

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
BOARD OF TRUSTEES  
Special Meeting  
June 27, 2024  
9:00 a.m.

<https://us02web.zoom.us/j/82179078297?pwd=dmbVxZey5vftrFa1wWJoZpX81UUUBE.1>

Meeting ID: 821 7907 8297  
Passcode: 943253

**AGENDA**

- |      |  |                |
|------|--|----------------|
| I.   | Call to Order  | Barbara Sowada |
| II.  | <a href="#">FY 2025 Budget</a> <i>(For Approval)</i> | Marty Kelsey   |
| III. | Executive Session (W.S. §16-4-405(a)(ix))            | Barbara Sowada |
| IV.  | Action Following Executive Session                   | Barbara Sowada |
| V.   | Adjourn  | Barbara Sowada |



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

**Operating Budget and Capital Budget**

**for the Fiscal Year Ending**

**June 30, 2025**

*RATE INCREASE 6%*

*WAGE ADJUSTMENTS*

*estimated per wage analysis ~ 10%*

*Not to exceed \$3,100,000*

Prepared and Submitted for Board Approval by:

**TAMI LOVE**

Chief Financial Officer

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Budget for the Year Ending 06/30/25**

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

**PATIENT DAYS**

FY 2025 BUDGET: 5,750  
FY 2024 PROJECTED: 5,760  
FY 2023 PATIENT DAYS: 5,620  
FY 2022 PATIENT DAYS: 5,843  
FY 2021 PATIENT DAYS: 4,768  
FY 2020 PATIENT DAYS: 4,714  
FY 2019 PATIENT DAYS: 5,293

**DISCHARGES**

FY 2025 BUDGET: 2,050  
FY 2024 PROJECTED: 2,060  
FY 2023 DISCHARGES: 1,823  
FY 2022 DISCHARGES: 1,829  
FY 2021 DISCHARGES: 1,768  
FY 2020 DISCHARGES: 1,874  
FY 2019 DISCHARGES: 2,028

**EMERGENCY DEPARTMENT VISITS**

FY 2025 BUDGET: 16,185  
FY 2024 PROJECTED: 16,165  
FY 2023 ACTUAL VISITS: 15,537  
FY 2022 ACTUAL VISITS: 14,991  
FY 2021 ACTUAL VISITS: 13,357  
FY 2020 ACTUAL VISITS: 14,873  
FY 2019 ACTUAL VISITS: 16,246

**SURGICAL PROCEDURES**

FY 2025 BUDGET: 2,484 full year new general surgeon, additional gynecologist  
FY 2024 PROJECTED: 2,185  
FY 2023 ACTUAL PROCEDURES: 1,800  
FY 2022 ACTUAL PROCEDURES: 1,529  
FY 2021 ACTUAL PROCEDURES: 1,692  
FY 2020 ACTUAL PROCEDURES: 1,780  
FY 2019 ACTUAL PROCEDURES: 1,935

**OUTPATIENT VISITS**

FY 2025 BUDGET: 99,800  
FY 2024 PROJECTED: 99,576  
FY 2023 ACTUAL VISITS: 92,590  
FY 2022 ACTUAL VISITS: 104,298  
FY 2021 ACTUAL VISITS: 106,791  
FY 2020 ACTUAL VISITS: 91,238  
FY 2019 ACTUAL VISITS: 86,909

**CLINIC VISITS**

FY 2025 BUDGET: 80,000 new and full year providers - general surgeon, ob/gyn, walk-in  
FY 2024 PROJECTED: 79,686  
FY 2023 ACTUAL VISITS: 70,028  
FY 2022 ACTUAL VISITS: 65,585  
FY 2021 ACTUAL VISITS: 56,660  
FY 2020 ACTUAL VISITS: 54,815  
FY 2019 ACTUAL VISITS: 54,497

**2) GROSS REVENUE**

GROSS REVENUE AT FY24 PROJECTION PLUS NEW PROVIDERS, FULL YEAR PROVIDERS, RATE INCREASE

**RATE INCREASE:**

6% AGGREGATE RATE INCREASE EQUATES TO 2.4% INCREASE IN NET PATIENT REVENUE  
INCLUDES PHARMACY REVENUE INCREASE DUE TO EXPECTED DRUG COST INCREASE

**\*\* healthcare inflation increased 17.8% in 2022 - 2023, 10% in 2023-2024 and is expected to increase 6% in 2024-2025 due to labor and supply costs**

FY24 RATE INCREASE: 6%  
FY23 RATE INCREASE: 6%  
FY22 RATE INCREASE: 5%  
FY21 RATE INCREASE: 5%  
FY20 RATE INCREASE: 5%  
FY19 RATE INCREASE: 2%  
FY18 RATE INCREASE: 5%  
FY17 RATE INCREASE: 5%

**3) PAYER MIX TREND**

Payer Mix History	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Commercial/Work Comp	19.86%	20.29%	17.48%	16.59%	16.71%	15.16%	16.09%	16.70%
Blue Cross	24.66%	24.39%	23.02%	24.34%	23.40%	23.17%	23.41%	20.52%
Medicaid	8.94%	10.34%	9.26%	8.28%	9.13%	10.19%	11.17%	10.71%
Medicare	36.24%	34.80%	39.45%	38.15%	37.63%	38.40%	37.55%	41.44%
Self Pay	7.90%	8.96%	8.25%	8.47%	8.31%	8.10%	6.94%	6.22%
Other	2.40%	1.65%	2.55%	4.17%	4.82%	4.98%	4.85%	4.41%

**FY 2025 BUDGET AT CURRENT PAYOR MIX**

SELF PAY 6.2%  
 MEDICARE 41.5%  
 MEDICAID 10.7%  
 BLUE CROSS 20.5%  
 PRIVATE INSURANCE 16.7%  
 OTHER GOVERNMENT 4.4%

**4) CONTRACTUAL ALLOWANCES**

MEDICAL ASSISTANCE BUDGETED AT 1% - watching trend as we saw decrease in FY2024  
 BAD DEBT BUDGETED AT 5.9% - stable from prior years  
 TOTAL DEDUCTIONS OF REVENUE ARE BUDGETED AT 53%

REDUCTION OF REVENUE ACTUAL FYTD24: 52.8%  
 REDUCTION OF REVENUE BUDGET FY24: 52.5%

REDUCTION OF REVENUE FY23: 52.2%  
 REDUCTION OF REVENUE FY22: 50.4%  
 REDUCTION OF REVENUE FY21: 51.4%  
 REDUCTION OF REVENUE FY20: 50.6%  
 REDUCTION OF REVENUE FY19: 49.3%

**1% INCREASE IN REDUCTION OF REVENUE = \$2.9 MILLION ANNUAL DECREASE TO NET PATIENT REVENUE AND BOTTOM LINE**

COUNTY BUDGET REQUEST: TITLE 25 SUBSIDY \$244,167, DECREASE BASED ON FY24 PROJECTION

**IMPACT OF CRITICAL ACCESS DESIGNATION NOT INCLUDED IN BUDGET**

*estimated decrease in reduction of revenue of 4% with CAH  
 assuming January 1, 2025 start, six months equates to \$4.3 million additional cash and net revenue which will increase our bottom line*

**5) OTHER OPERATING REVENUE**

COUNTY BUDGET REQUEST: TOTAL MAINTENANCE FUND \$1,675,536  
 FY2025 County budget requested same as FY2024 in total - decreased by \$300,000

OCCUPATION MEDICINE CONTRACTS - slight increase with added OM contracts  
 FOUNDATION UNRESTRICTED FUNDS  
 CAFETERIA SALES  
 COLLECTION AGENCY INTEREST  
 IMPACT ASSISTANCE FUNDS - \$291,000 January - June 2025

**6) SALARY AND WAGE**

CURRENTLY WORKING WITH VENDOR ON COMPREHENSIVE WAGE ANALYSIS PER STRATEGIC PLAN  
**BUDGET INCLUDES ESTIMATED WAGE ADJUSTMENT OF 10%**  
 NOT TO EXCEED \$3,100,000 (DOES NOT INCLUDE BENEFITS OR CONTRACTED PROVIDERS)

CURRENT APRIL FTEs: 520.6

**FY 2025 BUDGETED FTEs: 571.06 includes 16.2 contracted agency FTEs**

**NEW PHYSICIANS AND PROVIDERS:**

PA/NP OB/GYN  
 DR. VERONESE - OB/GYN  
 WALK-IN PHYSICIAN

**FULL YEAR OF FY24 ADDED PROVIDERS**

DR. HOFFMAN - GENERAL SURGEON  
 DR. POUNDSTONE - MED/PED HOSPITALIST  
 DR. DUCU - HOSPITALIST

**DEPARTMENTAL INCREASES:**

MED/SURG - 2 NEW/3 VACANT TO REPLACE CONTRACT  
 BEHAVIOR HEALTH - 3 VACANT TO REPLACE CONTRACT  
 SURGICAL SERVICES - 2 NEW/3 VACANT TO ADD FOURTH TEAM  
 EMERGENCY SERVICES - 4 NEW - ED TECH AND 9 VACANT - DIRECTOR PLUS CONTRACT REPLACEMENT  
 LABORATORY - 3 NEW/7 VACANT ADDITIONAL TESTING AVAILABILITY AT 3000 COLLEGE AND MOB, INCREASED VOLUMES  
 MEDICAL IMAGING - 5 VACANT (XRAY & ULTRASOUND) TO REPLACE CONTRACT  
 CARE MANAGEMENT - 1 NEW ED CASE MANAGER  
 ENVIRONMENTAL SERVICES - 1 NEW/1 VACANT  
 SECURITY - 3 VACANT  
 PATIENT FINANCE - 1 NEW (PATIENT NAVIGATOR/ 2 VACANT  
 CLINICS - 5 NEW (NEW PROVIDER STAFF)/2 VACANT  
 PERSON CENTERED CARE (NEW DEPARTMENT) - MOVED FROM ADMINISTRATION PLUS 2 NEW

VACANT POSITIONS INCLUDED IN BUDGET - 42.25 FTEs

NEW POSITIONS INCLUDED IN BUDGET - 15.94 FTEs

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

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Budget for the Year Ending 06/30/25**

**7) FRINGE BENEFITS**

GROUP HEALTH INCREASE OF 8% PER GALLAGHER

OTHER BENEFITS ARE A FUNCTION OF SALARY AND WAGE  
 INCLUDES ADDITIONAL AMOUNT RELATED TO S&W INCREASE

**8) CONTRACT LABOR**

**TOTAL \$3,647,200 - TOTAL DECREASED BY 11% FROM FY2024 PROJECTION**

REDUCE CURRENT AGENCY FTES FROM 24.8 TO 16.2 BY YEAR END  
 PER STRATEGIC PLAN: REDUCE NURSING AND RESPIRATORY CONTRACT LABOR BY 30% PER YEAR

**9) OTHER PHYSICIAN FEES**

**TOTAL \$4,466,855**

LOCUM PHYSICIANS COST INCLUDED DURING RECRUITMENT SEARCH - PEDIATRICIAN, OB/GYN, NEUROLOGY, UROLOGY  
 LOCUM COVERAGE FOR CURRENT PHYSICIANS - ONCOLOGY, ANESTHESIOLOGY

INCLUDES CONTRACTED PHYSICIAN SERVICES: RADIOLOGY, ER PHYSICIANS, TELEPSYCHOLOGY,  
 MATERNAL FETAL MEDICINE, SLEEP LAB & EKG INTERPRETATIONS

**10) OTHER PURCHASED SERVICES****CONSULTING FEES INCLUDES:**

HUNTSMAN CANCER CENTER CONSULTING  
 PLANETREE  
 CRITICAL ACCESS DESIGNATION ASSISTANCE

**ADVERTISING: \$529,000 INCLUDES STRATEGIC PLAN INITIATIVES**

**LEGAL FEES: \$406,000**

**AUDIT FEES: \$138,000**

**BANK CARD FEES: \$245,000**

**COLLECTION AGENCY FEES: \$660,500**

**DEPARTMENT MANAGEMENT SERVICE:**

CARDINAL PHARMACY - \$1,522,600  
 UNIDINE DIETARY SERVICES - \$1,252,000

**OTHER PURCHASED SERVICES - DEPARTMENTAL**

LABORATORY - SEND OUT TESTING WITH CORRESPONDING REVENUE  
 SURGERY - LITHOTRIPSY AND PROMAXO SERVICES WITH CORRESPONDING REVENUE  
 ONCOLOGY - DOSIMETRIST AND PHYSICIST COVERAGE  
 MEDICAL IMAGING - PHYSICIST SERVICES AND MOBILE PET SCANNER  
 MEDICAL RECORDS - EXTERNAL CODING AUDITS  
 PHARMACY - AFTER HOURS SERVICES, DIVERSION SOFTWARE  
 JOINT COMMISSION RESOURCES - ADDITIONAL SURVEY REQUIRED FOR CRITICAL ACCESS DESIGNATION  
 PRESS GANEY - ADDITIONAL PHYSICIAN SURVEYS  
 PRESS GANEY - CULTURE OF SAFETY/EMPLOYEE ENGAGEMENT SURVEY  
 INFORMATION TECHNOLOGY - CYBER SECURITY  
**ADMINISTRATION - FORMAL LEADERSHIP TRAINING PER STRATEGIC PLAN**

**11) PHARMACY DRUGS**

DRUGS - 6% - COST IS PASSED THROUGH TO REVENUE

**12) SUPPLIES - AT PROJECTION OR INCREASED DUE TO VOLUMES AND ONGOING INFLATION ISSUES ~ 7% INCREASE OVERALL**

LAB SUPPLIES - 9%  
 INSTRUMENTS - DAVINCI FOR UROLOGY & GYNECOLOGY 39% (COST PASSED THROUGH REVENUE)  
 IMPLANTS - 10% (COST IS PASSED THROUGH REVENUE)  
 MED/SURG SUPPLIES - 8%  
 MINOR EQUIPMENT - 12%  
 NON MED/SURG SUPPLIES - 11%

**13) UTILITIES - 6% OVERALL INCREASE**

ELECTRICITY - 12% ROCKY MOUNTAIN POWER RATE INCREASE  
 FUEL - 3% OVER PROJECTION

**14) REPAIRS AND CONTRACT MAINTENANCE - 13% OVERALL INCREASE**

CONTRACT MAINTENANCE - AVERAGE 3% ANNUAL INCREASE ON EXISTING SUPPORT CONTRACTS  
 DAVINCI SUPPORT CONTRACT - \$200,000  
 NEW MRI SUPPORT CONTRACT STARTING IN OCTOBER - \$90,000  
 PHARMACY MEDKEEPER - \$31,000  
 QUALITY - NEW PATIENT SAFETY ORGANIZATION - \$11,000  
 EMPLOYEE HEALTH - NEW EHR SUPPORT CONTRACT \$16,000  
 FACILITIES - BUILDING AUTOMATION SUPPORT - \$18,000  
 NURSING ADMIN - VOCERA SYSTEM \$25,000  
 CERNER/ORACLE CLINICAL ASSIST - \$17,500

MAINTENANCE & REPAIRS - 10% INCREASE  
 COUNTY MAINTENANCE FUNDS HELP OFFSET FACILITY MAINTENANCE PROJECTS

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
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**Budget for the Year Ending 06/30/25**

**15) INSURANCE - 51% OVERALL INCREASE**

CYBER LIABILITY - \$21,000 DECREASE DUE TO MORE OPTIONS IN CARRIERS (170% INCREASE IN FY23)  
 PROPERTY - \$13,000 INCREASE  
 AUTO - \$780 INCREASE  
 DIRECTORS & OFFICERS, EMPLOYEE LIABILITY, CRIME - \$2,000 INCREASE  
 HELIPAD - \$700 INCREASE  
 POLLUTION - FIXED WITH 3 YEAR PREMIUM  
 PROFESSIONAL LIABILITY - INCREASE DUE TO CHANGE IN CARRIER  
 COPIC \$429,000 increase over expiring premium  
 UMIA proposal \$245,000 increase over expiring premium

**16) OTHER OPERATING EXPENSES - 18% OVERALL INCREASE**

**LICENSE AND TAXES:** HUNTSMAN CANCER CENTER: \$50,000

**MEMBERSHIPS:** AHA, WHA, EMPLOYEES COUNCIL

**EDUCATION & TRAVEL:** EMPLOYEE TUITION REIMBURSEMENT: \$24,000  
 CLINICAL EDUCATIONAL SPONSORSHIP: \$16,000  
 BOARD EDUCATION: \$41,000  
 BOOKS & SUBSCRIPTIONS  
 PHYSICIANS & PROVIDERS: CME & TRAVEL PER CONTRACTS  
 CONTINGENCY FOR DEPARTMENT SPECIFIC TRAVEL REQUESTS TO BE APPROVED AS NEEDED

**POSTAGE AND FREIGHT**

**EMPLOYEE RECRUITMENT**

**PHYSICIAN RECRUITMENT**

\$251,000 NEW PROVIDER RECRUITMENT - OB/GYN, UROLOGIST, MIDLEVELS  
 \$364,000 ONGOING RETENTION AND NEW SIGN ON BONUSES

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

**COMPUTER SOFTWARE**

**FOUNDATON EXPENSES**

**17) LEASES & RENTALS - 20% OVERALL DECREASE**

MAKO RENTAL WILL MOVE TO CAPITAL LEASE

**18) DEPRECIATION - 1.3% INCREASE**

FY2025 ASSETS INCLUDE ONCOLOGY SUITE, IMAGING RENOVATION PLUS APPROVED CAPITAL OF \$3,000,000

**CONTINUED INVESTMENT IN FACILITY HAS RESULTED IN LOWER AVERAGE AGE OF PLANT - 11.59 YEARS**

**19) NON-OPERATING REVENUE**

**GRANT FUNDS BUDGETED**

LAB EXPANSION - SLIB & MATCHING FUNDS - \$3,323,000  
 MOB ENTRANCE - SLIB \$267,000

RENT INCOME - UNIVERSITY OF UTAH AIRMED, OTHER OUTSIDE PROVIDERS \$160,000

INVESTMENT INCOME \$382,000

**INTEREST EXPENSE - (\$855,000) - DECREASED WITH REFINANCING AND CONVERSION OF BONDS**

**20) CAPITAL BUDGET**

**FY 2025 CAPITAL BUDGET RECOMMENDATION: \$3,000,000**

FY2025 CAPITAL EQUIPMENT REQUESTS: \$9.2 MILLION

FY2025 CONSTRUCTION PROJECT REQUESTS: \$6.1 MILLION

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

FY2024 CAPITAL APPROVED - \$2,379,082

\$728,811 REIMBURSED BY OTHERS (COUNTY MAINTENANCE FUND AND FOUNDATION GRANTS)

**21) KEY PERFORMANCE INDICATORS (KPI)**

**OPERATING MARGIN**

**FY 2025 BUDGET: 1.47%**

**FY2024 PROJECTION: 5.04%**

FY 2023 ACTUAL: -3.99%

FY 2022 ACTUAL: -4.55%

FY 2021 ACTUAL: -6.06%

FY 2020 ACTUAL: -1.72%

FY 2019 ACTUAL: .05%

FY 2018 ACTUAL: -1.10%

**TOTAL MARGIN**

**FY 2025 BUDGET: 4.61%**

**FY2024 PROJECTION: 5.97%**

FY 2023 ACTUAL: -2.44%

FY 2022 ACTUAL: -2.56%

FY 2021 ACTUAL: 5.26%

FY 2020 ACTUAL: 5.59%

FY 2019 ACTUAL: 1.23%

FY 2018 ACTUAL: 2.75%

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Budget for the Year Ending 06/30/25**

**DAYS CASH ON HAND**

**FY 2025 BUDGET: 133**  
CURRENT DAYS OF CASH ON HAND: 112  
**FY2024 PROJECTION: 119**  
FY 2023 ACTUAL: 100  
FY 2022 ACTUAL: 101  
FY 2021 ACTUAL: 179  
FY 2020 ACTUAL: 221  
FY 2019 ACTUAL: 137  
FY 2018 ACTUAL: 111

**\*\*Bond Covenant ratio is 65 Days Cash on Hand**

**GROSS DAYS IN ACCOUNTS RECEIVABLE**

**FY 2025 BUDGET: 53.33**  
**FY2024 PROJECTION: 60.60**  
FY 2023 ACTUAL: 76.31  
FY 2022 ACTUAL: 76.31  
FY 2021 ACTUAL: 50.46  
FY 2020 ACTUAL: 50.05  
FY 2019 ACTUAL: 56.68  
FY 2018 ACTUAL: 50.46

**AVERAGE AGE OF PLANT**

**FY 2025 BUDGET: 11.59**  
**FY 2024 PROJECTION: 11.51**  
FY 2023 ACTUAL: 13.79  
FY 2022 ACTUAL: 13.79  
FY 2021 ACTUAL: 13.61  
FY 2020 ACTUAL: 13.29  
FY 2019 ACTUAL: 12.38  
FY 2018 ACTUAL: 10.19

**DEBT SERVICE COVERAGE**

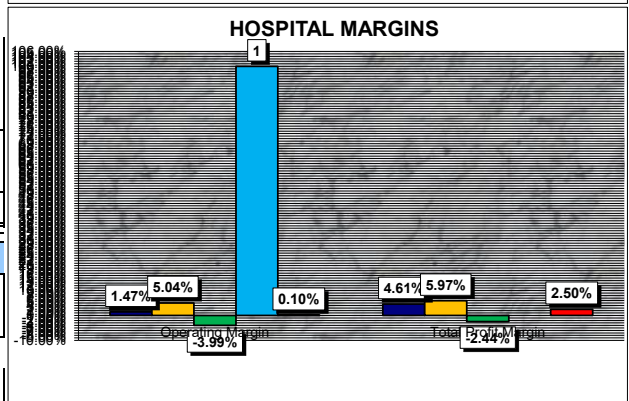
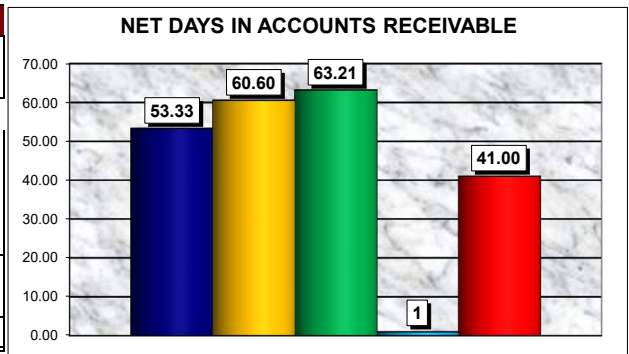
**FY 2025 BUDGET: 3.60**  
**FY 2024 PROJECTION: 3.42**  
FY 2023 ACTUAL: 2.41  
FY 2022 ACTUAL: 2.41  
FY 2021 ACTUAL: 3.31  
FY 2020 ACTUAL: 5.12  
FY 2019 ACTUAL: 3.76  
FY 2018 ACTUAL: 3.31

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

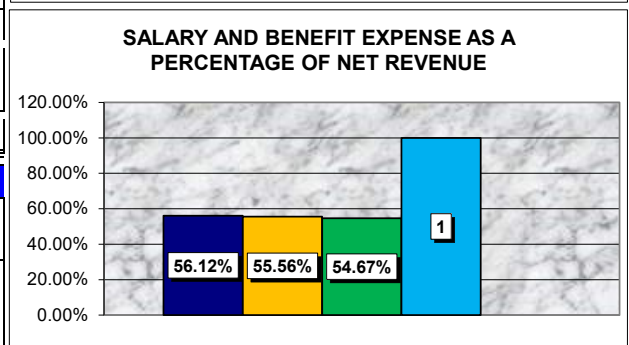
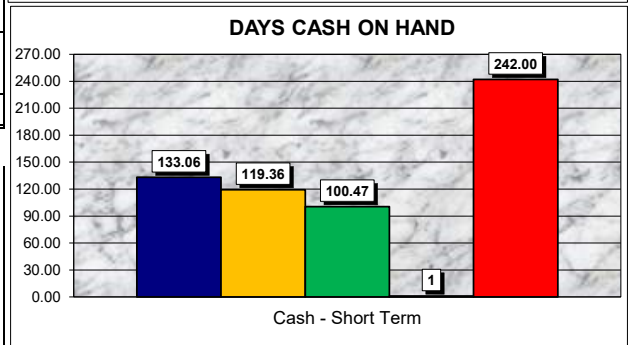


EXECUTIVE FINANCIAL SUMMARY  
Budget for the Year Ending 06/30/25

BALANCE SHEET		
	Budget 6/30/2025	Projected 6/30/2024
<b>ASSETS</b>		
Current Assets	\$51,179,703	\$47,943,106
Assets Whose Use is Limited	27,436,008	22,672,218
Property, Plant and Equipment (Net)	66,638,258	74,742,344
Other Assets	800,088	898,034
<b>Total Unrestricted Assets</b>	<b>146,054,057</b>	<b>146,255,702</b>
Restricted Assets	1,094,757	1,054,757
<b>Total Assets</b>	<b>\$147,148,814</b>	<b>\$147,310,459</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$13,991,008	\$14,468,151
Long-Term Debt	22,178,992	23,533,187
Other Long-Term Liabilities	9,750,495	10,693,495
<b>Total Liabilities</b>	<b>45,920,495</b>	<b>48,694,833</b>
Net Assets	101,228,319	98,615,626
<b>Total Liabilities and Net Assets</b>	<b>\$147,148,814</b>	<b>\$147,310,459</b>



STATEMENT OF REVENUE AND EXPENSES - YTD		
	Budget 6/30/2025	Projected 6/30/2024
<b>Revenue:</b>		
Gross Patient Revenues	\$287,446,573	\$270,122,386
Deductions From Revenue	(152,346,684)	(142,555,551)
Net Patient Revenues	135,099,889	127,566,835
Other Operating Revenue	2,412,309	2,071,029
<b>Total Operating Revenues</b>	<b>137,512,198</b>	<b>129,637,864</b>
<b>Expenses:</b>		
Salaries, Benefits & Contract Labor	76,035,868	68,396,991
Purchased Services & Physician Fees	13,089,720	11,533,632
Supply Expenses	11,299,400	10,554,522
Other Operating Expenses	12,274,670	10,519,052
Bad Debt Expense	0	0
Depreciation & Interest Expense	10,603,866	10,462,682
<b>Total Expenses</b>	<b>135,484,889</b>	<b>123,101,346</b>
<b>NET OPERATING SURPLUS</b>	<b>2,027,309</b>	<b>6,536,518</b>
Non-Operating Revenue/(Expenses)	4,318,703	1,201,762
<b>TOTAL NET SURPLUS</b>	<b>\$6,346,012</b>	<b>\$7,738,280</b>



KEY STATISTICS AND RATIOS - YTD		
	Budget 6/30/2025	Projected 6/30/2024
Total Acute Patient Days	5,000	5,004
Average Acute Length of Stay	3.1	3.1
Total Emergency Room Visits	16,185	16,165
Outpatient Visits	99,800	99,576
Total Surgeries	2,484	2,185
Net Revenue Change from Prior Year	6.07%	15.99%
EBIDA	9.19%	13.11%
Days Expense in Accounts Payable	28.81	
	<b>Budget 6/30/2025</b>	<b>Projected 6/30/2024</b>
Total Worked FTE's	504.95	445.77
Total Paid FTE's	554.89	495.09
Total Contract Labor	16.17	17.32

■ Budget for Fiscal Year End	6/30/2025
■ Projected	6/30/2024
■ Prior Fiscal Year End	6/30/2023
■ #REF!	#REF!
■ National Hospital Benchmark	Net Revenue

FINANCIAL STRENGTH INDEX -		2.65
Excellent - Greater than 3.0	Good - 3.0 to 0.0	
Fair - 0.0 to (2.0)	Poor - Less than (2.0)	

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/25

	Budget 06/30/25	Projected 06/30/24	Budget 06/30/24	Actual 06/30/23	Actual 06/30/22
Gross Patient Revenue					
Inpatient Revenue	\$56,115,214	\$52,737,514	\$53,009,798	\$45,800,088	\$48,587,269
Outpatient Revenue	195,388,584	184,001,228	164,270,145	156,388,849	136,503,379
Clinic Revenue	35,942,775	33,383,644	31,667,096	27,376,836	22,629,745
Total Gross Patient Revenue	<u>287,446,573</u>	<u>270,122,386</u>	<u>248,947,039</u>	<u>229,565,773</u>	<u>207,720,393</u>
Deductions From Revenue					
Discounts and Allowances	(132,266,204)	(124,910,785)	(112,265,632)	(104,367,432)	(91,005,939)
Bad Debt Expense (Governmental Providers Only)	(17,211,840)	(16,246,024)	(15,974,022)	(12,846,139)	(11,722,031)
Medical Assistance	(2,868,640)	(1,398,742)	(2,457,542)	(2,584,450)	(2,030,555)
Total Deductions From Revenue	<u>(152,346,684)</u>	<u>(142,555,551)</u>	<u>(130,697,196)</u>	<u>(119,798,021)</u>	<u>(104,758,525)</u>
Net Patient Revenue	<u>135,099,889</u>	<u>127,566,835</u>	<u>118,249,843</u>	<u>109,767,752</u>	<u>102,961,868</u>
Other Operating Revenue	<u>2,412,309</u>	<u>2,071,029</u>	<u>2,036,755</u>	<u>1,995,989</u>	<u>2,031,072</u>
Total Operating Revenue	<u><b>137,512,198</b></u>	<u><b>129,637,864</b></u>	<u><b>120,286,598</b></u>	<u><b>111,763,741</b></u>	<u><b>104,992,940</b></u>
Operating Expenses					
Salaries and Wages	55,364,360	49,128,185	49,489,852	46,102,974	44,570,952
Fringe Benefits	17,024,308	15,184,494	14,107,374	14,005,238	12,961,825
Contract Labor	3,647,200	4,084,312	3,627,424	5,709,547	7,316,914
Physicians Fees	4,466,855	3,536,964	3,403,816	3,417,859	4,297,012
Purchased Services	8,622,865	7,996,668	7,077,448	6,550,586	5,481,479
Pharmacy Drug Expense	12,181,365	11,634,467	11,855,763	10,929,913	8,513,283
Supply Expense	11,299,400	10,554,522	9,231,314	8,861,341	8,129,830
Utilities	1,520,535	1,432,955	1,509,376	1,340,062	1,173,793
Repairs and Maintenance	5,419,171	4,793,951	5,076,848	4,877,218	5,964,486
Insurance Expense	1,287,489	835,553	775,454	771,739	660,287
All Other Operating Expenses	3,698,101	3,019,946	3,280,999	2,800,910	2,554,768
Leases and Rentals	349,374	436,647	266,548	337,358	380,388
Depreciation and Amortization	10,603,866	10,462,682	10,543,035	10,522,994	7,770,232
Total Operating Expenses	<u><b>135,484,889</b></u>	<u><b>123,101,346</b></u>	<u><b>120,245,251</b></u>	<u><b>116,227,739</b></u>	<u><b>109,775,249</b></u>
<b>Net Operating Surplus/(Loss)</b>	<b>2,027,309</b>	<b>6,536,518</b>	<b>41,347</b>	<b>(4,463,998)</b>	<b>(4,782,309)</b>
Non-Operating Revenue:					
Investment Income	382,278	492,392	257,278	497,739	243,145
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	11,732	1,778
Interest Expense (Governmental Providers Only)	(855,250)	(776,625)	(993,371)	(1,080,961)	(1,612,246)
Other Non-Operating Revenue/(Expenses)	4,791,675	1,485,995	4,598,157	2,307,683	3,459,723
Total Non Operating Revenue/(Expense)	<u>4,318,703</u>	<u>1,201,762</u>	<u>3,862,064</u>	<u>1,736,193</u>	<u>2,092,400</u>
<b>Total Net Surplus/(Loss)</b>	<b>\$6,346,012</b>	<b>\$7,738,280</b>	<b>\$3,903,411</b>	<b>(\$2,727,805)</b>	<b>(\$2,689,909)</b>
Operating Margin	1.47%	5.04%	0.03%	-3.99%	-4.55%
Total Profit Margin	4.61%	5.97%	3.25%	-2.44%	-2.56%
EBIDA	9.19%	13.11%	8.80%	5.43%	2.85%
Cash Flow Margin	12.33%	14.04%	12.01%	6.97%	4.84%

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Budget for the Year Ending 06/30/25**

	<b>ASSETS</b>			
	<b>Budget 6/30/2025</b>	<b>Projected 6/30/2024</b>	<b>Actual 6/30/2023</b>	<b>Actual 6/30/2022</b>
<b>Current Assets</b>				
Cash and Cash Equivalents	20,658,203	\$16,000,000	\$10,941,766	\$7,173,928
Gross Patient Accounts Receivable	42,000,000	50,100,000	36,590,061	41,948,878
Less: Bad Debt and Allowance Reserves	(22,260,000)	(28,922,130)	(20,161,785)	(23,879,694)
Net Patient Accounts Receivable	19,740,000	21,177,870	16,428,276	18,069,184
Interest Receivable	0	0	0	0
Other Receivables	5,983,500	6,023,000	5,920,310	2,832,976
Inventories	2,800,000	2,862,369	3,831,105	4,054,218
Prepaid Expenses	1,998,000	1,879,867	1,851,292	1,982,063
Due From Third Party Payers	0	0	0	0
Due From Affiliates/Related Organizations	0	0	0	0
Other Current Assets	0	0	0	0
<b>Total Current Assets</b>	<b>51,179,703</b>	<b>47,943,106</b>	<b>38,972,749</b>	<b>34,112,369</b>
<b>Assets Whose Use is Limited</b>				
Cash	40,000	80,270	84,123	(37,762)
Investments	0	0	0	0
Bond Reserve/Debt Retirement Fund	0	0	0	0
Trustee Held Funds - Project	2,255,852	1,584,070	1,515,814	637,426
Trustee Held Funds - SPT	0	0	0	28,281
Board Designated Funds	10,733,000	6,983,000	4,343,674	6,924,862
Other Limited Use Assets	14,407,156	14,024,878	14,024,873	14,546,537
<b>Total Limited Use Assets</b>	<b>27,436,008</b>	<b>22,672,218</b>	<b>19,968,484</b>	<b>22,099,344</b>
<b>Property, Plant, and Equipment</b>				
Land and Land Improvements	4,242,294	4,583,118	4,242,294	4,242,294
Building and Building Improvements	52,982,921	51,482,921	49,931,920	49,597,599
Equipment	126,534,959	123,534,959	135,715,602	131,022,049
Construction In Progress	5,765,339	1,265,339	1,531,105	731,897
Capitalized Interest	0	14,263,262	0	0
Gross Property, Plant, and Equipment	189,525,513	195,129,599	191,420,921	185,593,839
Less: Accumulated Depreciation	(122,887,255)	(120,387,255)	(112,054,500)	(102,078,365)
<b>Net Property, Plant, and Equipment</b>	<b>66,638,258</b>	<b>74,742,344</b>	<b>79,366,421</b>	<b>83,515,474</b>
<b>Other Assets</b>				
Unamortized Loan Costs	800,088	898,034	930,753	1,028,699
Assets Held for Future Use	0	0	0	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0
Other	0	0	0	0
<b>Total Other Assets</b>	<b>800,088</b>	<b>898,034</b>	<b>930,753</b>	<b>1,028,699</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>146,054,057</b>	<b>146,255,702</b>	<b>139,238,407</b>	<b>140,755,886</b>
Restricted Assets	1,094,757	1,054,757	469,827	434,089
<b>TOTAL ASSETS</b>	<b>\$147,148,814</b>	<b>\$147,310,459</b>	<b>\$139,708,234</b>	<b>\$141,189,975</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Budget for the Year Ending 06/30/25**

	<b>LIABILITIES AND FUND BALANCE</b>			
	<b>Budget 6/30/2025</b>	<b>Projected 6/30/2024</b>	<b>Actual 6/30/2023</b>	<b>Actual 6/30/2022</b>
<b>Current Liabilities</b>				
Accounts Payable	\$5,000,000	\$4,840,354	\$7,322,373	\$5,404,568
Notes and Loans Payable	0	0	0	0
Accrued Payroll	1,800,000	1,730,037	2,077,791	1,787,856
Accrued Payroll Taxes	0	0	0	0
Accrued Benefits	3,000,000	3,097,218	3,014,608	2,804,901
Accrued Pension Expense (Current Portion)	0	0	0	0
Other Accrued Expenses	0	0	0	0
Patient Refunds Payable	0	0	0	0
Property Tax Payable	0	0	0	0
Due to Third Party Payers	0	0	0	0
Advances From Third Party Payers	0	0	0	0
Current Portion of LTD (Bonds/Mortgages)	0	0	0	0
Current Portion of LTD (Leases)	2,686,008	3,295,462	3,295,462	1,562,895
Other Current Liabilities	1,505,000	1,505,080	1,483,132	628,321
<b>Total Current Liabilities</b>	<b>13,991,008</b>	<b>14,468,151</b>	<b>17,193,366</b>	<b>12,188,541</b>
<b>Long Term Debt</b>				
Bonds/Mortgages Payable	24,865,000	26,828,649	28,409,579	28,054,562
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	<u>(2,686,008)</u>	<u>(3,295,462)</u>	<u>(3,295,462)</u>	<u>(1,562,895)</u>
<b>Total Long Term Debt (Net of Current)</b>	<b>22,178,992</b>	<b>23,533,187</b>	<b>25,114,117</b>	<b>26,491,667</b>
<b>Other Long Term Liabilities</b>				
Deferred Revenue	0	0	0	1,255,068
Accrued Pension Expense (Net of Current)	0	0	0	0
Other	9,750,495	10,693,495	12,916,028	13,919,250
<b>Total Other Long Term Liabilities</b>	<b>9,750,495</b>	<b>10,693,495</b>	<b>12,916,028</b>	<b>15,174,318</b>
<b>TOTAL LIABILITIES</b>	<b>45,920,495</b>	<b>48,694,833</b>	<b>55,223,511</b>	<b>53,854,526</b>
<b>Net Assets:</b>				
Unrestricted Fund Balance	91,632,303	87,867,342	84,787,455	87,636,023
Temporarily Restricted Fund Balance	1,959,119	1,959,119	1,959,119	1,959,119
Restricted Fund Balance	1,290,885	1,050,885	465,954	430,216
Net Revenue/(Expenses)	6,346,012	7,738,280	<u>(2,727,805)</u>	<u>(2,689,909)</u>
<b>TOTAL NET ASSETS</b>	<b>101,228,319</b>	<b>98,615,626</b>	<b>84,484,723</b>	<b>87,335,449</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$147,148,814</b>	<b>\$147,310,459</b>	<b>\$139,708,234</b>	<b>\$141,189,975</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Budget for the Year Ending 06/30/25**

<b>STATISTICS</b>	<b>Budget 06/30/25</b>	<b>Projected 06/30/24</b>	<b>Budget 06/30/24</b>	<b>Actual 06/30/23</b>	<b>Actual 06/30/22</b>
<b>Discharges</b>					
Acute	1,600	1,608	1,428	1,425	1,429
Total Adult Discharges	1,600	1,608	1,428	1,425	1,429
Newborn	450	452	393	398	400
Total Discharges	<u>2,050</u>	<u>2,060</u>	<u>1,821</u>	<u>1,823</u>	<u>1,829</u>
<b>Patient Days:</b>					
Acute	5,000	5,004	5,072	4,939	5,200
Total Adult Patient Days	5,000	5,004	5,072	4,939	5,200
Newborn	750	756	672	681	643
Total Patient Days	<u>5,750</u>	<u>5,760</u>	<u>5,744</u>	<u>5,620</u>	<u>5,843</u>
<b>Average Length of Stay (ALOS)</b>					
Acute	3.1	3.1	3.6	3.5	3.6
Total Adult ALOS	3.1	3.1	3.6	3.5	3.6
Newborn ALOS	1.7	1.7	1.7	1.7	1.6
<b>Average Daily Census (ADC)</b>					
Acute	13.7	13.7	13.9	13.5	14.2
Total Adult ADC	13.7	13.7	13.9	13.5	14.2
Newborn	2.0	2.1	1.8	1.9	1.8
<b>Emergency Room Statistics</b>					
ER Visits - Admitted	1,685	1,685	1,450	1,454	1,444
ER Visits - Discharged	14,500	14,480	14,100	14,083	13,547
ER - Urgent Care Visits	0	0	0	0	0
Total ER Visits	16,185	16,165	15,550	15,537	14,991
% of ER Visits Admitted	10.41%	10.42%	9.32%	9.36%	9.63%
ER Admissions as a % of Total	105.31%	104.27%	100.28%	101.18%	99.31%
<b>Productivity Statistics:</b>					
FTE's - Worked	504.95	445.77	476.93	432.16	440.62
FTE's - Paid	554.89	495.09	524.10	479.61	486.09
Contract Labor	16.17	17.32	15.93	19.43	21.98
Case Mix Index -Medicare	1.4000	1.4078	1.4000	1.4108	1.4927
Case Mix Index - All payers	1.2000	1.2100	1.2000	1.2075	0.7940
<b>Outpatient Statistics:</b>					
Total Outpatients Visits	99,800	99,576	92,000	92,590	104,298
Observation Bed Days	1,650	1,656	1,600	1,599	1,251
Clinic Visits - Primary Care	44,000	43,680	68,400	58,249	59,902
Clinic Visits - Specialty Clinics	36,000	36,006	13,300	11,779	5,683
IP Surgeries	688	636	659	607	289
OP Surgeries	1,796	1,549	1,440	1,193	1,240

**Budgeted Key Patient Statistics**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**ROCK SPRINGS, WY**

**Budget for the Year Ending 06/30/25**

<b>STATISTICS</b>	<b>Budget 06/30/25</b>	<b>Projected 06/30/24</b>	<b>Budget 06/30/24</b>	<b>Actual 06/30/23</b>	<b>Actual 06/30/22</b>
<b>Ancillary Statistics:</b>					
Laboratory:					
Inpatient	126,000	126,462	120,808	119,866	116,997
Outpatient	554,000	554,166	500,712	501,946	455,025
Radiology					
Inpatient	1,700	1,739	1,900	1,839	2,568
Outpatient	37,000	36,457	32,000	32,694	28,623
Rehab Services (PT, OT, Speech)					
Inpatient	1,600	1,673	1,769	1,719	1,650
Outpatient	2,300	2,366	3,272	3,290	3,460
Cardiac Rehab					
Inpatient	0	0	0	0	0
Outpatient	3,400	3,419	3,239	3,353	3,260
Respiratory Therapy					
Inpatient	10,000	10,178	11,820	11,796	18,874
Outpatient	3,900	3,941	3,325	3,411	4,071
Cardiology					
Inpatient	900	883	731	780	667
Outpatient	5,500	5,532	5,200	4,609	4,901

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Budget for the Year Ending 06/30/25**

	<b>CASH FLOW</b>	
	<b>Budget 6/30/2025</b>	<b>Projected 6/30/2024</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$2,027,309	\$6,536,518
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	2,500,000	8,332,755
(Increase)/Decrease in Net Patient Accounts Receivable	1,437,870	(4,749,594)
(Increase)/Decrease in Other Receivables	39,500	(102,690)
(Increase)/Decrease in Inventories	62,369	968,736
(Increase)/Decrease in Pre-Paid Expenses	(118,133)	(28,575)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	159,646	(2,482,019)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(27,255)	(265,144)
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	(80)	21,948
<b>Net Cash Provided by Operating Activities:</b>	<b>6,081,226</b>	<b>8,231,935</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	5,604,086	(3,708,678)
(Increase)/Decrease in Limited Use Cash and Investments	(4,763,790)	(2,703,734)
(Increase)/Decrease in Other Limited Use Assets	0	0
(Increase)/Decrease in Other Assets	57,946	(552,211)
<b>Net Cash Used by Investing Activities</b>	<b>898,242</b>	<b>(6,964,623)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(1,354,195)	(1,580,930)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(943,000)	(2,222,533)
<b>Net Cash Used for Financing Activities</b>	<b>(2,297,195)</b>	<b>(3,803,463)</b>
(INCREASE)/DECREASE IN RESTRICTED ASSETS	<b>585,384</b>	<b>7,594,385</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>5,267,657</b>	<b>5,058,234</b>
Cash, Beginning of Period	16,000,000	10,941,766
<b>Cash, End of Period</b>	<b>\$21,267,657</b>	<b>\$16,000,000</b>



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Budget for the Year Ending 06/30/25**

	Budget 6/30/2025	Projected 6/30/2024	Budget 6/30/2024	Actual 6/30/2023	Actual 6/30/2022
600 Medical/Surgical Nursing/OP Svcs	27.3	23.5	24.7	22.9	24.4
605 Behavioral Health	8.1	4.3	6.7	7.5	7.6
610 OB/Delivery/Nursery/LDRP	18.7	18.6	18.1	17.4	18.5
620 Intensive Care Unit	13.5	14.0	13.0	8.6	7.8
630 Surgical Services	27.3	22.9	22.3	19.3	22.1
633 Recovery Room	3.5	2.2	3.1	2.8	3.3
640 Dialysis	10.0	8.8	10.0	10.6	9.9
650 Emergency Department	27.8	17.7	23.9	21.1	22.2
660 Oncology Services	11.1	11.1	11.6	12.0	10.2
700 Laboratory	42.5	33.9	37.1	33.5	32.9
710 Radiology Diagnostic	9.3	7.0	8.1	7.2	7.3
711 Mammography	1.9	1.2	2.1	1.1	1.1
712 Ultrasound/Echo	5.4	4.3	5.9	5.4	3.7
713 Nuclear Medicine/PET	0.8	0.8	0.8	1.1	1.6
714 CT Scan	5.8	5.4	5.4	5.5	5.6
715 MRI	2.0	2.9	2.0	2.2	2.2
720 Respiratory Therapy	8.3	8.8	4.1	5.2	8.3
722 EKG and Sleep Lab	2.8	2.6	3.7	3.3	3.2
723 Cardiac Rehab	2.5	2.3	2.4	2.2	2.2
730 Physical Therapy	2.8	1.8	3.3	2.9	3.2
782 Quality/Compliance/Inf Cntrl	8.5	7.8	8.5	8.3	7.6
781 Social Worker	0.3	0.2	0.3	0.2	0.4
786 Nursing Informatics	4.0	4.0	4.0	4.2	7.7
790 Health Information Management	15.6	16.0	14.5	14.2	15.6
791 Case Management/Care Transition	8.4	7.4	7.0	5.7	4.4
800 Plant Operations/BioMed	14.9	13.7	13.8	13.4	13.8
801 Housekeeping	29.1	26.3	27.5	25.3	25.2
802 Laundry and Linen	6.0	6.0	6.5	5.6	6.4
810 Security/Emer. Mgmt	12.0	9.3	12.0	14.0	9.8
850 Materials Management	8.0	8.0	8.0	8.6	9.1
870 Dietary, Dieticians	2.0	2.0	2.1	2.4	14.6
901 Marketing	1.0	1.0	1.0	1.0	1.0
900 Administration	7.0	9.7	8.5	6.4	6.6
905 Nursing Administration	4.2	4.0	4.2	4.1	4.1
910 Information Systems	6.0	5.9	5.0	4.9	5.4
920 Human Resources	6.0	5.0	5.0	5.2	4.6
930 General Accounting	5.5	5.0	5.0	5.0	5.0
940 Patient Accounting	23.1	20.5	21.4	19.0	19.0
941 Admitting and Outpatient Registration	20.4	19.4	43.2	36.7	32.7
942 Communications	1.0	1.0	1.0	0.9	0.9
943 Central Scheduling	6.0	6.0	6.0	4.7	4.9
950 Orthopedic Clinic (no physician)	0.0	0.0	0.0	0.0	0.0
974 Primary Care Clinic (no physician)	73.5	69.4	53.6	43.8	39.8
Other (Educ, EH, MedStf, Volunteer, Found, Phys Rec)	15.1	9.3	10.5	9.0	8.4
<b>Sub-Total</b>	<b>508.89</b>	<b>451.01</b>	<b>476.60</b>	<b>434.08</b>	<b>444.22</b>
Physicians/PAs/Nurse Practitioners	46.00	44.80	47.50	45.56	41.90
<b>TOTALS</b>	<b>554.89</b>	<b>495.81</b>	<b>524.10</b>	<b>479.64</b>	<b>486.12</b>
Contract Labor					
Emergency Room	7.9	10.3	5.0	5.6	3.8
Med/Surg	0.9	4.9	0.6	2.6	0.4
OB/Delivery/Nursery/LDRP	0.5	1.9	0.3	0.7	1.0
Special Care Unit (ICU)	0.9	0.6	1.8	3.0	3.2
Surgical Services	1.2	2.8	2.5	1.6	2.8
Ultrasound	1.8	1.0	0.0	0.0	1.4
Laboratory	0.0	0.0	1.0	1.3	2.1
Behavioral Health	0.0	1.3	1.5	0.7	1.1
Infection Control	0.0	0.0	0.0	0.1	0.1
Radiology	1.8	1.0	0.0	0.0	0.2
Respiratory	0.5	1.0	3.2	3.2	0.5
Emergency Management	0.0	0.0	0.0	0.5	5.3
Physical Therapy	0.3	0.0	0.0	0.0	0.0
Other	0.3	0.0	0.0	0.1	0.0
Sub-Total	16.2	24.8	15.9	19.4	21.8
<b>Total Employed FTEs and Contract Labor</b>	<b>571.06</b>	<b>520.61</b>	<b>540.03</b>	<b>499.01</b>	<b>507.95</b>












## Key Financial Ratios

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### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/25


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Budget	Projected	Prior Fiscal	CLA
		6/30/2025	6/30/2024	Year End	\$50-\$100 MM
				6/30/2023	Net Revenue
<b>Profitability:</b>					
Operating Margin		1.47%	5.04%	-3.99%	0.10%
Total Profit Margin		4.61%	5.97%	-2.44%	2.50%
<b>Liquidity:</b>					
Days Cash, All Sources		133.06	119.36	100.47	242.00
Net Days in Accounts Receivable		53.33	60.60	63.21	41.00
<b>Capital Structure:</b>					
Average Age of Plant (Annualized)		11.59	11.51	13.79	12.00
Long Term Debt to Capitalization		17.97%	19.27%	23.43%	27.00%
Debt Service Coverage Ratio		3.60	3.42	2.41	2.80
<b>Productivity and Efficiency:</b>					
<b>Including Providers</b>					
Paid FTE's per Adjusted Occupied Bed		8.14	7.41	7.36	
Salary Expense per Paid FTE		\$106,348	\$107,480	\$108,031	
<b>Excluding Providers</b>					
Paid FTE's per Adjusted Occupied Bed		7.48	6.78	6.66	
Salary Expense per Paid FTE		\$82,617	\$82,657	\$81,299	
Salary and Benefits as a % of Total Operating Expense		56.12%	55.56%	54.67%	

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

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Budget For The Year Ending 6/30/2025**

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2025	FY26	FY27	FY28
						Capital Budget	Capital Budget	Capital Budget	Capital Budget
BLOOD BANK	ORTHO WORKSTATION		YES	1	\$4,450	\$4,450			
BLOOD BANK	BLOOD BANK REFRIGERATOR		YES		\$16,793		\$16,793		
BLOOD BANK	BLOOD BANK FREEZER		YES		\$14,388		\$14,388		
CARDIAC REHAB	RECUMBENT STATIONARY BIKE (10490)		YES	1	\$6,255	\$6,255			
CARDIAC REHAB	SCIFIT UPPER BODY EXERCISER		YES	1	\$6,197	\$6,197			
CARDIAC REHAB	CR REPACEMENT TREADMILL		YES	1	\$9,160	\$9,160			
CARDIAC REHAB	SCIFIT REX RECUMBANT ELLIPTICAL		YES	1	\$7,259	\$7,259			
CARDIAC REHAB	SCIFIT UPPER BODY EXERCISER		YES	1	\$6,255	\$6,255			
CENTRAL STERILE	NEW WASHER		YES	1	\$209,433	\$209,433			
CLINIC	WHEELCHAIRS		NO	6	\$2,000	\$12,000			
EMERGENCY MANAGEMENT	NEW PAPR SYSTEM HOODS		NO	1	\$34,000	\$34,000			
EMERGENCY MANAGEMENT	ACCESSORIES FOR DECONTAMINATION TENT		NO	1	\$25,000	\$25,000			
EMERGENCY MANAGEMENT	DETECTOR FOR CHEMICALS, EXPLOSIVES, DRUGS, NARCS, ETC		NO	1	\$25,000	\$25,000			
EMERGENCY ROOM	C-ARM		YES	1	\$69,334	\$69,334			
EMERGENCY ROOM	ADDITIONAL PART AND ACCESSORIES FOR C-MAC VIDEO SCOPE		YES	1	\$30,983	\$30,983			
FACILITIES	REPLACEMENT SNOWPLOW		NO	1	\$14,000	\$14,000			
FACILITIES	REPLACE ICE MACHINE KITCHEN		NO	1	\$7,500	\$7,500			
FACILITIES	NEW VEHICLES (2)		NO	2	\$65,000	\$130,000			
FACILITIES	HOLIDAY TRIMLIGHTS PHASE 2		NO	1	\$50,000	\$50,000			
FACILITIES	FLOW ANALYZERS FOR BIOMED		NO	1	\$17,000	\$17,000			
FACILITIES	FURNITURE FOR TYLER APTS		NO	1	\$13,855	\$13,855			
FACILITIES	SHREDDER SYSTEM FOR AUTOCLAVED HAZ WASTE		NO	1	\$500,000		\$500,000		
FACILITIES	DUAL SIDED ELECTRONIC SIGN-HOSPITAL		YES	1	\$141,500	\$141,500			
FACILITIES	REFRESH EXISTING SIGN GRAPHICS		YES	1	\$26,500	\$26,500			
FACILITIES	VERNACARE UNITS		NO	1	\$60,000	\$60,000			
FACILITIES	TOOL CAT		NO	1	\$120,000	\$120,000			
FACILITIES	LEIBERT COOLING UNITS - IT DATA CENTER		NO	1	\$100,000	\$100,000			
FACILITIES	UPGRADE TUBE SYSTEM		NO	1	\$200,000	\$200,000			
FISCAL	UPGRADE KRONOS (UKG) TO CLOUD BASED		YES	1	\$70,000	\$70,000			
FISCAL	UPGRADE ACCOUNTING PROGRAM				PLACEHOLDER				
HISTOLOGY	HISTOCORE BIOCUT MICROTOME		YES	1	\$18,392	\$18,392			
HISTOLOGY	LEICA CM1860 UV CRYOSTAT		YES	1	\$34,591	\$34,591			
HISTOLOGY	MOPEC GROSSING STATION		YES	1	\$37,332	\$37,332			
HISTOLOGY	HISTOCORE ARCADIA H+C EMBEDDING STATION		YES	1	\$18,556		\$18,556		
HISTOLOGY	HISTOCORE PEGASUS TISSUE PROCESSOR		YES	1	\$89,328		\$89,328		
HISTOLOGY	HISTOCORE SPECTRA ST STAINER		YES	1	\$71,505		\$71,505		
HISTOLOGY	HISTOCORE SPECTRA CV + ST WORKSTATION		YES	1	\$162,636			\$162,636	
HOUSEKEEPING	AUTO SCRUBBERR		YES	2	\$5,210	\$10,420			
HUMAN RESOURCES	SECURITY BADGE MACHINE		YES	1	\$14,811	\$14,811			
INFORMATION TECHNOLOGY	SYNOLOGY OFFSITE BACKUPS		NO	1	\$68,000	\$68,000			
INFORMATION TECHNOLOGY	WIRE CLOSET CCTV		NO	1	\$8,000	\$8,000			

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2025	FY26	FY27	FY28
						Capital Budget	Capital Budget	Capital Budget	Capital Budget
INFORMATION TECHNOLOGY	BASEMENT CELLULAR SIGNAL BOOST		NO	1	\$5,000	\$5,000			
INFORMATION TECHNOLOGY	PATIENT ENTERTAINMENT SYSTEM		NO	1	\$33,000	\$33,000			
INFORMATION TECHNOLOGY	DIRECT INTERNET ACCESS SOLUTION		NO	1	\$5,000	\$5,000			
INFORMATION TECHNOLOGY	END POINT REPLACEMENT/DELL LAPTOPS		NO	1	\$525,000	\$131,250	\$131,250	\$131,250	\$131,250
INFORMATION TECHNOLOGY	APARTMENT TV AND INTERNET		NO	1	\$8,000	\$8,000			
INFORMATION TECHNOLOGY	CERNER/IMPRIVATA SINGLE SIGN ON		NO	1	\$45,000	\$45,000			
INFORMATION TECHNOLOGY	CERNER SEAMLESS EXCHANGE								
LAB	ABL 800 SERIES BLOOD GAS ANALYZER		YES	1	\$28,630	\$28,630			
LAB	STAGO COMPACT MAX		YES	1	\$43,200	\$43,200			
LAB	ADVANCED INSTRUMENTS OSMOMETER		YES	1	\$40,998	\$40,998			
LAB	SYSMEX ALIFAX ANALYZER		YES	1	\$19,250	\$19,250			
LAB	CEPHEID XPRESS4X4		YES	1	\$39,400	\$39,400			
LAB	SYSMEX XN-2000		YES	1	\$163,980	\$163,980			
LAB	REFRIGERATOR, SINGLE DOOR, MICRO		YES	1	\$7,931	\$7,931			
LAB	REFRIGERATOR, DOUBLE DOOR, MAIN LAB (1)		YES	1	\$10,978	\$10,978			
LAB	REFRIGERATOR, DOUBLE DOOR, MAIN LAB (2)		YES	1	\$10,978	\$10,978			
LAB	FREEZER, -30 DEGREES, MAIN LAB		YES	1	\$9,407	\$9,407			
LAB	THERMOFISHER BIOLOGICAL HOOD		YES	1	\$30,421	\$30,421			
LAB	THERMOFISHER BIOLOGICAL HOOD		YES	1	\$30,421	\$30,421			
LAB	CO2 INCUBATOR		YES	1	\$9,728	\$9,728			
LAB	BD BACTEC FX40 (SINGLE)		YES	1	\$15,928	\$15,928			
LAB	REFRIGERATOR, DOUBLE DOOR, MAIN LAB (3)			1	\$10,978		\$10,978		
LAB	BD BACTEC FX40 (SINGLE)			1	\$15,928		\$15,928		
LAB	MICROSCOPE, MAIN LAB			1	\$10,382		\$10,382		
LAB	STAGO COMPACT MAX			1	\$43,200		\$43,200		
LAB	VITROS 7600 CHEMISTRY ANALYZERS			1	\$426,000			\$426,000	
LAUNDRY	WASHER		YES	2	\$130,000	\$260,000			
LAUNDRY	STEAM HEATED DRYER		YES	3	\$19,000	\$57,000			
LAUNDRY	IRONER/FOLDER		YES	1	\$245,000	\$245,000			
LAUNDRY	ULTRA COMPACT FEEDER		YES	1	\$58,000	\$58,000			
LAUNDRY	CLEAN CYCLE FILTER		YES	1	\$13,000	\$13,000			
LAUNDRY	CYCLE EXHAUST FAN PACKAGE		YES	1	\$17,000	\$17,000			
LAUNDRY	COMPRESSOR		YES	1	\$7,500	\$7,500			
MARKETING	NEW WEBSITE		NO	1	\$81,000	\$81,000			
MATERIALS	SCAN GUNS (10)		NO	10	\$1,000	\$10,000			
MEDICAL IMAGING	SYNGO VIA MULTIMODALSTAND ALONE WORKSTATIONS FOR CT AND MRI		YES	1	\$288,106	\$288,106			
MEDICAL IMAGING	MIGRATION SERVICES - DICOM, UNITY REPORT, UNITY MAMMO TRACKING EXPORT		YES	1	\$142,600	\$142,600			
MEDICAL IMAGING	PACS SYSTEM - VNA, MIGRATION, REPORTS AND VOICE		YES	1	\$855,000	\$855,000			
MEDICAL IMAGING	TIER 2 STORAGE FOR IMAGE STORAGE REDUNDANCY		YES	1	\$29,965	\$29,965			
MEDICAL IMAGING	LUMINOS AGILE MAX TABLE		YES	1	\$596,558	\$596,558			
MEDICAL IMAGING	YSIO X.PREE DIGITAL X-RAY SYS - RAD ROOM 2		YES	1	\$353,542	\$353,542			
MEDICAL IMAGING	NUCLEAR MED SPECT/CT 64 SLICE CT SCANNER		YES	1	\$1,180,870	\$1,180,870			
NURSING DEPARTMENT	CAMERAS IN MED/SURG ROOMS (11)		NO			PLACEHOLDER			
NURSING DEPARTMENT	REMOTE MONITORING		NO			PLACEHOLDER			
NURSING DEPARTMENT	VOCERA NURSE CALL		YES		\$87,319	\$87,319			
NURSING DEPARTMENT	PATIENT ROOM SIGNS		NO	1	\$6,000	\$6,000			
NURSING DEPARTMENT	BLADDER SCANNER		NO	1	\$7,020	\$7,020			
NUTRITION SERVICES	UNIDINE REMODEL		NO	1	\$350,000	\$350,000			
NUTRITION SERVICES	DISHWASHER		NO	1	\$52,000	\$52,000			
OB	LABOR BEDS		YES	3	\$17,913	\$53,738			

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2025	FY26	FY27	FY28
						Capital Budget	Capital Budget	Capital Budget	Capital Budget
OB	HUGS SYSTEM		YES	1	\$140,898	\$140,898			
OB	NEWBORN SCALE		YES	1	\$5,751	\$5,751			
OB	HALO BASSINETS		YES	1	\$30,635	\$30,635			
OB	PANDA WARMERS		YES	2	\$22,675	\$45,349			
PHARMACY	MEDKEEPER INTERFACE WITH CERNER		NO	1	\$15,000	\$15,000			
PHYSICAL THERAPY	TRACTION TABLE		YES	1	\$19,492	\$19,492			
PHYSICAL THERAPY	UPPER BODY EXERCISER		YES	1	\$5,897	\$5,897			
PHYSICAL THERAPY	TREADMILL		YES	1	\$8,660	\$8,660			
QUALITY	GE ALARM REPORTING TOOL		YES	1	\$7,600	\$7,600			
RESPIRATORY	AIRVO HEATED DEVICES 4		YES	4	\$8,236		\$16,472	\$16,472	
SECURITY	CONVERGINT WIRLESS PANIC ALERT SYSTEM		NO	1	\$125,000	\$125,000			
SECURITY	RE-KEY HOSPITAL, MOB, COLLEGE HILL CLINIC		NO	1	\$45,000	\$45,000			
SECURITY	CAMERAS & VIDEO SCREENS		NO	1	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
SLEEP LAB	SLEEP LAB EQUIPMENT		YES	1	\$63,630		\$63,630		
SURGERY	PEDIATRIC COLONOSCOPE		YES	2	\$47,616	\$95,232			
SURGERY	SCOUT PRODUCT FOR NEEDLE BREAST BIOPSY		YES	1	\$74,500	\$74,500			
SURGERY	STRYKER TOWERS		YES	4	\$213,853	\$427,706	\$427,706		
SURGERY	OR BEDS		YES	4	\$43,771	\$87,542	\$87,542		
SURGERY	OR BED FOR DAVINCI		YES	1	\$102,203	\$102,203			
SURGERY	BED FOR THE MAKO ROBOT		NO	1	PLACEHOLDER				
SURGERY	STORZ SEMI RIDGED URETERORENOSCOPE		YES	1	\$8,759	\$8,759			
SURGERY/CENTRAL STERILE	INSTRUMENT BORE		YES	1	\$14,988	\$14,988			
SURGERY	DAVINCI SCOPES		YES	1	\$50,000	\$50,000			
SURGERY	OLYMPUS CAMERA HEAD FOR UROLOGY		YES	1	\$17,736	\$17,736			
SURGERY	MAKO ROBOT		YES	1	\$795,000	\$795,000			
SURGERY	DAVINCI INTERFACE WITH CERNER		YES	1	\$15,000	\$15,000			
SURGERY	ENDOSCOPY CAUTERY		YES	1	\$14,708	\$14,708			
						<b>\$9,186,600</b>	<b>\$1,524,659</b>	<b>\$743,358</b>	<b>\$138,250</b>

**CONSTRUCTION PROJECTS**

FACILITIES	MEDICAL IMAGING RENO		NO	1	\$600,000	\$600,000			
FACILITIES	LAUNDRY UPGRADE/HIM UPGRADE		NO	1	\$750,000	\$750,000			
FACILITIES	OR 1 RENOVATION		NO	1	\$1,004,335	\$1,004,335			
FACILITIES	OR 2 RENOVATION		NO	1	\$993,436		\$993,436		
FACILITIES	OR 3 RENOVATION		NO	1	\$1,139,552			\$1,139,552	
FACILITIES	OR 4 RENOVATION		NO	1	\$1,136,196				\$1,136,196
FACILITIES	OR STERILIZATION		NO	1	\$1,994,788	\$1,994,788			
FACILITIES	MOB FRONT ENTRANCE - SLIB APPROVED PROJECT		NO	1	\$2,132,948		\$1,066,474		
FACILITIES	CONVERT L&D BATHROOM WHIRLPOOL TUBS TO SHOWERS		NO	1	\$500,000	\$500,000			
FACILITIES	RE-BALANCE ENTIRE HVAC SYSTEM		NO	1	\$100,000	\$100,000			
FACILITIES	NEW ROOF AND FALL PROTECTION - CENTRAL PLANT		NO	1	\$153,000	\$153,000			
FACILITIES	NEW ROOF 3000 COLLEGE DRIVE		NO	1	\$100,000	\$100,000			
FACILITIES	REMODEL SOILED UTILITY ROOM IN C-SECTION AREA FOR BATHROOM		NO	1	\$70,000	\$70,000			
FACILITIES	MOB - REPLACE EE EXTERIOR STAIRS W/ ENCLOSED STAIRWELL, REPLACE ROCK W/ CONC		NO	1	\$800,000		\$800,000		
FACILITIES	FOUNDATION AREA REMODEL		NO	1	\$750,000	\$254,000			
FACILITIES	ASPHALT PATCH/SEAL/REPLACE HOSPITAL		NO	1	\$156,725	\$156,725			
FACILITIES	ASPHALT PATCH/SEAL/REPLACE 3000 COLLEGE HILL		NO	1	\$117,485	\$117,485			

Department	Requested Item	Priority	Quote	Number of Units	Unit Cost	6/30/2025	FY26	FY27	FY28
						Capital Budget	Capital Budget	Capital Budget	Capital Budget
FACILITIES	NEW UNDERGROUND STORAGE TANKS FOR EMERGENCY DIESEL	NO	1	1	\$650,000		\$650,000		
FACILITIES	NEW UTILITY TUNNEL	NO	1	1	\$3,200,000			\$3,200,000	
FACILITIES	KITCHEN DISH ROOM	NO	1	1	\$130,000	\$130,000			
FACILITIES	AMBULANCE BAY DRAIN RELOCATE/PAINT FLOORS	NO	1	1	\$160,000		\$160,000		
FACILITIES	ENCLOSE WINDOW WELLS	NO	1	1	\$1,800,000		\$1,800,000		
FACILITIES	EMERGENCY DIESEL GENERATORS	NO	1	1	PENDING COST				
FACILITIES	PARKING LOT REVISION	NO	1	1	\$400,000		\$400,000		
FACILITIES	BASEMENT LEVEL FLOORING	NO	1	1	\$100,000	\$100,000			
FACILITIES	ONSITE STORAGE GARAGE	NO	1	1	\$1,000,000			\$1,000,000	
FACILITIES	DECK FOR PONDEROSA AND WALDNER	NO	1	1	\$26,000	\$26,000			
FACILITIES	DECK AND CONCRETE FOR 3000 COLLEGE DRIVE	NO	1	1	\$20,000	\$20,000			
FACILITIES	REMODEL PONDEROSA - BATHROOMS, NEW WINDOWS, PAINT, ET	NO	1	1	\$50,000		\$50,000		
<b>TOTAL</b>						<b>\$6,076,333</b>	<b>\$5,919,910</b>	<b>\$5,339,552</b>	<b>\$1,136,196</b>