

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

September 6, 2023

2:00 p.m.

Sweetwater County Commissioner Meeting Room – Green River, Wyoming

AGENDA

- I Call to Order Barbara Sowada  
A Roll Call  
Pledge of Allegiance  
Mission and Vision Andi Pendleton  
Discussion Item Irene Richardson, *Chief Executive Officer*
- II Agenda (For Action) Barbara Sowada
- III Minutes (For Action) Barbara Sowada
- IV Community Communication Barbara Sowada
- V Old Business Barbara Sowada
- A Employee Policies (*Remains under review/development, no request for action*)  
1 Employee Policy – Non-Discrimination and Anti-Harassment  
Board Policy – Temporary Senior Leadership Plan Filling Absences Vacancies  
Filling Senior Leader Absences Vacancies Identifying Developing  
Internal Senior Leaders (For Action) Barbara Sowada  
Board Policy – Executive Compensation Policy (For Discussion) Barbara Sowada  
D Health Equity Plan (For Action) Sara Jackson, *Director of Quality Accreditation, Patient Safety, & Risk*  
F2 Performance Improvement and Patient Safety PIPS Priorities (For Action) Sara Jackson
- VI New Business (Review and Questions/Comments) Barbara Sowada  
A Evaluation Principles Procedure, 1/21  
and Evaluation Policy, 3/22 (For Action) Barbara Sowada
- VII Chief Executive Officer Report Irene Richardson
- VIII Committee Reports  
A Quality Committee Andi Pendleton  
Human Resources Committee Andi Pendleton  
Finance & Audit Committee Martyelsey  
1 Capital Expenditure Requests (For Action)  
2 Information Technology Report  
3 Bad Debt (For Action)  
Finance & Audit Committee Meeting Information  
D Building Rounds Committee Martyelsey  
Foundation Board Rai Rood  
F Compliance Committee Andi Pendleton

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- [Governance Committee](#) Barbara Sowada
- Executive Oversight and Compensation Committee Barbara Sowada
- I□ Joint Conference Committee Barbara Sowada
- I□□ Contract Review Irene Richardson
- A□ Contracts Approved by □□□ since last board meeting *(For Your Information)*
- 1□ [Policies Lower UpToDate Provider Library](#)
- Board Education Barbara Sowada
- A□ Aeralon (formerly Iprotean) Quality Essentials Parts 1-3 *(For Discussion)*
- I□ Medical Staff Report Jerry Downs, Director of Medical Staff Services
- II□ Good of the Order Barbara Sowada
- III□ Executive Session □□ S□□1□□□□□5a□□□□ Barbara Sowada
- I□□ Action Following Executive Session Barbara Sowada
- A□ Request for Privileges *(For Action)*
- Adjourn Barbara Sowada



# Memorial Hospital

OF SWEETWATER COUNTY

## OUR MISSION

*Compassionate care for  
every life we touch.*

## OUR VISION

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

## OUR VALUES

*Be Kind*

*Be Respectful*

*Be Accountable*

*Work Collaboratively*

*Embrace Excellence*

## OUR STRATEGIES

*Patient Experience*

*Quality & Safety*

*Workplace Experience*

*Growth, Opportunity & Community*

*Financial Stewardship*

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

**August 2, 2023**

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

**CALL TO ORDER**

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

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

Officially present during the meeting: Ms. Rene Richardson, Chief Executive Officer, Mr. Brianne Crofts, Medical Staff President, and Mr. Geoff Phillips, Legal Counsel.

**Pledge of Allegiance**

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

**Our Mission and Vision**

Mr. elsey read aloud the mission and vision statements.

**Mission Moment**

Mr. Sowada said she attended the Patient and Family Advisory Council celebratory dinner. She thanked Ms. Richardson and everyone involved in hosting the event. Mr. Sowada said it was wonderful to hear about the amazing things happening at the Hospital over the past year. She said it was a wonderful opportunity to hear the two-way community from the community. Mr. Sowada said things at the Hospital have changed due to the insight shared from our patients and guests. Ms. Richardson said the group celebrated four years together. Mr. Sowada said it is a wonderful way to bring the voices of our patients into the Hospital. She said the Foundation and Board of Trustees are other good avenues to bring that input.

**AGENDA**

Mr. Sowada proposed four agenda changes: 1) Amend the Executive Compensation Policy, 2) Executive Session to begin at the start of the meeting instead of the end, 3) Health Equity Plan for review rather than for action, 4) Review of a document from the Board of County Commissioners. The motion to approve the amended agenda as outlined by Mr. Sowada was made by Mr. elsey, second by Ms. Pendleton. Motion carried.



## EXECUTIVE SESSION

The motion to go into executive session at 2:13 p.m. was made by Ms. Pendleton second by Mr. Rood. Motion carried.

## RECONVENE INTO REGULAR SESSION

The motion to leave executive session and return to regular session at 4:03 p.m. was made by Ms. Pendleton second by Mr. Elsey. Motion carried.

## ACTION FOLLOWING EXECUTIVE SESSION

### Approval of Privileges

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

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from July 11, 2023

1. Initial Appointment to Active Staff 2 year
  - Mr. Ahmad Ashirimoghaddam Hospitalist
  - Mr. Brian Moon Anesthesia
  - Mr. Claudia Buffanelli Otolaryngology Emergency Medicine of
  - Mr. Helen Palatinus Emergency Medicine of
2. Initial Appointment to Associate Staff 1 year
  - Mr. Ram Narayan Neurology
  - Mr. May Poundstone Hospitalist and Pediatrics
  - Mr. Kyle Hoffman General Surgery
3. Initial Appointment to Non-Physician Provider 1 year
  - Michal Banetti DNP Clinical Social Worker SCS
4. Reappointment to Active Staff 2 year
  - Mr. Benjamin Jensen Anesthesia
  - Mr. Philip Craven Emergency Medicine of
  - Mr. Brianne Crofts General Surgery
5. Reappointment to Consulting Staff 2 years
  - Mr. Raminder Virula Telemedicine of
  - Mr. Kristi Sothman Tele Radiology RC
  - Mr. Douglas Hughes Tele Radiology RC
6. New Business
  - Mr. John Liya Modification of Privileges
  - Mr. Augusto Amias Robotic Surgery Privileges

The motion to approve the contracts reviewed in executive session and authorize the CEO to sign was made by Ms. Pendleton second by Mr. Elsey. Motion carried.

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

## APPROVAL OF MINUTES

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

## COMMUNITY COMMUNICATION

There were no comments.

## OLD BUSINESS

### **Board Policy – Senior Leadership Plan: Filling CEO Absences & Vacancies; Filling Senior Leader Absences & Vacancies; Identifying & Developing Internal Senior Leaders**

Mr. Sowada thanked Mr. Elsey for his comments and said this is not a brand new policy but a revision so this is for review. Mr. Elsey said this goes back to 2017 when we last looked at it. He said the substance of the policy has not changed a lot although the title was changed substantially and the format was changed significantly. He said it is tough to compare with the redline strike through previous version because the format changed so much. Mr. Elsey suggested including the previous policy with this update for the next read. Mr. Phillips commented that it was good work and it is a much better policy.

### **Performance Improvement and Patient Safety (PIPS) Plan**

Mr. Sowada reminded everyone about the board doing their due diligence by fully reviewing the Plan during the approval process. She thanked staff for the thorough and comprehensive plan. The motion to approve the PIPS Plan as written was made by Mr. Elsey second by Ms. Pendleton. Motion carried.

### **Infection Control Plan and Annual Evaluation**

Mr. Sowada said this is part of the overall quality of the Hospital. The motion to approve the Plan and Evaluation as written was made by Ms. Pendleton second by Mr. Rood. Motion carried.

## NEW BUSINESS

### **Health Equity Plan**

Mr. Sowada said this is a new document and a new requirement. Ms. Kara Jackson, Director of Quality, Accreditation, Patient Safety, and Risk, said the Plan reviews our organization's efforts to address health equity. It identifies definitions and responsibilities, outlines how we will identify disparities in our healthcare population and then how we will address those things following identification. Ms. Jackson said the Plan outlines how we will monitor. She said we will keep staff and the board informed. We have a charter that outlines membership. Ms. Jackson said this work has been around in the quality area for several years. The Joint Commission came out with standards this year and CMS also came out with standards that will be required next year. Ms. Jackson said we are looking at all data and stratifying. She said that from that we can choose an

area and then develop a plan. Mr. Sowada asked about the value of the cost to implement. Ms. MacIsaac said we will whittle down the group size and have a core group moving forward. She said the diversity of the Committee is great and engagement is very good.

### **FY24 PIPS Priorities**

Ms. MacIsaac provided an overall review. She said we have requirements that we identify improvement projects. Our consultant recommended two to three projects. Ms. MacIsaac said we ask the Medical Staff, our staff, and leadership. We bring ideas back and use tools to identify the selections. The PIPS Committee reviews. Ms. MacIsaac said the projects selected are Financial Performance, Patient Experience, and Medical Reconciliation and Medication list updates. Mr. Sowada noted the board is being asked to approve the plan without specific goals. Mr. Mariquenden, Chief Clinical Officer, said there are some variables and we are not waiting to move forward on the work. She said we need to determine what is feasible. Mr. Elsey said he would like to see some tighter deadlines. Mr. Mariquenden said we will work on the plan and bring it back to the board for review.

### **September Board Meeting**

Mr. Sowada said the board has historically met in Green River annually. She reported the County Commissioners have offered us their meeting room for the September meeting. Mr. Crofts asked to be excused due to work requirements.

### **Credentials Committee**

Mr. Crofts reviewed the updated forms. The motion to approve the Non-Physician Provider Privilege Form Outpatient Medicine Meeting Documentation Form and Privilege Specific PPE Form as presented was made by Mr. Elsey, second by Mr. Rood. Motion carried.

### **Document from County Commissioners**

Mr. Sowada presented copies of a budget agreement document received immediately prior to the meeting from the County Commissioners. Ms. Richardson said Commissioner Slaughter told her that this is a new process of distributing funds and they would like the document signed by August 15. Mr. Phillips said he cannot recommend we sign the document as presented. He said there are some items for review with the County Attorney's office and our Commissioner Liaison. Mr. Phillips and Ms. Richardson will work on that and report back to the trustees.

## **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson provided an update on person-centered care initiatives. She and Ms. Kami Love, Chief Financial Officer, met with Mr. Rood to provide trustee orientation. Ms. Pendleton joined them for a tour of the Hospital. Ms. Richardson reported the internal critical access designation team continues work on the application process and we are in the final review for the state application. The Department of Rural Health will make a recommendation and then we will apply for licensure. Ms. Carolyn St. Charles with HealthTech is assisting us and will come onsite for a mock survey. She is also helping us design a swing bed program. Ms. Richardson

expressed appreciation to the Board of County Commissioners for the time on their agenda in July to provide more details for our annual report. She noted the common theme of the report with all department reports tying to our mission, vision, values, and strategic plan. Ms. Richardson announced we received an award for being the number one hospital in Wyoming for social responsibility by the Town Institute. Ms. Richardson said it was a nice recognition for the staff and physicians for their great work. She said we are preparing for our financial onsite audit by CliftonChapmanAllen next week. We are in the window of our Joint Commission survey. Ms. Richardson said we are planning an onsite visit by Pediatrician recruits in September and November. We are changing our annual picnic to a Fall Festival on October 1. The Wyoming Hospital Association annual meeting will be August 30 and 31 in Cheyenne. Ms. Richardson is attending the American Hospital Association regional meeting in Washington D.C. October 13. Ms. Richardson thanked Mr. John Liya and Mr. Dean Stachon for their service to our community over the years. She said we wish them the best in the future. Ms. Richardson gave a shout out to Ms. Pendleton for planning a wonderful county fair event. She said we are sponsoring the Friday night concert. Ms. Richardson congratulated Mr. Taylor Jones on becoming our new County Commissioner. She thanked him for his years of service. She thanked staff and physicians for the great work they are doing. She thanked the Board for all the work they are doing and all the support they give us. Mr. Elsey said it would be fitting to invite Mr. Jones to an upcoming meeting to recognize him.

## COMMITTEE REPORTS

### Quality Committee

Mr. Sowada noted MHSC was awarded three stars by CMS. She thanked everyone for their hard work. Mr. Quicken said we have a lot of good work going on and every department is engaged in improvement projects.

### Human Resources Committee

Ms. Pendleton noted turnover numbers have improved.

### Finance and Audit Committee

Mr. Elsey said Mr. Sowada has changed him with organizing the efforts to review and update all Committee Charters. He said we must review every three years and it is a requirement to not only review but approve. Mr. Elsey said the Finance and Audit Committee did not meet in July. He noted self-pay plan information is included in the meeting packet. He said he went back through information over the past 18 months and said this is the highest amount of bad debt in that timeframe maybe ever. Mr. Ron Cheese, Director of Patient Financial Services, said we have a large population of self-pay individuals who cannot or do not pay their bills. He said the largest group is people who have plans with high deductibles. They are falling back on the Hospital as bad debt. He is also seeing some impact from Medicare advantage plans. Mr. Elsey said he thinks we will see a number of tidal wave changes coming and it will have a big impact on us. Mr. Sowada said the world of healthcare is turbulent. The motion to approve the bad debt of \$1,681,078.10 as presented was made by Mr. Elsey, second by Ms. Pendleton. Motion carried. Mr. Sowada said she asked Ms. Love to provide a quick update on financials. Ms. Love said the auditors will be here next week. She reviewed preliminary numbers for June and said it was a high revenue month.

She said we have 101 average days of cash on hand. The average days in A/R is 54. Ms. Love said we see higher expenses in June and the largest items include group health contract labor drugs and supplies.

### **Building and Grounds**

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

### **Foundation**

Mr. Rood reminded everyone Casino Night is August 26.

### **Compliance Committee**

Mr. Sowada excused Ms. Pendleton from the meeting at 5:00 PM and Mr. Sowada reported on her behalf that the Committee information is in the meeting packet.

### **Governance Committee**

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

### **Executive Oversight and Compensation Committee**

Mr. Sowada said the Committee did not meet.

### **Joint Conference Committee**

Mr. Sowada said the Committee has not met.

## **CONTRACT REVIEW**

### **Consent Agenda**

The motion to approve the True North Statement of Work and IT Solutions – IT Verification Services documents as presented and authorize the CEO to sign was made by Mr. Elsey second by Mr. Rood. Motion carried.

## **BOARD EDUCATION**

The Trustees shared feedback on the Merlon Credentialing and Privileging education videos.

## **MEDICAL STAFF REPORT**

Mr. Crofts thanked the Board and the Foundation for providing the Mainline robot. She said she is often the skeptic but she has used it and it is amazing. She said it is “the coolest thing!” Dr. Crofts said she is excited about it and thinks it will benefit the patient. She said she knows the technology is expensive but it makes a difference. She said the General Medical Staff will meet in September.

Mr. Sowada thanked Mr. Crofts for sharing her enthusiasm and expressed appreciation to the staff in the OR. Mr. Sowada noted the Hospital has always been able to have contemporary equipment, foresight, planning ahead, and a good place to receive care. Ms. Richardson said we need to keep investing back into the Hospital. She said it is wonderful we could bring the root here.

### GOOD OF THE ORDER

In replacing the vacant trustee position, Mr. Sowada said the thought is the County Commissioners will take some time before appointing someone. The board discussed not filling the vacant Vice President position at the current time. Mr. Phillips said policies say the position must be filled within 60 days. Mr. Sowada said she will move to the Quality Committee and Mr. Rood will serve on the Finance and Audit Committee. Mr. Sowada the board will move back to doing a monthly review for the CEO.

### ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 5:33 p.m.

Mr. Barbara Sowada, President

Attest:

Ms. Andi Pendleton, Secretary

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

**August 14, 2023**

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special meeting via Zoom on August 14, 2023 at 8:00 a.m. with Mr. Barbara Sowada, President, presiding.

**CALL TO ORDER**

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

Officially present during the meeting: Ms. Rene Richardson, Chief Executive Officer, Mr. Geoff Phillips, Legal Counsel, Mr. Ross Slaughter, County Commissioner, and Mr. Taylor Jones, County Commissioner.

**2023 BUDGET AGREEMENT BETWEEN  
THE SWEETWATER COUNTY BOARD OF COUNTY COMMISSIONERS  
AND THE MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Ms. Richardson said Commissioner Slaughter approached us with an agreement about the way the County would pay the component units and they wanted it signed by their August 15 meeting. We looked at the agreement and feel we are a little bit different in the way we do things because we are governed by statute. We had several meetings to make sure we can still abide by the statute and do what the Commissioners want to do moving forward. Mr. Phillips drafted a Memorandum of Understanding (MOU) and it appears it will accomplish what we need to do regarding maintenance funds and Title 25 funds. It is an annual agreement and we will need to bring this forward each year. Mr. Phillips thanked Commissioners Slaughter and Jones for coming together with us and working toward a compromise. He expressed appreciation to Mr. Sowada for her leadership. Mr. Phillips said Ms. Richardson and Ms. Kami Love, Chief Financial Officer, were instrumental in putting this together. Commissioner Slaughter said this is not on the August 15 agenda. There was discussion of the MOU and a letter from Mr. Phillips. Commissioner Slaughter said he thinks the MOU addresses the issues we have been looking at and said he will review with Mr. John DeLeon with the County Attorney's office. It was noted if Title 25 costs are higher than planned, the Hospital could come to the Commissioners with an amendment, which is the same process we have been following. The motion to approve the 2023-2024 MOU as presented was made by Mr. Elsey, second by Ms. Pendleton. Motion carried.

**ADJOURNMENT**

There being no further business to discuss, the meeting was adjourned at 8:32 a.m.

\_\_\_\_\_

Mr. Barbara Sowada, President

Test:

\_\_\_\_\_

Ms. Andi Pendleton, Secretary

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

**August 25, 2023**

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special workshop meeting at Santa Fe Trail in Rock Springs Wyoming on August 25, 2023 at 8:00 a.m. with Mr. Marjara Sowada President presiding.

**CALL TO ORDER**

Mr. Sowada called the meeting to order. The following Trustees were present: Mr. Marty Belsey, Ms. Randi Pendleton, Mr. Craig Rood and Mr. Marjara Sowada.

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

**PERSONNEL MATTERS DISCUSSION**

The sole item on the agenda for the meeting was an executive session to discuss personnel matters considered confidential by law pursuant to W.S. 16-4-405(a)(i).

**ADJOURNMENT**

There being no further business to discuss the meeting was adjourned at 12:00 p.m.

\_\_\_\_\_

Mr. Marjara Sowada President

Witness:

\_\_\_\_\_

Ms. Randi Pendleton Secretary



## ORIENTATION MEMO

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Board Meeting Date: September 6, 2023

Topic for **Old** & New Business Items: Board Policy-- Senior Leadership Plan: Filling CEO Absences & Vacancies; Filling Senior Leader Absences & Vacancies; Identifying & Developing Leaders

Policy or Other Document:

☒ X \_\_\_\_\_ Revision  
\_\_\_\_\_ New

Brief Senior Leadership Comments: This is a revision of a 2017 policy. No major changes to the 2017 policy. The purpose of the policy is to provide the Board with *guidelines* for filling the CEO position in case of absences and vacancies. It also provides guidelines for the CEO for filling senior leadership positions and for developing new leaders. This is a TJC requirement.

Board Committee Action: The Governance Committee recommends approval.

Policy or Other Document:

\_\_\_\_\_ For Review Only  
☒ X \_\_\_\_\_ For Board Action

Legal Counsel Review:

NA \_\_\_\_\_ In House      Comments:  
NA \_\_\_\_\_ Board      Comments:

Senior Leadership Recommendation: In accord with the policy



Approved N/A  
Review Due N/A

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

## **BOT - Senior Leadership Plan: Filling CEO Absences & Vacancies; Filling Senior Leader Absences & Vacancies; Identifying & Developing Internal Senior Leaders**



### **Board of Trustees**

## **STATEMENT OF PURPOSE:**

It is important that the Hospital have in place guidelines and a process for filling a short or long term absence of the CEO or filling the vacancy when the CEO leaves the position permanently. This is also true for other senior leadership positions. This policy has two major purposes:

- (1) To help the Hospital prepare for CEO or other Senior Leadership absences and permanent departures by bringing order at a time of potential turmoil, confusion, and high stress;
- (2) Identifying and developing skills and talent by mentoring promising candidates employed by the Hospital with the potential to fill Senior Leadership positions on a temporary or permanent basis.

## **DEFINITIONS**

**Acting:** Substitutes during an absence of a Senior Leader

**Interim:** Fills the role of a Senior Leader when the Leader has departed and a permanent replacement has yet to be appointed

**Long Term Absence:** One that is expected to last three consecutive months or more

**Short Term Absence:** One that is expected to last more than one month, but less than three consecutive months

# TEXT:

## I. ABSENCES OR PERMANENT DEPARTURE OF THE CHIEF EXECUTIVE OFFICER (CEO)

### A. Absences (Long or Short Term)

1. In the event of an unplanned absence of the CEO, the Administrator on Call (AOC) shall immediately inform the Board President or designee of the absence. As soon as it is feasible, the Board President or designee shall convene a meeting of the Board of Trustees (Board) to affirm the procedures prescribed in this policy. The Board may make modifications as necessary. If possible, the Board shall consult with the CEO prior to appointing an Acting CEO.
2. In the event of a planned absence of the CEO, the Board shall meet to discuss the matter, consult with the CEO, and appoint an Acting CEO.
3. Normally, one of the following Senior Leaders will be appointed Acting CEO; however, the appointment shall be made at the discretion of the Board.
  - a. Chief Nursing Officer
  - b. Chief Financial Officer
  - c. Chief Clinical Officer
4. The decision about when the absent CEO returns to Hospital duties shall be determined by the Board President in conjunction with the absent CEO, and approved by the Board. They shall determine a mutually agreed-upon schedule and start date. A reduced work schedule for a short period of time may be allowed with the intention of returning to a full time commitment.

### B. Permanent Departure

1. Should the CEO leave Hospital employment for any reason, the Board shall meet as soon as feasible after becoming aware of the departure to discuss the departure, determine a transition plan, and the next steps to take. The Board may, over time, take any one or more of the following actions:
  - a. Appoint a permanent replacement
  - b. Appoint an interim CEO
  - c. Appoint a search committee
  - d. Retain a consultant to assist with recruiting, interviewing, and selecting a replacement

### C. Authority and Compensation of the Acting or Interim CEO; Appointment and Compensation of a Permanent CEO

1. The individual appointed as an Acting or Interim CEO shall have full authority for decision making and independent action as a permanent

**E. Communication Plan**

1. If prior communication has not occurred, immediately upon transferring the responsibilities to the Acting CEO, Interim CEO, or to the permanent replacement, the Board President shall notify Hospital employees, medical providers, Foundation Board members, key volunteers, and the CEO of the University of Utah Healthcare System of the delegation of authority. The

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## **B. Permanent Departure**

1. If the Senior Leader's departure is permanent, the CEO shall, upon consultation with the Executive Oversight & Compensation Committee, execute a transition plan. The transition plan could, over time, include any one or more of the following actions:
  - a. The appointment of a permanent Senior Leader
  - b. The appointment of an interim Senior Leader
  - c. The appointment of a search committee
  - d. The retention of a consultant to assist with recruiting, interviewing, and selecting a replacement

## **C. Authority and Compensation of the Acting or Interim Senior Leader; Appointment and Compensation of a Permanent Senior Leader**

1. The individual appointed as the Acting or Interim Senior Leader shall have full authority for decision making and independent action as the permanent Senior Leader.
2. The salary of the Acting or Interim Senior Leader shall be determined by the CEO in consultation with the Executive Oversight & Compensation Committee and approved by the Board.
3. The appointment and compensation of a permanent Senior Leader shall be made in accordance with prevailing Hospital policies.

## **D. Communications Plan**

1. The CEO shall communicate the leadership change with all necessary constituents.

# **III. IDENTIFYING AND DEVELOPING INTERNAL SKILLS & TALENT**

- A. Leadership plays an essential role in the success of the Hospital. Change in Senior Leadership positions is inevitable requiring advanced preparation and planning. One of the purposes of this policy is to help the Hospital prepare for Senior Leadership position absences and departures.
- B. To implement this objective, members of the Senior Leadership team should actively identify and mentor potential candidates through a deliberative interactive process to foster and develop the traits needed in a Senior Leader. Some of the key traits important in a great leader include:
  1. Vision...being a strategic thinker
  2. Courage...the ability to take reasonable risks to achieve worthwhile goals
  3. Integrity...the desire to be honest and to value ethical & moral principles
  4. Humility...the ability to contain one's ego and to acknowledge mistakes
  5. Focus...the ability to maintain a positive focus at work and in life
  6. The desire to continually improve
  7. The ability to understand that leaders are only as strong as their team and

team members

8. Interest in leading by example
  9. The ability to effectively motivate others
  10. Capacity to work at a high energy level
  11. Ability to endure challenging times without undue discouragement
  12. Ability to embrace change
  13. Ability to remain calm, cool and resilient in the face of conflict and criticism
- C. Senior Leadership should work together, in a coordinated way, to proactively seek out individuals employed by the Hospital with great leadership potential and provide appropriate and meaningful leadership training opportunities for them throughout the year.

## Formerly: Hospital Policy - Succession/Talent management Plan - Senior Leadership Plan

### Board of Trustees Approval:

Approval Signatures

Step Description

Approver

Date





## Succession/ Talent Management Plan - Senior Leadership Plan

### STATEMENT OF PURPOSE

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

### TEXT

#### I. TEMPORARY ABSENCE

##### A. Temporary, Unplanned Absence: Short-Term

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

##### B. Temporary, Unplanned Absence: Long-Term

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

## II. INTERIM POSITIONS

### A. Interim Position Assignment

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

Position:

Interim:

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

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

### B. Talent Management and Mentoring

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



- i. Calm, cool and resilient in the face of conflict and criticism
- j. Institution builder. Prioritizes greater good and longer-term health of the organization.

**C. Authority and Compensation of the Interim CEO**

- 1. The following provisions relate specifically to the CEO position. The person appointed as Interim CEO shall have the full authority for decision making and independent action as the regular CEO.
- 2. The salary of the Interim CEO will be determined by the Board.

**D. Authority and Compensation of the Interim Senior Leader**

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

**E. Board Oversight**

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

**F. Communications Plan**

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

**G. Completion of Short-Term Absenc**

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

**III. PERMANENT ABSENCE**

**A. Permanent Departure or Planned Retirement: CEO**

- 1. If the CEO's departure is permanent or the result of a planned retirement, the Board of Directors will appoint a Search Committee within 30 days.

2. The committee will execute a transition plan to identify and hire a replacement.
3. The Board may hire a consultant to assist in the search process. Consideration will include discussions with potential internal candidates to determine their interest in the position.

**B. Permanent Departure or Planned Retirement: Senior Leader**

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

**REFERENCES**

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

Date of Origin: March 2015

Date of Last Review: March 2015

**Approval Signatures**

**Step Description**

**Approver**

**Date**

Gerard Klein: Chief Executive Officer

01/2017

## ORIENTATION MEMO

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Board Meeting Date: September 6<sup>th</sup>, 2023

Topic for Old & New Business Items: Health Equity Plan

Policy or Other Document:

<input type="checkbox"/>	Revision
<input checked="" type="checkbox"/>	New

**Brief Senior Leadership Comments:** The Health Equity Plan has been developed to outline the organizations' plan for addressing healthcare disparities and to ensure we remain compliant with CMS and TJC Standards. Kari Quickenden, CCO

**Board Committee Action:**  
Approved by Quality Committee of the Board

Policy or Other Document:

<input type="checkbox"/>	For Review Only
<input checked="" type="checkbox"/>	For Board Action

Legal Counsel Review:

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

**Senior Leadership Recommendation:**  
Recommendation for approval. Irene Richardson, CEO and Kari Quickenden, CCO



Approved N/A  
Review Due N/A

Document General -  
Area Housewide  
Reg. TJC NPSG  
Standards 16.01.01

## Health Equity Plan

### STATEMENT OF PURPOSE

Consistent with MHSC's mission, vision, and values this plan establishes the parameters of the Hospital's efforts to promote health care equity by addressing disparities in health care. This plan addresses guidelines for identifying, analyzing, addressing, and monitoring disparities in health care among the patient populations served by the Hospital; to minimize inequities; and to increase quality and safety in an equitable fashion for all patients.

### Definitions

- I. Health care disparities – Preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health that are experienced by socially disadvantaged populations.
- II. Health equity – A state in which every person can achieve their full health potential, and in which no person is prevented from achieving this potential because of socially-determined circumstances.
- III. Health-related social needs (HRSNs) – Health-harming conditions often identified as root causes of disparities in health outcomes.

### Responsibilities and Reporting Structure

**Leadership is responsible for the following:**

- I. Establishing the processes by which the Hospital addresses health care disparities
- II. Naming a health care equity leader(s) to lead the Hospital's health care equity initiatives
- III. Maintaining and implementing this plan and its associated policies and procedures

The Health Equity Team is chaired by the Chief Clinical Officer and Director of Quality. Please see attached Health Equity Charter for membership and further details.

The health care equity team does the following:

- I. Plans, organizes, and leads all activities related to the Hospital's health care equity initiatives, including but not limited to the following:
  - A. Assessing patients' health-related social needs (HRSNs)
  - B. Identifying health care disparities in its patient population
  - C. Responding to identified health care disparities through written action plans
- II. Monitors performance related to health care equity action plans and responding when goal(s) are not met or sustained
- III. Identifies internal and external stakeholders to serve as resources and partners in the health care equity program and its activities, including but not limited to the following:
  - A. Hospital leaders, managers, and staff members
  - B. Relevant community organizations
  - C. Relevant government agencies
- IV. Communicates with internal and external partners and stakeholders about the health care equity program and its activities and progress in reducing identified health care disparities, as appropriate.

## Objectives

- I. To establish and refine processes for the following:
  - A. Collecting information about patients' HRSNs
  - B. Providing patients with information about internal and external resources and support services that address their HRSNs
  - C. Identifying health care disparities in the Hospital's patient population
  - D. Development of not less than one written action plan to address identified health care disparities
- II. To describe processes and expectations for orientation and education, performance monitoring, and annual evaluation of this plan and its related policies and procedures.

## Processes

- I. Collecting Patient HRSNs Information
  - A. To identify health care disparities with the goal of reducing or eliminating those disparities, the Hospital must identify who its patients are, what HRSNs they have, and what obstacles they face in accessing care. This is accomplished by collecting information about their HRSNs. This process is ongoing, as relevant factors change frequently in response to social, economic, environmental, organizational, and individual changes. The goal is to connect patients with existing services and inform the Hospital's health care equity initiatives.
  - B. The health care equity team performs the following activities:



1. Determines the HRSNs for which patient information will be collected. These might include but are not limited to the following:
  - a. Access to transportation
  - b. Difficulty paying for prescriptions or medical bills
  - c. Education and literacy
  - d. Food insecurity
  - e. Housing insecurity
  - f. Access to child care
2. Determines whether the HRSNs will be collected for all the Hospital's patients or for a representative sample of the Hospital's patients.
3. Creates standardized forms (paper, electronic, or a combination of the two) for collecting identified HRSNs information.
4. Establish and standardize training and competencies for collection of HRSNs information for staff who participate in patient admission and/or assessment
5. Seeks input and feedback on quality of HRSNs information collection processes from staff members, patients, community partners, and other stakeholders.
6. Considers this input and feedback when evaluating the relevance and effectiveness of HRSNs information collection processes.

## II. Connecting Patients with Services and Support

### A. The Hospital provides patients with information about relevant services and support programs that are available to address their identified HRSNs.

1. The health care equity team performs the following activities:
  - a. Identifies existing internal programs and services that are available to help address patients' HRSNs.
  - b. Identifies existing partnerships with community-based organizations, programs, and government agencies that are available to help address identified HRSNs.
  - c. Maintains a list of identified programs and services, including current contact information and other relevant details, as applicable (MHSC Resource Book)
  - d. Reviews the list periodically and updates it when necessary to reflect changes and ensure its accuracy.
  - e. Ensures that all relevant staff members have access to the list and are educated and trained on connecting patients with available services or programs, when necessary, based on their assessed HRSNs.

- i. The [MHSC Resource Book](#) is located on PolicyStat.

### III. Identifying and Addressing Disparities

- A. Collected patient demographic data should be used in conjunction with the organization's quality and safety data to identify health care disparities among the various populations the Hospital serves. To identify health care disparities and understand which processes and outcomes vary in the populations served, the Hospital should compare the quality and safety metrics for various demographic groups. The Hospital may focus on areas with known disparities, as identified in evidence-based literature, or it may select measures that affect all its patients. Once disparities are identified, the Hospital should determine which ones to address and create not less than one written action plan to do so.
- B. The health care equity team performs the following activities:
  - 1. Determines the demographic characteristics to be used during analysis of HRSNs information. These characteristics may include but are not limited to the following:
    - a. Age
    - b. Race and ethnicity
    - c. Preferred language
  - C. Compares quality and safety data, including health outcomes when appropriate, for various demographic categories
  - D. Identifies disparities in quality, safety, and/or health outcomes among the identified demographic groups
  - E. Determines which disparities to address with a written action plan(s)
  - F. Develops not less than one written action plan that describes how the Hospital will address at least one identified disparity.
- G. Performs evaluation activities related to the action plan(s), as described in the action plan(s). These include but are not limited to the following:
  - 1. Collecting and analyzing relevant data
  - 2. Evaluating the effectiveness of the action(s) in reducing the identified disparity
  - 3. Determining whether additional or different action(s) are necessary to address the identified disparity
  - 4. Revising the action plan(s) as necessary
    - a. Reports on outcomes of action plan(s) to relevant stakeholders, including but not limited to the following:
      - i. Hospital leadership
      - ii. Hospital representatives for safety, performance improvement, community relations, and other groups
  - 5. Reports at least annually on the Hospital's progress to reduce health care disparities to key stakeholders, including but not limited to the following:

- a. Leadership
- b. Licensed practitioners
- c. Staff members

#### IV. Orientation and Education

- A. The Health Equity team is tasked with developing new staff member orientation and job specific training, along with annual education relative to cultural sensitivity and health equity. The information provided will vary depending on the individual's job duties and responsibilities.

#### V. Performance Monitoring

- A. The health care equity team oversees development of appropriate performance monitors for the Hospital's health care equity initiatives. The committee collects and documents data for the identified performance monitors and reports to leadership and, as appropriate, leaders of identified community partners and stakeholders.

#### VI. Annual Evaluation

- A. The health care equity leader(s) evaluates the Hospital's health care equity initiatives and this plan, including efficacy, continued relevance, and potential areas for improvement. This evaluation process occurs at the following times:
  - 1. At least annually
  - 2. When there are changes to the Hospital, its services, or its policies and procedures that could impact equitable provision of care
  - 3. When there are changes to the community or patient population that could impact equitable provision of care
- B. The results of this evaluation are reported to Hospital leadership, Board of Trustees, and other relevant stakeholders, as applicable

## REFERENCES

The Joint Commission. (2023, Jan). *Plan for improving health care equity*. PolicySource hospital and critical access hospital. [PolicySource: P&Ps for Compliance with Joint Commission Requirements | Joint Commission Resources \(jcrinc.com\)](https://www.jcrinc.com/policy/P&Ps-for-Compliance-with-Joint-Commission-Requirements)

## Reviewed and Approved:

Health Equity Team: March 28th, 2023

Medical Executive Committee: June 27th, 2023

Quality Committee of the Board: July 19th, 2023

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## Attachments



Approval Signatures

Step Description	Approver	Date
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DRAFT

## ORIENTATION MEMO

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Board Meeting Date: September 6<sup>th</sup>, 2023

Topic for Old & New Business Items: FY 2024 PIPS Priorities

Policy or Other Document:

<input type="checkbox"/>	Revision
<input checked="" type="checkbox"/>	New

**Brief Senior Leadership Comments:** Utilized the PI Project Decision Checklist to prioritize and select FY 2024 PI projects. The scope of the medication project was narrowed to medication history updates for ED and outpatient clinics. Medication History timelines and target goals updated on document. Created additional project under Patient Experience and extended timeline for development of Patient Experience strategic plan. Team utilized resources and tools available from Press Ganey to set target and stretch goals. From 2021 to 2022, the top 10% of hospitals who use Press Ganey saw an average improvement of 2.45 percentage points. Approved by PIPS Committee and MEC. Irene Richardson, CEO and Kari Quickenden, CCO

**Board Committee Action:**  
Approved by Quality Committee of the Board

Policy or Other Document:

<input type="checkbox"/>	For Review Only
<input checked="" type="checkbox"/>	For Board Action

Legal Counsel Review:

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

**Senior Leadership Recommendation:**  
Recommendation for approval. Irene Richardson, CEO and Kari Quickenden, CCO

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
**Fiscal Year 2024**

**I. FY 2024 Priorities**

2024 Priorities	Measurement/ Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective
<b>Financial Performance</b>  <u>Responsibility</u> Chief Financial Officer  <u>Oversight Committee</u> Finance and Audit Reporting Frequency: Monthly  <u>Financial Performance Team Members</u> - All Leadership	<u>Outcome Metric:</u> Operating margin  <u>Process Metrics:</u> Revenue Cycle KPIs  Monthly Variance Reviews  Monitor Productivity and Staffing	FY 2023  -5.5% operating margin	Benchmark: 0.10% operating margin  Target Goal: 0.03% operating margin	<u>AIM Statement</u> By June 30 <sup>th</sup> , 2024, MHSC will implement measures to improve Financial Performance to achieve a 0.03% operating margin (per the approved FY 2024 budget).
<b>Patient Experience #1</b>  <u>Responsibility</u> - All staff  <u>Oversight Committee</u> PIPS Committee Reporting Frequency: Quarterly  *Current improvement projects continue  <u>Patient Experience Team Members</u> Senior Leadership Patient Experience Coordinator Quality Analyst Director of Quality Additional members to be determined.	<u>Outcome Metric:</u> Degree All Staff Showed Compassion  <u>Process Metric:</u> Services Standards, Values & Associated Behavior Focused Initiatives Quarterly  Sharing the Data via Visual Management Boards  Formal Recognition & Celebrate Successes & Wins	Inpatient HCAHPS OB, MedSurg, ICU  Top Box Answer of "Very Good"  FY 2021 276 surveys 65.22% 19 <sup>th</sup> percentile  FY 2022 259 surveys 65.25% 21 <sup>st</sup> percentile  FY 2023 256 surveys 67.97% 36 <sup>th</sup> percentile	Target Goal: 71%  Stretch Goal: 76%  *Change across PG organizations utilizing this question increased by 0.84% on average when comparing FY 2021 to FY 2022	<u>AIM Statement</u> By June 30 <sup>th</sup> , 2024, MHSC will demonstrate continual improvement in degree all staff showed compassion each fiscal quarter toward the target goal with the last fiscal quarter exceeding the target goal to improve patient experience at MHSC.

A Quality and Patient Safety Work Product: Privileged and Confidential

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
**Fiscal Year 2024**

2024 Priorities	Measurement/ Metric	Baseline	Benchmark/ Goals	AIM Statement & SMART Objective
<b>Patient Experience #2</b>  <u>Responsibility</u> Senior Leadership Patient Experience Coordinator  <u>Oversight Committee</u> PIPS Committee Reporting Frequency: Quarterly  *Current improvement projects continue  <u>Patient Experience Team Members</u> Stated above. Additional members to be determined.	Met/Not Met	N/A	N/A	<u>AIM Statement</u> By June 30 <sup>th</sup> , 2024, MHSC will design a three-year patient experience strategic plan to improve patient experience at MHSC.
<b>Medication History –</b> A list of a patient's medications, both prescribed and over the counter, that helps to identify potential drug interactions or adverse effects.  Improve medication history in emergency department and outpatient clinics.  <u>Responsibility</u> Director of Pharmacy  <u>Oversight Committee</u> PIPS Committee Reporting Frequency: Monthly  <u>Medication Lists Work Group</u> - Chief Nursing Officer - Chief Clinical Officer - Director of Pharmacy	% visits with Medication History Completed	DA2 Medication History – July 2022 to June 2023  <b>ED</b> <u>Med Hx %</u> 47%  <b>Clinics</b> <u>Med Hx %</u> 31%	Med Hx% Target Goal: 75% Stretch Goal: 90%	<u>AIM Statement</u> By January 31 <sup>st</sup> , 2024, the medication safety workgroup will implement measures to improve the medication history documentation and demonstrate continual improvement each month, with the last three months exceeding the 75% target goal.

**Memorial Hospital of Sweetwater County**  
**Performance Improvement and Patient Safety Priorities**  
***Fiscal Year 2024***

<b>2024 Priorities</b>	<b>Measurement/ Metric</b>	<b>Baseline</b>	<b>Benchmark/ Goals</b>	<b>AIM Statement &amp; SMART Objective</b>
<ul style="list-style-type: none"> <li>- Director of Emergency Department</li> <li>- Clinical Coordinator for Emergency Department</li> <li>- Director of Dialysis</li> <li>- Directors of Oncology</li> <li>- Director of Education</li> <li>- Director of Medical Office Building</li> <li>- Clinical Coordinator for Medical Office Building</li> <li>- Practice Coordinator</li> <li>- Cerner SMEs and Super Users (frontline staff)</li> <li>- Informatics</li> <li>- Physician Champion</li> </ul>				

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

## ORIENTATION MEMO

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Board Meeting Date: September 6, 2023

Topic for Old & **New Business** Items: CEO Evaluation Principles & Procedure, 8/21 and  
CEO Evaluation Policy, 3/22.

Policy or Other Document:

☐ NA ☐ Revision

☐ NA ☐ New

Both policies for discussion have been approved by Board. See Comments

Brief Senior Leadership Comments: NA

Board Committee Action: The Governance Committee discovered two policies in Policystat regarding the policy and procedures for CEO evaluation. The *CEO Evaluation Policy*, approved 3/22, reflects the current procedure. The Committee assumes that the policy dated 3/22 supersedes the policy dated 8/21. Both policies are brought forward with the recommendation that 8/21 policy be retired and be archived.

Policy or Other Document:

☐ For Review Only

☒ For Board Action

Legal Counsel Review:

☐ NA ☐ In House      Comments:

☐ NA ☐ Board      Comments:

Senior Leadership Recommendation: CEO is member of Governance Committee and is in accord with the recommendation.



Approved 07/2021  
Review Due 07/2024

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

## BOT - CEO Evaluation Principles and Procedure



### Board of Trustees

## STATEMENT OF PURPOSE

Board of Trustees' (Board) evaluation of the Chief Executive Officer (CEO) of Memorial Hospital of Sweetwater County (Hospital) is important to the effective alignment between the Board and CEO as related to performance expectations and feedback regarding progress related to the mission and vision of the Hospital, as well as its strategic initiatives.

## PRINCIPLES

An important duty of the Board is the development of a documented, well-designed, on-going process for providing feedback to the CEO and measuring progress and achievement. These principles guide a process that enhances the communication between the Board and the CEO.

For effective communication, the Board shall conduct the annual evaluation based on the following principles:

- At least quarterly review to establish transparency regarding performance expectations so that neither party is surprised during the formal, annual evaluation.
- May, at the monthly Board meeting, review and assess the CEO's performance expectations, modify strategy as needed, and learn from each other regarding conditions effecting the Hospital.
- The formal, annual evaluation shall include an assessment of the CEO's performance consistent with the CEO's job description and annual performance goals.
- Evaluation criteria shall be realistic, measurable and consistent with the Hospital's mission,



vision, and strategic initiatives.

- Communication between the CEO and the Board shall be a continuous, two-way process. This allows for reviewing expectations, modifying strategy as needed, learning from each other, and avoiding misunderstandings.

## PROCEDURE

The Executive Compensation & Oversight Committee (Committee) is responsible for the following activities:

- I. At the beginning of the evaluation cycle, develop, with input from the full Board and the CEO, clear and comprehensive annual performance expectations that are related to the Hospital's mission, vision, and its strategic plan in these five (5) areas: Quality & Safety; Community & Growth; Workplace Experience, Financial Stewardship; and Patient Experience.
  - A. For each of these five areas, specific, written annual performance goals shall be established and approved by the Board.
- II. Meets at least quarterly with the CEO to review progress toward meeting the Hospital's strategic and tactical priorities and goals, as well as to review responses to any unplanned change.
- III. Annually, evaluates the performance of the CEO using performance expectations and specific goals that were mutually agreed upon, established at the beginning of the evaluation cycle, and written.
  - A. Prior to the annual evaluation, the Committee shall review the assessment form and modify as needed to fit the Hospital's current needs.
  - B. To initiate the annual process, the Committee chair asks the CEO to complete the assessment form, including a summary of achievements relative to the goals defined at the beginning of the evaluation cycle and other accountabilities.
  - C. Board members are given the CEO's self-assessment, summary of achievement, the assessment form, and submission deadline.
  - D. Prior to the meeting with the CEO, the Summary Report is compiled by the Committee. It is reviewed and approved by the full Board. Part of the approval process includes decisions regarding what to emphasize in the Committee's annual evaluation discussion with the CEO.
  - E. The Committee, chaired by the President of the Board, meets personally with the CEO to discuss the evaluation results. This meeting shall provide performance improvement feedback to the CEO, and stimulate a productive, two-way dialogue with the CEO that includes his/her responses to the evaluation, his/her commitment to management improvement(s), as well as guidance expectations the CEO has regarding the Board. This document shall be signed by both the CEO and the Board president.
  - F. If a salary increase is communicated in the same meeting, care should be taken to spend appropriate time providing feedback and not let compensation become the principal focus of the conversation.
  - G. The cycle begins again with new expectations and goals.

- IV. Adjustments in compensation shall be based on an independent, fair market value assessment and in conjunction with the goals and objectives established as part of the annual planning process.

## References

**AHA Sample CEO Performance Appraisal - Trustees** <https://trustees.aha.org/sites/default/files/>;

**Evaluating the Performance of the Hospital or Health ...** <https://www.ache.org/.../evaluating-ceo-performance>; The Governance Institute. Elements of Governance. Performance Evaluation in the New Health Care Industry, 3<sup>rd</sup> ed. May 2016.

## Approvals:

**Governance Committee 6/16/21**

**Board of Trustees 8/4/21 (Pres. Jones, Sec.Kelsey)**

## Approval Signatures

Step Description	Approver	Date
Board of Trustees - Board President	Taylor Jones: Board Trustee	07/2021
	Irene Richardson: CEO	06/2021
In-house Legal	Suzan Campbell: General Legal Counsel	06/2021



Status **Active** PolicyStat ID **11315741**



Approved 10/2022  
Review Due 10/2025

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

## BOT - CEO Evaluation Policy



### Board of Trustees

## STATEMENT OF PURPOSE:

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

## TEXT:

### I. Policy:

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

### C. Procedure:

1. The CEO shall be evaluated annually, at the last meeting of Hospital's

fiscal year. The evaluation shall be based on criteria annually established by the Board and the CEO.

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

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

**Board of Trustees Approval: 3/2/22 (Pres. Jones, Sec. Kelsey)**

## Approval Signatures

Step Description	Approver	Date
Board of Trustees - Board President	Taylor Jones: Board Trustee	10/2022
	Irene Richardson: CEO	10/2022
In-house Legal	Suzan Campbell: General Legal Counsel	03/2022

COPY

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Human Resources Committee Meeting Minutes - Draft**  
**Monday – August 21, 2023**

*Zoom*

Trustee Members Present by Zoom: Kandi Pendleton, Craig Rood, Barbara Sowada

Voting Members Present by Zoom: Amber Fisk, Irene Richardson

Non-Voting Members & Guests Present by Zoom: Amy Lucy, Shawn Bazzanella, Ruthann Wolfe, Eddie Boggs, Cindy Nelson

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

**APPROVAL OF AGENDA**

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

**APPROVAL OF MINUTES**

The motion to approve the July minutes was made by Amber, second by Kandi. Motion carried.

**ROUTINE REPORTS**

**Turnover**

Amber said the two top reasons listed for turnover are resignation and job abandonment. She said the rate is 17% which is pretty astounding with our typical rate being 20-23%. The national rate according to Becker's is 26%. Amber said we did a wage analysis for EVS and did increase their ranges in July. We are working on updating the job opening information online and trying to make it easier to apply. Amber said we complete an annual benefit summary and our benefits are very rich so we try to highlight that in the hiring process.

**Open Positions**

Amy reported we have 56 open positions: 26 full-time, 5 part-time, 5 PRN. She said we have 15 FT RN openings. Amber said our fully staffed number hovers around 600 FTE's. The Committee discussed how we cover open positions. Craig asked if we have a report that shows how long a position has been open. Amy said we do and she will include that information in next month's meeting packet. Kandi said it may be worth spending time on review of that information at the next meeting.

**Contract Staffing**

Kandi asked for a chart for the next meeting covering January – September for a look at how we have trended down with contract staff.

**Employee Injury & Illness Reporting**

Amber said she will bring the information to the September meeting.

**Old Business**

None.



### **New Business**

None.

### **Next Meeting**

The next meeting is scheduled for Monday, September 18 at 3:00 p.m.

Kandi asked if the packet could come out sooner if possible. Amber said she would make that happen.

The meeting adjourned at 3:31 p.m.

DRAFT



## Capital Request Summary

Capital Request #

FY24-7

Name of Capital Request:

UPS FOR IT EQUIPMENT

Requestor/Department:

JIM HORAN/FACILITIES

Sole Source Purchase: Yes or (No)

Reason:

☐ 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.	VERTIVE	SALT LAKE CITY, UT	\$75,282.05
2.	EATON/PALERMO	BEACHWOOD, OH	\$100,410.00
3.			

Recommendation:

VERTIVE - \$75,282.05



<b># Assigned: FY 24</b>	
<b>Capital Request</b>	
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> 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>Department:</b> Facilities	<b>Submitted by:</b> Jim Horan
<b>Date:</b> 7/12/2023	
<b>Provide a detailed description of the capital expenditure requested:</b> Replacement UPS for IT equipment	
<b>Preferred Vendor:</b> DVL (Veritiv)	
<b>Total estimated cost of project</b> (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$ 75,282.05
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b> \$ 75,282.05	
<b>Does the requested item:</b>	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space?	Explain:
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Attach to a new service?	Explain:
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Require physical plan modifications?	Electrical
If yes, list to the right:	HVAC
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety
	Plumbing
	Infrastructure (I/S cabling, software, etc.)
	\$ Included in cost listed above
	\$
	\$ Included in cost listed above
	\$
	\$ Included in cost listed above
<b>Annualized impact on operations (if applicable):</b>	
<b>Increases/Decreases</b>	
<b>Projected Annual Procedures (NEW not existing)</b>	
Revenue per procedure	\$
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>Budgeted Item:</b>	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
# of bids obtained? 2	
<input type="checkbox"/> Copies and/or Summary attached.	
<b>If no other bids obtained, reason:</b>	
I am working to get a second bid from another provider ("Eaton").	
<b>Review and Approvals</b>	
<b>Submitted by:</b>	<b>Verified enough Capital to purchase</b>
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

#### OTHER CONSIDERATIONS

This request is to replace a central uninterruptible power supply (UPS). This is a large (80KVA) UPS with battery capability to sustain our IT computer room for up to 1-hour. It also eliminates troubling and expensive electrical outages and surges that can wreak havoc to our essential computer-based systems.

Existing UPS is no longer supported. It is imperative that this UPS system functions properly and reliably. Therefore, this request is to assure we have dependable power for supporting IT systems.

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

\_\_\_\_\_  
Date





4027 South Main  
Salt Lake City, UT 84107  
FAX: 801-262-7612  
PH: 801-262-7610

COMPANY:	Sweetwater Memorial Hospital	PROPOSAL #:	CPQ-511967-1 Rev 0
ATTN:		PAGES:	16
FAX:		DATE:	June 20, 2023
FROM:	ROBERT HARBIN		
PROJECT:	80kVa UPS Replacement		

We are pleased to provide our quotation for the following Vertiv UPS systems for your consideration on this project.

### Vertiv (Liebert) UPS Systems

#### (Qty 1) Liebert eXM Model UPS – 80kVa / 80kW UPS

- Input: 480v, 3W+G
- Output: 120/208v, 4W+G
- UPS is upgradeable to 80kW N+1 Inherent built-in redundancy
- (Qty 1) VRLA Battery Cabinet
  - 13 minutes at 80kW
- External Maintenance Bypass cabinet sidecar with Input Isolation Transformer
  - 480 to 120/208v Input Transformer
  - 3 Breaker design with Kirk Key Interlocks
- SNMP Communications Card
- Seismic Brackets
- Services
  - Start-Up
    - 7x24 Services
  - Warranty
    - UPS
      - Standard 1 Year Warranty from date of start-up
    - VRLA Battery
      - Standard 3 Year Warranty from date of start-up

Price (Taxes NOT included).....	\$ 75,282.05
Freight <i>Estimate</i> (subject to change) .....	\$ TBD

Robert Harbin  
DVL Group  
Systems Sales Manager  
(801) 317-7466

Authorized Manufacturer's Representative Vertiv and Starline

**Liebert EXM Single Module UPS System each consisting of the following: One (1) 100kVA Nameplate Liebert EXM UPS, model 47SA100HAC00ZCX, with the following features:**

- System Input Voltage of 480V, 60Hz, 3 Phase, 3 wire plus ground
- System Output Voltage of 208/120V, 3 Phase, 4 wire plus ground
- 80kVA Scalable to 100kVA UPS System
- 208V Native Output Voltage
- Single Input Configuration
- One (1) IntelliSlot Unity Dual Protocol Card; P/N: IS-UNITY-DP; Monitoring and configuration of Vertiv products and environmental sensors through stand-alone Web UI or integration with Trellis™, Liebert Nform, LIFE™ Services. Supports third-party management systems using SNMP, Modbus or BACnet.
- SNMP Communication
- Seismic anchor kits included for Liebert EXM Main Unit
- Transformer-Free Architecture - Efficiency up to 95% in double conversion mode
- Unity Power Factor Rating - Delivers more usable power per kVA
- Load Power Factor Support - Supports loads 0.5 lagging to unity without derating
- Energy Optimization Mode (Eco-Mode)
- 65kAIC Rating - Provides interrupting rating and labeling of 65kA
- Active Power Factor Corrected IGBT Input Converter
- PWM transistorized (IGBT) inverter
- Continuous Duty Static Bypass Switch
- Input Contacts - Dry contacts are available for functions including monitoring external breakers, on-generator signal, and other functions
- Output Contacts - Dry contacts are available for functions including a permissive signal to maintenance bypass SKRU, to trip external breakers, and other functions
- Generator Load Control - Suppresses battery charging reducing power demand by an external signal. Shifts unit from Eco Mode to double conversion (if applicable), and synchronizes the inverter output with the bypass
- Automatic retransfer - Provides return to inverter power after an overload
- DSP based controls - Provides digital control of power conversion and system operation
- Backlit LCD display - Monitors power conversion, UPS operation and utility conditions. Deviations are logged for troubleshooting
- Temperature-Compensated Charging/Battery Load Test
- Top-and-bottom-entry cable access
- Front only service access
- Local Emergency Power Off (EPO)
- LIFE™ Services for the 1st year
- IP 20 enclosure
- Casters and leveling feet
- UL and cUL Listed to UL Standard 1778 5th Edition
- Liebert EXM Factory Services Certified Test Report





August 24, 2023

Quote: 007862  
Expires: September 24, 2023  
Terms: Net 30  
FOB: Origin - PPA  
Lead Time: 10 - 12 Weeks ARO

James Horan  
Sweetwater Memorial Hospital  
1200 College Drive  
Rock Springs, WY 82901

RE: 80kW Three-Phase UPS Replacement

Line	Item	Description	Qty
1	Uninterruptible Power Supply	Eaton 93PM Three-Phase Modular UPS 100kW Frame - 80kW Rated, Scalable to 80kW N+1 480V Input 3W + Grd - Hardwired - Single Feed 208/120V Output 4W + Grd - Hardwired 3-Breaker Sidecar Bypass 65kAIC w/Aux. Contact - Left Mount Top Air Exhaust & Top/Bottom Feed Online Double Conversion Topology Swappable Power Modules Energy Savor System Remote EPO Remote Monitoring Industrial Gateway Card Industrial Relay Card & EMP 1-Year UPS Parts & Labor Warranty 7X24 Factory Startup & Owner Training No Internal Battery 1-Year Predict Pulse Wireless Dims: 74"H X 30"W X 42"D - 1,107 Lbs.	1
2	External Battery Cabinet	Eaton 93PM External Battery Cabinet Provides 12.5-Min @ Full Load (1) String 432VDC 250A Breaker Line & Match w/Temperature Sensor 3-Year Battery Parts & 1-Year Labor Warranty Dims: 74"H X 34.2"W X 42"D - 3,308 Lbs.	1

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Palermo Power Systems § Broomfield, CO 80020 § jill@palermopowersystems.com § (720) 289-1162 § palermopowersystems.com

3	Options Cabinet	Eaton Integrated Options Cabinet 480/208V Delta/Wye K1 Isolation Transformer 100kW Rated High kAIC Rating No Distribution or Output Breaker Top Exhaust Dims: 74"H X 31.3"W X 42"D – 1,385 Lbs.	1	
			<b>Subtotal</b>	<b>\$81,560.00</b>

#### Services

Line	Item	Description	Qty	Unit Price
4	Service Plan	1-Year Parts & Labor Flex Service Plan 8-Hour Response, 7X24 Scheduling – Year 2 (1) 7X24 Annual Major UPS/Battery PM Per Year	1	\$6,220.00
5	Testing Services	Load Bank & Functionality Testing Step Loads in 25% Increments to 100% Battery Discharge Testing @ 100% (Requires 48-hour waiting period following startup) Includes Equipment, Labor & Travel Work to occur during normal business hours Pricing subject to change based on cable distance & discovery	1	\$7,400.00
6	Factory Testing	Eaton Certified Test Data	1	\$190.00
			<b>Services Subtotal</b>	<b>\$13,810.00</b>

#### Accessories

Line	Item	Description	Qty	Unit Price
7	Seismic Kits	UPS/Sidecar, Battery Cabinet & IAC Cabinet	1	\$2,360.00
8	EPO	Eaton Wall Mount EPO	1	\$370.00
9	Freight Insurance	FOB Destination Freight Damage & Loss Coverage	1	\$2,310.00
			<b>Accessories Subtotal</b>	<b>\$5,040.00</b>

Pricing does not include shipping, engineering, installation, repairs, or any applicable sales tax.

Please let me know if you have any questions or require additional information.

Respectfully,

Jill Palermo

Managing Director

**100% Woman Owned & Operated Small Business**

Palermo Power Systems \$ Broomfield, CO 80020 \$ jill@palermopowersystems.com \$ (720) 289-1162 \$ palermopowersystems.com



## Capital Request Summary

Capital Request #

FY24-8

Name of Capital Request:

UPS FOR LABORATORY EQUIPMENT

Requestor/Department:

JIM HORAN/FACILITIES

Sole Source Purchase: Yes or No

Reason:

☐ 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.	VERTIVE	SALT LAKE CITY, UT	\$71,091.20
2.	EATON/PALERMO	BEACHWOOD, OH	\$84,440.00

Recommendation:

VERTIVE - \$71,091.20



<b># Assigned: FY 24 - 8</b>	
<b>Capital Request</b>	
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> 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>Department:</b> Facilities	<b>Submitted by:</b> Jim Horan
<b>Date:</b> 7/12/2023	
<b>Provide a detailed description of the capital expenditure requested:</b> Replacement UPS for Lab equipment	
<b>Preferred Vendor:</b> DVL (Verity)	
<b>Total estimated cost of project</b> (Check all required components and list related expense)	
1. Renovation 2. Equipment 3. Installation 4. Shipping 5. Accessories 6. Training 7. Travel costs 8. Other e.g. interfaces	\$ \$ 71,091.20 \$ \$ \$ \$ \$ \$ <b>Total Costs (add 1-8)</b> \$ 71,091.20
<b>Does the requested item:</b>	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)
	\$ Included in cost listed above \$ \$ Included in cost listed above \$ \$ Included in cost listed above
<b>Annualized impact on operations (if applicable):</b>	
<b>Increases/Decreases</b>	
<b>Projected Annual Procedures (NEW not existing)</b>	
Revenue per procedure	\$
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>Budgeted Item:</b>	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
# of bids obtained: 2	
<input type="checkbox"/> Copies and/or Summary attached. <b>If no other bids obtained, reason:</b> I am working to get a second bid from another provider ("Eaton").	
<b>Review and Approvals</b>	
<b>Submitted by:</b>	<b>Verified enough Capital to purchase</b>
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

#### OTHER CONSIDERATIONS

This request is to replace a central uninterruptible power supply (UPS). This is a large (50KVA) UPS with battery capability to sustain our Lab equipment for up to 1-hour. It also eliminates troubling and expensive electrical outages and surges that can wreak havoc to our very expensive and vital Lab equipment.

Existing UPS is no longer supported. It is imperative that this UPS system functions properly and reliably. Therefore, this request is to assure we have dependable power for supporting Lab equipment.

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

\_\_\_\_\_  
Date





4027 South Main  
Salt Lake City, UT 84107  
FAX: 801-262-7612  
PH: 801-262-7610

COMPANY:	Sweetwater Memorial Hospital	PROPOSAL #:	CPQ-511971-1 Rev 0
ATTN:		PAGES:	17
FAX:		DATE:	June 20, 2023
FROM:	ROBERT HARBIN		
PROJECT:	50kVa UPS Replacement		

We are pleased to provide our quotation for the following Vertiv UPS systems for your consideration on this project.

### Vertiv (Liebert) UPS Systems

#### (Qty 1) Liebert eXM Model UPS – 50kVa / 50kW UPS

- Input: 480v, 3W+G
- Output: 120/208v, 4W+G
- UPS is upgradeable to 50kW N+1 Inherent built-in redundancy
- (Qty 1) VRLA Battery Cabinet
  - 12 minutes at 50kW
- External Maintenance Bypass cabinet sidecar
  - 3 Breaker design with Kirk Key Interlocks
- Distribution Output Cabinet
  - 480 to 120/208v Input Transformer
- SNMP Communications Card
- Seismic Brackets
- Services
  - Start-Up
    - 7x24 Services
  - Warranty
    - UPS
      - Standard 1 Year Warranty from date of start-up
    - VRLA Battery
      - Standard 3 Year Warranty from date of start-up

Price (Taxes NOT included).....	\$ 71,091.20
Freight <i>Estimate</i> (subject to change) .....	\$ TBD

Robert Harbin  
DVL Group  
Systems Sales Manager  
(801) 317-7466

Authorized Manufacturer's Representative Vertiv and Starline

**Liebert EXM Single Module UPS System each consisting of the following: One (1) model 51SA050BAA00VJ3, with the following features:**

- System Input Voltage of 480V, 60Hz, 3 Phase, 3 wire plus ground
- System Output Voltage of 208/120V, 3 Phase, 4 wire plus ground
- LBRT-EXM-480V-UPS-ORDERED-KVA-050kVA Scalable to LBRT-EXM-480V-UPS-NAMEPLATE-RATING-050kVA UPS System
- 480V Native Output Voltage
- Single Input Configuration
- One (1) IntelliSlot Unity Dual Protocol Card; P/N: IS-UNITY-DP; Monitoring and configuration of Vertiv products and environmental sensors through stand-alone Web UI or integration with Trellis™, Liebert Nform, LIFE™ Services. Supports third-party management systems using SNMP, Modbus or BACnet.
- Seismic anchor kits included for Liebert EXM Main Unit
- Transformer-Free Architecture - Efficiency up to 96% in double conversion mode
- Unity Power Factor Rating - Delivers more usable power per kVA
- Load Power Factor Support - Supports loads 0.5 lagging to unity without derating
- Energy Optimization Mode (Eco-Mode)
- 65kAIC Rating - Provides interrupting rating and labeling of 65kA
- Active Power Factor Corrected IGBT Input Converter
- PWM transistorized (IGBT) inverter
- Continuous Duty Static Bypass Switch
- Input Contacts - Dry contacts are available for functions including monitoring external breakers, on-generator signal, and other functions
- Output Contacts - Dry contacts are available for functions including a permissive signal to maintenance bypass SKRU, to trip external breakers, and other functions
- Generator Load Control - Suppresses battery charging reducing power demand by an external signal. Shifts unit from Eco Mode to double conversion (if applicable), and synchronizes the inverter output with the bypass
- Automatic retransfer - Provides return to inverter power after an overload
- DSP based controls - Provides digital control of power conversion and system operation
- Backlit LCD display - Monitors power conversion, UPS operation and utility conditions. Deviations are logged for troubleshooting
- Temperature-Compensated Charging/Battery Load Test
- Bottom cable entry to UPS, top cable entry through matching bypass or optional wiring cabinet
- Front only service access
- Local Emergency Power Off (EPO)
- LIFE™ Services for the 1st year
- IP 20 enclosure
- Casters and leveling feet
- UL and cUL Listed to UL Standard 1778 5th Edition
- Liebert EXM Factory Services Certified Test Report





August 24, 2023

Quote: 007861  
Expires: September 24, 2023  
Terms: Net 30  
FOB: Origin - PPA  
Lead Time: 10 - 12 Weeks ARO

James Horan  
Sweetwater Memorial Hospital  
1200 College Drive  
Rock Springs, WY 82901

RE: 50kW Three-Phase UPS Replacement

Line	Item	Description	Qty
1	Uninterruptible Power Supply	Eaton 93PM Three-Phase Modular UPS 100kW Frame - 50kW Rated, Scalable to 50kW N+1 or 100kW 480V Input 3W + Grd - Hardwired 208/120V Output 4W + Grd - Hardwired 3-Breaker Sidecar Bypass 65kAIC w/Aux. Contact - Left Mount Top Air Exhaust & Top/Bottom Feed Online Double Conversion Topology Energy Savor System Seismic Kit Remote EPO Industrial Gateway Card, Industrial Relay Card & EMP 1-Year UPS Parts & Labor Warranty 7X24 Factory Startup & Owner Training No Internal Battery Certified Test Data 1-Year Predict Pulse Wireless Dims: 74"H X 30"W X 42"D - 970 Lbs.	1
2	External Battery Cabinet	Eaton 93PM External Battery Cabinet Provides 14.9-Min @ Full Load (1) String 432VDC 250A Breaker Line & Match w/Temperature Sensor 3-Year Battery Parts & 1-Year Labor Warranty Dims: 74"H X 16.7"W X 42"D - 2,001 Lbs.	1

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Palermo Power Systems \$ Broomfield, CO 80020 \$ jill@palermopowersystems.com \$ (720) 289-1162 \$ palermopowersystems.com

3	Options Cabinet	Eaton Integrated Options Cabinet 480/208V Delta/Wye K1 Isolation Transformer 100kW Rated High kAIC Rating No Distribution or Output Breaker Top Exhaust Dims: 74"H X 31.3"W X 42"D - 1,385 Lbs.	1	
			<b>Subtotal</b>	<b>\$68,400.00</b>

#### Services

Line	Item	Description	Qty	Unit Price
4	Service Plan	2-Year Parts & Labor Flex Service Plan 8-Hour Response, 7X24 Scheduling - Year 2 (1) Annual Major UPS/Battery PM Per Year	1	\$4,340.00
5	Testing Services	Load Bank & Functionality Testing Step Loads in 25% Increments to 100% Battery Discharge Testing @ 100% (Requires 48-hour waiting period following startup) Includes Equipment, Labor & Travel	1	\$7,400.00
6	Factory Testing	Eaton Certified Test Data	1	\$190.00
			<b>Services Subtotal</b>	<b>\$11,930.00</b>

#### Accessories

Line	Item	Description	Qty	Unit Price
7	Seismic Kits	UPS/Sidecar, Battery Cabinet & IAC Cabinet	1	\$1,760.00
8	EPO	Eaton Wall Mount EPO	1	\$370.00
9	Freight Insurance	FOB Destination Freight Damage & Loss Coverage	1	\$1,980.00
			<b>Accessories Subtotal</b>	<b>\$4,110.00</b>

Pricing does not include shipping, engineering, installation, repairs, or any applicable sales tax.

Please let me know if you have any questions or require additional information.

Respectfully,

Jill Palermo

Managing Director

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Palermo Power Systems \$ Broomfield, CO 80020 \$ jill@palermopowersystems.com \$ (720) 289-1162 \$ palermopowersystems.com



## Capital Request Summary

Capital Request #

FY24-9

Name of Capital Request:

PURE STORAGE DEVICE EXPANSION

Requestor/Department:

TJ THOMPSON/IT

Sole Source Purchase: Yes or No

Reason: Preferred vendor of the existing technology

☐

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.	COMPUNET	MERIDIAN, ID	99,557.69
2.			
3.			

Recommendation:

COMPUNET - \$99,557.69



# Assigned: FY 24 - 9

### Capital Request

**Instructions:** YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.  
**Note:** When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

Department: Information Services

Submitted by: Terry (TJ) Thompson

Date: 07/13/2023

**Provide a detailed description of the capital expenditure requested:**

This capital request is for the expansion of our existing Pure storage device from 15TB to 45TB that services 158 virtual servers.

Preferred Vendor: CompuNet

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

1. Renovation	\$
2. Equipment	\$ 96,057.69
3. Installation	\$ 3500.00
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b>	<b>\$ 99,557.69</b>

**Does the requested item:**

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space?

☒ YES ☐ NO

Explain: replacement of existing data drives as to increase storage size

Attach to a new service?

☐ YES ☒ NO

Explain: Upgrade to existing storage system

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

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

\$  
\$  
\$  
\$  
\$  
\$

**Annualized impact on operations (if applicable):**  
Increases/Decreases

**Budgeted Item:**

☒ YES ☐ NO

Projected Annual Procedures (NEW not existing)

Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	

# of bids obtained? 1

☒ Copies and/or Summary attached.  
If no other bids obtained, reason:

Preferred vendor of the existing technology

Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$

**Total Annual Expenses** \$

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

### Review and Approvals

Submitted by: Terry (TJ) Thompson

Verified enough Capital to purchase

Department Leader

☒ YES ☐ NO

Executive Leader

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☒ NO

*TJ Thompson*

*8-17-23*



## OTHER CONSIDERATIONS

We currently have two forms of storage for our compute environment servicing 158 virtual servers. Where our existing Pure storage is at 90% capacity, and our Dell VNX storage is end of life EOL as of 01/31/2023 and no longer supported. This capital request is to increase the Pure storage capacity so that we can remove the EOL Dell storage device. By increasing the Pure storage from 15TB to 45TB this will provide enough storage for our 158 virtual servers with 33% data growth. Below is a list of reasons to increase the Pure storage instead of replacing Dell Storage:

1. The existing Pure storage only requires an upgrade of its storage disks, where the Dell VNX storage would require a complete replacement.
2. Standardizing on one storage technology will reduce technical debt and simplify our storage environment.
3. Pure storage provide a safe mode immutable backups affectively stopping the encryption of our data during a ransomware events.
4. This storage expansion will provide 33% of future storage growth.

Capital - \$99,557.69

Operating - \$19,418.74 ( 22 months support)

Total quote - \$118,976.43

Submitted by: Signature

Date



Jason Salisbury  
(208) 286-3019  
jsalisbury@compunet.biz  
Quote #: JS216632

## Pure Storage - Upgrade (15TB SAS to 45TB DFM)

### Quote Information:

Quote #: JS216632

Version: 1

Quote Date: 07/13/2023

Expiration Date: 10/04/2023

### Prepared for:

Memorial Hospital of  
Sweetwater County

Terry (TJ) Thompson  
(307) 362-3711  
tthompson@sweetwatermemoria  
l.com

### Bill To:

Memorial Hospital of  
Sweetwater County

Tina Frulla  
1200 College Drive  
Rock Springs, WY 82901  
tfrullo@sweetwatermemorial.co  
m

### Ship To:

Memorial Hospital of  
Sweetwater County

Terry (TJ) Thompson  
1200 College Drive  
Rock Springs, WY 82901

### Pure

Manufacturer Part Number	Product Details	Qty	List Price	Price	Ext. Price
Trade-Up,10/20/38/45TB-DP FOR45TBDFM-DP	Trade-up 10 or 20 or 38 or 45TB Datapack for 45TB DFM Datapack	1	\$249,750.00	\$96,057.69	\$96,057.69
Trade-Up,10/20/38/45TB-DP FOR45TBDFM-DP1MO,ADV,GOLD	Trade- Up,10/20/38/45TBDP FOR 45TB- DFMDP 1 Month Evergreen Forever Subscription, NBD Delivery, 24/7 Support. Upgrade SKU only covers differential cost; active, cotermed base support contract required.	22	\$993.00	\$882.67	\$19,418.74
EVERAGILE-ADDSS- DFM-SHELF	Pure Storage Shelf DFM Empty Ever Agile Flex Add, SH0 to SH1, connect to X	1	\$20,000.00	\$0.00	\$0.00
Subtotal:					\$115,476.43

### Pro-Services Consulting Services

Product Details	Qty	Price	Ext. Price
CNet FF - Consulting CompuNet Consulting Professional Services - Fixed fee consulting, travel in addition	1	\$3,500.00	\$3,500.00
Subtotal:			\$3,500.00

### Shipping

Product Description	Quantity	Price	Ext. Price
Ground Shipping To Be Determined, Billed As Actual	1	\$0.00	\$0.00





Jason Salisbury  
(208) 286-3019  
jsalisbury@compunet.biz  
Quote #: JS216632

## Quote Summary

Description	Amount
Pure	\$115,476.43
Pro-Services Consulting Services	\$3,500.00
<b>Total:</b>	<b>\$118,976.43</b>

Taxes, shipping, handling and other fees may apply. We reserve the right to cancel any order arising from pricing or other errors. If Customer is purchasing a subscription-based product, Customer agrees to pay all charges for the complete term of the subscription. By signing below or issuing a Purchase Order, Customer agrees to CompuNet's standard terms and conditions, which can be reviewed [here](#), provided, that if Customer and CompuNet are parties to a currently effective Master Product Purchase and Services Agreement (MSA), the terms and conditions of such MSA shall control and shall supersede these standard terms and conditions. Your electronic signature, per the Electronic Signature Act, is considered equivalent to your signed and faxed signature, and allows you to accept and place your order. This Quote becomes binding and noncancelable upon Customer's return to CompuNet of acceptance. A copy of this acceptance and the attached proposal document will be sent to your email address to complete your order acceptance. You are NOT required to electronically sign your order, you may fax or email your signed proposal to your Account Executive.

## Memorial Hospital of Sweetwater County

Signature: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
PO Number: \_\_\_\_\_

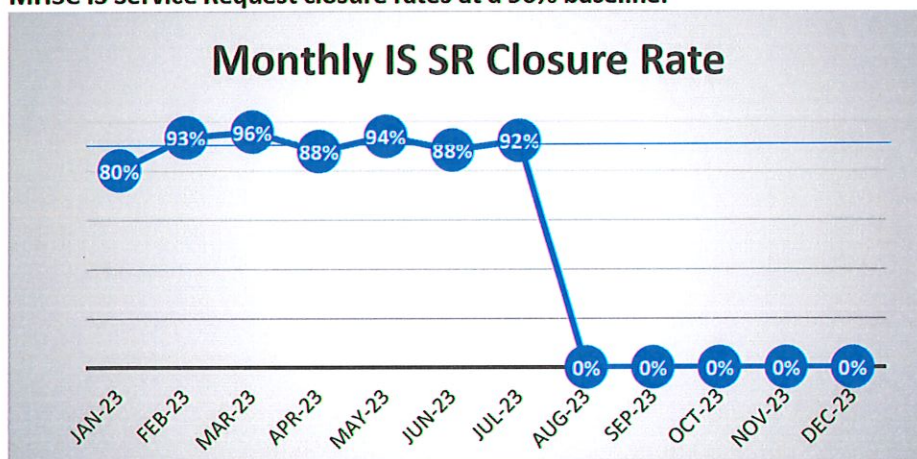
# IS Report July 2023

By Terry (TJ) Thompson, IS Director

## MHSC IS service environment:

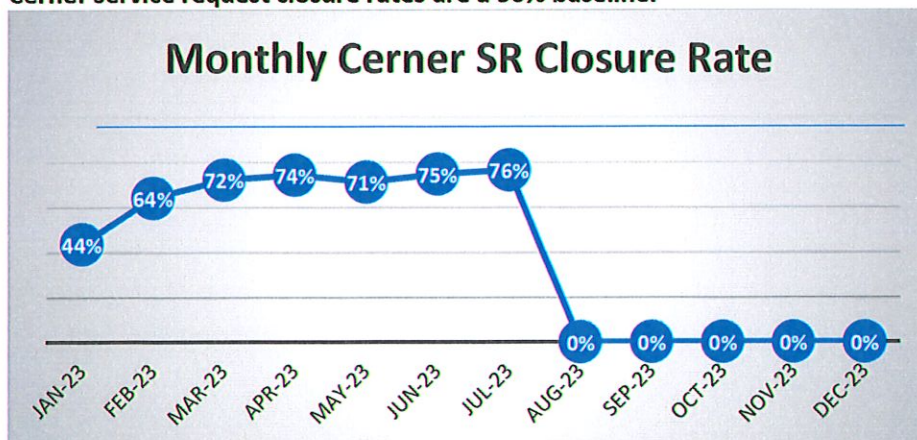
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 UPS

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



Service Desk Numbers picked back up to 92%, overall 90.14%

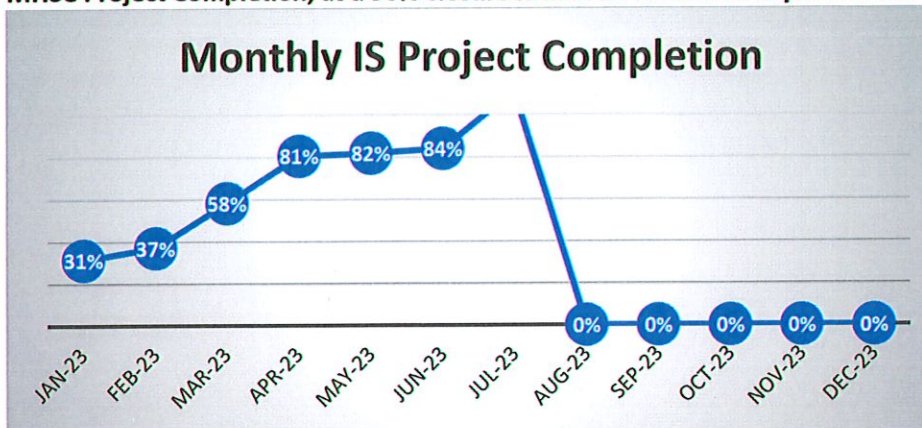
## Cerner service request closure rates are a 90% baseline:



Cerner numbers continue to climb in monthly closure rates! Overall, 68%

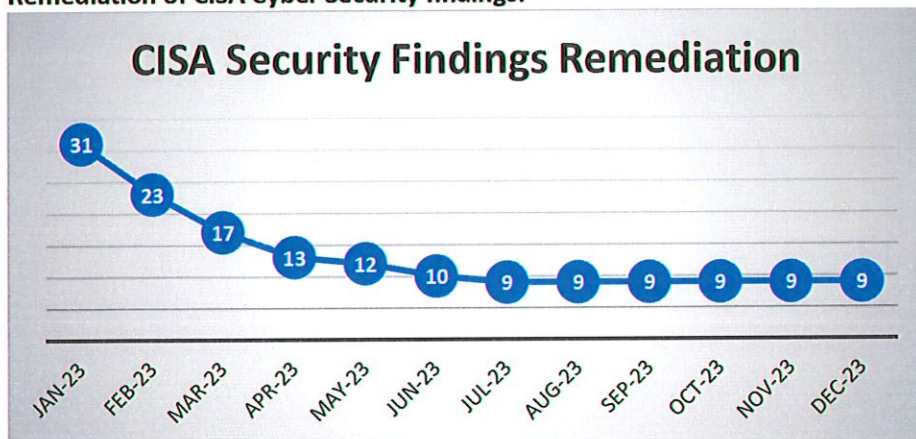


MHSC Project Completion, at a 90% closure rate of 80 work stories per month:



We made so progress with projects at 111%, overall 69.14%

Remediation of CISA Cyber Security findings:



We continue to remediate the CISA Cybersecurity findings, however, we are in a heavy-lift area that takes more effort to complete.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. Scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14 services on these hosts. Where two hosts have 3 medium vulnerabilities. We are waiting for AllWest Communications to provide routing information to stand up our Internet Edge project which will remove the last three vulnerabilities, Where AllWest ETA to complete this request is the end of September 2023



2023-07-30

CYBER HYGIENE

# REPORT CARD

Memorial Hospital of  
Sweetwater County



0

Hosts with  
unsupported  
software



0

Potentially Risky  
Open Services



0%

No Change in  
Vulnerable  
Hosts



**CISA**  
CYBER INFRASTRUCTURE

## HIGH LEVEL FINDINGS

### LATEST SCANS

**June 15, 2023 — July 30, 2023**

Host Scans on All Addresses

**July 24, 2023 — July 30, 2023**

Vulnerability Scans on All Hosts

### ADDRESSES OWNED

44

No Change

### HOSTS

9

No Change

### VULNERABLE HOSTS

2

No Change  
22% of hosts vulnerable

### ADDRESSES SCANNED

44

No Change  
100% of addresses scanned

### SERVICES

15

No Change

### VULNERABILITIES

3

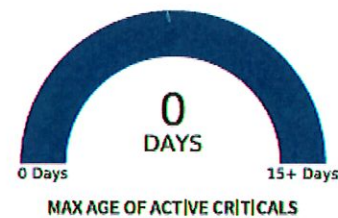
No Change

## VULNERABILITIES

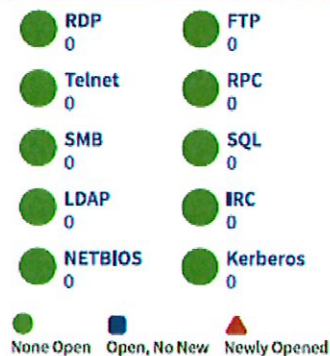
### SEVERITY BY PROMINENCE



### VULNERABILITY RESPONSE TIME



### POTENTIALLY RISKY OPEN SERVICES



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

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

**Wednesday~ August 28, 2023      2:30 p.m.      Teleconference**

**Voting Members:**

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

**Non-Voting Members:**

Ron Cheese      Terry Thompson  
Angel Bennett      Kari Quickenden  
Ann Clevenger

**Guests:**

Leslie Taylor  
Jim Horan

Barbara Sowada

Taylor Jones

- |       |   |              |
|-------|---|--------------|
| I.    | Call Meeting to Order                                 | Marty Kelsey |
| II.   | Approve Agenda  | Marty Kelsey |
| III.  | <a href="#">Approve June 26, 2023 Meeting Minutes</a> | Marty Kelsey |
| IV.   | <a href="#">Capital Requests FY 24</a>                |              |
| V.    | Financial Report                                      |              |
| A.    | Monthly Financial Statements & Statistical Data       |              |
| 1.    | <a href="#">Narrative</a>                             | Tami Love    |
| 2.    | <a href="#">Financial Information</a>                 | Tami Love    |
| 3.    | <a href="#">Financial Goals</a>                       | Tami Love    |
| 4.    | Self-Pay Report                                       | Ron Cheese   |
| 5.    | Preliminary Bad Debt                                  | Ron Cheese   |
| VI.   | Old Business  |              |
| A.    | Critical Access Update                                | Tami Love    |
| B.    | Revenue Cycle Plan                                    | Tami Love    |
| VII.  | New Business  |              |
| A.    | <a href="#">Review Committee Charter</a>              | Marty Kelsey |
| B.    | Financial Forum Discussion                            | Marty Kelsey |
| VIII. | Next Meeting – September 27, 2023                     | Tami Love    |
| IX.   | Adjournment   | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Finance & Audit Committee Meeting  
June 28, 2023

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

Voting Members Absent: *None*

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

Non-Voting Members Absent:

Guests: Dr. Barbara Sowada, *Trustee*  
Ms. Leslie Taylor, *Clinic Director*

**Call Meeting to Order**

Mr. Kelsey called the meeting to order via teleconference at 2:05 PM.

**Approve Agenda**

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

**Approve Meeting Minutes**

A motion to approve the meeting minutes of May 31, 2023 was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

**Capital Requests**

There were not any capital requests this month.

## Financial Report

Ms. Love reviewed the financial information for May. We had an operating loss in May of \$373,362 million compared to a budgeted gain of \$118,340. Gross revenue came in at \$20.5 million, over budget by \$2.4 million. Gross revenue is over budget YTD by \$10.7 million. Reductions of revenue increased to 54.6% and AR slightly decreased. We are estimating the days in AR to be 55 by the end of the year. The average daily census increased to 15.8 in May. Collections were at \$9.0 million. The annual debt service coverage ratio was 2.61 and days of cash on hand increased to 94. Expenses for May were \$9.7 million, exceeding the budget by \$952,006. Contract labor remains over budget. We have filled 10 open nursing positions in the last month. We did break out drugs on the financial statements for May. The clinic's revenue came in over budget, at \$2.4 million. The Clinic loss for May was \$418,264. Volumes in the clinics remain high.

The revenue projection for June is projected to \$19.6 million. Inpatient volumes have decreased in June. Collections should be around \$9.5 million. Expenses are expected to remain the same.

Mr. Kelsey commented that he was impressed we were able to fill 10 open nursing positions. He also noticed the contract FTE's had dropped a little. He asked how many nursing vacancies we currently have open. Ms. Clevenger said that we have at least 8 positions for nursing still open. We also have many positions open in respiratory. Mr. Kelsey wondered what percentage of contract FTE's were nursing. Ms. Love said there are 15 nursing positions out of 19 total contract workers. Mr. Kelsey said May was the best month we have had in quite a while. Ms. Love said the cash flow increased due to the money received from the County and from grant funds.

### Financial Goals

Ms. Love reviewed the financial goals. Days of cash on hand increased 2 days in May. We are under the goal of meeting our days of cash on hand of 125. Days in AR was 57.55 in May. Our goal is 54. DNFB came down slightly to 9.7. Our goal is 5. BCBS AR has increased due to BCBS implementing a new 3<sup>rd</sup> party system. They now deny a full claim instead of just one-line item. Mr. Cheese said that now BCBS doesn't have the staff to keep up with the volume of rebills. We are also having to negotiate claims with smaller insurance companies with the new No Surprise Act. Insurance companies are making it very difficult to collect. Mr. Kelsey would like to have a YTD cash collections graph added to the packet next year.

Mr. Cheese reviewed the self-pay report included in the packet. Patient navigation has saved the hospital \$2.2 million year to date.

The preliminary bad debt, less recovery, is \$1,117,590.82. This will be updated to present at the July Board meeting. Mr. Kelsey asked how many collection agencies we use. Mr. Cheese said we use three companies.

Ms. Love provided a critical access update. The state sent the preliminary application 6/12/23. We have 60 days to complete. We have hired a consultant to help with pieces of this process including policies and procedures and a swing bed program. We are currently doing system testing for the switch to Provider Based Billing. The go-live timeline looks to be mid-July.

Ms. Love provided updates in the packet on the Revenue Cycle Plan. Updates are noted in bold font. We have started using a 3<sup>rd</sup> party to help with some coding until we are fully staffed and can get caught up. Claims files have been sent to CLA to analyze.

### **New Business**

#### **Financial Forum Discussion**

Ms. Love said our rate increases have been submitted to Cerner and will change on July 1<sup>st</sup>. Inventory will be counted on this Friday, June 30. The auditors will be here the week of August 7<sup>th</sup> for onsite field work.

### **Next Meeting**

There will not be a meeting in July. The next meeting is August 30, 2023 at 2:00 pm.

Meeting adjourned.

*Submitted by Jan Layne*



## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### NARRATIVE TO JULY 2023 FINANCIAL STATEMENTS

**THE BOTTOM LINE.** The bottom line from operations for July is a gain of \$272,909, compared to a loss of \$543,126 in the budget. This yields a 2.73% operating margin for the month compared to -5.73% in the budget.

The total net gain is \$237,365, compared to a total net loss of \$523,602 in the budget. This represents a profit margin of 2.38% compared to -5.52% in the budget.

**REVENUE.** Revenue in July came in at \$21,084,652, over budget by \$1,460,059. Inpatient revenue is \$3,951,380, over budget by \$408,494 and outpatient revenue is \$17,133,272, over budget by \$1,051,565.

**REDUCTION OF REVENUE.** Deductions from revenue are estimated at 53.1% for the month, slightly over the 52.5% budget. Total AR increased by \$2.7 million with the largest increase coming from Medicare outpatient accounts, at almost \$2 million. Half of this increase was due to an increase in Medicare volumes and revenue in July. This increased our reduction of revenue by \$1.4 million as the growth was in outpatients which have a collection rate of only 22%. Blue Cross and Commercial AR together increased by \$1 million which was all through aging as revenue was similar to prior months. All other payers decreased in AR, including Self-Pay, which we have seen decrease by more than \$1 million over the last couple of months. Total collections for the month came in at \$8,214,751, under budget by \$1.5 million. Budgeted cash collections are calculated as 47.5% of the average gross revenue of the two prior months.

**NET REVENUE.** Net revenue was \$9,989,789 in July. Other operating revenue includes occupational medicine revenue and cafeteria revenue.

**RATIOS.** Annual Debt Service Coverage came in at 4.74. Days of Cash on Hand decreased by seven days to 93.2 days. Daily cash expense is \$287,944 for July. Net days in AR increased to 58.6 days.

**VOLUME.** Inpatient admits and discharges were over budget but patient days for July came in under budget. The average daily census (ADC) was 12.9, over budget, and average length of stay (LOS) came in at 3.0, slightly under budget. Walk-In visits came in under budget. Births, Emergency Room visits, Outpatient visits, Surgeries and Clinic visits came in over budget.

**EXPENSES.** Total expenses remained lower in July at \$9,716,881, under budget by \$308,183. Salary, benefits, contract labor, physician fees, purchased services, supplies, and maintenance repairs all came in under budget in July. The following line items were over budget in July:



**Drugs** – This expense is over budget in July with the continued increased cost of drugs due to inflation and shortages.

**Utilities** – Fuel, water and telephone expenses came in over budget in July.

**Insurance** – Professional liability insurance came in over budget due to changes in how locum tenens physicians are calculated.

**Other Operating Expenses** – This expense variance includes overages in licenses, freight, pharmacy floor, software, and Foundation expenses.

**Leases and Rentals** – Equipment lease expense is over budget in July.

**Depreciation & Amortization** – This expense is over budget with the reclass of operating leases to assets with the new GASB 96 rule.

**PROVIDER CLINICS.** Revenue for the Clinics came in at \$2,401,171, over budget by \$93,878. The bottom line for the Clinics in July is a loss of \$447,637 compared to a loss of \$523,146 in the budget. Clinic volumes were lower in July, at 5,623 visits. Total Clinic expenses for the month are \$1,805,250, under budget by \$60,004. Pharmacy expenses, equipment rent lease and depreciation are over budget for July.

**OUTLOOK FOR AUGUST.** Gross patient revenue for August is projected to be \$22 million, over the budget of \$21.4 million. Inpatient volumes have decreased during the month. LOS has decreased to 1.9 days and the average daily census is currently at 11.2. Births, Surgeries, Clinic visits and most Outpatient departments are projecting higher than budget. Emergency Room visits are currently projecting right at budget.

Collections are projected to be \$9.9 million, right at budget. Deductions of revenue are expected to remain stable with the high revenue month. Expenses are expected to be under budget in August. With the high revenue month and expenses under budget, the estimated gain for August is \$500,000.

**FY2023 Financial Audit.** Auditors with Clifton Larson Allen were onsite the week of August 7 for audit fieldwork. The team met with Finance & Audit Committee board members and finance staff to present preliminary results at the audit exit meeting. It was another successful audit with the usual outstanding items; August insurance lag reports, QRA correspondence and bank confirmations. We plan to have the final audit complete and ready to present at the September Finance & Audit Committee meeting and the October Board of Trustees meeting.

**Critical Access.** We submitted the preliminary application to the State Office of Rural Health and received their response this week. Our application was considered complete, and they now have 20 days to send their recommendation to the Director of Health. Once



we receive the approval from the Director stating our designation as a CAH, we will be surveyed by CMS or Joint Commission. We will then receive our certification and be ready to submit a CAH application to the State licensing division. We continue to meet with the consultant, our auditors, and cost report preparer as we work through the process. Our internal team meets bi-weekly to discuss questions in each area including finance, clinical, policy & procedures and providers. We continue to work with Cerner on changes needed for billing.

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

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

The graphs with the fiscal year goals and actual data will be included in the monthly financial packet each month and will be tracked as part of the Financial PIPS priorities for FY2024. The Revenue Cycle Action Team (RCAT) will be prioritizing their focus on denials management. We are working with CLA on a revenue cycle diagnostic evaluation which includes three parts:

- *Revenue Cycle Data Analytics Quarterly BI Dashboard.* The dashboard explains revenue cycle performance and compares current performance to industry practices and benchmarks. From the initial data sent, we have seen the dashboard for May 2022 – April 2023. Parts of the analysis were shared during the audit exit meeting.
- *Evaluate Front-end and Back-end Operations and workflows.* This will include stakeholder interviews to focus on the effectiveness of revenue cycle operations, staffing levels, workflow tools, work distribution, prioritization, and system utilization.
- *Denial Management Paired Advisory Support.* This will include consulting assistance monthly to reduce the number of avoidable denials, determine volume and fiscal impact of denials, identify preventable rejections, and develop a corrective action plan to improve the level of denials.



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

**Unaudited Financial Statements**

**for**

**One month ended July 31, 2023**

**Certification Statement:**

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

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**ROCK SPRINGS, WY**

**One month ended July 31, 2023**

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KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE	PAGE S-A



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

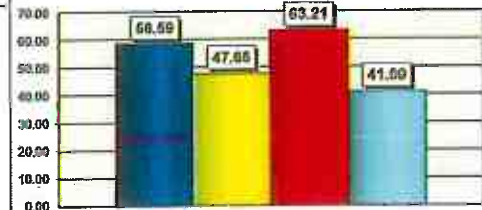
PAGE 2

One month ended July 31, 2023

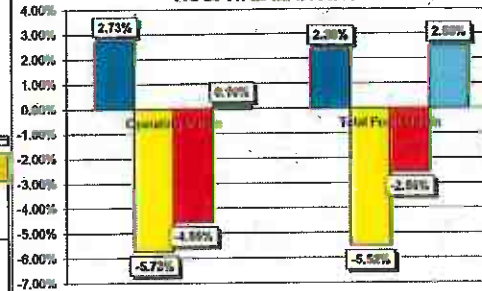
### BALANCE SHEET

	YTD 7/31/2023	Prior FYE 6/30/2023
<b>ASSETS</b>		
Current Assets	\$36,388,785	\$36,909,510
Assets Whose Use is Limited	20,174,628	19,968,483
Property, Plant & Equipment (Net)	78,022,728	78,689,479
Other Assets	922,591	930,753
Total Unrestricted Assets	135,508,732	136,498,225
Restricted Assets	469,827	469,827
Total Assets	\$135,978,559	\$136,968,052
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$14,603,621	\$15,443,322
Long-Term Debt	24,994,520	25,114,116
Other Long-Term Liabilities	13,721,568	13,989,130
Total Liabilities	53,319,709	54,546,568
Net Assets	82,658,850	82,421,484
Total Liabilities and Net Assets	\$135,978,559	\$136,968,052

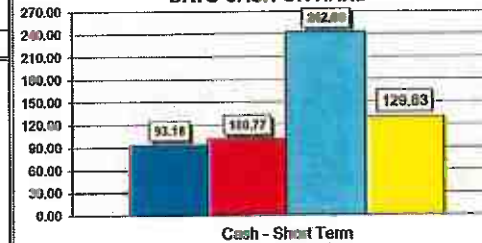
### NET DAYS IN ACCOUNTS RECEIVABLE



### HOSPITAL MARGINS



### DAYS CASH ON HAND



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



### STATEMENT OF REVENUE AND EXPENSES - YTD

	07/31/23 ACTUAL	07/31/23 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$21,084,652	\$19,624,592	\$21,084,652	\$19,624,592
Deductions From Revenue	(11,204,072)	(10,309,476)	(11,204,072)	(10,309,476)
Net Patient Revenues	9,880,580	9,315,117	9,880,580	9,315,117
Other Operating Revenue	109,210	166,822	109,210	166,822
Total Operating Revenues	9,989,789	9,481,939	9,989,789	9,481,939
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	5,385,868	5,587,117	5,385,868	5,587,117
Purchased Serv. & Physician Fees	932,237	987,025	932,237	987,025
Supply and Drug Expenses	1,660,601	1,730,766	1,660,601	1,730,766
Other Operating Expenses	859,018	845,142	859,018	845,142
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	879,156	875,014	879,156	875,014
Total Expenses	9,716,881	10,025,064	9,716,881	10,025,064
NET OPERATING SURPLUS	272,909	(543,125)	272,909	(543,125)
Non-Operating Revenue/(Exp.)	(35,543)	19,522	(35,543)	19,522
TOTAL NET SURPLUS	\$237,365	(\$523,602)	\$237,365	(\$523,602)

### KEY STATISTICS AND RATIOS

	07/31/23 ACTUAL	07/31/23 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	399	363	399	363
Average Acute Length of Stay	3.0	3.2	3.0	3.2
Total Emergency Room Visits	1,408	1,373	1,408	1,373
Outpatient Visits	7,535	6,956	7,535	6,956
Total Surgeries	149	111	149	111
Total Worked FTE's	446.45	425.33	446.45	425.33
Total Paid FTE's	500.29	465.83	500.29	465.83
Net Revenue Change from Prior Yr	15.92%	10.03%	15.92%	10.03%
EBIDA - 12 Month Rolling Average			4.51%	3.50%
Current Ratio			2.49	
Days Expense in Accounts Payable			36.43	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	07/31/23
Prior Fiscal Year End	06/30/23
CLA \$50-\$100M Net Revenue	6/30/2020

### FINANCIAL STRENGTH INDEX - (1.95)

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

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ROCK SPRINGS, WY

One month ended July 31, 2023

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 7/31/2023	Budget 6/30/2023	Prior Fiscal Year End 06/30/23	CLA \$50-\$100 MM Net Revenue (See Note 1)
<b>Profitability:</b>					
Operating Margin	↑	2.73%	0.24%	-4.55%	0.10%
Total Profit Margin	↑	2.38%	0.31%	-2.56%	2.50%
<b>Liquidity:</b>					
Days Cash, All Sources **	↑	93.18	129.83	100.77	242.00
Net Days in Accounts Receivable	↓	58.59	45.02	63.21	41.00
<b>Capital Structure:</b>					
Average Age of Plant (Annualized)	↓	11.83	11.32	13.79	12.00
Long Term Debt to Capitalization	↓	23.75%	19.87%	23.77%	27.00%
Debt Service Coverage Ratio **	↑	4.74	2.42	2.41	2.80
<b>Productivity and Efficiency:</b>					
Paid FTE's per Adjusted Occupied Bed	↓	7.28	8.43	7.36	NA
Salary Expense per Paid FTE		\$101,334	\$86,892	\$103,824	NA
Salary and Benefits as a % of Total Operating Exp		55.43%	56.43%	59.07%	NA

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

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

# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

One month ended July 31, 2023

	Current Month 7/31/2023	Prior Month 6/30/2023	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2023
<b>Current Assets</b>					
Cash and Cash Equivalents	\$8,366,119	\$10,941,766	(\$2,575,646)	-23.54%	\$10,941,766
Gross Patient Accounts Receivable	39,349,831	36,590,061	2,759,770	7.54%	36,590,061
Less: Bad Debt and Allowance Reserves	(21,342,775)	(20,161,785)	(1,180,990)	-5.86%	(20,161,785)
Net Patient Accounts Receivable	18,007,056	16,428,276	1,578,780	9.61%	16,428,276
Interest Receivable	0	0	0	0.00%	0
Other Receivables	4,044,429	3,857,071	187,358	4.86%	3,857,071
Inventories	3,920,384	3,831,105	89,279	2.33%	3,831,105
Prepaid Expenses	2,050,797	1,851,292	199,506	10.78%	1,851,292
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
<b>Total Current Assets</b>	<b>36,388,785</b>	<b>36,909,510</b>	<b>(520,725)</b>	<b>-1.41%</b>	<b>36,909,510</b>
<b>Assets Whose Use is Limited</b>					
Cash	80,050	84,123	(4,072)	-4.84%	84,123
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	1,710,744	1,515,814	194,930	12.86%	1,515,814
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	4,358,960	4,343,674	15,287	0.35%	4,343,674
Other Limited Use Assets	14,024,873	14,024,873	1	0.00%	14,024,873
<b>Total Limited Use Assets</b>	<b>20,174,628</b>	<b>19,968,483</b>	<b>206,145</b>	<b>1.03%</b>	<b>19,968,483</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	4,242,294	4,242,294	0	0.00%	4,242,294
Building and Building Improvements	49,941,666	49,931,920	9,746	0.02%	49,931,920
Equipment	135,016,830	135,038,660	(21,830)	-0.02%	135,038,660
Construction In Progress	1,669,168	1,531,105	138,063	9.02%	1,531,105
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	190,869,958	190,743,979	125,979	0.07%	190,743,979
Less: Accumulated Depreciation	(112,847,230)	(112,854,500)	(7,270)	-0.71%	(112,854,500)
<b>Net Property, Plant, and Equipment</b>	<b>78,022,728</b>	<b>78,689,479</b>	<b>(666,751)</b>	<b>-0.85%</b>	<b>78,689,479</b>
<b>Other Assets</b>					
Unamortized Loan Costs	922,591	930,753	(8,162)	-0.88%	930,753
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>922,591</b>	<b>930,753</b>	<b>(8,162)</b>	<b>-0.88%</b>	<b>930,753</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>135,508,732</b>	<b>136,498,225</b>	<b>(989,493)</b>	<b>-0.72%</b>	<b>136,498,225</b>
<b>Restricted Assets</b>	<b>469,827</b>	<b>469,827</b>	<b>0</b>	<b>0.00%</b>	<b>469,827</b>
<b>TOTAL ASSETS</b>	<b>\$135,978,559</b>	<b>\$136,968,052</b>	<b>(989,493)</b>	<b>-0.72%</b>	<b>\$136,968,052</b>

# Balance Sheet - Liabilities and Net Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

One month ended July 31, 2023

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2023
	Current Month 7/31/2023	Prior Month 6/30/2023	Positive/ (Negative) Variance	Percentage Variance	
<b>Current Liabilities</b>					
Accounts Payable	\$6,022,592	\$7,322,373	\$1,299,781	17.75%	\$7,322,373
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	2,470,754	2,077,791	(392,963)	-18.91%	2,077,791
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,880,103	3,014,608	134,504	4.46%	3,014,608
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	1,557,564	1,545,418	(12,146)	-0.79%	1,545,418
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	1,672,607	1,483,132	(189,475)	-12.78%	1,483,132
<b>Total Current Liabilities</b>	<b>14,603,621</b>	<b>15,443,322</b>	<b>839,701</b>	<b>5.44%</b>	<b>15,443,322</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	26,552,085	26,659,535	107,450	0.40%	26,659,535
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,557,564	1,545,418	(12,146)	-0.79%	1,545,418
<b>Total Long Term Debt (Net of Current)</b>	<b>24,994,520</b>	<b>25,114,116</b>	<b>119,596</b>	<b>0.48%</b>	<b>25,114,116</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	13,721,568	13,989,130	267,562	1.91%	13,989,130
<b>Total Other Long Term Liabilities</b>	<b>13,721,568</b>	<b>13,989,130</b>	<b>267,562</b>	<b>1.91%</b>	<b>13,989,130</b>
<b>TOTAL LIABILITIES</b>	<b>53,319,709</b>	<b>54,546,568</b>	<b>1,226,858</b>	<b>2.25%</b>	<b>54,546,568</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	79,996,411	84,787,454	4,791,043	5.65%	84,787,454
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	465,954	465,954	0	0.00%	465,954
Net Revenue/(Expenses)	237,365	(4,791,043)	N/A	N/A	(4,791,043)
<b>TOTAL NET ASSETS</b>	<b>82,658,850</b>	<b>82,421,484</b>	<b>(237,366)</b>	<b>-0.29%</b>	<b>82,421,484</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$135,978,559</b>	<b>\$136,968,052</b>	<b>\$989,493</b>	<b>0.72%</b>	<b>\$136,968,052</b>

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2023

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	CURRENT MONTH				Prior Year 07/31/22
	Actual 07/31/23	Budget 07/31/23	Positive (Negative) Variance	Percentage Variance	
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$3,951,380	\$3,542,886	\$408,494	11.53%	\$3,436,817
Outpatient Revenue	14,732,101	13,774,413	957,688	6.95%	10,996,767
Clinic Revenue	2,401,171	2,307,293	93,878	4.07%	1,799,568
Specialty Clinic Revenue	0	0	0	0.00%	0
<b>Total Gross Patient Revenue</b>	<b>21,084,652</b>	<b>19,624,592</b>	<b>1,460,059</b>	<b>7.44%</b>	<b>16,233,153</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(9,458,230)	(8,922,500)	(535,730)	-6.00%	(9,760,817)
Bad Debt Expense (Governmental Providers Only)	(1,644,215)	(1,201,859)	(442,356)	-36.82%	(1,085,887)
Medical Assistance	(101,628)	(358,877)	83,249	45.03%	(78,900)
<b>Total Deductions From Revenue</b>	<b>(11,204,072)</b>	<b>(10,383,236)</b>	<b>(820,836)</b>	<b>-8.68%</b>	<b>(7,925,604)</b>
<b>Net Patient Revenue</b>	<b>9,880,580</b>	<b>9,315,117</b>	<b>565,463</b>	<b>6.07%</b>	<b>8,296,850</b>
<b>Other Operating Revenue</b>	<b>109,210</b>	<b>166,822</b>	<b>(57,612)</b>	<b>-34.54%</b>	<b>320,975</b>
<b>Total Operating Revenue</b>	<b>9,989,789</b>	<b>9,481,939</b>	<b>507,850</b>	<b>5.36%</b>	<b>8,617,825</b>
<b>Operating Expenses</b>					
Salaries and Wages	3,983,946	4,032,688	48,742	1.21%	3,678,065
Fringe Benefits	1,080,161	1,180,477	100,315	8.50%	1,081,211
Contract Labor	321,761	373,952	52,191	13.96%	631,838
Physicians Fees	379,227	418,726	39,500	9.43%	328,337
Purchased Services	553,011	568,299	15,288	2.69%	497,397
Drug Expense	1,020,101	992,354	(27,747)	-2.80%	685,970
Supply Expense	640,500	738,412	97,912	13.26%	599,873
Utilities	103,225	100,666	(2,559)	-2.54%	99,735
Repairs and Maintenance	387,603	429,225	41,622	9.70%	546,902
Insurance Expense	66,071	61,402	(4,669)	-7.06%	61,854
All Other Operating Expenses	259,612	218,068	(41,544)	-19.05%	246,765
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	42,507	35,781	(6,726)	-18.80%	25,455
Depreciation and Amortization	879,156	875,014	(4,142)	-0.47%	739,526
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
<b>Total Operating Expenses</b>	<b>9,716,881</b>	<b>10,025,064</b>	<b>308,183</b>	<b>3.07%</b>	<b>9,222,928</b>
<b>Net Operating Surplus/(Loss)</b>	<b>272,908</b>	<b>(543,125)</b>	<b>816,033</b>	<b>-150.25%</b>	<b>(649,103)</b>
<b>Non-Operating Revenue:</b>					
Contributions	0	0	0	0.00%	0
Investment Income	31,795	19,357	12,438	64.26%	15,510
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	9
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(88,590)	(83,840)	4,750	-5.59%	(88,235)
Other Non-Operating Revenue/(Expenses)	21,196	84,012	(62,816)	-74.77%	72,358
<b>Total Non Operating Revenue/(Expense)</b>	<b>(56,794)</b>	<b>19,522</b>	<b>(76,316)</b>	<b>-282.07%</b>	<b>(16,878)</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$237,365</b>	<b>(\$523,603)</b>	<b>\$760,968</b>	<b>-145.33%</b>	<b>(\$618,001)</b>
<b>Change in Unrealized Gains/(Losses) on Investments</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>\$237,365</b>	<b>(\$523,603)</b>	<b>\$760,968</b>	<b>-145.33%</b>	<b>(\$618,001)</b>
<b>Operating Margin</b>	<b>2.73%</b>	<b>-5.73%</b>			<b>-7.02%</b>
<b>Total Profit Margin</b>	<b>2.36%</b>	<b>-5.62%</b>			<b>-7.15%</b>
<b>EBIDA</b>	<b>11.53%</b>	<b>3.50%</b>			<b>1.56%</b>



## Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2023

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	YEAR-TO-DATE				
	Actual 07/31/23	Budget 07/31/23	Positive (Negative) Variance	Percentage Variance	Prior Year 07/31/22
Gross Patient Revenue					
Inpatient Revenue	\$3,951,380	\$3,542,886	\$408,494	11.53%	\$3,436,817
Outpatient Revenue	14,732,101	13,774,413	957,688	6.95%	10,996,767
Clinic Revenue	2,401,171	2,307,293	93,878	4.07%	1,799,568
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	21,084,652	19,624,592	1,460,059	7.44%	16,233,153
Deductions From Revenue					
Discounts and Allowances	(9,458,230)	(9,922,900)	(535,330)	-6.00%	(9,760,917)
Bad Debt Expense (Governmental Providers Only)	(1,644,215)	(1,201,629)	(442,516)	-36.82%	(1,039,397)
Medical Assistance	(101,423)	(194,577)	83,249	45.03%	(73,950)
Total Deductions From Revenue	(11,204,072)	(10,398,475)	(894,607)	-8.68%	(7,900,305)
Net Patient Revenue	9,880,580	9,315,117	565,463	6.07%	8,296,850
Other Operating Revenue	103,210	166,822	(67,613)	-34.54%	320,975
Total Operating Revenue	9,983,790	9,481,939	507,850	5.36%	8,617,825
Operating Expenses					
Salaries and Wages	3,983,946	4,032,688	48,742	1.21%	3,678,065
Fringe Benefits	1,080,161	1,180,477	100,315	8.50%	1,081,211
Contract Labor	321,761	373,952	52,191	13.96%	631,838
Physicians Fees	379,227	418,726	39,500	9.43%	328,337
Purchased Services	553,011	568,299	15,288	2.69%	497,397
Drug Expense	1,020,101	992,354	(27,747)	-2.80%	685,970
Supply Expense	640,500	738,412	97,912	13.26%	599,873
Utilities	103,225	100,666	(2,559)	-2.54%	99,735
Repairs and Maintenance	387,603	429,225	41,622	9.70%	546,902
Insurance Expense	66,071	61,402	(4,669)	-7.60%	61,854
All Other Operating Expenses	259,612	218,068	(41,544)	-19.05%	246,765
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	42,507	35,781	(6,726)	-18.80%	25,455
Depreciation and Amortization	879,156	875,014	(4,142)	-0.47%	739,526
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,716,881	10,025,064	308,183	3.07%	9,222,928
Net Operating Surplus/(Loss)	272,909	(543,125)	816,033	-150.25%	(602,103)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	31,795	19,357	12,438	64.28%	15,510
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	9
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(91,534)	(91,294)	(2,532)	5.59%	(93,235)
Other Non-Operating Revenue/(Expense)	21,196	84,012	(62,816)	-74.77%	72,358
Total Non Operating Revenue/(Expense)	(69,738)	19,522	(89,260)	-202.07%	(11,350)
Total Net Surplus/(Loss)	\$237,365	(\$523,603)	\$760,968	-145.33%	(\$576,460)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$237,365	(\$523,603)	\$760,968	-145.33%	(\$576,460)
Operating Margin	2.73%	-5.73%			-7.02%
Total Profit Margin	2.36%	-5.52%			-7.15%
EBIDA	11.53%	3.50%			1.56%



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

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	Actual 7/31/2023	Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023	Actual 3/31/2023	Actual 2/28/2023
<b>Gross Patient Revenue</b>						
Inpatient Revenue	\$3,951,360	\$3,536,794	\$4,358,327	\$2,991,123	\$4,216,653	\$3,485,436
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$14,732,101	\$14,165,133	\$13,726,852	\$13,141,871	\$14,677,971	\$11,663,453
Clinic Revenue	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,802	\$2,519,030	\$2,025,043
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Gross Patient Revenue</b>	<b>\$21,084,632</b>	<b>\$20,072,234</b>	<b>\$20,514,346</b>	<b>\$18,272,396</b>	<b>\$21,413,654</b>	<b>\$17,173,931</b>
<b>Deductions From Revenue</b>						
Discounts and Allowances	\$9,458,230	\$9,010,157	\$9,644,283	\$8,523,554	\$10,265,109	\$8,000,116
Bad Debt Expense (Governmental Providers On Charity Care)	\$1,844,215	\$1,422,558	\$1,428,492	\$1,077,723	\$1,358,895	\$1,009,559
	\$101,828	\$591,325	\$138,943	\$101,840	\$548,297	\$105,022
<b>Total Deductions From Revenue</b>	<b>11,204,072</b>	<b>10,984,039</b>	<b>11,209,718</b>	<b>9,702,917</b>	<b>12,192,381</b>	<b>9,114,695</b>
<b>Net Patient Revenue</b>	<b>\$9,880,560</b>	<b>\$9,088,195</b>	<b>\$9,304,628</b>	<b>\$8,569,479</b>	<b>\$9,221,274</b>	<b>\$8,059,235</b>
<b>Other Operating Revenue</b>	<b>100,210</b>	<b>100,075</b>	<b>107,599</b>	<b>144,855</b>	<b>282,488</b>	<b>144,273</b>
<b>Total Operating Revenue</b>	<b>9,980,770</b>	<b>9,188,271</b>	<b>9,412,227</b>	<b>8,714,334</b>	<b>9,503,762</b>	<b>8,203,508</b>
<b>Operating Expenses</b>						
Salaries and Wages	\$3,983,948	\$3,871,776	\$3,950,361	\$3,888,530	\$3,908,184	\$3,804,999
Fringe Benefits	\$1,080,161	\$1,208,615	\$1,435,397	\$1,369,984	\$1,134,999	\$1,083,678
Contract Labor	\$321,761	\$477,181	\$447,220	\$454,168	\$547,722	\$412,714
Physicians Fees	\$379,227	\$312,763	\$302,718	\$283,149	\$263,670	\$301,283
Purchased Services	\$553,011	\$802,444	\$545,625	\$519,259	\$550,837	\$518,213
Drug Expense	\$1,020,101	\$1,318,387	\$809,470	\$827,453	\$1,124,257	\$831,530
Supply Expense	\$640,500	\$881,133	\$842,063	\$837,278	\$813,502	\$687,826
Utilities	\$103,225	\$98,330	\$101,698	\$101,324	\$132,036	\$129,351
Repairs and Maintenance	\$387,803	\$181,167	\$305,197	\$471,430	\$389,785	\$401,388
Insurance Expense	\$86,071	\$86,244	\$67,760	\$63,261	\$84,245	\$84,245
All Other Operating Expenses	\$259,612	\$197,353	\$282,044	\$183,485	\$263,420	\$230,705
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$42,507	\$80,818	\$33,506	\$37,330	\$13,433	\$16,048
Depreciation and Amortization	\$879,156	\$983,997	\$882,532	\$824,151	\$844,640	\$861,503
Interest Expense (Non-Governmental Providers)						
<b>Total Operating Expenses</b>	<b>\$9,716,881</b>	<b>\$10,267,979</b>	<b>\$9,785,589</b>	<b>\$9,766,601</b>	<b>\$10,050,710</b>	<b>\$9,343,282</b>
<b>Net Operating Surplus/(Loss)</b>	<b>\$272,909</b>	<b>(\$1,079,708)</b>	<b>(\$373,362)</b>	<b>(\$1,052,267)</b>	<b>(\$546,948)</b>	<b>(\$1,139,774)</b>
<b>Non-Operating Revenue:</b>						
Contributions						
Investment Income	\$1,795	\$243,818	\$4,236	\$7,547	\$8,410	\$19,900
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	110	(\$79)	214	33	10
Interest Expense (Governmental Providers Only)	(\$2,504)	(\$13,409)	(\$4,137)	(\$2,622)	(\$3,748)	(\$2,388)
Other Non-Operating Revenue/(Expenses)	\$1,196	\$401,927	\$729,019	\$68,575	\$84,277	\$,678
<b>Total Non-Operating Revenue/(Expense)</b>	<b>(\$2,504)</b>	<b>\$532,446</b>	<b>\$677,845</b>	<b>\$64,215</b>	<b>\$232,932</b>	<b>(\$2,708)</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$237,365</b>	<b>(\$547,262)</b>	<b>\$304,183</b>	<b>(\$988,052)</b>	<b>(\$314,016)</b>	<b>(\$1,162,482)</b>
<b>Change in Unrealized Gains/(Losses) on Investments</b>	<b>0</b>	<b>(\$23,868)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>\$237,365</b>	<b>(\$571,130)</b>	<b>\$304,183</b>	<b>(\$988,052)</b>	<b>(\$314,016)</b>	<b>(\$1,162,482)</b>
<b>Operating Margin</b>	<b>2.73%</b>	<b>-11.64%</b>	<b>-3.97%</b>	<b>-12.81%</b>	<b>-5.76%</b>	<b>-13.89%</b>
<b>Total Profit Margin</b>	<b>2.38%</b>	<b>-5.85%</b>	<b>3.23%</b>	<b>-6.11%</b>	<b>-3.36%</b>	<b>-14.57%</b>
<b>EBIDA</b>	<b>11.53%</b>	<b>-0.85%</b>	<b>6.41%</b>	<b>-1.48%</b>	<b>3.15%</b>	<b>-3.59%</b>

Actual 1/31/2023	Actual 12/31/2022	Actual 11/30/2022	Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022
\$3,973,549	\$4,463,069	\$3,878,865	\$4,277,989	\$3,246,872	\$4,134,624
\$13,732,105	\$12,848,096	\$12,675,454	\$12,884,251	\$12,945,141	\$12,931,953
\$2,443,375	\$2,582,451	\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988
\$0	\$0	\$0	\$0	\$0	\$0
\$20,149,031	\$19,893,615	\$18,556,828	\$19,508,199	\$18,354,819	\$19,423,565
\$8,989,064	\$8,136,379	\$8,380,018	\$8,628,111	\$9,331,432	\$9,741,452
\$1,546,276	\$945,317	\$1,619,973	\$1,501,395	(\$128,829)	(\$31,920)
(\$4,179)	\$417,112	\$43,384	\$189,646	\$275,776	\$158,493
10,531,162	10,499,808	10,043,376	10,299,152	9,480,685	9,868,024
\$9,617,869	\$9,394,807	\$8,513,453	\$9,209,047	\$8,874,134	\$9,555,541
139,146	185,133	132,734	169,663	115,592	164,077
9,757,014	9,579,941	8,646,187	9,378,110	8,999,726	9,709,816
\$3,898,131	\$3,889,680	\$3,867,380	\$3,946,792	\$3,761,912	\$3,647,165
\$1,139,657	\$1,119,832	\$1,031,488	\$1,153,332	\$1,032,188	\$1,215,918
\$383,999	\$394,710	\$334,759	\$494,775	\$602,847	\$527,815
\$256,802	\$269,836	\$278,170	\$240,218	\$271,095	\$308,888
\$512,049	\$592,959	\$507,018	\$645,296	\$493,717	\$566,772
\$854,270	\$892,908	\$775,782	\$777,138	\$889,442	\$843,329
\$960,106	\$739,889	\$648,864	\$742,421	\$738,712	\$771,872
\$139,683	\$129,834	\$105,148	\$97,874	\$105,291	\$101,780
\$412,868	\$432,826	\$468,178	\$187,810	\$518,654	\$548,033
\$64,081	\$64,081	\$64,081	\$64,293	\$63,788	\$63,788
\$213,795	\$256,979	\$267,854	\$299,663	\$144,896	\$234,961
\$29,246	\$26,990	\$29,267	\$24,846	\$26,413	\$26,204
\$854,529	\$860,247	\$965,302	\$1,069,478	\$787,028	\$750,061
\$9,717,199	\$9,768,771	\$9,330,268	\$9,753,924	\$9,530,904	\$9,705,394
\$39,816	(\$180,420)	(\$534,002)	(\$108,815)	(\$491,700)	\$4,235
28,271	22,876	17,273	19,049	17,463	13,886
41	7	89	41	14	11,748
(\$5,180)	(\$7,608)	(\$4,789)	(\$68,455)	(\$2,205)	(\$8,748)
26,472	9,397	88,874	14,249	108,044	17,814
(\$28,394)	(\$39,529)	\$1,264	(\$23,982)	\$43,318	(\$31,800)
\$11,418	(\$308,390)	(\$587,522)	(\$481,827)	(\$187,860)	(\$18,887)
0	0	0	0	0	0
\$11,418	(\$308,390)	(\$587,522)	(\$481,827)	(\$187,860)	(\$18,887)
0.41%	-1.97%	-7.91%	-4.01%	-8.92%	0.84%
0.12%	-2.59%	-7.99%	-4.82%	-5.54%	-0.33%
0.17%	7.91%	3.25%	7.46%	2.73%	7.77%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2023

	CASH FLOW	
	Current Month 7/31/2023	Current Year-To-Date 7/31/2023
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$237,365	\$237,365
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	879,156	879,156
(Increase)/Decrease in Net Patient Accounts Receivable	(1,578,780)	(1,578,780)
(Increase)/Decrease in Other Receivables	(187,358)	(187,358)
(Increase)/Decrease in Inventories	(89,279)	(89,279)
(Increase)/Decrease in Pre-Paid Expenses	(199,509)	(199,509)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(1,299,781)	(1,299,781)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	258,459	258,459
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	189,476	189,476
<b>Net Cash Provided by Operating Activities:</b>	<b>(1,790,247)</b>	<b>(1,790,247)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(212,405)	(212,405)
(Increase)/Decrease in Limited Use Cash and Investments	(210,217)	(210,217)
(Increase)/Decrease in Other Limited Use Assets	4,072	4,072
(Increase)/Decrease in Other Assets	8,162	8,162
<b>Net Cash Used by Investing Activities</b>	<b>(410,387)</b>	<b>(410,387)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(107,450)	(107,450)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(267,562)	(267,562)
<b>Net Cash Used for Financing Activities</b>	<b>(375,012)</b>	<b>(375,012)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(0)</b>	<b>(0)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,575,646)</b>	<b>(2,575,646)</b>
Cash, Beginning of Period	10,941,766	10,941,766
<b>Cash, End of Period</b>	<b>\$8,366,119</b>	<b>\$8,366,119</b>

# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2023

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative) Variance	Prior Year		Actual	Budget	Positive/ (Negative) Variance	Prior Year
07/31/23	07/31/23		07/31/22		07/31/23	07/31/23		07/31/22
Discharges								
132	115	17	115	Acute	132	115	17	115
132	115	17	115	Total Adult Discharges	132	115	17	115
37	37	0	35	Newborn	37	37	0	35
169	152	17	150	Total Discharges	169	152	17	150
Patient Days:								
399	363	36	347	Acute	399	363	36	347
399	363	36	347	Total Adult Patient Days	399	363	36	347
61	63	(2)	58	Newborn	61	63	(2)	58
460	426	34	405	Total Patient Days	460	426	34	405
Average Length of Stay (ALOS)								
3.0	3.2	(0.1)	3.0	Acute	3.0	3.2	(0.1)	3.0
3.0	3.2	(0.1)	3.0	Total Adult ALOS	3.0	3.2	(0.1)	3.0
1.6	1.7	(0.1)	1.7	Newborn ALOS	1.6	1.7	(0.1)	1.7
Average Daily Census (ADC)								
12.9	11.7	1.2	11.2	Acute	12.9	11.7	1.2	11.2
12.9	11.7	1.2	11.2	Total Adult ADC	12.9	11.7	1.2	11.2
2.0	2.0	(0.1)	1.9	Newborn	2.0	2.0	(0.1)	1.9
Emergency Room Statistics								
135	105	30	116	ER Visits - Admitted	135	105	30	116
1,273	1,268	5	1,225	ER Visits - Discharged	1,273	1,268	5	1,225
1,408	1,373	35	1,341	Total ER Visits	1,408	1,373	35	1,341
9.59%	7.65%		8.65%	% of ER Visits Admitted	9.59%	7.65%		8.65%
102.27%	91.30%		100.87%	ER Admissions as a % of Total	102.27%	91.30%		100.87%
Outpatient Statistics:								
7,535	6,956	579	8,362	Total Outpatients Visits	7,535	6,956	579	8,362
115	158	(43)	118	Observation Bed Days	115	158	(43)	118
5,063	3,905	1,158	4,436	Clinic Visits - Primary Care	5,063	3,905	1,158	4,436
560	406	154	517	Clinic Visits - Specialty Clinics	560	406	154	517
45	18	27	23	IP Surgeries	45	18	27	23
104	93	11	125	OP Surgeries	104	93	11	125
Productivity Statistics:								
446.45	425.33	21.12	417.72	FTE's - Worked	446.45	425.33	21.12	417.72
500.29	465.83	34.46	483.45	FTE's - Paid	500.29	465.83	34.46	483.45
1.1500	1.5300	(0.38)	1.7668	Case Mix Index - Medicare	1.1500	1.4896	(0.34)	1.7668
1.2000	1.1500	0.05	1.2356	Case Mix Index - All payers	1.2000	0.6731	0.53	1.2356



# Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

07/31/23

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	58.70	56.57
Net Days in Accounts Receivable	58.59	55.45
Number of Gross Days in Unbilled Revenue	16.52	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	26.21%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.48%	0.94%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.48%	0.94%
Bad Debts as a % of Gross Patient Revenue - Current Month	7.80%	6.12%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	7.80%	6.12%
Collections as a Percentage of Net Revenue - Current Month	83.14%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	83.14%	100% or >
Percentage of Blue Cross Receivable > 90 Days	10.86%	< 10%
Percentage of Insurance Receivable > 90 Days	30.79%	< 15%
Percentage of Medicaid Receivable > 90 Days	11.72%	< 20%
Percentage of Medicare Receivable > 60 Days	4.71%	< 6%

## Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

One month ended July 31, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	1,460,059	7.44%	1,460,059	7.44%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics were all over budget in July. Average Daily Census is 12.9 in July which is over budget by 1.2				
Deductions from Revenue	(834,597)	-1.60%	(834,597)	-1.60%
Deductions from revenue are over budget for July and over budget year to date. They are currently booked at 53.1% for July and 53.1% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	(442,516)	-36.82%	(442,516)	-36.82%
Bad debt expense is booked at 7.8% for July and 7.8% year to date.				
Charity Care	83,249	45.03%	83,249	45.03%
Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.				
Other Operating Revenue	(57,813)	-34.54%	(57,813)	-34.54%
Other Operating Revenue is under budget for the month and is under budget year to date.				
Salaries and Wages	48,742	1.21%	48,742	1.21%
Salary and Wages are over budget in July and are over budget year to date. Paid FTEs are under budget by 14.15 FTEs for the month and under 12.21 FTEs year to date.				
Fringe Benefits	100,315	8.50%	100,315	8.50%
Fringe benefits are under budget in July and over budget year to date.				
Contract Labor	52,191	13.96%	52,191	13.96%
Contract labor is under budget for July and under budget year to date. ER and OR are over budget for the month.				

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WYOMING

One month ended July 31, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	39,500	9.43%	39,500	9.43%
Physician fees under budget in July and under budget year to date. Locum Ped's, Hospitalist and Rad Onc are over budget in July.				
Purchased Services	15,288	2.69%	15,288	2.69%
Purchased services are under budget for July and under budget year to date. Expenses over budget are other purchased services, legal fee's and bank card fee's.				
Supply Expense	97,912	13.26%	97,912	13.26%
Supplies are under budget for July and under budget year to date. Line items over budget include implants, drugs and chargeables.				
Repairs & Maintenance	41,622	9.70%	41,622	9.70%
Repairs and Maintenance are under budget for July and under budget year to date.				
All Other Operating Expenses	(41,544)	-18.05%	(41,544)	-18.05%
This expense is over budget in July and over budget year to date. Other expenses over budget are licenses, software, other expenses and pharmacy floor direct.				
Leases and Rentals	(6,726)	-18.80%	(6,726)	-18.80%
This expense is under budget for July and is over budget year to date				
Depreciation and Amortization	(4,143)	-0.47%	(4,143)	-0.47%
Depreciation is over budget for July and is over budget year to date				
<b>BALANCE SHEET</b>				
Cash and Cash Equivalents	(52,575,946)	-21.54%		
Cash decreased in July. Cash collections for July were \$9.0 million. Days Cash on Hand decreased to 93 days.				
Gross Patient Accounts Receivable	\$2,759,770	7.54%		
This receivable increased in July due to higher revenue and lower collections				

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WYOMING

One month ended July 31, 2023

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(1,180,390)	-5.86%		
Bad Debt and Allowances increased.				
Other Receivables	187,358	4.86%		
Other Receivables increased in July due to retention bonus'				
Prepaid Expenses	199,506	10.78%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	206,145	1.03%		
These assets increased due to the debt service fund				
Plant Property and Equipment	(866,751)	-0.85%		
The decrease in these assets is due to the the normal increase in accumulated depreciation.				
Accounts Payable	1,299,781	17.75%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(392,963)	-18.91%		
This liability increased in July. The payroll accrual for July was 15 days.				
Accrued Benefits	134,504	4.46%		
This liability decreased in July with the normal accrual and usage of PTO.				
Other Current Liabilities	(189,479)	-12.76%		
This liability increased for July due to the accrual on the bonds				
Other Long Term Liabilities	267,562	1.91%		
This liability decreased due the payments on the leases				
Total Net Assets	(237,366)	-0.29%		
The net gain from operations for July is \$272,909				





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

**PHYSICIAN CLINICS**

**Unaudited Financial Statements**

**for**

**One month ended July 31, 2023**

**Certification Statement:**

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

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2023

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**Key Financial Ratios**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**One month ended July 31, 2023**

**PAGE 2****- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET**

	Month to Date 7/31/2023	Year to Date 7/31/2023	Prior Fiscal Year End 06/30/23	MGMA Hospital Owned Rural
<b>Profitability:</b>				
Operating Margin	-32.97%	-32.97%	-30.52%	-36.58%
Total Profit Margin	-32.97%	-32.97%	-30.52%	-36.58%
Contractual Allowance %	45.39%	45.39%	44.16%	
<b>Liquidity:</b>				
Net Days in Accounts Receivable	42.86	41.02	37.74	39.58
Gross Days in Accounts Receivable	38.19	37.79	56.57	72.82
<b>Productivity and Efficiency:</b>				
Patient Visits Per Day	163.32	163.32	193.53	
Total Net Revenue per FTE	N/A	\$208,407	\$219,823	
Salary Expense per Paid FTE	N/A	\$188,262	\$103,824	
Salary and Benefits as a % of Net Revenue	106.26%	106.26%	56.63%	91.26%
Employee Benefits %	17.63%	17.63%	30.38%	6.10%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2023

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	CURRENT MONTH				Prior Year 07/31/22
	Actual 07/31/23	Budget 07/31/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	2,401,171	2,307,293	93,878	4.07%	1,799,568
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	2,401,171	2,307,293	93,878	4.07%	1,799,568
Deductions From Revenue					
Discounts and Allowances	(1,089,987)	(1,009,330)	(80,657)	-8.64%	(777,549)
Total Deductions From Revenue	(1,089,987)	(1,009,330)	(80,657)	-8.64%	(777,549)
Net Patient Revenue	1,311,184	1,303,963	7,221	0.55%	1,022,019
Other Operating Revenue	46,430	38,145	8,285	21.72%	42,516
Total Operating Revenue	1,357,614	1,342,108	15,506	1.16%	1,064,536
Operating Expenses					
Salaries and Wages	1,226,382	1,256,511	30,128	2.40%	1,230,905
Fringe Benefits	216,269	243,730	27,460	11.27%	201,840
Contract Labor	0	0	0	0.00%	0
Physicians Fees	130,867	187,567	56,700	30.23%	83,765
Purchased Services	2,801	3,817	1,016	26.62%	7,824
Supply Expense	17,142	18,636	1,494	8.02%	17,868
Utilities	946	1,567	621	39.63%	991
Repairs and Maintenance	3,213	7,178	3,965	55.24%	13,898
Insurance Expense	20,205	19,841	(364)	-1.83%	16,739
All Other Operating Expenses	173,700	116,472	(57,228)	-49.14%	150,077
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,754	3,691	(2,063)	-55.88%	2,604
Depreciation and Amortization	7,971	6,246	(1,725)	-27.63%	8,110
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,805,260	1,865,255	60,004	3.22%	1,734,622
Net Operating Surplus/(Loss)	(447,637)	(523,147)	75,510	-14.43%	(670,086)
Total Net Surplus/(Loss)	(447,637)	(523,147)	75,510	-14.43%	(670,086)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(447,637)	(523,147)	75,510	-14.43%	(670,086)
Operating Margin	-32.97%	-38.98%			-62.95%
Total Profit Margin	-32.97%	-38.98%			-62.95%
EBIDA	-32.39%	-38.51%			-62.18%



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2023

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	YEAR-TO-DATE				Prior Year 07/31/22
	Actual 07/31/23	Budget 07/31/23	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	2,401,171	2,307,293	93,878	4.07%	1,799,568
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	2,401,171	2,307,293	93,878	4.07%	1,799,568
Deductions From Revenue					
Discounts and Allowances	(1,069,987)	(1,003,330)	(66,657)	-8.64%	(777,549)
Total Deductions From Revenue	(1,069,987)	(1,003,330)	(66,657)	-8.64%	(777,549)
Net Patient Revenue	1,311,184	1,303,963	7,221	0.55%	1,022,019
Other Operating Revenue	46,430	38,145	8,285	21.72%	42,516
Total Operating Revenue	1,357,614	1,342,108	15,506	1.16%	1,064,536
Operating Expenses					
Salaries and Wages	1,226,382	1,256,511	30,128	2.40%	1,230,905
Fringe Benefits	216,269	243,730	27,460	11.27%	201,840
Contract Labor	0	0	0	0.00%	0
Physicians Fees	130,867	187,567	56,700	30.23%	83,765
Purchased Services	2,801	3,817	1,016	26.62%	7,824
Supply Expense	17,142	18,636	1,494	8.02%	17,868
Utilities	946	1,567	621	39.63%	991
Repairs and Maintenance	3,213	7,178	3,965	55.24%	13,898
Insurance Expense	20,205	19,841	(364)	-1.83%	16,739
All Other Operating Expenses	173,700	116,472	(57,228)	-49.14%	150,077
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,754	3,691	(2,063)	-55.88%	2,604
Depreciation and Amortization	7,971	6,246	(1,725)	-27.63%	8,110
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,805,250	1,866,255	60,004	3.22%	1,734,622
Net Operating Surplus/(Loss)	(447,636)	(524,147)	75,510	-14.43%	(670,086)
Total Net Surplus/(Loss)	(447,636)	(524,147)	\$75,510	-14.43%	(670,086)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(447,636)	(524,147)	\$75,510	-14.43%	(670,086)
Operating Margin	-32.97%	-38.96%			-62.95%
Total Profit Margin	-32.97%	-38.96%			-62.95%
EBIDA	-32.39%	-38.51%			-62.18%

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

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	Actual 7/31/2023	Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023	Actual 3/31/2023
Gross Patient Revenue					
Clinic Revenue	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602	\$2,519,030
Deductions From Revenue					
Discounts and Allowances	(\$1,089,987)	(\$968,079)	(\$1,078,791)	(\$829,422)	(\$1,105,620)
Total Deductions From Revenue	(\$1,089,987)	(\$968,079)	(\$1,078,791)	(\$829,422)	(\$1,105,620)
Net Patient Revenue	\$1,311,184	\$1,404,258	\$1,350,377	\$1,210,180	\$1,413,410
Other Operating Revenue	\$46,430	\$45,558	\$43,934	\$39,958	\$40,995
Total Operating Revenue	1,357,614	1,449,816	1,394,310	1,250,137	1,454,405
Operating Expenses					
Salaries and Wages	\$1,226,382	\$1,313,328	\$1,256,318	\$1,250,382	\$1,221,400
Fringe Benefits	\$216,289	\$240,597	\$278,825	\$277,921	\$264,654
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$130,867	\$87,845	\$62,293	\$78,330	\$62,578
Purchased Services	\$2,801	\$10,728	\$1,912	\$1,797	\$7,333
Supply Expense	\$17,142	\$23,512	\$14,520	\$9,471	\$18,138
Utilities	\$946	\$946	\$914	\$972	\$1,876
Repairs and Maintenance	\$3,213	\$4,762	\$2,745	\$3,984	\$3,056
Insurance Expense	\$20,295	\$20,205	\$20,205	\$16,284	\$16,284
All Other Operating Expenses	\$173,700	\$89,444	\$162,897	\$81,812	\$115,468
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,754	\$3,154	\$3,586	\$3,808	\$3,310
Depreciation and Amortization	\$7,971	\$8,480	\$8,360	\$8,433	\$8,433
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,805,250	\$1,803,001	\$1,812,574	\$1,732,794	\$1,722,529
Net Operating Surplus/(Loss)	(\$447,637)	(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)
Total Net Surplus/(Loss)	(\$447,637)	(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$447,637)	(\$353,185)	(\$418,264)	(\$482,657)	(\$268,124)
Operating Margin	-32.97%	-24.36%	-30.00%	-38.61%	-18.44%
Total Profit Margin	-32.97%	-24.36%	-30.00%	-38.61%	-18.44%
EBIDA	-32.99%	-23.78%	-29.40%	-37.93%	-17.86%

Actual 2/28/2023	Actual 1/31/2023	Actual 12/31/2022	Actual 11/30/2022	Actual 10/31/2022	Actual 9/30/2022	Actual 8/31/2022	Actual 7/31/2022
\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$2,025,043	\$2,443,375	\$2,582,451	\$2,202,509	\$2,345,959	\$2,162,806	\$2,356,988	\$1,799,568
(\$916,497)	(\$1,096,382)	(\$1,134,081)	(\$965,045)	(\$1,111,023)	(\$927,582)	(\$1,027,367)	(\$777,549)
(\$916,497)	(\$1,096,382)	(\$1,134,081)	(\$965,045)	(\$1,111,023)	(\$927,582)	(\$1,027,367)	(\$777,549)
\$1,076,545	\$1,346,993	\$1,447,770	\$1,217,461	\$1,233,981	\$1,235,214	\$1,329,621	\$1,022,019
\$35,492	\$40,919	\$27,776	\$37,200	\$41,354	\$39,391	\$42,453	\$42,516
1,112,037	1,387,912	1,475,545	1,254,662	1,275,335	1,274,605	1,372,073	1,064,536
\$1,221,006	\$1,236,970	\$1,261,706	\$1,212,758	\$1,240,750	\$1,263,981	\$1,042,504	\$1,230,905
\$248,570	\$267,208	\$197,665	\$184,592	\$203,138	\$202,670	\$206,681	\$201,840
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$52,152	\$67,606	\$45,281	\$70,437	\$80,401	\$67,448	\$59,970	\$83,765
\$7,986	\$10,005	\$9,136	\$9,838	\$8,835	\$8,150	\$9,056	\$7,824
\$19,188	\$19,705	\$13,287	\$23,429	\$24,210	\$24,164	\$19,379	\$17,868
\$1,221	\$986	\$982	\$1,010	\$1,010	\$1,905	\$1,907	\$981
\$5,842	\$4,118	\$6,266	\$22,234	\$12,337	\$14,326	\$13,311	\$13,898
\$16,237	\$16,238	\$16,625	\$16,625	\$16,625	\$16,625	\$16,625	\$16,739
\$122,180	\$108,716	\$170,453	\$138,818	\$134,434	\$53,151	\$140,639	\$150,077
\$3,432	\$3,680	\$3,035	\$4,310	\$2,360	\$3,264	\$3,013	\$2,604
\$8,091	\$8,091	\$8,110	\$8,110	\$8,110	\$8,110	\$8,110	\$8,110
\$1,706,485	\$1,743,302	\$1,732,546	\$1,692,162	\$1,712,211	\$1,663,774	\$1,521,195	\$1,734,622
(\$594,440)	(\$355,300)	(\$257,000)	(\$417,500)	(\$438,375)	(\$282,150)	(\$149,122)	(\$570,000)
(\$594,440)	(\$355,300)	(\$257,000)	(\$417,500)	(\$438,375)	(\$282,150)	(\$149,122)	(\$570,000)
0	0	0	0	0	0	0	0
(\$594,440)	(\$355,300)	(\$257,000)	(\$417,500)	(\$438,375)	(\$282,150)	(\$149,122)	(\$570,000)
-53.46%	-25.61%	-17.42%	-34.87%	-34.26%	-39.53%	-10.87%	-47.17%
-53.46%	-25.61%	-17.42%	-34.87%	-34.26%	-39.53%	-10.87%	-47.17%
-52.73%	-25.02%	-16.87%	-34.22%	-33.62%	-29.90%	-10.26%	-45.91%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2023

Current Month				STATISTICS	Year-To-Date			
Actual 07/31/23	Budget 07/31/23	Positive/ (Negative) Variance	Prior Year 07/31/22		Actual 07/31/23	Budget 07/31/23	Positive/ (Negative) Variance	Prior Year 07/31/22
				Outpatient Statistics:				
5,063	3,905	1,158	3,905	Clinic Visits - Primary Care	5,063	3,905	1,158	3,905
560	406	154	406	Clinic Visits - Specialty Clinics	560	406	154	406
				Productivity Statistics:				
65.70	82.00	(16.30)	61.69	FTE's - Worked	65.70	82.00	(16.30)	61.69
76.70	90.10	(13.40)	71.22	FTE's - Paid	76.70	90.10	(13.40)	71.22



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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	594	10,893,588.26
CAPITAL EQUIPMENT (PLANT FUND)	2	13,771.58
CONSTRUCTION IN PROGRESS (BUILDING FUND)	8	252,418.70
PAYROLL JULY 06, 2023		1,741,101.74
PAYROLL JULY 20, 2023		1,726,644.38
TOTAL CASH OUTFLOW		<u>\$11,159,778.54</u>
CASH COLLECTIONS		\$8,214,753.00
INCREASE/DECREASE IN CASH		<u><u>-\$2,945,025.54</u></u>

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2024**

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

Amount	Description
53,908.99	Advertising Total
1,680.00	Billing Services Total
13,890.23	Blood Total
7,631.00	Building Lease Total
204,284.29	Café Management Total
3,532.77	Cellular Telephone Total
92,341.58	Collection Agency Total
4,633.68	Computer Equipment Total
2,500.00	Consulting Fees Total
219,000.36	Contract Maintenance Total
506,005.97	Contract Personnel Total
429.34	Courier Services Total
1,694.63	Credit Card Payment Total
38,794.62	Dental Insurance Total
12,920.35	Dialysis Supplies Total
10,099.53	Dues & Subscriptions Total
46,088.00	Education & Travel Total
7,738.63	Employee Recruitment Total
6,762.43	Employee Vision Plan Total
170,275.58	Equipment Lease Total
10,039.40	Food Total
14,891.21	Freight Total
890.08	Fuel Total
3,279.55	Garbage Collection Total
806,786.50	Group Health Total
249,293.20	Hospital Supplies Total
12,303.00	Implant Supplies Total
3,350.00	Instruments Total
35,587.89	Insurance Premiums Total
26,505.50	Insurance Refund Total
84,848.54	Laboratory Services Total
234,416.84	Laboratory Supplies Total
11,842.60	Laundry Supplies Total
29,267.79	Legal Fees Total
7,702.00	License Renewal Total
525.00	Licenses & Taxes Total
5,133.48	Life Insurance Total
3,173.64	Linen Total
48,420.12	Maintenance & Repair Total
8,562.40	Maintenance Supplies Total
13,384.20	Marketing & Promotional Supplies Total
250.00	Medical Staff Dues Total
1,499.00	Membership Fee Total
3,597.05	MHSC Foundation Total
2,403.97	Minor Equipment Total
172,034.65	Non Medical Supplies Total
250.00	Notary Bond Total



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

Check Number	Date	Vendor Check Name	Amount	Description
193520	7/20/2023	BEST VERSION MEDIA LLC	387.20	Advertising
193272	7/6/2023	KEMMERER GAZETTE	326.80	Advertising
193358	7/13/2023	LAMAR ADVERTISING	424.00	Advertising
193561	7/20/2023	LAMAR ADVERTISING	1,273.00	Advertising
193290	7/6/2023	PILOT BUTTE BROADCASTING	650.00	Advertising
193292	7/6/2023	PUBLISHING CONCEPTS, INC.	1,050.00	Advertising
193437	7/13/2023	ROCKET MINER	608.73	Advertising
193441	7/13/2023	ROYAL FLUSH ADVERTISING	2,964.38	Advertising
193259	7/6/2023	SCORPION HEALTHCARE LLC	15,248.00	Advertising
193593	7/20/2023	SCORPION HEALTHCARE LLC	9,119.18	Advertising
193318	7/6/2023	SWEETWATER NOW, LLC	3,530.00	Advertising
193606	7/20/2023	THE RADIO NETWORK	2,916.65	Advertising
193630	7/27/2023	BIG THICKET BROADCASTING	3,192.00	Advertising
193634	7/27/2023	BRIDGER VALLEY PIONEER	1,310.00	Advertising
193679	7/27/2023	KEMMERER GAZETTE	920.00	Advertising
193698	7/27/2023	PINEDALE ROUNDUP	1,020.00	Advertising
193717	7/27/2023	SUBLETTE EXAMINER	895.00	Advertising
193720	7/27/2023	SWEETWATER NOW, LLC	3,530.00	Advertising
193727	7/27/2023	TRUE NORTH CUSTOM PUBLISHING	2,855.80	Advertising
193728	7/27/2023	UINTA COUNTY HERALD	145.00	Advertising
EFT000000008214	7/6/2023	ROYCE ROLLS RINGER CO	72.00	Advertising
EFT000000008222	7/13/2023	GREEN RIVER STAR	1,191.25	Advertising
EFT000000008226	7/13/2023	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
193423	7/13/2023	NORTHWEST SOLUTIONS LLC	1,680.00	Billing Services
193611	7/20/2023	VITALANT	8,344.46	Blood
193736	7/27/2023	VITALANT	5,545.77	Blood
193649	7/27/2023	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
EFT000000008236	7/20/2023	CASTLE ROCK HSP DIST	4,131.00	Building Lease
193326	7/6/2023	UNIDINE CORPORATION	83,841.75	Cafe Management
193609	7/20/2023	UNIDINE CORPORATION	36,600.79	Cafe Management
193729	7/27/2023	UNIDINE CORPORATION	83,841.75	Cafe Management
193331	7/6/2023	VERIZON WIRELESS, LLC	3,532.77	Cellular Telephone
193252	7/6/2023	EXPRESS RECOVERY SERVICES	21,179.99	Collection Agency
193612	7/20/2023	WAKEFIELD & ASSOCIATES, INC.	54,997.46	Collection Agency
193646	7/27/2023	COLLECTION PROFESSIONALS, INC	682.00	Collection Agency
193656	7/27/2023	EXPRESS RECOVERY SERVICES	15,482.13	Collection Agency
193236	7/6/2023	CDW GOVERNMENT LLC	2,004.36	Computer Equipment
193640	7/27/2023	CDW GOVERNMENT LLC	2,629.32	Computer Equipment
193671	7/27/2023	HEALTHTECHS3	2,590.00	Consulting Fees
193227	7/6/2023	USCOM	2,002.89	Contract Maintenance
193236	7/6/2023	CERNER CORPORATION	1,601.60	Contract Maintenance
193526	7/20/2023	CERNER CORPORATION	14,986.17	Contract Maintenance
193357	7/13/2023	CPCS (NAVETIS GROUP)	7,000.00	Contract Maintenance
193360	7/13/2023	CLOUDU COMMUNICATIONS INC.	86.02	Contract Maintenance
193333	7/6/2023	COMPUTERSHARE TRUST COMPANY	1,000.00	Contract Maintenance
193335	7/10/2023	CONSUMER FUSION INC.	1,750.00	Contract Maintenance
193237	7/6/2023	CSG, LLC	1,347.37	Contract Maintenance
193379	7/13/2023	FRONT RANGE MOBILE IMAGING, INC.	9,076.00	Contract Maintenance
193259	7/6/2023	GE HEALTHCARE	26,110.96	Contract Maintenance
193546	7/20/2023	GE HEALTHCARE	1,908.67	Contract Maintenance
193554	7/20/2023	GREENSHADES SOFTWARE	74.29	Contract Maintenance
193263	7/6/2023	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
193270	7/6/2023	ISA WATER CHEMISTRIES	2,552.29	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

193574	7/20/2023	MICRO-TEL	3,311.00	Contract Maintenance
193420	7/13/2023	NETDAIS	6,300.00	Contract Maintenance
193281	7/6/2023	NEUROMONITORING TECHNOLOGIES	950.00	Contract Maintenance
193421	7/13/2023	NEUROMONITORING TECHNOLOGIES	1,200.00	Contract Maintenance
193283	7/6/2023	NUANCE COMMUNICATIONS, INC	313.33	Contract Maintenance
193288	7/6/2023	PHILIPS HEALTHCARE	1,433.00	Contract Maintenance
193295	7/6/2023	REMI CORPORATION	2,977.16	Contract Maintenance
193435	7/13/2023	RL DATIX	842.00	Contract Maintenance
193301	7/6/2023	SIEMENS MEDICAL SOLUTIONS USA	18,311.49	Contract Maintenance
193444	7/13/2023	SIEMENS MEDICAL SOLUTIONS USA	12,571.68	Contract Maintenance
193445	7/13/2023	SITEMPROVE, INC.	2,809.26	Contract Maintenance
193458	7/13/2023	UNITED AUDIT SYSTEMS, INC.	1,457.50	Contract Maintenance
193466	7/13/2023	WYODATA SECURITY INC.	1,630.00	Contract Maintenance
193631	7/27/2023	BISCOM	1,757.88	Contract Maintenance
193641	7/27/2023	CERNER CORPORATION	3,791.00	Contract Maintenance
193647	7/27/2023	CONSUMER FUSION INC.	1,750.00	Contract Maintenance
193653	7/27/2023	DOCUSIGN, INC.	1,605.98	Contract Maintenance
193664	7/27/2023	GE HEALTHCARE	26,110.96	Contract Maintenance
193669	7/27/2023	HARMONY HEALTHCARE IT	7,727.00	Contract Maintenance
193675	7/27/2023	ISI WATER CHEMISTRIES	5,104.58	Contract Maintenance
193692	7/27/2023	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
193700	7/27/2023	PLAYNETWORK, INC.	191.70	Contract Maintenance
193705	7/27/2023	REMI CORPORATION	2,977.16	Contract Maintenance
193710	7/27/2023	SIEMENS MEDICAL SOLUTIONS USA	11,010.34	Contract Maintenance
193739	7/27/2023	WYODATA SECURITY INC.	2,075.00	Contract Maintenance
EFT00000000215	7/6/2023	STATE FIRE DC SPECIALTIES	1,440.00	Contract Maintenance
EFT00000000242	7/20/2023	STATE FIRE DC SPECIALTIES	5,820.00	Contract Maintenance
EFT00000000243	7/20/2023	UP TO DATE	9,682.00	Contract Maintenance
W/T	7/20/2023	TRIZETTO FEE	5,864.66	Contract Maintenance
W/T	7/7/2023	ZENITH	420.42	Contract Maintenance
W/T	7/20/2023	TRIZETTO FEE	237.00	Contract Maintenance
193249	7/6/2023	ELWOOD STAFFING SERVICES, INC	1,892.89	Contract Personnel
193369	7/13/2023	ELWOOD STAFFING SERVICES, INC	888.30	Contract Personnel
193540	7/20/2023	ELWOOD STAFFING SERVICES, INC	1,763.05	Contract Personnel
193253	7/6/2023	FAVORITE HEALTHCARE STAFFING, INC.	6,295.90	Contract Personnel
193543	7/20/2023	FAVORITE HEALTHCARE STAFFING, INC.	9,636.90	Contract Personnel
193256	7/6/2023	FOCUSONE SOLUTIONS LLC	108,285.51	Contract Personnel
193376	7/13/2023	FOCUSONE SOLUTIONS LLC	158,817.01	Contract Personnel
193547	7/20/2023	FOCUSONE SOLUTIONS LLC	101,198.76	Contract Personnel
193592	7/20/2023	SARAH ROTH	720.00	Contract Personnel
193657	7/27/2023	FAVORITE HEALTHCARE STAFFING, INC.	3,217.50	Contract Personnel
193661	7/27/2023	FOCUSONE SOLUTIONS LLC	113,280.15	Contract Personnel
193642	7/27/2023	CITY CAB	40.00	Courier Services
193694	7/27/2023	PACKAGERUNNER LOGISTICS LLC	389.34	Courier Services
W/T	7/25/2023	UMB BANK	1,694.63	Credit Card Payment
193536	7/20/2023	DELTA DENTAL	38,794.62	Dental Insurance
193257	7/6/2023	FRESENIUS USA MARKETING, INC.	5,166.77	Dialysis Supplies
193378	7/13/2023	FRESENIUS USA MARKETING, INC.	3,255.33	Dialysis Supplies
193556	7/20/2023	HENRY SCHEIN INC	140.50	Dialysis Supplies
193663	7/27/2023	FRESENIUS USA MARKETING, INC.	1,715.47	Dialysis Supplies
193672	7/27/2023	HENRY SCHEIN INC	140.50	Dialysis Supplies
193735	7/27/2023	VISONEX, LLC	2,376.00	Dialysis Supplies
EFT00000000223	7/13/2023	HENRY SCHEIN INC	125.78	Dialysis Supplies
193699	7/27/2023	MSDS ONLINE, INC	10,059.53	Dues & Subscriptions

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

193217	7/6/2023	AACVPR	275.00	Education & Travel
193517	7/20/2023	ASHE	150.00	Education & Travel
193431	7/13/2023	READY RESPONSE TRAINING, LLC	3,200.00	Education & Travel
193468	7/13/2023	WYOMING HOSPITAL ASSOCIATION	500.00	Education & Travel
193741	7/28/2023	READY RESPONSE TRAINING, LLC	3,200.00	Education & Travel
193738	7/27/2023	WOLTERS KLUWER LAW & BUSINESS	38,763.00	Education & Travel
193387	7/13/2023	HOLIDAY INN - ROCK SPRINGS	623.00	Employee Recruitment
193388	7/13/2023	INSIGHT SCREENING LLC	1,215.63	Employee Recruitment
193639	7/27/2023	CASSANDRA EMDEN	5,000.00	Employee Recruitment
EFT000000008228	7/13/2023	SST TESTING +, INC.	900.00	Employee Recruitment
193462	7/13/2023	VISION SERVICE PLAN - WY	6,762.43	Employee Vision Plan
193234	7/6/2023	CAREFUSION SOLUTIONS, LLC	26,581.00	Equipment Lease
193245	7/6/2023	COMPER & SUPPLY COMPANY	105.77	Equipment Lease
193366	7/13/2023	COMPER & SUPPLY COMPANY	5,469.39	Equipment Lease
193381	7/13/2023	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
193475	7/14/2023	GE HEALTHCARE FINANCIAL SERVICES	2,358.25	Equipment Lease
193506	7/20/2023	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
193550	7/20/2023	GE HEALTHCARE FINANCIAL SERVICES	47,164.93	Equipment Lease
193582	7/20/2023	PITNEY BOWES INC	798.77	Equipment Lease
193439	7/13/2023	RON'S ACE RENTALS & EQUIP.SALE	10.36	Equipment Lease
193300	7/6/2023	SHADOW MOUNTAIN WATER CO, WY	320.25	Equipment Lease
193442	7/13/2023	SHADOW MOUNTAIN WATER CO, WY	1,022.20	Equipment Lease
193302	7/6/2023	SIEMENS FINANCIAL SERVICES, INC.	18,429.63	Equipment Lease
193329	7/6/2023	US BANK EQUIPMENT FINANCE	881.77	Equipment Lease
193459	7/13/2023	US BANK EQUIPMENT FINANCE	293.69	Equipment Lease
193610	7/20/2023	US BANK EQUIPMENT FINANCE	714.32	Equipment Lease
193648	7/27/2023	COMPER & SUPPLY COMPANY	10,850.51	Equipment Lease
193706	7/27/2023	RON'S ACE RENTALS & EQUIP.SALE	84.00	Equipment Lease
193732	7/27/2023	US BANK EQUIPMENT FINANCE	553.49	Equipment Lease
193254	7/6/2023	F B MCFADDEN WHOLESAL	2,585.00	Food
193372	7/13/2023	F B MCFADDEN WHOLESAL	2,677.80	Food
193544	7/20/2023	F B MCFADDEN WHOLESAL	3,134.75	Food
193658	7/27/2023	F B MCFADDEN WHOLESAL	1,641.85	Food
193373	7/13/2023	FED EX	48.26	Freight
193545	7/20/2023	FED EX	64.25	Freight
193324	7/6/2023	TRIODE, INC	939.26	Freight
193457	7/13/2023	TRIODE, INC	9,944.08	Freight
193726	7/27/2023	TRIODE, INC	3,895.36	Freight
193434	7/13/2023	BAILEY ENTERPRISES	890.00	Fuel
EFT000000008231	7/13/2023	WWS - ROCK SPRINGS	3,279.55	Garbage Collection
W/T	7/1/2023	BLUE CROSS BLUE SHIELD 6/30/23	352,752.86	Group Health
W/T	7/28/2023	BLUE CROSS BLUE SHIELD 7/21/23	160,776.81	Group Health
W/T	7/14/2023	BLUE CROSS BLUE SHIELD 7/1/23	153,111.40	Group Health
W/T	7/21/2023	BLUE CROSS BLUE SHIELD 7/14/23	129,951.66	Group Health
W/T	7/13/2023	FURTHER FLEX 7/12/23	4,514.12	Group Health
W/T	7/20/2023	FURTHER FLEX 7/19/23	2,335.53	Group Health
W/T	7/27/2023	FURTHER FLEX 7/26/23	1,784.77	Group Health
W/T	7/1/2023	FURTHER FLEX 7/5/23	1,279.85	Group Health
W/T	7/21/2023	FURTHER ADMIN FEE	279.50	Group Health
193259	7/6/2023	ABBOTT NUTRITION	26.73	Hospital Supplies
193440	7/13/2023	ABBOTT NUTRITION	252.50	Hospital Supplies
193591	7/20/2023	ABBOTT NUTRITION	205.66	Hospital Supplies
193512	7/20/2023	Aurion Incorporated	185.17	Hospital Supplies
193219	7/6/2023	APPLIED MEDICAL	1,662.00	Hospital Supplies



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193341	7/13/2023	APPLIED MEDICAL	2,112.00	Hospital Supplies
193515	7/20/2023	APPLIED MEDICAL	1,044.00	Hospital Supplies
193220	7/6/2023	ARTHREX INC.	7,424.40	Hospital Supplies
193516	7/20/2023	ARTHREX INC.	6,515.00	Hospital Supplies
193346	7/13/2023	B BRAUN MEDICAL INC.	1,049.45	Hospital Supplies
193519	7/20/2023	B BRAUN MEDICAL INC.	1,338.60	Hospital Supplies
193225	7/6/2023	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
193345	7/13/2023	BARD PERIPHERAL VASCULAR INC	835.80	Hospital Supplies
193226	7/6/2023	BG MEDICAL LLC	3,150.00	Hospital Supplies
193348	7/13/2023	BG MEDICAL LLC	1,800.00	Hospital Supplies
193349	7/13/2023	BIOMET SPORTS MEDICINE	2,721.00	Hospital Supplies
193229	7/6/2023	BOSTON SCIENTIFIC CORP	13,861.00	Hospital Supplies
193351	7/13/2023	BOSTON SCIENTIFIC CORP	8,886.58	Hospital Supplies
193232	7/6/2023	CARDINAL HEALTH/V. MUELLER	13,851.59	Hospital Supplies
193355	7/13/2023	CARDINAL HEALTH/V. MUELLER	2,761.59	Hospital Supplies
193525	7/20/2023	CARDINAL HEALTH/V. MUELLER	2,344.95	Hospital Supplies
193235	7/6/2023	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
193241	7/6/2023	CONE INSTRUMENTS	399.00	Hospital Supplies
193362	7/13/2023	CONE INSTRUMENTS	193.85	Hospital Supplies
193533	7/20/2023	CONE INSTRUMENTS	468.33	Hospital Supplies
193242	7/6/2023	CONMED CORPORATION	133.90	Hospital Supplies
193363	7/13/2023	CONMED CORPORATION	60.00	Hospital Supplies
193244	7/6/2023	COOK MEDICAL INC.	756.92	Hospital Supplies
193365	7/13/2023	COOK MEDICAL INCORPORATED	3,900.00	Hospital Supplies
193535	7/20/2023	COOK MEDICAL INCORPORATED	1,553.81	Hospital Supplies
193248	7/6/2023	DIAGNOSTICA STAGO INC	105.84	Hospital Supplies
193537	7/20/2023	DIAGNOSTICA STAGO INC	271.39	Hospital Supplies
193368	7/13/2023	DJ ORTHOPEDICS, LLC	74.36	Hospital Supplies
193539	7/20/2023	DJ ORTHOPEDICS, LLC	17.23	Hospital Supplies
193371	7/13/2023	EXPAND-A-BAND, LLC	168.00	Hospital Supplies
193551	7/20/2023	GENERAL HOSPITAL SUPPLY CORPORATION	235.00	Hospital Supplies
193265	7/6/2023	HEALTHCARE LOGISTICS INC	87.64	Hospital Supplies
193306	7/13/2023	HEALTHCARE LOGISTICS INC	272.64	Hospital Supplies
193555	7/20/2023	HEALTHCARE LOGISTICS INC	136.32	Hospital Supplies
193266	7/6/2023	HILL-ROM	350.11	Hospital Supplies
193557	7/20/2023	HILL-ROM	962.13	Hospital Supplies
193267	7/6/2023	HOLOGIC, INC.	9,538.00	Hospital Supplies
193271	7/6/2023	J & J HEALTH CARE SYSTEMS INC	7,461.82	Hospital Supplies
193390	7/13/2023	J & J HEALTH CARE SYSTEMS INC	4,684.42	Hospital Supplies
193558	7/20/2023	J & J HEALTH CARE SYSTEMS INC	2,869.44	Hospital Supplies
193394	7/13/2023	KARL STORZ ENDOSCOPY-AMERICA	7,982.73	Hospital Supplies
193395	7/13/2023	KCI USA	202.96	Hospital Supplies
193452	7/13/2023	LEICA BIOSYSTEMS RICHMOND	134.68	Hospital Supplies
193279	7/6/2023	M V A P MEDICAL SUPPLIES, INC.	220.00	Hospital Supplies
193418	7/13/2023	M V A P MEDICAL SUPPLIES, INC.	98.00	Hospital Supplies
193575	7/20/2023	M V A P MEDICAL SUPPLIES, INC.	170.00	Hospital Supplies
193404	7/13/2023	MARKET LAB, INC	760.95	Hospital Supplies
193564	7/20/2023	MARKET LAB, INC	1,101.90	Hospital Supplies
193275	7/6/2023	MASIMO AMERICAS, INC.	1,750.00	Hospital Supplies
193565	7/20/2023	MASIMO AMERICAS, INC.	880.60	Hospital Supplies
193406	7/13/2023	MCKESSON MEDICAL-SURGICAL	777.18	Hospital Supplies
193566	7/20/2023	MCKESSON MEDICAL-SURGICAL	2,719.88	Hospital Supplies
193407	7/13/2023	MEDELA LLC	560.68	Hospital Supplies
193412	7/13/2023	MEDTRONIC, USA	2,114.00	Hospital Supplies

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193568	7/20/2023	MEDTRONIC, USA	3,941.00	Hospital Supplies
193280	7/6/2023	NATUS MEDICAL INC	308.08	Hospital Supplies
193419	7/13/2023	NATUS MEDICAL INC	998.00	Hospital Supplies
193284	7/6/2023	OLYMPUS AMERICA INC	396.59	Hospital Supplies
193285	7/6/2023	OWENS & MINOR 90005430	5,868.65	Hospital Supplies
193424	7/13/2023	OWENS & MINOR 90005430	718.87	Hospital Supplies
193581	7/20/2023	PERFORMANCE HEALTH SUPPLY INC	85.89	Hospital Supplies
193294	7/6/2023	RADIOMETER AMERICA INC	1,600.88	Hospital Supplies
193584	7/20/2023	RADIOMETER AMERICA INC	2,914.18	Hospital Supplies
193296	7/6/2023	RESPIRONICS	178.00	Hospital Supplies
193586	7/20/2023	RESPIRONICS	190.00	Hospital Supplies
193309	7/6/2023	STERIS CORPORATION	4,676.27	Hospital Supplies
193449	7/13/2023	STERIS CORPORATION	374.94	Hospital Supplies
193600	7/20/2023	STERIS CORPORATION	5,236.80	Hospital Supplies
193322	7/6/2023	TRI-ANIM HEALTH SERVICES INC	779.18	Hospital Supplies
193456	7/13/2023	TRI-ANIM HEALTH SERVICES INC	440.84	Hospital Supplies
193330	7/6/2023	UTAH MEDICAL PRODUCTS INC	336.09	Hospital Supplies
193332	7/6/2023	WAXIE SANITARY SUPPLY	34.08	Hospital Supplies
193613	7/20/2023	WAXIE SANITARY SUPPLY	98.70	Hospital Supplies
193347	7/13/2023	BELMONT MEDICAL TECHNOLOGIES	2,030.00	Hospital Supplies
193541	7/20/2023	ETHICON ENDO-SURGERY, INC	305.98	Hospital Supplies
193320	7/6/2023	TECHNICAL SAFETY SERVICES, LLC	8,055.00	Hospital Supplies
193709	7/27/2023	ABBOTT NUTRITION	37.36	Hospital Supplies
193622	7/27/2023	AESCLAP INC	57.42	Hospital Supplies
193624	7/27/2023	APPLIED MEDICAL	108.00	Hospital Supplies
193625	7/27/2023	ARTHREX INC.	18,711.50	Hospital Supplies
193627	7/27/2023	B BRAUN MEDICAL INC.	3,319.36	Hospital Supplies
193626	7/27/2023	BARD PERIPHERAL VASCULAR INC	1,912.05	Hospital Supplies
193629	7/27/2023	BG MEDICAL LLC	2,400.00	Hospital Supplies
193637	7/27/2023	CARDINAL HEALTH/V. MUELLER	17,928.33	Hospital Supplies
193652	7/27/2023	DIAGNOSTICA STAGO INC	8,968.64	Hospital Supplies
193670	7/27/2023	HEALTHCARE LOGISTICS INC	272.00	Hospital Supplies
193677	7/27/2023	J & J HEALTH CARE SYSTEMS INC	5,749.60	Hospital Supplies
193678	7/27/2023	KCI USA	365.01	Hospital Supplies
193718	7/27/2023	LEICA BIOSYSTEMS RICHMOND	148.30	Hospital Supplies
193581	7/27/2023	MARKET LAB, INC	369.95	Hospital Supplies
193582	7/27/2023	MASIMO AMERICAS, INC.	220.00	Hospital Supplies
193584	7/27/2023	MCKESSON MEDICAL-SURGICAL	8.25	Hospital Supplies
193693	7/27/2023	OWENS & MINOR 90005430	4,938.95	Hospital Supplies
193695	7/27/2023	PERFORMANCE HEALTH SUPPLY INC	30.15	Hospital Supplies
193725	7/27/2023	TRI-ANIM HEALTH SERVICES INC	1,924.77	Hospital Supplies
193737	7/27/2023	WAXIE SANITARY SUPPLY	336.22	Hospital Supplies
EFT00000000208	7/6/2023	BREG INC	257.65	Hospital Supplies
EFT00000000210	7/6/2023	HARDY DIAGNOSTICS	3,788.52	Hospital Supplies
EFT00000000213	7/6/2023	OVATION MEDICAL	71.70	Hospital Supplies
EFT00000000216	7/6/2023	STRYKER INSTRUMENTS	329.16	Hospital Supplies
EFT00000000220	7/13/2023	BREG INC	136.57	Hospital Supplies
EFT00000000229	7/13/2023	STRYKER INSTRUMENTS	1,180.81	Hospital Supplies
EFT00000000235	7/20/2023	BREG INC	336.31	Hospital Supplies
EFT00000000238	7/20/2023	HARDY DIAGNOSTICS	4,366.14	Hospital Supplies
EFT00000000249	7/27/2023	HARDY DIAGNOSTICS	317.96	Hospital Supplies
193542	7/20/2023	EXCHANGE CART ACCESSORIES	164.00	Implant Supplies
193286	7/6/2023	PARAGON 20 INC.	1,638.00	Implant Supplies
193711	7/27/2023	SKYY ORTHOBIOLOGICS, LLC	5,295.00	Implant Supplies

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EFT000000008212	7/6/2023	LIFENET HEALTH	7,008.00	Implant Supplies
193314	7/6/2023	SUMMIT MEDICAL LLC	3,152.00	Instruments
193643	7/27/2023	CIVCO MEDICAL INSTRUMENTS	198.00	Instruments
193328	7/6/2023	PROVIDENT LIFE & ACCIDENT	31,238.63	Insurance Premiums
193731	7/27/2023	PROVIDENT LIFE & ACCIDENT	4,349.26	Insurance Premiums
193503	7/18/2023	INSURANCE REFUND	323.60	Insurance Refund
193493	7/18/2023	INSURANCE REFUND	4,065.50	Insurance Refund
193495	7/18/2023	INSURANCE REFUND	4,065.50	Insurance Refund
193504	7/19/2023	INSURANCE REFUND	13.49	Insurance Refund
193505	7/19/2023	INSURANCE REFUND	42.79	Insurance Refund
193484	7/18/2023	INSURANCE REFUND	720.74	Insurance Refund
193502	7/18/2023	INSURANCE REFUND	57.11	Insurance Refund
193486	7/18/2023	INSURANCE REFUND	12.47	Insurance Refund
193414	7/13/2023	INSURANCE REFUND	665.08	Insurance Refund
193488	7/18/2023	INSURANCE REFUND	229.28	Insurance Refund
193489	7/18/2023	INSURANCE REFUND	1,191.16	Insurance Refund
193490	7/18/2023	INSURANCE REFUND	2,497.46	Insurance Refund
193499	7/18/2023	INSURANCE REFUND	2,518.85	Insurance Refund
193500	7/18/2023	INSURANCE REFUND	6,164.85	Insurance Refund
193501	7/18/2023	INSURANCE REFUND	2,071.25	Insurance Refund
193487	7/18/2023	INSURANCE REFUND	866.43	Insurance Refund
193491	7/18/2023	INSURANCE REFUND	499.97	Insurance Refund
193496	7/18/2023	INSURANCE REFUND	499.97	Insurance Refund
193216	7/6/2023	ALLERMETRIX INC	1,070.10	Laboratory Services
193510	7/20/2023	ALLERMETRIX INC	982.35	Laboratory Services
193563	7/20/2023	LGC CLINICAL DIAGNOSTICS, INC.	2,664.00	Laboratory Services
193571	7/20/2023	METABOLIC NEWBORN SCREENING	4,804.60	Laboratory Services
193604	7/20/2023	SUMMIT PATHOLOGY	25,688.00	Laboratory Services
193683	7/27/2023	MAYO COLLABORATIVE SERVICES, INC.	382.88	Laboratory Services
EFT000000008246	7/27/2023	ARUP LABORATORIES, INC.	49,256.61	Laboratory Services
193218	7/6/2023	ANAEROBE SYSTEMS	28.00	Laboratory Supplies
193514	7/20/2023	ANAEROBE SYSTEMS	28.00	Laboratory Supplies
193221	7/6/2023	ASSOCIATES OF CAPE COD INC	395.00	Laboratory Supplies
193521	7/20/2023	BIOMERIEUX, INC.	11,964.50	Laboratory Supplies
193231	7/6/2023	CARDINAL HEALTH	7,479.60	Laboratory Supplies
193354	7/13/2023	CARDINAL HEALTH	3,016.20	Laboratory Supplies
193524	7/20/2023	CARDINAL HEALTH	111,206.41	Laboratory Supplies
193356	7/13/2023	CEPHED	7,736.00	Laboratory Supplies
193527	7/20/2023	CEPHED	9,266.52	Laboratory Supplies
193255	7/6/2023	FISHER HEALTHCARE	5,825.92	Laboratory Supplies
193375	7/13/2023	FISHER HEALTHCARE	688.04	Laboratory Supplies
193546	7/20/2023	FISHER HEALTHCARE	21,576.09	Laboratory Supplies
193560	7/20/2023	KURIN INC.	7,000.00	Laboratory Supplies
193273	7/6/2023	LIFELOC TECHNOLOGIES	420.00	Laboratory Supplies
193577	7/20/2023	NOVA BIOMEDICAL CORP.	72.00	Laboratory Supplies
193597	7/20/2023	STATLAB MEDICAL PRODUCTS	253.88	Laboratory Supplies
193601	7/20/2023	STRECK LABORATORIES INC	763.47	Laboratory Supplies
193349	7/6/2023	SYSMEX AMERICA INC.	378.64	Laboratory Supplies
193605	7/20/2023	SYSMEX AMERICA INC.	3,689.95	Laboratory Supplies
193325	7/6/2023	TYPENEX MEDICAL, LLC	267.13	Laboratory Supplies
193636	7/27/2023	CARDINAL HEALTH	1,956.15	Laboratory Supplies
193660	7/27/2023	FISHER HEALTHCARE	2,371.08	Laboratory Supplies
193659	7/27/2023	PIPETTE.COM	473.08	Laboratory Supplies
193721	7/27/2023	SYSMEX AMERICA INC.	25,430.75	Laboratory Supplies

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EFT000000000207	7/6/2023	BIO-RAD LABORATORIES	1,044.68	Laboratory Supplies
EFT000000000219	7/13/2023	BIO-RAD LABORATORIES	2,047.00	Laboratory Supplies
EFT000000000225	7/13/2023	IDENTICARD	510.00	Laboratory Supplies
EFT000000000234	7/20/2023	BIO-RAD LABORATORIES	4,844.68	Laboratory Supplies
EFT000000000241	7/20/2023	IDENTICARD	642.95	Laboratory Supplies
EFT000000000247	7/27/2023	BIO-RAD LABORATORIES	3,041.14	Laboratory Supplies
EFT000000000224	7/13/2023	MARTIN-RAY LAUNDRY SYSTEMS	3,200.00	Laundry Supplies
EFT000000000240	7/20/2023	MARTIN-RAY LAUNDRY SYSTEMS	8,642.60	Laundry Supplies
193264	7/6/2023	HATHAWAY & KUNZ, P.C.	15,796.49	Legal Fees
193697	7/27/2023	PHILLIPS LAW, LLC	13,471.30	Legal Fees
193239	7/6/2023	CJIA LABORATORY PROGRAM	7,702.00	License Renewal
193617	7/20/2023	WY DEPT OF ENVIRONMENT.QUALITY	500.00	Licenses & Taxes
193334	7/6/2023	WYOMING SECRETARY OF STATE	25.00	Licenses & Taxes
193262	7/6/2023	NEW YORK LIFE INSURANCE COMPANY	2,608.96	Life Insurance
193691	7/27/2023	NEW YORK LIFE INSURANCE COMPANY	2,524.52	Life Insurance
193306	7/6/2023	STANDARD TEXTILE	1,161.48	Linen
193712	7/27/2023	STANDARD TEXTILE	2,012.16	Linen
193337	7/13/2023	ABOVE ALL MEDICAL PARTS INC.	600.00	Maintenance & Repair
193509	7/20/2023	AGILITY SURGICAL EQUIPMENT REPAIR INC.	27,320.88	Maintenance & Repair
193383	7/13/2023	GOODWAY TECHNOLOGIES CORPORATION	510.00	Maintenance & Repair
193426	7/13/2023	PARTSSOURCE	115.28	Maintenance & Repair
193579	7/20/2023	PARTSSOURCE	2,237.74	Maintenance & Repair
193472	7/13/2023	PLAN ONE/ARCHITECTS	1,332.50	Maintenance & Repair
193293	7/6/2023	R & D SWEEPING AND ASPHALT MAINTENANCE, LC	6,848.00	Maintenance & Repair
193305	7/6/2023	SPECIALTY WATER TECHNOLOGIES INC	699.76	Maintenance & Repair
193620	7/25/2023	STEALTH TECHNOLOGIES	532.00	Maintenance & Repair
193317	7/6/2023	SWEETWATER PLUMBING & HEATING	58.05	Maintenance & Repair
193614	7/20/2023	WELCH ALLYN, INC	197.50	Maintenance & Repair
193615	7/20/2023	WHISLER CHEVROLET	2,095.61	Maintenance & Repair
193620	7/25/2023	STEALTH TECHNOLOGIES	532.00	Maintenance & Repair
EFT000000000227	7/13/2023	SERVO	4,950.00	Maintenance & Repair
EFT000000000248	7/27/2023	COLORADO DOORWAYS, INC	390.80	Maintenance & Repair
193522	7/20/2023	BLOEDORN LUMBER	210.45	Maintenance Supplies
193531	7/20/2023	CODALE ELECTRIC SUPPLY, INC	74.85	Maintenance Supplies
193260	7/6/2023	GRAINGER	406.29	Maintenance Supplies
193364	7/13/2023	GRAINGER	346.20	Maintenance Supplies
193553	7/20/2023	GRAINGER	316.35	Maintenance Supplies
193268	7/6/2023	HOME DEPOT	1,243.63	Maintenance Supplies
193276	7/6/2023	MORCON SPECIALTY	83.36	Maintenance Supplies
193438	7/13/2023	ROCK SPRINGS WINNELSON CO	506.00	Maintenance Supplies
193461	7/13/2023	VERNA CARE	469.81	Maintenance Supplies
193632	7/27/2023	BLOEDORN LUMBER	90.00	Maintenance Supplies
193666	7/27/2023	GRAINGER	90.99	Maintenance Supplies
193673	7/27/2023	HOME DEPOT	215.10	Maintenance Supplies
193690	7/27/2023	NAPA AUTO PARTS	211.97	Maintenance Supplies
193707	7/27/2023	ROCK SPRINGS WINNELSON CO	674.04	Maintenance Supplies
EFT000000000205	7/6/2023	ACE HARDWARE	293.13	Maintenance Supplies
EFT000000000230	7/13/2023	QUILINE, INC	2,012.00	Maintenance Supplies
EFT000000000232	7/20/2023	ACE HARDWARE	420.46	Maintenance Supplies
EFT000000000244	7/27/2023	ACE HARDWARE	16.97	Maintenance Supplies
193426	7/13/2023	PURPLE LIZARDS, LLC	3,977.50	Marketing & Promotional Supplies
193583	7/20/2023	PURPLE LIZARDS, LLC	9,406.70	Marketing & Promotional Supplies
193572	7/20/2023	MHSC MEDICAL STAFF	250.00	Medical Staff Dues
193513	7/20/2023	AMERICAN HEALTH LAWYERS ASSOCIATION	499.00	Membership Fee



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

193261	7/6/2023	GREEN RIVER CHAMBER OF COMMERCE	1,000.00	Membership Fee
193213	7/5/2023	MHSC-FOUNDATION	1,274.32	MHSC Foundation
193476	7/14/2023	MHSC-FOUNDATION	1,080.91	MHSC Foundation
193479	7/18/2023	MHSC-FOUNDATION	1,241.82	MHSC Foundation
193228	7/6/2023	BOMGAARS SUPPLY INC.	499.99	Minor Equipment
193587	7/20/2023	ROCKLER COMPANIES, INC	479.98	Minor Equipment
193315	7/6/2023	SUPERIOR AUDIOMETRICS, LLC	1,424.00	Minor Equipment
193223	7/6/2023	A TOUCH OF CLASS	148.00	Non Medical Supplies
193518	7/20/2023	A TOUCH OF CLASS	75.00	Non Medical Supplies
193382	7/13/2023	GLOBAL EQUIPMENT COMPANY	3,186.00	Non Medical Supplies
193552	7/20/2023	GLOBAL EQUIPMENT COMPANY	1,564.94	Non Medical Supplies
193276	7/6/2023	MEDLINE INDUSTRIES INC	55,116.30	Non Medical Supplies
193410	7/13/2023	MEDLINE INDUSTRIES INC	65,190.56	Non Medical Supplies
193567	7/20/2023	MEDLINE INDUSTRIES INC	30,239.44	Non Medical Supplies
193303	7/6/2023	SMILEMAKERS	194.72	Non Medical Supplies
193584	7/20/2023	SMILEMAKERS	922.57	Non Medical Supplies
193685	7/27/2023	MEDLINE INDUSTRIES INC	15,397.12	Non Medical Supplies
193455	7/13/2023	TEGELER & ASSOCIATES-RS	250.00	Notary Bond
W/T	7/21/2023	ROCK SPRINGS NATIONAL BANK	215.34	Office Supplies
193250	7/6/2023	ENCOMPASS GROUP, LLC	1,937.28	Office Supplies
193427	7/13/2023	PROFORMA	526.91	Office Supplies
193307	7/6/2023	STANDARD REGISTER COMPANY	3,651.66	Office Supplies
193308	7/6/2023	STAPLES BUSINESS ADVANTAGE	690.55	Office Supplies
193448	7/13/2023	STAPLES BUSINESS ADVANTAGE	4,099.70	Office Supplies
193596	7/20/2023	STAPLES BUSINESS ADVANTAGE	947.49	Office Supplies
193327	7/6/2023	UNITED AD LABEL	179.28	Office Supplies
193654	7/27/2023	ENCOMPASS GROUP, LLC	1,239.84	Office Supplies
193713	7/27/2023	STANDARD REGISTER COMPANY	808.16	Office Supplies
193714	7/27/2023	STAPLES BUSINESS ADVANTAGE	3,205.93	Office Supplies
193358	7/13/2023	CJ SIGNS	110.00	Other Purchased Services
193377	7/13/2023	FOTOS BY JENNI	79.00	Other Purchased Services
193401	7/13/2023	QUICK RESPONSE TAXI	451.00	Other Purchased Services
193619	7/25/2023	QUICK RESPONSE TAXI	203.00	Other Purchased Services
193662	7/27/2023	FOTOS BY JENNI	237.00	Other Purchased Services
193619	7/25/2023	QUICK RESPONSE TAXI	203.00	Other Purchased Services
193740	7/26/2023	QUICK RESPONSE TAXI	371.00	Other Purchased Services
EFT00000000205	7/6/2023	AIRGAS INTERMOUNTAIN INC	2,307.18	Oxygen Rental
EFT00000000218	7/13/2023	AIRGAS INTERMOUNTAIN INC	154.45	Oxygen Rental
EFT00000000233	7/20/2023	AIRGAS INTERMOUNTAIN INC	126.79	Oxygen Rental
EFT00000000245	7/27/2023	AIRGAS INTERMOUNTAIN INC	4,167.47	Oxygen Rental
193477	7/14/2023	PATIENT REFUND	87.75	Patient Refund
193465	7/18/2023	PATIENT REFUND	12.44	Patient Refund
193482	7/18/2023	PATIENT REFUND	100.00	Patient Refund
193437	7/18/2023	PATIENT REFUND	100.00	Patient Refund
193494	7/18/2023	PATIENT REFUND	96.43	Patient Refund
193498	7/18/2023	PATIENT REFUND	96.43	Patient Refund
193214	7/5/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
193482	7/18/2023	UNITED WAY OF SWEETWATER COUNTY	212.00	Payroll Deduction
193211	7/5/2023	CIRCUIT COURT 3RD JUDICIAL	259.97	Payroll Garnishment
193478	7/18/2023	CIRCUIT COURT 3RD JUDICIAL	218.98	Payroll Garnishment
193212	7/5/2023	STATE OF WYOMING DFS/CSES	1,654.82	Payroll Garnishment
193480	7/18/2023	STATE OF WYOMING DFS/CSES	1,654.82	Payroll Garnishment
193481	7/18/2023	SWEETWATER CIRCUIT COURT-RS	267.44	Payroll Garnishment
193483	7/18/2023	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

W/T	7/3/2023	PAYROLL 12	1,750,000.00	Payroll Transfer
W/T	7/17/2023	PAYROLL 13	1,800,000.00	Payroll Transfer
193415	7/13/2023	MHSC - PETTY CASH	28.25	Petty Cash
193687	7/27/2023	MHSC - PETTY CASH	17.00	Petty Cash
193233	7/6/2023	CARDINAL HEALTH PHARMACY MGMT	1,060,312.68	Pharmacy Management
193526	7/20/2023	CARDINAL HEALTH PHARMACY MGMT	7,057.96	Pharmacy Management
193638	7/27/2023	CARDINAL HEALTH PHARMACY MGMT	1,315,933.63	Pharmacy Management
193397	7/13/2023	DR. KYLE HOFFMAN	25,000.00	Physician Recruitment
193405	7/13/2023	DR. MAY POUNDSTONE	25,000.00	Physician Recruitment
193573	7/20/2023	DR. MICHAEL BOWERS	25,000.00	Physician Retention
193576	7/20/2023	NEAL ASPER, MD	25,000.00	Physician Retention
193506	7/20/2023	ADVANCED MEDICAL IMAGING, LLC	72,700.00	Physician Services
193361	7/13/2023	COMPHEALTH, INC.	6,680.80	Physician Services
193532	7/20/2023	COMPHEALTH, INC.	328.48	Physician Services
193463	7/13/2023	DR. WAGNER VERONESE	7,649.16	Physician Services
193385	7/13/2023	HAYES LOCUMS, LLC	34,847.76	Physician Services
193393	7/13/2023	JOHN A. ILIYA, M.D.	41,400.00	Physician Services
193274	7/6/2023	LOCUM TENENS.COM	381.83	Physician Services
193402	7/13/2023	LOCUM TENENS.COM	802.79	Physician Services
193416	7/13/2023	MOUNTAIN STATES MEDICAL PHYSICS	11,771.90	Physician Services
193417	7/13/2023	MPLT HEALTHCARE, LLC	20,113.29	Physician Services
193464	7/13/2023	WEATHERBY LOCUMS, INC	51,803.06	Physician Services
193723	7/27/2023	THE SLEEP SPECIALISTS	5,400.00	Physician Services
193730	7/27/2023	UNIVERSITY OF UTAH (UJHC OUTREACH)	130,078.49	Physician Services
193313	7/6/2023	SUBLETTE COUNTY HOSPITAL DISTRICT	8,398.50	Physician Student Loan
193667	7/27/2023	GREAT LAKES	1,666.67	Physician Student Loan
193668	7/27/2023	GREAT LAKES EDUCATION LOAN SERVICES	1,666.67	Physician Student Loan
193650	7/27/2023	MOHELA	1,666.67	Physician Student Loan
193651	7/27/2023	MOHELA	1,666.67	Physician Student Loan
193733	7/27/2023	US DEPARTMENT OF EDUCATION	4,166.67	Physician Student Loan
193608	7/20/2023	UMIA INSURANCE, INC	123,054.00	Professional Liability Insurance
193251	7/6/2023	CE BROKER	288.98	Professional Service
193359	7/13/2023	CLEANIQUE PROFESSIONAL SERVICES	5,000.00	Professional Service
193399	7/13/2023	CLIFTON LARSON ALLEN LLP	20,305.00	Professional Service
193396	7/13/2023	KEITH WILLIAMS & ASSOCIATES, INC.	4,875.00	Professional Service
193408	7/13/2023	MEDICAL PHYSICS CONSULTANTS, INC	2,250.00	Professional Service
193425	7/13/2023	P3 CONSULTING LLC	926.25	Professional Service
193578	7/20/2023	P3 CONSULTING LLC	975.00	Professional Service
193460	7/13/2023	VERISYS INC.	49.00	Professional Service
193467	7/13/2023	WYOMING DEPARTMENT OF HEALTH	384.00	Professional Service
193655	7/27/2023	CE BROKER	314.74	Professional Service
193644	7/27/2023	CLEANIQUE PROFESSIONAL SERVICES	5,575.00	Professional Service
193734	7/27/2023	VERISYS INC.	67.75	Professional Service
EFT00000000217	7/6/2023	WESTERN STAR COMMUNICATIONS	678.00	Professional Service
EFT00000000250	7/27/2023	WESTERN STAR COMMUNICATIONS	726.00	Professional Service
193465	7/13/2023	DR. W. MARCUS BRANN	2,088.00	Professional Service
193240	7/6/2023	COLLEGE OF AMERICAN PATHOLOGY	809.01	Proficiency Testing
193674	7/27/2023	UNITED STATES TREASURY	2,418.99	Q4 941 Taxes
193704	7/27/2023	RADIATION DETECTION COMPANY	6.70	Radiation Monitoring
EFT00000000239	7/20/2023	LANDAUER INC	119.50	Radiation Monitoring
193413	7/13/2023	MERRY X-RAY	37.53	Radiology Film
193230	7/6/2023	BRACCO DIAGNOSTICS INC	734.64	Radiology Material
193523	7/20/2023	BRACCO DIAGNOSTICS INC	2,382.16	Radiology Material
193380	7/13/2023	GE HEALTHCARE INC	2,782.20	Radiology Material

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

193549	7/20/2023	GE HEALTHCARE INC	1,391.10	Radiology Material
193633	7/27/2023	BRACCO DIAGNOSTICS INC	623.58	Radiology Material
193665	7/27/2023	GE HEALTHCARE INC	1,483.10	Radiology Material
193696	7/27/2023	PHARMALOGIC WY, LTD	6,605.56	Radiology Material
193344	7/13/2023	DR. BANU SYMINGTON	585.00	Reimbursement - CME
193392	7/13/2023	DR. JEFFREY WHEELER	155.00	Reimbursement - CME
193370	7/13/2023	EMILY JAMES	82.00	Reimbursement - CME
193443	7/13/2023	SHAWN ROCKEY, PA-C	80.00	Reimbursement - CME
193688	7/27/2023	DR MICHAEL BOWERS	2,310.00	Reimbursement - CME
193585	7/20/2023	DR. RAHUL PAWAR	4,745.00	Reimbursement - CME
193224	7/6/2023	BARBARA SOWADA	396.86	Reimbursement - Education & Travel
193352	7/13/2023	DR. BRYTTON LONG	492.48	Reimbursement - Education & Travel
193391	7/13/2023	DR. JANENE GLYN	1,733.54	Reimbursement - Education & Travel
193559	7/20/2023	DR. JANENE GLYN	2,568.89	Reimbursement - Education & Travel
193400	7/13/2023	DR. LAWRENCE LAURIDSEN	558.60	Reimbursement - Education & Travel
193430	7/13/2023	DR. RASHEEL CHOWDHARY	4,467.80	Reimbursement - Education & Travel
193389	7/13/2023	IRENE RICHARDSON	1,066.53	Reimbursement - Education & Travel
193403	7/13/2023	MADISON CHRISMAN	6.84	Reimbursement - Education & Travel
193422	7/13/2023	NICOLE CAIN	44.38	Reimbursement - Education & Travel
193287	7/6/2023	PATTY O'LEKEY	155.00	Reimbursement - Education & Travel
193580	7/20/2023	PATTY O'LEKEY	327.32	Reimbursement - Education & Travel
193289	7/6/2023	PHILLIP FLAKE	287.28	Reimbursement - Education & Travel
193436	7/13/2023	ROBYN OWENS	3.42	Reimbursement - Education & Travel
193645	7/27/2023	DR. CODY CHRISTENSEN	7,450.00	Reimbursement - Education & Travel
193676	7/27/2023	ISRAEL STEWART, DO	562.47	Reimbursement - Education & Travel
193706	7/27/2023	ROBIN SNOWBERGER	24.73	Reimbursement - Education & Travel
193590	7/20/2023	RONALD L. CHEESE	609.15	Reimbursement - Non Hospital Supplies
W/T	7/24/2023	ABG 7/6/23	215,415.75	Retirement
W/T	7/7/2023	ABG 6/22/23	204,423.17	Retirement
W/T	7/19/2023	ABG 7/20/23	202,537.58	Retirement
193321	7/6/2023	VITASCRIPITUM LLC	3,435.00	Scribe Services
193621	7/25/2023	VITASCRIPITUM LLC	3,525.00	Scribe Services
193621	7/25/2023	VITASCRIPITUM LLC	3,525.00	Scribe Services
193724	7/27/2023	VITASCRIPITUM LLC	3,465.00	Scribe Services
193350	7/13/2023	BOOKCLIFF SALES INC	174.31	Scrub Sale Deductions
193534	7/20/2023	CONVERGENCE, INC.	1,903.92	Software
193411	7/13/2023	MEDSPHERE SYSTEMS CORPORATION	65,700.00	Software
193340	7/13/2023	AMERICAN LEGION TOM WHITMORE POST 28	500.00	Sponsorship
193258	7/6/2023	GARY'S FOUNDATION INC	500.00	Sponsorship
193262	7/6/2023	GREEN RIVER GIRLS SOFTBALL ASSOCIATION	300.00	Sponsorship
193291	7/6/2023	PMS SCREEN PRINTING	1,928.00	Sponsorship
193433	7/13/2023	RED DESERT HUMANE SOCIETY	300.00	Sponsorship
193473	7/14/2023	RED DESERT ROUNDUP RODEO	100.00	Sponsorship
193474	7/14/2023	RED DESERT ROUNDUP RODEO	40.00	Sponsorship
193297	7/6/2023	RSHS - PARENT CHEER COMMITTEE	200.00	Sponsorship
193454	7/13/2023	SW 1 SCHOOL FOUNDATION	750.00	Sponsorship
193470	7/13/2023	YWCA OF SWEETWATER COUNTY	5,100.00	Sponsorship
193336	7/13/2023	307 SPARTANS	300.00	Sponsorship
193507	7/20/2023	ABILITY NETWORK INC	917.70	Surgery Supplies
193215	7/6/2023	ALI MED INC	699.42	Surgery Supplies
193338	7/13/2023	ALI MED INC	162.66	Surgery Supplies
193339	7/13/2023	ALTA MEDICAL SPECIALTIES	134.72	Surgery Supplies
193353	7/13/2023	ISON MEDICAL, INC.	71.05	Surgery Supplies
193530	7/20/2023	CIVCO RADIOTHERAPY	921.00	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

193243	7/6/2023	CONMED LINVATEC	644.61	Surgery Supplies
193264	7/13/2023	CONMED LINVATEC	125.80	Surgery Supplies
193246	7/6/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	10,657.20	Surgery Supplies
193267	7/13/2023	COVIDIEN SALES LLC, DBA GIVEN IMAGING	2,670.65	Surgery Supplies
193247	7/6/2023	CR BARD INC	185.70	Surgery Supplies
193269	7/6/2023	INTUITIVE SURGICAL INC.	1,857.76	Surgery Supplies
193409	7/13/2023	MEDICUS HEALTH	478.00	Surgery Supplies
193569	7/20/2023	MERCURY MEDICAL	212.31	Surgery Supplies
193277	7/6/2023	MERIT MEDICAL SYSTEMS, INC	248.45	Surgery Supplies
193570	7/20/2023	MERIT MEDICAL SYSTEMS, INC	569.80	Surgery Supplies
193304	7/6/2023	SMITH & NEPHEW ENDOSCOPY INC	2,424.68	Surgery Supplies
193446	7/13/2023	SMITH & NEPHEW ENDOSCOPY INC	448.58	Surgery Supplies
193447	7/13/2023	SMITH & NEPHEW INC.	1,275.74	Surgery Supplies
193595	7/20/2023	SMITH & NEPHEW INC.	2,375.34	Surgery Supplies
193311	7/6/2023	STRYKER ENDOSCOPY	721.63	Surgery Supplies
193451	7/13/2023	STRYKER ENDOSCOPY	288.33	Surgery Supplies
193602	7/20/2023	STRYKER ENDOSCOPY	433.30	Surgery Supplies
193312	7/6/2023	STRYKER ORTHOPAEDICS	11,025.00	Surgery Supplies
193603	7/20/2023	STRYKER ORTHOPAEDICS	11,370.00	Surgery Supplies
193316	7/6/2023	SURGISHOP	11,681.00	Surgery Supplies
193453	7/13/2023	SURGISHOP	3,600.00	Surgery Supplies
193323	7/6/2023	TRICOR SYSTEMS INC.	670.00	Surgery Supplies
193469	7/13/2023	XODUS MEDICAL, INC.	517.70	Surgery Supplies
193471	7/13/2023	ZIMMER BIOMET	316.25	Surgery Supplies
193623	7/27/2023	ALTA MEDICAL SPECIALTIES	206.14	Surgery Supplies
193628	7/27/2023	BECTON DICKINSON	2,931.83	Surgery Supplies
193635	7/27/2023	BSN MEDICAL, INC.	71.05	Surgery Supplies
193686	7/27/2023	MERCURY MEDICAL	212.31	Surgery Supplies
193716	7/27/2023	STRYKER ORTHOPAEDICS	38,670.00	Surgery Supplies
193719	7/27/2023	SURGISHOP	6,300.00	Surgery Supplies
193722	7/27/2023	TELEFLEX LLC	1,164.00	Surgery Supplies
EFT00000000209	7/6/2023	COOPER SURGICAL	1,017.36	Surgery Supplies
EFT00000000221	7/13/2023	COOPER SURGICAL	492.18	Surgery Supplies
EFT00000000237	7/20/2023	COOPER SURGICAL	2,026.47	Surgery Supplies
193701	7/27/2023	PRESS GANEY ASSOCIATES, INC	4,475.23	Surveys
193680	7/27/2023	LANGUAGE LINE SERVICES	3,420.38	Translation Services
193529	7/20/2023	CHOTA OUTFITTERS, LLC	186.99	Uniforms
193511	7/20/2023	ALL WEST COMMUNICATIONS	3,426.20	Utilities
193222	7/6/2023	AT&T	40.54	Utilities
193342	7/13/2023	AT&T	47.78	Utilities
193343	7/13/2023	AT&T	171.17	Utilities
193429	7/13/2023	CENTURY LINK	1,511.30	Utilities
193618	7/20/2023	CENTURY LINK	375.80	Utilities
193538	7/20/2023	DISH NETWORK LLC	85.63	Utilities
193588	7/20/2023	ROCK SPRINGS MUNICIPAL UTILITY	13,822.52	Utilities
193589	7/20/2023	ROCKY MOUNTAIN POWER	36,812.05	Utilities
193616	7/20/2023	WHITE MOUNTAIN WATER & SEWER DISTRICT	60.95	Utilities
193703	7/27/2023	CENTURY LINK	133.55	Utilities
193702	7/27/2023	DOMINION ENERGY WYOMING	32,448.53	Utilities
193310	7/6/2023	STERICYCLE INC.	1,214.84	Waste Disposal
193450	7/13/2023	STERICYCLE INC.	1,117.42	Waste Disposal
193715	7/27/2023	STERICYCLE INC.	154.10	Waste Disposal
193374	7/13/2023	FIBERTECH	2,117.00	Window Cleaning
193659	7/27/2023	FIBERTECH	2,590.00	Window Cleaning



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/2023

W/T	7/12/2023	WC QUARTER 2 2023	74,468.18	Workman's Comp
			10,893,588.26	

**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending July 31, 2023**

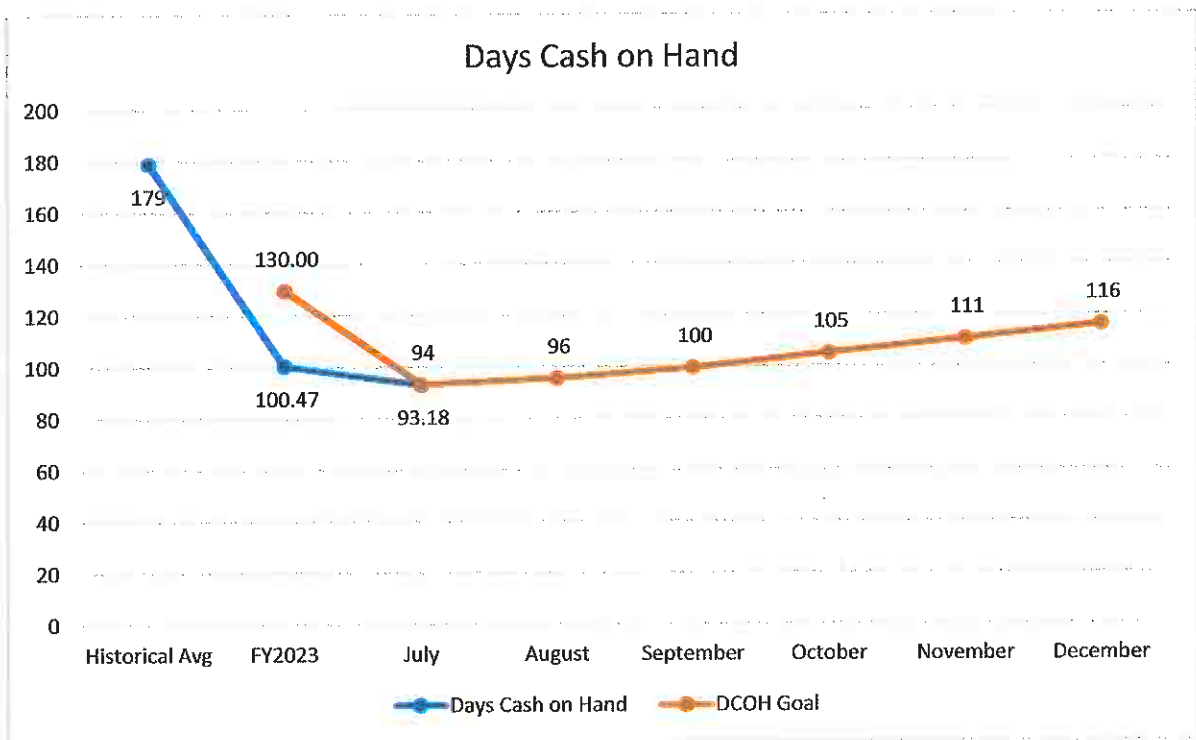
<b>Vouchers Submitted by MHSC at agreed discounted rate</b>	
July 2023	\$0.00
August 2023	
September 2023	
October 2023	
November 2023	
December 2023	
January 2024	
February 2024	
March 2024	
April 2024	
May 2024	
June 2024	
County Requested Total Vouchers Submitted	\$0.00
Total Vouchers Submitted FY 24	\$0.00
Less: Total Approved by County and Received by MHSC FY 24	
Total Vouchers Pending Approval by County	\$0.00

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

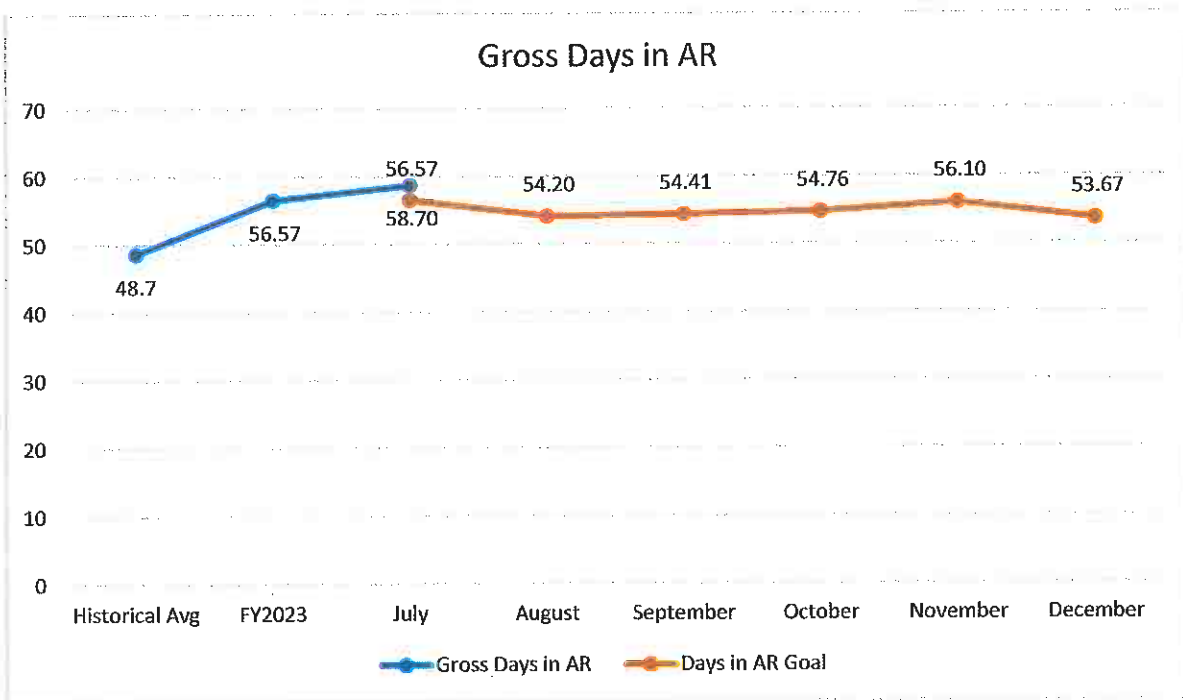
<b>FY24 Maintenance Fund Budget from Sweetwater County</b>	<b>\$1,448,215.00</b>
County Maintenance FY24 - July	\$0.00
County Maintenance FY24 - August	
County Maintenance FY24 - September	
County Maintenance FY24 - October	
County Maintenance FY24 - November	
County Maintenance FY24 - December	
County Maintenance FY24 - January	
County Maintenance FY24 - February	
County Maintenance FY24 - March	
County Maintenance FY24 - April	
County Maintenance FY24 - May	
County Maintenance FY24 - June	
	\$0.00
FY24 Maintenance Fund Budget Remaining	\$1,448,215.00

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

- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 96 days for September, 113 days for December, 129 days for March and 139 days for year end.
  - We saw a decrease in DCOH of 8 days in July. Cash collections came in at \$8.2 million. Daily cash expense is \$287,944 in July.



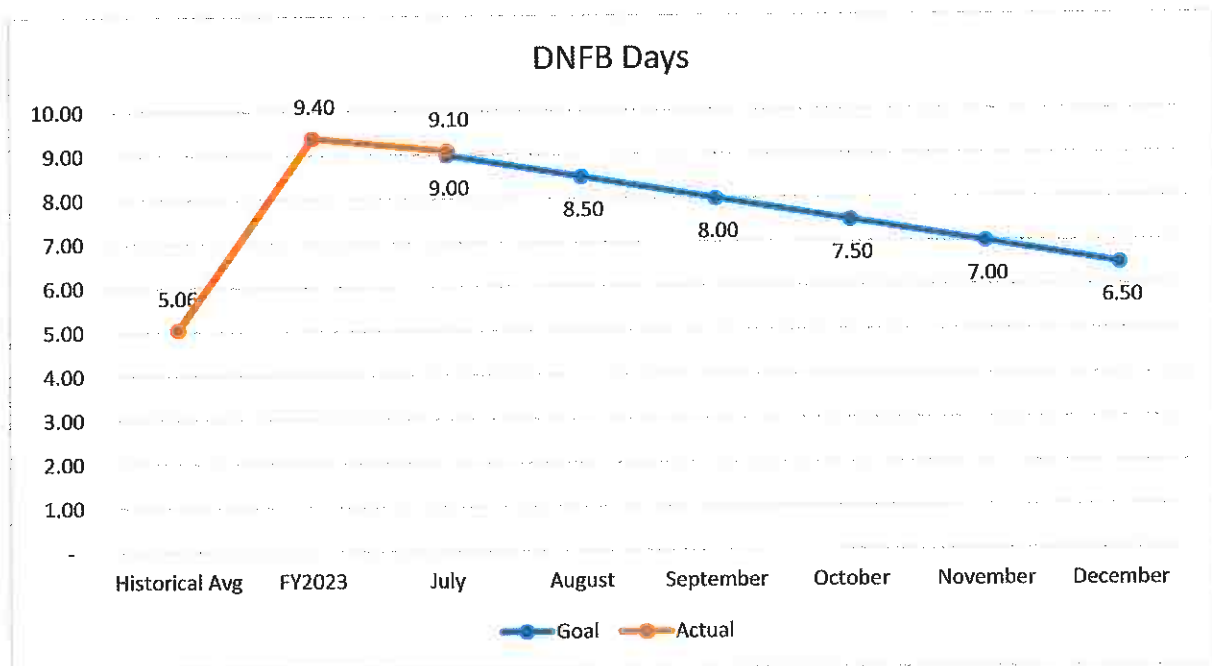
- **Days in Accounts Receivable** represents the number of days of patient charges tied up in unpaid patient accounts. We have set interim goals of 54.4 days for September, 53.7 days for December, 48.6 for March and 47.7 by year end.
  - We use a 3-month average calculation in the financial statements for this metric. Days in AR for July came in at 58.7. Gross accounts receivable increased in July with the high revenue month and lower collections.



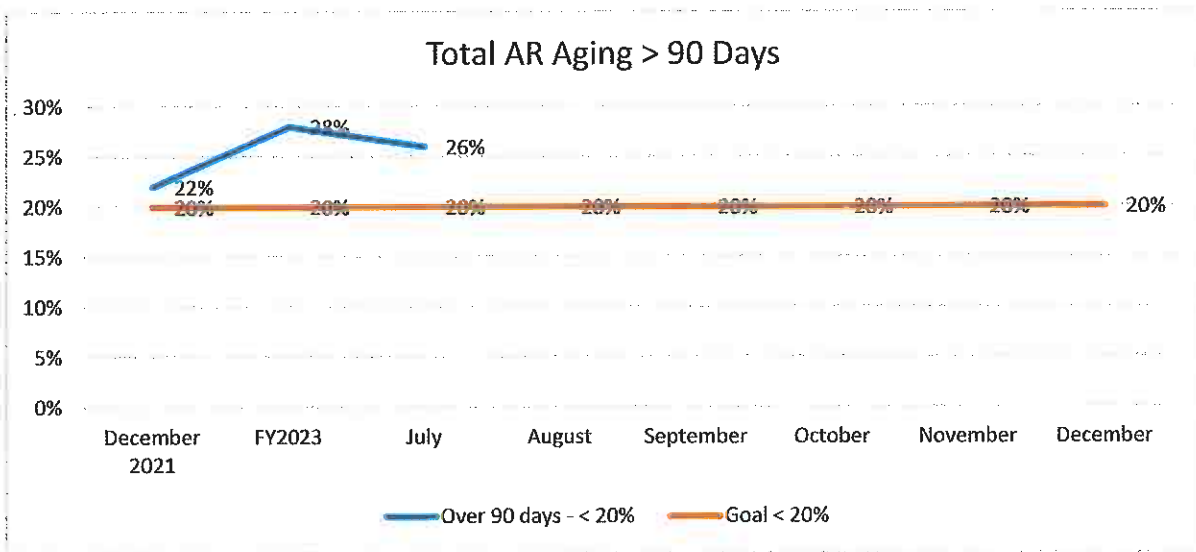


**Revenue Cycle Goals – Fiscal Year 2024** - In addition to these main goals, we have set goals for some corresponding financial metrics that are impacting the revenue cycle. For fiscal year 2024, we have added goals for cash collections and claims denial rate.

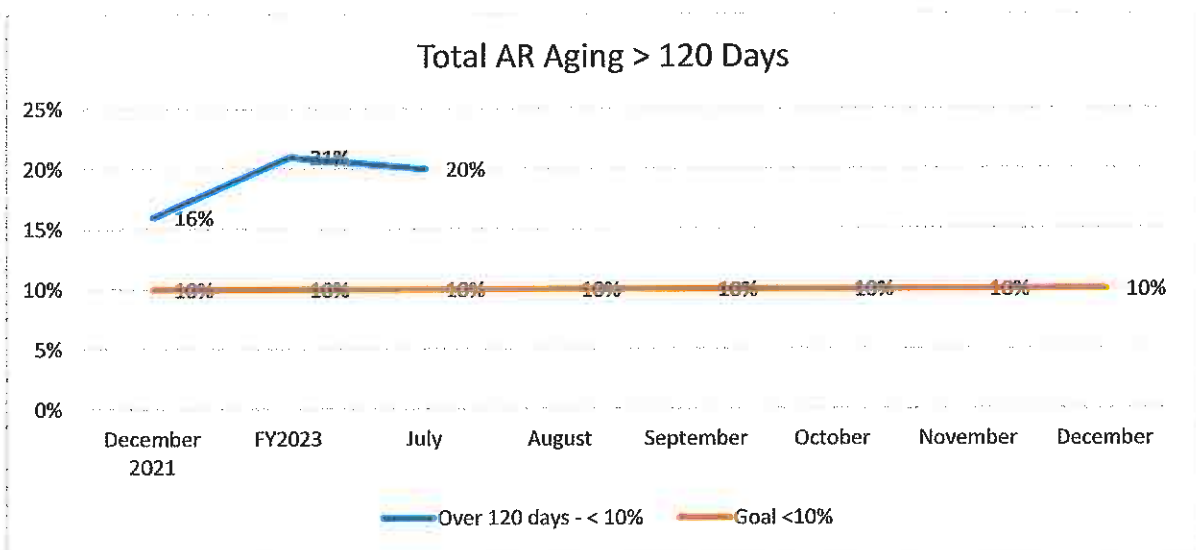
- **DNFB Days – Discharged Not Final Billed days.** These are patient accounts where the patient has been discharged but the account has not been sent for billing. Several categories of accounts fall under DNFB including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay, or abeyance period, are accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the year, equal to our 5-day abeyance period for billing accounts.
  - DNFB Days are 9.1 for July. We continue to see success in bringing our DNFB days down.



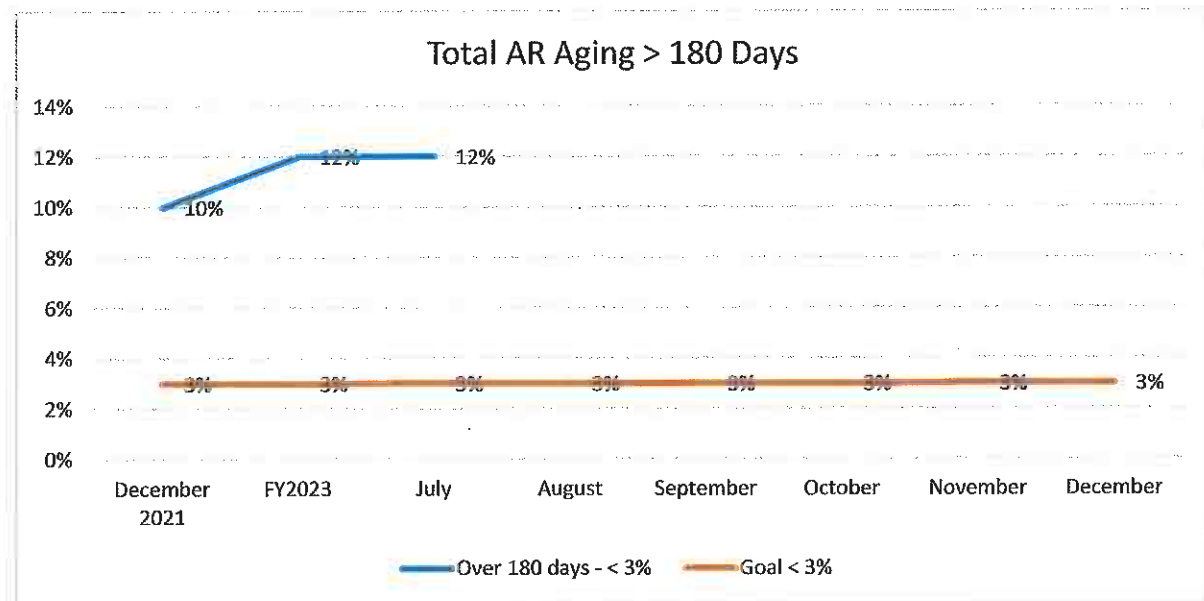
- **Total Accounts Receivable aging** – These goals were set based on national benchmarks received from CLA and are set as follows:
  - Days over 90 days set be < 20% of total AR.
  - Days over 120 days set at < 10% of total AR.
  - Days over 180 days set at < 3% of total AR.
- Total Days in AR continue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



- Days over 90 days are at 26% for July.



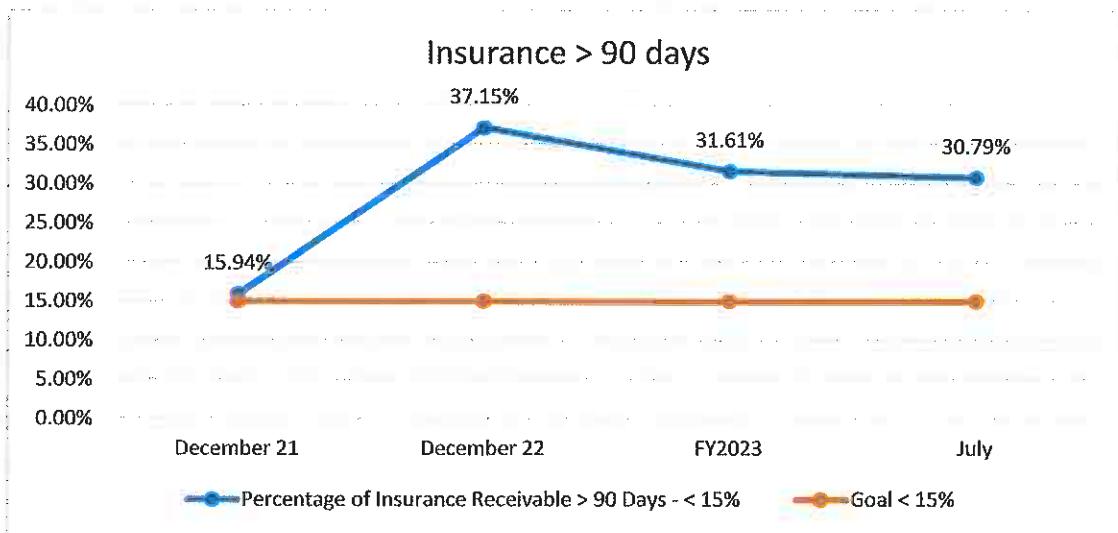
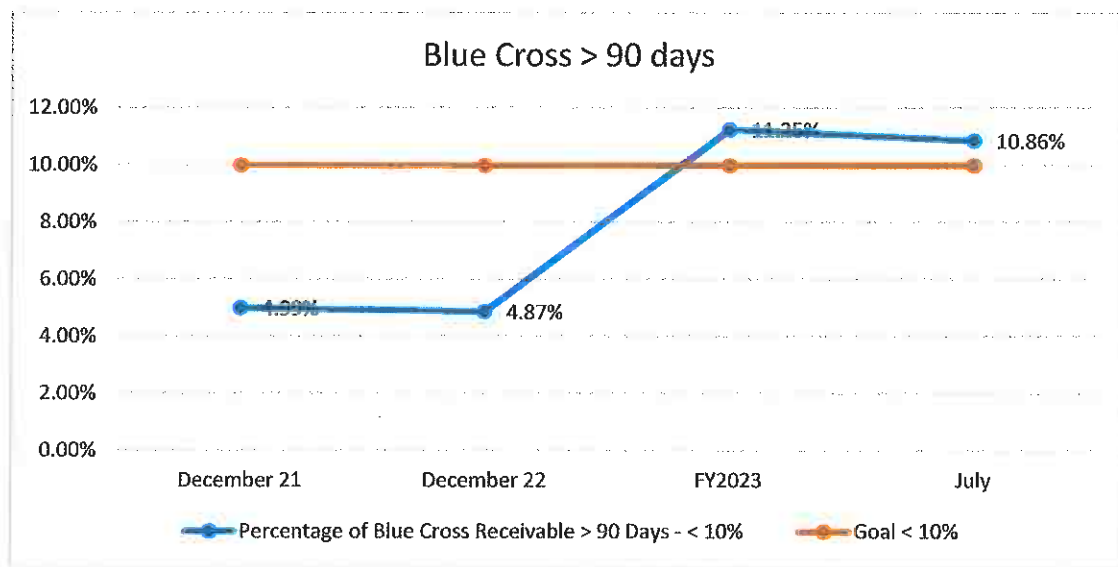
- Days over 120 days are at 20% for July.



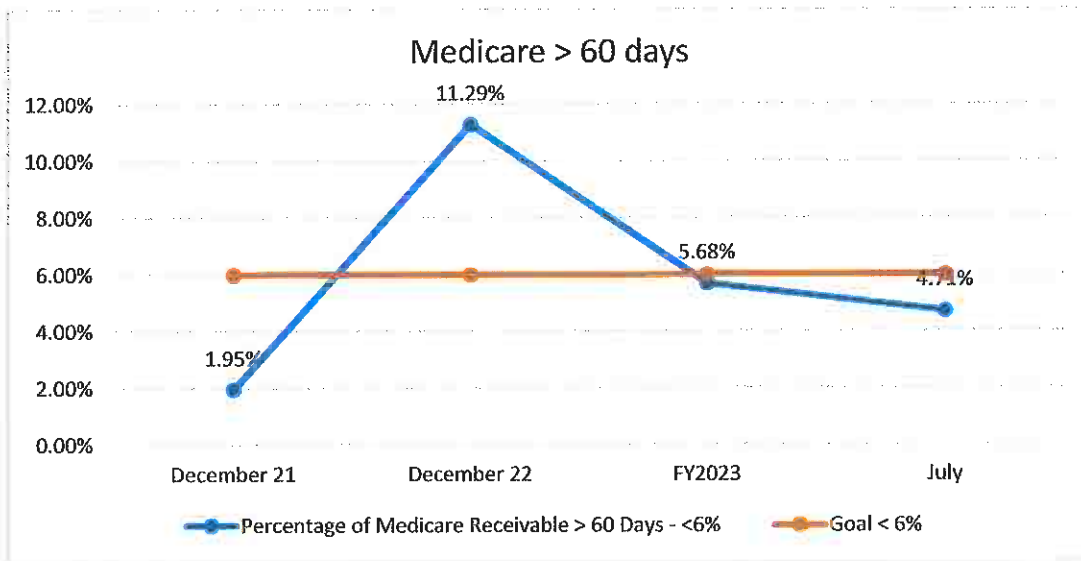
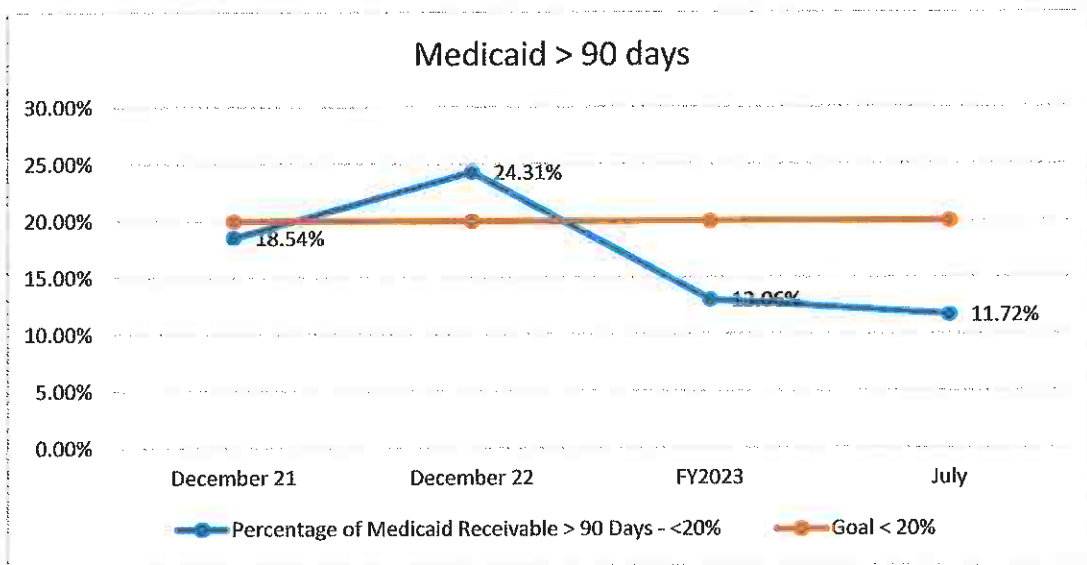
- Days over 180 days are at 12% for July.

- **Days in AR by Payer** – These metrics show more detail of where our aging AR is allocated. These goals have always been reported in the monthly financial statements, but we will be showing the trends through the end of the fiscal year. We are close to the aging goal for Blue Cross and have met the goals for Medicare and Medicaid. We continue to see slow progress in Commercial payer aging. These goals are as follows:

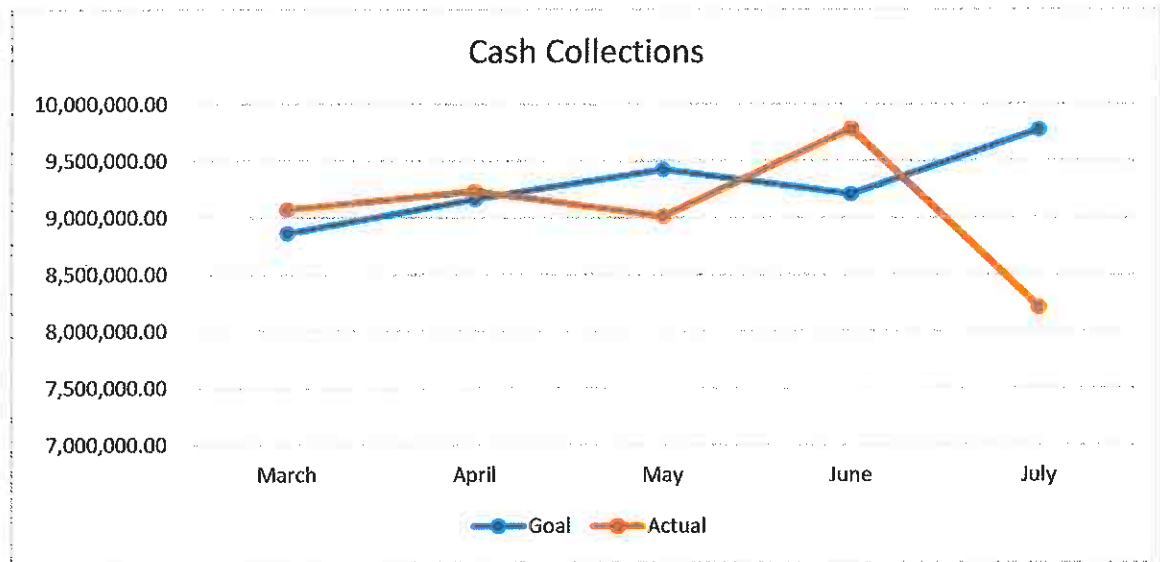
- BCBS Days in AR > 90 days less than 10%
- Insurance Days in AR > 90 days less than 15%
- Medicaid Days in AR > 90 days less than 20%
- Medicare Days in AR > 60 days less than 6%



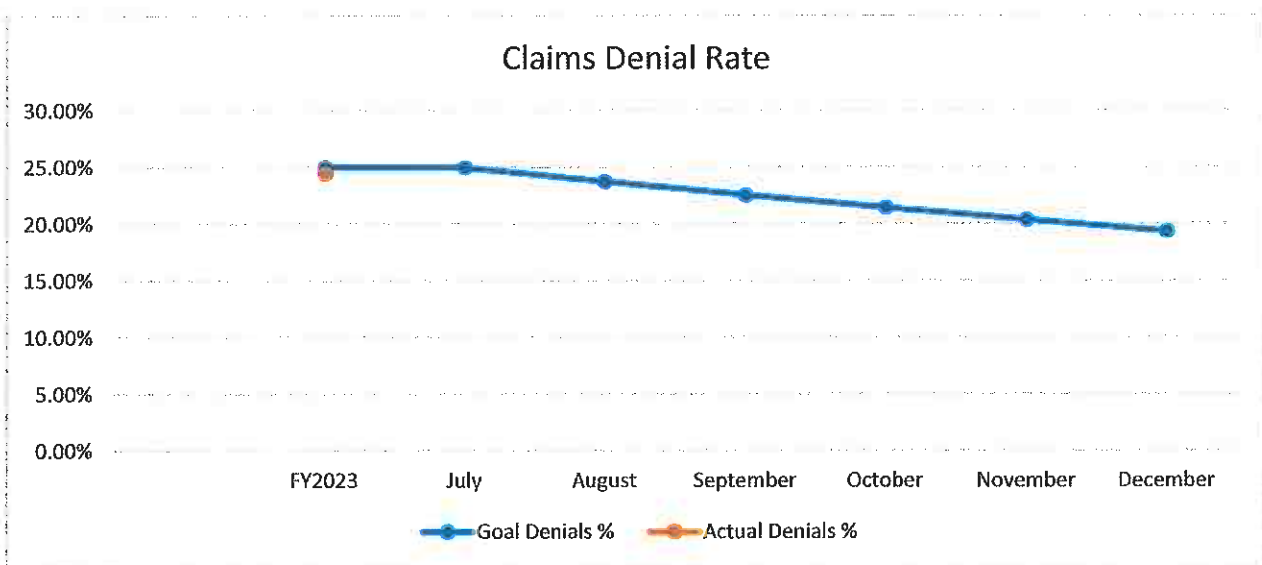




- **Cash Collections** – The goal for cash collections is calculated as 47.5% of the average gross revenue of the two prior months. This is the inverse ratio of budgeted reductions of revenue.
  - Cash collections for July were \$ 8.2 million, under budget by \$1.5 million.



- **Denial Rate** – The denial rate is the percentage of all submitted claims denied by payers. A lower denial rate means improved cash flow. Current state and national benchmarks are at 15%.
  - Denial rate for July – we are still working with CLA to verify the monthly denial rate percentages. At the end of FY2023, our denial rate was 24.4%.



# Board Charter for Finance & Audit Committee

Board of Trustees Orientation Resource Handbook

**Category: Finance and Audit Committee**

**Title: Finance and Audit Committee**

**Original adoption: June 14, 2010**

**Revision: 2023, 2020**

## Purpose

The purpose of the Finance and Audit Committee is to assist the Board of Trustees (Board) in its fiduciary and oversight duties as set forth below.

## Authority

The Committee has no expressed or implied power or authority.

## Responsibilities

In fulfilling its charge, the Finance and Audit Committee is responsible for the following activities and functions:

- Reviews, monthly, the financial status of the hospital and reports to the Board.
- Reviews the fiscal year operating and capital budgets of the hospital prepared by Senior Leadership; makes recommendations to the Board regarding approval of said budgets.
- Monitors the overall financial performance and risk of the hospital in light of approved budgets, long term trends, and industry standards.
- Reviews on a regular basis hospital financial statements.
- Reviews and recommends to Board all Capital purchases in excess of the CEO's approval limit.
- Recommends to the Board policies designed to strengthen the financial health of the hospital and clinics.
- Recommends to the Board key financial objectives to be established and monitored.
- Reviews hospital investments; makes recommendations to Senior Leadership as deemed desirable.
- Monitors the hospital's debt obligations; reviews borrowing initiatives proposed by Senior Leadership; makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the poor and uninsured, in compliance with State statute 18-8-106.
- Provides oversight over external auditing matters by:
  - Reviews the Board's external auditing policy; recommends changes if deemed necessary.

- Recommends to the Board external auditors after reviewing the composition of the audit team, proposed compensation, and other relevant matters.
- May meet annually with the external auditors separate from Hospital management to review the annual audit and associated management letter.
- Reviews audit findings and recommends to the Board any action plans that should be taken to strengthen internal controls and to otherwise improve the hospital's accounting and management practices.
- Makes other related recommendations to the Board associated with the auditing function.

## **Composition**

The Finance and Audit Committee consists of two (2) members of the Board, including the Board Treasurer, who functions as Chair, Chief Executive Officer, Chief Financial Officer and Controller serve as voting members of the committee. The Chief Nursing Officer, Chief Clinical Officer, Director of Patient Financial Services, Director of Information Technology, Director of Materials Management serve as non-voting members. Two (2) physicians, as appointed by the Board President, serve as non-voting members of the committee, and may attend as available.

## **Meeting Schedule**

Monthly; additional meetings may be called by the Committee Chair in consultation with the Chief Executive Officer, or as needed.

## **Reports:**

The Committee will receive and review the following reports, and provide the Board with an executive summary:


- For Board approval:
  - ✓ Investment reports, as necessary
  - ✓ Bad Debt report
  - ✓ Annual operating and capital budget
  - ✓ Annual financial audit report and management letter
- For informational purpose:
  - ✓ Financial statements
  - ✓ Key financial ratios
  - ✓ Key operating benchmarks
  - ✓ Payer trend reports
  - ✓ Quarterly bond covenant compliance letter
  - ✓ Annual Standard & Poor's credit rating review
  - ✓ Chargemaster review summary every three years

**Note:** As used herein, the term "hospital" includes the "clinics" when such inclusion is appropriate.



MEMO: August 28, 2023

TO: Finance Committee

FROM: Ronald L. Cheese  Director Patient Financial Services

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

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$	1,830,000.00	
Hospital Accounts Affinity	\$	10,367.86	
Hospital Payment Plans Affinity	\$	4,937.47	
Medical Clinic Accounts EMD's	\$	2,747.32	
Ortho Clinic Accounts EMD's	\$	00.00	
Total Potential Bad Debt	\$	1,848,052.68	
Accounts Returned	\$ -	83,000.00	
Net Bad Debt Turned			\$ 1,765,052.68

Recoveries Collection Agency Cerner	\$	- 53,777.00	
Recoveries Collection Agency Affinity	\$	- 110,000.00	
Recoveries Payment Plans Affinity	\$	- 7,000.00	
Medical Clinic Recoveries EMD's	\$	- 12,531.05	
Ortho Clinic Recoveries EMD's	\$	- 3,660.69	
Total Bad Debt Recoveries			\$- 186,968.74

Net Bad Debt Less Recoveries \$ 1,578,083.94

Blue Cross and Commercial	\$	489,427.31
Medicare	\$	25,611.40
Self Pay		\$1,034,537.64

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

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
<b>SELF PAY DISCOUNTS</b>	983,066.30	1,353,208.58	780,098.39	46,709.55
	FY 24 ESTIMATE			560,514.60
	JULY TOTAL			46,709.55

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

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
<b>HARDSHIP PROGRAM</b>	75,053.94	3,164.60	61,124.87	17,458.55
<b>50% DISCOUNT</b>	JULY TOTAL			17,458.55

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

**TOTAL SELF PAY PAYMENTS**

FY 19	7,931,404.51
FY 20	8,093,427.44
FY 21	7,763,867.42
FY 22	7,359,544.59
FY 23	3,926,890.49
FY 24	243,532.18

**TOTAL SELF PAY REVENUE**

FY 19	12,651,794.61
FY 20	13,566,281.12
FY 21	14,306,425.74
FY 22	14,129,092.76
FY 23	14,426,972.88
FY 24	1,455,610.36

## Self Pay Plan Information and Results

PAGE 2

### MEDICAL ASSISTANCE

FY19	2,122,865.57
FY20	2,579,929.74
FY21	2,890,990.97
FY22	1,534,631.43
FY23	2,382,483.18
FY 24	101,627.59

### PAYMENT PLANS

FY19	1,838,325.22
FY20	1,926,052.70
FY21	1,727,454.11
FY22	1,025,407.18
FY23 CURRENT CERNER FORMAL PMT PLANS	CERNER UNABLE TO CALCULATE AT THIS TIME

### PATIENT NAVIGATION

	FY22	FY23	FY24
ACTUAL COST SAVINGS OF FREE OR REPLACEMENT MEDICATION	261,211.00	285,333.00	2,699.00
COPAY ASSISTANCE *ACTUAL COLLECTIONS	40,733.69	51,976.00	2,640.00
INSURANCE MAXIMUMIZATION *ACTUAL COLLECTIONS	1,015,657.00	1,058,933.00	87,352.00
PREMIUM ASSISTANCE *ACTUAL COLLECTIONS	798,050.00	823,191.00	75,308.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	<u>2,115,651.69</u>	<u>2,219,433.00</u>	<u>167,999.00</u>
 TOTAL EXPENSE TO RUN PATIENT NAVIGATION DEPT FY22	 142,622.52	 162,690.00	 166,757.25
GOAL - TOTAL LAST YEARS COLLECTIONS AND SAVINGS PLUS 10%	156,884.77	976,140.00	2,441,376.00
 TOTAL AMOUNT TO ACHIEVE OUR GOAL FOR FY 24	 <u>1,958,766.92</u>	 <u>1,243,293.00</u>	 <u>(2,273,377.00)</u>

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

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

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

## MEMORANDUM

To: Board of Trustees  
From: Wm. Marty Kelsey  
Subject: Chair's Report...August Building and Grounds Committee Meeting  
Date: August 23, 2023

Oncology Suite Renovation...A. Pleasant Construction has not started work yet...should be on site sometime in September.

Building Automation System...Harris still needs to balance the system.

Bulk Oxygen Project...Concrete and asphalt work should be completed by the end of August. The new equipment should be installed by mid-September and the project should be completed by the end of September.

Lightning Arrest System...Some work has commenced. Contractor still waiting on supplies. No schedule yet for completion of the work due to supply chain issues.

Medical Imaging Core and X-Ray...Tami indicated that the work on this project needs to be underway soon as the existing equipment will not be serviced much longer. Plan One needs to get the plans completed.

Laboratory Renovation Project...Discussion took place regarding the CMAR selection process. I urged the staff to work toward having a recommendation for a CMAR to be presented at the October Board meeting. There are not many firms capable of doing this work and there are lots of local and other projects in the state in the design phase. Plan One is working hard on the plans.

Foundation Area Project...Irene indicated that the staff is working on determining options for use of that space. Discussion of a Master Plan took place.

University of Utah MOB Project...The state has approved the project. Staff is working on options for the completion of this work.

MOB Entrance Project...Irene indicated that staff is working on determining where this project fits in the priority listing of the Hospital.

Central Scheduling Project...Construction should commence just after mid-August.

Master Plan...Irene indicated that the Hospital is considering contracting for a Master Plan for the Hospital.



County Maintenance Fund...Discussion occurred regarding carryover and use of county maintenance funds. It appears funds can be carried over and that they can be used for capital projects as well as maintenance projects. Irene indicated she would be in favor of building up funds over time for Hospital projects.

Building and Grounds Charter...it was determined that no changes to the charter are needed.

MEMORANDUM FOR HOSPITAL SUPERVISOR  
Building and Grounds Committee Meeting  
August 15, 2023

The Building and Grounds Committee met in regular session via Zoom on August 15, 2023 at 2:30 pm with Mr. Marty Elsey presiding.

Attendance: Mr. Marty Elsey *Trustee - Chair*  
Ms. Rene Richardson *CEO*  
Ms. Kami Love *CFO*  
Mr. James Horan *Director of Facilities*  
Mr. Perry Johnston *Facilities Supervisor/Project Manager*  
Mr. Bill Heatley, *PlanOne Architects*

Present: Mr. Craig Rood *Trustee*

Mr. Elsey called the meeting to order.

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

Mr. Elsey asked for a motion to approve the minutes from the July 24, 2023 meeting. Ms. Richardson made a motion to approve the minutes. Mr. Horan seconded motion passed.

### Maintenance Metrics

Mr. Johnston presented the metrics for July 2023. He said they are staying even with work orders opened and completed during the month. He can see where the average days to complete is increasing and will look into it. Mr. Elsey commented there are a lot of work orders every month. Mr. Johnston said this also includes all of their scheduled PM's each month.

### Old Business – Project Review

#### Oncology Suite renovation

Mr. Heatley said they have not started yet. The contractor Pleasant Construction is waiting on final subcontractor submittals and wants to wait for all material and labor to be onsite prior to starting. This will minimize any downtime in Medical Oncology. They have seen delayed starts on other local projects with the same subcontractors and now there is a domino effect with delays due to limited labor available in our area.

#### Building Automation System

Mr. Johnston said they need to have a conversation with Harris regarding the balancing of the entire building now that they are close to completion. They were onsite today replacing faulty CRC's.

### Full Oxygen

Mr. Johnston said there was a delay with the concrete for spill pads and valley drain pans but these should be completed this week. They plan to start asphalt work next week. The new equipment is scheduled to be set up on September 11. Mr. Elsey asked if the EOC signed off on the water project. Mr. Johnston said he will confirm with the contractor. The project should be completed by the 3<sup>rd</sup> week of September.

### Lightning Arrest System

Mr. Johnston said YoElectric was here last week mobilizing. They plan to start on the outbuildings first building and then the C&S as they wait for the delayed supplies for the Hospital. Once the outer buildings are complete they will start on the main hospital building.

### Medical Imaging Core and X-ray

Ms. Love said we need to expedite the planning on this one as we have received several End of Service/End of Life letters on the existing equipment. We would like to be able to replace the equipment in conjunction with the remodel. Mr. Heatley said there has been some progress on fit testing for equipment in the rooms. He will continue to work with the equipment vendor over the next couple of weeks.

### Laboratory Renovation

Mr. Heatley said the RFP phase is at the 60% completion and he sent those to the staff. He has set an internal deadline for the RFP set for next week. He would like to have the CMOR chosen by the end of August to help in the finalizing preconstruction services and then have the MP by the end of the year. He plans to have the request for proposal for the CMOR by the end of August with selection in September and ready to go in October. There was discussion on what the SOW requirements are for CMOR and all documentation of the selection process will be sent to SOW for their records. Mr. Elsey asked if we could have the CMOR selection for board approval at the October 4 meeting. There was also discussion about having a special board meeting in October if we miss that deadline. Mr. Elsey also asked that subcontractor bids be open to get more transparency. This committee would be included in the CMOR scoring and selection. There was shared concern regarding an estimated \$20 million in parallel projects all vying for contractors in Sweetwater County. It was decided we would push for CMOR selection in October. Mr. Heatley will put together the bid advertising documents and a timeline.

### Capital Construction Grant for Foundation Area

Ms. Richardson said we are still looking at the best options for this space. We have been discussing this area in conjunction with starting work on the new Master Plan.

### University of Utah MOU Space

Mr. Johnston has received notice of State approval. The project is now pending city approval for the electrical portion. We will then look at how the project will be completed either through bids or in-house or a combination of both.

### MOU SODA Entrance

Ms. Richardson said this area is also being discussed in conjunction with the Master Plan. We will need to look at priorities and available funds as this project has no outside matching funds.

### Central Scheduling Space

Mr. Johnston said the contractors are onsite this week prepping the area for infection control requirements and will start the project on Monday August 21. The PCR and CHR plans are created and ready for the project to start.

### Master Plan

Ms. Richardson said they are waiting on the presentation and proposal from the architect firm so we can start looking at a new Master Plan.

### County Maintenance Fund

Ms. Richardson shared Geoff Philips' thoughts that the state statute encourages us to hold funds for maintenance projects. She has spoken to both Ross Slaughter and Taylor Jones Commissioners about the possibility of carrying over the funds for larger projects. Once the current MOU is finalized for the current year's funding, we can talk to the Commissioners about how we can do this. There was discussion on the difference between maintenance and capital construction and there isn't a delineation in the statute, and we would like to be able to build up a maintenance fund of \$6-7 million for these projects.

### **New Business**

Mr. Elsey presented the current Building and Grounds Committee charter for review. The Committee did not see where any changes were needed. Mr. Elsey will let Karara Sowada know it has been reviewed and no board action is needed.

### **Other Business**

Mr. Elsey asked that we work hard to get the CMR selection to the board meeting on October 4. He said there are only 2 or 3 firms in the state that can tackle this size of project.

The next meeting is scheduled for Tuesday September 12, 2023 at 2:30 pm.

Mr. Elsey adjourned the meeting at 3:11 pm.

*Submitted by Tami Love*



Minutes  
Governance Meeting  
August 21, 2023

Attendees: Marty Kelsey, Barbara Sowada, and Irene Richardson

Call to Order: Irene Richardson called the Zoom meeting to order at 2:00 pm

Agenda was approved as written

Minutes had been previously approved

**OLD Business**

1. Executive Compensation Policy: Reviewed recommendation by Geoff Phillips, Board Counsel, to not go forward with the policy because it encumbers future Boards, which is against state statute. Action: Barbara will announce at the September Board meeting that the Governance Committee is removing the policy from further considerations based on Mr. Phillips recommendations.
2. Expansion and New Service Line Policy. Pros and cons of policy discussed. Agreed on need to simplify. Action: to be reviewed at September Governance meeting.
3. Update, if any re Governance Committee charter: Charter reviewed and revised. Action: Revised charter to be reviewed again at September Governance meeting.  
Revisions include
  - a. Delete Report-- Annual board education plan.
  - b. Delete Statement regarding assists senior leadership with new Board orientation.
  - c. Delete Statement-- Develops, maintains, and updates any written document (aside from bylaws, committee charters, and Board policies) which describe the role, duties and responsibilities of the Board as a whole, and its officers and members. Any document (and changes there to) shall be approved by the Board.
  - d. Rewrite conflict of interest policy

**NEW Business**

1. Filling VP vacancy: Discussion have until October Board meeting to fill vacancy. Several members have volunteered. Options are being considered.
2. Two policies in Policystat re CEO evaluation: *CEO Evaluation Principles & Procedure, 8/21* and *CEO Evaluation Policy, 3/22*. Discussion suggested that the later replaced the former. Policy dated 3/22 reflects the evaluation process the Board is using. Action: Bring both policies to September Board meeting with recommendation that 8/21 policy be retired.
3. Begin planning for Board assessment survey in December. Action: Will use TGI survey again. Barbara will work with Cindy to initiate process.

4. Board workshop: Melissa Martin will present the DiSC tool at a workshop for the Board on Friday, August, 25, 2023.

5. Suggested BOT education for September. Marty recommended the Finance Department presents a program about the relevance and significance of the Clinical Statistics financial report and compare and contrast MHSC data with MGMA percentiles. Action: presentation planned for October Board meeting. Iprotean or other offering will be the September education event.

**Next meeting will be Monday September 18<sup>th</sup> at 2:00 pm by Zoom.**

Respectfully submitted,

Barbara J. Sowada, Ph.D.

DRAFT

## 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: **WOLTERS KLUWER**
2. Purpose of contract, including scope and description: **annual renewal of subscription for e-library for providers. The subscription was entered into July 2018. The terms of the subscription are included in the 2018 agreement.**
3. Effective Date: **August 1, 2023**
4. Expiration Date: **July 31, 2024**
5. Termination provisions: **This is just an invoice for continuing subscription with Wolters Kluwer for UpToDate** Is this auto-renew? **No**
6. Monetary cost of the contract: **\$29,410.00** Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not in invoice**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **no**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**



UpToDate®  
P. O. Box 412094  
Boston, MA 02241-2094  
www.uptodate.com



Balance Due: ► \$29,410.00 USD

Please disregard this invoice if you have remitted payment.

**Billed to:**

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

**Shipped to:**

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

Page 1 of 1

ACCOUNT NUMBER	PURCHASE ORDER NUMBER	UPTODATE, INC TAX ID	ORDER DATE
255159	CONTRACT	04-3310941	July 18, 2023
INVOICE NUMBER	INVOICE DATE	TAX REFERENCE/VAT #	PAYMENT TERMS
8767809	August 01, 2023		Net 30
QUANTITY			
UpToDate® Subscriber Self-Registration		27,409.00	27,409.00
Contract Term: August 01, 2023 - July 31, 2024			
UpToDate® Advanced [TM]		2,001.00	2,001.00
Processing Fee			0.00
Sales Tax			0.00
Order Total			\$29,410.00 USD
Payments & Credits			\$0.00 USD
Balance Due			\$29,410.00 USD

THE PAYMENT INSTRUCTIONS SET FORTH ON THIS INVOICE ARE THE ONLY INSTRUCTIONS AUTHORIZED BY UPTODATE, INC. FOR USE. IF YOU RECEIVE ANY COMMUNICATIONS TRANSMITTING DIFFERENT PAYMENT INSTRUCTIONS OR REQUESTING OR REQUIRING ALTERNATE PAYMENT ARRANGEMENTS, DO NOT RESPOND TO SUCH COMMUNICATIONS, AND CONTACT UPTODATE, INC'S CUSTOMER SERVICE IMMEDIATELY AT +1-800-998-6374 or +1-781-392-2000 OR VIA EMAIL: customerservice@uptodate.com

**PLEASE REFERENCE YOUR SUBSCRIBER ID AND INVOICE NUMBER OF ALL PAYMENTS. ALL PAYMENTS IN U.S. DOLLARS.**

**ACH INFORMATION (Within US):**

Account Name: UpToDate, Inc.  
Account Number: 8670709457  
Routing #: 071000039  
Bank Name: Bank of America  
Bank Address: 1401 Elm Street 2nd Floor, Dallas, TX 75202

**WIRE INFORMATION (Outside of US):**

Account Name: UpToDate, Inc.  
Account Number: 8670709457  
Routing #: 026009593; Swift/BIC Code: BOFAUS3N  
Bank Name: Bank of America  
Bank Address: 100 West 33rd Street, New York, NY 10001

**To Pay by check in USD, Remit To:**

UpToDate, Inc.  
PO Box 412094  
Boston, MA 02241-2094

**Subscriber ID/Name**

255159 Memorial Hospital of Sweetwater County

Invoice #	\$ Due (U.S. Dollars)	Paid
8767809	\$29,410.00	

Please email your payment information to: CS-UTD-AccountsReceivable@wolterskluwer.com

UpToDate 230 3rd Avenue, Waltham MA 02451 USA  
Phone: 800-998-6374 (U.S. & Canada) or +1 781-392-2000 Fax: +1 781-642-8840 Email: customerservice@uptodate.com

**Clinical Effectiveness**

230 Third Avenue  
Waltham, MA 02451  
[www.uptodate.com](http://www.uptodate.com)

**Please note: New bank address for wire/ACH payments for UpToDate customers – details below**

Our bank account for UpToDate wire/ACH payments has a new address.

All other account information remains the same.

Please see below for the updated address:

**For wire payments (international or US):**

Account name: UpToDate, Inc.

Account number: 8670709457

Bank name: Bank of America

Bank address: 100 West 33rd Street, New York, NY 10001

SWIFT code: BOFAUS3N

Routing number: 026009593

**For ACH payments (US only):**

Account name: UpToDate, Inc.

Account number: 8670709457

Bank name: Bank of America

Bank address: 1401 Elm Street 2nd Floor, Dallas, TX 75202

Routing number: 071000039

Please update your records to reflect this updated information and direct future payments accordingly.

Thank you for your attention to this important matter.

If you have questions or concerns, please contact our customer service team as outlined below:

- By phone, Monday through Friday, 7:00 am through 9:00 pm ET
  - In the US and Canada, toll-free at 1-800-998-6374
  - For other countries, to check if toll-free international calling is available, please go to:  
[www.uptodate.com/home/toll-free-end-user-support](http://www.uptodate.com/home/toll-free-end-user-support)
  - Direct dial at +1 781-392-2000
- By email at [customerservice@uptodate.com](mailto:customerservice@uptodate.com)