b>	<b>8,110,777</b>
<b>Other Operating Revenue</b>	<b>128,489</b>	<b>163,675</b>	<b>(35,186)</b>	<b>-21.50%</b>	<b>220,205</b>
<b>Total Operating Revenue</b>	<b>8,432,830</b>	<b>8,780,413</b>	<b>(347,583)</b>	<b>-3.96%</b>	<b>8,330,982</b>
<b>Operating Expenses</b>					
Salaries and Wages	3,480,834	3,369,672	(91,162)	-2.69%	3,283,126
Fringe Benefits	1,008,022	926,974	(81,048)	-8.74%	894,212
Contract Labor	306,728	123,360	(183,368)	-148.64%	56,158
Physicians Fees	321,340	401,137	79,797	19.89%	281,292
Purchased Services	546,835	448,321	(98,514)	-21.97%	448,335
Supply Expense	1,476,093	1,191,356	(284,738)	-23.90%	1,242,081
Utilities	86,421	85,544	(877)	-1.03%	103,746
Repairs and Maintenance	476,044	502,677	26,633	5.30%	399,565
Insurance Expense	52,703	48,783	(3,920)	-8.03%	16,263
All Other Operating Expenses	238,671	211,509	(27,162)	-12.84%	140,863
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	63,758	56,846	(6,912)	-12.16%	63,328
Depreciation and Amortization	558,504	608,602	50,098	8.23%	555,840
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
<b>Total Operating Expenses</b>	<b>8,615,953</b>	<b>7,994,780</b>	<b>(621,173)</b>	<b>-7.77%</b>	<b>7,484,808</b>
<b>Net Operating Surplus/(Loss)</b>	<b>(183,123)</b>	<b>785,632</b>	<b>(968,755)</b>	<b>-123.31%</b>	<b>846,174</b>
<b>Non-Operating Revenue:</b>					
Contributions	0	0	0	0.00%	0
Investment Income	10,961	18,673	(7,713)	-41.30%	16,355
Tax Subsidies (Except for GO Bond Subsidies)	21	0	21	0.00%	564
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(107,827)	(107,818)	(9)	0.18%	(107,819)
Other Non-Operating Revenue/(Expenses)	319,365	49,248	270,117	548.49%	35,906
<b>Total Non Operating Revenue/(Expense)</b>	<b>222,720</b>	<b>(39,897)</b>	<b>262,617</b>	<b>-658.23%</b>	<b>(54,893)</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$39,597</b>	<b>\$745,735</b>	<b>(\$706,138)</b>	<b>-94.69%</b>	<b>\$791,181</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease in Unrestricted Net Assets</b>	<b>\$39,597</b>	<b>\$745,735</b>	<b>(\$706,138)</b>	<b>-94.69%</b>	<b>\$791,181</b>
<b>Operating Margin</b>	<b>-2.17%</b>	<b>8.95%</b>			<b>10.16%</b>
<b>Total Profit Margin</b>	<b>0.47%</b>	<b>8.49%</b>			<b>9.50%</b>
<b>EBIDA</b>	<b>4.45%</b>	<b>15.06%</b>			<b>16.83%</b>

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2021

	YEAR-TO-DATE				Prior Year 07/31/20
	Actual 07/31/21	Budget 07/31/21	Positive (Negative) Variance	Percentage Variance	
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$3,108,961	\$3,400,152	(\$291,191)	-8.56%	\$3,256,010
Outpatient Revenue	12,385,219	12,452,334	(67,115)	-0.54%	11,600,532
Clinic Revenue	1,481,938	1,641,969	(160,031)	-9.75%	1,365,508
Specialty Clinic Revenue	234,229	362,452	(128,222)	-35.38%	414,478
<b>Total Gross Patient Revenue</b>	<b>17,210,347</b>	<b>17,856,907</b>	<b>(646,559)</b>	<b>-3.62%</b>	<b>16,636,529</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(7,790,266)	(8,326,104)	735,837	8.63%	(7,857,728)
Bad Debt Expense (Governmental Providers Only)	(1,057,325)	(634,372)	(422,953)	-66.67%	(583,202)
Medical Assistance	(59,445)	(79,694)	21,278	26.70%	(84,922)
<b>Total Deductions From Revenue</b>	<b>(8,906,006)</b>	<b>(9,240,169)</b>	<b>334,162</b>	<b>3.62%</b>	<b>(8,625,752)</b>
<b>Net Patient Revenue</b>	<b>8,304,341</b>	<b>8,616,738</b>	<b>(312,397)</b>	<b>-3.63%</b>	<b>8,110,777</b>
<b>Other Operating Revenue</b>	<b>128,489</b>	<b>163,675</b>	<b>(35,186)</b>	<b>-21.50%</b>	<b>220,205</b>
<b>Total Operating Revenue</b>	<b>8,432,830</b>	<b>8,780,413</b>	<b>(347,583)</b>	<b>-3.96%</b>	<b>8,330,982</b>
<b>Operating Expenses</b>					
Salaries and Wages	3,480,834	3,389,672	(91,162)	-2.69%	3,283,126
Fringe Benefits	1,008,022	926,974	(81,048)	-8.74%	894,212
Contract Labor	308,728	123,360	(185,368)	-148.64%	56,158
Physicians Fees	321,340	401,137	79,797	19.89%	281,292
Purchased Services	546,835	448,321	(98,514)	-21.97%	448,335
Supply Expense	1,476,093	1,191,356	(284,738)	-23.90%	1,242,081
Utilities	86,421	85,544	(877)	-1.03%	103,746
Repairs and Maintenance	476,044	502,677	26,633	5.30%	399,565
Insurance Expense	52,703	48,783	(3,920)	-8.03%	16,263
All Other Operating Expenses	238,671	211,509	(27,162)	-12.84%	140,863
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	63,758	56,846	(6,912)	-12.16%	63,328
Depreciation and Amortization	558,504	608,602	50,098	8.23%	555,840
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
<b>Total Operating Expenses</b>	<b>8,615,953</b>	<b>7,994,780</b>	<b>(621,173)</b>	<b>-7.77%</b>	<b>7,484,898</b>
<b>Net Operating Surplus/(Loss)</b>	<b>(183,123)</b>	<b>785,632</b>	<b>(968,755)</b>	<b>-123.31%</b>	<b>846,174</b>
<b>Non-Operating Revenue:</b>					
Contributions	0	0	0	0.00%	0
Investment Income	10,961	18,673	(7,713)	-41.30%	16,355
Tax Subsidies (Except for GO Bond Subsidies)	21	0	21	0.00%	564
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(107,627)	(107,819)	192	-0.18%	(107,819)
Other Non-Operating Revenue/(Expense)	319,365	49,248	270,117	548.49%	35,906
<b>Total Non Operating Revenue/(Expense)</b>	<b>222,720</b>	<b>(39,897)</b>	<b>262,617</b>	<b>-658.23%</b>	<b>(54,993)</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$39,597</b>	<b>\$745,735</b>	<b>(\$706,138)</b>	<b>-94.69%</b>	<b>\$791,181</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>\$39,597</b>	<b>\$745,735</b>	<b>(\$706,138)</b>	<b>-94.69%</b>	<b>\$791,181</b>
<b>Operating Margin</b>	<b>-2.17%</b>	<b>8.95%</b>			<b>10.16%</b>
<b>Total Profit Margin</b>	<b>0.47%</b>	<b>8.49%</b>			<b>9.50%</b>
<b>EBIDA</b>	<b>4.45%</b>	<b>15.88%</b>			<b>16.83%</b>

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY

	Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$3,108,981	\$2,885,411	\$3,057,095	\$2,899,022	\$3,193,038
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$12,385,219	\$11,118,723	\$10,958,305	\$11,180,916	\$12,012,534
Clinic Revenue	\$1,491,938	\$1,448,830	\$1,308,880	\$1,688,815	\$1,451,106
Specialty Clinic Revenue	\$234,229	\$343,874	\$181,892	\$288,068	\$342,042
<b>Total Gross Patient Revenue</b>	<b>\$17,210,347</b>	<b>\$15,596,439</b>	<b>\$15,485,052</b>	<b>\$15,966,809</b>	<b>\$16,998,714</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	\$7,790,268	\$6,967,239	\$6,880,215	\$6,861,972	\$7,053,702
Bad Debt Expense (Governmental Providers Only)	\$1,057,325	\$1,119,785	\$763,338	\$478,207	\$1,085,631
Charity Care	\$68,415	\$384,218	\$280,209	\$249,862	\$128,293
<b>Total Deductions From Revenue</b>	<b>8,906,008</b>	<b>8,381,239</b>	<b>7,933,760</b>	<b>7,390,160</b>	<b>8,277,496</b>
<b>Net Patient Revenue</b>	<b>\$8,304,341</b>	<b>\$7,215,200</b>	<b>\$7,551,292</b>	<b>\$8,576,648</b>	<b>\$8,721,218</b>
<b>Other Operating Revenue</b>	<b>128,489</b>	<b>105,054</b>	<b>101,440</b>	<b>138,862</b>	<b>100,917</b>
<b>Total Operating Revenue</b>	<b>8,432,830</b>	<b>7,320,254</b>	<b>7,652,732</b>	<b>8,712,630</b>	<b>8,822,136</b>
<b>Operating Expenses</b>					
Salaries and Wages	\$3,480,834	\$5,328,942	\$3,563,709	\$3,482,562	\$3,886,312
Fringe Benefits	\$1,008,022	\$969,361	\$988,262	\$1,070,854	\$1,111,599
Contract Labor	\$306,728	\$285,959	\$322,048	\$380,228	\$230,788
Physicians Fees	\$321,340	\$512,548	\$303,985	\$248,548	\$205,631
Purchased Services	\$548,835	\$639,880	\$387,299	\$493,448	\$383,312
Supply Expense	\$1,476,093	\$1,174,839	\$1,314,104	\$1,442,417	\$1,365,819
Utilities	\$88,421	\$91,804	\$70,553	\$117,576	\$89,246
Repairs and Maintenance	\$476,044	\$513,075	\$518,803	\$478,494	\$500,362
Insurance Expense	\$52,703	\$52,887	\$52,519	\$45,990	\$44,011
All Other Operating Expenses	\$238,671	\$189,196	\$152,472	\$220,980	\$215,184
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$83,758	\$67,770	\$64,830	\$84,239	\$68,020
Depreciation and Amortization	\$558,504	\$557,387	\$573,880	\$688,808	\$578,678
Interest Expense (Non-Governmental Providers)					
<b>Total Operating Expenses</b>	<b>\$8,815,953</b>	<b>\$10,383,228</b>	<b>\$8,281,874</b>	<b>\$8,825,022</b>	<b>\$8,466,839</b>
<b>Net Operating Surplus/(Loss)</b>	<b>(\$383,123)</b>	<b>(\$3,062,974)</b>	<b>(\$629,142)</b>	<b>\$887,608</b>	<b>\$355,298</b>
<b>Non-Operating Revenue:</b>					
Contributions					
Investment Income	10,961	19,538	103,880	13,880	17,887
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	21	(1,788)	409	398	967
Interest Expense (Governmental Providers Only)	(107,627)	(111,928)	(107,628)	(107,629)	(112,617)
Other Non-Operating Revenue/(Expenses)	313,365	2,381,377	(40,457)	806,373	1,784,952
<b>Total Non Operating Revenue/(Expense)</b>	<b>\$222,720</b>	<b>\$2,287,183</b>	<b>(\$43,806)</b>	<b>\$713,030</b>	<b>\$1,490,900</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$35,607</b>	<b>(\$775,792)</b>	<b>(\$672,950)</b>	<b>\$1,600,638</b>	<b>\$2,846,204</b>
<b>Change in Unrealized Gain/(Losses) on Investments</b>		<b>(17,877)</b>	<b>(136,484)</b>		<b>0</b>
<b>Increase/(Decrease in Unrestricted Net Assets</b>	<b>\$35,607</b>	<b>(\$793,669)</b>	<b>(\$809,434)</b>	<b>\$1,600,638</b>	<b>\$2,846,204</b>
<b>Operating Margin</b>	<b>-2.17%</b>	<b>-41.84%</b>	<b>-8.36%</b>	<b>1.01%</b>	<b>4.14%</b>
<b>Total Profit Margin</b>	<b>0.47%</b>	<b>-10.80%</b>	<b>-8.92%</b>	<b>9.19%</b>	<b>23.31%</b>
<b>EBIDA</b>	<b>4.45%</b>	<b>-34.23%</b>	<b>-0.86%</b>	<b>7.54%</b>	<b>10.70%</b>

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
\$2,690,883	\$3,645,930	\$3,907,384	\$3,541,154	\$3,015,926	\$3,096,621	\$2,958,380
\$9,644,427	\$9,967,382	\$10,454,974	\$9,719,339	\$10,836,342	\$10,137,542	\$11,339,455
\$1,300,086	\$1,410,842	\$1,374,828	\$1,444,083	\$1,435,042	\$1,284,797	\$1,333,361
\$281,294	\$311,512	\$321,541	\$328,842	\$284,817	\$351,223	\$185,452
\$13,916,690	\$15,335,466	\$15,958,475	\$15,031,529	\$15,522,127	\$14,849,182	\$15,798,628
\$5,012,790	\$6,661,815	\$6,637,293	\$7,026,788	\$8,210,334	\$7,328,918	\$7,238,901
\$1,109,741	\$1,215,879	\$1,274,182	\$1,254,957	\$1,223,363	\$833,320	\$1,042,887
\$541,439	\$149,128	\$184,529	\$189,026	\$417,497	\$109,311	\$29,185
6,633,970	8,026,321	8,068,004	8,470,772	7,851,193	8,368,550	8,308,774
\$7,252,720	\$7,309,145	\$7,862,470	\$8,560,757	\$7,670,934	\$6,480,633	\$7,487,854
158,845	564,981	188,310	182,830	170,958	219,219	267,805
7,411,365	7,884,166	8,048,781	8,713,387	7,841,897	6,699,846	7,695,359
\$3,298,343	\$3,508,906	\$4,555,329	\$3,537,167	\$3,500,184	\$3,476,745	\$3,333,426
\$1,017,103	\$1,163,370	\$1,020,056	\$823,626	\$914,860	\$843,750	\$869,467
\$153,689	\$166,407	\$164,084	\$35,423	\$29,017	\$67,570	\$43,538
\$304,497	\$327,646	\$282,199	\$291,773	\$307,891	\$216,064	\$203,217
\$348,634	\$424,314	\$384,462	\$382,052	\$388,321	\$434,094	\$395,858
\$997,588	\$1,413,761	\$1,284,297	\$1,067,336	\$1,195,557	\$1,318,278	\$1,316,848
\$93,512	\$72,884	\$108,284	\$109,820	\$79,491	\$92,628	\$81,449
\$518,310	\$624,934	\$444,689	\$499,905	\$594,480	\$499,765	\$385,930
\$44,229	\$42,444	\$42,449	\$42,449	\$44,678	\$41,335	\$41,794
\$172,795	\$174,608	\$228,087	\$154,800	\$113,212	\$211,975	\$145,086
\$70,289	\$62,335	\$81,280	\$43,670	\$48,816	\$60,042	\$62,114
\$583,827	\$582,176	\$582,723	\$573,895	\$557,511	\$557,542	\$553,903
\$7,602,816	\$8,551,884	\$9,087,888	\$7,851,415	\$7,773,019	\$7,821,786	\$7,412,435
(\$191,451)	(\$687,878)	(\$1,046,918)	(\$848,028)	\$68,889	(\$1,321,940)	\$282,924
11,312	12,078	13,948	26,597	20,018	20,406	21,540
183	(2,572)	10,380	0	178	3,102	374
(107,805)	(104,818)	(117,265)	(167,808)	(167,810)	(144,157)	(107,816)
788,617	161,888	3,928,513	48,888	942,021	301,000	291,819
\$662,486	\$67,179	\$3,835,254	(\$30,272)	\$885,007	\$210,389	\$205,017
\$471,035	(\$820,699)	\$2,786,738	(\$878,300)	\$823,876	(\$811,581)	\$488,842
\$471,035	(\$820,699)	\$2,786,738	(\$878,300)	\$823,876	(\$811,581)	\$488,842
-2.80%	-8.75%	-13.03%	-12.63%	0.88%	-16.76%	3.85%
6.36%	-7.99%	34.82%	-13.08%	11.78%	-13.81%	6.35%
5.20%	-1.34%	-5.79%	-4.08%	7.99%	-8.42%	10.87%

Statement of Cash Flows

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

One month ended July 31, 2021

	CASH FLOW	
	Current Month 7/31/2021	Current Year-To-Date 7/31/2021
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$39,597	\$39,597
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	558,504	558,504
(Increase)/Decrease in Net Patient Accounts Receivable	(1,266,459)	(1,266,459)
(Increase)/Decrease in Other Receivables	(420,331)	(420,331)
(Increase)/Decrease in Inventories	12,003	12,003
(Increase)/Decrease in Pre-Paid Expenses	(295,119)	(295,119)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(1,545,210)	(1,545,210)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	281,958	281,958
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	111,433
<b>Net Cash Provided by Operating Activities:</b>	<b>(2,523,623)</b>	<b>(2,523,623)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(257,182)	(257,182)
(Increase)/Decrease in Limited Use Cash and Investments	1,883,057	1,883,057
(Increase)/Decrease in Other Limited Use Assets	74,204	74,204
(Increase)/Decrease in Other Assets	1,029	1,029
<b>Net Cash Used by Investing Activities</b>	<b>1,701,108</b>	<b>1,701,108</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(13,829)	(13,829)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(327,690)	(327,690)
<b>Net Cash Used for Financing Activities</b>	<b>(341,519)</b>	<b>(341,519)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(0)</b>	<b>(0)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,164,034)</b>	<b>(1,164,034)</b>
Cash, Beginning of Period	10,238,414	10,238,414
<b>Cash, End of Period</b>	<b>\$9,074,380</b>	<b>\$9,074,380</b>

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY

One month ended July 31, 2021

Current Month									Year-To-Date			
Actual 07/31/21	Budget 07/31/21	Positive/ (Negative) Variance	Prior Year 07/31/20	STATISTICS					Actual 07/31/21	Budget 07/31/21	Positive/ (Negative) Variance	Prior Year 07/31/20
<b>Discharges</b>												
115	120	(5)	120	Acute				115	120	(5)	120	
115	120	(5)	120	Total Adult Discharges				115	120	(5)	120	
35	46	(11)	46	Newborn				35	46	(11)	46	
150	166	(16)	166	Total Discharges				150	166	(16)	166	
<b>Patient Days:</b>												
347	350	(3)	332	Acute				347	350	(3)	332	
347	350	(3)	332	Total Adult Patient Days				347	350	(3)	332	
58	67	(9)	58	Newborn				58	67	(9)	58	
405	417	(12)	390	Total Patient Days				405	417	(12)	390	
<b>Average Length of Stay (ALOS)</b>												
3.0	2.9	0.1	2.8	Acute				3.0	2.9	0.1	2.8	
3.0	2.9	0.1	2.8	Total Adult ALOS				3.0	2.9	0.1	2.8	
1.7	1.5	0.2	1.3	Newborn ALOS				1.7	1.5	0.2	1.3	
<b>Average Daily Census (ADC)</b>												
11.2	11.3	(0.1)	10.7	Acute				11.2	11.3	(0.1)	10.7	
11.2	11.3	(0.1)	10.7	Total Adult ADC				11.2	11.3	(0.1)	10.7	
1.9	2.2	(0.3)	1.9	Newborn				1.9	2.2	(0.3)	1.9	
<b>Emergency Room Statistics</b>												
116	125	(9)	125	ER Visits - Admitted				116	125	(9)	125	
1,225	1,088	137	1,088	ER Visits - Discharged				1,225	1,088	137	1,088	
1,341	1,213	128	1,213	Total ER Visits				1,341	1,213	128	1,213	
8.65%	10.31%		10.31%	% of ER Visits Admitted				8.65%	10.31%		10.31%	
100.87%	104.17%		104.17%	ER Admissions as a % of Total				100.87%	104.17%		104.17%	
<b>Outpatient Statistics:</b>												
8,207	8,121	86	9,075	Total Outpatients Visits				8,207	8,121	86	9,075	
118	113	5	113	Observation Bed Days				118	113	5	113	
4,436	3,996	440	3,996	Clinic Visits - Primary Care				4,436	3,996	440	3,996	
517	637	(120)	637	Clinic Visits - Specialty Clinics				517	637	(120)	637	
23	26	(3)	26	IP Surgeries				23	26	(3)	26	
125	152	(27)	152	OP Surgeries				125	152	(27)	152	
<b>Productivity Statistics:</b>												
439.78	450.97	(11.19)	417.92	FTE's - Worked				439.78	450.97	(11.19)	417.92	
494.85	494.77	0.08	461.62	FTE's - Paid				494.85	494.77	0.08	461.62	
1.7668	1.5081	0.26	1.5081	Case Mix Index - Medicare				1.7668	1.6099	0.16	1.5081	
1.2356	1.0809	0.15	1.0809	Case Mix Index - All payers				1.2356	1.1672	0.07	1.0809	

# Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**07/31/21**

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	48.27	44.49
Net Days in Accounts Receivable	45.09	39.57
Number of Gross Days in Unbilled Revenue	4.09	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	31.28%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.34%	0.45%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.34%	0.45%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.14%	3.55%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.14%	3.55%
Collections as a Percentage of Net Revenue - Current Month	83.69%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	83.69%	100% or >
Percentage of Blue Cross Receivable > 90 Days	-2.33%	< 10%
Percentage of Insurance Receivable > 90 Days	11.51%	< 15%
Percentage of Medicaid Receivable > 90 Days	11.65%	< 20%
Percentage of Medicare Receivable > 60 Days	1.62%	< 6%



**Variance Analysis**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WYOMING  
One month ended July 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	%
<b>Gross Patient Revenue</b>	<b>(646,559)</b>	<b>-3.82%</b>	<b>(646,559)</b>	<b>-3.62%</b>
<p>Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include patient days and surgeries Average Daily Census is 11.4 in July which is over budget by 2.0</p>				
<b>Deductions from Revenue</b>	<b>334,162</b>	<b>3.62%</b>	<b>334,162</b>	<b>3.62%</b>
<p>Deductions from revenue are over budget for July and over budget year to date. They are currently booked at 51.8% for July and 51.8% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.</p>				
<b>Bad Debt Expense</b>	<b>(422,953)</b>	<b>-66.67%</b>	<b>(422,953)</b>	<b>-66.67%</b>
<p>Bad debt expense is booked at 13.6% for July and 13.6% year to date.</p>				
<b>Charity Care</b>	<b>21,278</b>	<b>26.70%</b>	<b>21,278</b>	<b>26.70%</b>
<p>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.</p>				
<b>Other Operating Revenue</b>	<b>(35,186)</b>	<b>-21.50%</b>	<b>(35,186)</b>	<b>-21.50%</b>
<p>Other Operating Revenue is under budget for the month and is under budget year to date. We did not have any County Maintenance expenses this month.</p>				
<b>Salaries and Wages</b>	<b>(91,162)</b>	<b>-2.69%</b>	<b>(91,162)</b>	<b>-2.69%</b>
<p>Salary and Wages are over budget and are over budget year to date. Paid FTEs are over budget by .08 FTEs for the month and over 0.08 FTEs year to date.</p>				
<b>Fringe Benefits</b>	<b>(81,048)</b>	<b>-8.74%</b>	<b>(81,048)</b>	<b>-8.74%</b>
<p>Fringe benefits are over budget in July and over budget year to date.</p>				
<b>Contract Labor</b>	<b>(183,368)</b>	<b>-148.64%</b>	<b>(183,368)</b>	<b>-148.64%</b>
<p>Contract labor is over budget for July and over budget year to date. ICU L&amp;D, Ultrasound, OR, PACU, ER, Lab,</p>				

Variance Analysis

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WYOMING**  
**One month ended July 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	%
Respiratory and Emergency Mgmt are over budget.				
Physician Fees	79,797	19.89%	79,797	19.89%
Physician fees under budget in July and under budget year to date. Histology, Locums, ER & ICU are over budget in July.				
Purchased Services	(98,514)	-21.97%	(98,514)	-21.97%
Purchased services are over budget for July and over budget year to date. Expenses over budget are legal fee's and other purchased services				
Supply Expense	(284,738)	-23.90%	(284,738)	-23.90%
Supplies are over budget for July and over budget year to date. Line items over budget include lab supplies, chargeables, drugs and maintenance supplies				
Repairs & Maintenance	26,633	5.30%	26,633	5.30%
Repairs and Maintenance are under budget for July and under budget year to date.				
All Other Operating Expenses	(27,162)	-12.84%	(27,162)	-12.84%
This expense is over budget in July and over budget year to date. Other expenses over budget are freight, postage, physician recruitment, employee recruitment, pharmacy floor direct and other expenses				
Leases and Rentals	(6,912)	-12.16%	(6,912)	-12.16%
This expense is over budget for July and is over budget year to date.				
Depreciation and Amortization	50,098	8.23%	50,098	8.23%
Depreciation is under budget for July and is under budget year to date.				
<b>BALANCE SHEET</b>				
Cash and Cash Equivalents	(\$1,184,034)	-11.37%		
Cash decreased in July. Cash collections for July were \$6.9 million. Days Cash on Hand decreased to 159 days.				
Gross Patient Accounts Receivable	\$2,588,056	11.38%		
This receivable increased in July.				

**Variance Analysis**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WYOMING  
One month ended July 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 Amount	%	Year-to-Date Amount	%
<b>Bad Debt and Allowance Reserves</b>	<b>(1,321,588)</b>	<b>-10.46%</b>		
Bad Debt and Allowances increased.				
<b>Other Receivables</b>	<b>420,331</b>	<b>22.69%</b>		
Other Receivables increased in July due to county and occ med invoice payments.				
<b>Prepaid Expenses</b>	<b>295,118</b>	<b>13.60%</b>		
Prepaid expenses increased due to the normal activity in this account.				
<b>Limited Use Assets</b>	<b>(1,957,261)</b>	<b>-5.15%</b>		
These assets decreased due to the transfer of fund to the operations account				
<b>Plant Property and Equipment</b>	<b>(301,322)</b>	<b>-0.44%</b>		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
<b>Accounts Payable</b>	<b>1,545,210</b>	<b>26.70%</b>		
This liability decreased due to the normal activity in this account.				
<b>Accrued Payroll</b>	<b>(281,729)</b>	<b>-18.12%</b>		
This liability increased in July. The payroll accrual for July was 13 days.				
<b>Accrued Benefits</b>	<b>(229)</b>	<b>-0.01%</b>		
This liability increased in July with the normal accrual and usage of PTO				
<b>Other Current Liabilities</b>	<b>(111,433)</b>	<b>-24.96%</b>		
This liability increased due to the interest payment on the bonds				
<b>Other Long Term Liabilities</b>	<b>327,690</b>	<b>4.93%</b>		
This liability increased due bond interest				
<b>Total Net Assets</b>	<b>(39,597)</b>	<b>-0.04%</b>		

The net loss from operations for July is \$183,123



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

**PHYSICIAN CLINICS**

**Unaudited Financial Statements**

**for**

**One month ended July 31, 2021**

**Certification Statement:**

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

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

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**ROCK SPRINGS, WY**

**One month ended July 31, 2021**

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**Key Financial Ratios**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**One month ended July 31, 2021**

**- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	<b>Month to Date</b> <b>7/31/2021</b>	<b>Year to Date</b> <b>7/31/2021</b>	<b>Prior Fiscal</b> <b>Year End</b> <b>06/30/21</b>	<b>MGMA</b> <b>Hospital Owned</b> <b>Rural</b>
<b>Profitability:</b>				
Operating Margin	-60.40%	-60.40%	-47.17%	-36.58%
Total Profit Margin	-60.40%	-60.40%	-47.17%	-36.58%
Contractual Allowance %	45.57%	45.57%	45.42%	
<b>Liquidity:</b>				
Net Days in Accounts Receivable	35.28	36.47	34.46	39.58
Gross Days in Accounts Receivable	45.42	46.46	44.23	72.82
<b>Productivity and Efficiency:</b>				
Patient Visits Per Day	143.10	143.10	137.99	
Total Net Revenue per FTE	N/A	\$168,750	\$151,830	
Salary Expense per Paid FTE	N/A	\$191,798	\$167,434	
Salary and Benefits as a % of Net Revenue	131.03%	131.03%	129.06%	91.26%
Employee Benefits %	15.28%	15.28%	17.03%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2021

	CURRENT MONTH				Prior Year 07/31/20
	Actual 07/31/21	Budget 07/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,481,938	1,641,969	(160,031)	-9.75%	1,365,508
Specialty Clinic Revenue	234,229	362,452	(128,223)	-35.38%	414,478
Total Gross Patient Revenue	1,716,167	2,004,420	(288,253)	-14.38%	1,779,986
Deductions From Revenue					
Discounts and Allowances	(792,191)	(931,991)	149,891	16.08%	(799,656)
Total Deductions From Revenue	(792,191)	(931,991)	149,891	16.08%	(799,656)
Net Patient Revenue	934,067	1,072,429	(138,362)	-12.90%	980,930
Other Operating Revenue	54,422	53,292	1,130	2.12%	72,653
Total Operating Revenue	988,489	1,125,721	(137,232)	-12.19%	1,053,583
Operating Expenses					
Salaries and Wages	1,123,497	1,048,670	(74,827)	-7.14%	1,006,558
Fringe Benefits	171,689	192,775	21,086	10.94%	166,187
Contract Labor	0	0	0	0.00%	0
Physicians Fees	65,959	94,090	28,131	29.90%	76,774
Purchased Services	11,526	17,342	5,816	33.54%	10,752
Supply Expense	25,074	24,940	(134)	-0.54%	18,937
Utilities	1,543	1,878	335	17.66%	1,288
Repairs and Maintenance	16,937	17,598	661	3.76%	20,741
Insurance Expense	14,844	14,816	(28)	-0.19%	11,873
All Other Operating Expenses	140,054	110,344	(29,710)	-26.93%	77,807
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,252	3,138	(114)	-3.62%	3,141
Depreciation and Amortization	11,123	10,996	(127)	-1.15%	18,488
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,585,497	1,536,586	(48,911)	-3.15%	1,412,545
<b>Net Operating Surplus/(Loss)</b>	<b>(597,009)</b>	<b>(410,865)</b>	<b>(186,144)</b>	<b>45.31%</b>	<b>(358,963)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(597,009)</b>	<b>(410,865)</b>	<b>(186,144)</b>	<b>45.31%</b>	<b>(358,963)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>(597,009)</b>	<b>(410,865)</b>	<b>(186,144)</b>	<b>45.31%</b>	<b>(358,963)</b>
Operating Margin	-60.40%	-36.50%			-34.07%
Total Profit Margin	-60.40%	-36.50%			-34.07%
EBIDA	-59.27%	-35.52%			-32.32%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2021

	YEAR-TO-DATE				Prior Year 07/31/20
	Actual 07/31/21	Budget 07/31/21	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,481,938	1,641,969	(160,031)	-9.75%	1,365,508
Specialty Clinic Revenue	234,229	362,452	(128,222)	-35.38%	414,478
Total Gross Patient Revenue	1,716,167	2,004,420	(288,253)	-14.38%	1,779,986
Deductions From Revenue					
Discounts and Allowances	(792,101)	(931,891)	149,891	16.08%	(799,056)
Total Deductions From Revenue	(792,101)	(931,891)	149,891	16.08%	(799,056)
Net Patient Revenue	934,067	1,072,429	(138,362)	-12.90%	980,930
Other Operating Revenue	54,422	53,292	1,130	2.12%	72,653
Total Operating Revenue	988,489	1,125,721	(137,232)	-12.19%	1,053,583
Operating Expenses					
Salaries and Wages	1,123,497	1,048,670	(74,827)	-7.14%	1,006,558
Fringe Benefits	171,689	192,775	21,086	10.94%	166,187
Contract Labor	0	0	0	0.00%	0
Physicians Fees	65,959	94,000	28,131	29.90%	76,774
Purchased Services	11,526	17,342	5,816	33.54%	10,752
Supply Expense	25,074	24,940	(134)	-0.54%	18,937
Utilities	1,543	1,878	335	17.86%	1,288
Repairs and Maintenance	16,937	17,598	661	3.76%	20,741
Insurance Expense	14,844	14,816	(28)	-0.19%	11,873
All Other Operating Expenses	140,054	110,344	(29,710)	-26.93%	77,807
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,252	3,138	(114)	-3.62%	3,141
Depreciation and Amortization	11,123	10,996	(127)	-1.15%	18,488
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,585,497	1,536,586	(48,911)	-3.18%	1,412,545
<b>Net Operating Surplus/(Loss)</b>	<b>(597,008)</b>	<b>(410,865)</b>	<b>(186,144)</b>	<b>45.31%</b>	<b>(358,963)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(597,008)</b>	<b>(410,865)</b>	<b>(186,144)</b>	<b>45.31%</b>	<b>(358,963)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>(597,008)</b>	<b>(410,865)</b>	<b>(186,144)</b>	<b>45.31%</b>	<b>(358,963)</b>
Operating Margin	-60.40%	-36.50%			-34.07%
Total Profit Margin	-60.40%	-36.50%			-34.07%
EBIDA	-59.27%	-35.52%			-32.32%

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

	Actual 7/31/2021	Actual 6/30/2021	Actual 5/31/2021	Actual 4/30/2021	Actual 3/31/2021
Gross Patient Revenue					
Clinic Revenue	\$1,481,938	\$1,448,630	\$1,308,860	\$1,588,815	\$1,451,105
Specialty Clinic Revenue	\$234,229	\$343,674	\$161,962	\$266,066	\$342,042
Total Gross Patient Revenue	\$1,716,167	\$1,792,304	\$1,470,752	\$1,866,871	\$1,793,147
Deductions From Revenue					
Discounts and Allowances	(\$782,101)	(\$814,085)	(\$701,578)	(\$869,032)	(\$826,370)
Total Deductions From Revenue	(\$782,101)	(\$814,085)	(\$701,578)	(\$869,032)	(\$826,370)
Net Patient Revenue	\$934,067	\$978,219	\$769,173	\$1,017,838	\$964,777
Other Operating Revenue	\$54,422	\$46,757	\$59,125	\$58,845	\$59,103
Total Operating Revenue	\$988,489	\$1,024,977	\$828,299	\$1,076,684	\$1,023,880
Operating Expenses					
Salaries and Wages	\$1,123,497	\$1,061,614	\$940,167	\$1,037,659	\$1,142,213
Fringe Benefits	\$171,689	\$149,134	\$184,159	\$208,715	\$216,365
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$65,959	\$148,371	\$114,521	\$46,485	\$30,939
Purchased Services	\$11,526	\$15,910	\$13,208	\$12,175	\$15,397
Supply Expense	\$25,074	\$21,967	\$15,954	\$19,891	\$18,548
Utilities	\$1,543	\$2,404	\$1,933	\$1,872	\$1,875
Repairs and Maintenance	\$16,937	\$16,834	\$16,580	\$16,968	\$18,493
Insurance Expense	\$14,844	\$13,611	\$13,811	\$13,811	\$13,611
All Other Operating Expenses	\$140,054	\$63,557	\$82,775	\$134,876	\$105,518
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,252	\$4,093	\$4,022	\$3,937	\$3,450
Depreciation and Amortization	\$11,123	\$12,938	\$12,937	\$12,966	\$17,183
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,565,497	\$1,508,431	\$1,399,867	\$1,506,056	\$1,583,583
<b>Net Operating Surplus/(Loss)</b>	<b>(\$597,009)</b>	<b>(\$483,454)</b>	<b>(\$571,568)</b>	<b>(\$429,373)</b>	<b>(\$559,703)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$597,009)</b>	<b>(\$483,454)</b>	<b>(\$571,568)</b>	<b>(\$429,373)</b>	<b>(\$559,703)</b>
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
<b>Increase/(Decrease in Unrestricted Net Assets</b>	<b>(\$597,009)</b>	<b>(\$483,454)</b>	<b>(\$571,568)</b>	<b>(\$429,373)</b>	<b>(\$559,703)</b>
Operating Margin	-60.40%	-47.17%	-69.01%	-39.88%	-54.66%
Total Profit Margin	-60.40%	-47.17%	-69.01%	-39.88%	-54.66%
EBIDA	-59.27%	-45.91%	-67.44%	-38.67%	-52.99%

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	Actual 7/31/2020
\$1,300,086	\$1,410,642	\$1,374,826	\$1,444,093	\$1,435,042	\$1,264,797	\$1,333,381	\$1,365,508
\$281,294	\$311,512	\$321,541	\$326,942	\$234,817	\$351,223	\$165,452	\$414,478
\$1,581,380	\$1,722,154	\$1,696,166	\$1,771,035	\$1,669,859	\$1,616,020	\$1,498,813	\$1,779,986
(\$758,646)	(\$836,394)	(\$741,684)	(\$787,893)	(\$765,733)	(\$741,674)	(\$703,186)	(\$799,056)
(\$758,645)	(\$836,394)	(\$741,684)	(\$787,893)	(\$765,733)	(\$741,674)	(\$703,186)	(\$799,056)
\$822,735	\$885,759	\$954,482	\$983,142	\$904,126	\$874,346	\$795,627	\$980,930
\$85,776	\$70,558	\$67,749	\$70,839	\$74,395	\$75,030	\$75,344	\$72,653
888,510	956,317	1,022,231	1,053,982	978,521	949,376	870,971	1,053,583
\$1,104,879	\$1,132,930	\$1,137,133	\$1,211,751	\$1,086,459	\$1,086,987	\$984,249	\$1,006,558
\$240,814	\$263,026	\$168,192	\$149,894	\$164,048	\$149,004	\$144,807	\$166,187
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$93,378	\$76,208	\$140,601	\$122,268	\$145,489	\$79,610	\$64,083	\$76,774
\$13,204	\$15,024	\$12,233	\$12,758	\$14,882	\$15,580	\$8,196	\$10,752
\$17,037	\$14,651	\$12,388	\$12,806	\$13,359	\$15,225	\$9,216	\$18,937
\$1,836	\$1,810	\$594	\$2,122	\$972	\$647	\$979	\$1,288
\$18,542	\$17,458	\$19,896	\$20,740	\$18,512	\$18,458	\$25,877	\$20,741
\$13,611	\$13,611	\$13,611	\$13,611	\$13,294	\$13,294	\$11,873	\$11,873
\$95,431	\$91,548	\$109,020	\$82,354	\$103,990	\$88,010	\$62,041	\$77,807
\$3,319	\$3,032	\$2,308	\$3,871	\$3,239	\$2,177	\$3,852	\$3,141
\$18,273	\$18,273	\$18,641	\$18,641	\$18,214	\$18,290	\$18,615	\$18,488
\$1,620,324	\$1,647,571	\$1,634,705	\$1,650,804	\$1,582,457	\$1,487,181	\$1,333,588	\$1,412,545
(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$693,935)	(\$637,806)	(\$462,818)	(\$358,963)
(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$693,935)	(\$637,806)	(\$462,818)	(\$358,963)
0	0	0	0	0	0	0	0
(\$731,814)	(\$691,254)	(\$612,474)	(\$596,823)	(\$693,935)	(\$637,806)	(\$462,818)	(\$358,963)
-82.36%	-72.26%	-59.92%	-56.63%	-61.72%	-56.65%	-53.12%	-34.07%
-82.36%	-72.28%	-59.92%	-56.63%	-61.72%	-56.65%	-53.12%	-34.07%
-80.31%	-70.37%	-58.09%	-54.86%	-59.86%	-54.72%	-50.96%	-32.32%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2021

Current Month				STATISTICS	Year-To-Date			
Actual 07/31/21	Budget 07/31/21	Positive/ (Negative) Variance	Prior Year 07/31/20		Actual 07/31/21	Budget 07/31/21	Positive/ (Negative) Variance	Prior Year 07/31/20
<b>Outpatient Statistics:</b>								
4,436	3,996	440	3,824	Clinic Visits - Primary Care	4,436	3,996	440	3,824
517	637	(120)	499	Clinic Visits - Specialty Clinics	517	637	(120)	499
<b>Productivity Statistics:</b>								
61.49	64.25	(2.76)	65.14	FTE's - Worked	61.49	64.25	(2.76)	65.14
68.97	70.60	(1.63)	70.99	FTE's - Paid	68.97	70.60	(1.63)	70.99

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	680	8,396,766.77
CAPITAL EQUIPMENT (PLANT FUND)	8	325,602.24
CONSTRUCTION IN PROGRESS (BUILDING FUND)	5	1,475,109.69
PAYROLL JULY 08, 2021	N/A	1,466,020.97
PAYROLL JULY 22, 2021	N/A	1,514,627.57
TOTAL CASH OUTFLOW		<u>\$10,197,478.70</u>
CASH COLLECTIONS		\$6,950,086.31
INCREASE/DECREASE IN CASH		-\$3,247,392.39

**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 (SPACE 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		
<b>JULY TOTALS</b>					<b>1,475,109.69</b>	<b>1,475,109.69</b>

**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		
<b>JULY TOTALS</b>					<b>325,602.24</b>	<b>325,602.24</b>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/21

Amount	Description
13,817.14	Advertising Total
105.00	Billing Services Total
13,788.02	Blood Total
3,500.00	Building Lease Total
7,126.49	Cellular Telephone Total
246.80	Collection Agency Total
5,051.70	Computer Equipment Total
39,645.51	Consulting Fees Total
742,993.09	Contract Maintenance Total
222,749.16	Contract Personnel Total
815.76	Courier Services Total
4,204.53	Credit Card Payment Total
32,767.60	Dental Insurance Total
10,343.80	Dialysis Supplies Total
6,999.00	Dues & Subscriptions Total
39,691.00	Education & Travel Total
268.00	Education Material Total
2,281.50	Employee Recruitment Total
6,714.32	Employee Vision Plan Total
77,199.12	Equipment Lease Total
35,844.56	Food Total
14,867.03	Freight Total
725.96	Fuel Total
3,166.09	Garbage Collection Total
608,117.47	Group Health Total
2,210.00	Guest Relation Total
379,690.52	Hospital Supplies Total
21,600.80	Implant Supplies Total
59,285.41	Insurance Premiums Total
668.68	Insurance Refund Total
10.00	Internet Services Total
118,733.50	Laboratory Services Total
125,921.61	Laboratory Supplies Total
123.53	Laundry Supplies Total
81,000.00	Legal Fees Total
4,502.37	Life Insurance Total
12,400.00	Lithotripsy Service Total
127,157.38	Locum Tenens Total
87,892.16	Maintenance & Repair Total
19,174.29	Maintenance Supplies Total
2,267.00	Marketing & Promotional Supplies Total
560.00	Membership Dues Total
2,453.62	MHSC Foundation Total
4,131.00	Minor Equipment Total
1,074.00	Monthly Pest Control Total
3,950.33	Non Medical Supplies Total
250.00	Notary Bond Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/21

9,913.40	<b>Office Supplies Total</b>
19,483.32	<b>Other Employee Benefits Total</b>
1,033.00	<b>Other Purchased Services Total</b>
9,403.70	<b>Oxygen Rental Total</b>
8,777.39	<b>Patient Refund Total</b>
243.50	<b>Payroll Deduction Total</b>
14,293.08	<b>Payroll Garnishment Total</b>
3,200,000.00	<b>Payroll Transfer Total</b>
948,170.50	<b>Pharmacy Management Total</b>
354.00	<b>Physician Recruitment Total</b>
35,000.00	<b>Physician Retention Total</b>
396,411.33	<b>Physician Services Total</b>
33,790.20	<b>Physician Student Loan Total</b>
5,000.00	<b>Postage Total</b>
91,608.00	<b>Professional Liability Insurance Total</b>
77,678.66	<b>Professional Service Total</b>
211.95	<b>Radiation Monitoring Total</b>
1,424.82	<b>Radiology Film Total</b>
22,054.70	<b>Radiology Material Total</b>
4,861.73	<b>Reimbursement - CME Total</b>
6,392.77	<b>Reimbursement - Education &amp; Travel Total</b>
233.51	<b>Reimbursement - Hospital Supplies Total</b>
1,437.67	<b>Reimbursement - Insurance Premiums Total</b>
491.11	<b>Reimbursement - Non Hospital Supplies Total</b>
41.88	<b>Reimbursement - Office Supplies Total</b>
345,077.35	<b>Retirement Total</b>
653.88	<b>Sales Tax Payment Total</b>
2,822.53	<b>Scrub Sale Deductions Total</b>
2,140.00	<b>Sponsorship Total</b>
1,255.00	<b>Surgery Equipment Total</b>
19,107.79	<b>Surgery Supplies Total</b>
5,391.87	<b>Survey Expenses Total</b>
1,100.12	<b>Transcription Services Total</b>
1,718.95	<b>Translation Services Total</b>
122.96	<b>Uniforms Total</b>
89,501.00	<b>Utilities Total</b>
865.85	<b>Waste Disposal Total</b>
2,055.00	<b>Window Cleaning Total</b>
88,559.40	<b>Worker's Comp Total</b>
8,396,766.77	<b>Grand Total</b>

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Check Number	Date	Vendor Check Name	Amount	Description
179942	7/8/2021	PINEDALE ROUNDUP	125.00	Advertising
179951	7/8/2021	ROCKET MINER	167.24	Advertising
EFT000000006858	7/8/2021	LAMAR ADVERTISING	400.00	Advertising
179941	7/8/2021	PILOT BUTTE BROADCASTING	650.00	Advertising
180308	7/22/2021	SUBLETTE EXAMINER	125.00	Advertising
EFT000000006887	7/22/2021	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
180226	7/22/2021	BRIDGER VALLEY PIONEER	499.00	Advertising
180300	7/22/2021	ROYAL FLUSH ADVERTISING	571.25	Advertising
180290	7/22/2021	PINEDALE ROUNDUP	624.00	Advertising
180266	7/22/2021	KEMMERER GAZETTE	1,149.00	Advertising
180299	7/22/2021	ROCKET MINER	1,200.00	Advertising
EFT000000006884	7/22/2021	LAMAR ADVERTISING	1,200.00	Advertising
180316	7/22/2021	THE RADIO NETWORK	2,916.65	Advertising
180224	7/22/2021	BIG THICKET BROADCASTING	3,189.00	Advertising
EFT000000006900	7/29/2021	LAMAR ADVERTISING	721.00	Advertising
180320	7/22/2021	TRUE COMMERCE, INC	105.00	Billing Services
179980	7/8/2021	VITALANT	6,002.97	Blood
180325	7/22/2021	VITALANT	7,785.05	Blood
180330	7/23/2021	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
179977	7/8/2021	VERIZON WIRELESS, LLC	3,767.08	Cellular Telephone
180442	7/29/2021	VERIZON WIRELESS, LLC	3,359.41	Cellular Telephone
180132	7/15/2021	COLLECTION PROFESSIONALS, INC	246.80	Collection Agency
180231	7/22/2021	CDW GOVERNMENT LLC	821.30	Computer Equipment
180355	7/29/2021	CDW GOVERNMENT LLC	4,229.80	Computer Equipment
179978	7/8/2021	VIE HEALTHCARE CONSULTING INC	39,645.51	Consulting Fees
W/T	7/6/2021	ZENITH	350.35	Contract Maintenance
W/T	7/7/2021	OPTIMIS	200.00	Contract Maintenance
179985	7/8/2021	CLOUDU COMMUNICATIONS INC.	74.51	Contract Maintenance
179940	7/8/2021	PHILIPS HEALTHCARE	119.83	Contract Maintenance
179950	7/8/2021	RL DATIX	802.00	Contract Maintenance
179954	7/8/2021	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
EFT000000006951	7/8/2021	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
179924	7/8/2021	MCKESSON HEALTH SOLUTIONS	1,489.60	Contract Maintenance
179953	7/8/2021	SCORPION HEALTHCARE LLC	2,849.00	Contract Maintenance
179984	7/8/2021	WYODATA SECURITY INC.	4,770.00	Contract Maintenance
W/T	7/8/2021	SIEMEN'S EDI	9,017.12	Contract Maintenance
179947	7/8/2021	QUADRAMED	42,568.75	Contract Maintenance
179904	7/8/2021	HARMONY HEALTHCARE IT	69,858.40	Contract Maintenance
180129	7/15/2021	CERNER CORPORATION	500.00	Contract Maintenance
180123	7/15/2021	BIOMERIEUX, INC.	1,267.41	Contract Maintenance
180205	7/15/2021	WYODATA SECURITY INC.	1,350.00	Contract Maintenance
EFT000000006865	7/15/2021	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
180108	7/15/2021	ABILITY NETWORK INC	1,616.26	Contract Maintenance
180175	7/15/2021	PHILIPS HEALTHCARE	1,737.14	Contract Maintenance
180169	7/15/2021	NEXTGEN HEALTHCARE, INC.	5,487.50	Contract Maintenance
180198	7/15/2021	UNITED AUDIT SYSTEMS, INC.	7,335.25	Contract Maintenance
180130	7/15/2021	CHANGE HEALTHCARE SOLUTIONS, LLC	8,029.38	Contract Maintenance
180204	7/15/2021	WAYSTAR HEALTH	8,925.00	Contract Maintenance

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EFT00000006874	7/15/2021	MERGE HEALTHCARE SOLUTIONS, INC	9,240.00	Contract Maintenance
180189	7/15/2021	SIEMENS MEDICAL SOLUTIONS USA	12,418.75	Contract Maintenance
W/T	7/16/2021	ORTHO PHREESIA FEE	10.70	Contract Maintenance
W/T	7/16/2021	CLINIC PHREESIA FEE	5,970.05	Contract Maintenance
W/T	7/20/2021	TRIZETTO	5,319.30	Contract Maintenance
180253	7/22/2021	GE HEALTHCARE	202.00	Contract Maintenance
180293	7/22/2021	RADFORMATION INC.	770.00	Contract Maintenance
180288	7/22/2021	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
180301	7/22/2021	SCORPION HEALTHCARE LLC	5,474.67	Contract Maintenance
180212	7/22/2021	ACCRUENT LLC	8,285.14	Contract Maintenance
180239	7/22/2021	CONVERGEONE, INC.	8,705.68	Contract Maintenance
180321	7/22/2021	T-SYSTEM, INC	8,882.67	Contract Maintenance
180303	7/22/2021	SIEMENS MEDICAL SOLUTIONS USA	10,950.00	Contract Maintenance
180281	7/22/2021	NUANCE COMMUNICATIONS, INC	12,267.09	Contract Maintenance
180267	7/22/2021	KROMOS INCORPORATED	18,152.96	Contract Maintenance
180256	7/22/2021	HARMONY HEALTHCARE IT	44,929.20	Contract Maintenance
180234	7/22/2021	CERNER CORPORATION	134,514.50	Contract Maintenance
W/T	7/23/2021	CARE CLOUD	349.00	Contract Maintenance
180403	7/29/2021	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
180418	7/29/2021	SECHRIST TECHNOLOGY GROUP	1,024.00	Contract Maintenance
180411	7/29/2021	REMI CORPORATION	2,821.96	Contract Maintenance
180374	7/29/2021	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Contract Maintenance
180443	7/29/2021	VIVOR LLC	12,000.00	Contract Maintenance
180434	7/29/2021	T-SYSTEM, INC	17,765.34	Contract Maintenance
180378	7/29/2021	GE HEALTHCARE	24,071.84	Contract Maintenance
EFT00000006905	7/29/2021	UP TO DATE	26,175.00	Contract Maintenance
180408	7/29/2021	QUADRAMED	171,725.67	Contract Maintenance
179952	7/8/2021	SARAH ROTH	390.00	Contract Personnel
179995	7/8/2021	ELWOOD STAFFING SERVICES, INC	3,381.98	Contract Personnel
179999	7/8/2021	FOCUSONE SOLUTIONS LLC	65,564.44	Contract Personnel
180143	7/15/2021	ELWOOD STAFFING SERVICES, INC	6,021.58	Contract Personnel
180137	7/15/2021	CORE MEDICAL GROUP	8,350.00	Contract Personnel
180149	7/15/2021	FOCUSONE SOLUTIONS LLC	59,119.26	Contract Personnel
180252	7/22/2021	FOCUSONE SOLUTIONS LLC	34,561.04	Contract Personnel
180417	7/29/2021	SARAH ROTH	100.00	Contract Personnel
180367	7/29/2021	ELWOOD STAFFING SERVICES, INC	3,457.50	Contract Personnel
180376	7/29/2021	FOCUSONE SOLUTIONS LLC	41,322.94	Contract Personnel
180286	7/22/2021	PACKAGERUNNER LOGISTICS LLC	815.76	Courier Services
W/T	7/28/2021	UMB BANK	4,204.53	Credit Card Payment
180140	7/15/2021	DELTA DENTAL	32,767.60	Dental Insurance
179906	7/8/2021	HENRY SCHEIN INC	124.95	Dialysis Supplies
179901	7/8/2021	FRESENIUS USA MARKETING, INC.	4,297.85	Dialysis Supplies
180258	7/22/2021	HENRY SCHEIN INC	32.26	Dialysis Supplies
180377	7/29/2021	FRESENIUS USA MARKETING, INC.	5,888.74	Dialysis Supplies
180167	7/15/2021	MSDS ONLINE, INC	6,999.00	Dues & Subscriptions
180246	7/22/2021	EMERGENCY NURSES ASSOC.	225.00	Education & Travel
180323	7/22/2021	UUMC - CLINICAL STAFF EDUCATION	4,000.00	Education & Travel
180343	7/29/2021	ASHE	150.00	Education & Travel
180404	7/29/2021	ONCOLOGY NURSING SOCIETY	318.00	Education & Travel

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180449	7/29/2021	WOLTERS KLUWER LAW & BUSINESS	34,998.00	Education & Travel
EFT00000006859	7/8/2021	MY EDUCATIONAL RESOURCES	268.00	Education Material
180155	7/15/2021	INSIGHT INVESTIGATIONS, INC	1,231.50	Employee Recruitment
EFT00000006889	7/22/2021	SST TESTING +, INC.	1,050.00	Employee Recruitment
179979	7/6/2021	VISION SERVICE PLAN - WY	6,714.32	Employee Vision Plan
179955	7/6/2021	SHADOW MOUNTAIN WATER CO, WY	653.10	Equipment Lease
179988	7/8/2021	COPIER & SUPPLY COMPANY	874.00	Equipment Lease
179943	7/6/2021	PITNEY BOWES INC	1,149.48	Equipment Lease
180188	7/15/2021	SHADOW MOUNTAIN WATER CO, WY	75.00	Equipment Lease
180199	7/15/2021	US BANK EQUIPMENT FINANCE	1,812.65	Equipment Lease
180136	7/15/2021	COPIER & SUPPLY COMPANY	7,330.00	Equipment Lease
180151	7/15/2021	GE HEALTHCARE FINANCIAL SERVICES	10,692.03	Equipment Lease
180302	7/22/2021	SHADOW MOUNTAIN WATER CO, WY	40.50	Equipment Lease
EFT00000006891	7/22/2021	TIMEPAYMENT CORP	2,732.40	Equipment Lease
180241	7/22/2021	COPIER & SUPPLY COMPANY	9,505.70	Equipment Lease
180230	7/22/2021	CAREFUSION SOLUTIONS, LLC	21,095.00	Equipment Lease
180262	7/29/2021	COPIER & SUPPLY COMPANY	769.72	Equipment Lease
180438	7/29/2021	US BANK EQUIPMENT FINANCE	2,039.91	Equipment Lease
180420	7/29/2021	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
EFT00000006856	7/8/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	396.00	Food
179893	7/8/2021	DFA DAIRY BRANDS CORP., LLC	434.98	Food
179896	7/8/2021	FARMER BROS CO	442.60	Food
179983	7/8/2021	WESTERN WYOMING BEVERAGES INC	582.44	Food
179887	7/8/2021	F B MCFADDEN WHOLESAL	1,963.96	Food
179934	7/8/2021	NICHOLAS & CO INC	5,018.01	Food
179968	7/8/2021	SYSKO INTERMOUNTAIN FOOD	5,946.51	Food
180139	7/15/2021	DFA DAIRY BRANDS CORP., LLC	224.75	Food
180145	7/15/2021	F B MCFADDEN WHOLESAL	1,836.40	Food
180248	7/22/2021	FARMER BROS CO	139.74	Food
180243	7/22/2021	DFA DAIRY BRANDS CORP., LLC	215.82	Food
EFT00000006882	7/22/2021	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	571.23	Food
180249	7/22/2021	F B MCFADDEN WHOLESAL	1,520.90	Food
180327	7/22/2021	WESTERN WYOMING BEVERAGES INC	1,667.64	Food
180312	7/22/2021	SYSKO INTERMOUNTAIN FOOD	2,157.38	Food
180280	7/22/2021	NICHOLAS & CO INC	5,456.45	Food
180364	7/29/2021	DFA DAIRY BRANDS CORP., LLC	108.26	Food
180371	7/29/2021	FARMER BROS CO	109.74	Food
180446	7/29/2021	WESTERN WYOMING BEVERAGES INC	383.63	Food
180429	7/29/2021	SYSKO INTERMOUNTAIN FOOD	1,393.28	Food
180372	7/29/2021	F B MCFADDEN WHOLESAL	2,585.75	Food
180402	7/29/2021	NICHOLAS & CO INC	2,679.09	Food
179935	7/6/2021	NORTH PARK TRANSPORTATION	1,020.58	Freight
180146	7/15/2021	FED EX	34.03	Freight
180250	7/22/2021	FED EX	16.88	Freight
180319	7/22/2021	TRIOSE, INC	4,000.71	Freight
180373	7/29/2021	FED EX	197.53	Freight
180433	7/29/2021	TRIOSE, INC	5,597.28	Freight
180180	7/15/2021	RED HORSE OIL COMPANIES INC	725.96	Fuel
EFT00000006878	7/15/2021	WWS - ROCK SPRINGS	3,166.00	Garbage Collection

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W/T	7/2/2021	FURTHER FLEX 6/30/21	1,014.44	Group Health
W/T	7/2/2021	BLUE CROSS BLUE SHIELD 6/25/21	80,710.47	Group Health
W/T	7/9/2021	FURTHER FLEX 7/7/21	1,404.44	Group Health
W/T	7/9/2021	BLUE CROSS BLUE SHIELD 7/2/21	182,236.57	Group Health
W/T	7/16/2021	FURTHER FLEX 7/14/21	785.59	Group Health
W/T	7/16/2021	BLUE CROSS BLUE SHIELD 7/9/21	114,016.90	Group Health
W/T	7/22/2021	FURTHER ADMIN FEE	169.00	Group Health
W/T	7/23/2021	FURTHER FLEX 7/21/21	1,315.80	Group Health
W/T	7/26/2021	BLUE CROSS BLUE SHIELD 7/16/21	105,390.75	Group Health
W/T	7/30/2021	FURTHER FLEX 7/28/21	931.01	Group Health
W/T	7/30/2021	BLUE CROSS BLUE SHIELD 7/23/21	120,142.50	Group Health
179867	7/8/2021	ACUITY, A MUTUAL INSURANCE COMPANY	2,210.00	Guest Relation
179894	7/8/2021	DJ ORTHOPEDICS, LLC	42.48	Hospital Supplies
EFT000000006854	7/8/2021	BREG INC	79.20	Hospital Supplies
179831	7/8/2021	M V A P MEDICAL SUPPLIES, INC.	100.70	Hospital Supplies
179908	7/8/2021	HULL ANESTHESIA INC	180.00	Hospital Supplies
179982	7/8/2021	WAXIE SANITARY SUPPLY	199.30	Hospital Supplies
179873	7/8/2021	ARTHREX INC.	264.00	Hospital Supplies
179925	7/8/2021	MCKESSON MEDICAL-SURGICAL	266.40	Hospital Supplies
EFT000000006860	7/8/2021	OVATION MEDICAL	275.40	Hospital Supplies
179878	7/8/2021	BLUE ENDO	281.89	Hospital Supplies
EFT000000006855	7/8/2021	BSN MEDICAL INC	310.57	Hospital Supplies
EFT000000006852	7/8/2021	BEEKLEY CORPORATION	332.00	Hospital Supplies
179869	7/8/2021	ALTA MEDICAL SPECIALTIES	384.64	Hospital Supplies
179832	7/8/2021	NATUS MEDICAL INC	397.00	Hospital Supplies
179965	7/8/2021	LEICA BIOSYSTEMS RICHMOND	538.19	Hospital Supplies
179963	7/8/2021	STERIS CORPORATION	590.99	Hospital Supplies
179868	7/8/2021	AESCIAP INC	655.00	Hospital Supplies
179890	7/8/2021	C R BARD INC	767.90	Hospital Supplies
179971	7/8/2021	TOTAL IMAGING SOLUTIONS, LLC	835.00	Hospital Supplies
179872	7/8/2021	APPLIED MEDICAL	1,080.00	Hospital Supplies
EFT000000006863	7/8/2021	ZOLL MEDICAL CORPORATION	1,146.10	Hospital Supplies
179877	7/8/2021	B BRAUN MEDICAL INC.	1,685.04	Hospital Supplies
179969	7/8/2021	TELEFLEX LLC	1,715.09	Hospital Supplies
179876	7/8/2021	BAYER HEALTHCARE LLC	2,068.85	Hospital Supplies
179875	7/8/2021	BAXTER HEALTHCARE CORP/W	2,102.52	Hospital Supplies
179967	7/8/2021	JOHNSON & JOHNSON HEALTHCARE	2,258.92	Hospital Supplies
179958	7/8/2021	SMITH & NEPHEW WOUND MGT DIV	3,600.00	Hospital Supplies
179871	7/8/2021	AMERICAN PHARMA, INC.	11,650.00	Hospital Supplies
179972	7/8/2021	TRENCE MEDICAL CONCEPTS, INC	12,345.00	Hospital Supplies
179936	7/8/2021	OWENS & MINOR 90005430	18,758.58	Hospital Supplies
180176	7/15/2021	PREFERRED MEDICAL PRODUCTS	50.60	Hospital Supplies
180201	7/15/2021	UTAH MEDICAL PRODUCTS INC	72.42	Hospital Supplies
180133	7/15/2021	CONE INSTRUMENTS	89.94	Hospital Supplies
180160	7/15/2021	NANOSONICS, INC	93.75	Hospital Supplies
EFT000000006866	7/15/2021	BEEKLEY CORPORATION	112.00	Hospital Supplies
180161	7/15/2021	MEDELA LLC	124.43	Hospital Supplies
180134	7/15/2021	CONMED CORPORATION	124.45	Hospital Supplies
180160	7/15/2021	MCKESSON MEDICAL-SURGICAL	135.65	Hospital Supplies

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180154	7/15/2021	HEALTHCARE LOGISTICS INC	137.54	Hospital Supplies
180116	7/15/2021	ARMSTRONG MEDICAL INDUSTRIES	160.00	Hospital Supplies
180174	7/15/2021	PERFORMANCE HEALTH SUPPLY INC	170.41	Hospital Supplies
180113	7/15/2021	ALTA MEDICAL SPECIALTIES	182.32	Hospital Supplies
180135	7/15/2021	COOK MEDICAL INCORPORATED	186.50	Hospital Supplies
180181	7/15/2021	RESPIRONICS	239.96	Hospital Supplies
180187	7/15/2021	ABBOTT NUTRITION	271.97	Hospital Supplies
EFT00000006868	7/15/2021	BREG INC	290.19	Hospital Supplies
EFT00000006869	7/15/2021	CLINICAL CHOICE	318.93	Hospital Supplies
180165	7/15/2021	MERCURY MEDICAL	357.42	Hospital Supplies
180196	7/15/2021	TELEFLEX LLC	416.35	Hospital Supplies
180142	7/15/2021	EDGE PHARMACEUTICALS, LLC	443.59	Hospital Supplies
EFT00000006872	7/15/2021	MARSHALL INDUSTRIES	521.85	Hospital Supplies
180121	7/15/2021	B BRAUN MEDICAL INC.	523.46	Hospital Supplies
180170	7/15/2021	OLYMPUS AMERICA INC	527.07	Hospital Supplies
180138	7/15/2021	C R BARD INC	767.90	Hospital Supplies
180203	7/15/2021	WAXIE SANITARY SUPPLY	784.77	Hospital Supplies
180117	7/15/2021	ARTHREX INC.	1,215.00	Hospital Supplies
180144	7/15/2021	EQUASHIELD LLC	1,615.60	Hospital Supplies
180120	7/15/2021	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
EFT00000006871	7/15/2021	HARDY DIAGNOSTICS	2,171.64	Hospital Supplies
180141	7/15/2021	DIAGNOSTIGA STAGO INC	4,416.80	Hospital Supplies
180171	7/15/2021	OSSIO, INC.	4,750.00	Hospital Supplies
180156	7/15/2021	J & J HEALTH CARE SYSTEMS INC	8,069.04	Hospital Supplies
180162	7/15/2021	MEDIPINES CORP	9,049.06	Hospital Supplies
180125	7/15/2021	BOSTON SCIENTIFIC CORP	13,853.86	Hospital Supplies
180128	7/15/2021	CARDINAL HEALTH/V. MUELLER	60,144.33	Hospital Supplies
180314	7/22/2021	TELEFLEX MEDICAL INC.	58.20	Hospital Supplies
180324	7/22/2021	UTAH MEDICAL PRODUCTS INC	78.54	Hospital Supplies
180309	7/22/2021	SURGICAL PRODUCT SOLUTIONS	105.00	Hospital Supplies
180257	7/22/2021	HEALTHCARE LOGISTICS INC	129.82	Hospital Supplies
180282	7/22/2021	OLYMPUS AMERICA INC	152.85	Hospital Supplies
EFT00000006883	7/22/2021	HARDY DIAGNOSTICS	166.69	Hospital Supplies
180216	7/22/2021	AMBU INCORPORATED	195.85	Hospital Supplies
180240	7/22/2021	COOK MEDICAL INC.	206.13	Hospital Supplies
EFT00000006881	7/22/2021	BREG INC	285.40	Hospital Supplies
180220	7/22/2021	ARMSTRONG MEDICAL INDUSTRIES	360.00	Hospital Supplies
180277	7/22/2021	MICROTEK MEDICAL INC.	429.18	Hospital Supplies
180264	7/22/2021	KARL STORZ ENDOSCOPY-AMERICA	429.56	Hospital Supplies
180244	7/22/2021	DIAGNOSTIGA STAGO INC	510.72	Hospital Supplies
180274	7/22/2021	MERIT MEDICAL SYSTEMS, INC	559.90	Hospital Supplies
180223	7/22/2021	BAYER HEALTHCARE LLC	787.75	Hospital Supplies
180222	7/22/2021	BAXTER HEALTHCARE CORP/IV	849.84	Hospital Supplies
180311	7/22/2021	JOHNSON & JOHNSON HEALTHCARE	851.84	Hospital Supplies
180265	7/22/2021	KCI USA	909.20	Hospital Supplies
180307	7/22/2021	STEVENS CORPORATION	1,182.58	Hospital Supplies
180218	7/22/2021	APPLIED MEDICAL	1,944.00	Hospital Supplies
180245	7/22/2021	EDGE PHARMACEUTICALS, LLC	2,091.62	Hospital Supplies
180283	7/22/2021	OSSIO, INC.	3,000.00	Hospital Supplies

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180318	7/22/2021	TRI-ANIM HEALTH SERVICES INC	3,320.50	Hospital Supplies
180263	7/22/2021	J & J HEALTH CARE SYSTEMS INC	3,351.48	Hospital Supplies
100273	7/22/2021	MEDTRONIC, USA	5,017.80	Hospital Supplies
180259	7/22/2021	HOLOGIC, INC.	8,306.00	Hospital Supplies
180285	7/22/2021	OWENS & MINOR 90005430	15,824.17	Hospital Supplies
180298	7/22/2021	ROCK SPRINGS I.V. CENTER	2,557.57	Hospital Supplies
180382	7/29/2021	HEALTHCARE LOGISTICS INC	19.67	Hospital Supplies
180416	7/29/2021	ABBOTT NUTRITION	19.70	Hospital Supplies
180399	7/29/2021	NEOTECH PRODUCTS, INC	169.50	Hospital Supplies
180406	7/29/2021	PERFORMANCE HEALTH SUPPLY INC	112.51	Hospital Supplies
100361	7/29/2021	COOK MEDICAL INC.	145.20	Hospital Supplies
180413	7/29/2021	RESMED CORP	170.00	Hospital Supplies
180414	7/29/2021	RESPIRONICS	190.00	Hospital Supplies
180300	7/29/2021	GENERAL HOSPITAL SUPPLY CORPORATION	222.00	Hospital Supplies
180426	7/29/2021	LEICA BIOSYSTEMS RICHMOND	250.27	Hospital Supplies
180393	7/29/2021	MARKET LAB, INC	301.46	Hospital Supplies
180347	7/29/2021	BECTON DICKINSON	314.40	Hospital Supplies
180397	7/29/2021	M V A P MEDICAL SUPPLIES, INC.	381.58	Hospital Supplies
EFT00000006095	7/29/2021	BSN MEDICAL INC	472.37	Hospital Supplies
180428	7/29/2021	JOHNSON & JOHNSON HEALTHCARE	522.72	Hospital Supplies
180439	7/29/2021	UTAH MEDICAL PRODUCTS INC	779.20	Hospital Supplies
EFT00000006094	7/29/2021	BREG INC	937.97	Hospital Supplies
180440	7/29/2021	VERATHON INC.	1,035.00	Hospital Supplies
180342	7/29/2021	APPLIED MEDICAL	1,076.00	Hospital Supplies
EFT00000006097	7/29/2021	ZOLL MEDICAL CORPORATION	1,169.53	Hospital Supplies
180354	7/29/2021	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
180345	7/29/2021	B BRAUN MEDICAL INC.	1,375.52	Hospital Supplies
EFT00000006092	7/29/2021	OVATION MEDICAL	1,430.40	Hospital Supplies
EFT00000006098	7/29/2021	HARDY DIAGNOSTICS	1,483.72	Hospital Supplies
180349	7/29/2021	BIOMET SPORTS MEDICINE	1,748.00	Hospital Supplies
180461	7/29/2021	EDGE PHARMACEUTICALS, LLC	2,563.35	Hospital Supplies
180425	7/29/2021	STERIS CORPORATION	3,169.92	Hospital Supplies
180344	7/29/2021	BAXTER HEALTHCARE CORP/IV	4,205.04	Hospital Supplies
180340	7/29/2021	AMAZON.COM CREDIT PLAN	4,941.17	Hospital Supplies
180445	7/29/2021	WAXIE SANITARY SUPPLY	4,999.75	Hospital Supplies
180351	7/29/2021	BOSTON SCIENTIFIC CORP	5,840.30	Hospital Supplies
180405	7/29/2021	OWENS & MINOR 90005430	11,508.40	Hospital Supplies
180353	7/29/2021	CARDINAL HEALTH/V. MUELLER	28,127.76	Hospital Supplies
180400	7/29/2021	NEOTRACT, INC.	65,525.00	Hospital Supplies
180172	7/15/2021	PARAGON 28 INC.	21,600.80	Implant Supplies
179974	7/8/2021	PROVIDENT LIFE & ACCIDENT	29,802.73	Insurance Premiums
180153	7/15/2021	GUEST RELATION	149.35	Insurance Premiums
180437	7/29/2021	PROVIDENT LIFE & ACCIDENT	29,333.33	Insurance Premiums
180104	7/8/2021	INSURANCE REFUND	63.15	Insurance Refund
180081	7/8/2021	INSURANCE REFUND	605.53	Insurance Refund
180328	7/22/2021	WYOMING.COM	10.00	Internet Services
180271	7/22/2021	MAYO COLLABORATIVE SERVICES, INC.	1,041.30	Laboratory Services
180215	7/22/2021	ALLERMATRIX INC	1,360.00	Laboratory Services
180276	7/22/2021	METABOLIC NEWBORN SCREENING	4,958.89	Laboratory Services

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EFT00000006892	7/29/2021	ARUP LABORATORIES, INC.	49,755.99	Laboratory Services
179911	7/8/2021	PLATINUM CODE	176.36	Laboratory Supplies
179973	7/8/2021	TYPENEX MEDICAL, LLC	267.49	Laboratory Supplies
179922	7/8/2021	LIFELOC TECHNOLOGIES	420.00	Laboratory Supplies
179898	7/8/2021	FISHER HEALTHCARE	2,649.57	Laboratory Supplies
EFT00000006853	7/8/2021	BIO-RAD LABORATORIES	5,819.28	Laboratory Supplies
179884	7/8/2021	CEPHEID	19,250.00	Laboratory Supplies
180115	7/15/2021	ANAEROBE SYSTEMS	24.70	Laboratory Supplies
180122	7/15/2021	BECKMAN COULTER, INC	398.98	Laboratory Supplies
180163	7/15/2021	MEDIVATORS REPROCESSING SYSTEM	485.38	Laboratory Supplies
EFT00000006875	7/15/2021	ORTHO-CLINICAL DIAGNOSTICS INC	1,931.81	Laboratory Supplies
180148	7/15/2021	FISHER HEALTHCARE	3,190.73	Laboratory Supplies
EFT00000006867	7/15/2021	BIO-RAD LABORATORIES	5,636.41	Laboratory Supplies
180127	7/15/2021	CARDINAL HEALTH	21,366.62	Laboratory Supplies
EFT00000006877	7/15/2021	SYSTEMX AMERICA INC.	55,999.32	Laboratory Supplies
180262	7/22/2021	PLATINUM CODE	271.18	Laboratory Supplies
180251	7/22/2021	FISHER HEALTHCARE	301.92	Laboratory Supplies
180291	7/22/2021	PIPETTE.COM	395.00	Laboratory Supplies
EFT00000006880	7/22/2021	BIO-RAD LABORATORIES	625.05	Laboratory Supplies
EFT00000006890	7/22/2021	SYSTEMX AMERICA INC.	797.53	Laboratory Supplies
180228	7/22/2021	CARDINAL HEALTH	2,008.36	Laboratory Supplies
180233	7/22/2021	CEPHEID	2,281.52	Laboratory Supplies
180225	7/22/2021	BIOPHASE DIAGNOSTICS, LLC	8,100.00	Laboratory Supplies
180341	7/29/2021	ANAEROBE SYSTEMS	37.60	Laboratory Supplies
180435	7/29/2021	TYPENEX MEDICAL, LLC	94.60	Laboratory Supplies
EFT00000006904	7/29/2021	PDC HEALTHCARE	111.32	Laboratory Supplies
180424	7/29/2021	STATLAB MEDICAL PRODUCTS	223.44	Laboratory Supplies
180394	7/29/2021	MEDIVATORS REPROCESSING SYSTEM	481.08	Laboratory Supplies
EFT00000006901	7/29/2021	ORTHO-CLINICAL DIAGNOSTICS INC	512.91	Laboratory Supplies
EFT00000006893	7/29/2021	BIO-RAD LABORATORIES	2,771.20	Laboratory Supplies
180346	7/29/2021	BECKMAN COULTER, INC.	3,302.80	Laboratory Supplies
180375	7/29/2021	FISHER HEALTHCARE	9,561.73	Laboratory Supplies
180352	7/29/2021	CARDINAL HEALTH	38,644.05	Laboratory Supplies
EFT00000006873	7/15/2021	MARTIN-RAY LAUNDRY SYSTEMS	123.53	Laundry Supplies
180289	7/22/2021	PHILLIPS LAW, LLC	6,000.00	Legal Fees
180337	7/26/2021	LEGAL FEES	75,000.00	Legal Fees
179933	7/8/2021	NEW YORK LIFE INSURANCE COMPANY	2,225.37	Life Insurance
180401	7/29/2021	NEW YORK LIFE INSURANCE COMPANY	2,277.00	Life Insurance
180451	7/29/2021	WYOMING UROLOGICAL SERVICES, LP	12,400.00	Lithotripsy Service
179887	7/8/2021	COMPHEALTH, INC.	66,730.98	Locum Tenens
180360	7/29/2021	COMPHEALTH, INC.	60,426.40	Locum Tenens
179938	7/8/2021	PACIFIC STEEL HIDES FURS RECYC	100.00	Maintenance & Repair
179879	7/8/2021	BOBCAT OF ROCK SPRINGS	411.43	Maintenance & Repair
179966	7/8/2021	SWEETWATER PLUMBING & HEATING	429.10	Maintenance & Repair
179939	7/8/2021	PARTSSOURCE	1,011.91	Maintenance & Repair
179960	7/8/2021	ST+B ENGINEERING	67,642.28	Maintenance & Repair
180173	7/15/2021	PARTSSOURCE	232.05	Maintenance & Repair
180114	7/15/2021	AMERIWATER	280.00	Maintenance & Repair
180236	7/22/2021	CONTROL SOLUTIONS, INC	64.00	Maintenance & Repair

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180287	7/22/2021	PARTSSOURCE	870.58	Maintenance & Repair
180284	7/22/2021	OVERHEAD DOOR CO.	996.80	Maintenance & Repair
180326	7/22/2021	WALL CONTRACTORS, INC.	10,389.00	Maintenance & Repair
EFT00000006896	7/29/2021	COLORADO DOORWAYS, INC	117.48	Maintenance & Repair
180363	7/29/2021	CUMMINS ROCKY MOUNTAIN, LLC	5,347.53	Maintenance & Repair
EFT00000006849	7/8/2021	ACE HARDWARE	102.95	Maintenance Supplies
EFT00000006861	7/8/2021	ULINE, INC	311.50	Maintenance Supplies
179886	7/8/2021	CODALE ELECTRIC SUPPLY, INC	453.51	Maintenance Supplies
179903	7/8/2021	GRAINGER	545.13	Maintenance Supplies
EFT00000006862	7/8/2021	WHITE MOUNTAIN LUMBER	737.92	Maintenance Supplies
180183	7/15/2021	ROCKLER COMPANIES, INC	70.95	Maintenance Supplies
180152	7/15/2021	GRAINGER	94.16	Maintenance Supplies
180110	7/15/2021	ALLRED'S INC.	95.50	Maintenance Supplies
EFT00000006876	7/15/2021	SHERWIN WILLIAMS CO	294.23	Maintenance Supplies
180112	7/15/2021	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
180200	7/15/2021	US PLASTIC PALLETS & HANDLING, INC	700.00	Maintenance Supplies
180131	7/15/2021	CODALE ELECTRIC SUPPLY, INC	1,403.04	Maintenance Supplies
180185	7/15/2021	ROCK SPRINGS WINNELSON CO	3,706.44	Maintenance Supplies
180279	7/22/2021	MORCON SPECIALTY	16.93	Maintenance Supplies
180221	7/22/2021	BATTERY SYSTEMS	161.38	Maintenance Supplies
180254	7/22/2021	GRAINGER	594.86	Maintenance Supplies
180260	7/22/2021	HOME DEPOT	2,402.02	Maintenance Supplies
180236	7/22/2021	CODALE ELECTRIC SUPPLY, INC	5,144.04	Maintenance Supplies
180336	7/23/2021	SHERWIN WILLIAMS CO	165.72	Maintenance Supplies
180361	7/29/2021	GRAINGER	52.82	Maintenance Supplies
180415	7/29/2021	ROCK SPRINGS WINNELSON CO	59.70	Maintenance Supplies
180359	7/29/2021	CODALE ELECTRIC SUPPLY, INC	672.38	Maintenance Supplies
180393	7/29/2021	HOME DEPOT	712.84	Maintenance Supplies
179946	7/8/2021	PURPLE LIZARDS, LLC	2,267.00	Marketing & Promotional Supplies
180217	7/22/2021	AMERICAN PHYSICAL THERAPY ASSN	385.00	Membership Dues
180398	7/29/2021	NATIONAL FIRE PROTECTION ASSN	175.00	Membership Dues
179862	7/6/2021	MHSC-FOUNDATION	1,243.00	MHSC Foundation
180207	7/20/2021	MHSC-FOUNDATION	1,210.56	MHSC Foundation
180124	7/15/2021	BLOXR SOLUTIONS LLC	3,506.00	Minor Equipment
180237	7/22/2021	COLOIND, LLC	625.00	Minor Equipment
179970	7/8/2021	TERMINIX OF WYOMING	612.00	Monthly Pest Control
180431	7/29/2021	TERMINIX OF WYOMING	462.00	Monthly Pest Control
179957	7/8/2021	SMILEMAKERS	37.50	Non Medical Supplies
179874	7/8/2021	A TOUCH OF CLASS	61.50	Non Medical Supplies
179882	7/8/2021	BROWN INDUSTRIES INC	80.93	Non Medical Supplies
179926	7/8/2021	MEDLINE INDUSTRIES INC	117.46	Non Medical Supplies
180157	7/15/2021	J.J. KELLER & ASSOCIATES, INC.	903.00	Non Medical Supplies
180164	7/15/2021	MEDLINE INDUSTRIES INC	2,026.29	Non Medical Supplies
180272	7/22/2021	MEDLINE INDUSTRIES INC	587.19	Non Medical Supplies
180395	7/29/2021	MEDLINE INDUSTRIES INC	136.00	Non Medical Supplies
180430	7/29/2021	TEGELER & ASSOCIATES-RS	250.00	Notary Bond
179909	7/8/2021	IDENTISYS INC	315.00	Office Supplies
179905	7/8/2021	HD SUPPLY FACILITIES MAINTENANCE, LTD	1,343.65	Office Supplies
179962	7/8/2021	STAPLES BUSINESS ADVANTAGE	1,465.98	Office Supplies

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180197	7/15/2021	UNITED AD LABEL	32.98	Office Supplies
180191	7/15/2021	STANDARD REGISTER COMPANY	137.47	Office Supplies
180192	7/15/2021	STAPLES BUSINESS ADVANTAGE	433.26	Office Supplies
EFT00000006888	7/22/2021	SMYTH PRINTING	244.80	Office Supplies
180306	7/22/2021	STAPLES BUSINESS ADVANTAGE	3,732.33	Office Supplies
180423	7/29/2021	STAPLES BUSINESS ADVANTAGE	62.49	Office Supplies
180368	7/29/2021	ENCOMPASS GROUP, LLC	2,145.44	Office Supplies
179985	7/8/2021	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
180107	7/8/2021	LAGOON CORPORATION	5,571.68	Other Employee Benefits
EFT00000006899	7/29/2021	LAGOON CORPORATION	5,571.64	Other Employee Benefits
180452	7/29/2021	YOUNG AT HEART SENIOR CITIZENS CENTER	6,370.00	Other Employee Benefits
179900	7/6/2021	FOTOS BY JENNI	158.00	Other Purchased Services
179921	7/8/2021	QUICK RESPONSE TAXI	211.00	Other Purchased Services
180159	7/15/2021	QUICK RESPONSE TAXI	182.00	Other Purchased Services
180269	7/22/2021	QUICK RESPONSE TAXI	15.00	Other Purchased Services
180391	7/29/2021	QUICK RESPONSE TAXI	67.00	Other Purchased Services
180357	7/29/2021	CITY OF GREEN RIVER	400.00	Other Purchased Services
EFT00000006850	7/8/2021	AIRGAS INTERMOUNTAIN INC	319.91	Oxygen Rental
EFT00000006864	7/15/2021	AIRGAS INTERMOUNTAIN INC	8,851.36	Oxygen Rental
EFT00000006879	7/22/2021	AIRGAS INTERMOUNTAIN INC	232.43	Oxygen Rental
180012	7/8/2021	PATIENT REFUND	5.00	Patient Refund
180020	7/8/2021	PATIENT REFUND	5.00	Patient Refund
180085	7/8/2021	PATIENT REFUND	5.00	Patient Refund
180015	7/8/2021	PATIENT REFUND	8.23	Patient Refund
180070	7/8/2021	PATIENT REFUND	9.75	Patient Refund
180029	7/8/2021	PATIENT REFUND	10.00	Patient Refund
180060	7/8/2021	PATIENT REFUND	10.00	Patient Refund
180103	7/8/2021	PATIENT REFUND	10.00	Patient Refund
180022	7/8/2021	PATIENT REFUND	11.32	Patient Refund
180037	7/8/2021	PATIENT REFUND	12.88	Patient Refund
179998	7/8/2021	PATIENT REFUND	13.00	Patient Refund
180035	7/8/2021	PATIENT REFUND	15.00	Patient Refund
180088	7/8/2021	PATIENT REFUND	15.00	Patient Refund
180089	7/8/2021	PATIENT REFUND	16.12	Patient Refund
180083	7/8/2021	PATIENT REFUND	17.40	Patient Refund
180039	7/8/2021	PATIENT REFUND	18.73	Patient Refund
179992	7/8/2021	PATIENT REFUND	20.00	Patient Refund
179997	7/8/2021	PATIENT REFUND	20.00	Patient Refund
180011	7/8/2021	PATIENT REFUND	20.00	Patient Refund
180024	7/8/2021	PATIENT REFUND	20.00	Patient Refund
180062	7/8/2021	PATIENT REFUND	20.00	Patient Refund
180084	7/8/2021	PATIENT REFUND	20.00	Patient Refund
180100	7/8/2021	PATIENT REFUND	23.78	Patient Refund
180053	7/8/2021	PATIENT REFUND	24.59	Patient Refund
179986	7/8/2021	PATIENT REFUND	25.00	Patient Refund
179993	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180002	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180010	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180009	7/8/2021	PATIENT REFUND	25.00	Patient Refund

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180018	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180021	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180033	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180034	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180036	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180075	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180099	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180101	7/8/2021	PATIENT REFUND	25.00	Patient Refund
180056	7/8/2021	PATIENT REFUND	26.08	Patient Refund
179990	7/8/2021	PATIENT REFUND	30.00	Patient Refund
179989	7/8/2021	PATIENT REFUND	30.00	Patient Refund
180026	7/8/2021	PATIENT REFUND	30.00	Patient Refund
180043	7/8/2021	PATIENT REFUND	30.00	Patient Refund
180052	7/8/2021	PATIENT REFUND	30.00	Patient Refund
180058	7/8/2021	PATIENT REFUND	30.00	Patient Refund
180061	7/8/2021	PATIENT REFUND	30.00	Patient Refund
180020	7/8/2021	PATIENT REFUND	31.50	Patient Refund
180031	7/8/2021	PATIENT REFUND	34.00	Patient Refund
180071	7/8/2021	PATIENT REFUND	34.00	Patient Refund
180004	7/8/2021	PATIENT REFUND	34.67	Patient Refund
180013	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180016	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180019	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180040	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180047	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180048	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180053	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180057	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180066	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180067	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180076	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180078	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180090	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180091	7/8/2021	PATIENT REFUND	35.00	Patient Refund
180096	7/8/2021	PATIENT REFUND	35.00	Patient Refund
179991	7/8/2021	PATIENT REFUND	35.40	Patient Refund
179988	7/8/2021	PATIENT REFUND	40.00	Patient Refund
179996	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180003	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180025	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180030	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180037	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180038	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180064	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180068	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180085	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180094	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180098	7/8/2021	PATIENT REFUND	40.00	Patient Refund
180082	7/8/2021	PATIENT REFUND	43.64	Patient Refund

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179987	7/8/2021	PATIENT REFUND	45.00	Patient Refund
180054	7/8/2021	PATIENT REFUND	45.00	Patient Refund
180077	7/8/2021	PATIENT REFUND	45.00	Patient Refund
180092	7/8/2021	PATIENT REFUND	45.00	Patient Refund
180095	7/8/2021	PATIENT REFUND	45.00	Patient Refund
180008	7/8/2021	PATIENT REFUND	50.00	Patient Refund
180023	7/8/2021	PATIENT REFUND	50.00	Patient Refund
180072	7/8/2021	PATIENT REFUND	51.72	Patient Refund
180073	7/8/2021	PATIENT REFUND	53.52	Patient Refund
180014	7/8/2021	PATIENT REFUND	55.00	Patient Refund
180005	7/8/2021	PATIENT REFUND	60.00	Patient Refund
180041	7/8/2021	PATIENT REFUND	60.00	Patient Refund
180106	7/8/2021	PATIENT REFUND	63.00	Patient Refund
180087	7/8/2021	PATIENT REFUND	67.41	Patient Refund
180093	7/8/2021	PATIENT REFUND	68.32	Patient Refund
180055	7/8/2021	PATIENT REFUND	72.96	Patient Refund
180049	7/8/2021	PATIENT REFUND	80.00	Patient Refund
180080	7/8/2021	PATIENT REFUND	80.00	Patient Refund
180102	7/8/2021	PATIENT REFUND	87.02	Patient Refund
180051	7/8/2021	PATIENT REFUND	90.00	Patient Refund
180105	7/8/2021	PATIENT REFUND	90.00	Patient Refund
179999	7/8/2021	PATIENT REFUND	92.14	Patient Refund
180001	7/8/2021	PATIENT REFUND	100.00	Patient Refund
180032	7/8/2021	PATIENT REFUND	100.00	Patient Refund
180079	7/8/2021	PATIENT REFUND	100.00	Patient Refund
180074	7/8/2021	PATIENT REFUND	109.50	Patient Refund
180042	7/8/2021	PATIENT REFUND	110.42	Patient Refund
180027	7/8/2021	PATIENT REFUND	114.64	Patient Refund
180050	7/8/2021	PATIENT REFUND	130.00	Patient Refund
180080	7/8/2021	PATIENT REFUND	140.00	Patient Refund
180046	7/8/2021	PATIENT REFUND	182.00	Patient Refund
180069	7/8/2021	PATIENT REFUND	187.15	Patient Refund
179995	7/8/2021	PATIENT REFUND	204.33	Patient Refund
180006	7/8/2021	PATIENT REFUND	209.00	Patient Refund
180044	7/8/2021	PATIENT REFUND	210.40	Patient Refund
180045	7/8/2021	PATIENT REFUND	240.00	Patient Refund
180007	7/8/2021	PATIENT REFUND	307.00	Patient Refund
180017	7/8/2021	PATIENT REFUND	382.00	Patient Refund
179994	7/8/2021	PATIENT REFUND	546.00	Patient Refund
180059	7/8/2021	PATIENT REFUND	625.00	Patient Refund
180329	7/22/2021	PATIENT REFUND	242.32	Patient Refund
180455	7/29/2021	PATIENT REFUND	30.00	Patient Refund
180458	7/29/2021	PATIENT REFUND	30.00	Patient Refund
180457	7/29/2021	PATIENT REFUND	120.00	Patient Refund
180456	7/29/2021	PATIENT REFUND	145.00	Patient Refund
180454	7/29/2021	PATIENT REFUND	155.00	Patient Refund
180459	7/29/2021	PATIENT REFUND	224.95	Patient Refund
180453	7/29/2021	PATIENT REFUND	306.50	Patient Refund
179866	7/6/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction

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GENERAL FUND DISBURSEMENTS  
7/31/21

180211	7/20/2021	UNITED WAY OF SWEETWATER COUNTY	121.75	Payroll Deduction
179865	7/6/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
179864	7/6/2021	SWEETWATER CIRCUIT COURT-RS	864.13	Payroll Garnishment
179863	7/6/2021	STATE OF WYOMING DFS/CSES	2,367.19	Payroll Garnishment
179861	7/6/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
180210	7/20/2021	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
180209	7/20/2021	SWEETWATER CIRCUIT COURT-RS	1,381.33	Payroll Garnishment
180208	7/20/2021	STATE OF WYOMING DFS/CSES	2,367.19	Payroll Garnishment
180206	7/20/2021	DAVID G. PEAKE	3,484.62	Payroll Garnishment
W/T	7/6/2021	PAYROLL 14	1,600,000.00	Payroll Transfer
W/T	7/20/2021	PAYROLL 15	1,600,000.00	Payroll Transfer
180229	7/22/2021	CARDINAL HEALTH PHARMACY MGMT	948,170.50	Pharmacy Management
179907	7/6/2021	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	354.00	Physician Recruitment
180385	7/29/2021	DR. JACQUES DENKER	10,000.00	Physician Retention
180348	7/29/2021	DR. BENJAMIN JENSEN	25,000.00	Physician Retention
179961	7/8/2021	DR. WAGNER VERONESE	662.70	Physician Services
179945	7/8/2021	DR. PREETPAL GREWAL	11,519.00	Physician Services
179915	7/8/2021	JOHN A. RIYA, M.D.	21,000.00	Physician Services
179959	7/8/2021	SOLIAANT HEALTH	22,381.01	Physician Services
179923	7/8/2021	LOCUM TENENS.COM	37,785.70	Physician Services
180202	7/15/2021	DR. WALLACE CURRY	17,160.00	Physician Services
180190	7/15/2021	SOLIAANT HEALTH	19,435.25	Physician Services
180305	7/22/2021	SOLIAANT HEALTH	18,185.00	Physician Services
180315	7/22/2021	TETON PATHOLOGY	21,550.00	Physician Services
180213	7/22/2021	ADVANCED MEDICAL IMAGING, LLC	67,796.50	Physician Services
180436	7/29/2021	UNIVERSITY OF UTAH (UJHC OUTREACH)	98,898.46	Physician Services
180432	7/29/2021	THE SLEEP SPECIALISTS	4,700.00	Physician Services
180444	7/29/2021	DR. WALLACE CURRY	12,870.00	Physician Services
180422	7/29/2021	SOLIAANT HEALTH	42,466.91	Physician Services
180333	7/23/2021	GREAT LAKES	1,666.67	Physician Student Loan
180331	7/23/2021	DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
180335	7/23/2021	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
180334	7/23/2021	DR. JACQUES DENKER	6,498.53	Physician Student Loan
180332	7/23/2021	FEDLOAN SERVICING	20,625.00	Physician Student Loan
180412	7/29/2021	RESERVE ACCOUNT	5,000.00	Postage
180322	7/22/2021	UMIA INSURANCE, INC	91,608.00	Professional Liability Insurance
179976	7/8/2021	VERISYS INC.	32.00	Professional Service
179937	7/8/2021	P3 CONSULTING LLC	1,968.75	Professional Service
179917	7/8/2021	KEITH WILLIAMS & ASSOCIATES, INC.	4,750.00	Professional Service
179916	7/8/2021	IMAGE WORKS	4,967.64	Professional Service
179930	7/8/2021	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
179920	7/8/2021	CLIFTONLARSONALLEN LLP	19,000.00	Professional Service
180247	7/22/2021	CE BROKER	263.10	Professional Service
180276	7/22/2021	MILE HIGH MOBILE PET	7,320.00	Professional Service
180407	7/29/2021	PIPER SANDLER & CO.	25,000.00	Professional Service
180450	7/29/2021	WYOMING DEPARTMENT OF HEALTH	27.00	Professional Service
180441	7/29/2021	VERISYS INC.	41.00	Professional Service
180370	7/29/2021	CE BROKER	264.56	Professional Service
EFT00000006906	7/29/2021	WESTERN STAR COMMUNICATIONS	776.70	Professional Service

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/21

180388	7/29/2021	KONICA MINOLTA MEDICAL IMAGING USA, INC	2,430.76	Professional Service
180358	7/29/2021	CLEANIQUE PROFESSIONAL SERVICES	3,600.00	Professional Service
180294	7/22/2021	RADIATION DETECTION COMPANY	24.50	Radiation Monitoring
EFT00000006885	7/22/2021	LANDAUER INC	187.45	Radiation Monitoring
179927	7/8/2021	MERRY X-RAY	283.24	Radiology Film
180166	7/15/2021	MERRY X-RAY	917.78	Radiology Film
180275	7/22/2021	MERRY X-RAY	223.80	Radiology Film
179880	7/8/2021	BRACCO DIAGNOSTICS INC	1,088.36	Radiology Material
179902	7/8/2021	GE HEALTHCARE INC	1,498.14	Radiology Material
179919	7/8/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
180150	7/15/2021	GE HEALTHCARE INC	883.56	Radiology Material
180126	7/15/2021	BRACCO DIAGNOSTICS INC	1,959.16	Radiology Material
180158	7/15/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
EFT00000006886	7/22/2021	PHARMALUCENCE, INC	348.00	Radiology Material
180261	7/22/2021	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	920.00	Radiology Material
180268	7/22/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
180379	7/29/2021	GE HEALTHCARE INC	738.66	Radiology Material
EFT00000006903	7/29/2021	PHARMALUCENCE, INC	765.50	Radiology Material
180390	7/29/2021	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
179956	7/8/2021	DR. SIGSBEE DUCK	18.36	Reimbursement - CME
179912	7/8/2021	ISRAEL STEWART, DO	195.00	Reimbursement - CME
179914	7/8/2021	DR. JANENE GLYN	240.00	Reimbursement - CME
179881	7/8/2021	DR. BRIANNE CROFTS	350.00	Reimbursement - CME
179992	7/8/2021	DR. DAVID LIU	549.00	Reimbursement - CME
179949	7/8/2021	DR. RAHUL PAWAR	551.37	Reimbursement - CME
179916	7/8/2021	DR. JOSHUA BINKS	750.00	Reimbursement - CME
179991	7/8/2021	DR. DAVID DANSIE	888.00	Reimbursement - CME
180384	7/29/2021	ISRAEL STEWART, DO	625.00	Reimbursement - CME
180448	7/29/2021	DR. WILLIAM SARETTE	695.00	Reimbursement - CME
179918	7/8/2021	KELLY SUGIHARA	736.73	Reimbursement - Education & Travel
180182	7/15/2021	ROB FAIR	613.02	Reimbursement - Education & Travel
180313	7/22/2021	TAMMIE HENDERSON	17.34	Reimbursement - Education & Travel
180227	7/22/2021	BRIDGET PEREZ	22.95	Reimbursement - Education & Travel
180235	7/22/2021	CHRISTIAN RODDA	61.71	Reimbursement - Education & Travel
180270	7/22/2021	MARY FISCHER	445.00	Reimbursement - Education & Travel
180297	7/22/2021	ROBIN SNOWBERGER	466.42	Reimbursement - Education & Travel
180419	7/29/2021	SHELYNN EDWARDS	4,029.60	Reimbursement - Education & Travel
179870	7/8/2021	AMELIA CUEVAS	78.16	Reimbursement - Hospital Supplies
179961	7/8/2021	STACEY NUTT	104.99	Reimbursement - Hospital Supplies
180386	7/29/2021	JELENA FREY	50.36	Reimbursement - Hospital Supplies
179883	7/8/2021	BRYAN BEAR	83.50	Reimbursement - Insurance Premiums
179926	7/8/2021	MICHAEL PEACH	185.16	Reimbursement - Insurance Premiums
180396	7/29/2021	MICHELLE RICHARDSON	45.94	Reimbursement - Insurance Premiums
180338	7/29/2021	AFTON SMITH	92.58	Reimbursement - Insurance Premiums
180356	7/29/2021	CHRISTOPHER HEATH	185.16	Reimbursement - Insurance Premiums
180387	7/29/2021	JOSEPH J. OLIVER, M.D.	845.33	Reimbursement - Insurance Premiums
180317	7/22/2021	TIFFANY MARSHALL	175.15	Reimbursement - Non Hospital Supplies
180392	7/29/2021	MARIANNE SANDERS	315.96	Reimbursement - Non Hospital Supplies
180389	7/29/2021	ERIKA TAYLOR	41.88	Reimbursement - Office Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/21

W/T	7/5/2021	ABG 6/24/21	171,652.87	Retirement
W/T	7/19/2021	ABG 7/8/21	173,424.48	Retirement
180193	7/15/2021	STATE OF WYO. DEPT. OF REVENUE	653.88	Sales Tax Payment
180460	7/29/2021	BOOKCLIFF SALES INC	2,822.53	Scrub Sale deductions
175944	7/8/2021	PMS SCREEN PRINTING	192.00	Sponsorship
180295	7/22/2021	RED DESERT ROUNDUP RODEO	40.00	Sponsorship
180255	7/22/2021	GREEN RIVER GIRLS SOFTBALL ASSOCIATION	200.00	Sponsorship
180219	7/22/2021	WYOMING DOWN SYNDROME ASSOCIATION	250.00	Sponsorship
180296	7/22/2021	RED DESERT HUMANE SOCIETY	300.00	Sponsorship
180310	7/22/2021	SW 1 SCHOOL FOUNDATION	750.00	Sponsorship
180427	7/29/2021	SWEETWATER EVENTS COMPLEX	400.00	Sponsorship
179929	7/8/2021	MOBILE INSTRUMENT SERVICE	1,255.00	Surgery Equipment
EFT000000006857	7/8/2021	COOPER SURGICAL	685.13	Surgery Supplies
179964	7/8/2021	STRYKER ENDOSCOPY	1,798.76	Surgery Supplies
179889	7/8/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	7,072.01	Surgery Supplies
180109	7/15/2021	ALI MED INC	1,071.72	Surgery Supplies
EFT000000006870	7/15/2021	COOPER SURGICAL	1,688.20	Surgery Supplies
180195	7/15/2021	STRYKER ENDOSCOPY	2,195.95	Surgery Supplies
180242	7/22/2021	COVIDIEN SALES LLC, DBA GIVEN IMAGING	107.47	Surgery Supplies
180214	7/22/2021	ALI MED INC	120.83	Surgery Supplies
180304	7/22/2021	SMITH & NEPHEW ENDOSCOPY INC	1,120.60	Surgery Supplies
180339	7/29/2021	ALI MED INC	400.36	Surgery Supplies
EFT000000006897	7/29/2021	COOPER SURGICAL	872.40	Surgery Supplies
180421	7/29/2021	SMITH & NEPHEW ENDOSCOPY INC	1,973.36	Surgery Supplies
179975	7/8/2021	VERICORE, LLC	1,243.75	Survey Expenses
180292	7/22/2021	PRESS GANEY ASSOCIATES, INC	4,148.12	Survey Expenses
180232	7/22/2021	CSG, LLC	1,100.12	Transcription Services
180389	7/29/2021	LANGUAGE LINE SERVICES	1,718.95	Translation Services
180177	7/15/2021	QUARTERMASTER	122.96	Uniforms
179948	7/8/2021	CENTURY LINK	3,593.08	Utilities
180119	7/15/2021	AT&T	137.92	Utilities
180118	7/15/2021	AT&T	251.57	Utilities
180179	7/15/2021	CENTURY LINK	3,848.93	Utilities
180111	7/15/2021	ALL WEST COMMUNICATIONS	4,504.37	Utilities
180184	7/15/2021	ROCK SPRINGS MUNICIPAL UTILITY	14,287.35	Utilities
180178	7/15/2021	DOMINION ENERGY WYOMING	16,083.63	Utilities
180186	7/15/2021	ROCKY MOUNTAIN POWER	41,009.36	Utilities
180409	7/29/2021	DOMINION ENERGY WYOMING	49.21	Utilities
180447	7/29/2021	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
180365	7/29/2021	DISH NETWORK LLC	75.50	Utilities
180410	7/29/2021	CENTURY LINK	5,611.58	Utilities
180194	7/15/2021	STERICYCLE, INC.	865.85	Waste Disposal
180147	7/15/2021	FIBERTECH	2,055.00	Window Cleaning
W/T	7/1/2021	WC QTR 2 2021	88,559.40	Worker's Comp
			8,396,766.77	

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

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

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

<b>FY22 Maintenance Fund Budget from Sweetwater County</b>	\$938,440.00
County Maintenance FY22- July	\$304,298.79
<u>\$304,298.79</u>	
FY22 Maintenance Fund Budget Remaining	<u><u>\$634,141.21</u></u>

MEMO: August 25, 2021  
 TO: Finance Committee   
 FROM: Ronald L. Cheese – Director Patient Financial Services  
 SUBJECT: Preliminary August, 2021 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 1,251,084.00	
Hospital Payment Plans	\$ 98,736.00	
Medical Clinic Accounts	\$ 64,502.69	
Ortho Clinic Accounts	\$ 00.00	
Total Potential Bad Debt	\$ 1,414,322.69	
Hospital Accounts Returned	\$ - 98,874.49	
Net Bad Debt Turned		\$1,315,448.20
Hospital Recoveries Collection Agency	\$ 245,176.65	
Hospital Recoveries Payment Plans	\$ 45,000.00	
Medical Clinic Recoveries	\$ 4,701.55	
Ortho Clinic Recoveries	\$ 16,465.45	
Total Bad Debt Recoveries		\$ 311,343.65
Net Bad Debt Less Recoveries		<u>\$1,004,104.55</u>

Largest Account	47,282.27
Emergency Room	588,148.10
Inpatient Accts	93,276.71
Surgery Accts	150,794.60

# RatingsDirect®

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## Memorial Hospital of Sweetwater County, Wyoming Sweetwater County; Hospital

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# Memorial Hospital of Sweetwater County, Wyoming Sweetwater County; Hospital

## Credit Profile

### Sweetwater Cnty, Wyoming

Mem Hosp of Sweetwater Cnty, Wyoming

Sweetwater Cnty (Mem Hosp of Sweetwater Cnty) hosp rev bnds (Mem Hosp of Sweetwater Cnty) (Mem Hosp Proj)

*Long Term Rating*

BB+/Stable

Outlook Revised

## Rating Action

S&P Global Ratings revised its outlook to stable from negative and affirmed its 'BB+' long-term rating on Sweetwater County, Wyo.'s series 2013A fixed-rate revenue bonds, issued for Memorial Hospital of Sweetwater County (MHSC or Memorial).

The outlook revision reflects our view of Memorial's improved balance sheet position characterized by an increase to unrestricted reserves that we expect will remain sufficient for the rating in parallel with a still healthy overall debt profile and no material new debt plans beyond a \$4.5 million capital lease for a new electronic medical record system. Further, Memorial's better than breakeven fiscal 2022 operating budget should continue to support sound maximum annual debt service (MADS) coverage.

### Credit overview

The rating reflects our expectation that MHSC's enterprise profile will remain vulnerable with modest demographics and substantial outmigration contributing to a limited market share in our view, particularly given the hospital's position as the only acute care provider in its small primary service area (PSA). The enterprise profile is highlighted by a favorable commercial payor mix based on net patient service revenues (NPSR). The continued affiliation with the University of Utah, which we view positively, allows the hospital to provide a wider range of services than it otherwise could.

The rating also reflects our expectation that MHSC will maintain its solid financial profile, based in part on improved reserves, even when considering some anticipated decline from April levels due to additional capital expenditure payments through June and anticipated capital spending over the next year, and reserves to debt that are over 1x. In addition, the financial profile is supported by management's fiscal 2022 budget projections reflecting better than breakeven operations primarily driven by rebounding volumes, and lower salaries and contract labor costs partially due to renegotiated physician contracts and the anticipated use of fewer locum-tenens. While CARES Act and other pandemic relief funding offset operating pressure in fiscals 2020 and 2021, we believe the hospital's operating profile maintains some risk given the limited primary service area and weak performance preceding the onset of the pandemic. In addition, we believe an upcoming electronic medical record (EMR) upgrade scheduled for the fall 2021 creates some operating risk should implementation-related challenges arise.

Volumes appear to be steadily returning and we anticipate the balance sheet will maintain a sufficient level of unrestricted reserves to provide some cushion at the current rating should operating results fall short of budgeted expectations. While unrestricted reserves may slightly decline as management plans to use a modest amount of cash to complete a medical imaging center project in fiscal 2022, we expect key liquidity and financial flexibility metrics to remain at a level we consider sufficient to support the rating. The balance sheet is also characterized by a healthy debt profile with no contingent liabilities, no defined benefit plan, and no new debt plans (other than a \$4.5 million capital lease for a new EMR system), which we view favorably. In addition, MHSC maintains what we view as a conservative asset portfolio of all cash and cash equivalents. Outside of the additional capital lease, we do not expect any new money debt and expect the hospital to remain in compliance with its financial covenants.

As a small hospital—with NPSR below \$150 million per S&P Global Ratings definition—we believe there is a higher likelihood of operating performance volatility and have applied a negative adjustment to reflect the associated risk.

MHSC received \$7.4 million of Medicare accelerated payment (MAP) funds, which are scheduled to be repaid in full by the end of fiscal 2022. MHSC also received approximately \$14.3 million of pandemic relief funding, including \$11.6 million of CARES Act funds, with just over half recognized in fiscal 2020 and the remainder recognized in fiscal 2021. As per S&P Global Ratings standard practice, we include CARES Act funds in operations but exclude MAP program funds in our calculation of MHSC's unrestricted reserves.

The stable outlook reflects our expectation that MHSC operations meet or approach budget and that the hospital will generally maintain key balance sheet metrics sufficient to support the rating without a decline to unrestricted reserves beyond expectations. Given the hospital's modest operating performance and vulnerable enterprise profile, we view MHSC's ability to maintain unrestricted reserves at levels that support better than median days' cash on hand and cash to debt as critical to sufficiently offsetting some of the risks associated with operating a small hospital in a limited PSA. The benefits from MHSC's affiliation with the University of Utah also add stability to the rating.

The rating further reflects our assessment of MHSC's:

- Modest market share and risks inherent to small hospitals, including a limited PSA population in a rural location, small medical staff, and limited net patient revenue base, which can lead to ongoing operational variability due to possible untimely physician departures, although we note that these risks are inherent to most small hospitals;
- Anticipated weakening of operating margins in fiscal 2022 supporting lower MADS coverage compared to recent years;
- Risks associated with the planned EMR implementation; and
- Increasing average age of plant.

Partly offsetting the above weaknesses, in our view, are MHSC's:

- Some improvement to unrestricted reserves which we expect to modestly decline in fiscal 2022 but remain at a level we consider at least fair;
- A healthy debt profile reflecting the maintenance of favorable debt metrics; and
- Continued affiliation with the University of Utah allowing the hospital to provide a wider range of services than it

otherwise could.

### **Environmental, social, and governance (ESG) factors**

We've evaluated Memorial Hospital of Sweetwater County's ESG risks and find its social risk as above industry peers given its operations are situated in a limited primary service area (PSA) in southwestern Wyoming. The core mission of health care facilities is protecting the health and safety of communities, which is further evidenced by responsibilities to serve patient demand related to the COVID-19 pandemic. MHSC continues to treat a steady, albeit small, stream of positive COVID-19 patients who have been hospitalized at the facility. Management reports vaccination rates for the state of Wyoming, the PSA, and hospital staff at about 35%, 26%, and 60%, respectively. While we believe that the COVID-19 pandemic exposes the entire sector to additional social risk and uncertainty, progress with vaccinations and utilization recovery temper that risk assessment in our opinion.

We also analyzed MHSC's environmental and governance risks relative to its economic fundamentals, market position, and management and governance and the corresponding effects on its financial profile and determined that each is in line with our view of the sector standard. We generally view self-perpetuating boards as best practice, with negative consideration given to an appointed structure as is the case with MHSC. That said, we believe this governance structure is effective for MHSC.

## **Stable Outlook**

### **Downside scenario**

A negative rating action is possible if MHSC's operations are not sustained at least near breakeven performance (as calculated by S&P Global Ratings) or there occurs meaningful deterioration to key balance sheet metrics, particularly unrestricted reserves. Further, while not expected, the issuance of a significant amount of additional new debt could also pressure the rating.

### **Upside scenario**

A positive rating action is not likely within the outlook period. However, over a longer period, a positive rating action could be possible if operations are maintained at breakeven or better (as calculated by S&P Global Ratings), in parallel solid growth to unrestricted reserves as measured relative to both operations and debt. In addition, sustaining a healthy debt profile while maintaining key enterprise profile strengths and stable utilization levels would also inform any upside considerations.

## **Credit Opinion**

### **Enterprise Profile - Vulnerable**

#### **Volumes rebounding but likely to remain soft**

MHSC took early and appropriate steps to mitigate the negative influence of the pandemic, in our view. While MHSC performs testing and administers vaccinations, management reports that the hospital continues to admit a steady stream of COVID-19 positive patients and that challenges procuring sufficient personal protective equipment (PPE)

persist. Given its recruiting challenges, management did not layoff or furlough staff. Following the temporary suspension of all elective, non-emergent surgeries, which disrupted volumes for acute health care providers across the country, there occurred an overall decrease in utilization including a 60% decline in emergency room visits, lower outpatient volume, and an increase in canceled appointments at provider clinics.

While volumes are steadily rebounding, fiscal 2022 assumptions are mixed, reflecting a combination of pre-pandemic levels with more recent and softer utilization. We understand that emergency room volumes have rebounded to about 80% of pre-pandemic levels. Management is projecting that surgical volumes will stabilize at nearly pre-pandemic levels in fiscal 2022 following the addition of a neurologist and a part-time urologist who started in fiscal 2021. We expect volumes to remain generally soft, given the shift of inpatient admissions to outpatient services, the growth of the hospital's chronic care management, and care transition programs designed to advance more population health and value-based care efforts.

**Ongoing affiliation with University of Utah continues to afford benefits to limited business position**  
 MHSC's primary service area (PSA) is small but stable, in our opinion, given that MHSC is the only hospital in its PSA, although given its limited service lines, there is a fair amount of outmigration. Competition in the PSA is limited, as the next closest hospital is in Evanston, located 100 miles to the west. As is typical for hospitals of this size, MHSC has a small medical staff, consistently employing just over 60% of the active physicians who steadily account for about 80% of inpatient admissions. Somewhat less typical for similarly sized organizations in rural locations, only about one-third of inpatient admissions are generated by the top 10 admitting physicians.

According to management, a key benefit of the affiliation with the University of Utah is that it allows MHSC to augment services to the community that would not otherwise be sustainable given the size of the PSA. The affiliation agreement is not a merger, and it provides no debt guarantees or profit/loss sharing between the parties. Rather, it allows the organizations to collaborate on service-line development, which in turn allows MHSC to offer services that it previously could not. Enhanced health care services include the oncology, telehealth, cardiology and vascular, maternal fetal medicine, and dermatology. Management continually explores other service-line opportunities. Under the agreement, the university has no management control or governance representation at MHSC. We understand that while the five-year agreement does not automatically renew, it was renewed in 2017 and we expect it to be renewed again under existing terms in 2022. Given the limited competition, continued affiliation with the University of Utah, and relatively steady PSA population, we view MHSC's overall business position as stable.

Table 1

Memorial Hospital of Sweetwater County, Wyo: Enterprise Statistics			
	--10 months ended April 30--	--Fiscal year ended June 30--	
	2021	2020	2019
PSA population	N.A.	41,828	42,343
PSA market share (%)	N.A.	50.0	50.0
Inpatient admissions	1,145	1,445	1,589
Equivalent inpatient admissions	5,452	9,385	7,325
Emergency visits	10,831	14,873	16,246
Inpatient surgeries	236	295	292
Outpatient surgeries	1,297	1,485	1,643

Table 1

Memorial Hospital of Sweetwater County, Wyo: Enterprise Statistics (cont.)			
	--10 months ended April 30--	--Fiscal year ended June 30--	
	2021	2020	2019
Medicare case mix index	1.51	1.35	1.25
FTE employees	486	455	456
Active physicians	43	41	40
Top 10 physicians admissions (%)	N.A.	32.5	27.7
Based on net/gross revenues	Net	Net	Net
Medicare (%)	21.0	20.0	24.0
Medicaid (%)	4.0	4.0	4.0
Commercial/Blues (%)	61.0	62.0	60.0

N.A.--Not available. Inpatient admissions exclude normal newborn, psychiatric, rehabilitation, and long-term care facility admissions.

## Financial Profile--Strong

### Weaker operations anticipated to return starting in fiscal 2022

The fiscal 2022 operating budget reflects a return to near breakeven performance following two consecutive years of solidly positive operations (as calculated by S&P Global Ratings) supported primarily by CARES Act and other pandemic relief funding which compensated the hospital for lost revenue and elevated COVID-19 related expenses. Special purpose tax (SPT) receipts remain minimal following the sunset of penny tax in fiscal 2019 but we understand that management and the county are exploring options for a new tax to support potential projects. S&P Global Ratings includes pandemic relief funding, tax receipts, and interest expense in operations to be more consistent with ratings across the industry. MHSC plans a fall implementation of a new EMR system that will incorporate five legacy systems into a single integrated platform. Management reports that it is hiring an interim chief information officer who has experience with the EMR system to be implemented. While such efforts often produce unexpected operating challenges, we view MHSC's higher unrestricted reserves as providing some cushion for near term variable financial performance.

MHSC has a level debt service schedule with final maturity of the series 2013A bonds occurring in 2038. MADS occurs in fiscal year 2025. Management reports that the additional of several new capital leases related to the new EMR platform will increase MADS by roughly \$700,000 however we expect this to have a minimal influence on coverage. While we understand that county assistance is available to ensure bond covenants are met at year end, we expect MHSC to continue to meet the 1.25x coverage covenant without any assistance given solidly positive unaudited fiscal year-end operations supported by the CARES Act and other pandemic funding, as well the steady rebounding of volumes. Management is also considering refinancing the series 2013A bonds with bank debt for interest costs savings.

### Higher unrestricted reserves provide additional, though still limited, balance sheet cushion

MHSC's unaudited fiscal 2021 balance sheet reflects a decline in unrestricted reserves to roughly \$38 million with an increase in capital expenditures for HVAC and central plant updates. Also factored into the rating is the planned use of roughly \$3.0 million for the completion of the medical imaging center. We expect fiscal 2022 liquidity and financial flexibility to be roughly closer to fiscal 2019 levels and remain fairly steady and remain sufficient to support the rating

given the better than breakeven operating budget. Any further balance sheet accretion is likely to be limited in our view. S&P Global Ratings excludes from our calculation of unrestricted reserves the \$7.4 million from the Medicare accelerated payment program that MHSC received and which it anticipates repaying in full by the end of fiscal 2022.

The hospital holds all assets in cash and cash equivalents, a conservative investment strategy in our opinion, which insulated the portfolio from the recent investment market volatility. Liquidity typically reflects same day availability of 20%-25% of total unrestricted reserves, nearly half available within 30 days, and the remainder available within one year.

The fiscal 2022 capital budget again reflects about \$3.0 million for routine expenditures. The hospital will be using about \$3.0 million of unrestricted reserves to complete a medical imaging center project that we believe should help the hospital remain competitive. That said, we expect average age of plant is high in our opinion as the hospital has typically kept capital spending to minimal levels. We note that management recently completed a multi-year central plant project that the county helped to finance as the county typically provides funds for deferred maintenance projects.

#### Debt profile remains a credit strength

We view the hospital's debt profile as conservative and robust. The series 2013A bonds continue to represent the vast majority of MHSC's outstanding debt. Bond covenants include maintaining at least 75 days' cash on hand, 1.25x debt service coverage, and no more than 65% capitalization. Coverage of less than 1.25 requires the retention of a management consultant. All outstanding debt is fixed rate. Later this calendar year, management may refinance the series 2013A bonds with bank debt for interest cost savings but has no new debt plans nor plans to take out a line of credit. MHSC does not maintain a defined benefit pension plan and with the full repayment of the privately placed series 2013B bonds in September 2018, the debt profile no longer includes any liabilities that we consider contingent, all of which we view favorably. We believe the hospital will continue to meet financial covenant requirements and we expect debt-related metrics to remain favorable and stable through the one-year outlook period. The \$4.5 million capital lease management expects to add to the hospital's long-term debt in fiscal 2022 is factored into the rating.

Table 2

Memorial Hospital of Sweetwater County, Wyo.: Financial Statistics				
	--10 months ended April 30--	--Fiscal year ended June 30--		--Medians for 'Speculative Grade' rated small hospitals--
Financial performance	2021	2020	2019	2019
Net patient revenue (\$000s)	76,033	85,701	83,600	87,792
Total operating revenue (\$000s)	87,671	96,290	86,966	92,998
Total operating expenses (\$000s)	81,483	92,090	88,016	MNR
Operating income (\$000s)	6,188	4,200	(1,050)	MNR
Operating margin (%)	7.06	4.36	(1.21)	1.60
Net nonoperating income (\$000s)	(144)	330	527	MNR
Excess income (\$000s)	6,044	4,530	(523)	MNR
Excess margin (%)	6.9	4.7	(0.6)	2.6
Operating EBIDA margin (%)	14.8	12.7	8.6	8.2
EBIDA margin (%)	14.7	13.0	9.1	8.7

Memorial Hospital of Sweetwater County, Wyoming Sweetwater County; Hospital

Table 2

Memorial Hospital of Sweetwater County, Wyo.: Financial Statistics (cont.)				
	--10 months ended April 30--	--Fiscal year ended June 30--	--Medians for 'Speculative Grade' rated small hospitals--	
<b>Financial performance</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2019</b>
Net available for debt service (\$000s)	12,835	12,583	7,971	8,173
Maximum annual debt service (\$000s)	2,541	2,541	2,541	MNR
Maximum annual debt service coverage (x)	6.1	5.0	3.1	2.8
Operating lease-adjusted coverage (x)	5.1	4.0	2.5	2.4
<b>Liquidity and financial flexibility</b>				
Unrestricted reserves (\$000s)	43,178	43,391	29,828	29,014
Unrestricted days' cash on hand	173.3	185.5	134.7	103.4
Unrestricted reserves/total long-term debt (%)	155.6	153.5	104.2	103.7
Unrestricted reserves/contingent liabilities (%)	N/A	N/A	N/A	MNR
Average age of plant (years)	14.4	13.8	12.3	14.0
Capital expenditures/depreciation and amortization (%)	155.6	83.4	36.0	66.2
<b>Debt and liabilities</b>				
Total long-term debt (\$000s)	27,752	28,266	28,632	MNR
Long-term debt/capitalization (%)	23.7	25.6	27.1	36.6
Contingent liabilities (\$000s)	0	0	0	MNR
Contingent liabilities/total long-term debt (%)	0.0	0.0	0.0	MNR
Debt burden (%)	2.4	2.6	2.9	3.4
Defined-benefit plan funded status (%)	N/A	N/A	N/A	82.4
<b>Pro forma ratios</b>				
Unrestricted reserves (\$000s)	34,775			
Total long-term debt (\$000s)	31,552			
Unrestricted days' cash on hand	137.6			
Unrestricted reserves/total long-term debt (%)	110.2			
Long-term debt/capitalization (%)	26.4			
<b>Miscellaneous</b>				
Medicare advance payments (\$000s)*	7,314	7,436	N/A	MNR
Short-term borrowings (\$000s)*	0	0	0	MNR
CARES Act grants recognized (\$000s)	4,900	6,572	N/A	MNR
Total net special funding (\$000s)	0	1,440	660	MNR

\*Excluded from unrestricted reserves, long-term debt, and contingent liabilities. N/A--Not applicable. MNR--Median not reported.

### Credit Snapshot

- **Security:** Net revenue, as defined in the indenture, secure the series 2013A bonds.
- **Group Rating Methodology:** Core as the obligated group holds most assets and generates most of the revenue.
- **Credit Overview:** MHSC is a 99-licensed-bed (58 staffed beds) general acute-care facility located in Rock Springs, WY. MHSC is an 184,000 square foot facility with an additional 80,000 square foot medical office building (MOB) that houses the specialty physician base, dialysis center and oncology clinic. There is another MOB about one mile from the hospital that is 11,700 square feet and houses family medicine, internal medicine, and occupational medicine physicians.
- **Swaps:** None.

### Related Research

Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

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## MEMORANDUM

To: Board of Trustees  
From: Wm. Marty Kelsey  
Subject: Chair's Report...August Building and Grounds Committee Meeting  
Date: August 26, 2021

Regarding the Central Plant Expansion Project, concern was expressed that Harris Mechanical has not been paid what is owed them...about \$12,000. Discussion occurred about the possibility of KK Construction or any contractor placing a lien on the Hospital. Board attorney Geoff Phillips later opined that they cannot as MHSC is a governmental entity.

Regarding the HVAC/UVG projects...Jake is pleased with Grothouse's work, although he has concerns that they might not have the staffing to keep up with the schedule. Subsequent to their original CMAR contract, they have been awarded significantly more work. Supply chain issues are of concern. The penthouse should be completed by the end of September.

Regarding the S-1 Unit, the project is going well and this unit should be operational sometime in September.

Regarding the Medical Imaging Renovation Project...supply chain issues are of concern. When asked about the approaching cold weather, Jake indicated that he has few concerns about this situation, except that the potential exterior grade which is being costed out could be affected by cold, winter weather. Will and Jake seem to be on top of the project.

Regarding the Chemo Mixing Room Project...staff has indicated that this is a high priority project. Staff is reviewing the engineering and estimated construction costs.

Regarding Dr. Sulentich's Office Renovation Project...final approval has been given by the State of Wyoming and the project should be bid out soon. No work will be allowed to be done until it is certain all materials are on hand so as to ensure minimal disruption to Dr. Sulentich's medical practice.

Regarding the Bulk Oxygen Project...it is hopeful that this project can be completed before the very cold weather hits this fall/winter. The goal is to bid the project out soon. Western Engineers and Airgas are both involved in the design and engineering of the project.

Regarding the Building Automation System Project, the contractors are tied up with other projects; thus, no progress on this project.

Regarding the Main Sprinkler Line Project...Supplies have been ordered, but no work can be carried out by High Desert Construction until Wyoming DEQ grants approval.

Regarding the tabled projects...they are still on hold as other higher priorities need the attention of the Hospital.

Regarding the Generator Automatic Transfer Switch, John Kolb has played a key role in making some necessary repairs. It has been determined that there is likely an issue with electrical grounding. It has been recommended that MHSC bring in a firm with expertise in this area to determine what needs to be done to avoid future similar issues with a lightening strike.

More detail on these subjects can be found in the minutes of the Building and Grounds Committee meeting.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Building and Grounds Committee Meeting  
August 17, 2021

The Building and Grounds Committee met in regular session via Zoom on August 17, 2021, at 3:30 PM with Mr. Marty Kelsey presiding.

In Attendance:        Mr. Marty Kelsey, *Trustee - Chair*  
                              Mr. Ed Tardoni, *Trustee*  
                              Ms. Irene Richardson, *CEO*  
                              Ms. Tami Love, *CFO*  
                              Mr. Jim Horan, *Facilities Director*  
                              Mr. Gerry Johnston, *Facilities Supervisor*  
                              Mr. Jake Blevins, *ST&B Engineering*  
                              Mr. Will Wheatley, *PlanOne Architects*

Mr. Kelsey called the meeting to order.

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

Mr. Kelsey asked for a motion to approve the minutes from the July 20, 2021 meeting. Mr. Horan made a motion to approve the minutes. Mr. Tardoni seconded; motion passed.

### **Maintenance Metrics**

Mr. Horan said the maintenance metrics are remarkably consistent. He said there will be some overtime due to issues with construction. He expects July to come in on or under budget. Mr. Tardoni noted the consistency of the metrics and the seasonal fluctuations.

### **Old Business – Project Review**

#### Central Plant Expansion

Mr. Blevins has confirmation from Harris that they have not received their final payment from KK Mechanical. He has been unable to get a response as to why they were short paid. We had short paid BHI for reasons not concerning the work of Harris. The amount owed to Harris is about \$12,000. If not made whole, Harris could place a lien against the Hospital if they do not get a response from KK. It was decided Administration and Mr. Blevins would meet with the hospital legal team to decide next steps

#### HVAC/UVG Projects

Mr. Johnston reported on the progress of this project. The penthouse should be completed mid to late September. They are finishing up drywall, smoke detectors. Casework and flooring will be completed this week and next week. They are repairing a water leak in the cold-water pipe. Mr. Kelsey asked if everyone was still happy with Groathouse. Mr. Blevins said they are pleased with the work but has some worry about scheduling, the amount of work on their plate and ability to

staff up. Mr. Johnston added there has been some delays with deliveries due to nationwide supply chain issues. Mr. Kelsey asked they keep on the vendors to get answers about delayed equipment.

### S1 Unit

Mr. Blevins said they are constructing the new unit and the casing is in place. Mr. Johnston said it is about 75% complete and the unit should be up and running in the next week or two.

### Medical Imaging Renovation

Mr. Wheatley said there have been some equipment delays for the bathrooms and locker room. There was a meeting regarding the scheduling of the next two phases and how to move through those areas and not disrupt patient care. Mr. Kelsey commented we really do need to stay on the vendors to get answers. He also asked about the timing of the project and the upcoming cold weather. Mr. Blevins said the HVAC project is very close to the punch list phase and they will be able to close out. This portion of the project has the highest risk of being affected by winter weather. The possible exterior upgrade, which is still in the proposal costing phase, could be impacted by winter conditions. Mr. Wheatley said a very small area would be impacted in the Imaging areas as most renovation is internal to the building.

### Pharmacy Chemo Mixing Room

Mr. Horan said a group met internally and this project was given high priority. We have received the engineering and proposed costs of the project and are reviewing.

### Dr. Sulentic Office

Mr. Wheatley met with Dr. Sulentic and hospital staff. The scheduling of the project is vital and they will work with the contractor to coincide scheduling with delivery of all materials. The State granted final approval last week and they are ready to put out a bid. There is some concern on availability of materials for this project also. All materials will need to be on hand to start as no partial work will be allowed.

### Bulk Oxygen

Mr. Horan met with Western Engineers and Airgas and hope to have a comprehensive plan by next week. They are still hoping they can complete the project before winter. Most of the work is civil work and he hopes to get the project out to bid soon. He will bring the plans to the next meeting. One issue is the required turning radius for the oxygen delivery truck.

### Building Automation System

Mr. Kelsey asked if this was still on hold. Mr. Horan said Vaughn's is still unable to work with Harris as they are tied up with other projects. There is no definite start date at this time.

## Main Sprinkler Line

Mr. Johnston said Western Engineers sent additional information to the State DEQ this week. High Desert Construction has started ordering supplies but can't start on the project until formal approval from the State DEQ

## Tabled Projects

Mr. Horan said there are no new updates on the remaining tabled projects. Mr. Kelsey commented their hands are full and he appreciates the efforts and thanked everyone. Mr. Horan said healthcare projects are tough as it is a 24/7 operation and have to maintain full services. He thanked Mr. Kelsey for recognizing them.

## New Business

### Generator ATS

Mr. Kelsey said the Board has been kept updated on the generator automatic transfer switch event. Mr. Horan is thankful for Mr. Taylor Jones and Mr. John Kolb. Mr. Kolb was able to make most of the repairs to get back to normal operations. There are a few things left to repair but they do not affect the hospital ATS. The MOB life safety switch, which impacts egress lighting, door alarms and the Sleep Lab, is expected to get fixed this week. Facilities will remain on 24/7 standby until the switch is fixed. Mr. Tardoni added Mr. Kolb is very knowledgeable. Mr. Horan explained the hospital generator has three branches; equipment, critical and life safety. They believe the damage was from a lightening strike. There is surge protection on the utility side but everything that failed was on the generator side. Ms. Richardson had sent the needed parts list to Mr. Kolb who was able to get them. Mr. Kelsey said they are very fortunate Mr. Jones thought to reach out to Mr. Kolb.

Mr. Kelsey asked if there were any other topics to discuss. Ms. Richardson said the Space Committee met to talk about other projects. They discussed adding new money to the refinancing of the bonds to help with the projects but it was decided any new money would cut into the interest savings. There was also discussion on prioritizing projects for a potential SPT project next year.

The next meeting will be held September 21 at 3:30 p.m.

The meeting adjourned at 4:29 p.m.

*Submitted by Tami Love*

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
BUILDING & GROUNDS COMMITTEE AGENDA**

**Tuesday ~ August 17, 2021**

**3:30 p.m.**

**Zoom teleconference**

**Voting Board Committee Members:**

Marty Kelsey, Trustee - Chairman  
Ed Tardoni, Trustee

**Voting Staff Committee Members:**

Irene Richardson, CEO  
Tami Love, CFO  
Jim Horan, Director of Facilities

**Non-voting Members:**

Gerry Johnston, Facilities Supervisor  
Stevie Nosich, Safety Coordinator

**Guests:**

Jake Blevins – ST&B Engineering  
Will Wheatley – PlanOne Architects  
Jeff Smith - County Commissioner Liaison

- |   |  |
|---|--|
| <b>1. Call Meeting to Order</b>           | Marty Kelsey                                 |
| <b>2. Approve Agenda</b>                  | Marty Kelsey                                 |
| <b>3. Approve Minutes – July 20, 2021</b> | Marty Kelsey                                 |
| <b>4. Maintenance Metrics</b>             | Jim Horan                                    |
| a. Work orders                            |  |
| b. Department overtime                    |  |
| c. Budget variance                        |  |
| <b>5. Old Business</b>                    |  |
| a. Project Review                         |  |
| i. Central Plant expansion                | Jake Blevins/Gerry Johnston                  |
| ii. HVAC/UVG projects                     | Jake Blevins                                 |
| iii. Medical Imaging renovation           | Will Wheatley/Jake Blevins/Gerry<br>Johnston |
| iv. S1 Unit                               | Jake Blevins                                 |
| v. Chemo Mixing room                      | Jim Horan                                    |
| vi. Dr. Sulentich Office                  | Will Wheatley                                |

- vii. Bulk Oxygen Jim Horan
- viii. Building automation system Jim Horan
- ix. Main sprinkler line Jim Horan
- b. Tabled projects Jim Horan
  - i. Replacement roofing for power house
  - ii. OB Bathtubs to Showers
  - iii. Foundation Waldner House retaining wall

**6. New Business**

- a. Generator ATS event Jim Horan

**7. Next meeting schedule**

Marty Kelsey

- a. September 21, 2021 Zoom; 3:30P – 4:30P

**8. Adjournment**

Marty Kelsey

## 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: **AMBULANCE AGREEMENT WITH CASTLE ROCK**
2. Purpose of contract, including scope and description: **This is the same arrangement MHSC had with Sweetwater Medics for transport of patients when MHSC is responsible for the cost to transport from hospital to another facility such as Title 25 patients.**
3. Effective Date: **September 1, 2021**
4. Expiration Date: **August 31, 2024**
5. Termination provisions: **180 day written notice to terminate**  
Is this auto-renew? **No**
6. Monetary cost of the contract: **MHSC will pay Castle Rock \$18.00 per loaded mile for each transport.** Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Wyoming**
8. Any confidentiality provisions? **HIPAA provision**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

**AMBULANCE AGREEMENT BETWEEN MEMORIAL HOSPITAL OF SWEETWATER  
COUNTY  
AND CASTLE ROCK HOSPITAL DISTRICT**

THIS AGREEMENT is made September \_\_\_\_\_, 2021 by and between Memorial Hospital of Sweetwater County (hereinafter MHSC) and Castle Rock Hospital District (hereinafter Castle Rock). This Agreement shall be effective beginning September 1, 2021 and ending August 31, 2024. This beginning date is the Effective Date.

**Section One: Recitals**

WHEREAS, Memorial Hospital of Sweetwater County requires ambulance services for the purposes of transporting patients,

AND WHEREAS, Castle Rock is in the business of providing ambulance transportation services and possesses the necessary personnel and equipment to provide advanced life support services.

THEREFORE the Parties agree to enter into this ambulance transport services agreement.

**Section Two: Castle Rock Responsibilities**

1. Castle Rock shall respond to all requests for ambulance service for the purposes of transporting Hospital patients following hospitalization at MHSC when ambulance transport is deemed medically necessary by the discharging physician. Castle Rock shall coordinate with discharging planners and other discharging personnel to schedule appropriate transportation as deemed medically necessary. In the case of emergency transfers, Castle Rock shall classify the transport emergent and respond to the request as soon as possible. Weather, road conditions, patient acuity and all other safety measures shall be considered and discussed with the discharging physician to ensure crew and patient safety.
2. Should an emergent transport need to be delayed due to safety considerations or because patient acuity is determined non-emergent, the transport of the patient shall take place as soon as reasonable for patient and crew safety and patient needs.
3. Unless otherwise specifically requested by patient, Castle Rock shall be the ambulance provider to respond to all request for ambulance service for transporting MHSC patients requiring ambulance transportation from MHSC to another facility. In the event of a mass disaster or high call volumes, other ambulance services may respond as per mutual aid agreements between Castle Rock and other agencies.
4. Castle Rock shall reserve the right to bill the patient's insurance provider for transportation services when applicable.

5. Castle Rock shall comply with all HIPAA Guidelines, federal, state and local laws, rules and regulations governing the provision of ambulance services in accordance with this Agreement.

### **Section Three: MHSC Responsibilities**

1. MHSC staff shall request ambulance response from Castle Rock for all ambulance service requirements needed by patients of MHSC.

It is the responsibility of MHSC to transport the following patients:

a. Behavioral health patients requiring transport to a facility that delivers behavioral health services not available at MHSC.

b. Any other patients, as determined by MHSC administration, who require ambulance transportation and it has been determined that the financial responsibility for the ambulance transportation is the responsibility of MHSC.

2. Requests for ambulance transport services from MHSC will be initiated by CEO, CNO, AOC, House Supervisor or other MHSC staff given authority to request transport services.

### **Section Four: Payment Terms**

Whenever MHSC is the party that is financially responsible for the transportation costs of a patient, MHSC shall pay Castle Rock Eighteen Dollars (\$18.00) per loaded mile for each transport trip from MHSC to any other facility when such transport is not reimbursable under Medicare, Medicaid or other health insurance provider. This does not apply to self-pay patients as MHSC is not financially responsible for self-pay patients.

### **Section Five: Term of Agreement**

This Agreement shall be in effect September 1, 2021 and expire August 31, 2024.

Either party may terminate this Agreement with one hundred eighty (180) day written notice.

### **Section Six: General Terms**

1. Absence of Waiver. The failure of any of the parties to this Agreement to insist upon the performance of any of the terms and conditions of this Agreement or the waiver of any breach of any of the terms and conditions of this Agreement shall not be construed as having waived all terms and conditions, but the terms and conditions shall continue and remain in full force and effect as if no such forbearance or waiver had occurred.

2. This Agreement shall be governed by and construed in accordance with the laws of the State of Wyoming.
3. This Agreement shall constitute the entire agreement between the parties and any prior understanding or representation of any kind preceding the date of this Agreement shall not be binding on any party except to the extent incorporated into this Agreement.
4. Any modification of this Agreement or additional obligations assumed by either party in connection with this Agreement shall be binding only if evidenced in writing signed by each party or an authorized representative of each party.
5. The rights of each party under this Agreement are personal to that party and may not be assigned or transferred to any other person, firm, corporation or other entity without the prior, express written consent of the other party.
6. The partial invalidity of any portion of this Agreement will not and shall not be deemed to affect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid the parties agree that the remaining provisions shall be deemed to be in full force and effect as if they had been executed by both parties, subsequent to the expungement of the invalid provisions.

In witness whereof, each party to this Agreement has caused it to be executed in the county of Sweetwater, State of Wyoming on the date indicated below.

Memorial Hospital of Sweetwater County  
1200 College Drive  
Rock Springs WY, 82901

Castle Rock Hospital  
Green River WY 82935

\_\_\_\_\_  
Irene Richardson, CEO

\_\_\_\_\_  
Baillie Dockter CEO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## 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.

*Any contract equal to or greater than \$25,000.00* This excludes service agreements (regardless of the dollar amount) attached to Board approved capital equipment. The service agreements attached to this equipment can be signed and approved by the CEO and reported to the Board at the next Board meeting after approval.

1. Name of Contract: **CARDINAL FIFTH AMENDMENT TO PHARMACY AGREEMENT**
  
2. Purpose of contract, including scope and description: **Cardinal Health is going to perform a one-time Medication Safety assessment through the Pharmacy Department. The assessment will review and document key metrics with three areas of focus: Culture, Process/procedures, and Technology. Deliverables are outlined in the amendment.**
  
3. Effective Date: **1<sup>st</sup> day of the month following full execution.**
  
4. Expiration Date: **when assessment is completed**
  
5. Rights of renewal and termination: **not addressed in amendment-MSA controls.** Is this auto-renew? **No**
  
6. Monetary cost of the contract and is the cost included in the department budget? **\$20,000.00**
  
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA MSA controls**
  
8. Any confidentiality provisions? **No**
  
9. Indemnification clause present? **No**
  
10. Is this contract appropriate for other bids? **No**

11. In-house Counsel Reviewed:

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

## Contract Check List

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

*Any contract equal to or greater than \$25,000.00* This excludes service agreements (regardless of the dollar amount) attached to Board approved capital equipment. The service agreements attached to this equipment can be signed and approved by the CEO and reported to the Board at the next Board meeting after approval.

1. Name of Contract: **PolicyStat**
2. Purpose of contract, including scope and description: **PolicyStat is our policy data base. Three year contract expites October 31, 2021 now year to year. This is for annual renewal with rate increase.**
3. Effective Date: **November 1, 2021**
4. Expiration Date: **October 31, 2022**
5. Rights of renewal and termination: **Not addressed in renewal letter.** Is this auto-renew? **Yes in one year terms**
6. Monetary cost of the contract and is the cost included in the department budget? **Monthly cost went from \$401.00 month to \$421.00 Total Annual Cost \$5052.00**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **NA**
9. Indemnification clause present? **NA**
10. Is this contract appropriate for other bids? **No**
11. In-house Counsel Reviewed: **Yes**

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