

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

May 1, 2024

2:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- I. Call to Order Barbara Sowada
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. [Mission and Vision](#) Marty Kelsey
 - D. Mission Moment 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. Medical Staff Bylaws *(Remains under review/development, no request for action)*
 - B. [Employee Policy: Non-Discrimination & Anti-Harassment](#) *(For Action)* Amber Fisk, *HR Director*
 - C. [Board of Trustees Bylaws](#) *(For Action)* Barbara Sowada
 - D. [Board of Trustees Calendar](#) *(For Action)* Barbara Sowada
- VI. New Business *(Review and Questions/Comments)* Barbara Sowada
- VII. Chief Executive Officer Report Irene Richardson
- VIII. President of the Medical Staff Report Dr. Brianne Crofts
- IX. Committee Reports
 - A. Joint Conference Committee Barbara Sowada
 - B. [Building & Grounds Committee](#) Marty Kelsey
 - C. [Compliance Committee](#) Kandi Pendleton
 - D. Governance Committee Barbara Sowada
 - E. [Quality Committee](#) Kandi Pendleton
 - F. [Human Resources Committee](#) Kandi Pendleton
 - G. Finance & Audit Committee Marty Kelsey
 - 1. [Capital Expenditure Request](#) *(For Action)*
 - 2. [I.S. Report](#)
 - 3. Bad Debt *(For Action)*
 - 4. [Finance & Audit Committee Meeting Information](#)
 - H. Foundation Board
 - I. Executive Oversight and Compensation Committee Barbara Sowada
- X. Contract Review Irene Richardson
 - A. Contract Approved by the CEO since Last Board Meeting *(For Your Information)*
 - 1. [Gallagher](#)
- XI. Board Education Barbara Sowada
 - A. The Governance Institute E-Learning “Board Orientation Course”

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

May 1, 2024

2:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- | | |
|---|----------------|
| XII. Good of the Order | Barbara Sowada |
| XIII. Executive Session (W.S. §16-4-405(a)(ix)) | Barbara Sowada |
| XIV. Action Following Executive Session | Barbara Sowada |
| XV. 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

Community, Services & Growth

Employee Experience

Financial Stewardship

Minutes for April 3 2024 Draft

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

April 3, 2024

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on April 3, 2024, at 2:00 p.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

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

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

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Mr. Taylor Jones, Sweetwater County Commissioner Liaison.

Pledge of Allegiance

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

Our Mission and Vision

Judge James read aloud the mission and vision statements.

Mission Moment

Ms. Richardson shared a positive personal family experience. She said everyone involved was kind, efficient, and very compassionate. It made a not-so-great situation very good. She said her family member hears her talk about our mission and they could feel it and said we are doing great things. Ms. Richardson thanked everyone who was part of that process. She said she is very proud of our staff.

Dr. Sowada said she was here with Judge James. Ms. Melida Marin, Patient Financial Navigation, talked to both of them about her job. Dr. Sowada said Ms. Marin is so passionate about it and shared a story about providing something very important for a patient and Dr. Sowada said that exhibits such compassionate care.

AGENDA

The motion to approve the agenda as presented was made by Judge James; second by Mr. Rood. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the March 4, 2024, regular meeting as presented was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Medical Staff Bylaws

Dr. Sowada said they remain under review.

Employee Policies

Non-Discrimination & Anti-Harassment: Dr. Sowada said the biggest change was pulling some information out and creating the Consensual Relationships Policy. We will bring this back for action in May.

Consensual Relationships: The motion to approve the Consensual Relationships Policy as presented was made by Ms. Pendleton; second by Judge James. Motion carried.

NEW BUSINESS

Board of Trustees Bylaws

Mr. Kelsey said Dr. Sowada appointed a subcommittee to review the bylaws. He said a few Trustees and some staff met and took some suggestions and made some minor updates and clarifications. He said the only real substantive change was adding a provision that community members can be appointed to board committees. Dr. Sowada said she learned more about that at a recent conference. She said this is a first read for review. Judge James said she was happy with the work they did. Ms. Richardson said the Committee did good work and she likes the additions. She thinks it was time well-spent. Dr. Sowada said questions and concerns should be forwarded to Mr. Kelsey. She thanked everyone for their work and said we will bring the bylaws back for action at the May meeting.

Board of Trustees Calendar

Dr. Sowada said the idea behind a board calendar is a way to keep people on track. She said she carries a lot of the institutional memory and as people come and go, it could be a useful tool. She asked for input and asked Ms. Richardson to share with Leadership to make sure we have captured everything. She said we are trying to level things out throughout the year. Dr. Sowada asked people to e-mail comments, questions, and changes to her. She said we will bring the calendar back to the May meeting.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided an update on strategic plan initiatives related to patient experience, quality and safety, community and growth, employee experience, and financial stewardship. She is working with Senior Leaders and our consultant to put together the process to provide strategic plan status updates to the Board quarterly. Ms. Richardson said she can't say enough thanks to the staff for the hard work they do and said she knows our community is grateful.

COMMITTEE REPORTS

Executive Oversight and Compensation Committee

Dr. Sowada said the Committee is to meet for oversight of the CEO. They have been focusing more on onboarding for Judge James. Dr. Sowada said they plan to do that for the next couple of months.

Joint Conference Committee

Dr. Sowada said the meeting to review the Medical Staff Bylaws was rescheduled for sometime in April.

Building and Grounds

Mr. Kelsey asked Mr. Rood to provide an update. Mr. Rood said the information is in the meeting packet. He said we need to figure out the exact timeline for the SLIB funds for projects. Ms. Tami Love, Chief Financial Officer, and Ms. Richardson said they do not have an update yet.

Compliance Committee

Ms. Pendleton said the Committee did not meet.

Governance Committee

Dr. Sowada said one of the items discussed in the meeting minutes was Wyoming Hospital Association training about the Board President being bonded in addition to the Treasurer. Ms. Suzan Campbell, In House Counsel, researched and found that is not an issue.

Quality Committee

Ms. Pendleton encouraged everyone to review the executive summary in the meeting packet.

Human Resources Committee

Ms. Pendleton said there was nothing to report.

Finance and Audit Committee

Mr. Kelsey said we had another great financial month for February. He said it is the latest in a string of several good months. Mr. Kelsey encouraged everyone to review the financial information. Ms. Richardson said we have had higher volume and we are focusing on managing our expenses. Dr. Sowada thanked the staff for their efforts.

Groathouse GMP Approval for Laboratory Expansion Project: Mr. Kelsey reported we received the Guaranteed Maximum Price (GMP). He said we are scheduled to start in late May with subcontractors here in August 2025 for the lab renovation and addition project. The motion to enter into a contract with Groathouse for renovation and addition of the lab on campus for \$9,005,423 and for the contract provision presented was made by Mr. Kelsey; second by Mr. Rood. Motion carried.

Bad Debt: The motion to approve the potential bad debt of \$1,515,144.64 for February, and \$1,537,546.50 for March as presented was made by Mr. Kelsey; second by Judge James. Motion carried.

Foundation Board

Mr. Rood said the Foundation Board had a farewell party for the former Director. Ms. Richardson said they have put together a small committee for the search for a new Director. She said she thinks we have good interest. Mr. Matt Jackman, Foundation Board President, will lead until a new Director is identified. Mr. Rood said the Red Tie Gala was very successful and we celebrate that success as we move forward.

CONTRACT REVIEW

Contract Approved By The CEO Since Last Board Meeting: Dr. Sowada asked Ms. Richardson to provide a brief overview of the Varian Medical Systems agreement. Dr. Sowada said the Helmsley article in the newspaper was very nice. She said this is a great gift to our community.

BOARD EDUCATION

Dr. Sowada asked for discussion regarding the assignment of Veralon programs on compliance programs. Ms. Pendleton said there are over 600 federal regulations for healthcare. She said she thought it was a very good overview. Dr. Sowada said we meet the criteria and thanked the staff. She distributed a “How Well Do You Know Your Hospital?” quiz to everyone at the meeting.

MEDICAL STAFF REPORT

Dr. Crofts was called away to care for patients.

GOOD OF THE ORDER

There were no comments.

EXECUTIVE SESSION

The motion to go into executive session at 3:10 p.m. to consider or receive any information classified as confidential by law was made by Ms. Pendleton; second by Judge James. Motion carried. Dr. Sowada said there would be a 10-minute break.

RECONVENE INTO REGULAR SESSION

The motion to leave executive session and return to regular session at 4:22 p.m. was made by Ms. Pendleton; second by Judge James. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Pursuant to the notice provided in the agenda, the Board of Trustees held discussions and action was taken.

A motion to amend the meeting agenda to include approval of Otolaryngology Privileges, Mako Robotic Privileges, OB/GYN Privileges, and Urology Privileges as presented by the Credentials Committee was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

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

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

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from March 12, 2024

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Ethan Tumarkin, Cardiovascular Disease (U of U)
2. Reappointment to Active Staff (2 years)
 - Dr. Samer Kattan, OB/GYN
 - Dr. Susan Feeney, Radiation Oncology
3. Reappointment to Consulting Staff (2 years)
 - Dr. Anwar Tandar, Cardiovascular Disease (U of U)
 - Dr. Omar Wever-Pinzon, Cardiovascular Disease (U of U)
 - Dr. Giavonni Lewis, Tele Burn (U of U)
 - Dr. Jason Mitchell, Tele Radiology (Vrad)
4. Reappointment to Non-Physician Provider Staff (2 years)
 - Julianne Forrester, Nurse Practitioner – Pediatrics

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

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 4:24 p.m.

Dr. Barbara Sowada, President

Attest:

Ms. Kandi Pendleton, Secretary

DRAFT

Minutes for April 5 2024 Emergency Meeting Draft

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

April 5, 2024

The Board of Trustees of Memorial Hospital of Sweetwater County met in an emergency meeting via Zoom on April 5, 2024, at 11:30 a.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

Dr. Sowada called the meeting to order. The following Trustees were present online: Judge Nena James, Mr. Marty Kelsey, Ms. Kandi Pendleton, Mr. Craig Rood, and Dr. Barbara Sowada.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Mr. Geoff Phillips, Legal Counsel.

EXECUTIVE SESSION

The motion to go into executive session at 11:30 a.m. to consider or receive any information classified as confidential by law was made by Ms. Pendleton; second by Judge James. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to leave executive session and return to regular session at 11:50 a.m. was made by Ms. Pendleton; second by Judge James. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Pursuant to the notice provided in the notice and on the agenda, the Board of Trustees held discussions and action was taken.

The motion to reject the confidential offer of settlement, and take the confidential action discussed in executive session was made by Ms. Pendleton; second by Judge James. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 11:51 a.m.

Dr. Barbara Sowada, President

Attest:

Ms. Kandi Pendleton, Secretary

Minutes for April 8 2024 Special Meeting Draft

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

April 8, 2024

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special meeting via Zoom on April 8, 2024, at 9:00 a.m. with Dr. Barbara Sowada, President, presiding.

CALL TO ORDER

Dr. Sowada called the meeting to order. The following Trustees were present online: Judge Nena James, Ms. Kandi Pendleton, Mr. Craig Rood, and Dr. Barbara Sowada. Excused: Mr. Marty Kelsey.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Mr. Geoff Phillips, Legal Counsel.

RATIFY APRIL 5, 2024, EMERGENCY MEETING ACTION

The motion to ratify the decision to reject the confidential offer of settlement, and take the confidential action discussed in executive session on April 5, 2024, was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

Dr. Sowada asked Ms. Richardson to close the meeting with a Mission Moment. Ms. Richardson said she has the opportunity to greet our new hires and it is wonderful to share our culture with our staff. Ms. Richardson said Ms. Deb Sutton, Marketing Director, told her she has been going around taking pictures of staff for some upcoming events and they were all very willing. Ms. Richardson said our culture is good and our efforts are working.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 9:04 a.m.

Dr. Barbara Sowada, President

Attest:

Ms. Kandi Pendleton, Secretary



Board Meeting Date:5/1/2024

Topic for Old & New Business Items:
HR Committee – Existing Policy

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

The Human Resources Committee held it’s regular meeting on March 18, 2024 and reviewed the updated policy – (14361338) Employee Policies – Non-Discrimination and Anti-Harassment. There have been no updates since that time.

Board Committee Action:

HR Committee recommends that the Board take action on this policy as the only changes made were removing the ‘Consensual Relationships’ section which was then made in to it’s own employee policy. This new policy is at the Board level on first read.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review:

- In House Comments:Suzan Campbell has reviewed
- Board Comments:Geoff Phillips has reviewed

Senior Leadership Recommendation:

Leadership recommends that this policy pass as to better serve our employees and the interests of the Hospital.



Approved N/A
Review Due N/A

Document Area **Employee Policies**

EMPLOYEE POLICIES - NON-DISCRIMINATION AND ANTI-HARASSMENT

1. Purpose

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

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

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

DEFINITIONS

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

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

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

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

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

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

Hostile Work Environment

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

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

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

Inappropriate Relationships - Refer to EMPLOYEE POLICIES CONSENSUAL RELATIONSHIPS

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

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

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

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

COMPLAINT PROCEDURE

- I. If you believe there has been a violation of this policy, including sexual harassment, please use the following complaint procedure. The Hospital expects employees to make a timely complaint to enable the Hospital to investigate and correct any behavior that may be in violation of this policy. Report the incident to:
 - A. HR Director
 - B. Any Supervisor
 - C. Senior Leader

- II. Your complaint will then be referred to HR Department who will investigate the matter and take corrective action. **Your complaint will be kept as confidential as practicable.** The Hospital prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If the Hospital determines that an employee's behavior is in violation of this policy, corrective action will be taken, up to and including termination of employment
- III. All management and supervisory personnel have an affirmative duty and are required to promptly report any discrimination, harassment, retaliation or sexual assault/inappropriate sexual contact that they observe, learn about from others, or reasonably suspect has occurred with respect to an employee.

IV. INVESTIGATION AND DISPOSITION OF COMPLAINTS

A. The Investigation

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

B. Findings and Recommendations

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

C. The Investigatory File

1. Every complaint will trigger the creation of an investigatory file.
2. The investigatory file will consist of the initial complaint, the final investigative report, including a record of the remedial action to be taken, if

any, and any documents created or used during the investigation.

3. For the duration of the investigation, the Human Resource Director will maintain the investigatory file.
4. Upon completion of the investigation, the Human Resource Director will ensure that the investigatory report remains a separate file and is kept in a secure location.

D. Responsibilities of Supervisors

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

V. CONFIDENTIALITY

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

VI. NON-RETALIATION

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

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

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

Approval Signatures

Step Description

Approver

Date

DRAFT



Approved N/A
Review Due N/A

Document Area **Employee Policies**

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

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DEFINITIONS

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

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

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

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

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

Romantic/Consensual Relationships

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

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

Inappropriate Relationships - Refer to EMPLOYEE POLICIES CONSENSUAL RELATIONSHIPS

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

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

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

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

COMPLAINT PROCEDURE

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

IV. INVESTIGATION AND DISPOSITION OF COMPLAINTS

A. The Investigation

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

B. Findings and Recommendations

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

C. The Investigatory File

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

D. Responsibilities of Supervisors

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

V. CONFIDENTIALITY

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

VI. NON-RETALIATION

- A. Retaliation is any adverse action taken against an individual (applicant or employee) because he or she filed a charge of discrimination, complained to the Hospital or a government agency about discrimination on the job, or participated in an employment discrimination proceeding (such as an internal investigation or lawsuit), including as a witness.
- B. Retaliation also includes adverse action taken against someone who is associated with the individual opposing the perceived discrimination, such as a family member.
- C. Examples of retaliation include termination, demotion, refusal to promote, or any other adverse action that would discourage a reasonable person from opposing

perceived discrimination.

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

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

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

DRAFT

Approval Signatures

Step Description

Approver

Date

History

Draft saved by Campbell, Suzan: General Legal Counsel on 9/13/2023, 2:31PM EDT

Draft discarded by Campbell, Suzan: General Legal Counsel on 9/13/2023, 2:34PM EDT

Draft saved by Campbell, Suzan: General Legal Counsel on 9/13/2023, 3:04PM EDT

Draft saved by Fisk, Amber: HR Director on 3/29/2024, 3:50PM EDT



Board Meeting Date:5/1/2024

Topic for Old & New Business Items:
Revised BOT Bylaws

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

A Board of Trustees subcommittee was formed and appointed by Barbara Sowada to review and revise the Board of Trustees Bylaws. Review and revision has been completed. Revised Bylaws with changes and deletion are ready for full Board of Trustees review.

Board Committee Action:

Bylaws subcommittee, chaired by Marty Kelsey, reviewed and revised the Bylaws.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review:

- In House Comments:In House Counsel was a member of the Bylaws subcommittee
- Board Comments:Click or tap here to enter text.

Senior Leadership Recommendation:

CEO recommends approval of revised Board of Trustees Bylaws.

Memorial Hospital of Sweetwater County

Board of Trustees

Bylaws

CHAPTER I: DEFINITIONS

Section 1. Authority

Memorial Hospital of Sweetwater County (Hospital) was established pursuant to WY Stat § 18-8-101 *et seq.* (2022 2009). Accordingly, it is a county public hospital that operates and acts exclusively for tax-exempt purposes.

Section 2. Definitions

- A. The ANNUAL MEETING is the first Wednesday in July.
- B. The BOARD OF TRUSTEES (Board) of Memorial Hospital of Sweetwater County (Hospital) is as defined in Chapter III, Section 1, of these Bylaws.
- C. The BOARD OF COUNTY COMMISSIONERS (Commissioners) shall mean the board of duly qualified elected officials in Sweetwater County, Wyoming as provided in WY Stat § 18-3-501 (2018 2009) that has the authority and duty to appoint members of the Board of the Hospital according to WY Stat § 18-8-102 (2022 2009).
- D. The CHIEF EXECUTIVE OFFICER (CEO) is as defined in Chapter V, Section 1, of these Bylaws.
- E. The FISCAL YEAR commences on July 1 and concludes on June 30 of the following calendar year.
- F. The HOSPITAL shall mean Memorial Hospital of Sweetwater County and all services and facilities operated under its license.
- G. The MEDICAL STAFF refers to licensed practitioners who attend to patients in the Hospital. Members include physicians and non-physician providers.
- H. A TRUSTEE is a member of the Board.

CHAPTER II: LEGAL STRUCTURE

Section 1. Legal Structure

The Board is appointed by the Commissioners and is constituted as a body corporate and with perpetual existence with the duty to erect, manage, operate and control the Hospital pursuant to WY Stat §§ 18-8-101 *et seq.* (2022 2009).

Section 2. Overall Statements

The Board has the authority and duty to approve mission, values and vision statements, and the strategic plans for the Hospital, as well as to provide oversight of the CEO.

CHAPTER III: GOVERNING BODY

Section 1. Appointment and Term

A non-partisan board of at least five (5) and no more than eleven (11) residents of Sweetwater County shall be appointed by the Commissioners as provided in WY Stat §§ 18-8-102, 18-8-104 (2022 2009). Hospital employees cannot be appointed to the Board. WY Stat § 18-8-102 (2022 2009). The Board shall always consist of an odd number of Trustees.

Trustees are appointed for a five (5) year term. The term shall begin on the first Monday of July and end on the first Monday of July of the fifth year. Trustees may be eligible for reappointment by the Commissioners to succeed themselves for one (1) additional term. Trustees who are appointed to fill a vacancy are eligible to succeed themselves for two (2) additional terms.

~~The Board, as the Hospital's governing body, has the sole legal responsibility for the conduct of the Hospital as an institution. No individual member of the Board is personally liable for any actions, inactions, omissions, or procedures of the Board. Wyo. Stat. § 18-8-104 (2009 through Reg Sess).~~ The Board, as the Hospital's governing body, has general control over the Hospital as an institution. No individual member of the Board is personally liable for any action or procedure of the Board. WY Stat § 18-8-104 (2022 2009).

Section 2. Resignation

A Trustee may resign at any time by giving written notice of such resignation to the Commissioners and a copy to the President of the Board. The resignation shall be effective when stated, or if not stated, upon presentation to the President of the Board. Any vacancies shall be filled by appointments made by the Commissioners.

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Section 3. Removal

A Trustee may be removed from the Board by the Commissioners. The Board may recommend the removal of a disruptive Board member.

Section 4. Seal

The Board shall have a seal on which shall be engraved the name of the Hospital. This seal shall be kept by the Hospital's CEO and used in authentication of acts of the Board and the Hospital when such authentication is required or necessary.

Section 5. Policies

The Board shall create and establish such Board policies as it shall deem necessary and appropriate. The Board shall also create and approve a process for the review of Hospital wide policies over which the Board has oversight obligations.

Section 6. Meeting Records

The minutes of all Board meetings shall be available for public inspection at the Hospital's administrative office and on the Hospital's website, in accordance with applicable laws.

Section 7. Powers and General Duties of the Board of Trustees

The Wyoming Statutes, providing for the creation of memorial hospital's WY Stat §§ 18-8-101 *et seq.* ~~2009-2022~~, vest in the Board the sole duty to erect, manage and control the Hospital and all property, affairs, and funds received for the benefit of the Hospital. Accordingly, the Board shall have the power and authority to do and perform all acts, functions, and things necessary, proper, and consistent with these Bylaws, Laws of the United States, and the Laws of the State of Wyoming to **effect** the purposes for which the Hospital has been created.

Consistent therewith, the powers and duties of the Board, as the governing body, shall generally include, but shall not be limited to, the following:

- A. Organizing itself as provided in these Bylaws (See Chapter IV)
- B. Monitoring compliance with federal, state and local laws
- C. Providing direction and exercising general oversight over the affairs of the Hospital to ensure fulfillment of its mission
- D. Monitoring that all applicable accreditations and licenses are obtained and maintained as are appropriate and necessary to effectuate the Hospital's purpose

- E. Providing for the establishment of a duly licensed and qualified Medical Staff to carry out the Hospital's obligations and objectives for the care of the sick and infirm of the Hospital (See Chapter VII)
- F. Overseeing the ongoing implementation, maintenance, and monitoring of the standards of safe, quality, and efficient medical care in accordance with all applicable laws and accrediting bodies
- G. Appointing and fixing compensation and terms of office for a properly qualified CEO, who shall be responsible to the Board for managing the Hospital and who shall carry out the delegated authority of the Board. Consistent with such appointment, the Board shall periodically review and evaluate the performance of **the CEO** ~~such officer~~
- H. Reviewing and approving an annual operating and annual and long-term capital budgets for the Hospital. The budget shall be for the Hospital's fiscal year, ~~which commences on July 1 and concludes June 30 of the following calendar year.~~ The budget shall be presented to the Commissioners in June, prior to commencement of the fiscal year
- I. Monitoring that the Hospital maintains a uniform system of accounting in accordance with generally accepted accounting principles and federal hospital regulations
- J. Retaining an independent auditor consistent with applicable laws and best practices to examine the Hospital's financial statements and provide a written report that contains an opinion as to whether the financial statements are fairly stated and comply in all material respects to the applicable audit standards
- K. Monitoring that the Hospital ~~has an overall institutional plan that~~ meets the conditions of the Medicare Conditions of Participation
- L. Receiving and owning personal property, and such real property as is authorized by Wyoming Statutes
- M. Making, altering, revoking, amending, executing and enforcing such Bylaws of the Hospital and the Medical Staff as the Board determines will promote the Hospital's best interest in accordance with the laws and the Hospital's mission
- N. Retaining independent counsel
- O. Having a policy and procedure for the approval and oversight of contracts entered into by the Hospital that assures 1) the maintenance of a data base that includes the nature, scope and length of term for each contract and 2) that prior to entering into any contract or affiliation agreement that must be approved by the Commissioners, the Board obtains the Commissioners' approval
- P. Having a policy and procedure for the approval and oversight of clinical service contracts that assures 1) the maintenance of a data base that includes the nature, scope and length of term for each contract, 2) evidence of physician involvement in the selection of the contractor, and 3) an annual evaluation showing the contractor meets quality standards

- Q. Procuring and entering into contracts for adequate and prudent insurance necessary and desirable for the conduct and operation of the Hospital
- R. Making provision for a Hospital Auxiliary and a non-profit Foundation, as the needs may arise. The Board shall require that Bylaws be established and shall approve such Bylaws, and any amendments thereof, for the Auxiliary and Foundation
- S. Reporting to and making recommendations to the Commissioners as necessary and appropriate ~~including the submission of the Hospital's annual budget as required~~
- T. Periodically reviewing and approving a general employee wage/compensation plan to assure an adequate workforce
- U. Monitoring that all Board members understand and fulfill their responsibilities as Trustees of the Hospital and providing for periodic evaluation of the Board's performance. New members of the Board shall participate in a Hospital Trustee orientation program and all members are encouraged to participate in available education programs
- V. Complying with state statutes for conducting open (public) meetings
- W. Providing for a systematic and effective mechanism for communication among the Medical Staff, the Board, and the CEO
- X. Assessing the health care needs of the community, the services provided by the Hospital, and the number of practitioners providing those services. In that regard, the Board retains the authority to restrict or expand the services offered by the Hospital, to restrict or expand the number of employed, licensed practitioners providing services in a given specialty based on its evaluation, and to determine that an exclusive contract is or is not necessary for a specific specialty or service
- Y. Considering, and if appropriate, establishing rules of conduct and behavior for the members of the Medical Staff, and procedures for monitoring compliance with such rules
- Z. Considering, and if appropriate, establishing through Board policy, such economic conflict of interest requirements for membership on the Hospital Medical Staff as deemed to be in the best interest of the Hospital

AA. ~~As the Hospital's governing body, having oversight over the sole legal responsibility for the conduct of the Hospital as an institution. No individual member of the Board is personally liable for any action or procedure of the Board~~ As the Hospital's governing body, having general control over the Hospital as an institution. No individual member of the Board is personally liable for any action or procedure of the Board.

CHAPTER IV: ORGANIZATION OF THE BOARD OF TRUSTEES

Section 1. Meetings

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Any assembly of at least a quorum of the Board that has been called by proper authority for the purpose of discussion, deliberation, presentation of information, or taking action regarding public business is a public meeting, open to the public at all times, except as otherwise provided.

- A. Regular meetings of the Board shall be held on Hospital premises on the first Wednesday of each month, unless the Board sets the regular meeting for an upcoming month on a different date and/or location. The annual meeting of the Hospital governing body shall be the July meeting. The September Board meeting shall be in Green River. Any meeting that is not a regular meeting is a special meeting.
- B. Special meetings may be called by the presiding officer of the Board by giving verbal, electronic, or written notice of the meeting to each member of the governing body and to each newspaper of general circulation, radio, and television requesting the notice. The notice shall specify the time and place of the special meeting and the business to be transacted and shall be issued at least eight (8) hours prior to the commencement of the meeting. No other business, other than noticed, shall be considered at a special meeting.
- C. Notice of special meetings and changes to the time or place of regular meetings shall be announced during the course of regular meetings and/or given to persons as well as each newspaper of general circulation, radio and television stations in Sweetwater County who have requested notice ~~who have requested notice~~. A request for notice shall be in writing and on file with Hospital. The request for notice may be made for all future meetings for which notice is required.
- D. The Board may recess any regular or special meeting to a place and time specified in an order of recess. A copy of the order of recess shall be conspicuously posted on or near the door of the place where the meeting or recessed meeting was held. In the case of a digital meeting, a digital notice will be sent to all participants, as well as to persons who have requested notice.
- E. The Board may hold an emergency meeting on matters of serious, immediate concern to take temporary action without notice. Reasonable efforts shall be made to offer public notice. All action at an emergency meeting is of a temporary nature, and in order to become permanent shall be reconsidered and acted upon at an open, public meeting within forty-eight (48) hours, excluding weekends and holidays, unless the event constituting the emergency continues to exist after forty-eight (48) hours. In such case the Board may reconsider and act upon the temporary action at the next regularly scheduled meeting of the agency, but in no event later than thirty (30) days from the date of the emergency action. WY Stat § 16-4-404(d) (2022 2009).
- F. The Board may hold executive sessions, not open to the public, as provided for by law.

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- G. All meetings of the Board shall comply with the Wyoming Open Meetings Act, WY Stat §§ 16-4-401 to 16-4-407 (2022 2009).
- H. Any member of the Board who attends, or remains at a meeting, knowing the meeting is in violation of the Wyoming Public Meetings Act WY Stat §§ 16-4-401 through 16-4-410 (2022 2009) shall be liable under WY Stat § 16-4-408 (2022 2009), unless minutes were taken during the meeting and the parts thereof recording the member's objections are made public or at the next regular public meeting the member objects to the meeting where the violation occurred and asks that the objection be recorded in the minutes.
- I. Day-to-day administrative activities of the Hospital shall not be subject to the above notice requirements.

Section 2. Executive Session

The Board may hold executive sessions not open to the public in accordance with WY Stat § 16-4-405 (2022 1977) under the following circumstances:

- A. With the attorney general, county attorney, district attorney, city attorney, sheriff, chief of police or their respective deputies, or other officers of the law, to consider matters posing a threat to the security of public or private property, or a threat to the public's right of access.
- B. To consider the appointment, employment, right to practice or dismissal of a public officer, professional person or employee, or to hear complaints or charges brought against an employee, professional person or officer, unless the employee, professional person or officer requests a public hearing. The Board may exclude from any public or private hearing during the examination of a witness, any or all other witnesses in the matter being investigated. Following the hearing in or executive session, the Board may deliberate on its decision in executive session.
- C. To consider matters concerning litigation to which the Board and/or the Hospital is a party or proposed litigation to which the Board may be a party.
- D. To consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price.
- E. To consider the acceptance of gifts, donations and bequests that the donor has requested in writing be kept confidential.
- F. To consider or receive any information classified as confidential or proprietary by law.
- G. To consider accepting or tendering offers concerning wages, salaries, benefits and terms of employment during all negotiations.
- H. To consider, discuss and conduct safety and security planning that, if disclosed, would pose a threat to the safety of life or property.
- I. To consider any other matter authorized by law to be considered in an executive session.

Minutes shall be maintained of any executive session. These minutes shall show time, members present, and subjects considered. No action shall be taken in executive session. Any actions taken in connection with executive session shall be taken in the regular session and recorded in the minutes of the regular session. Except for those parts of minutes of an executive session reflecting a members' objection to the executive session as being a violation of this act, minutes and proceedings of executive session shall be confidential and produced only in response to a valid court order.

Section 3. Officers

Officers elected are President, Vice-President, Secretary, and Treasurer. Any Board member may be considered eligible to be an officer of the Board. Board officers shall be elected at the **annual meeting** ~~July meeting~~ of the Board. Officers' terms are from the annual meeting to annual meeting of the following year. No Trustee shall hold the same office for more than three (3) consecutive terms. When completing another officer's term, the Trustee is still eligible for three (3) consecutive terms.

Section 4. Duties of Officers

- A. The President shall prepare the agenda for all meetings of the Board in consultation with the CEO. The President shall call and preside at all meetings of the Board. With the exception of the Finance & Audit Committee, the President shall appoint all members of the Board's standing committees who are not designated in the committee charters. With the exception of the chairperson of the Finance & Audit Committee, who is the Treasurer, the President shall also appoint the chairperson of each standing committee and is an *ex officio* member of all board committees. The President shall act for the Board as a whole only with the Board's authorization.
- B. The Vice President shall, in the absence of the President, or in the event of his/her death, inability, or refusal to act, perform the duties of President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall also perform such executive duties as may be delegated to him/her by the President of the Board.
- C. The Secretary, or his/her designee, shall act as Secretary of the Board and shall act as custodian of all records and reports of the Board. The Secretary's designee shall be responsible for recording and keeping all minutes and transactions of all Board meetings.
- D. The Treasurer shall be the chair of the Finance & Audit Committee; have signing authority on behalf of the Board for financial matters; ensure audited financial statements are

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presented to the Board on an annual basis; and manage, with the Finance & Audit Committee, the Board's review of, and action related to, the Board's financial responsibilities.

Section 5. Quorum

A quorum of the Board consists of a majority of the Trustees. ~~in attendance at the time the meeting is called to order.~~ No action of the Board shall be valid unless such action has been approved by a majority of the Board. Proxy voting shall not be permitted. Any Trustee may participate in any meeting of the Board or Board committee by means of digital technology whereby all members participating in such meeting can hear one another for the entire discussion of the matter(s) to be voted upon. Such participation shall constitute attendance in person for all purposes, including but not limited to establishing a quorum.

Section 6. Conflict of Interest

The Board shall adopt and maintain a comprehensive Conflict of Interest Policy. Upon taking the Oath of Office, each Trustee shall be required to agree in writing to adhere to the terms of the policy and to annually affirm in writing his/her agreement to adhere to the policy. The Board shall have the right to adjudicate any alleged violations of the policy and determine the disciplinary or corrective measures required. The Board will also report any violations and subsequent disciplinary or corrective measures to the Commissioners.

Section 7. Voting

- A. Each Trustee shall be entitled to one vote on any matter properly submitted to the Board for vote. Voting shall be in person or by digital technology, and there shall be no voting by proxy.
- B. If a Trustee has a conflict of interest, he/she may not participate in the discussion nor vote on the issue for which he/she has declared a conflict.
- C. The President of the Board shall not be required to vote except when necessary in case of a tie vote. The President shall, however, have the privilege to vote when he/she so desires.
- D. If any Trustee(s) in the minority on any question wishes to present a written explanation of his/her position to the Secretary, such explanation shall be filed with the permanent records of the Board.

Section 8. Committees

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- A. All committee meetings will be held on the Hospital premises, unless otherwise indicated in the call.
- B. Committees may be standing committees or special committees.
- C. Minutes from standing committee meetings will be provided to the Board at the Board meeting following the committee meeting.
- D. Standing committee members shall be appointed by the President with the exception of the Board Treasurer who automatically chairs the Finance and Audit Committee. Two Trustees shall be appointed to each standing committee. Their tenure will run from annual meeting to the following annual meeting, or until a successor is named, whichever last occurs. Standing committees of the Board shall be Building & Grounds, Compliance, Executive Oversight and Compensation, Finance & Audit, Governance, Human Resources, Joint Conference, and Quality. The charge of all standing Committees will be stated in the committee charters as adopted by the Board.
- E. Special committees will be appointed by the President on the approval of the Board for such special tasks as circumstances warrant. The special committees shall limit their activities to the accomplishment of the task for which they were created or appointed and shall have no power to act except as specifically conferred by the Board. Special committees shall be dissolved upon completion of their task.
- F. Community Members may be appointed to appropriate committees per Board and CEO approval.

CHAPTER V: HOSPITAL CHIEF EXECUTIVE OFFICER

Section 1. Appointment

The CEO shall be appointed by the Board and be responsible only to the Board and shall be given the necessary authority and be held responsible for the administration of the Hospital in all its activities, subject only to these bylaws and such policies as may be adopted and such orders as may be issued by the Board. The CEO is responsible for investigating and resolving all complaints and allegations concerning the conduct of the Hospital and its staff, and the Board is responsible for investigating and resolving all reported complaints and allegations concerning the conduct of the CEO.

Section 2. Authority

Within the framework of broad objectives and policies developed and approved by the Board, the CEO shall plan, direct, coordinate and evaluate all activities of the Hospital. The CEO shall report to the Board at its regular monthly meeting and at special meetings as appropriate. ~~Official communication with the Board between regular monthly meetings shall be through the President of the Board. This shall not be interpreted to prohibit a Board member and the CEO from communicating directly with each other.~~

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Section 3. Duties

The CEO is charged with fulfilling the duties as stated in his/her job description and with performing these duties in accordance with his/her employment agreement and in full compliance with the Hospital Bylaws.

CHAPTER VI: FISCAL CONTROL

Section 1. Guidelines and Audits

- A. The Chart of Accounts for Hospitals prescribed by the American Hospital Association, with modification as needed, the laws of the State of Wyoming, and Generally Accepted Accounting Principles shall be followed in recording and accounting for financial transactions of the Hospital.
- B. The Board shall review and approve an annual budget for the operation of the Hospital in a format acceptable to the Director of the Wyoming Department of Audit. The budget shall require that 1) businesslike methods are employed in the expenditure of and accounting for all monies, 2) a long-term capital expenditure plan is included and 3) the implementation of the plan is monitored. The annual budget shall be presented to the Commissioners in June, prior to the beginning of the new fiscal year.
- C. The financial records and financial procedures of the Hospital shall be audited annually by an independent, certified public accountant and/or firm. Prior to the audit, Trustees who are members of the Finance & Audit Committee may meet with the auditors, independent of management, to review annual audit and associated management letter. The results of this annual audit shall be presented to the Finance & Audit Committee and to the Board at the meetings immediately following the completion of the audit report.

Section 2. Execution of Instruments

- A. Unless otherwise specifically determined by the Board, or required by law, formal contracts of the Hospital, promissory notes, deeds of trust, mortgages or other evidences of indebtedness of the Hospital shall be executed, signed or endorsed by the CEO or other officers of the Hospital as provided in Board policy.
- B. There are certain transactions of the Board that require the Commissioners approval as stated in the WY Stat §§ 18-8-108 and 18-8-301 (2022 2009).

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- C. The CEO has the authority to endorse checks made to the Hospital for deposit in any of its duly authorized depositories, without countersignature. This authority may be delegated by the CEO to other officer(s) of the Hospital to whom the Board, by policy, has approved such power.
- D. All checks, drafts, or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the Hospital, shall be signed or endorsed by the CEO or other officer(s) to whom the Board, by policy, has approved such power.

Chapter VII-MEDICAL STAFF

Section 1. Establishment of Medical Staff

The Board, by this Chapter VII, and by approving the Bylaws of the Medical Staff, which are incorporated into these Bylaws by this reference, hereby establishes and sets forth the organizational structure of the Medical Staff and its relationship to the Board and to the Hospital administration.

In the event of any conflict between the provisions of these Bylaws and the Medical Staff Bylaws, the provisions of these Bylaws shall supersede any conflicting provisions of the Medical Staff Bylaws; provided, however, that every effort shall be made to interpret these Bylaws and the Medical Staff Bylaws as being consistent with one another. In the event of any such conflict, it shall be referred to the Joint Conference Committee.

The relationship between the Medical Staff and the Hospital is the following:

- A. The Medical Staff makes recommendations to the Board regarding privileges and credentials, which the Board considers in accepting credentials and granting privileges.
- B. Hospital privileges are in the nature of a license to use the Hospital facilities for the treatment of patients.
- C. The Medical Staff is an advisor to the Board concerning the clinical quality and safety of patient care.
- D. The Medical Staff Bylaws serve as a framework for self-governance of Medical Staff activities, but do not suggest that the Medical Staff is a separate entity; the Medical Staff is a part of the Hospital.

Section 2. Responsibilities of the Medical Staff

Revised 2004; 2005; 2007; 2010
2017; 08/01/2018
05/05/21

- A. The Board shall ensure that the Medical Staff is organized into a responsible administrative unit. The Medical Staff shall adopt Bylaws subject to Chapter 7, Section 3, of these Bylaws. The Medical Staff shall periodically review its Bylaws, Rules and Regulations, and policies to ensure consistency with current standards of care; consistency with Hospital policies; compliance with the requirements of The Joint Commission and Centers for Medicare and Medicaid; and compliance with applicable laws and regulations. Acting in its role as advisor to the Board in matters requiring clinical expertise, the Medical Staff shall be responsible for making recommendations to the Board concerning initial staff appointments, reappointments and the granting, termination, curtailment or revision of clinical privileges for Medical Staff members. The Medical Staff shall be responsible for the submission of regular reports on the review processes carried out by the Medical Staff in accordance with the requirements of the Medical Staff Bylaws, Rules and Regulations.
- B. The Board shall approve the Medical Staff's Bylaws and act on recommendations concerning Medical Staff appointments, reappointments, terminations of appointments, and the granting, termination, curtailment or revision of clinical privileges within the time specified in the Medical Staff Bylaws.

Section 3. Medical Staff Bylaws

The Medical Staff Bylaws shall set forth the Medical Staff's organization and government, including mechanisms for the following: appointment and reappointment; the granting, termination, curtailment and revision of clinical privileges; liaison between the Board and the Medical Staff; and the quality assurance/improvement, peer review and other responsibilities of the Medical Staff as required by The Joint Commission, the Centers for Medicare and Medicaid, and applicable laws.

The Medical Staff Bylaws shall be drafted and adopted by the Medical Staff and then presented to the Board for approval. The ultimate authority to adopt or amend the Medical Staff Bylaws shall be vested in the Board.

Section 4. Medical Staff Communication with the Board of ~~Directors~~ Trustees and Hospital Administration

There shall be effective and systematic liaison and communication between the Board, the Medical Staff, and the Hospital administration. The primary means of collaboration and communication shall be the Joint Conference Committee. In addition, the Medical Staff shall

Revised 2004; 2005; 2007; 2010
2017; 08/01/2018
05/05/21

participate in the regular Board meetings by the attendance of the Chief of Staff. All members of the Medical Staff are welcome at all Board meetings.

Section 5. Medical Staff Recommendations

The Medical Staff, as provided in the Medical Staff Bylaws, shall make recommendations to the Board for the Board's approval, which shall include recommendations pertaining to the following:

- A. The structure of the Medical Staff
- B. The mechanism used to review credentials and to delineate individual clinical privileges
- C. Individual Medical Staff membership
- D. Specific delineated clinical privileges for each individual exercising such privileges
- E. The organization of the quality and safety activities of the Medical Staff and the Hospital as well as the mechanisms used to conduct, evaluate, and revise such activities
- F. Clinical service contracts, as well as mechanisms to monitor and evaluate the quality and safety of the deliverables to be provided under said contracts
- G. The mechanism by which membership on the Medical Staff and clinical privileges may be suspended, curtailed or terminated
- H. The mechanism for fair hearings

Section 6. Liability Insurance

Members of the Medical Staff shall annually provide written proof of **professional** liability insurance (malpractice insurance) for an amount to be determined by the Board. Furthermore, each member of the Medical Staff shall notify the Hospital within two (2) business days of receiving notification of cancellation of **professional** liability insurance. Noncompliance with this requirement is cause for immediate revocation of staff membership and clinical privileges.

CHAPTER VIII: DISCRIMINATION

Nondiscrimination Policy

No discrimination because of sex, race, creed, religion, national origin, disability, age, ancestry, pregnancy, gender identity, or sexual orientation shall be allowed in the admission and treatment of patients, appointments or privileges of Medical Staff members, employment of personnel, or the conduct of other business of the Hospital. **WY Stat §§ 27-9-105 (2022)**

Revised 2004; 2005; 2007; 2010
2017; 08/01/2018
05/05/21

CHAPTER IX: PUBLIC STATEMENTS AND PRONOUNCEMENTS

Official Positions

The Board acts as a body. Policy and statement of official positions shall be made only after Trustees' concurrence as indicated by a majority vote of the Board. All such statements shall be issued by the President through the office of the CEO.

CHAPTER X: GIFTS AND BEQUESTS

Acceptance Policy

The Board may receive, through the Foundation, the donations of real estate, money or other property in the aid of the establishment of the Hospital or for the construction of additions or provision of equipment, furniture, or facilities. The Board shall permit any donor furnishing the means for the construction of any individual portion of the Hospital, or for equipping and especially endowing any service or room therein, to name the same in memory of any person chosen by the donor and shall observe the conditions accompanying every gift that is not in violation of Wyoming Law and is consistent with the proper management and objectives of the Hospital. The Board may consult with the Hospital's Foundation prior to the receipt of such donations.

CHAPTER XI: VOLUNTEER GROUPS

Section 1. Purpose

All volunteer groups, such as the Sweetwater County Memorial Hospital Auxiliary Inc., shall serve without remuneration, with their prime purpose being the support and betterment of the Hospital and its services.

Section 2. Governance

All volunteer groups are authorized to establish a mechanism for governing themselves. Subject to the approval of the Board, all volunteer groups may, for governance purposes, adopt Bylaws, rules, regulations, policies, and procedures. None of these governance mechanisms shall supersede or take priority over these Bylaws.

Section 3. Reports

Actions of volunteer groups shall may be subject to review by the Board through the CEO and through an annual report of their activities.

Revised 2004; 2005; 2007; 2010
2017; 08/01/2018
05/05/21

Chapter XII INDEMNIFICATION AND INSURANCE

Indemnification and Directors and Officers Insurance

The Hospital shall indemnify a Trustee who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the Trustee was a party because he/she is or was a Trustee against reasonable expenses actually incurred by the Trustee in connection with a proceeding. The Hospital shall also advance expenses to the Trustee as outlined in WY Stat §17-19-853 (2020).

The Hospital shall purchase and maintain directors' and officers' insurance on behalf of an individual who is or was a Trustee, officer, employee, or agent of the Hospital against liability asserted against or incurred by him/her in that capacity or arising from his/her status as a Trustee, officer, employee, or agent of the Hospital whether or not the Hospital would have power to indemnify the person against same liability. WS §17-19-857 (2020).

CHAPTER XIII: AMENDMENTS AND ALTERATIONS

Section 1. Requirements

Amendments ~~and alterations~~ to the Bylaws shall require a majority vote of the full Board. ~~present at any regular or special meeting, provided the Proposals for change shall be furnished have been furnished~~ in writing to each Trustee at least five (5) days prior to the meeting.

Section 2. Effective Date

These Bylaws become effective immediately upon ~~their acceptance and~~ adoption and supersede all previously adopted Bylaws.

ACCEPTANCE AND ADOPTION

The foregoing Bylaws of Memorial Hospital of Sweetwater County Board of Trustees are hereby ~~accepted and~~ adopted as of _____, 2024.

Barbara Sowada, President

Kandi Pendelton, Secretary

Revised 2004; 2005; 2007; 2010
2017; 08/01/2018
05/05/21



Board Meeting Date:5/1/2024

Topic for Old & New Business Items: Board of Trustees Calendar

Policy or Other Document:

- Revision
- New

Brief Senior Leadership Comments:

The Governance Committee reviewed the board calendar and agreed to bring a draft of prototype to obtain the Board’s opinion regarding its utility and recommendations for events to be included. Prototype includes known activities; approval dates will be spread throughout the calendar year to level the work.

Board Committee Action:

Please review as a second read for approval at the May 2024 Board Meeting.

Policy or Other Document:

- For Review Only
- For Board Action

Legal Counsel Review: N/A

- In House Comments:
- Board Comments:

Senior Leadership Recommendation:

Recommendation for approval.

Board Calendar

June (end of fiscal year)

- Approve budget for incoming FY
- Annual CEO evaluation
- Governance Committee- choose slate of officers for incoming FY
- CEO end-of-year report to County Commissioners
- Annual approval of Hospital's quality plan (PIPS), Safety Plan, EOC Plan
- Quarterly HR and Compliance Committee meetings
- Monthly Board education

July (start of fiscal year)

- Board election of officers
- Board President appoint committee members and chairs
- Board members sign conflict of interest statement
- Monthly Board education

August

- Annual hospital picnic
- Annual review of Board Committee charters
- Quarterly review of strategic plan
- Approve CMS required Plan of Care or Condition of Participation
- Monthly Board education

September

- Start of financial audit
- Quarterly review of CEO
- Quarterly HR and Compliance Committee meetings
- Board meeting in Green River
- Monthly Board education
- WHA meeting

October

- Annual financial audit presented to Board
- Monthly Board education

November

- Start annual Board Self-Assessment
- Auxiliary annual report to the Board
- Quarterly review of strategic plan
- Monthly Board education

December

- Annual employee Christmas dinner
- Quarterly review of CEO
- Annual Board Self-Assessment completed
- Quarterly HR and Compliance Committee meetings
- Monthly Board education

January

- Monthly Board education
- AHA Rural Hospital meeting

February

- Quarterly review of strategic plan
- Monthly Board education

March

- Quarterly review of CEO
- Quarterly HR and Compliance Committee meetings
- Monthly Board education

April

- Doctor's appreciation week
- Monthly Board education

May

- Hospital week
- Nurses' appreciation week
- Quarterly review of strategic plan
- Monthly Board education
- WHA meeting

MEMORANDUM

To: Board of Trustees
From: Wm. Marty Kelsey
Subject: Chair's Report...April B & G Committee Meeting
Date: April, 27, 2024

Oncology Suite Project...Room pressures are issues that need State approval. Phase II can be started when Phase I has been completed and approved.

Medical Imaging Core and X-Ray...Plan One and Siemens continue their work on drawings. The Emergency Room segment is underway with contactors on site.

Laboratory Expansion Project...Groathouse will be getting subcontractor bids. Groundbreaking should be the end of May or first part of June. Some discussion of the possibility of additional state funds for this project.

Foundation Area Renovation...Work continues with the Master Planning consultant. Decisions need to be made regarding how to best utilize this space. Staff has communicated with the State regarding the grant to help pay for this project.

MOB Entrance Project...Tami reported that MHSC needs to have a contract executed by October 31st, 2024. This project must be fast tracked. ST & B, our engineering consultant has indicated that they can do the engineering work in a timely fashion. State has indicated the October deadline cannot be extended.

Master Plan...Work continues with staff and the Master Planning consultant. The Board will be receiving a presentation in the future. There are significant decisions to be made.

U of U Suite Project...Apparently, the U of U is now looking at an off-site location. If so, they will see patients at a location not at MHSC.

As usual, for more detail...see the minutes of the meeting in the packet.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building and Grounds Committee Meeting
April 16, 2024

The Building and Grounds Committee met in regular session via Zoom on April 16, 2024,
at 2:00 PM with Mr. Craig Rood presiding.

In Attendance: Mr. Marty Kelsey, *Trustee, Chairman*
Mr. Craig Rood, *Trustee*
Ms. Tami Love, *CFO*
Mr. James Horan, *Director of Facilities*
Mr. Gerry Johnston, *Maintenance Supervisor/ Project Manager*
Dr. Barbara Sowada, *Trustee*

Excused: Ms. Irene Richardson, *CEO*

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

Mr. Kelsey asked for a motion to approve the agenda. Ms. Love made a motion to approve the agenda. Mr. Rood seconded; motion passed.

Mr. Kelsey asked for a motion to approve the minutes from the March 25, 2024, meeting. Mr. Rood made a motion to approve the minutes. Mr. Horan seconded; motion passed.

Maintenance Metrics

Mr. Johnston said we are right on track and have seen the average days overdue decrease. He said when work orders are on hold, this average is impacted. Work orders are put on hold if they are waiting on supplies, like carpet, flooring, etc., or outside labor to complete the project.

Old Business – Project Review

Oncology Suite renovation

Mr. Johnson said the project is at a standstill as they are working on correcting room pressures to pass both the State and Department of Pharmacy regulations. Vaughn's will be here today to work on the issues. The plastic has been taken down however, they cannot start on Phase II until Phase I has been approved by both entities.

Medical Imaging Core and X-ray

Mr. Johnston said the agreement to proceed was approved and PlanOne is working with Siemens on the site-specific drawings. Siemens wants to offer early delivery on the two new x-ray machines. The Emergency room x-ray room starts this week with demolition and the equipment will be delivered on April 29th. WyoElectric will be working on the electrical. The expectation for completion is May 13.

Laboratory Expansion project - SLIB

Mr. Johnston reported information received from PlanOne. Grothouse is seeking formal bids under the approved GMP. The State had some additional revisions and comments, but nothing detrimental following theirs and the engineer's review. The bid opening will be April 30 with plans to break ground at the end of May. Mr. Kelsey asked if we had inquired about the availability of additional funds from SLIB. Ms. Love said she was unsure and would follow up with Ms. Richardson.

Foundation Area Renovation

Ms. Love reported they had talked to the State regarding this grant. These funds have already been received. We are waiting on more information from the Master Plan regarding the options for services in that space. There is minimal reporting required for the usage of the funds.

MOB Entrance – SLIB

We had a call with the State regarding the timelines for this project. We will need to have the project under contract with a General Contractor by 10/31/2024. PlaOne has compiled the final fees from the consultants. To meet the deadlines, we will have to expedite the authorization to proceed so it can get queued into production. The original proposal used for the grant application was slightly higher than the most current estimates so we should see some savings. We will need to get this project fast-tracked to the State and attempt to have it bid by August. Mr. Kelsey asked about having to engage a different engineering firm. Mr. Johnston said we were able to keep the work with ST&B, our usual engineering group. We also asked the State representative if there were any possibilities of changing the deadlines and they said no, since these were federal monies. We will be requesting the SLIB funds first, and then going to the County and Foundation for the matching funds.

Master Plan

Ms. Love said we are still working with PACT to finalize the presentation to be shared with the Board and staff. Dr. Sowada asked about the timeline of the Master Plan and if we would have the information for prioritizing projects for the fiscal year 2025 budget. Ms. Love said she would review the original agreement from PACT for those deadlines. She said there will be some new ideas from the Master Plan, but she doesn't think our priority projects will be impacted.

U of U suite renovation

Ms. Love said there was discussion of the University providers moving to a different space outside of the hospital. We will still need to move forward with some of the renovations if we want to use the space for the Clinic exam rooms. Dr. Sowada asked if we will be losing the U of U services. Ms. Love said they will still be seeing patients in our Community, just not in our hospital.

New Business

No new business was discussed.

Other

The next meeting is scheduled for Tuesday, May 21, 2024; 2:30P – 3:30P.

Mr. Kelsey adjourned the meeting at 2:55 pm.

Submitted by Tami Love

DRAFT



Board Compliance Committee Meeting
Memorial Hospital of Sweetwater County
April 22nd, 2024

Present via Zoom: Suzan Campbell, *In House Counsel*, Irene Richardson, *CEO*, Kandi Pendleton, *Trustee-Chair*, April Prado, *Foundation & Compliance*.

Absent: Barbara Sowada, Trustee.

Minutes

Call to Order

The meeting was called to order at 9:03am by Kandi Pendleton.

Agenda

The April 22nd, 2024, agenda was approved as written, Irene made the motion and Suzan seconded it.

Meeting Minutes

The meeting minutes from January 22, 2024 were brought forward from the last Board Compliance meeting. They were approved as written; Irene made the motion and Suzan seconded it.

New Business

- a. Falls Audit. April reported on the presented "Falls Audit". She stated that two policies were reviewed for compliance and that MHSC is compliant in the processes outlined in both of those policies. She continued that she worked with the Quality Department for the data collection portion of the audit. She stated that MHSC is collecting and reporting this data at least monthly. She briefly went over some of the data from the report. She continued that MHSC is above the national benchmark average for falls per 1000 patient days but added that a performance improvement plan was already in motion.
- b. PIPS. The Performance Improvement and Patient Safety Plan (PIPS) report was presented with the falls audit. April reported that because the hospital is above the benchmark, Med/Surge and ICU are working to lower the number of falls in their areas. She continued that the hospital is currently seeing a downward trend in falls and is hopeful that this will continue.

Old Business

- a. Discussion questions from the Board & Compliance oversight video. Suzan reminded the Board that these questions are from the video they watched last year and that these are the last questions from that video.
 1. Is MHSC routinely conducting internal compliance audits? Suzan answered Yes, and this Board just reviewed the fall audit. She continued that MHSC has an audit plan, and it is moving forward. She continued that we have a plan to audit and an annual plan of what those audits will be.
 2. Is MHSC's responses to specific problems sufficient? Suzan stated that she believes it is. She continued that we try to address any problems in our reporting and that we try to correct any problems as soon as they are found/reported.
 3. Does MHSC track corrective action plans to make sure the proposed changes are implemented? Suzan stated that we do this and referenced the PIPS report that was presented in this meeting. She also spoke to HIPAA and corrective actions that are documented there.
 4. Has our Compliance Officer identified hurdles to compliance, such as resource constraints or lack of management support? Suzan stated that we have not identified

any. Kandi questioned if Suzan felt we had any or if they just had not been identified. Suzan stated that we do not have any.

Summary Report

- a. Update on the sterilization audit. April reported that she has met with Same Day Surgery, Central Sterile and Quality already for this audit and preliminary information looks promising. She added that our infection rate is well below the benchmark indicating that our disinfection process is working quite well. She continued that MHSC participates in “bidirectional tracing” where each patient is traced to the equipment used in their procedure and vice versa. This makes it more efficient if,an undesirable event occurs, to follow up with any patients that may be affected. She stated that will be looking at paper trails, working with Quality and auditing equipment in the ENT and OB offices as well. She expects this audit to be done by June (it should be noted that this date was changed to July. Per the Board this audit will be presented at the July 22nd meeting.).
- b. HIPAA. The HIPAA report was presented for review. Suzan stated that we are seeing a decline in HIPAA violations, which is great. She also stated that P2Sentinel has merged companies and will now be Oracle. This will not change anything except the report will now read Oracle instead of P2Sentinel. Kandi asked if we collected data annually regarding what types of violations we see. April stated that we had and that she could gather that information and report it to the Board.
- c. Exclusionary Report. The exclusionary report for February and March was presented. Suzan briefly explained that this report comes from the OIG and she has never seen one of providers on this list.
- d. Fraud and Abuse Laws. Suzan presented the Wyoming summary of fraud and abuse statutes and regulations. She stated that this is the updated version and was added here for information purposes. She stated that two of the seven regulations (number 1 and number 6) are specific to Wyoming state regulations and the rest are federal regulations. These regulations relate directly to Compliance. Suzan continued that there is a lot of useful information in the report and lets us know specifically what is going on in Wyoming. She also added that she printed out and bound the OIG’s “General Compliance Program Guidance” for all the Board members and they can pick them up in her office.

Additional Discussion

There was no additional discussion.

Next Meeting

The next meeting is scheduled for July 22 @ 9:00am. The last meeting of the year will be October 28th, 2024.

Adjournment

The meeting adjourned at 9:30am

Respectfully Submitted,

April Prado, Recording Secretary

Executive Summary – Quality Committee of the Board

PROVIDED BY Kari Quickenden and Jennifer Roger

REPORTING DATE April 2024 Quality Committee Monthly Meeting

<p>General Highlights</p>	<ul style="list-style-type: none"> • In March 2024, we received notice of our full accreditation from The Joint Commission and our Wyoming Area Trauma Hospital designation from the Wyoming Trauma Program. • Stacy Wells provided an eCQM review.
<p>FY 2024 PIPS Priorities</p>	<ul style="list-style-type: none"> • Patient Experience – The patient experience back to basics toolkit was reviewed with each member of leadership in February. This was well received, and leaders had suggestions for additions to the toolkit and these will be added in March. Touchbase meetings will occur this summer and the toolkit will become part of leadership orientation. Employee and patient check-ins will begin in April, with the Person-Centered Care committee leading the employee check-ins. Hospital Week gifts will correlate with our compassionate care and I Make A Difference service standards. To continue celebrating our person-centered care culture, BRAVO quarterly winners will also be highlighted in several ways throughout the organization and on social media.
<p>Patient Safety</p>	<ul style="list-style-type: none"> • The top ten patient safety concerns for 2023 from the Emergency Care Research Institute were discussed. • Moderate sedation data was presented to the committee. • Data from 2024 year to date on critical labs and imaging results were presented by department leaders. Frequently fallouts are attributed to lack of documentation. Efforts are focused on ensuring critical results are documented appropriately. • In 2024 there have been 2 total patient falls, with 0 inpatient falls, and 0 patient have been injured from falling at MHSC.
<p>Medication Safety</p>	<ul style="list-style-type: none"> • Medication History Updates – Clinics and ED. The nurse directors continue to work with their staff in their respective departments on updating histories.
<p>Infection Prevention</p>	<ul style="list-style-type: none"> • Improvement work continues for implementing appropriate isolation precautions for infectious illnesses. Our staff received targeted training in how our EMR can help us identify and implement precautions quickly, as well as where to document this in the medical record. This training has been received well and we have seen significant improvement in documentation of isolation precautions.
<p>PIPS Committee</p>	<ul style="list-style-type: none"> • We heard about wonderful improvement projects happening in multiple departments and committees. The Health Information Management department is working on improving operative note compliance within 24 hours. The Sepsis Committee is working on improving sepsis bundle compliance. The Intensive Care Unit is working on improving timely communication of critical results and corresponding documentation. The Medical/Surgical department is working to improve patient safety by implementing measures to reduce falls. Nutrition Services is working on improving accuracy of patient diet orders through the implementation of MyDine. The Sleep Lab is working on improving sleep study turnaround times. The Medical Office Building Clinics are working on improving timely communication of critical results and corresponding documentation. The nursing departments are working on improving the patient experience with a focus on attitude towards requests and concerns.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Special Meeting Minutes - Draft
Thursday – April 25, 2024

Zoom

Trustee Members Present by Zoom: Kandi Pendleton, Nena James

Trustee Guests Present by Zoom: Barbara Sowada

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

Non-Voting Members & Guests Present by Zoom: Amy Lucy, Shawn Bazzanella, Ruthann Wolfe, Tami Love, Ann Marie Clevenger, Cindy Nelson

Kandi called the meeting to order at 11:00 a.m. and welcomed everyone.

APPROVAL OF AGENDA

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

COMPENSATION ANALYSIS

Irene provided background history of previous salary survey analysis and said we researched two companies to provide consultant services to us for an updated process. She reviewed Employers Council and Gallagher. She said we recommend entering into an agreement with Gallagher. They will provide more comprehensive services including job descriptions review, levels of leadership, organization chart, etc. They will complete the work in 6-8 weeks. Kandi said entering into the agreement is within Irene's authority. The motion to support the selection of the Gallagher agreement was made by Suzan; second by Amber. Motion carried. Suzan said she will provide a cover sheet for the agreement to include in the May board meeting packet.

The meeting adjourned.

Capital Request Summary

Capital Request #

FY24-48

Name of Capital Request:

ORACLE - GE VITAL SIGNS MONITORS

Requestor/Department:

JULIA KERSHISNIK-SWEEDLER/MEDICAL SURGICAL FLOOR

Sole Source Purchase: Yes or No

Reason: similar equipment already in department

- 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.	Oracle (Cerner)	Redwood Shores, CA	\$230,415.99
2.			
3.			

Recommendation:

Oracle (Cerner) - \$230,415.99



Assigned: FY 24-48

Capital Request

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

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

Department: Med Surg Submitted by: Julia Kershisnik-Sweedler Date: 3/7/2024

Provide a detailed description of the capital expenditure requested:
 wall mounted GE Vital Sign monitors in 11 additional rooms on the Med Surg unit.

Preferred Vendor: CE through Corner

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

1. Renovation	\$ Amount
2. Equipment	\$ 227,198.60
3. Installation	\$ Amount
4. Shipping	\$ Amount
5. Accessories	\$ Amount
6. Training	\$ 2,717.39
7. Travel costs	\$ 500.00
8. Other e.g. interfaces	\$ Amount
Total Costs (add 1-8)	\$ 230,415.99

Does the requested item:

Require annual contract renewal? YES NO

Fit into existing space? YES NO Explain: Mounting the monitors on the head wall of the patient room for bed B (by the window).

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

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

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

Projected Annual Procedures (NEW not existing)

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

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

Budgeted Item:

YES NO

of bids obtained? _____
 Copies and/or Summary attached.
If no other bids obtained, reason:
 Click or tap here to enter text.

Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 4-1-2024
Chief Financial Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 4-1-24
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<i>[Signature]</i> 4-1-2024
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

Per the request of the hospitalists, having the GE vital sign monitors in the additional 11 rooms will increase patient safety/care and staff awareness of changes in patient vitals. With the higher level of acuity that we have been seeing in our patients, the vital sign monitors will enable the staff to know in real time any changes in vitals including blood pressure, telemetry, pulse oximetry and respiratory rate. This will allow for a quicker response to the change in patient condition

Med Surg currently has four (4) vital sign monitored rooms: 206, 207, 216, 217. The additional rooms for the vital sign monitors would be: 201, 202, 203, 204, 205, 208, 209, 210, 214, 215, 218.

 Submitted by: Signature

3/7/2024
 Date

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

Contact
Jody Butler
307-352-8417
jbutler@sweetwatermemorial.com

Oracle America, Inc.
500 Oracle Parkway
Redwood Shores, CA
94065

Fee Summary

Fee Description	Net Fees	Monthly Fees	Annual Fees
Equipment and Equipment Support	227,198.60	--	0.00
Professional Services -- Fixed Price	2,717.39	--	--
Professional Services -- Estimated Expenses	500.00	--	--
Total Fees	230,415.99	0.00	0.00

Billing Frequency

Description	% of Total Due	Payment Due
Equipment	100%	Upon delivery
Professional Services - Fixed Price	100%	Upon order execution
Professional Services - Estimated Expenses	100%	Monthly in arrears

Ordered Items

Equipment and Equipment Support

Part Number	Description	Term	Pass-Through Code	Quantity	Unit Net Price	Extended Net Fees	Annual Fees
7607654	NON-TRANSPORT B450 MONITOR. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2095710-001]	--	--	11	0.00	0.00	--
7607664	Individual Regular License. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2058600-006]	--	--	11	139.13	1,530.43	--
7607681	BATTERY FLEX-3S2P 10.8V 18650 LI-ION SMBUS. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2062895-001]	--	--	11	208.70	2,295.65	--
7607805	B450 POWER FREQUENCY SETTING 60HZ. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2068494-017]	--	--	11	0.00	0.00	--
7607856	CSCS 72 HR FD LICENSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2095336-003]	--	--	11	800.00	8,800.00	--
7607878	POWER CORD, USA_CANADA 8FT ANGLE, GE PN 405535-007. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2066381-001]	--	--	11	13.91	153.04	--
7607886	B450 ENGLISH US KEYBOARD SW SETTING. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2068494-005]	--	--	11	0.00	0.00	--
7607914	NETWORK DROP INSTALL - CUSTOMER PROVIDED. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2036075-030]	--	--	11	0.00	0.00	--
7607945	B450 4ICU - CRITICAL CARE SOFTWARE PACKAGE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2064277-001]	--	--	11	185.74	2,043.13	--

Part Number	Description	Term	Pass-Through Code	Quantity	Unit Net Price	Extended Net Fees	Annual Fees
7607981	NTWK Design Consult for Patient Monitoring Ntwk-Exp. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2036075-054]	--	--	1	543.48	543.48	--
7607988	ADULT ST VECTOR MAGNITUDE LICENSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2092864-003]	--	--	1	34.78	34.78	--
7608023	IX NETWORK INTEGRATION - NONE REQUIRED. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2036075-081]	--	--	1	0.00	0.00	--
7608025	INSTALLATION CHARGE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2083083-001]	--	--	11	492.17	5,413.87	--
7608089	NTWK EQUIP INSTALL - CUSTOMER PROVIDED. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2036075-029]	--	--	11	0.00	0.00	--
7608091	CSCS CLINICAL USER AND CONFIGURATION TRAINING. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2016373-400]	--	--	1	2,717.39	2,717.39	--
7608161	ADT PICKLIST LICENSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2092863-002]	--	--	1	521.74	521.74	--
7608239	M SERIES ARM UTILITY HOOK. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2038478-001]	--	--	11	20.00	220.00	--
7608242	Wall mount VHM locking w_o wall channel. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2014448-001]	--	--	11	370.00	4,070.00	--
7608249	NETWORK EQUIPMENT - CUSTOMER PROVIDED. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2036075-028]	--	--	11	0.00	0.00	--
7608342	CSCS ENGLISH-US KEYBOARD WITH MOUSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2081739-004]	--	--	1	0.00	0.00	--
7608379	B450 RECORDER OPTION. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2066520-001]	--	--	11	660.87	7,269.57	--

Part Number	Description	Term	Pass-Through Code	Quantity	Unit Net Price	Extended Net Fees	Annual Fees
7608539	CABLE ASSEMBLY EPORT CARESCAPE ONE TO HOST 1.5M(5FT). Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2087716-002]	--	--	11	121.73	1,339.03	--
7608540	QUICK CONNECT POLE RAIL CLAMP. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2090387-009]	--	--	11	166.95	1,836.45	--
7608608	B450 FRAME WITHOUT WLAN. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2094541-002]	--	--	11	1,669.56	18,365.16	--
7608641	CARESCAPE ONE FREQUENCY SETTING 60HZ. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2098988-002]	--	--	11	0.00	0.00	--
7608674	19 inch wall channel. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 411959-001]	--	--	11	38.26	420.87	--
7608707	CORD PWR 125V 13A 6FT STR. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 80274-008]	--	--	11	0.00	0.00	--
7608781	PDM Support. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2105824-018]	--	--	11	0.00	0.00	--
7608838	CARESCAPE DOCK F0 HARDWARE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2099060-001]	--	--	11	452.17	4,973.87	--
7608910	CARESCAPE B450 CSP V3.1 SOFTWARE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2094545-001]	--	--	11	2,782.60	30,608.60	--
7608912	ASSY CARESCAPE ONE NIBP HOSE ADULT_PED 2T DINACLICK. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2087389-002]	--	--	11	86.96	956.52	--
7608933	CARESCAPE ONE ENGLISH US LOCALIZATION. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2098989-016]	--	--	11	0.00	0.00	--
7608985	CARESCAPE ONE CSPV3 SW. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2098987-001]	--	--	11	1,739.13	19,130.43	--
7608999	B450 V3.1 ENGLISH US LOCALIZATION. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2095076-016]	--	--	11	0.00	0.00	--

Part Number	Description	Term	Pass-Through Code	Quantity	Unit Net Price	Extended Net Fees	Annual Fees
7609056	CARESCAPE SPO2 MASIMO SET MKM101 1,8M. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2103987-001]	--	--	11	904.35	9,947.83	--
7609157	6 AND 12 IN DOWNPOST KIT, M VHM ARM WMM-0006-05,Mech. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: M1172465]	--	--	11	114.78	1,262.61	--
7609225	CARESCAPE ONE MBZ101 HARDWARE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2098985-001]	--	--	11	3,130.43	34,434.73	--
7609289	PMN (EVLAN) PRE-QUOTE SURVEY REQUIRED. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: SURVEY-E-VLAN]	--	--	1	0.00	0.00	--
7609300	CMBO - COMBO TELEMETRY ECG LICENSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2105824-017]	--	--	11	139.13	1,530.43	--
7609310	P12S - 12SL ECG W_ACI TIPI LICENSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2105824-005]	--	--	11	464.00	5,104.00	--
7609407	CARESCAPE ONE ENGLISH US KEYBOARD SW SETTING. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2099023-005]	--	--	11	0.00	0.00	--
7609410	PARR - FULL ARRHYTHMIA LICENSE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2105824-004]	--	--	11	496.00	5,456.00	--
7609448	ACM HOLDER, 3X SMALL 1X LARGE MODULES. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2096245-004]	--	--	11	34.78	382.58	--
7610963	CS1 Lifecycle Assurance 5 Year S_W with enabling hardware TN. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2095482-003]	--	--	11	1,630.43	17,934.73	--
7610967	CENTRAL STATION LICENSE - ELECTRONIC DELIVERY. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 5867474-100]	--	--	1	0.00	0.00	--
7611003	MP200X VESA DESK MOUNT STAND. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 5697399-004]	--	--	1	0.00	0.00	--

Part Number	Description	Term	Pass-Through Code	Quantity	Unit Net Price	Extended Net Fees	Annual Fees
7611071	CSCS V3 eDELIVERY - SW LICENSES AND MANUALS. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 5697399-001]	--	--	1	0.00	0.00	--
7611141	MAI800 INTEGRATED SYSTEM. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 5697399-003]	--	--	1	11,304.35	11,304.35	--
7611179	BED VIEW LICENSE - 1 BED. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2092862-004]	--	--	11	1,200.00	13,200.00	--
7611223	IT Professional Services - CARESCAPE Gateway Individual Bed. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2058601-037]	--	--	11	54.34	597.74	--
7611355	CARESCAPE GATEWAY V2.2 - License Expansion. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 5871805-04]	--	--	1	0.00	0.00	--
7608025	INSTALLATION CHARGE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2083083-001]	--	--	1	95.65	95.65	--
7608239	M SERIES ARM UTILITY HOOK. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2038478-001]	--	--	11	27.83	306.09	--
7608707	CORD PWR 125V 13A 6FT STR. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 80274-006]	--	--	1	0.00	0.00	--
7611305	CARESCAPE ECG MKE101 3.6M 12ft AHA. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2099884-001A3]	--	--	11	918.26	10,100.86	--
7607681	BATTERY FLEX-3S2P 10.8V 18650 LI-ION SMBUS. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 2062895-001]	--	--	11	208.70	2,295.65	--
7611279	CENTRAL STATION ENGLISH LANGUAGE. Includes GE Healthcare Standard Equipment Warranty [Mfg Part Num: 5697399-014]	--	--	1	0.00	0.00	--
B59411	Hardware Freight Fee	--	--	1	--	1.34	--
Subtotal						227,198.60	0.00

Professional Services

Professional Services -- Fixed Price

Part Number	Description	Service Descriptions	Pass-Through Code	Net Fees
B104072	MS Onsite Training 1 Day - Days [Mfg Part Num: CE2022004]	Attached	--	2,717.39
Subtotal				2,717.39

Professional Services -- Estimated Expenses

Part Number	Description	Estimated Fees
B102173	Oracle Health Travel and Expenses for Commercial Estimate - Each	500.00
Subtotal		500.00

Permitted Facilities

Name	Street Address	City
Memorial Hospital of Sweetwater County	1200 College Drive	Rock Springs, WY, 82901 US
Unidine c/o Memorial Hospital of Sweetwater County Rock Springs	1200 College Dr	Rock Springs, WY, 82901 US

A. Terms of Your Order

1. Applicable Agreement

a. This order incorporates by reference the terms of the Cerner Business Agreement LA-0000013670 and all amendments and addenda thereto (the "Agreement"). The defined terms in the Agreement shall have the same meaning in this order unless otherwise specified herein.

Oracle America, Inc. is acting as ordering and invoicing agent for Cerner Corporation. Your order remains between You and Cerner Corporation. All references to "Oracle", "we", "us", or "our" shall refer to Cerner Corporation. We may refer to Client as "You".

2. Fees and Payments

a. Listed above is a summary of net fees due under this order. All fees on this order are in US Dollars.

b. Fees will be invoiced in accordance with the Billing Frequency table above.

c. Oracle may increase the monthly fee for each Ordered Item identified as Licensed Software Support, Equipment support, Sublicensed Software support, Recurring Services, Transaction Services, Professional Services -- Recurring, Application Management Services, and Managed Services in the table(s) above any time following the initial 12 month term after such recurring service fees begin (but not more frequently than once in any 12 month period) by giving You 60 days prior notice of the price increase. The amount of such annual increase will equal 8%. Oracle may also increase the fees at any time during the term if an Oracle third party increases the fees to be paid by Oracle, with such increase being limited to the amount of increase in Oracle's fee to the third party.

d. You are responsible for all shipping and handling fees.

e. You agree to pay any sales, value-added or other similar taxes imposed by applicable law that Oracle must pay based on the items You ordered, except for taxes based on Oracle's income.

f. Once placed, Your order shall be non-cancelable and the sums paid nonrefundable, except as provided in the Agreement and this order.

3. Terms Applicable to Ordered Items

a. Scope of Use.

You will use the Ordered Items in this order in accordance with the Documentation and subject to the quantity of the Item specified in the Ordered Items table(s) above. This order incorporates by reference the scope of use metric, definition, and any rules applicable to the Ordered Item as described in the Oracle Health Definitions and Rules Booklet v100123 which may be viewed at <http://www.oracle.com/contracts> on the Oracle Health tab.

If the quantity of an Ordered Item is exceeded, You agree to execute a new order setting forth the additional quantity of the item.

Where applicable, scope of use will be measured periodically by Oracle's system tools, or, for metrics that cannot be measured by system tools or obtained through industry available reporting sources (e.g., FTEs or locations), You will provide the relevant information (including records to verify the information) to Oracle at least once per year. You agree that if an event occurs that will affect Your scope of use (such as the acquisition of a new hospital or other new facility), You will notify Oracle in writing of such event no later than 30 days following the effective date of such event so that Your scope of use can be reviewed. Any additional fees due under this section will be payable within 30 days following Your receipt of an invoice for such fees. Any additional monthly fees will begin on the date the limit was exceeded and shall be paid annually (pro-rated for any partial month).

b. Third-Party Products and Services and Pass-Through Provisions.

Certain products and services are provided by third-party suppliers (the "Third-Party Offerings"). Third-Party Offerings You have ordered, if any, are identified with pass-through code(s) in the Ordered Items table(s) above and will be provided under the applicable terms required by the third-party supplier. Applicable pass-through terms for each supplier are available at <http://www.oracle.com/contracts> on the Oracle Health tab and are incorporated into this order by reference.

Oracle is not liable under this order for any damages of any kind or nature related to or arising out of the Third-Party Offerings. Oracle does not warrant or provide any indemnities on Third-Party Offerings. To the extent that any third-party pass-through provisions contain liability limitations with respect to the Third-Party Offerings, such limitations state the total maximum liability of Oracle (and then only to the extent that Oracle can collect from supplier for Your benefit) and each supplier with respect to the Third-Party Offerings.

c. Shared Computing Services.

You understand that Oracle may deliver the products and services on this order in a Shared Computing Services model. The policies that govern the Shared Computing Services model are available at <http://www.oracle.com/contracts> on the Oracle Health tab and are incorporated into this order by reference.

d. Permitted Facilities.

The Ordered Items in this order are for use by the facilities listed in the Permitted Facilities table(s) above. You may add or substitute Permitted Facilities by amending this order.

4. Equipment and Equipment Support

a. Delivery, Installation and Acceptance of Equipment.

(i) You are responsible for installation of the Ordered Items identified as Equipment in the table(s) above unless You purchase installation services from Oracle for that Equipment.

(ii) Oracle will deliver the Equipment in accordance with Oracle's Order and Delivery Policies which are in effect at the time of Your order, and which are available at <http://www.oracle.com/contracts> on the Oracle Health tab. Oracle will use the delivery address specified by You on Your purchasing document or when Your purchasing document does not indicate a ship to address the location specified on this order.

(iii) The Equipment You have ordered will be delivered: DDP; Freight prepaid and charged back via delivery method HARDWARE - STANDARD.

(iv) Acceptance of the Equipment is deemed to occur on delivery.

(v) Oracle may make and invoice You for partial deliveries.

(vi) Oracle may make substitutions and modifications to the Equipment and Equipment Support based on availability or technological advancements.

(vii) Oracle will use its reasonable commercial efforts to deliver the Equipment within the timeframes specified in this order.

b. Transfer of Title.

Title to the Equipment will transfer upon delivery.

c. Warranty.

In the event that a warranty is provided by Oracle or a third-party, such warranty will be identified in the description of the Equipment ordered and details of the warranty will be available in the Oracle Health Equipment Warranty Policies which are available at <http://www.oracle.com/contracts> on the Oracle Health tab.

d. Equipment Support.

If ordered, support for Your Equipment will be provided in accordance with the Oracle Health Technical Support Policies which are available at <http://www.oracle.com/contracts> on the Oracle Health tab.

5. Professional Services

a. Oracle Health Professional Services Delivery Policies.

The Oracle Health Professional Services Delivery Policies ("Health PSDP") available at <http://oracle.com/contracts> on the Oracle Health tab apply to and are incorporated into this order.

b. Service Descriptions.

Service Descriptions applicable to each Ordered Item identified as Professional Services in the table(s) above may be found (i) at <http://www.oracle.com/contracts> on the Oracle Health Tab (where identified as "Online" in the Professional Services table(s)), or (ii) as an attachment to this order (where identified as "Attached" in the Professional Services table(s)). These Service Descriptions are incorporated into this order by reference.

c. Estimated Fees.

Fees for Professional Services identified in this order as "Professional Services -- Time and Materials" and "Professional Services -- Estimated Expenses" are estimates intended only to be for Your budgeting and Oracle's resource scheduling purposes and may exceed the estimated totals; these estimates do not include taxes. For Professional Services performed on a time and materials (T&M) basis, You shall pay Oracle for all of the time spent performing such services at the rate specified in the Items Ordered table(s) above, plus materials, taxes and expenses. Actual expenses shall be invoiced as incurred, in accordance with the Billing Frequency table. Once fees for Professional Services reach the estimate and upon amendment to this order, Oracle will cooperate with You to provide continuing Professional Services on a T&M basis.

d. As required by U.S. Department of Labor regulations (20 CFR 655.734), You will allow Oracle to post a notice regarding Oracle H-1B employee(s) at the work site prior to the employee's arrival on site.

6. Order of Precedence

a. In the event of inconsistencies between the terms contained in this order and the Agreement, this order shall take precedence. This order will control over the terms contained in any purchase order.

7. Effective Date

a. If accepting this order electronically, the effective date of this order is the date You click to accept the order. If accepting this order via E-sign, the effective date of this order is the date You adopt and sign. If accepting this order via Download and Sign, the effective date is the date You return the document to Oracle. Otherwise, the effective date is the last signed date stated below.

8. Offer Validity

a. This offer is valid through 4-Feb-2024 and shall become binding upon execution by You and acceptance by Oracle.

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

Oracle America, Inc.

Signature *Jessica King*

Name Jessica King

Title Senior Director, Americas
SSC, Deal Management

Signature Date 4-Jan-2024 01:25 PM PST

GE HealthCare Custom Services

Part #: B104072

Cerner Legacy Part #: CE2022004

Third-Party Tasks/Activities	<ul style="list-style-type: none">In-person clinical product education for GE Healthcare monitoring systems
Your Cooperation / Obligations	<p>You are responsible for the following obligations:</p> <ul style="list-style-type: none">You are to provide conference room or other space for education to take place.

Bill To / Ship To Contact Information

Bill To Contact

Customer Name	Customer Address	Contact Name / Phone / Email
Memorial Hospital of Sweetwater County	1200 College Drive Rock Springs, WY, US 82901	Jody Butler 307-352-8417 jbutler@sweetwatermemorial.com

Ship To Contact

Customer Name	Customer Address	Contact Name / Phone / Email
Memorial Hospital of Sweetwater County	1200 College Drive Rock Springs, WY, US 82901	Jody Butler 307-352-8417 jbutler@sweetwatermemorial.com

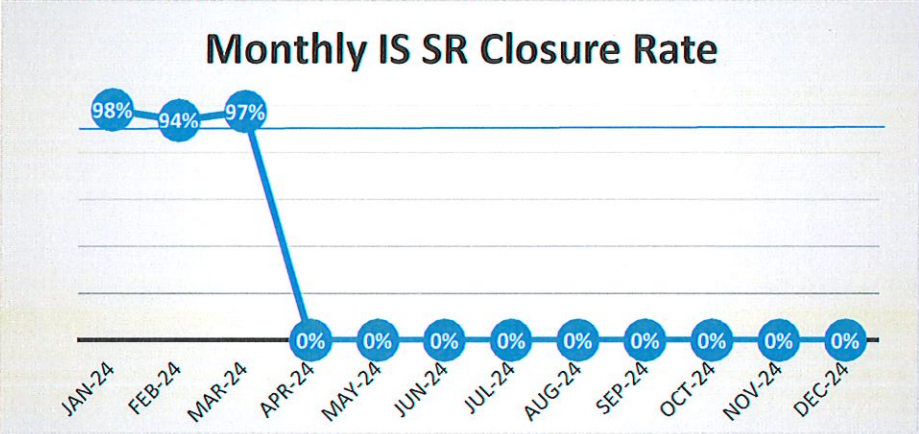
IS Report March 2024

By Terry (TJ) Thompson, IS Director

MHSC IS service environment:

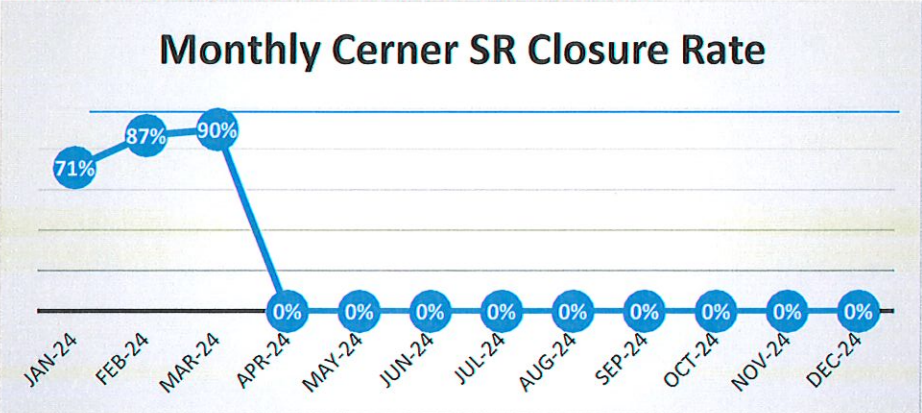
- 1158 computer user accounts
- 100 portable devices, Cell Phones, and iPads
- 790 Desktop systems, Laptops, and Desktops
- 562 VoIP Telephony devices
- 164 Servers, 158 being virtual systems.
- 86 Networking Nodes
- 103 Wireless devices
- 18 UPS

MHSC IS Service Request closure rates at a 95% baseline:



Service Desk 97% of our new 95% weekly meantime to restore baseline. We closed 863 of the 1036 service tickets where 150 are still pending.

Cerner service request closure rates are a 90% baseline:

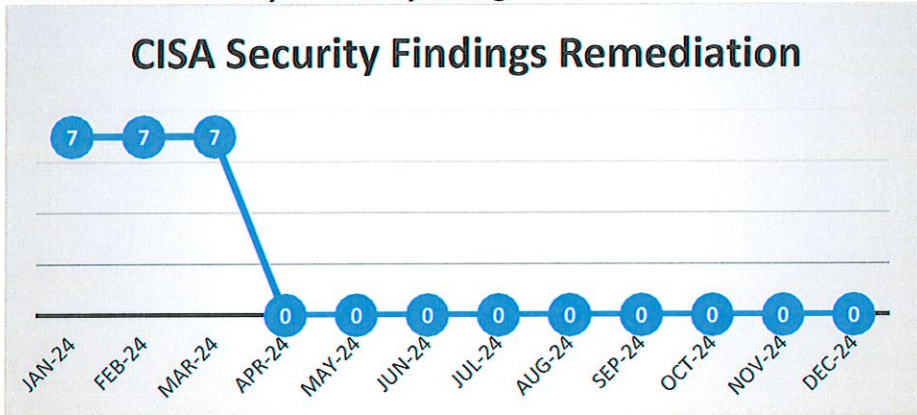


Cerner is at 90% of the weekly meantime to restore the 90% baseline. Cerner closed 104 of the 120 service requests where 5 are pending.

MHSC Project Completion:

Projects being of different sizes and magnitude we decided to break them down into project stories, where they are an hour to two-hour duration. These are included within our service tickets and fall under the same baseline.

Remediation of CISA Cyber Security findings:



The CISA Security Findings are down to 7, a reduction of 24 of the original 31 findings.

The remaining seven CISA security findings are known as heavy lift issues where we must make infrastructure changes without outages. We will continue to monitor the remaining CISA issues this year with an ETA by the third quarter of 2024. With the new Intune configuration planned to be finished sometime in June 2024, we hope to have many of these security findings remediated.

Below is the latest CISA Cyber Hygiene Report Card, which is performed weekly. CISA is scanning MHSC 44 external public IP addresses for vulnerabilities. We have 44 scanned addresses, with 8 hosts and 14 services on these hosts. Where two hosts have 4 medium vulnerabilities and 1 Low. This new vulnerability was discovered and remediated as of today date. AllWest Communications has provided routing information to set up our Internet Edge project. We are currently migrating our connection to our new public IP addressing range, which requires coordination with multiple parties. Once we have completed this process will be able to remove the last four vulnerabilities.

CYBER HYGIENE

REPORT CARD

Memorial Hospital of Sweetwater County



0
Hosts with unsupported software



0
Potentially Risky Open Services



50%
Increase in Vulnerable Hosts

HIGH LEVEL FINDINGS

LATEST SCANS

January 26, 2024 — March 30, 2024

Completed host scan on all assets

March 25, 2024 — March 30, 2024

Last vulnerability scan on all hosts

ASSETS OWNED

44
No Change

HOSTS

7
No Change

VULNERABLE HOSTS

3
Increase of 1
43% of hosts vulnerable

ASSETS SCANNED

44
No Change
100% of assets scanned

SERVICES

13
No Change

VULNERABILITIES

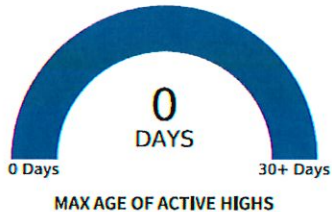
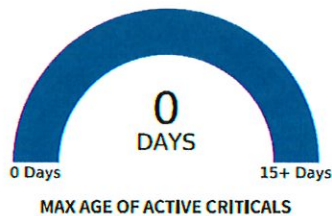
5
Increase of 1

VULNERABILITIES

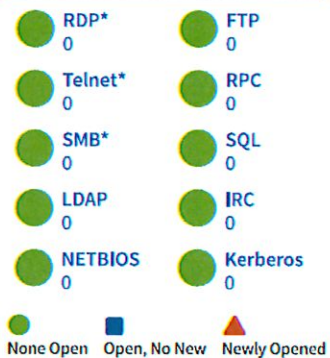
SEVERITY BY PROMINENCE



VULNERABILITY RESPONSE TIME



POTENTIALLY RISKY OPEN SERVICES



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

* Denotes the possibility of a network management interface.

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

Wednesday~ April 24, 2024 2:00 p.m. Teleconference

Voting Members:

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

Non-Voting Members:

Ron Cheese Terry Thompson
Angel Bennett Kari Quickenden
Ann Clevenger Dr. Augusto Jamias
Dr. David Dansie

Guests:

Leslie Taylor Barbara Sowada Carrie Canestorp
Taylor Jones,
Commissioner Julia Kershnik

- I. Call Meeting to Order Marty Kelsey
- II. Mission Moment Irene Richardson
- III. Approve Agenda Marty Kelsey
- IV. [Approve minutes from March 27, 2024](#) Marty Kelsey
- V. [Capital Requests FY24](#) Marty Kelsey
- VI. Financial Report
 - A. Monthly Financial Statements & Statistical Data
 - 1. [Narrative](#) Tami Love
 - 2. [Financial Information](#) Tami Love
 - 3. [Financial Goals](#) Tami Love
 - 4. [Self-Pay Report](#) Ron Cheese
 - 5. [Preliminary Bad Debt](#) Ron Cheese
- VII. Old Business
 - A. Critical Access Update Tami Love
 - B. [CLA Project - PIPS Financial Goals](#) Tami Love
- VIII. New Business
 - A. Financial Forum Discussion Marty Kelsey
 - B. Budgets Tami Love
- IX. Next Meeting – May 28, 2024 Tami Love
- X. Adjournment Marty Kelsey

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
March 27, 2024

Voting Members Present: Mr. Marty Kelsey, *Trustee – Chairman*
Mr. Craig Rood, *Trustee*
Ms. Irene Richardson, *CEO*
Ms. Tami Love, *CFO*
Ms. Jan Layne, *Controller*

Voting Members Absent:

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

Non-Voting Members Absent: Dr. Kari Quickenden, *CCO*
Mr. Terry Thompson, *Director of IT*
Dr. Ann Clevenger, *CNO*

Guests: Dr. Barbara Sowada, *Trustee*
Mr. Taylor Jones, *County Commissioner*
Ms. Carrie Canestorp, *Director of HIM*
Ms. James Horan, *Director of Facilities*
Ms. Leslie Taylor, *Clinic Director*

Call Meeting to Order

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

Approve Agenda

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

Approve Meeting Minutes

There were not any minutes to approve at this meeting.

Capital Requests

The Groathouse GMP was received at the amount of \$9,005,423. The original estimate for this project from two years ago was \$8,726,476. There is approximately \$500,000 contingency included. This should go to the Board next Wednesday for approval. We are hoping to start construction on May 20th. Mr. Kelsey suggested the hospital set aside an additional contingency amount of approximately 2% for any change orders. A motion to approve the contract and send it to the full Board was made by Ms. Richardson; second by Ms. Love. Motion carried.

Financial Report

Ms. Love reviewed the financial information for February. We had an operating gain in February of \$1.3 million, compared to a budgeted loss of \$696,747. Gross revenue came in high again at \$23.5 million, over budget by \$5.2 million. Reductions of revenue were 49.3%, under the budget of 52.5%. Accounts Receivable increased in February by about \$4.2 million. The biggest increase comes from Medicare. Dr. Sowada asked why Medicare has increased so much. Ms. Love said a lot of it was the increase in Medicare revenue. Dr. Sowada asked if we need more billing people. Ms. Love explained we lost a Medicare biller, and we are training a new person. Medicare is the hardest to learn to bill. Collections were at \$9.5 million, under budget by \$1,400,000. The annual debt service coverage ratio was 5.73 and days of cash on hand decreased to 104. Net days in AR increased to 57.6. Expenses for February were \$11 million, over the budget by \$1.5 million. The clinic's revenue came in over budget, at \$3.2 million. The Clinic loss for February was \$286,604.

The revenue projection for March is projected to be \$22.1 million. Inpatient volumes have slightly decreased in March. Collections should be around \$9.6 million for March. Expenses are expected to be over budget in March. The estimated bottom line for March is a slight gain.

Financial Goals

Ms. Love reviewed the financial goals included in the packet. The denials should be updated by next month as they have figured out a way our IT department can pull the information for us. We were slightly affected by the Change Healthcare problems as our current clearing house uses them for specific insurance claims. Dr. Sowada asked again if we have enough billers. Mr. Cheese said the loss of our Medicare biller has really hurt us. He said he hopes to have another biller hired in the next month. He feels we should be okay with a new biller and the new Medicare biller fully trained. Mr. Kelsey asked why the DNFB has increased so much since November. Mr. Cheese explained when we changed to provider-based billing it hindered our workflow. It takes much more time to bill these claims. He said it should be going down now that things are getting cleaned up.

Self-Pay Report

Mr. Cheese reviewed the self-pay report included in the packet. He said next year he is hoping to add one more patient navigator to the department.

Preliminary Bad Debt

The preliminary bad debt, less recovery, is \$1,525,725. This will be updated to present at the March Board meeting.

Old Business

Critical Access

Ms. Love provided a critical access update. She said they have been tracking the daily census since July to see how close we are coming to the 25-bed limit after some concerns with recent high volumes.

PIPS Financial Goals

Reports were provided in the packet with updates on the project with CLA. Dr. Sowada asked about the patient financing company. Ms. Love said CLA asked us to put that project on hold until we work through the CLA project. CLA is on-site this week working. They have suggested some phone tree changes to free up billing time, creating a denials management team and have complete training on point of service collections. Mr. Kelsey asked if there was an ending date of the CLA contract. Ms. Love said the contract is through 06/30/24.

New Business

Financial Forum Discussion

Mr. Jones commented that this CLA project seems like a great thing. He also wanted to caution us to be prepared for the lower revenue months.

Ms. Love said the operational budgets are due Friday and then we have budget meetings with each department leader scheduled for the week of April 15th. Ms. Love asked about the County budget. Mr. Jones said he will reach out to the correct person to send us the forms. He suggests we ask for the same amount as last year.

Mr. Kelsey asked about the MOB entrance project and if we have made any progress on the project. Ms. Richardson said the money had to be committed, not spent, by December of 2024. We will reach out to the state to make sure.

Next Meeting

The next meeting is April 24, 2024, at 2:00 pm.

The meeting was adjourned at 3:06 pm.

Submitted by Jan Layne

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NARRATIVE TO MARCH 2024 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for March is a gain of \$272,604, compared to a gain of \$1,317,952 in the budget. This yields a 2.51% operating margin for the month compared to 11.58% in the budget. The year-to-date gain is \$5,098,097 compared to a gain of \$110,613 in the budget. The year-to-date operating margin is 5.26%, compared to .12% in the budget.

Year-to-date, the total net gain is \$6,117,152, compared to a total net gain of \$2,650,444 in the budget. This represents a profit margin of 6.31% compared to 2.93% in the budget.

REVENUE. Revenue was slightly lower in March coming in at \$22,727,221, under budget by \$637,533. Inpatient revenue is \$4,236,296, under budget by \$315,313 and outpatient revenue is \$18,490,925, under budget by \$322,220. Year-to-date, gross revenue remains over budget by \$14,608,805. Gross revenue has increased 18% from the same 9-month period last fiscal year, recognizing 5% comes from the annual rate increase. The largest percentage variances for revenue to budget comparison came from the following hospital departments:

Outpatient Services – 36%	Nuclear Medicine – 13%
Surgical Services - 19%	CT Scan – 22%
Obstetrics/Nursery – 17%	Cardiovascular 17%
Radiation Oncology – 13%	
Cardiac Rehab – 75%	ICU – (12%)
Laboratory Services – 14%	Respiratory Therapy – (17%)
Histology – 16%	Behavioral Health – (23%)
Mammo 20%	Physical Therapy – (16%)
Ultrasound 15%	

REDUCTION OF REVENUE. Deductions from revenue are estimated at 52.8% for the month, right at budget for the month. Year-to-date reductions of revenue are 52.7%. Total AR increased slightly from February, up by about \$400,000:

<i>Medicare – increase \$100,000</i>	<i>Government – increase \$200,000</i>
<i>Medicaid - increase \$100,000</i>	<i>Self Pay – increase \$700,000</i>
<i>Blue Cross – no significant increase</i>	<i>Worker’s Comp – increase \$140,000</i>
<i>Commercial - decrease \$1 million</i>	

Total collections for the month came in higher this month, at \$10.4 million, at 97% of net revenue. Year-to-date collections are at 91.1% of net revenue. The goal for collections as a percentage of net revenue is $\geq 100\%$.

NET OPERATING REVENUE. Total net operating revenue was \$10,859,341 in March and \$96,986,225 year-to-date. Other operating revenue in March includes occupational medicine revenue, county maintenance funds and cafeteria revenue.

RATIOS. Annual Debt Service Coverage came in at 6.15. Days of Cash on Hand stayed the same at 104 days. Daily cash expenses increased to \$307,600 year-to-date. Net days in AR stayed the same at 57.6 days.

VOLUME. Inpatient admissions and discharges came in over budget for March but patient days were slightly under budget. The average daily census (ADC) decreased to 13.9, which is under budget for the month, and average length of stay (LOS) decreased to 3.0, slightly under budget. Births, Surgeries, and Clinic visits came in over budget and Emergency room visits and Outpatient visits came in under budget.

EXPENSES. Total expenses came in significantly higher in March at \$11,047,324, over budget by \$1,504,475 and are now over budget year to date by \$1,015,822. The following line items were over budget in March:

Salary & Wages – Salary expense came in slightly over budget in March due to increased staffing needs due to the higher volumes in departments. This expense remains under budget year to date.

Benefits – Group health came in over budget for March as stop loss payments were reconciled with insurance.

Purchased Services – Expenses over budget for the month include consulting fees, legal fees, bank fees, collection agency, send out lab tests, and other professional services for facilities, coding and IT.

Supplies – Expenses over budget for March include surgical instruments, patient chargeables, implants, medical supplies, contrast, minor equipment, office supplies and outdated supplies.

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

Leases & Rentals – Lease payments for the new orthopedic Mako robot were unbudgeted.

PROVIDER CLINICS. Revenue for the Clinics came in at \$3,031,288, over budget by \$124,053. The bottom line for the Clinics in March is a loss of \$272,258 compared to a loss of \$248,848 in the budget. The year-to-date loss for the Clinics is \$3,181,477, slightly over the budgeted loss of \$3,157,816. Clinic volumes were down slightly in March, at 6,372 visits. Total Clinic expenses for the month are \$2,035,880, over budget

by \$111,368. Year-to-date expenses are over budget by \$475,788. Salaries, benefits, physician fees, purchased services, and depreciation are over budget for March.

OUTLOOK FOR APRIL. Gross patient revenue for April is projected to be \$23.9 million, significantly under the budget of \$20.8 million. Inpatient admissions and patient days have decreased during the month. LOS is currently down to 2.6 days and average daily census is currently at 13. We continue to see increased volumes in outpatient departments with Births, ER visits, Surgeries, Clinic visits and ancillary departments projecting over budget.

Collections are projected to be \$10.3 million. Deductions of revenue are expected to be stable with continued high revenue and collections. Expenses are expected to be over budget in April. The estimated bottom line for April will be another significant gain if volumes remain high.

Critical Access. We have been notified by the Wyoming Department of Health of their readiness to issue our Critical Access license. We are working through some final items in preparation for the surveys, including policies and bed counts and will then accept the new license. Once the license is issued, we will be surveyed by both the State licensing division and Joint Commission. We have finalized our December Joint Commission survey and will be ready to submit for the CAH survey. We continue to meet with the consultant, our auditors, and cost report preparer as we work through the process.

Financial PIPS. Our revenue cycle team meets weekly with Clifton Larsen Allen on the revenue cycle paired advisory support project. The most recent executive summary of the engagement actions and plans are included in the packet. The work of these groups will be reported monthly, through this committee, as part of the Financial PIPS priorities for FY2024.

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

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



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

Unaudited Financial Statements

for

Nine months ended March 31, 2024

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
Nine months ended March 31, 2024

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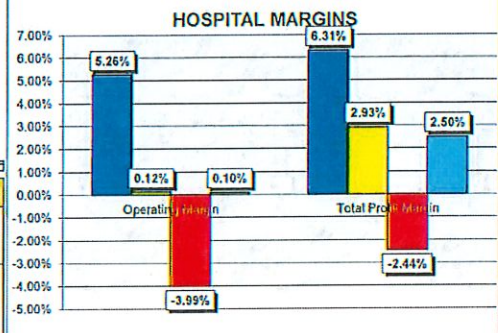
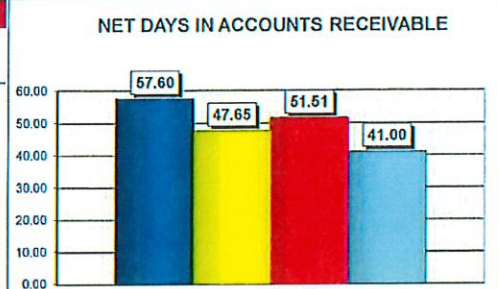
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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

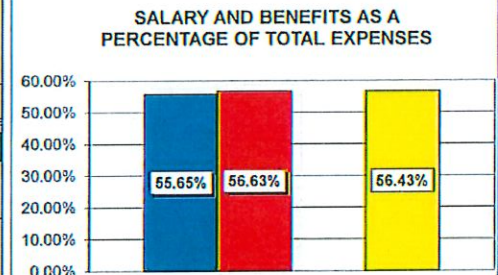
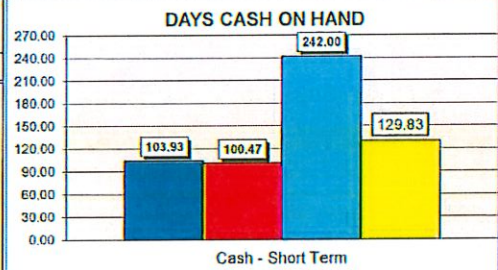
EXECUTIVE FINANCIAL SUMMARY

Nine months ended March 31, 2024

BALANCE SHEET			
	YTD 3/31/2024	Prior FYE 6/30/2023	
ASSETS			
Current Assets	\$44,690,113	\$38,972,749	
Assets Whose Use is Limited	19,768,225	19,968,483	
Property, Plant & Equipment (Net)	75,251,765	79,366,421	
Other Assets	916,021	930,753	
Total Unrestricted Assets	140,626,124	139,238,406	
Restricted Assets	1,061,063	469,827	
Total Assets	\$141,687,188	\$139,708,233	
LIABILITIES AND NET ASSETS			
Current Liabilities	\$15,069,713	\$17,193,366	
Long-Term Debt	23,926,555	25,114,116	
Other Long-Term Liabilities	11,497,808	12,916,028	
Total Liabilities	50,494,076	55,223,510	
Net Assets	91,193,112	84,484,723	
Total Liabilities and Net Assets	\$141,687,188	\$139,708,233	



STATEMENT OF REVENUE AND EXPENSES - YTD				
	03/31/24 ACTUAL	03/31/24 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$22,727,221	\$23,364,753	\$201,602,349	\$186,993,543
Deductions From Revenue	(11,996,782)	(12,240,012)	(105,178,216)	(98,150,521)
Net Patient Revenues	10,730,439	11,124,741	95,424,133	88,843,022
Other Operating Revenue	128,902	260,223	1,562,093	1,620,174
Total Operating Revenues	10,859,341	11,384,964	96,986,225	90,463,196
Expenses:				
Salaries, Benefits & Contract Labor	6,187,364	5,556,553	51,132,000	50,401,789
Purchased Serv. & Physician Fees	1,017,252	816,933	8,529,718	7,981,864
Supply and Drug Expenses	1,677,668	1,856,513	16,509,954	15,930,978
Other Operating Expenses	818,827	954,580	7,885,202	8,107,795
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	885,626	882,432	7,831,255	7,930,155
Total Expenses	10,586,737	10,067,012	91,888,129	90,352,583
NET OPERATING SURPLUS	272,604	1,317,952	5,098,097	110,613
Non-Operating Revenue/(Exp.)	573,399	966,003	1,019,056	2,539,830
TOTAL NET SURPLUS	\$846,003	\$2,283,955	\$6,117,152	\$2,650,444



KEY STATISTICS AND RATIOS				
	03/31/24 ACTUAL	03/31/24 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	432	463	3,810	3,804
Average Acute Length of Stay	3.0	3.5	3.2	3.6
Total Emergency Room Visits	1,265	1,285	12,124	11,649
Outpatient Visits	8,153	8,335	74,682	68,736
Total Surgeries	199	150	1,625	1,418
Total Worked FTE's	474.23	491.43	463.09	491.43
Total Paid FTE's	518.35	540.03	512.41	540.03
Net Revenue Change from Prior Yr	14.26%	19.79%	17.72%	9.80%
EBIDA - 12 Month Rolling Average			10.64%	8.89%
Current Ratio			2.97	
Days Expense in Accounts Payable			33.88	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY		
■ Budget		03/31/24
■ Prior Fiscal Year End		06/30/23
■ CLA \$50-\$100M Net Revenue		6/30/2020

FINANCIAL STRENGTH INDEX - 1.21

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

Key Financial Ratios

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2024**

↓↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 3/31/2024	Budget 6/30/2024	Prior Fiscal Year End 06/30/23	CLA \$50-\$100 MM Net Revenue (See Note 1)
Profitability:					
Operating Margin	↑	5.26%	0.24%	-3.99%	0.10%
Total Profit Margin	↑	6.31%	0.31%	-2.44%	2.50%
Liquidity:					
Days Cash, All Sources **	↑	103.93	129.83	100.47	242.00
Net Days in Accounts Receivable	↓	57.60	45.02	51.51	41.00
Capital Structure:					
Average Age of Plant (Annualized)	↓	11.78	11.32	10.70	12.00
Long Term Debt to Capitalization	↓	21.34%	19.87%	23.43%	27.00%
Debt Service Coverage Ratio **	↑	6.15	2.42	2.68	2.80
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	↓	6.84	8.43	7.36	NA
Salary Expense per Paid FTE		\$103,216	\$86,892	\$103,824	NA
Salary and Benefits as a % of Total Operating Exp		55.65%	56.43%	56.63%	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

Nine months ended March 31, 2024

	Current Month 3/31/2024	Prior Month 2/29/2024	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2023
Current Assets					
Cash and Cash Equivalents	\$13,223,373	\$13,384,451	(\$161,078)	-1.20%	\$10,941,766
Gross Patient Accounts Receivable	50,189,520	49,748,515	441,005	0.89%	36,590,061
Less: Bad Debt and Allowance Reserves	(28,752,495)	(28,153,435)	(599,060)	-2.13%	(20,161,785)
Net Patient Accounts Receivable	21,437,026	21,595,080	(158,055)	-0.73%	16,428,276
Interest Receivable	0	0	0	0.00%	0
Other Receivables	4,380,035	3,747,172	632,863	16.89%	5,920,310
Inventories	3,917,099	3,933,493	(16,395)	-0.42%	3,831,105
Prepaid Expenses	1,732,581	1,707,132	25,449	1.49%	1,851,292
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	44,690,113	44,367,328	322,785	0.73%	38,972,749
Assets Whose Use is Limited					
Cash	(228,097)	71,562	(299,659)	-418.74%	84,123
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	1,015,330	1,138,757	(123,427)	-10.84%	1,515,814
Trustee Held Funds - SPT	0	0	0	0.00%	0
Board Designated Funds	4,956,114	4,442,249	513,865	11.57%	4,343,674
Other Limited Use Assets	14,024,878	14,024,877	1	0.00%	14,024,873
Total Limited Use Assets	19,768,225	19,677,445	90,780	0.46%	19,968,483
Property, Plant, and Equipment					
Land and Land Improvements	4,583,118	4,583,118	0	0.00%	4,242,294
Building and Building Improvements	51,482,921	51,107,981	374,939	0.73%	49,931,920
Equipment	137,739,506	137,502,084	237,422	0.17%	135,715,602
Construction In Progress	1,091,507	1,164,524	(73,017)	-6.27%	1,531,105
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	194,897,051	194,357,707	539,344	0.28%	191,420,921
Less: Accumulated Depreciation	(119,645,286)	(118,759,660)	(885,626)	-0.75%	(112,054,500)
Net Property, Plant, and Equipment	75,251,765	75,598,046	(346,281)	-0.46%	79,366,421
Other Assets					
Unamortized Loan Costs	916,021	922,008	(5,987)	-0.65%	930,753
Other	0	0	0	0.00%	0
Total Other Assets	916,021	922,008	(5,987)	-0.65%	930,753
TOTAL UNRESTRICTED ASSETS	140,626,124	140,564,828	61,296	0.04%	139,238,406
Restricted Assets	1,061,063	1,058,563	2,500	0.24%	469,827
TOTAL ASSETS	\$141,687,188	\$141,623,391	\$63,797	0.05%	\$139,708,233

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2024

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2023
	Current Month 3/31/2024	Prior Month 2/29/2024	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$6,270,746	\$7,022,996	\$752,249	10.71%	\$7,322,373
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,538,187	1,115,429	(422,758)	-37.90%	2,077,791
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	3,016,870	2,957,884	(58,987)	-1.99%	3,014,608
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD	3,295,462	3,295,462	0	0.00%	3,295,462
Other Current Liabilities	948,447	1,075,849	127,403	11.84%	1,483,132
Total Current Liabilities	15,069,713	15,467,621	397,908	2.57%	17,193,366
Long Term Debt					
Bonds/Mortgages Payable	27,222,018	27,355,387	133,369	0.49%	28,409,579
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	3,295,462	3,295,462	0	0.00%	3,295,462
Total Long Term Debt (Net of Current)	23,926,555	24,059,924	133,369	0.55%	25,114,116
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	11,497,808	11,751,237	253,429	2.16%	12,916,028
Total Other Long Term Liabilities	11,497,808	11,751,237	253,429	2.16%	12,916,028
TOTAL LIABILITIES	50,494,076	51,278,782	784,706	1.53%	55,223,510
Net Assets:					
Unrestricted Fund Balance	82,059,650	82,059,650	0	0.00%	84,787,454
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	1,057,191	1,054,690	(2,500)	-0.24%	465,954
Net Revenue/(Expenses)	6,117,152	5,271,150	N/A	N/A	(2,727,804)
TOTAL NET ASSETS	91,193,112	90,344,609	(848,503)	-0.94%	84,484,723
TOTAL LIABILITIES AND NET ASSETS	\$141,687,188	\$141,623,391	(\$63,797)	-0.05%	\$139,708,233

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2024

	CURRENT MONTH				
	Actual 03/31/24	Budget 03/31/24	Positive (Negative) Variance	Percentage Variance	Prior Year 03/31/23
Gross Patient Revenue					
Inpatient Revenue	\$4,236,296	\$4,551,609	(\$315,313)	-6.93%	\$4,216,653
Outpatient Revenue	15,459,637	15,905,910	(446,273)	-2.81%	14,677,971
Clinic Revenue	3,031,288	2,907,235	124,053	4.27%	2,519,030
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>22,727,221</u>	<u>23,364,753</u>	<u>(637,533)</u>	<u>-2.73%</u>	<u>21,413,654</u>
Deductions From Revenue					
Discounts and Allowances	(10,397,914)	(10,682,031)	284,116	2.66%	(10,285,189)
Bad Debt Expense (Governmental Providers Only)	(1,508,964)	(1,350,251)	(158,713)	-11.75%	(1,358,895)
Medical Assistance	(89,904)	(207,731)	117,827	56.72%	(548,297)
Total Deductions From Revenue	<u>(11,996,782)</u>	<u>(12,240,012)</u>	<u>243,231</u>	<u>1.99%</u>	<u>(12,192,381)</u>
Net Patient Revenue	<u>10,730,439</u>	<u>11,124,741</u>	<u>(394,302)</u>	<u>-3.54%</u>	<u>9,221,274</u>
Other Operating Revenue	128,902	260,223	(131,321)	-50.46%	282,468
Total Operating Revenue	<u>10,859,341</u>	<u>11,384,964</u>	<u>(525,623)</u>	<u>-4.62%</u>	<u>9,503,742</u>
Operating Expenses					
Salaries and Wages	4,151,633	4,145,958	(5,675)	-0.14%	3,908,184
Fringe Benefits	1,751,548	1,107,643	(643,904)	-58.13%	1,134,999
Contract Labor	284,184	302,952	18,768	6.20%	547,722
Physicians Fees	243,692	247,326	3,634	1.47%	263,670
Purchased Services	773,560	569,607	(203,953)	-35.81%	550,837
Drug Expense	823,901	1,079,068	255,167	23.65%	1,124,257
Supply Expense	853,767	777,445	(76,321)	-9.82%	813,502
Utilities	123,306	130,263	6,958	5.34%	132,036
Repairs and Maintenance	359,588	428,092	68,504	16.00%	389,765
Insurance Expense	71,334	65,684	(5,649)	-8.60%	64,245
All Other Operating Expenses	216,298	313,045	96,746	30.90%	263,420
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	48,301	17,495	(30,806)	-176.08%	13,433
Depreciation and Amortization	885,626	882,432	(3,193)	-0.36%	844,640
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>10,586,737</u>	<u>10,067,012</u>	<u>(519,725)</u>	<u>-5.16%</u>	<u>10,050,710</u>
Net Operating Surplus/(Loss)	272,604	1,317,952	(1,045,348)	-79.32%	(546,968)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	52,083	19,357	32,727	169.07%	38,410
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	33
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(71,778)	(84,713)	(12,934)	15.27%	(89,788)
Other Non-Operating Revenue/(Expenses)	593,094	1,031,360	(438,266)	-42.49%	284,277
Total Non Operating Revenue/(Expense)	<u>573,399</u>	<u>966,003</u>	<u>(392,605)</u>	<u>-40.64%</u>	<u>232,932</u>
Total Net Surplus/(Loss)	\$846,003	\$2,283,955	(\$1,437,953)	-62.96%	(\$314,037)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	\$846,003	\$2,283,955	(\$1,437,953)	-62.96%	(\$314,037)
Operating Margin	2.51%	11.58%			-5.76%
Total Profit Margin	7.79%	20.06%			-3.30%
EBIDA	10.67%	19.33%			3.13%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2024

	YEAR-TO-DATE				
	Actual 03/31/24	Budget 03/31/24	Positive (Negative) Variance	Percentage Variance	Prior Year 03/31/23
Gross Patient Revenue					
Inpatient Revenue	\$37,295,164	\$36,948,471	\$346,693	0.94%	\$34,913,873
Outpatient Revenue	139,732,412	126,276,008	13,456,404	10.66%	115,355,193
Clinic Revenue	24,574,773	23,769,064	805,709	3.39%	20,437,730
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>201,602,349</u>	<u>186,993,543</u>	<u>14,608,806</u>	<u>7.81%</u>	<u>170,706,796</u>
Deductions From Revenue					
Discounts and Allowances	(92,520,452)	(84,313,655)	(8,206,797)	-9.73%	(79,252,676)
Bad Debt Expense (Governmental Providers Only)	(12,494,882)	(11,991,951)	(502,931)	-4.19%	(8,919,368)
Medical Assistance	(1,162,882)	(1,844,916)	682,033	36.97%	(1,792,541)
Total Deductions From Revenue	<u>(106,178,216)</u>	<u>(98,150,521)</u>	<u>(8,027,695)</u>	<u>-8.18%</u>	<u>(89,964,586)</u>
Net Patient Revenue	<u>95,424,133</u>	<u>88,843,022</u>	<u>6,581,111</u>	<u>7.41%</u>	<u>80,742,210</u>
Other Operating Revenue	<u>1,562,093</u>	<u>1,620,174</u>	<u>(58,081)</u>	<u>-3.58%</u>	<u>1,643,460</u>
Total Operating Revenue	<u>96,986,225</u>	<u>90,463,196</u>	<u>6,523,029</u>	<u>7.21%</u>	<u>82,385,670</u>
Operating Expenses					
Salaries and Wages	36,814,285	37,026,841	212,556	0.57%	34,392,307
Fringe Benefits	11,284,370	10,463,380	(820,989)	-7.85%	9,991,262
Contract Labor	3,033,345	2,911,568	(121,777)	-4.18%	4,330,979
Physicians Fees	2,658,739	2,673,837	15,098	0.56%	2,519,239
Purchased Services	5,870,979	5,308,027	(562,952)	-10.61%	4,883,258
Drug Expense	8,672,664	8,975,904	303,239	3.38%	7,974,623
Supply Expense	7,837,290	6,955,075	(882,215)	-12.68%	6,700,867
Utilities	1,075,589	1,072,272	(3,317)	-0.31%	1,040,713
Repairs and Maintenance	3,614,886	3,817,733	202,846	5.31%	3,909,423
Insurance Expense	623,462	578,401	(45,061)	-7.79%	574,454
All Other Operating Expenses	2,245,021	2,425,304	180,283	7.43%	2,158,028
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	326,243	214,086	(112,157)	-52.39%	215,904
Depreciation and Amortization	7,831,255	7,930,155	98,901	1.25%	7,732,315
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>91,888,129</u>	<u>90,352,583</u>	<u>(1,535,546)</u>	<u>-1.70%</u>	<u>86,423,370</u>
Net Operating Surplus/(Loss)	5,098,097	110,613	4,987,483	4508.94%	(4,037,700)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	353,653	174,209	179,445	103.01%	192,138
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	11,987
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(555,924)	(749,311)	193,386	-25.81%	(801,300)
Other Non-Operating Revenue/(Expense)	1,221,327	3,114,932	(1,893,606)	-60.79%	607,961
Total Non Operating Revenue/(Expense)	<u>1,019,056</u>	<u>2,539,830</u>	<u>(1,520,775)</u>	<u>-59.88%</u>	<u>10,786</u>
Total Net Surplus/(Loss)	\$6,117,152	\$2,650,444	\$3,466,709	130.80%	(\$4,026,914)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$6,117,152	\$2,650,444	\$3,466,709	130.80%	(\$4,026,914)
Operating Margin	5.26%	0.12%			-4.90%
Total Profit Margin	6.31%	2.93%			-4.89%
EBIDA	13.33%	8.89%			4.50%

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

	Actual 3/31/2024	Actual 2/29/2024	Actual 1/31/2024	Actual 12/31/2023	Actual 11/30/2023	Actual 10/31/2023
Gross Patient Revenue						
Inpatient Revenue	\$4,236,296	\$4,714,671	\$5,004,383	\$4,119,968	\$3,552,335	\$3,746,554
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$15,459,637	\$15,607,056	\$16,628,567	\$17,109,573	\$15,516,757	\$14,463,990
Clinic Revenue	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917	\$2,668,662
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$22,727,221	\$23,574,354	\$24,700,776	\$23,659,252	\$21,637,009	\$20,879,205
Deductions From Revenue						
Discounts and Allowances	\$10,397,914	\$9,922,170	\$12,184,470	\$11,030,342	\$10,060,276	\$9,166,702
Bad Debt Expense (Governmental Providers Only)	\$1,508,964	\$1,403,286	\$1,320,206	\$1,360,315	\$1,134,520	\$1,410,631
Charity Care	\$89,904	\$302,604	\$5,763	\$311,923	\$73,754	\$188,565
Total Deductions From Revenue	11,996,782	11,628,061	13,510,438	12,702,579	11,268,550	10,765,897
Net Patient Revenue	\$10,730,439	\$11,946,293	\$11,190,337	\$10,956,673	\$10,368,459	\$10,113,308
Other Operating Revenue	128,902	398,244	286,515	71,274	91,333	118,581
Total Operating Revenue	10,859,341	12,344,537	11,476,852	11,027,947	10,459,793	10,231,889
Operating Expenses						
Salaries and Wages	\$4,151,633	\$4,204,531	\$4,262,641	\$4,134,172	\$4,106,842	\$4,180,542
Fringe Benefits	\$1,751,548	\$1,345,949	\$1,307,203	\$1,293,553	\$1,186,780	\$1,260,515
Contract Labor	\$284,184	\$354,484	\$306,448	\$327,326	\$420,155	\$322,974
Physicians Fees	\$243,692	\$338,319	\$322,799	\$264,625	\$303,047	\$282,515
Purchased Services	\$773,560	\$705,125	\$688,536	\$681,342	\$582,899	\$679,295
Drug Expense	\$823,901	\$1,042,911	\$844,768	\$864,876	\$1,056,487	\$987,515
Supply Expense	\$853,767	\$1,193,600	\$997,801	\$911,134	\$769,388	\$867,552
Utilities	\$123,306	\$123,145	\$128,505	\$139,792	\$125,552	\$112,585
Repairs and Maintenance	\$359,588	\$433,508	\$460,691	\$356,186	\$421,619	\$374,630
Insurance Expense	\$71,334	\$71,184	\$70,566	\$70,566	\$70,566	\$67,726
All Other Operating Expenses	\$216,298	\$301,714	\$182,091	\$238,412	\$186,495	\$298,563
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$48,301	\$54,589	\$20,820	\$17,877	\$17,833	\$44,102
Depreciation and Amortization	\$885,626	\$878,266	\$880,262	\$867,058	\$841,307	\$866,707
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$10,586,737	\$11,047,324	\$10,473,131	\$10,166,918	\$10,088,970	\$10,345,220
Net Operating Surplus/(Loss)	\$272,604	\$1,297,214	\$1,003,721	\$861,029	\$370,822	(\$113,831)
Non-Operating Revenue:						
Contributions						
Investment Income	52,083	55,654	54,241	23,953	25,927	38,387
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	0	0	0	0	0	0
Interest Expense (Governmental Providers Only)	(71,778)	(55,734)	(56,478)	(63,173)	(58,383)	(58,584)
Other Non-Operating Revenue/(Expenses)	593,094	512,608	15,618	15,618	10,043	23,222
Total Non Operating Revenue/(Expense)	\$573,399	\$512,528	\$13,381	(\$23,602)	(\$22,412)	\$3,024
Total Net Surplus/(Loss)	\$846,003	\$1,809,742	\$1,017,102	\$837,427	\$348,411	(\$110,307)
Change in Unrealized Gains/(Losses) on Investment	0	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	\$846,003	\$1,809,742	\$1,017,102	\$837,427	\$348,411	(\$110,307)
Operating Margin	2.51%	10.51%	8.75%	7.81%	3.55%	-1.11%
Total Profit Margin	7.79%	14.66%	8.86%	7.59%	3.33%	-1.08%
EBIDA	10.67%	17.62%	16.42%	15.67%	11.59%	7.36%

Actual 9/30/2023	Actual 8/31/2023	Actual 7/31/2023	Actual 6/30/2023	Actual 5/31/2023	Actual 4/30/2023
\$4,038,243	\$3,931,335	\$3,951,380	\$3,536,764	\$4,358,327	\$2,991,123
\$14,487,978	\$15,726,753	\$14,732,101	\$14,165,133	\$13,726,852	\$13,141,671
\$2,531,474	\$2,624,096	\$2,401,171	\$2,370,337	\$2,429,167	\$2,139,602
\$0	\$0	\$0	\$0	\$0	\$0
\$21,057,695	\$22,282,184	\$21,084,652	\$20,072,234	\$20,514,346	\$18,272,396
\$9,424,162	\$10,876,186	\$9,458,230	\$9,010,157	\$9,644,283	\$8,523,554
\$1,480,018	\$1,252,727	\$1,644,215	\$1,422,556	\$1,426,492	\$1,077,723
(\$1,270)	\$90,013	\$101,628	\$551,325	\$138,943	\$101,640
10,882,911	12,218,926	11,204,072	10,984,039	11,209,718	9,702,917
\$10,174,785	\$10,063,258	\$9,880,580	\$9,088,195	\$9,304,628	\$8,569,479
76,424	281,610	109,210	100,075	107,599	144,855
10,251,208	10,344,868	9,989,789	9,188,271	9,412,227	8,714,334
\$3,826,537	\$3,963,441	\$3,983,946	\$3,871,776	\$3,950,361	\$3,888,530
\$1,004,543	\$1,054,117	\$1,080,161	\$1,208,615	\$1,435,397	\$1,369,964
\$285,363	\$410,651	\$321,761	\$477,181	\$447,220	\$454,168
\$252,623	\$271,892	\$379,227	\$312,753	\$302,718	\$283,149
\$620,426	\$586,786	\$553,011	\$602,444	\$545,625	\$519,259
\$1,057,312	\$974,794	\$1,020,101	\$1,318,367	\$809,470	\$827,453
\$764,805	\$838,743	\$640,500	\$881,133	\$642,063	\$637,278
\$109,851	\$109,628	\$103,225	\$96,330	\$101,696	\$101,324
\$415,782	\$405,279	\$387,603	\$191,167	\$305,197	\$471,430
\$67,726	\$67,726	\$66,071	\$66,244	\$67,760	\$63,281
\$316,879	\$244,956	\$259,612	\$197,353	\$262,044	\$183,485
\$39,636	\$40,578	\$42,507	\$50,618	\$33,506	\$37,330
\$862,144	\$870,730	\$879,156	\$983,997	\$882,532	\$924,151
\$9,623,627	\$9,839,321	\$9,716,881	\$10,257,979	\$9,785,589	\$9,760,801
\$627,582	\$505,547	\$272,909	(\$1,069,708)	(\$373,062)	(\$1,046,468)
33,135	38,479	31,795	243,819	34,236	27,547
0	0	0	110	(579)	214
(\$59,321)	(43,939)	(88,534)	(113,407)	(84,131)	(82,122)
19,095	16,549	21,196	401,927	728,019	568,576
(\$7,091)	\$11,089	(\$35,543)	\$532,449	\$677,545	\$514,215
\$620,491	\$516,636	\$237,365	(\$537,269)	\$304,183	(\$532,253)
0	0	0	(158,659)	0	0
\$620,491	\$516,636	\$237,365	(\$695,918)	\$304,183	(\$532,253)
6.12%	4.89%	2.73%	-11.64%	-3.97%	-12.01%
6.05%	4.99%	2.38%	-5.85%	3.23%	-6.11%
14.53%	13.30%	11.53%	-0.93%	5.41%	-1.40%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2024

CASH FLOW

	Current Month 3/31/2024	Current Year-To-Date 3/31/2024
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$846,003	\$6,117,152
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	885,626	7,831,255
(Increase)/Decrease in Net Patient Accounts Receivable	158,055	(5,008,749)
(Increase)/Decrease in Other Receivables	(632,863)	1,540,276
(Increase)/Decrease in Inventories	16,395	(85,993)
(Increase)/Decrease in Pre-Paid Expenses	(25,449)	118,710
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(752,249)	(1,051,626)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	481,744	(537,342)
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	(127,403)	(534,685)
Net Cash Provided by Operating Activities:	849,857	8,388,997
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(539,344)	(3,716,599)
(Increase)/Decrease in Limited Use Cash and Investments	(390,438)	(111,961)
(Increase)/Decrease in Other Limited Use Assets	299,659	312,219
(Increase)/Decrease in Other Assets	5,987	14,732
Net Cash Used by Investing Activities	(624,137)	(3,501,609)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(133,369)	(1,187,561)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(253,429)	(1,418,220)
Net Cash Used for Financing Activities	(386,798)	(2,605,781)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(0)
Net Increase/(Decrease) in Cash	(161,078)	2,281,608
Cash, Beginning of Period	13,384,451	10,941,766
Cash, End of Period	\$13,223,373	\$13,223,373

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Nine months ended March 31, 2024

Current Month				Year-To-Date				
Actual 03/31/24	Budget 03/31/24	Positive/ (Negative) Variance	Prior Year 03/31/23	STATISTICS	Actual 03/31/24	Budget 03/31/24	Positive/ (Negative) Variance	Prior Year 03/31/23
Discharges								
142	134	8	134	Acute	1,209	1,071	138	1,071
142	134	8	134	Total Adult Discharges	1,209	1,071	138	1,071
50	37	13	37	Newborn	351	295	56	295
192	171	21	171	Total Discharges	1,560	1,366	194	1,366
Patient Days:								
432	463	(31)	463	Acute	3,810	3,804	6	3,804
432	463	(31)	463	Total Adult Patient Days	3,810	3,804	6	3,804
80	64	16	64	Newborn	569	504	65	504
512	527	(15)	527	Total Patient Days	4,379	4,308	71	4,308
Average Length of Stay (ALOS)								
3.0	3.5	(0.4)	3.5	Acute	3.2	3.6	(0.4)	3.6
3.0	3.5	(0.4)	3.5	Total Adult ALOS	3.2	3.6	(0.4)	3.6
1.6	1.7	(0.1)	1.7	Newborn ALOS	1.6	1.7	(0.1)	1.7
Average Daily Census (ADC)								
13.9	14.9	(1.0)	14.9	Acute	13.9	13.8	0.0	13.8
13.9	14.9	(1.0)	14.9	Total Adult ADC	13.9	13.8	0.0	13.8
2.6	2.1	0.5	2.1	Newborn	2.1	1.8	0.2	1.8
Emergency Room Statistics								
143	134	9	134	ER Visits - Admitted	1,264	1,076	188	1,076
1,122	1,151	(29)	1,151	ER Visits - Discharged	10,860	10,573	287	10,573
1,265	1,285	(20)	1,285	Total ER Visits	12,124	11,649	475	11,649
11.30%	10.43%		10.43%	% of ER Visits Admitted	10.43%	9.24%		9.24%
100.70%	100.00%		100.00%	ER Admissions as a % of Total	104.55%	100.47%		100.47%
Outpatient Statistics:								
8,153	8,335	(182)	8,335	Total Outpatients Visits	74,682	68,736	5,946	68,736
134	170	(36)	170	Observation Bed Days	1,242	1,164	78	1,164
5,858	5,701	157	5,701	Clinic Visits - Primary Care	54,407	47,669	6,738	47,669
514	600	(86)	600	Clinic Visits - Specialty Clinics	4,746	4,824	(78)	4,824
53	49	4	49	IP Surgeries	476	444	32	444
146	101	45	101	OP Surgeries	1,149	974	175	974
Productivity Statistics:								
474.23	491.43	(17.20)	459.42	FTE's - Worked	463.09	491.43	(28.34)	450.31
518.35	540.03	(21.68)	505.59	FTE's - Paid	512.41	540.03	(27.62)	499.13
1.4500	1.3800	0.07	1.3800	Case Mix Index - Medicare	1.4078	1.4896	(0.08)	1.4078
1.0600	1.2400	(0.18)	1.2400	Case Mix Index - All payers	1.1867	0.6731	0.51	1.2100

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
03/31/24

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	Current Month <u>Actual</u>	Current Month <u>Target</u>
Gross Days in Accounts Receivable - All Services	64.33	56.57
Net Days in Accounts Receivable	57.60	55.45
Number of Gross Days in Unbilled Revenue	16.40	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	25.79%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.40%	0.89%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	0.58%	0.99%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.64%	5.78%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.20%	6.41%
Collections as a Percentage of Net Revenue - Current Month	97.00%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	91.11%	100% or >
Percentage of Blue Cross Receivable > 90 Days	6.37%	< 10%
Percentage of Insurance Receivable > 90 Days	24.51%	< 15%
Percentage of Medicaid Receivable > 90 Days	31.60%	< 20%
Percentage of Medicare Receivable > 60 Days	25.89%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2024

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(637,533)	-2.73%	14,608,806	7.81%
<p>Gross patient revenue is under budget for the month and over budget year to date. Patient statistics under budget in March were patient days and ER visits. Average Daily Census is 13.9 in March which is under budget by 1.0</p>				
Deductions from Revenue	243,231	1.99%	(8,027,695)	-8.18%
<p>Deductions from revenue are over budget for March and over budget year to date. They are currently booked at 52.8% for March and 52.7% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages. More detail included in the narrative.</p>				
Bad Debt Expense	(158,713)	-11.75%	(502,931)	-4.19%
<p>Bad debt expense is booked at 6.6% for March and 6.2% year to date.</p>				
Charity Care	117,827	56.72%	682,033	36.97%
<p>Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.</p>				
Other Operating Revenue	(131,321)	-50.46%	(58,081)	-3.58%
<p>Other Operating Revenue is under budget for the month due to less county maintenance billed</p>				
Salaries and Wages	(5,675)	-0.14%	212,556	0.57%
<p>Salary and Wages are over budget in March and are under budget year to date. Paid FTEs are under budget by 21.68 FTEs for the month and under 27.62 FTEs year to date.</p>				
Fringe Benefits	(643,904)	-58.13%	(820,989)	-7.85%
<p>Fringe benefits are over budget in March and over budget year to date. March is so far over due to a stop/loss catch-up.</p>				
Contract Labor	18,768	6.20%	(121,777)	-4.18%
<p>Contract labor is under budget for March and over budget year to date. Med/Surg, ER and X-ray are over budget for the month.</p>				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2024

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	3,634	1.47%	15,098	0.56%
Physician fees over budget in March and under budget year to date. Tele-psych, hospitalist and clinic locums are over budget in March.				
Purchased Services	(203,953)	-35.81%	(562,952)	-10.61%
Purchased services are over budget for March and over budget year to date. Expenses over budget are consulting, bank card fee's, legal fee's and other purchased services.				
Supply Expense	(76,321)	-9.82%	(882,215)	-12.68%
Supplies are under budget for March and over budget year to date. Line items over budget include instruments, chargables, implants, other med/surg supplies, minor equipment and contrast.				
Repairs & Maintenance	68,504	16.00%	202,846	5.31%
Repairs and Maintenance are under budget for March and under budget year to date.				
All Other Operating Expenses	96,746	30.90%	180,283	7.43%
This expense is under budget in March and under budget year to date. Other expenses over budget are freight and employee recruitment.				
Leases and Rentals	(30,806)	-176.08%	(112,157)	-52.39%
This expense is over budget for March and is over budget year to date due to the Mako robot rental.				
Depreciation and Amortization	(3,193)	-0.36%	98,901	1.25%
Depreciation is over budget for March and is under budget year to date				
BALANCE SHEET				
Cash and Cash Equivalents	(\$161,078)	-1.20%		
Cash decreased in March. Cash collections for March were \$10.4 million. Days Cash on Hand stayed 104 days.				
Gross Patient Accounts Receivable	\$441,005	0.89%		
This receivable increased in March due to higher revenue and low collections.				

Variance Analysis

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WYOMING
Nine months ended March 31, 2024**

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	(599,060)	-2.13%		
Bad Debt and Allowances increased.				
Other Receivables	632,863	16.89%		
Other Receivables increased in March due to the QRA accrual				
Prepaid Expenses	25,449	1.49%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	90,780	0.46%		
These assets increased due to debt service fund accrual				
Plant Property and Equipment	(346,281)	-0.46%		
The decrease in these assets is due to the normal increase in accumulated depreciation.				
Accounts Payable	752,249	10.71%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(422,758)	-37.90%		
This liability increased in March. The payroll accrual for March was 7 days.				
Accrued Benefits	(58,987)	-1.99%		
This liability increased in March with the normal accrual and usage of PTO.				
Other Current Liabilities	127,403	11.84%		
This liability decreased for March due to the pmt accrual on the bonds				
Other Long Term Liabilities	253,429	2.16%		
This liability decreased with the payment on the leases				
Total Net Assets	370,822	-0.94%		
The net gain from operations for March is \$272,604				



**Memorial
Hospital**

OF SWEETWATER COUNTY

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

PROVIDER CLINICS

Unaudited Financial Statements

for

Nine months ended March 31, 2024

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
Nine months ended March 31, 2024

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Nine months ended March 31, 2024

- DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

	Month to Date 3/31/2024	Year to Date 3/31/2024	Prior Fiscal Year End 06/30/23	MGMA Hospital Owned Rural
Profitability:				
Operating Margin	-15.44%	-22.36%	-30.52%	-36.58%
Total Profit Margin	-15.44%	-22.36%	-30.52%	-36.58%
Contractual Allowance %	43.06%	43.69%	44.16%	
Liquidity:				
Net Days in Accounts Receivable	59.82	55.69	37.74	39.58
Gross Days in Accounts Receivable	47.43	45.13	56.57	72.82
Productivity and Efficiency:				
Patient Visits Per Day	188.97	197.84	193.53	
Total Net Revenue per FTE	N/A	\$207,275	\$219,823	
Salary Expense per Paid FTE	N/A	\$176,138	\$103,824	
Salary and Benefits as a % of Net Revenue	102.34%	102.44%	56.63%	91.26%
Employee Benefits %	28.71%	20.55%	30.38%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2024

	CURRENT MONTH				Prior Year 03/31/23
	Actual 03/31/24	Budget 03/31/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,031,288	2,907,235	124,053	4.27%	2,519,030
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>3,031,288</u>	<u>2,907,235</u>	<u>124,053</u>	<u>4.27%</u>	<u>2,519,030</u>
Deductions From Revenue					
Discounts and Allowances	(1,305,169)	(1,269,716)	(35,453)	-2.79%	(1,105,620)
Total Deductions From Revenue	<u>(1,305,169)</u>	<u>(1,269,716)</u>	<u>(35,453)</u>	<u>-2.79%</u>	<u>(1,105,620)</u>
Net Patient Revenue	<u>1,726,120</u>	<u>1,637,519</u>	<u>88,600</u>	<u>5.41%</u>	<u>1,413,410</u>
Other Operating Revenue	37,502	38,145	(643)	-1.69%	40,995
Total Operating Revenue	<u>1,763,622</u>	<u>1,675,664</u>	<u>87,957</u>	<u>5.25%</u>	<u>1,454,405</u>
Operating Expenses					
Salaries and Wages	1,402,323	1,368,565	(33,758)	-2.47%	1,221,400
Fringe Benefits	402,575	276,010	(126,565)	-45.86%	264,654
Contract Labor	0	0	0	0.00%	0
Physicians Fees	95,316	76,667	(18,649)	-24.32%	62,578
Purchased Services	8,021	4,006	(4,015)	-100.24%	7,333
Supply Expense	15,937	19,177	3,240	16.90%	18,138
Utilities	888	1,691	803	47.48%	1,876
Repairs and Maintenance	4,634	7,315	2,682	36.66%	3,056
Insurance Expense	22,391	24,124	1,733	7.18%	16,284
All Other Operating Expenses	74,051	138,815	64,764	46.66%	115,468
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	3,072	3,787	715	18.89%	3,310
Depreciation and Amortization	6,673	4,355	(2,318)	-53.22%	8,433
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>2,035,880</u>	<u>1,924,512</u>	<u>(111,368)</u>	<u>-5.79%</u>	<u>1,722,529</u>
Net Operating Surplus/(Loss)	(272,258)	(248,848)	(23,410)	9.41%	(268,124)
Total Net Surplus/(Loss)	(272,258)	(248,848)	(23,410)	9.41%	(268,124)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	(272,258)	(248,848)	(23,410)	9.41%	(268,124)
Operating Margin	-15.44%	-14.85%			-18.44%
Total Profit Margin	-15.44%	-14.85%			-18.44%
EBIDA	-15.06%	-14.59%			-17.86%

Statement of Revenue and Expense

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2024**

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	YEAR-TO-DATE				Prior Year 03/31/23
	Actual 03/31/24	Budget 03/31/24	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	24,574,773	23,769,064	805,709	3.39%	20,437,730
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>24,574,773</u>	<u>23,769,064</u>	<u>805,709</u>	<u>3.39%</u>	<u>20,437,730</u>
Deductions From Revenue					
Discounts and Allowances	(10,736,364)	(10,334,675)	(401,688)	-3.89%	(9,114,715)
Total Deductions From Revenue	<u>(10,736,364)</u>	<u>(10,334,675)</u>	<u>(401,688)</u>	<u>-3.89%</u>	<u>(9,114,715)</u>
Net Patient Revenue	<u>13,838,409</u>	<u>13,434,389</u>	<u>404,020</u>	<u>3.01%</u>	<u>11,323,014</u>
Other Operating Revenue	391,412	343,305	48,107	14.01%	348,096
Total Operating Revenue	<u>14,229,821</u>	<u>13,777,694</u>	<u>452,128</u>	<u>3.28%</u>	<u>11,671,110</u>
Operating Expenses					
Salaries and Wages	12,092,240	11,880,237	(212,003)	-1.78%	10,932,560
Fringe Benefits	2,485,327	2,223,285	(262,041)	-11.79%	1,977,017
Contract Labor	0	0	0	0.00%	0
Physicians Fees	1,095,850	1,011,400	(84,450)	-8.35%	569,638
Purchased Services	58,320	35,526	(22,794)	-64.16%	78,142
Supply Expense	208,898	196,829	(12,069)	-6.13%	179,368
Utilities	9,420	14,859	5,440	36.61%	11,888
Repairs and Maintenance	44,006	65,655	21,650	32.97%	95,387
Insurance Expense	197,147	204,357	7,210	3.53%	148,625
All Other Operating Expenses	1,118,307	1,223,157	104,850	8.57%	1,133,936
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	38,877	33,710	(5,167)	-15.33%	28,988
Depreciation and Amortization	62,908	46,494	(16,414)	-35.30%	73,275
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>17,411,298</u>	<u>16,935,510</u>	<u>(475,788)</u>	<u>-2.81%</u>	<u>15,228,825</u>
Net Operating Surplus/(Loss)	(3,181,477)	(3,157,816)	(23,661)	0.75%	(3,557,714)
Total Net Surplus/(Loss)	(3,181,477)	(3,157,816)	(23,661)	0.75%	(3,557,714)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(3,181,477)	(3,157,816)	(23,661)	0.75%	(3,557,714)
Operating Margin	-22.36%	-22.92%			-30.48%
Total Profit Margin	-22.36%	-22.92%			-30.48%
EBIDA	-21.92%	-22.58%			-29.86%

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

	Actual 3/31/2024	Actual 2/29/2024	Actual 1/31/2024	Actual 12/31/2023	Actual 11/30/2023
Gross Patient Revenue					
Clinic Revenue	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917
Specialty Clinic Revenue	\$0	\$0	\$0	\$0	\$0
Total Gross Patient Revenue	\$3,031,288	\$3,252,627	\$3,067,826	\$2,429,711	\$2,567,917
Deductions From Revenue					
Discounts and Allowances	(\$1,305,169)	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)	(\$1,127,929)
Total Deductions From Revenue	(\$1,305,169)	(\$1,437,969)	(\$1,166,358)	(\$1,175,631)	(\$1,127,929)
Net Patient Revenue	\$1,726,120	\$1,814,659	\$1,901,467	\$1,254,080	\$1,439,988
Other Operating Revenue	\$37,502	\$44,208	\$40,957	\$39,646	\$44,519
Total Operating Revenue	1,763,622	1,858,867	1,942,425	1,293,727	1,484,508
Operating Expenses					
Salaries and Wages	\$1,402,323	\$1,417,161	\$1,401,458	\$1,401,351	\$1,379,054
Fringe Benefits	\$402,575	\$352,833	\$344,600	\$265,866	\$246,824
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$95,316	\$184,805	\$142,870	\$104,507	\$141,747
Purchased Services	\$8,021	\$4,886	\$4,971	\$3,976	\$6,143
Supply Expense	\$15,937	\$20,431	\$35,784	\$18,050	\$22,062
Utilities	\$888	\$890	\$1,016	\$957	\$957
Repairs and Maintenance	\$4,634	\$2,942	\$3,991	\$6,565	\$8,071
Insurance Expense	\$22,391	\$22,391	\$22,391	\$22,391	\$22,391
All Other Operating Expenses	\$74,051	\$126,422	\$103,364	\$122,279	\$94,799
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$3,072	\$5,937	\$4,426	\$3,528	\$4,556
Depreciation and Amortization	\$6,673	\$6,773	\$7,332	\$6,757	\$6,757
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$2,035,880	\$2,145,470	\$2,072,203	\$1,956,227	\$1,933,361
Net Operating Surplus/(Loss)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)	(\$448,853)
Total Net Surplus/(Loss)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)	(\$448,853)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$272,258)	(\$286,604)	(\$129,778)	(\$662,500)	(\$448,853)
Operating Margin	-15.44%	-15.42%	-6.68%	-51.21%	-30.24%
Total Profit Margin	-15.44%	-15.42%	-6.68%	-51.21%	-30.24%
EBIDA	-15.06%	-15.05%	-6.30%	-50.69%	-29.78%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Nine months ended March 31, 2024

Current Month				STATISTICS	Year-To-Date			
Actual 03/31/24	Budget 03/31/24	Positive/ (Negative) Variance	Prior Year 03/31/23		Actual 03/31/24	Budget 03/31/24	Positive/ (Negative) Variance	Prior Year 03/31/23
Outpatient Statistics:								
5,858	5,701	157	5,701	Clinic Visits - Primary Care	54,407	47,669	6,738	47,669
514	600	(86)	600	Clinic Visits - Specialty Clinics	4,746	4,824	(78)	4,824
Productivity Statistics:								
8,059.00	80.17	7,978.83	70.11	FTE's - Worked	80.73	80.17	0.56	69.87
90.91	88.10	2.81	79.21	FTE's - Paid	91.12	88.10	3.02	78.50

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR MARCH 24**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	576	10,890,073.84
CAPITAL EQUIPMENT (PLANT FUND)	10	426,471.09
CONSTRUCTION IN PROGRESS (BUILDING FUND)	5	392,745.94
PAYROLL MARCH 14, 2024		1,833,977.64
PAYROLL MARCH 28, 2024		1,764,219.32
TOTAL CASH OUTFLOW	<u> </u>	<u>\$11,709,290.87</u>
CASH COLLECTIONS		10,408,399.87
INCREASE/DECREASE IN CASH		-\$1,300,891.00

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001197	7/13/2023	JC JACOBS CARPPT 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 & GEOLC	2,546.75	BUILDING AUTOMATION		
001201	7/20/2023	HAGER INDUSTRIES, LLC	8,276.78	BULK OXYGEN		
001202	7/20/2023	WESTERN ENGINEERS & GEOLC	3,480.75	BULK OXYGEN		
WF DEBT	7/18/2023	WF DEBT SERVICE	189,475.58	WF DEBT SERVICE		
JULY TOTALS					252,418.70	252,418.70

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001221	12/8/2023	A. PLEASANT CONSTRUCTION, I	92,292.50	ONCOLOGY SUITE RENOVATION		
001222	12/14/2023	PLAN ONE/ARCHITECTS	21,841.80	LAB EXPANSION		
001223	12/21/2023	WESTERN ENGINEERS & GEOLC	475.16	LAB EXPANSION		
WF DEBT	12/14/2023	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
DECEMBER TOTALS					288,940.04	1,796,410.32

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001224	1/11/2024	PLAN ONE/ARCHITECTS	13,470.00	BH UNIT		
001224	1/11/2024	PLAN ONE/ARCHITECTS	14,561.20	LAB EXPANSION		
001225	1/18/2024	WYLIE CONSTRUCTION INC.	40,900.14	BULK OXYGEN		
WF DEBT	1/17/2024	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
JANUARY TOTALS					243,261.92	2,039,672.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001226	2/8/2024	A. PLEASANT CONSTRUCTION, I	72,646.50	ONCOLOGY SUITE RENOVATION		
001227	2/8/2024	PLAN ONE/ARCHITECTS	7,280.00	LAB EXPANSION		
001228	2/22/2024	A. PLEASANT CONSTRUCTION, I	54,946.86	ONCOLOGY SUITE RENOVATION		
WF DEBT	2/20/2024	WF DEBT SERVICE	174,330.58	WF DEBT SERVICE		
FEBRUARY TOTALS					309,203.94	2,348,876.18

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001229	3/7/2024	A. PLEASANT CONSTRUCTION, I	2,777.87	ONCOLOGY SUITE RENOVATION		
001229	3/7/2024	A. PLEASANT CONSTRUCTION, I	7,280.60	LAB EXPANSION		
001230	3/29/2024	PLAN ONE/ARCHITECTS	292.07	LAB EXPANSION		
001231	3/29/2024	A. PLEASANT CONSTRUCTION, I	196,395.40	ONCOLOGY SUITE RENOVATION		
WF DEBT	3/6/2024	WF DEBT SERVICE	186,000.00	WF DEBT SERVICE		
MARCH TOTALS					392,745.94	2,741,622.12

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2024**

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002624	12/14/2023	PRONK TECHNOLOGIES	12,385.00	BIOMED TEST EQUIPMENT		
002625	12/21/2023	CODALE ELECTRIC SUPPLY, INC	7,807.35	HEATER FOR MAINT HOSPITAL ENTRANCE		
002626	12/21/2023	DELL COMPUTER CORPORATION	17,586.00	DELL LAPTOP MONITOR DOCKING STATION		
002627	12/21/2023	WYOELCTRIC, INC	64,042.54	LIGHTNING PROTECTION		
002628	12/22/2023	INTERMOUNTAIN TRIMLIGHT (WI	10,500.00	PERMANENT LIGHTING		
DECEMBER TOTALS					112,320.89	781,368.38

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002629	1/5/2024	CERNER CORPORATION	14,250.00	CLINIC MEDICATION INTEGRATION		
002629	1/5/2024	CERNER CORPORATION	7,027.50	MYDINE SOFTWARE		
002630	1/11/2024	DATEX-OHMEDA, INC.	33,133.11	PHOTOTHERAPY SYSTEM-BILI LIGHTS & BLANKETS		
002631	1/18/2024	FISHER HEALTHCARE	9,391.20	NEGATIVE 30 DEGREE C FREEZER		
002632	1/18/2024	TENACORE	72,440.00	ALARIS PUMPS (12) - ASSET NUMBERS 13350-13361		
JANUARY TOTALS					136,241.81	917,610.19

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002633	2/1/2024	CERNER CORPORATION	18,963.25	HEATED ALSO TREATMENT CHAIRS		
002634	2/1/2024	CERNER CORPORATION	3,500.00	COMPUNET PURE STORAGE DEVICE EXPANSION		
002635	2/7/2024	DATEX-OHMEDA, INC.	21,240.00	ELEVATOR SMOKE CURTAIN		
002636	2/8/2024	FISHER HEALTHCARE	9,642.93	WHEELCHAIRS (4)		
002637	2/29/2024	TENACORE	138,434.40	GE VIVID 4D ULTRASOUND		
FEBRUARY TOTALS					191,780.58	1,109,390.77

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002638	3/7/2024	FISHER HEALTHCARE	870.72	TWO DOOR REFRIGERATOR		
002638	3/7/2024	FISHER HEALTHCARE	6,678.72	FISHER REFRIGERATOR		
002639	3/7/2024	MINDRAY DS USA, INC.	97,070.01	ULTRASOUND MACHINE		
002639	3/7/2024	MINDRAY DS USA, INC.	80,625.01	TE X PLUS DIAGNOSTIC ULTRASOUND MACHINE		
002640	3/7/2024	PHILIPS HEALTHCARE	35,008.18	TRILOGY EV 300 NON-INVASIVE VENTILATORS (2)		
002641	3/7/2024	UNETIXS VASCULAR INC	39,995.00	MULTI LAB SERIES II ROODRA VASCULAR SYSTEM		
002642	3/15/2024	COMPUNET, INC.	48,022.44	FIBER CHANNEL INTERCONNECT HARDWARE		
002643	3/21/2024	DELL COMPUTER CORPORATION	13,126.30	DELL LAPTOP MONITOR DOCKING STATION (10)		
002644	3/29/2024	SERVCO	31,267.05	BOILER THROAT LINER		
002645	3/29/2024	VERTIV CORPORATION	73,807.66	UPS FOR LAB		
MARCH TOTALS					426,471.09	1,535,861.86

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

Amount	Description
32,580.79	Advertising Total
4,959.16	Billing Services Total
19,031.20	Blood Total
3,500.00	Building Lease Total
108,531.25	Café Management Total
49,430.76	Collection Agency Total
11,527.74	Computer Equipment Total
419,237.07	Contract Maintenance Total
291,967.91	Contract Personnel Total
13,515.08	Credit Card Payment Total
22,966.49	Dental Insurance Total
7,978.62	Dialysis Supplies Total
1,603.00	Education & Travel Total
12,274.65	Employee Recruitment Total
14,385.15	Employee Vision Plan Total
46,873.89	Equipment Lease Total
9,049.10	Food Total
10,355.77	Freight Total
606.97	Fuel Total
3,452.81	Garbage Collection Total
842,072.99	Group Health Total
660,739.99	Hospital Supplies Total
78,203.00	Implant Supplies Total
108.00	Instruments Total
10,303.87	Insurance Refund Total
109,603.55	Laboratory Services Total
110,112.78	Laboratory Supplies Total
3,477.15	Laundry Supplies Total
13,639.30	Legal Fees Total
739.68	Linen Total
40,821.10	Maintenance & Repair Total
13,629.92	Maintenance Supplies Total
900.00	Marketing & Promotional Supplies Total
262.00	Membership Dues Total
6,604.17	MHSC Foundation Total
11,245.61	Minor Equipment Total
522.00	Monthly Pest Control Total
2,383.80	Non Medical Supplies Total
12,067.43	Office Supplies Total
1,970.00	Other Employee Benefits Total
1,815.00	Other Purchased Services Total
10,046.06	Oxygen Rental Total
4,225.09	Patient Refund Total
530.29	Payroll Deduction Total
6,591.77	Payroll Garnishment Total
3,600,000.00	Payroll Transfer Total
2,277,581.05	Pharmacy Management Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

Check Number	Date	Vendor Check Name	Amount	Description
197916	3/29/2024	BIG THICKET BROADCASTING	3,147.45	Advertising
197922	3/29/2024	BRIDGER VALLEY PIONEER	1,373.60	Advertising
197645	3/15/2024	CHERRY ROAD MEDIA, INC.	918.00	Advertising
197965	3/29/2024	KEMMERER GAZETTE	1,799.00	Advertising
197686	3/15/2024	LAMAR ADVERTISING	437.00	Advertising
197967	3/29/2024	LAMAR ADVERTISING	1,350.00	Advertising
197579	3/7/2024	PILOT BUTTE BROADCASTING	650.00	Advertising
197991	3/29/2024	PINEDALE ROUNDUP	1,949.00	Advertising
197583	3/7/2024	ROCKET MINER	422.85	Advertising
198000	3/29/2024	ROCKET MINER	1,150.00	Advertising
197587	3/7/2024	ROYAL FLUSH ADVERTISING	637.50	Advertising
197714	3/15/2024	ROYAL FLUSH ADVERTISING	3,402.00	Advertising
197589	3/7/2024	SCORPION HEALTHCARE LLC	2,849.00	Advertising
197717	3/15/2024	SCORPION HEALTHCARE LLC	5,599.74	Advertising
198024	3/29/2024	THE RADIO NETWORK	3,365.65	Advertising
198030	3/29/2024	TRUE NORTH CUSTOM PUBLISHING	2,250.00	Advertising
EFT00000008585	3/7/2024	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT00000008605	3/29/2024	GREEN RIVER STAR	1,000.00	Advertising
197791	3/21/2024	EXPRESS MEDICAID BILLING SERV	4,959.16	Billing Services
197742	3/15/2024	VITALANT	6,300.57	Blood
198039	3/29/2024	VITALANT	12,730.63	Blood
197934	3/29/2024	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
198031	3/29/2024	UNIDINE CORPORATION	108,531.25	Café Management
197660	3/15/2024	EXPRESS RECOVERY SERVICES	31,422.03	Collection Agency
197744	3/15/2024	WAKEFIELD & ASSOCIATES, INC.	18,008.73	Collection Agency
197777	3/21/2024	CDW GOVERNMENT LLC	11,527.74	Computer Equipment
197517	3/7/2024	ATERA NETWORKS INC.	16,224.00	Contract Maintenance
197914	3/29/2024	ATERA NETWORKS INC.	17,880.00	Contract Maintenance
197521	3/7/2024	BD DIAGNOSTICS	4,672.50	Contract Maintenance
197917	3/29/2024	BISCOM	1,806.12	Contract Maintenance
197529	3/7/2024	CERNER CORP	3,290.33	Contract Maintenance
197644	3/15/2024	CERNER CORP	201,557.15	Contract Maintenance
197926	3/29/2024	CERNER CORP	707.78	Contract Maintenance
197530	3/7/2024	CLOUDLI COMMUNICATIONS INC.	72.60	Contract Maintenance
197649	3/15/2024	COMPUNET, INC.	34,379.03	Contract Maintenance
197784	3/21/2024	COMPUNET, INC.	2,192.40	Contract Maintenance
197929	3/29/2024	CONSUMER FUSION INC.	8,600.00	Contract Maintenance
197658	3/15/2024	ENERGY LABORATORIES INC.	268.00	Contract Maintenance
197950	3/29/2024	FRONT RANGE MOBILE IMAGING, INC.	7,750.00	Contract Maintenance
197666	3/15/2024	GE HEALTHCARE	1,658.52	Contract Maintenance
197672	3/15/2024	GREENSHADES SOFTWARE	2,579.14	Contract Maintenance
197799	3/21/2024	HARMONY HEALTHCARE IT	2,512.20	Contract Maintenance
197678	3/15/2024	INOVALON PROVIDER INC.	995.70	Contract Maintenance
197554	3/7/2024	ISI WATER CHEMISTRIES	2,679.90	Contract Maintenance
197681	3/15/2024	ISI WATER CHEMISTRIES	678.91	Contract Maintenance
197959	3/29/2024	ISI WATER CHEMISTRIES	2,679.90	Contract Maintenance
197973	3/29/2024	LOOPSCREEN LLC	420.00	Contract Maintenance
197984	3/29/2024	NEUROMONITORING TECHNOLOGIES	900.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

197986	3/29/2024	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
197705	3/15/2024	PROVIDER RESOURCES, INC.	749.00	Contract Maintenance
197827	3/21/2024	QUADRAMED	17,750.00	Contract Maintenance
197707	3/15/2024	R1 RCM INC.	20,725.00	Contract Maintenance
197582	3/7/2024	RL DATIX	421.00	Contract Maintenance
197719	3/15/2024	SIEMENS MEDICAL SOLUTIONS USA	12,635.53	Contract Maintenance
197838	3/21/2024	SIEMENS MEDICAL SOLUTIONS USA	2,995.32	Contract Maintenance
197841	3/21/2024	SOUTHWESTERN BIOMEDICAL ELECT.	550.00	Contract Maintenance
197725	3/15/2024	STATE OF WYO DEPT FAMILY SERVICES	190.00	Contract Maintenance
198014	3/29/2024	STATE OF WYO DEPT FAMILY SERVICES	3,220.00	Contract Maintenance
197731	3/15/2024	SYNOLOGY AMERICA CORP	486.70	Contract Maintenance
197608	3/7/2024	UNITED AUDIT SYSTEMS, INC.	9,940.50	Contract Maintenance
197857	3/21/2024	WIXCORP	10,000.00	Contract Maintenance
197611	3/7/2024	WYODATA SECURITY INC.	1,725.00	Contract Maintenance
197748	3/15/2024	WYODATA SECURITY INC.	1,725.00	Contract Maintenance
198040	3/29/2024	WYODATA SECURITY INC.	1,725.00	Contract Maintenance
EFT00000008587	3/7/2024	STATE FIRE DC SPECIALTIES	1,694.90	Contract Maintenance
EFT00000008597	3/15/2024	STATE FIRE DC SPECIALTIES	150.00	Contract Maintenance
EFT00000008608	3/29/2024	STATE FIRE DC SPECIALTIES	11,148.00	Contract Maintenance
W/T	3/20/2024	TRIZETTO FEE	247.68	Contract Maintenance
W/T	3/8/2024	ZENITH	420.42	Contract Maintenance
W/T	3/20/2024	TRIZETTO FEE	6,128.84	Contract Maintenance
197768	3/21/2024	AVALIS WAYFINDING SOLUTIONS, INC.	217.91	Contract Personnel
197543	3/7/2024	FOCUSONE SOLUTIONS LLC	86,809.25	Contract Personnel
197664	3/15/2024	FOCUSONE SOLUTIONS LLC	72,152.00	Contract Personnel
197796	3/21/2024	FOCUSONE SOLUTIONS LLC	67,632.50	Contract Personnel
197948	3/29/2024	FOCUSONE SOLUTIONS LLC	64,376.25	Contract Personnel
197588	3/7/2024	SARAH ROTH	360.00	Contract Personnel
197758	3/19/2024	SARAH ROTH	420.00	Contract Personnel
W/T	3/28/2024	UMB BANK	13,515.08	Credit Card Payment
197654	3/15/2024	DELTA DENTAL	22,966.49	Dental Insurance
197544	3/7/2024	FRESENIUS USA MARKETING, INC.	4,794.47	Dialysis Supplies
197797	3/21/2024	FRESENIUS USA MARKETING, INC.	2,618.78	Dialysis Supplies
197549	3/7/2024	HENRY SCHEIN INC	156.92	Dialysis Supplies
197800	3/21/2024	HENRY SCHEIN INC	201.30	Dialysis Supplies
197954	3/29/2024	HENRY SCHEIN INC	207.15	Dialysis Supplies
197900	3/29/2024	ACADEMY OF NUTRITION AND DIETETICS	1,128.00	Education & Travel
197749	3/15/2024	WYOMING MEDICAL SOCIETY	475.00	Education & Travel
197629	3/15/2024	ALTITUDE ANALYSIS	65.00	Employee Recruitment
197679	3/15/2024	INSIGHT SCREENING LLC	1,159.65	Employee Recruitment
197836	3/21/2024	SAMATHA ARNOLD	5,000.00	Employee Recruitment
197848	3/21/2024	TINA JULIUS	5,000.00	Employee Recruitment
EFT00000008596	3/15/2024	SAFE SECURE TESTING INC.	1,050.00	Employee Recruitment
197741	3/15/2024	VISION SERVICE PLAN - WY	7,215.31	Employee Vision Plan
198038	3/29/2024	VISION SERVICE PLAN - WY	7,169.84	Employee Vision Plan
197533	3/7/2024	COPIER & SUPPLY COMPANY	4,919.17	Equipment Lease
197931	3/29/2024	COPIER & SUPPLY COMPANY	14,177.13	Equipment Lease
197668	3/15/2024	GE HEALTHCARE FINANCIAL SERVICES	7,472.32	Equipment Lease
197698	3/15/2024	NEWLANE FINANCE COMPANY	54.99	Equipment Lease

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

197590	3/7/2024	SHADOW MOUNTAIN WATER CO ,WY	59.94	Equipment Lease
197837	3/21/2024	SHADOW MOUNTAIN WATER CO ,WY	270.76	Equipment Lease
198005	3/29/2024	SHADOW MOUNTAIN WATER CO ,WY	1,046.45	Equipment Lease
198007	3/29/2024	SIEMENS FINANCIAL SERVICES, INC	16,124.17	Equipment Lease
197609	3/7/2024	US BANK EQUIPMENT FINANCE	580.00	Equipment Lease
197738	3/15/2024	US BANK EQUIPMENT FINANCE	587.38	Equipment Lease
197851	3/21/2024	US BANK EQUIPMENT FINANCE	1,581.58	Equipment Lease
197539	3/7/2024	F B MCFADDEN WHOLESale	2,076.80	Food
197661	3/15/2024	F B MCFADDEN WHOLESale	2,145.85	Food
197793	3/21/2024	F B MCFADDEN WHOLESale	2,840.05	Food
197944	3/29/2024	F B MCFADDEN WHOLESale	1,759.00	Food
197809	3/21/2024	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
197540	3/7/2024	FED EX	221.56	Freight
197662	3/15/2024	FED EX	125.65	Freight
197945	3/29/2024	FED EX	233.30	Freight
197736	3/15/2024	TRIOSE, INC	5,559.00	Freight
197850	3/21/2024	TRIOSE, INC	2,167.34	Freight
198029	3/29/2024	TRIOSE, INC	2,048.92	Freight
197709	3/15/2024	BAILEY ENTERPRISES	606.97	Fuel
EFT00000008599	3/15/2024	WWS - ROCK SPRINGS	3,452.81	Garbage Collection
W/T	3/21/2024	FURTHER ADMIN FEE	331.50	Group Health
W/T	3/7/2024	FURTHER FLEX 3/6/24	3,989.62	Group Health
W/T	3/28/2024	FURTHER FLEX 3/27/24	4,965.72	Group Health
W/T	3/21/2024	FURTHER FLEX 3/20/24	5,288.79	Group Health
W/T	3/14/2024	FURTHER FLEX 3/13/24	5,295.48	Group Health
W/T	3/22/2024	BLUE CROSS BLUE SHIELD 3/15/24	140,910.50	Group Health
W/T	3/8/2024	BLUE CROSS BLUE SHIELD 3/1/24	161,751.21	Group Health
W/T	3/15/2024	BLUE CROSS BLUE SHIELD 3/8/24	239,785.23	Group Health
W/T	3/1/2024	BLUE CROSS BLUE SHIELD 2/23/24	279,754.94	Group Health
197586	3/7/2024	ABBOTT NUTRITION	108.18	Hospital Supplies
197835	3/21/2024	ABBOTT NUTRITION	228.70	Hospital Supplies
197511	3/7/2024	AESULAP INC	792.91	Hospital Supplies
197627	3/15/2024	AESULAP INC	579.34	Hospital Supplies
197631	3/15/2024	APPLIED MEDICAL	1,118.00	Hospital Supplies
197766	3/21/2024	APPLIED MEDICAL	5,565.00	Hospital Supplies
197911	3/29/2024	APPLIED MEDICAL	1,122.00	Hospital Supplies
197515	3/7/2024	ARTHREX INC.	1,870.00	Hospital Supplies
197633	3/15/2024	ARTHREX INC.	264.00	Hospital Supplies
197767	3/21/2024	ARTHREX INC.	830.50	Hospital Supplies
197913	3/29/2024	ARTHREX INC.	5,500.50	Hospital Supplies
197520	3/7/2024	BAXTER HEALTHCARE CORP/IV	7,722.00	Hospital Supplies
197771	3/21/2024	BELMONT MEDICAL TECHNOLOGIES	2,030.00	Hospital Supplies
197523	3/7/2024	BG MEDICAL LLC	2,125.00	Hospital Supplies
197772	3/21/2024	BG MEDICAL LLC	1,200.00	Hospital Supplies
197524	3/7/2024	BOSTON SCIENTIFIC CORP	8,039.36	Hospital Supplies
197639	3/15/2024	BOSTON SCIENTIFIC CORP	5,823.47	Hospital Supplies
197775	3/21/2024	BOSTON SCIENTIFIC CORP	2,089.91	Hospital Supplies
197919	3/29/2024	BOSTON SCIENTIFIC CORP	10,870.31	Hospital Supplies
197932	3/29/2024	C R BARD INC	215.09	Hospital Supplies

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197526	3/7/2024	CARDINAL HEALTH/V. MUELLER	78,769.53	Hospital Supplies
197642	3/15/2024	CARDINAL HEALTH/V. MUELLER	105,927.76	Hospital Supplies
197776	3/21/2024	CARDINAL HEALTH/V. MUELLER	156,462.87	Hospital Supplies
197924	3/29/2024	CARDINAL HEALTH/V. MUELLER	4,905.99	Hospital Supplies
197780	3/21/2024	COASTAL LIFE SYSTEMS,INC.	639.93	Hospital Supplies
197650	3/15/2024	CONE INSTRUMENTS	119.32	Hospital Supplies
197785	3/21/2024	CONE INSTRUMENTS	392.41	Hospital Supplies
197532	3/7/2024	COOK MEDICAL INCORPORATED	227.10	Hospital Supplies
197651	3/15/2024	COOK MEDICAL INCORPORATED	445.56	Hospital Supplies
197786	3/21/2024	COOK MEDICAL INCORPORATED	919.52	Hospital Supplies
197537	3/7/2024	DIAGNOSTIGA STAGO INC	856.65	Hospital Supplies
197655	3/15/2024	DIAGNOSTIGA STAGO INC	2,346.70	Hospital Supplies
197788	3/21/2024	DIAGNOSTIGA STAGO INC	7,226.83	Hospital Supplies
197538	3/7/2024	DJ ORTHOPEDICS, LLC	81.93	Hospital Supplies
197656	3/15/2024	DJ ORTHOPEDICS, LLC	102.96	Hospital Supplies
197545	3/7/2024	FSI LABEL	63.90	Hospital Supplies
197546	3/7/2024	GENERAL HOSPITAL SUPPLY CORPORATION	240.00	Hospital Supplies
197951	3/29/2024	GENERAL HOSPITAL SUPPLY CORPORATION	759.00	Hospital Supplies
197548	3/7/2024	HEALTHCARE LOGISTICS INC	73.78	Hospital Supplies
197674	3/15/2024	HEALTHCARE LOGISTICS INC	211.44	Hospital Supplies
197550	3/7/2024	HOLOGIC, INC.	2,764.50	Hospital Supplies
197676	3/15/2024	HOLOGIC, INC.	4,769.00	Hospital Supplies
197802	3/21/2024	HOLOGIC, INC.	137.00	Hospital Supplies
197956	3/29/2024	HULL ANESTHESIA INC	201.00	Hospital Supplies
197555	3/7/2024	J & J HEALTH CARE SYSTEMS INC	10,724.95	Hospital Supplies
197682	3/15/2024	J & J HEALTH CARE SYSTEMS INC	5,218.74	Hospital Supplies
197805	3/21/2024	J & J HEALTH CARE SYSTEMS INC	6,119.34	Hospital Supplies
197960	3/29/2024	J & J HEALTH CARE SYSTEMS INC	3,191.24	Hospital Supplies
197558	3/7/2024	KARL STORZ ENDOSCOPY-AMERICA	6,629.50	Hospital Supplies
197684	3/15/2024	KARL STORZ ENDOSCOPY-AMERICA	7,154.03	Hospital Supplies
197559	3/7/2024	KCI USA	323.05	Hospital Supplies
197806	3/21/2024	KCI USA	1,435.43	Hospital Supplies
197574	3/7/2024	M V A P MEDICAL SUPPLIES, INC.	248.80	Hospital Supplies
197696	3/15/2024	M V A P MEDICAL SUPPLIES, INC.	347.50	Hospital Supplies
197563	3/7/2024	MARKET LAB, INC	739.90	Hospital Supplies
197811	3/21/2024	MARKET LAB, INC	440.95	Hospital Supplies
197564	3/7/2024	MASIMO AMERICAS, INC.	3,370.00	Hospital Supplies
197812	3/21/2024	MASIMO AMERICAS, INC.	2,190.00	Hospital Supplies
197974	3/29/2024	MASIMO AMERICAS, INC.	660.00	Hospital Supplies
197565	3/7/2024	MCKESSON MEDICAL-SURGICAL	1,152.74	Hospital Supplies
197691	3/15/2024	MCKESSON MEDICAL-SURGICAL	796.35	Hospital Supplies
197813	3/21/2024	MCKESSON MEDICAL-SURGICAL	808.01	Hospital Supplies
197976	3/29/2024	MCKESSON MEDICAL-SURGICAL	3,384.53	Hospital Supplies
197566	3/7/2024	MEDELA LLC	569.60	Hospital Supplies
197567	3/7/2024	MEDGYN PRODUCTS, INC.	659.19	Hospital Supplies
197568	3/7/2024	MEDI-DOSE INCORPORATED	132.45	Hospital Supplies
197692	3/15/2024	MEDLINE INDUSTRIES INC	27,862.33	Hospital Supplies
197814	3/21/2024	MEDLINE INDUSTRIES INC	58,014.83	Hospital Supplies
197977	3/29/2024	MEDLINE INDUSTRIES INC	25,066.73	Hospital Supplies

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197693	3/15/2024	MEDTRONIC USA INC	31,075.80	Hospital Supplies
197569	3/7/2024	MEDTRONIC, USA	170.00	Hospital Supplies
197815	3/21/2024	MEDTRONIC, USA	652.00	Hospital Supplies
197570	3/7/2024	MES	55.90	Hospital Supplies
197575	3/7/2024	NATUS MEDICAL INC	187.50	Hospital Supplies
197819	3/21/2024	NATUS MEDICAL INC	241.00	Hospital Supplies
197820	3/21/2024	NEOTECH PRODUCTS, INC	184.00	Hospital Supplies
197700	3/15/2024	OWENS & MINOR 90005430	371.05	Hospital Supplies
197821	3/21/2024	OWENS & MINOR 90005430	651.78	Hospital Supplies
197578	3/7/2024	PERFORMANCE HEALTH SUPPLY INC	65.97	Hospital Supplies
197703	3/15/2024	PERFORMANCE HEALTH SUPPLY INC	147.10	Hospital Supplies
197823	3/21/2024	PERFORMANCE HEALTH SUPPLY INC	163.63	Hospital Supplies
197988	3/29/2024	PERFORMANCE HEALTH SUPPLY INC	65.97	Hospital Supplies
197580	3/7/2024	PLYMOUTH MEDICAL	395.98	Hospital Supplies
197829	3/21/2024	QUESET MEDICAL	105.62	Hospital Supplies
197833	3/21/2024	RADIOMETER AMERICA INC	2,848.94	Hospital Supplies
197996	3/29/2024	RADIOMETER AMERICA INC	274.18	Hospital Supplies
197998	3/29/2024	RESMED CORP	485.00	Hospital Supplies
197999	3/29/2024	RESPIRONICS	165.00	Hospital Supplies
197722	3/15/2024	SMITHS MEDICAL ASD INC	212.75	Hospital Supplies
197840	3/21/2024	SMITHS MEDICAL ASD INC	389.70	Hospital Supplies
197594	3/7/2024	STERIS CORPORATION	1,810.75	Hospital Supplies
197726	3/15/2024	STERIS CORPORATION	2,405.30	Hospital Supplies
197843	3/21/2024	STERIS CORPORATION	1,861.48	Hospital Supplies
198017	3/29/2024	STERIS CORPORATION	553.13	Hospital Supplies
197847	3/21/2024	SUREMARK CO	470.00	Hospital Supplies
197605	3/7/2024	TRI-ANIM HEALTH SERVICES INC	561.95	Hospital Supplies
197735	3/15/2024	TRI-ANIM HEALTH SERVICES INC	634.32	Hospital Supplies
197849	3/21/2024	TRI-ANIM HEALTH SERVICES INC	1,027.81	Hospital Supplies
198028	3/29/2024	TRI-ANIM HEALTH SERVICES INC	583.76	Hospital Supplies
197737	3/15/2024	TSI INCORPORATED	55.00	Hospital Supplies
197739	3/15/2024	UTAH MEDICAL PRODUCTS INC	315.59	Hospital Supplies
197853	3/21/2024	UTAH MEDICAL PRODUCTS INC	855.27	Hospital Supplies
198035	3/29/2024	VERATHON INC.	904.27	Hospital Supplies
197610	3/7/2024	WAXIE SANITARY SUPPLY	5,072.29	Hospital Supplies
197745	3/15/2024	WAXIE SANITARY SUPPLY	112.96	Hospital Supplies
197854	3/21/2024	WAXIE SANITARY SUPPLY	783.80	Hospital Supplies
EFT00000008579	3/7/2024	BIONIX RADIATION THERAPY	132.66	Hospital Supplies
EFT00000008582	3/7/2024	HARDY DIAGNOSTICS	178.40	Hospital Supplies
EFT00000008592	3/15/2024	BREG INC	564.17	Hospital Supplies
EFT00000008595	3/15/2024	HARDY DIAGNOSTICS	3,030.07	Hospital Supplies
EFT00000008598	3/15/2024	STRYKER INSTRUMENTS	1,823.47	Hospital Supplies
EFT00000008604	3/29/2024	BREG INC	55.92	Hospital Supplies
EFT00000008606	3/29/2024	HARDY DIAGNOSTICS	2,034.61	Hospital Supplies
EFT00000008607	3/29/2024	MARSHALL INDUSTRIES	600.00	Hospital Supplies
197790	3/21/2024	EDWARDS LIFESCIENCES	1,425.00	Hospital Supplies
197534	3/7/2024	CTM BIOMEDICAL, LLC	15,274.50	Implant Supplies
197933	3/29/2024	CTM BIOMEDICAL, LLC	25,372.50	Implant Supplies
197699	3/15/2024	OSSIO, INC.	15,370.00	Implant Supplies

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197604	3/7/2024	TREACE MEDICAL CONCEPTS, INC.	7,028.00	Implant Supplies
198027	3/29/2024	TREACE MEDICAL CONCEPTS, INC.	15,158.00	Implant Supplies
197646	3/15/2024	CIVCO MEDICAL INSTRUMENTS	108.00	Instruments
197890	3/28/2024	INSURANCE REFUND	443.65	Insurance Refund
197888	3/28/2024	INSURANCE REFUND	169.75	Insurance Refund
197884	3/28/2024	INSURANCE REFUND	1,326.20	Insurance Refund
197879	3/28/2024	INSURANCE REFUND	404.68	Insurance Refund
197897	3/28/2024	INSURANCE REFUND	115.60	Insurance Refund
197898	3/28/2024	INSURANCE REFUND	2,939.76	Insurance Refund
197880	3/28/2024	INSURANCE REFUND	187.19	Insurance Refund
197881	3/28/2024	INSURANCE REFUND	269.89	Insurance Refund
197882	3/28/2024	INSURANCE REFUND	608.03	Insurance Refund
197893	3/28/2024	INSURANCE REFUND	83.72	Insurance Refund
197895	3/28/2024	INSURANCE REFUND	51.94	Insurance Refund
197892	3/28/2024	INSURANCE REFUND	262.43	Insurance Refund
197883	3/28/2024	INSURANCE REFUND	813.20	Insurance Refund
197891	3/28/2024	INSURANCE REFUND	2,377.03	Insurance Refund
197889	3/28/2024	INSURANCE REFUND	250.80	Insurance Refund
197689	3/15/2024	LGC CLINICAL DIAGNOSTICS, INC.	897.00	Laboratory Services
197975	3/29/2024	MAYO COLLABORATIVE SERVICES, INC.	191.44	Laboratory Services
197978	3/29/2024	METABOLIC NEWBORN SCREENING	6,784.76	Laboratory Services
197846	3/21/2024	SUMMIT PATHOLOGY	27,329.88	Laboratory Services
EFT00000008590	3/15/2024	ARUP LABORATORIES, INC.	500.00	Laboratory Services
EFT00000008602	3/29/2024	ARUP LABORATORIES, INC.	73,900.47	Laboratory Services
197909	3/29/2024	ANAEROBE SYSTEMS	28.80	Laboratory Supplies
197634	3/15/2024	ASSOCIATES OF CAPE COD INC	22.00	Laboratory Supplies
197638	3/15/2024	BIOMERIEUX, INC.	34,249.47	Laboratory Supplies
197641	3/15/2024	CARDINAL HEALTH	3,713.22	Laboratory Supplies
197923	3/29/2024	CARDINAL HEALTH	1,348.22	Laboratory Supplies
197528	3/7/2024	CEPHEID	1,869.60	Laboratory Supplies
197643	3/15/2024	CEPHEID	13,377.00	Laboratory Supplies
197778	3/21/2024	CEPHEID	415.00	Laboratory Supplies
197925	3/29/2024	CEPHEID	8,285.00	Laboratory Supplies
197542	3/7/2024	FISHER HEALTHCARE	18,335.20	Laboratory Supplies
197663	3/15/2024	FISHER HEALTHCARE	8,741.58	Laboratory Supplies
197795	3/21/2024	FISHER HEALTHCARE	1,558.44	Laboratory Supplies
197947	3/29/2024	FISHER HEALTHCARE	1,748.25	Laboratory Supplies
197985	3/29/2024	NOVA BIOMEDICAL CORP.	72.00	Laboratory Supplies
197704	3/15/2024	PIPETTE.COM	831.00	Laboratory Supplies
197994	3/29/2024	R&D SYSTEMS INC	90.47	Laboratory Supplies
197720	3/15/2024	SIGMA-ALDRICH INC	242.00	Laboratory Supplies
197593	3/7/2024	STATLAB MEDICAL PRODUCTS	760.61	Laboratory Supplies
198015	3/29/2024	STATLAB MEDICAL PRODUCTS	657.63	Laboratory Supplies
198018	3/29/2024	STRECK LABORATORIES INC	770.17	Laboratory Supplies
197732	3/15/2024	SYSMEX AMERICA INC.	2,071.75	Laboratory Supplies
197602	3/7/2024	THERMO FISHER SCIENTIFIC, LLC	427.93	Laboratory Supplies
EFT00000008580	3/7/2024	BIO-RAD LABORATORIES	3,356.60	Laboratory Supplies
EFT00000008584	3/7/2024	IDENTICARD	510.08	Laboratory Supplies
EFT00000008591	3/15/2024	BIO-RAD LABORATORIES	3,511.40	Laboratory Supplies

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EFT00000008594	3/15/2024	GREER LABORATORIES, INC	588.24	Laboratory Supplies
EFT00000008603	3/29/2024	BIO-RAD LABORATORIES	2,531.12	Laboratory Supplies
197690	3/15/2024	MARTIN-RAY LAUNDRY SYSTEMS	3,477.15	Laundry Supplies
197769	3/21/2024	BARRY J. WALKER	231.30	Legal Fees
197677	3/15/2024	HUSCH BLACKWELL LLP	1,168.00	Legal Fees
197990	3/29/2024	PHILLIPS LAW, LLC	6,812.50	Legal Fees
197746	3/15/2024	WELBORN SULLIVAN MECK & TOOLEY, P.C.	5,427.50	Legal Fees
198010	3/29/2024	STANDARD TEXTILE	739.68	Linen
197509	3/7/2024	ABOVE ALL MEDICAL PARTS INC.	995.93	Maintenance & Repair
197899	3/29/2024	ABOVE ALL MEDICAL PARTS INC.	772.04	Maintenance & Repair
197512	3/7/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	1,850.00	Maintenance & Repair
197628	3/15/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	5,012.14	Maintenance & Repair
197762	3/21/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	3,339.00	Maintenance & Repair
197903	3/29/2024	AGILITI SURGICAL EQUIPMENT REPAIR INC.	1,470.75	Maintenance & Repair
197907	3/29/2024	ALLEGION ACCESS TECHNOLOGIES	464.00	Maintenance & Repair
197518	3/7/2024	AVANTE HEALTH SOLUTIONS	391.30	Maintenance & Repair
197774	3/21/2024	BOBCAT OF ROCK SPRINGS	1,728.76	Maintenance & Repair
197918	3/29/2024	BOBCAT OF ROCK SPRINGS	920.91	Maintenance & Repair
197927	3/29/2024	CLARK'S QUALITY ROOFING, INC	1,030.00	Maintenance & Repair
197935	3/29/2024	DANIEL DORMAN PAINTING	1,200.00	Maintenance & Repair
197665	3/15/2024	FREMONT MOTORS	283.19	Maintenance & Repair
197807	3/21/2024	LEAF	2,670.00	Maintenance & Repair
197702	3/15/2024	PACIFIC WATER INC	845.00	Maintenance & Repair
197577	3/7/2024	PARTSSOURCE	1,256.43	Maintenance & Repair
197822	3/21/2024	PARTSSOURCE	540.05	Maintenance & Repair
197987	3/29/2024	PARTSSOURCE	6,826.05	Maintenance & Repair
197721	3/15/2024	SKYTRON	42.00	Maintenance & Repair
198008	3/29/2024	SKYTRON	388.00	Maintenance & Repair
197600	3/7/2024	TENACORE	1,245.00	Maintenance & Repair
197607	3/7/2024	UNETIXS VASCULAR INC.	1,617.05	Maintenance & Repair
197852	3/21/2024	UTAH CONTROLS INC	2,290.00	Maintenance & Repair
197747	3/15/2024	WESTERN PEAKS CALIBRATION	3,505.00	Maintenance & Repair
197859	3/21/2024	WYOMING TRUCKS AND CARS INC	85.00	Maintenance & Repair
EFT00000008581	3/7/2024	COLORADO DOORWAYS, INC	53.50	Maintenance & Repair
197781	3/21/2024	CODALE ELECTRIC SUPPLY, INC	4,482.42	Maintenance Supplies
197928	3/29/2024	CODALE ELECTRIC SUPPLY, INC	307.35	Maintenance Supplies
197648	3/15/2024	COMPLIANCE PLUS INC.	825.00	Maintenance Supplies
197783	3/21/2024	COMPLIANCE PLUS INC.	629.00	Maintenance Supplies
197792	3/21/2024	FASTENAL COMPANY	23.00	Maintenance Supplies
197670	3/15/2024	GRAINGER	489.89	Maintenance Supplies
197952	3/29/2024	GRAINGER	529.69	Maintenance Supplies
197551	3/7/2024	HOME DEPOT	577.19	Maintenance Supplies
197803	3/21/2024	HOME DEPOT	1,610.20	Maintenance Supplies
197955	3/29/2024	HOME DEPOT	1,322.20	Maintenance Supplies
197963	3/29/2024	JOHNSON CONTROLS FIRE PROTECTION LP	834.84	Maintenance Supplies
197697	3/15/2024	NAPA AUTO PARTS	194.59	Maintenance Supplies
197818	3/21/2024	NAPA AUTO PARTS	51.99	Maintenance Supplies
197981	3/29/2024	NAPA AUTO PARTS	40.58	Maintenance Supplies
197997	3/29/2024	RAPID AIR	485.34	Maintenance Supplies

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197584	3/7/2024	ROCK SPRINGS WINNELSON CO	467.28	Maintenance Supplies
197712	3/15/2024	ROCK SPRINGS WINNELSON CO	267.31	Maintenance Supplies
198001	3/29/2024	ROCK SPRINGS WINNELSON CO	34.28	Maintenance Supplies
198037	3/29/2024	VERNACARE	326.44	Maintenance Supplies
EFT00000008588	3/15/2024	ACE HARDWARE	66.91	Maintenance Supplies
EFT00000008600	3/29/2024	ACE HARDWARE	64.42	Maintenance Supplies
197826	3/21/2024	PURPLE LIZARDS, LLC	900.00	Marketing & Promotional Supplies
197671	3/15/2024	GREEN RIVER CHAMBER OF COMMERCE	162.00	Membership Dues
197572	3/7/2024	MHSC MEDICAL STAFF	50.00	Membership Dues
197695	3/15/2024	MHSC MEDICAL STAFF	50.00	Membership Dues
197571	3/7/2024	MHSC-FOUNDATION	3,206.06	MHSC Foundation
197622	3/12/2024	MHSC-FOUNDATION	1,507.80	MHSC Foundation
197816	3/21/2024	MHSC-FOUNDATION	382.51	MHSC Foundation
197869	3/26/2024	MHSC-FOUNDATION	1,507.80	MHSC Foundation
198034	3/29/2024	US MED-EQUIP, LLC	898.58	Minor Equipment
197946	3/29/2024	FIRST LINE TECHNOLOGY LLC	2,794.69	Minor Equipment
197825	3/21/2024	PURE PROCESSING LLC	5,892.96	Minor Equipment
197598	3/7/2024	SUPERIOR AUDIOMETRICS, LLC	935.00	Minor Equipment
EFT00000008583	3/7/2024	LABORIE MEDICAL TECHNOLOGIES CORP	724.38	Minor Equipment
197734	3/15/2024	TERMINIX OF WYOMING	261.00	Monthly Pest Control
198023	3/29/2024	TERMINIX OF WYOMING	261.00	Monthly Pest Control
197949	3/29/2024	FOLLETT CORPORATION	86.38	Non Medical Supplies
197557	3/7/2024	JJ. KELLER & ASSOCIATES, INC.	465.64	Non Medical Supplies
197683	3/15/2024	JJ. KELLER & ASSOCIATES, INC.	218.31	Non Medical Supplies
197839	3/21/2024	SMILEMAKERS	537.17	Non Medical Supplies
198009	3/29/2024	SMILEMAKERS	1,076.30	Non Medical Supplies
197942	3/29/2024	ENCOMPASS GROUP, LLC	1,964.40	Office Supplies
197966	3/29/2024	LABELMATCH	401.76	Office Supplies
197723	3/15/2024	STANDARD REGISTER COMPANY	907.56	Office Supplies
198011	3/29/2024	STANDARD REGISTER COMPANY	100.00	Office Supplies
197592	3/7/2024	STAPLES BUSINESS ADVANTAGE	1,976.51	Office Supplies
197724	3/15/2024	STAPLES BUSINESS ADVANTAGE	2,072.27	Office Supplies
197842	3/21/2024	STAPLES BUSINESS ADVANTAGE	1,406.00	Office Supplies
198012	3/29/2024	STAPLES BUSINESS ADVANTAGE	556.63	Office Supplies
EFT00000008586	3/7/2024	SMYTH PRINTING	2,682.30	Office Supplies
197613	3/7/2024	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
197525	3/7/2024	BRAYDEN FLACK	115.00	Other Purchased Services
197921	3/29/2024	BRAYDEN FLACK	125.00	Other Purchased Services
197779	3/21/2024	CJ SIGNS	110.00	Other Purchased Services
197753	3/19/2024	DESIREA LARSEN	432.00	Other Purchased Services
197756	3/19/2024	MOMENTS BY TAYLOR PHOTOGRAPHY	450.00	Other Purchased Services
197561	3/7/2024	QUICK RESPONSE TAXI	107.00	Other Purchased Services
197761	3/19/2024	QUICK RESPONSE TAXI	133.00	Other Purchased Services
197971	3/29/2024	QUICK RESPONSE TAXI	233.00	Other Purchased Services
198003	3/29/2024	SAVE THE DATE LLC	110.00	Other Purchased Services
EFT00000008578	3/7/2024	AIRGAS INTERMOUNTAIN INC	274.22	Oxygen Rental
EFT00000008589	3/15/2024	AIRGAS INTERMOUNTAIN INC	594.88	Oxygen Rental
EFT00000008601	3/29/2024	AIRGAS INTERMOUNTAIN INC	9,176.96	Oxygen Rental
197878	3/28/2024	PATIENT REFUND	150.00	Patient Refund

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197887	3/28/2024	PATIENT REFUND	104.33	Patient Refund
197886	3/28/2024	PATIENT REFUND	24.05	Patient Refund
197873	3/28/2024	PATIENT REFUND	650.00	Patient Refund
197876	3/28/2024	PATIENT REFUND	250.00	Patient Refund
197877	3/28/2024	PATIENT REFUND	165.00	Patient Refund
197874	3/28/2024	PATIENT REFUND	493.96	Patient Refund
197885	3/28/2024	PATIENT REFUND	100.00	Patient Refund
197751	3/15/2024	PATIENT REFUND	452.20	Patient Refund
197508	3/7/2024	PATIENT REFUND	506.40	Patient Refund
197896	3/28/2024	PATIENT REFUND	966.15	Patient Refund
197506	3/7/2024	PATIENT REFUND	63.00	Patient Refund
197507	3/7/2024	PATIENT REFUND	25.00	Patient Refund
197875	3/28/2024	PATIENT REFUND	275.00	Patient Refund
197625	3/12/2024	UNITED WAY OF SWEETWATER COUNTY	276.68	Payroll Deduction
197872	3/26/2024	UNITED WAY OF SWEETWATER COUNTY	253.61	Payroll Deduction
197617	3/12/2024	CIRCUIT COURT 3RD JUDICIAL	298.51	Payroll Garnishment
197618	3/12/2024	CIRCUIT COURT 3RD JUDICIAL	283.35	Payroll Garnishment
197619	3/12/2024	CIRCUIT COURT 3RD JUDICIAL	49.86	Payroll Garnishment
197868	3/26/2024	CIRCUIT COURT 3RD JUDICIAL	596.46	Payroll Garnishment
197623	3/12/2024	STATE OF WYOMING DFS/CSES	1,880.17	Payroll Garnishment
197867	3/26/2024	STATE OF WYOMING DFS/CSES	1,838.63	Payroll Garnishment
197621	3/12/2024	SWEETWATER CIRCUIT COURT-RS	409.47	Payroll Garnishment
197870	3/26/2024	SWEETWATER CIRCUIT COURT-RS	312.24	Payroll Garnishment
197624	3/12/2024	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
197871	3/26/2024	TX CHILD SUPPORT SDU	461.54	Payroll Garnishment
W/T	3/11/2024	PAYROLL 6	1,800,000.00	Payroll Transfer
W/T	3/25/2024	PAYROLL 7	1,800,000.00	Payroll Transfer
197527	3/7/2024	CARDINAL HEALTH PHARMACY MGMT	1,030,742.60	Pharmacy Management
198043	3/29/2024	CARDINAL HEALTH PHARMACY MGMT	1,246,838.45	Pharmacy Management
197940	3/29/2024	DR. ELIZABETH CONGDON	1,500.00	Physician Recruitment
197675	3/15/2024	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	336.74	Physician Recruitment
197801	3/21/2024	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	3,279.05	Physician Recruitment
197615	3/7/2024	JOCELYN PALINEK	15,000.00	Physician Retention
197510	3/7/2024	ADVANCED MEDICAL IMAGING, LLC	22,862.00	Physician Services
197782	3/21/2024	COMPHEALTH, INC.	31,633.20	Physician Services
197743	3/15/2024	DR. WAGNER VERONESE	840.36	Physician Services
197759	3/19/2024	DR. WAGNER VERONESE	9,999.92	Physician Services
197810	3/21/2024	LOCUM TENENS.COM	97,900.23	Physician Services
197573	3/7/2024	MOUNTAIN STATES MEDICAL PHYSICS	12,207.46	Physician Services
197992	3/29/2024	QLER PHYSICIAN MEDICAL GROUP, P.A.	8,550.00	Physician Services
198025	3/29/2024	THE SLEEP SPECIALISTS	6,450.00	Physician Services
198032	3/29/2024	UNIVERSITY OF UTAH (UJHC OUTREACH)	122,723.08	Physician Services
197855	3/21/2024	WEATHERBY LOCUMS, INC	52,500.00	Physician Services
197904	3/29/2024	AIDVANTAGE	2,500.00	Physician Student Loan
197953	3/29/2024	GREAT LAKES	1,666.67	Physician Student Loan
197936	3/29/2024	MOHELA	3,333.34	Physician Student Loan
197937	3/29/2024	MOHELA	1,666.67	Physician Student Loan
197982	3/29/2024	US DEPARTMENT OF EDUCATION	1,666.67	Physician Student Loan
198033	3/29/2024	US DEPARTMENT OF EDUCATION	5,833.34	Physician Student Loan

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

197824	3/21/2024	POSTMASTER	1,250.00	Postage
197901	3/29/2024	ADVANCED MEDICAL REVIEWS, INC	202.50	Professional Service
197514	3/7/2024	ALSCO AMERICAN LINEN	85.12	Professional Service
197765	3/21/2024	ALSCO AMERICAN LINEN	42.56	Professional Service
197908	3/29/2024	ALSCO AMERICAN LINEN	42.56	Professional Service
197943	3/29/2024	CE BROKER	301.90	Professional Service
197688	3/15/2024	CLIFTONLARSONALLEN LLP	42,254.72	Professional Service
197560	3/7/2024	KEITH WILLIAMS & ASSOCIATES, INC.	5,500.00	Professional Service
197685	3/15/2024	KING & SPALDING, LLP	18,934.00	Professional Service
197701	3/15/2024	P3 CONSULTING LLC	978.75	Professional Service
198042	3/29/2024	P3 CONSULTING LLC	91,478.07	Professional Service
198036	3/29/2024	VERISYS INC.	31.50	Professional Service
198041	3/29/2024	WYOMING DEPARTMENT OF HEALTH	193.00	Professional Service
197636	3/15/2024	AUDIT MICROCONTROLS, INC.	595.00	Proficiency Testing
197647	3/15/2024	COLLEGE OF AMERICAN PATHOLOGY	378.75	Proficiency Testing
197708	3/15/2024	RADIATION DETECTION COMPANY	503.34	Radiation Monitoring
197832	3/21/2024	RADIATION DETECTION COMPANY	110.05	Radiation Monitoring
197995	3/29/2024	RADIATION DETECTION COMPANY	6.70	Radiation Monitoring
197640	3/15/2024	BRACCO DIAGNOSTICS INC	472.92	Radiology Material
197920	3/29/2024	BRACCO DIAGNOSTICS INC	2,428.42	Radiology Material
197667	3/15/2024	GE HEALTHCARE INC	3,488.60	Radiology Material
197798	3/21/2024	GE HEALTHCARE INC	1,669.30	Radiology Material
197687	3/15/2024	LANTHEUS MEDICAL IMAGING, INC	2,962.38	Radiology Material
197969	3/29/2024	LANTHEUS MEDICAL IMAGING, INC	1,974.92	Radiology Material
197989	3/29/2024	PHARMALOGIC WY, LTD	5,999.26	Radiology Material
197519	3/7/2024	DR. BANU SYMINGTON	609.20	Reimbursement - CME
197535	3/7/2024	DR. DAVID DANSIE	2,859.75	Reimbursement - CME
197961	3/29/2024	DR. JACQUES DENKER	4,606.58	Reimbursement - CME
197964	3/29/2024	DR. JOSHUA BINKS	1,466.11	Reimbursement - CME
197970	3/29/2024	DR. LAWRENCE LAURIDSEN	703.79	Reimbursement - CME
197616	3/7/2024	JOCELYN PALINEK	190.79	Reimbursement - CME
197962	3/29/2024	JOCELYN PALINEK	243.00	Reimbursement - CME
198013	3/29/2024	STARLA LEETE	888.00	Reimbursement - CME
197595	3/7/2024	STEVEN CROFT, M.D.	3,468.65	Reimbursement - CME
197652	3/15/2024	COREY WORDEN	410.00	Reimbursement - Education & Travel
197752	3/19/2024	DR. BRIANNE CROFTS	426.36	Reimbursement - Education & Travel
197669	3/15/2024	DR. GINA DADO	547.14	Reimbursement - Education & Travel
197556	3/7/2024	DR. JANENE GLYN	889.02	Reimbursement - Education & Travel
197972	3/29/2024	DR. LIRON GOKOVSKI	251.49	Reimbursement - Education & Travel
197941	3/29/2024	EMILEE HEAVIN	396.50	Reimbursement - Education & Travel
197553	3/7/2024	IRENE RICHARDSON	298.87	Reimbursement - Education & Travel
197755	3/19/2024	KERRY DOWNS	426.36	Reimbursement - Education & Travel
197710	3/15/2024	RITA COLZADA	243.31	Reimbursement - Education & Travel
197716	3/15/2024	SAISHA MONTOYA	186.00	Reimbursement - Education & Travel
198016	3/29/2024	STEPHANIE DUPAPE	284.43	Reimbursement - Education & Travel
198026	3/29/2024	TONI PINKHAM	405.31	Reimbursement - Education & Travel
197740	3/15/2024	VINCENT LEAHY	60.84	Reimbursement - Insurance Premiums
197910	3/29/2024	ANN CLEVINGER	115.00	Reimbursement - Membership Fee
197562	3/7/2024	LESLIE TAYLOR	133.84	Reimbursement - Non Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

197757	3/19/2024	SARAH BAILEY	12.71	Reimbursement - Non Hospital Supplies
197808	3/21/2024	LISA DEWITT	280.93	Reimbursement - Payroll
198004	3/29/2024	SCOTT MONTGOMERY	230.50	Reimbursement - Payroll
W/T	3/7/2024	PCS 2/29/24	229,661.69	Retirement
W/T	3/22/2024	PCS 3/14/24	233,546.05	Retirement
197603	3/7/2024	VITASCRIPTUM LLC	2,853.60	Scribe Services
197760	3/19/2024	CITY OF CASPER	200.00	Sponsorship
197673	3/15/2024	GREEN RIVER TRAVELING TEAM	500.00	Sponsorship
197547	3/7/2024	GRHS BOYS SOCCER	200.00	Sponsorship
197957	3/29/2024	INTERNATIONAL DAYS, INC	1,500.00	Sponsorship
197715	3/15/2024	R.S. CHAMBER OF COMMERCE	300.00	Sponsorship
198002	3/29/2024	ROCK SPRINGS PRIDE	225.00	Sponsorship
197585	3/7/2024	ROCK SPRINGS RENEWAL FUND	250.00	Sponsorship
197713	3/15/2024	RSHS - LADY TIGERS SOFTBALL TEAM	500.00	Sponsorship
198022	3/29/2024	SWEETWATER COUNTY ROLLER DERBY	500.00	Sponsorship
197730	3/15/2024	SWEETWATER EVENTS COMPLEX	6,000.00	Sponsorship
198021	3/29/2024	SWEETWATER EVENTS COMPLEX	750.00	Sponsorship
197626	3/15/2024	ADVANCED STERILIZATION PRODUCTS INC.	96.12	Surgery Supplies
197902	3/29/2024	ADVANCED STERILIZATION PRODUCTS INC.	86.98	Surgery Supplies
197763	3/21/2024	ALI MED INC	728.84	Surgery Supplies
197905	3/29/2024	ALI MED INC	8,359.32	Surgery Supplies
197513	3/7/2024	ALK ABELLO, INC.	21.97	Surgery Supplies
197906	3/29/2024	ALK ABELLO, INC.	815.38	Surgery Supplies
197630	3/15/2024	ANGIODYNAMICS INC.	1,303.47	Surgery Supplies
197632	3/15/2024	ARMSTRONG MEDICAL INDUSTRIES	606.00	Surgery Supplies
197912	3/29/2024	ARMSTRONG MEDICAL INDUSTRIES	180.00	Surgery Supplies
197522	3/7/2024	BECTON DICKINSON	17,544.00	Surgery Supplies
197637	3/15/2024	BECTON DICKINSON	2,711.00	Surgery Supplies
197770	3/21/2024	BECTON DICKINSON	11,610.35	Surgery Supplies
197915	3/29/2024	BECTON DICKINSON	675.00	Surgery Supplies
197773	3/21/2024	BLUE ENDO	109.04	Surgery Supplies
197531	3/7/2024	CONMED LINVATEC	293.16	Surgery Supplies
197930	3/29/2024	COOPER SURGICAL	2,534.76	Surgery Supplies
197653	3/15/2024	COVIDIEN SALES LLC, DBA GIVEN IMAGING	2,350.08	Surgery Supplies
197787	3/21/2024	COVIDIEN SALES LLC, DBA GIVEN IMAGING	11,885.69	Surgery Supplies
197536	3/7/2024	DESOUTTER MEDICAL	1,153.95	Surgery Supplies
197789	3/21/2024	DIRECT SUPPLY	624.95	Surgery Supplies
197938	3/29/2024	DIRECT SUPPLY	499.96	Surgery Supplies
197939	3/29/2024	DYNASTHETICS, LLC	669.00	Surgery Supplies
197659	3/15/2024	EQUASHIELD LLC	2,041.60	Surgery Supplies
197552	3/7/2024	INTUITIVE SURGICAL INC.	14,511.95	Surgery Supplies
197680	3/15/2024	INTUITIVE SURGICAL INC.	7,359.95	Surgery Supplies
197804	3/21/2024	INTUITIVE SURGICAL INC.	14,995.00	Surgery Supplies
197958	3/29/2024	INTUITIVE SURGICAL INC.	13,284.00	Surgery Supplies
197694	3/15/2024	MERCURY MEDICAL	424.62	Surgery Supplies
197817	3/21/2024	NANOSONICS, INC	1,202.00	Surgery Supplies
197980	3/29/2024	NANOSONICS, INC	695.00	Surgery Supplies
197576	3/7/2024	NEOGEN CORPORATION	822.97	Surgery Supplies
197983	3/29/2024	NEOGEN CORPORATION	878.90	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2024

197718	3/15/2024	SHEATHING TECHNOLOGIES, INC.	95.15	Surgery Supplies
198006	3/29/2024	SHEATHING TECHNOLOGIES, INC.	95.15	Surgery Supplies
197591	3/7/2024	SMITH & NEPHEW ENDOSCOPY INC	2,417.78	Surgery Supplies
197596	3/7/2024	STRYKER ENDOSCOPY	2,108.21	Surgery Supplies
197728	3/15/2024	STRYKER ENDOSCOPY	909.94	Surgery Supplies
197844	3/21/2024	STRYKER ENDOSCOPY	592.89	Surgery Supplies
198019	3/29/2024	STRYKER ENDOSCOPY	913.68	Surgery Supplies
197597	3/7/2024	STRYKER ORTHOPAEDICS	53,158.83	Surgery Supplies
197729	3/15/2024	STRYKER ORTHOPAEDICS	10,787.51	Surgery Supplies
197845	3/21/2024	STRYKER ORTHOPAEDICS	25,722.96	Surgery Supplies
198020	3/29/2024	STRYKER ORTHOPAEDICS	29,499.27	Surgery Supplies
197599	3/7/2024	TELEFLEX LLC	17,200.00	Surgery Supplies
197733	3/15/2024	TELEFLEX LLC	10,310.00	Surgery Supplies
197601	3/7/2024	THE CARY COMPANY	206.82	Surgery Supplies
197606	3/7/2024	TRICOR SYSTEMS INC.	335.00	Surgery Supplies
197612	3/7/2024	XODUS MEDICAL, INC.	939.75	Surgery Supplies
197750	3/15/2024	XODUS MEDICAL, INC.	766.50	Surgery Supplies
197614	3/7/2024	ZIMMER BIOMET	172.50	Surgery Supplies
EFT00000008593	3/15/2024	COOPER SURGICAL	1,018.70	Surgery Supplies
197968	3/29/2024	LANGUAGE LINE SERVICES	2,187.09	Translation Services
197828	3/21/2024	QUARTERMASTER	171.28	Uniforms
197858	3/21/2024	WYOMING WORK WAREHOUSE	287.97	Uniforms
197764	3/21/2024	ALL WEST COMMUNICATIONS	2,135.63	Utilities
197516	3/7/2024	AT&T	42.18	Utilities
197635	3/15/2024	AT&T	250.54	Utilities
197581	3/7/2024	CENTURY LINK	1,358.32	Utilities
197706	3/15/2024	CENTURY LINK	1,232.04	Utilities
197831	3/21/2024	CENTURY LINK	3,192.45	Utilities
197993	3/29/2024	CENTURY LINK	24.05	Utilities
197754	3/19/2024	DISH NETWORK LLC	90.64	Utilities
197830	3/21/2024	DOMINION ENERGY WYOMING	56,302.42	Utilities
197711	3/15/2024	ROCK SPRINGS MUNICIPAL UTILITY	12,277.21	Utilities
197834	3/21/2024	ROCKY MOUNTAIN POWER	41,903.41	Utilities
197856	3/21/2024	WHITE MOUNTAIN WATER & SEWER DISTRICT	63.25	Utilities
197727	3/15/2024	STERICYCLE, INC.	1,526.83	Waste Disposal
197541	3/7/2024	FIBERTECH	2,117.00	Window Cleaning
197794	3/21/2024	FIBERTECH	3,619.00	Window Cleaning
W/T	3/13/2024	WYOSTAR	496,990.00	Wyostar Transfer
			10,890,073.84	

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending March 31, 2024**

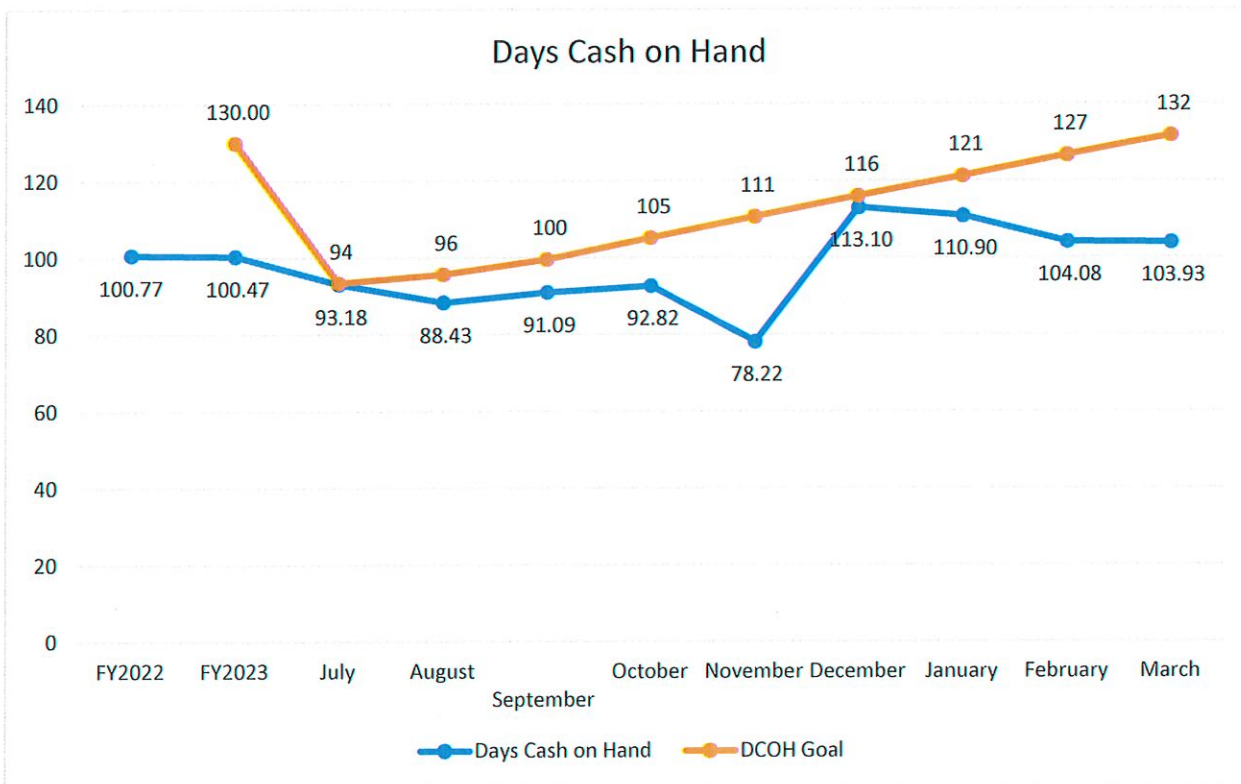
Vouchers Submitted by MHSC at agreed discounted rate	
July 2023	\$0.00
August 2023	\$49,254.59
September 2023	\$0.00
October 2023	\$27,913.61
November 2023	\$7,018.05
December 2023	\$0.00
January 2024	\$0.00
February 2024	\$44,243.47
March 2024	\$9,309.81
April 2024	
May 2024	
June 2024	
County Requested Total Vouchers Submitted	<u>\$137,739.53</u>
Total Vouchers Submitted FY 24	\$137,739.53
Less: Total Approved by County and Received by MHSC FY 24	\$137,739.53
Total Vouchers Pending Approval by County	<u><u>\$0.00</u></u>

FY24 Title 25 Fund Budget from Sweetwater County	\$471,488.00
Funds Received From Sweetwater County	<u>\$137,739.53</u>
FY24 Title 25 Fund Budget Remaining	\$333,748.47
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

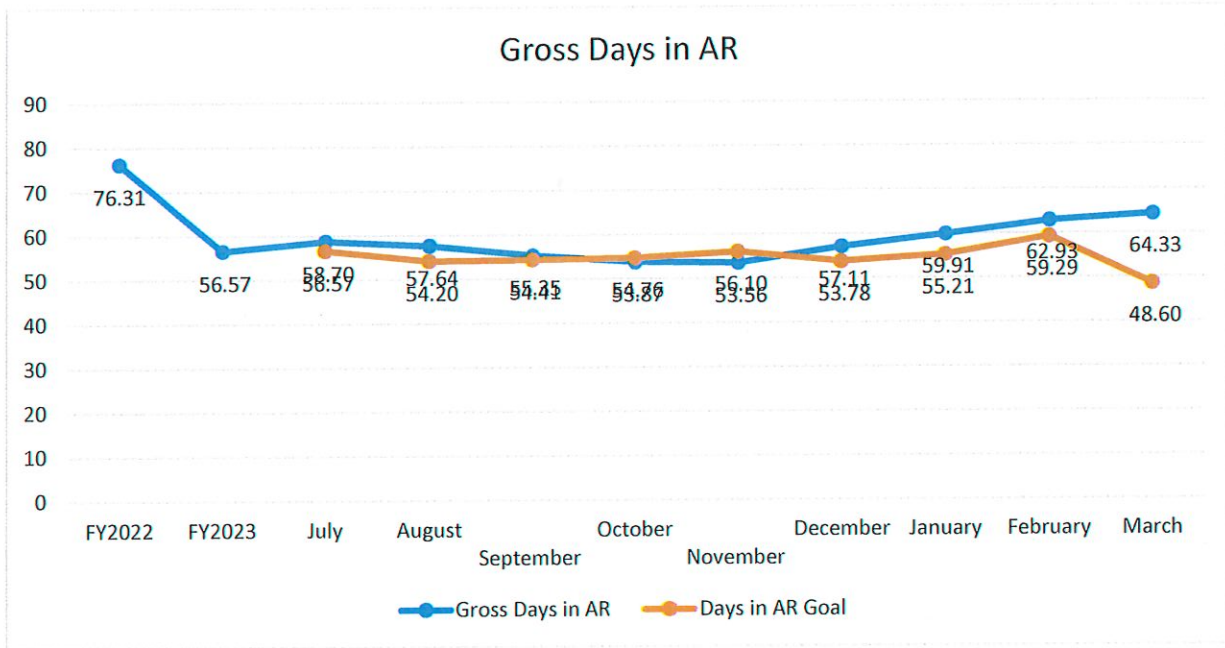
FY24 Maintenance Fund Budget from Sweetwater County	\$1,448,215.00
County Maintenance FY24 - July	\$0.00
County Maintenance FY24 - August	\$197,516.66
County Maintenance FY24 - September	\$0.00
County Maintenance FY24 - October	\$21,575.13
County Maintenance FY24 - November	\$20,665.42
County Maintenance FY24 - December	\$0.00
County Maintenance FY24 - January	\$100,431.64
County Maintenance FY24 - February	\$0.00
County Maintenance FY24 - March	\$107,468.18
County Maintenance FY24 - April	
County Maintenance FY24 - May	
County Maintenance FY24 - June	
	<u>\$447,657.03</u>
FY24 Maintenance Fund Budget Remaining	<u><u>\$1,000,557.97</u></u>

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

- **Days Cash on Hand** represents the number of days the hospital can operate without cash receipts utilizing all sources of cash available. We have set interim goals of 100 days for September, 116 days for December, 132 days for March and 139 days for year end.
 - We saw no change in DCOH, remaining at 104 days. We have seen an increase in the year-to-date daily cash expense. Cash collections came in under budget, at \$10.3 million. Daily cash expense increased to \$307,600 in March.

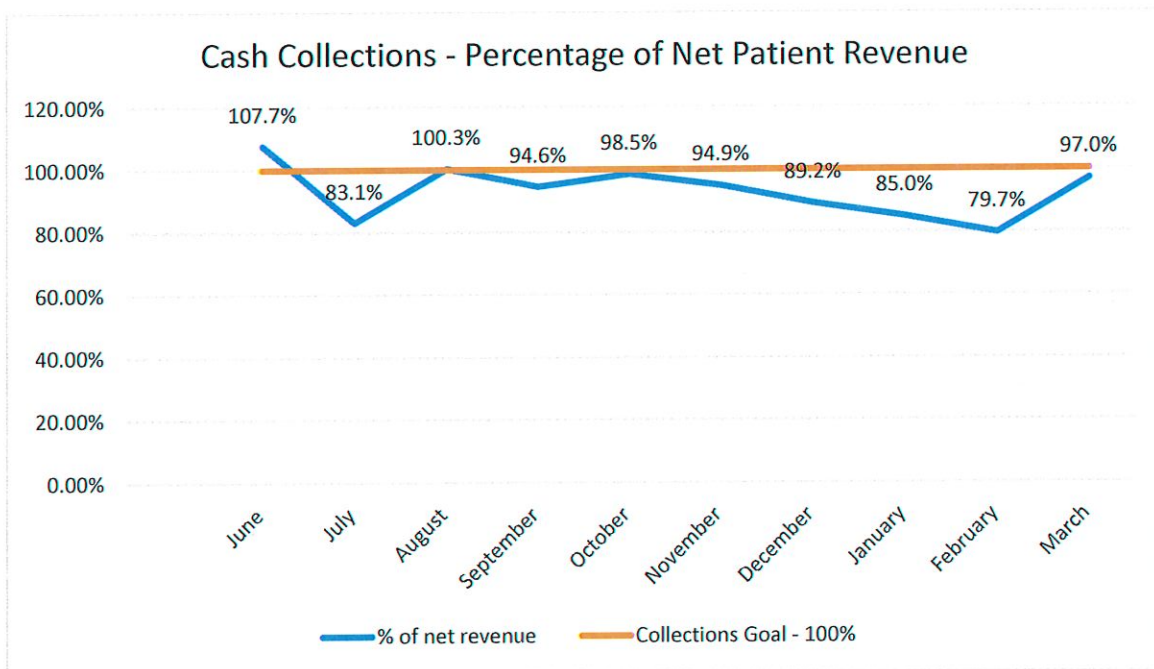


- **Days in Accounts Receivable** represents the number of days of patient charges tied up in unpaid patient accounts. We have set interim goals of 54.4 days for September, 53.8 days for December, 48.6 for March and 47.7 by year end.
 - We use a 3-month average calculation in the financial statements for this metric. Days in AR for March increased due to the continued growth in AR and came in at 64.3, missing the goal for the month.

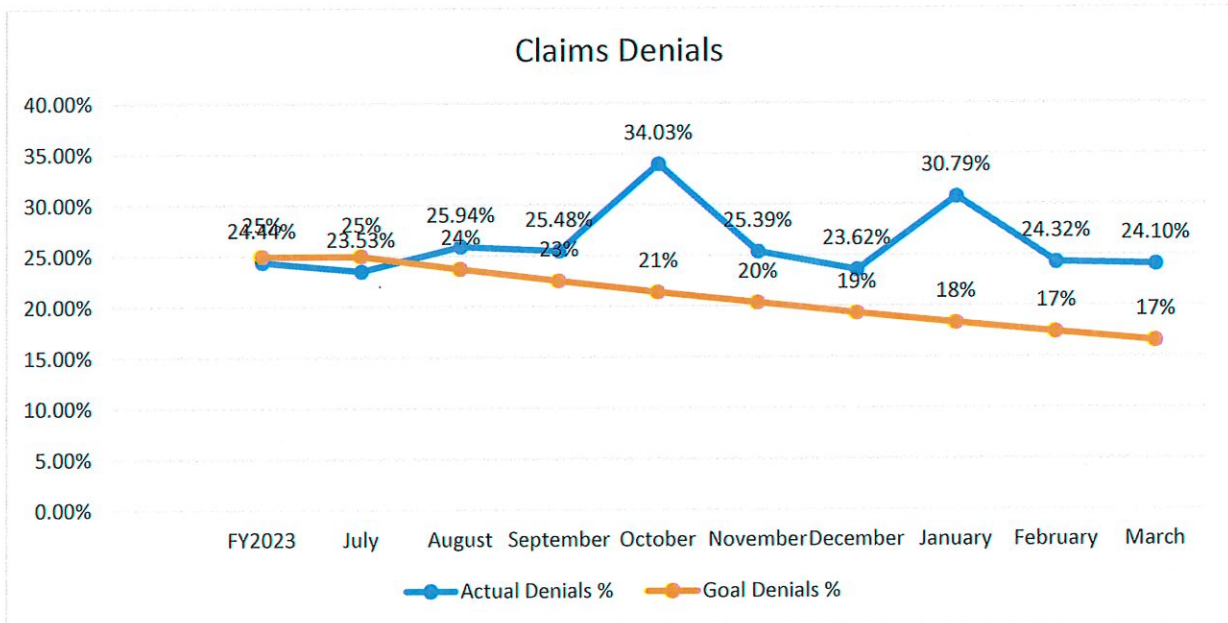


- Cash Collections** – At the recommendation of CLA, we have changed the reporting goal for cash collections. The goal for cash collections is 100% or > than net patient revenue. The new trending graph is shown below.

- Cash collections for March were \$10.3 million, or 97% of net patient revenue and under budget.

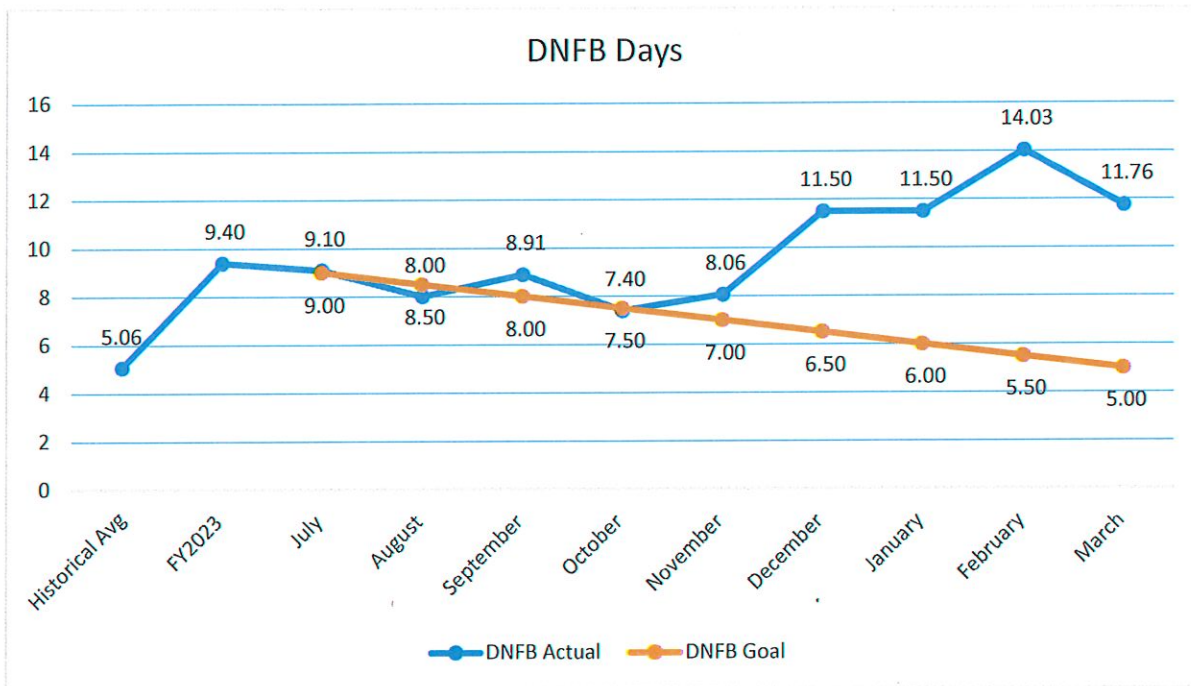


- **Denial Rate** – The denial rate is the percentage of all submitted claims denied by payers. A lower denial rate means improved cash flow. Current state and national benchmarks are at 15%.
 - The denial rate for March was 24.10%, under the goal of 17%. We continue to work with CLA around denials management and named a Denials Management Coordinator and assembled a Denials Management Team.

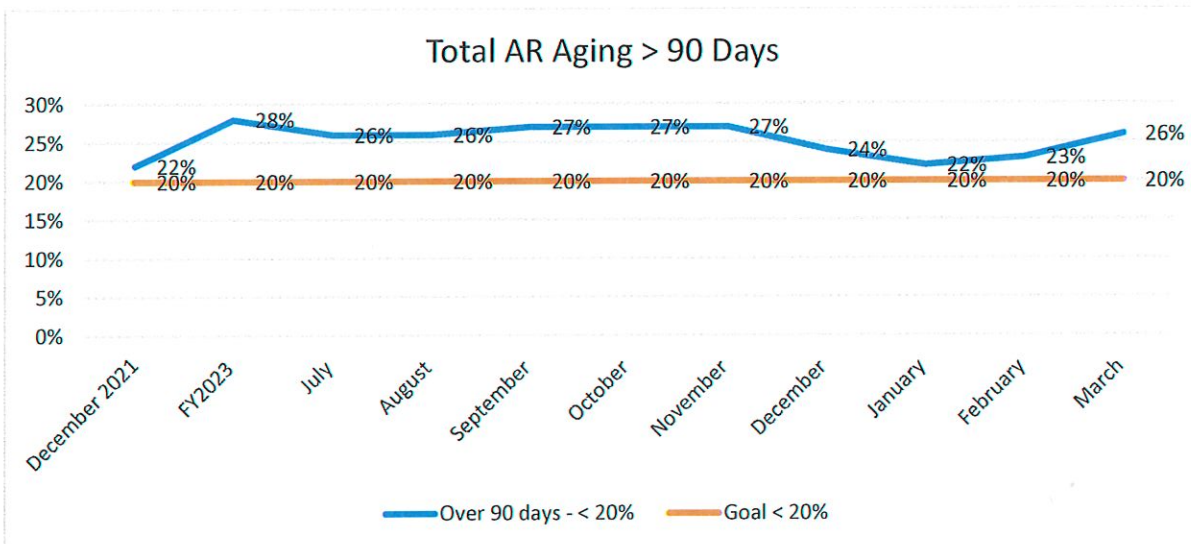


Revenue Cycle Goals – Fiscal Year 2024 - We have also set goals for specific financial metrics impacting the revenue cycle, DNFB Days, Total AR Aging and Payer Specific Aging.

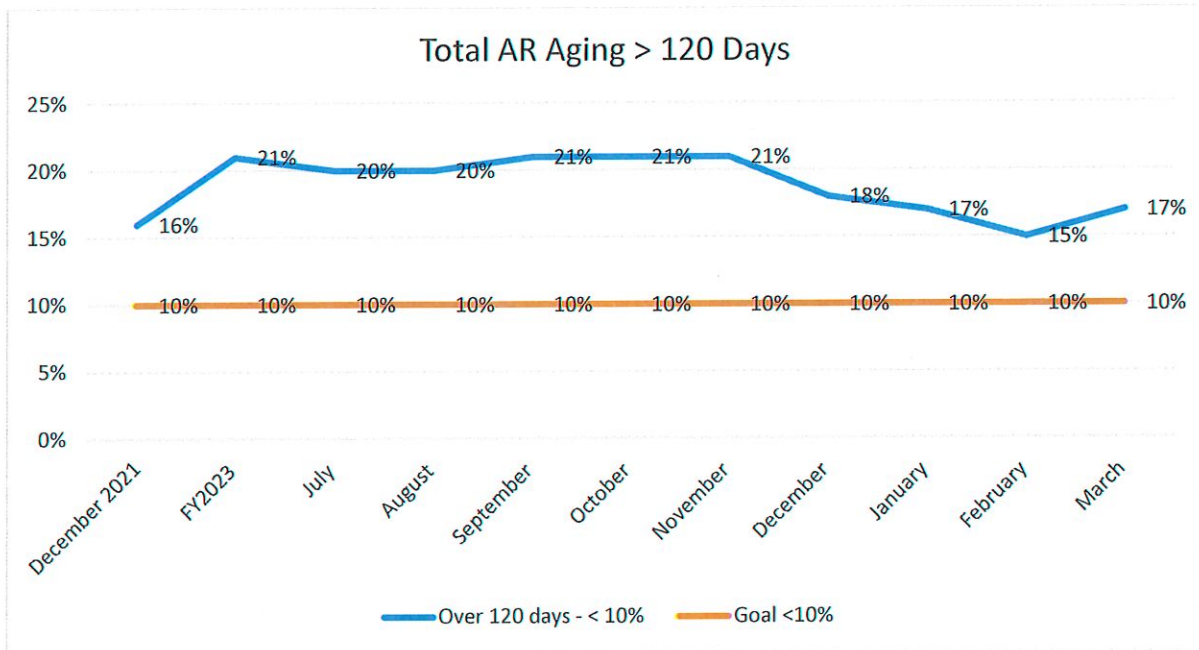
- **DNFB Days – Discharged Not Final Billed days.** These are patient accounts where the patient has been discharged but the account has not been billed. Several categories fall under DNFB, including billing holds, corrections required, credit balances, waiting for coding, ready to bill and the standard delay. The standard delay are those accounts held automatically for 5 days before being released for billing. This allows for all charges to be posted, charts documented and coding to be completed. We have set the goal for DNFB days at 5 days by the end of the fiscal year, equal to our 5-day standard delay for billing accounts.
 - DNFB Days decreased to 11.8 in March as we prioritize this goal with our billing and coding staff. We continue to work through the details in bringing our DNFB days down.



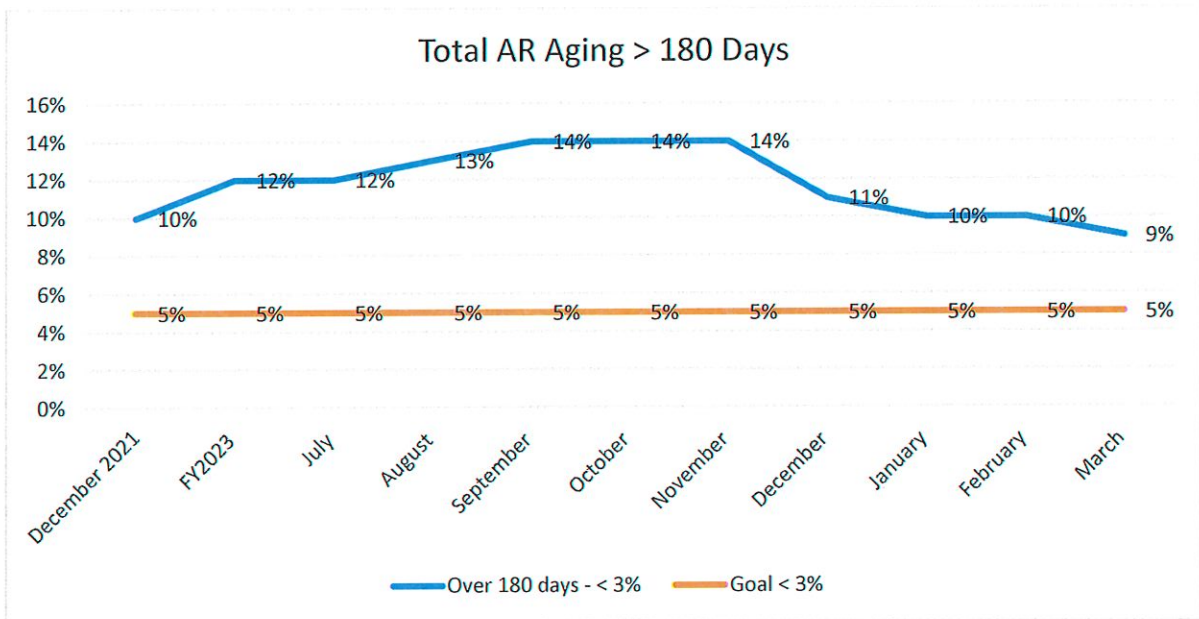
- **Total Accounts Receivable aging** – These goals were set based on national benchmarks received from CLA and are set as follows:
 - Days over 90 days set be < 20% of total AR.
 - Days over 120 days set at < 10% of total AR.
 - Days over 180 days set at < 5% of total AR.



- Days over 90 days are at 26% for March, an increase from the prior month due to the continued high revenues.



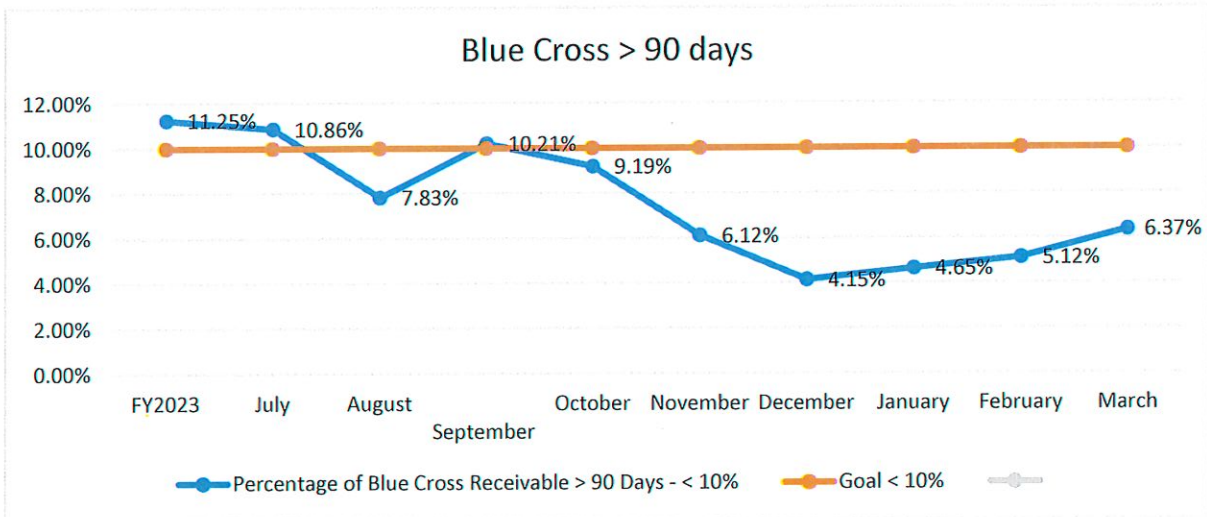
- Days over 120 days increased to 17% for March.



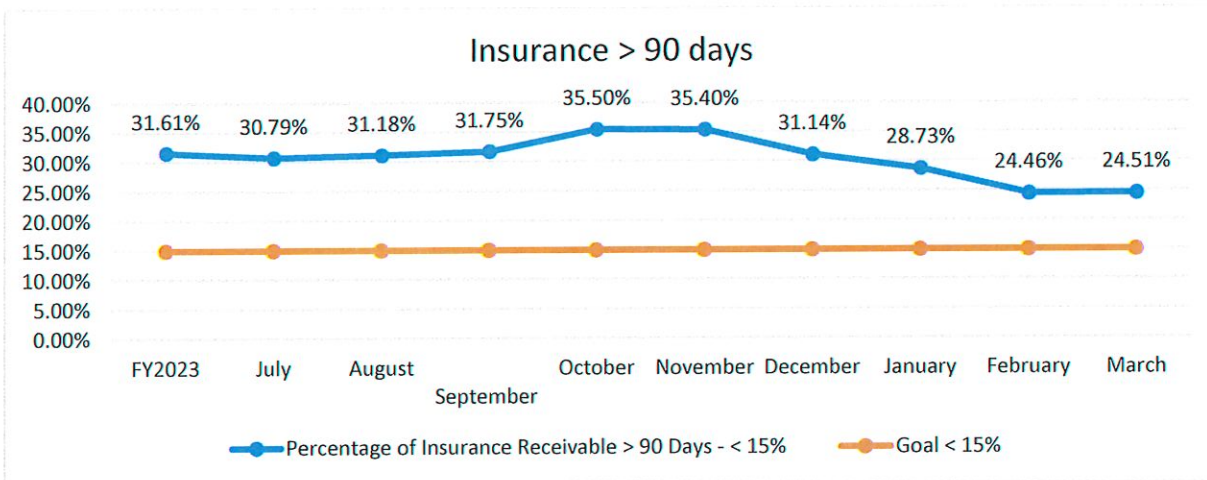
- Days over 180 days decreased to 9% for March with additional focus on the oldest accounts.

- **Days in AR by Payer** – These metrics show more detail of the aging AR by payer. We saw a decrease in the aging AR for Blue Cross, Commercial and Medicare with Medicaid staying right at the goal. These goals are as follows:

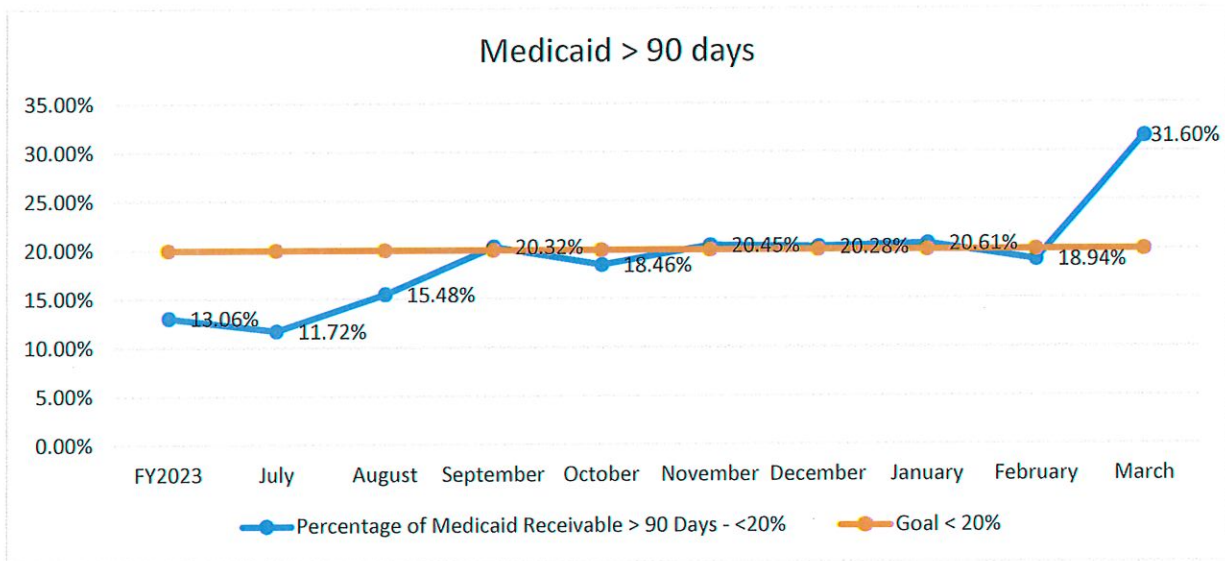
- BCBS Days in AR > 90 days less than 10%
- Insurance Days in AR > 90 days less than 15%
- Medicaid Days in AR > 90 days less than 20%
- Medicare Days in AR > 60 days less than 6%



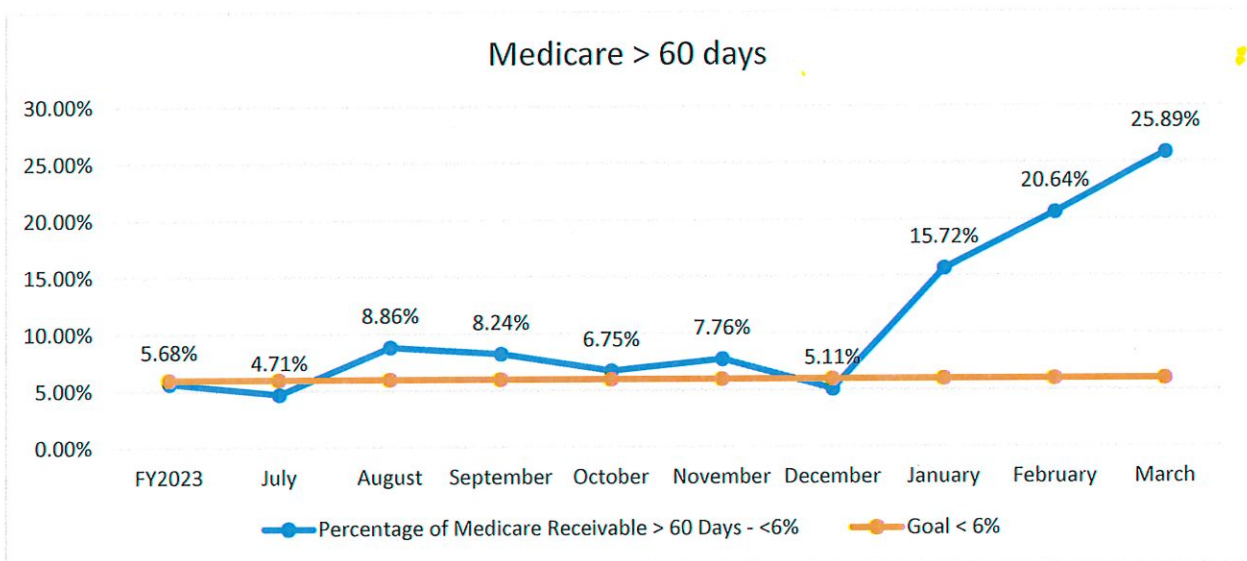
- Blue Cross aging remains under the goal of 10% in March.



- Commercial aging remained stable, at 24.51%, as we focus on efficient workflows and train staff on denials management.



- Medicaid aging increased significantly in March as we continue to train the new Medicare/Medicaid biller. Aging is at 31.60%, over the 20% goal.



- Medicare saw another increase in aging > 60 days. We continue to train the new Medicare/Medicaid biller which is impacting the aging accounts.

**Self Pay Plan
Information and Results
April, 2024**

	FY21	FY22	FY23	FY24
SELF PAY DISCOUNTS	983,066.30	1,353,208.58	780,098.39	567,773.00
	FY 24 ESTIMATE			757,030.67
	MARCH TOTAL			87,445.00

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

	FY21	FY22	FY23	FY24
HARDSHIP PROGRAM	75,053.94	3,164.60	61,124.87	127,490.90
50% DISCOUNT	MARCH TOTAL			4,960.75

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

TOTAL SELF PAY PAYMENTS	HOSPITAL	CLINIC
FY 19	7,931,404.51	
FY 20	8,093,427.44	
FY 21	7,763,867.42	
FY 22	7,359,544.59	
FY 23	7,816,556.16	1,393,371.32
FY 24	6,632,498.32	1,256,075.91

TOTAL SELF PAY REVENUE	HOSPITAL	CLINIC
FY 19	12,651,794.61	
FY 20	13,566,281.12	
FY 21	14,306,425.74	
FY 22	14,129,092.76	
FY 23	14,426,972.88	1,161,887.99
FY 24	12,200,849.11	1,078,767.80

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	1,187,719.65

PAYMENT PLANS

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

FY23 CURRENT CERNER FORMAL PMT PLANS

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

PATIENT NAVIGATION

	FY22	FY23	FY24
ACTUAL COST SAVINGS OF FREE OR REPLACEMENT MEDICATION	261,211.00	285,333.00	229,964.00
COPAY ASSISTANCE *ACTUAL COLLECTIONS	40,733.69	51,976.00	61,007.00
INSURANCE MAXIMUMIZATION *ACTUAL COLLECTIONS	1,015,657.00	1,058,933.00	2,025,415.00
PREMIUM ASSISTANCE *ACTUAL COLLECTIONS	798,050.00	823,191.00	611,281.00
TOTAL COST SAVINGS AND COLLECTED REVENUE	<u>2,115,651.69</u>	<u>2,219,433.00</u>	<u>2,927,667.00</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 WE HAVE EXCEEDED OUR GOAL BY FOR FY 24	 <u>1,958,766.92</u>	 <u>1,243,293.00</u>	 <u>486,291.00</u>

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

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

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

MEMO: April 24, 2024

TO: Finance Committee

FROM: Ronald L. Cheese  Director Patient Financial Services

SUBJECT: Preliminary April, 2024 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Cerner Accounts	\$ 1,790,000.00
Hospital Accounts Affinity	\$ 00.00
Hospital Payment Plans Affinity	\$ 00.00
Medical Clinic Accounts EMD's	\$ 8,745.15
Ortho Clinic Accounts EMD's	\$ 00.00
Total Potential Bad Debt	\$ 1,798,745.15

Accounts Returned	\$ - 79,840.48
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Net Bad Debt Turned \$ 1,718,904.67

Recoveries Collection Agency Cerner	\$ - 125,000.00
Recoveries Collection Agency Affinity	\$ - 65,000.00
Recoveries Payment Plans Affinity	\$ - 1,250.00
Medical Clinic Recoveries EMD's	\$ - 6,643.24
Ortho Clinic Recoveries EMD's	\$ - 458.18
Total Bad Debt Recoveries	\$ - 198,351.42

Net Bad Debt Less Recoveries \$ 1,520,553.25

Projected Bad Debt by Financial Class

Blue Cross and Commercial	\$ 350,000.00
Medicare	\$ 12,000.00
Medicare Advantage	\$ 10,000.00
Self Pay	\$ 1,400,000.00



Memorial Hospital Sweetwater County (MHSC)

Revenue Cycle: Paired Advisory Support

Project Summary – Period Ending: March 29, 2024

Executive summary of engagement actions and plans associated with the Revenue Cycle Paired Advisory Support for the period: **March 2, 2024, to March 29, 2024**. The project objectives are outlined below:

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

This summary is divided in the following four sections:

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

PROJECT MANAGEMENT

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

OVERALL DASHBOARD RATING

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

Workplan Milestones	Finish Date	Responsible Party	Status
Project Mobilization <ul style="list-style-type: none"> • Establish project governance structure, management tools, identify workgroup participants, and hold project kickoff meeting 	12-05-23	CLA Consultants & Project Team Leader	Completed
Future State Workflow Redesign <ul style="list-style-type: none"> • Patient Access • Business Office 	12-31-23	CLA Consultants, Project Team Leaders, & Workgroups	Completed
Future State Workflow Build <ul style="list-style-type: none"> • Patient Access 	01-31-24	CLA Consultants, Project Team Leaders, & Workgroups	Completed







Workplan Milestones	Finish Date	Responsible Party	Status
Future State Workflow Build • Business Office	01-31-24	CLA Consultants, Project Team Leaders, & Workgroups	In Progress
Clinical Documentation/Coding Education • HIM Coding	12-31-23	CLA Consultants	Completed
Clinical Documentation/Coding Education • Providers	03-31-24	CLA Consultants	Completed


Issues for Management Attention

#	Issue	Definition/Impact	Action Plan	Status
01	Inappropriate assignment of charge capture posting and reconciliation of dialysis charge functions.	Billing staff completes dialysis charge functions. Activity impacts staff workload, productivity, and accuracy.	CFO to meet with Dialysis Leadership to request department be accountable for posting charges of services rendered in area. 02-09 -PFS leadership is currently testing a new approach with use of scanning application for general ledger updates/interface. 03-01: testing is still in progress. 03-20: Decision between scanning and care sets is in process. Meeting to take place after care set is built to test each process to determine most efficient option.	In progress
02	Finance policy requires a \$90 payment for self-pay patients and at least a \$25-\$30 co-pay for insured patients.	Self-pay patients are unable to pay \$90 and co-pays are not being collected. Modify policy to require a minimum of \$25 to be collected upfront for self-pay and insured patients.	Modify Finance policy to reflect co-pay and self-pay requirement of \$25. 03-01:final review was being done to ensure that all forms/policies have been updated. 03-29: policy completed	Completed
03	Establishing workflow for patient collections across all clinical departments.	Registration staff collects owed funds as it relates to copays and self-pay patients.	Outstanding questions are resolved, and training schedule is established with all registration departments. 2-9-Training to take place the week of February 26. 03-01: Training completed	Completed



#	Issue	Definition/Impact	Action Plan	Status
04	Editing of patient statements	Patient statements need to be edited to reflect updated financial policy.	Ron to enter SR with Cerner 2/9-Waiting for SR to be entered. 03-01: Waiting for SR to be entered until after decision is made about patient finance company. Recommendation made to pause taking next steps on patient finance company and moving forward with edits to patient statements. 03-29: SR pending with Cerner and statement vendor.	In Progress 
05	Interpreter schedule is currently saved on Outlook calendar.	Team members are not currently able to access Outlook calendar.	Clinic Director to collaborate with Clinical Informatics team to establish schedule within Cerner. 2/9-Jodi is in the process of building schedule within Cerner. 03-01: Schedules completed	Completed
06	Lack of understanding regarding automated eligibility within Cerner.	Increase staff productivity by increased use of automation.	Clinic Registration Supervisor to collaborate with Clinical Informatics team to gain clearer understanding of functionality. 2/9-Jodi working with Cerner to gain clearer understanding of system set up. 03-01: Jodi will enter SR with Cerner to have all clinics set up in the same manner. 03-29: SR pending with Cerner.	In Progress
07	Outstanding AR in legacy systems	Legacy system AR needs to be resolved so full attention can be placed on Cerner.	03-29: Legacy AR continues to decline but deadline of March 31 will not be met.	In Progress 
08	Lack of understanding regarding patient AR work queues.	Continued increase in patient AR.	03-29: Gain understanding of patient AR workflow within Cerner. Manage outstanding patient AR from aging report	In Progress 
09	Re-structuring of Business Office phone tree	Alleviate phone volume from insurance billers	03-29: Established phone tree structure and provided to IT in February. Waiting for set up to be completed.	In Progress 



#	Issue	Definition/Impact	Action Plan	Status
10	Outstanding DNFB that exceeds industry best practice of <u>> 4-days.</u>	Reduce backlogs of DNFB accounts waiting to be processed due to HIM-Coding, incomplete documentation, and billing.	<p>03-25: DNFB accounts total \$9.6M, which includes 3-day suspense period of \$2.2M, HIM-Coding of \$2.1M and \$5.3M due to processing concerns by Business Office.</p> <p>It was reported DNFB reports are monitored once per month by Business Office. It was agreed DNFB accounts must be worked daily. Leadership in HIM will be trained on how to generate the DNFB report and HIM and Business Office will work the weekly-Tuesday reports. Additionally, Business Office leadership will work closely with the billers to ensure daily tasks are prioritized in includes addressing outstanding billing holds due to DNFB.</p> <p>Weekly recurring meetings established with CLA to review progress made towards prioritization accounts for processing.</p>	In Progress 

Out of Scope

#	Activity	Action Pending/Taken
01	Patient Financing Options	<p>03-01: Review of vendors has been completed and a list of pros and cons have been established. CLA has recommended that MHSC pause on making their final selection until consistent workflows have been created with the patient AR team as this is an immediate need due to the rising patient AR.</p> <p>03-29: During onsite visit, discussions took place that indicated MHSC may be moving forward with choosing a vendor. No details were communicated regarding status of vendor proposals and possible starting dates.</p>

Major Accomplishments for this Reporting Period

1. Onsite workgroup for Patient Financial Services patient AR and balancing of patient payments took place the week of 3/25. Review of the current balancing process took place. In follow up, a policy and procedure will be provided to hold all staff collecting patient money accountable for what he/she collects and enters Cerner.
2. After review of current patient AR report, it was found that not all accounts were being worked due to a lack in understanding of the report. This was worked through, and suggestive prioritization was provided.



- Discussion and review of draft job descriptions for **Lead Revenue Cycle Specialist** and **Denial Coordinator**. The expectation is that both job duties will be assigned within the month of April. Meetings were planned with Human Resources to discuss draft job descriptions, to gain understanding of requirements for posting positions or promoting staff (Lead Revenue Cycle Specialist), pay grade increase, and steps to promote to staff members from Collections Clerk I to Collections Specialists. Recurring weekly meetings scheduled to assess progress underway.

High-level Timeline (Workplan)

MHSC Project Plan V4						
ID	Task Mode	Task Name	Duration	Start	Finish	
1	✦	Redesign & Implementation	153 days	Wed 11/1/23	Fri 5/31/24	
2	✦	Project Mobilization	28 days	Wed 11/1/23	Fri 12/8/23	
3	✦	Planning Meeting	22 days	Wed 11/1/23	Thu 11/30/23	
4	✦	Onsite meeting	2 days	Tue 12/5/23	Wed 12/6/23	
5	✦	Future State Model Definition & Design	44 days	Tue 12/5/23	Fri 2/2/24	
6	✦	Patient Access	30 days	Tue 12/5/23	Mon 1/15/24	
9	✦	Patient Financial Services	42 days	Tue 12/5/23	Wed 1/31/24	
16	✦	Reporting/Data Analytics	30 days	Tue 12/5/23	Mon 1/15/24	
18	✦	Policies and Procedures	98 days	Wed 11/1/23	Fri 3/15/24	
19	✦	Patient Access	87 days	Wed 11/1/23	Thu 2/29/24	
23	✦	Patient Financial Services	87 days	Wed 11/1/23	Thu 2/29/24	
28	✦	Training	32 days	Thu 2/1/24	Fri 3/15/24	
34	✦	Denials Management/Prevention Committee	96 days	Fri 2/16/24	Sun 6/30/24	
36	✦	Parking lot items	129 days	Tue 12/5/23	Fri 5/31/24	

Expectations for the Next Reporting Period

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

Key Activity	Start Date	Completed Date
Kick-off Provider Clinical Documentation & Coding Education	02-12-24	03-25-24
Review phone tree flow chart	12-13-23	02-29-24
Finalization of pre-registration and registration process	12-5-23	01-31-24
Review action code report	12-13-23	01-31-24
Review of policies and procedures regarding newly established workflows	01-08-24	
Review of KPI reports/dashboard	01-08-24	
Modifications to phone tree	02-29-24	
Review of Patient AR and Payment Posting Workflow	02-29-24	
Identify/train Denials Coordinator	03-05-24	
Establish/Implement Denials Management Workgroup	04-01-24	
Reduce/manage outstanding DNFB encounters	03-25-24	



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: **MHSC COMPENSATION ASSESSMENT PROPOSAL**
2. Purpose of contract, including scope and description: **The Hospital has not had an in-depth compensation survey completed since before 2012. Gallaghers proposal was reviewed by HR Committee and recommended that HR proceed with the Gallagher proposed compensation assessment. Gallagher will perform the deliverables outlined on page 2. Their assessment methodology and project plan are outlined begins on page 3 of the proposal.**
3. Effective Date: **compensation analysis should be completed in six to eight weeks from the date MHSC gives approval.**
4. Expiration Date: **NA**
5. Termination provisions: **NA** Is this auto-renew? **No**
6. Monetary cost of the contract: **\$46,000.00. All travel expenses for on-site meetings will be billed at actual costs for airfare, meals, lodging and transportation.** Budgeted? **yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **no**
9. Indemnification clause present? **no**
10. Is this contract appropriate for other bids? **The HR Committee reviewed two proposals 1) Employers Council and Gallagher. HR Committee recommended that HR staff proceed with Gallagher.**
11. Is County Attorney review required? **no**