

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

April 1, 2020

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 615 950 666

Password: 542563

**AGENDA**

- I. Call to Order Taylor Jones
  - A. Roll Call
  - B. Pledge of Allegiance
  - C. [Our Mission and Vision](#) Marty Kelsey
  - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda (*For Action*) Taylor Jones
- III. Message From President Taylor Jones
- IV. [Minutes](#) (*For Action*) Taylor Jones
- V. Community Communication Taylor Jones
- VI. Old Business Taylor Jones
  - A. Outstanding – Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)
    - 1. Credentialing Criteria (*presented following approval of new medical staff bylaws*)
- VII. New Business Taylor Jones
  - A. COVID-19 Preparation and Recovery
    - 1. Incident Command Team Presentation Kim White, *Incident Commander*
  - B. Charters
    - 1. [Building & Grounds Committee](#) Ed Tardoni
    - 2. [Compliance Committee](#) Barbara Sowada
    - 3. [Executive Oversight & Compensation](#) Richard Mathey
    - 4. [Finance & Audit Committee](#) Marty Kelsey
    - 5. [Governance Committee](#) Barbara Sowada
    - 6. [Human Resources Committee](#) Ed Tardoni
    - 7. [Quality Committee](#) Barbara Sowada
- VIII. [Chief Executive Officer Report](#) Irene Richardson

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AGENDA

- IX. Committee Reports
- A. [Quality Committee](#) Barbara Sowada
  - B. [Human Resources Committee](#) Ed Tardoni
  - C. Finance & Audit Committee Marty Kelsey
    - 1. Bad Debt (*For Action*)  
[March Committee Meeting Information](#)
  - D. [Building & Grounds Committee](#) Ed Tardoni
  - E. Foundation Board Taylor Jones
  - F. Compliance Committee Barbara Sowada
  - G. [Governance Committee](#) Barbara Sowada
  - H. Executive Oversight and Compensation Committee Richard Mathey
  - I. Joint Conference Committee Richard Mathey
- X. Contract Review Suzan Campbell, *General Legal Counsel*
- A. Contract Approved by CEO since Last Board Meeting (*For Your Information*)
    - 1. [Varian](#)
- XI. Medical Staff Report Dr. Lawrence Lauridsen
- A. [Threshold Criteria and Practice Plan](#) (*For Review*)
  - B. [Trauma Resolution](#) (*For Action*)
- XII. Good of the Order Taylor Jones
- XIII. Executive Session Taylor Jones
- XIV. Action Following Executive Session Taylor Jones
- A. Approval of Privileges
  - B. Notice of Claim
- XV. Adjourn Taylor Jones



# Memorial Hospital

OF SWEETWATER COUNTY

## OUR MISSION

*Compassionate care for  
every life we touch.*

## OUR VISION

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

## OUR VALUES

*Be Kind*

*Be Respectful*

*Be Accountable*

*Work Collaboratively*

*Embrace Excellence*

## OUR STRATEGIES

*Patient Experience*

*Quality & Safety*

*Workplace Experience*

*Growth, Opportunity & Community*

*Financial Stewardship*

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

**March 4, 2020**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on March 4, 2020, at 2:00 PM with Mr. Taylor Jones, President, presiding.

**CALL TO ORDER**

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

Officially present: Ms. Irene Richardson, Chief Executive Officer; Dr. Lawrence Lauridsen, Medical Staff President; and Mr. Jeff Smith, Sweetwater County Board of County Commissioners Liaison.

Mr. Jones led the audience in the Pledge of Allegiance. Dr. Sowada read aloud the mission and vision statements. Ms. Richardson shared a mission moment. The agenda was approved.

**APPROVAL OF MINUTES**

The motion to approve the minutes of the January 7, 2020, regular meeting as corrected (Mr. Kelsey made the motion to reject the notice of claim, not Mr. Jones) was made by Mr. Mathey; second by Dr. Sowada. Motion carried. The motion to approve the minutes of the January 30, 2020, special meeting as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried. The motion to approve the minutes of the February 12, 2020, emergency meeting as corrected (Mr. Tardoni was not in attendance) was made by Mr. Mathey; second by Mr. Kelsey. Mr. Tardoni abstained, and the motion carried. The motion to approve the minutes of the February 13, 2020, special meeting as presented was made by Mr. Mathey; second by Mr. Kelsey. Mr. Tardoni abstained, and the motion carried. The minutes of the February 27, 2020, special meeting as presented was made by Mr. Kelsey; second by Dr. Sowada. Mr. Mathey abstained, and the motion carried.

**COMMUNITY COMMUNICATION**

There were no comments.

**OLD BUSINESS**

None.



## **NEW BUSINESS**

There were no items listed on the agenda. It was noted there are some revised charters included in the committee reports section.

### **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson said she is getting calls about Covid-19 (coronavirus) and shared information about what the Hospital is doing to prepare. She said the Emergency Response Team is addressing needs and staff are meeting in daily huddles. Ms. Richardson read aloud a statement prepared by Ms. Kari Quickenden, Chief Clinical Officer, and said we are using our pandemic response plan to address issues and prepare. We have been working to prepare for weeks. Ms. Richardson read suggestions for what people can do to help with protection. Dr. Cielette Karn is speaking to the Rock Springs Enterprise Committee on March 5. Dr. Jean Stachon from Community Health is speaking at the Rock Springs Chamber of Commerce luncheon March 9. Ms. Richardson said we want to make sure we take care of patients, staff, and our community. The Strategic Plan Retreat is still planned for March 26 from 8:30 AM to 12 PM at Santa Fe Trail. We will look at the first two years of the three-year plan. Ms. Richardson provided a strategic plan update. In the area of Patient Experience, we are still training the entire staff on person-centered care culture. Dr. Sowada and Mr. Jones have completed their training. The Trustees and Commissioner Smith are invited to attend a session that works in their schedule. The Patient and Family Advisory Council meet again March 16. We have a really good group attending and are grateful for their time and feedback. In the area of Quality and Safety, we continue to work with the Quality Department and continue to make progress. Everyone is doing a great job. In the area of Community and Growth, we are working on e-psychiatry opportunities. The Community Health Needs Assessment revealed the number one concern in our community was having more mental health and behavioral health services. Ms. Leslie Taylor, Clinic Director, said we identified with the community on the number one concern. She said we as looked at the possibility of hiring a psychiatrist, we decided telehealth would be our best option. Ms. Taylor thanked Mr. Rich Tyler, IT Director, for his assistance in identifying options. Ms. Taylor said we will start with psychiatry in the outpatient setting. She said we realize we have needs in the inpatient areas but hope we can help people earlier. Ms. Taylor reviewed the e-psychiatry agreement included in the meeting packet. She said we are looking at a conservative approach. Ms. Taylor said we are very excited to bring these services to our community. The CHNA group will discuss the many ways patients will be referred. Dr. Sowada confirmed people may self-refer. Ms. Taylor said we will continue to fine-tune the process. She said the pay coding duty is the physician's responsibility per the contract and we will hire a clinical documentation improvement certified coder stationed in the clinic to assist the physician. In the area of Fiscal Stewardship, Ms. Richardson said she and Ms. Tami Love, Chief Clinical Officer, will speak with Standard and Poor's in April. We are hoping for a favorable call. Ms. Richardson gave an update on six penny tax project status. She said she understands that due to a math error, the Commissioners took approximately \$320,000 from our project to give to the City of Rock Springs so they can finish their priority project and that should leave enough for our priority project. She said if we have anything left, we can put that toward our second project. Mr. Kelsey and Mr. Mathey said their understanding is the money came from the additional \$600,000 that was to go to the Hospital. Mr. Jones said he was told there is a real benefit to bonding. He said he wants to learn more details on that process. Ms. Richardson said we bonded both times in the past and we benefitted both times. Ms. Richardson thanked the Commissioners for their continued support

of the Hospital. She said we are within the window for The Joint Commission survey. Our survey readiness group is meeting and reviewing all requirements. Ms. Richardson said we are getting closer to opening a walk-in clinic. Ms. Taylor has been asked to report to the Board on progress at the April meeting. Ms. Richardson said we continue to look at a new electronic health record option. She said our goal is to include this in the FY21 budget. We are working on budget and they are due to senior leadership by early April. Ms. Richardson asked the Trustees to note some upcoming education opportunities:

- Wyoming Hospital Association Trustee and CEO Conference will be April 30 in Cheyenne, not in May in Thermopolis as previously noted
- September 1 – 3 Wyoming Hospital Association Annual Meeting in Casper

Ms. Richardson and Ms. Suzan Campbell, General Legal Counsel, participate in weekly legislative update telephone calls with the Wyoming Hospital Association leadership and CEO's. Ms. Campbell will provide a report to the Board at the April meeting. The Health Fair is Saturday, March 7 from 9 AM to 12 PM. Ms. Richardson said we will honor our doctors on March 31. The Board is invited to help us show our appreciation to the medical staff at a celebration at 6 PM at Santa Fe Trail. Ms. Richardson said several leaders and Dr. Sowada will attend the University of Utah annual symposium March 30 and 31. She said a group of physician leaders, hospital leaders, and trustees will attend a Governance Institute leadership conference in Scottsdale April 26-29. Ms. Richardson said the meeting packet contains a request for a 3D mammogram unit. She said we had a joint with the Foundation Board the prior week. They agreed to purchase the 3D mammo unit for the Hospital. Ms. Richardson said she thinks it is the best thing to happen for our Hospital, our community, and our patients. We are all working together and this truly is great news. Ms. Richardson thanked Ms. Tiffany Marshall, Foundation Director, and the Foundation Board of Directors for their support. Mr. Jones said we have been headed in this direction for several years. The request was tabled due to lack of funds and it was tough to do that knowing the equipment was needed. Mr. Jones thanked the Foundation and thanked everyone at the Hospital for putting us in a position to be able to do this. Mr. Jones asked everyone to please send a note of thanks to Ms. Marshall to forward to the Foundation Board and spread the word in the community that we are getting there. Ms. Richardson thanked everyone for all they are doing.

## **COMMITTEE REPORTS**

### **Quality Committee**

Dr. Sowada said the minutes are in the meeting packet. She said the Committee spent the last meeting reviewing in preparation for the work on the charter. Dr. Sowada said the charter is not ready for review yet. She said the Quality Department are constantly reviewing records to make sure we are covering all aspects. The Community Health Needs Assessment is something moving into the quality arena. Another dimension coming on-line is consumerism, the quality things the Hospital has in place to make patients want to come here. She said that includes patient navigation, care transition, etc. Dr. Sowada said, "hats off to staff," Ms. Richardson and senior leadership. She said it's an impressive amount of work they do every month. Mr. Jones said the work is showing impressive results. He said he is not sure if we have ever seen quality scores before like we are seeing now. Dr. Sowada reviewed briefly some history regarding patient satisfaction scores. Mr. Jones said we appreciate everything being done in the area of quality. They are showing good planning and good follow thru.

## **Human Resources Committee**

Mr. Tardoni said his comments and statistics are in the meeting packet. He said the Committee adopted some rewording for the charter. He expects a final will be to the Board in April. Mr. Tardoni asked for direction from the Board regarding an assignment and a subcommittee formed to review a revision of the appeals process. Mr. Kelsey said the issue is not a Board or Human Resources policy, it is strictly in the purview of the Board of Trustees. He said the Board attorney wants to discuss the issue with the Board of Trustees. In the past, it was thought that what was on the books would work fine. Mr. Kelsey said Mr. Jim Phillips, Legal Counsel, thinks we need to make changes. That discussion is not part of a Human Resources policy, it is a Board function to review. The Board agreed the related piece that is a policy will go through the Human Resources Committee. The rules of practice will be reviewed by the Board of Trustees after the policy is complete.

## **Finance and Audit Committee**

**Capital Expenditure Requests:** The motion to approve capital expenditure request FY20-36 for budgeted equipment used in gallbladder procedures for \$29,741.44 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. The motion to approve capital expenditure request FY20-37 for purchase of a PACS software upgrade as presented for \$53,650 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. The motion to approve capital expenditure request FY20-38 for a 3D mammography machine as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. Mr. Kelsey noted the Foundation graciously approved to pay for the machine. The motion to approve capital expenditure request FY20-40 for the replacement of our wireless network for \$119,302 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

**Narratives:** Ms. Love reviewed the narrative highlights included in the meeting packet. She reported we are developing plans to improve our self-pay process. Mr. Kelsey said the presentation to the Committee was well-done, thanked the staff for their efforts, and said this is a great step in the right direction to examine what we are doing. Dr. Sowada said quality and finance really overlap in the area of consumerism. Mr. Kelsey said the Committee approved the charter in the Committee packet and he feels it is ready for Board approval at the next meeting.

**Bad Debt:** The motion to approve the net potential bad debt for January of \$746,841.32 and February of \$837,320.30 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

## **Building & Grounds Committee**

Mr. Tardoni said his comments are in the meeting packet. Ms. Love said Mr. Jim Horan, Facilities Director, had an off-site meeting and asked her to provide a brief update. She said the steel is up for the central plant and we had a successful water shutdown to tie in the chilled water. Mr. Tardoni said they removed the word “represent” from the charter and it is presented for approval next month. Mr. Kelsey asked how our contractor is doing. Mr. Tardoni gave a brief update and said the contractor seems to be doing well. Two of our staff and the engineer are looking at the schedule. The contractor says we are on-schedule. Mr. Tardoni said our group wants to ensure that. Overall,

he said he would say the engineer and contractor are performing well and it is going about like any construction project.

### **Foundation Board**

Ms. Marshall said there was a joint meeting between the Foundation Board and Hospital Board the prior week. She reported the Gala in February had record numbers in attendance, sponsorship, and donated items. She said we raised \$163,000 which is up \$20,000 from the prior year. Ms. Marshall thanked Ms. Leah Lassise, Executive Chef and Nutrition Services Director, all of the event volunteers and guests. She said 16 hospital departments donated items for the event. Mr. Jones thanked everyone who gave items. Ms. Marshall thanked the Board for their donation to the live auction. Mr. Jones also thanked the Trustees for their contributions and support. Ms. Marshall said the Foundation Board loses two of their members this year, one in July and one in November, and they are looking for new members. The Foundation Board Annual Support Committee is meeting. Mr. Jones thanked the Foundation Board on behalf of the Board of Trustees for the gift of the 3D mammogram machine. He said we appreciate that huge decision.

### **Compliance Committee**

Dr. Sowada said the minutes and the charter are in the meeting packet for review. She said the Committee is in a building phase with a change in staff. Dr. Sowada said overall the work is going well.

### **Governance Committee**

Dr. Sowada said the minutes and charter are in the packet for review. She said we are going to start the onerous task of reviewing the Board bylaws. Mr. Mathey said it is not exciting work but necessary work.

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

Mr. Mathey said the Board will review the Committee work in executive session.

### **Joint Conference Committee**

Dr. Lauridsen said the group will be ready to meet after March 24. He said we would like to set up a meeting before the General Medical Staff meeting in May. Ms. Kerry Downs, Medical Staff Services Director, will work with Mr. Jones and Mr. Mathey to schedule the meeting.

The Board took a 10-minute break. The meeting reconvened at 3:43 PM.

## **CONTRACT REVIEW**

The motion to authorize the CEO to sign the contracts under the contract consent agenda as presented was made by Mr. Mathey; second by Mr. Tardoni. Motion carried.

## **MEDICAL STAFF REPORT**

Dr. Lauridsen reported the General Medical Staff met February 25. He said the meeting was largely informational. Dr. Lauridsen said he is looking forward to the Joint Conference Committee meeting.

## **GOOD OF THE ORDER**

Mr. Tardoni said he attended the State Miners Board meeting in Cheyenne February 11 and 12. He said our County Commissioners are authorized to appoint one Board member and Campbell County can appoint one Board member. He said the other members are appointed by the Governor. At the previous session, the Board approved increases in hearing aid coverage. At the 2020 session, the Board increased the number of chiropractic visits covered. Ms. Richardson said she spoke with Commissioner Smith during the meeting break and he said \$360,000 of the \$600,000 allocated to the Hospital will be given to the City of Rock Springs with \$240,000 remaining to the Hospital. Ms. Richardson said that is \$240,000 above what was allocated to the Hospital originally. She thanked Commissioner Smith and the County for their support. Mr. Jones said we know we have the support of the County Commissioners and that is important. Mr. Jones thanked everyone for their hard work. He said marked improvements don't happen by accident and said it takes a lot of effort, planning, and follow-thru.

## **EXECUTIVE SESSION**

The motion to go into Executive Session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

## **RECONVENE INTO REGULAR SESSION**

At 5:06 PM, the motion to come out of executive session and into open session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

## **ACTION FOLLOWING EXECUTIVE SESSION**

### **Approval of Privileges**

The motion to grant privileges to healthcare professionals as discussed in executive session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

Credentials Committee Recommendations from February 11, 2020

1. Initial Appointment to Associate Staff (1year)
  - Dr. Michael Neyman, Hospitalist
2. Reappointment to Active Staff (2 years)
  - Dr. Neal Asper, Anesthesia
3. Reappointment to Consulting Staff (2 years)
  - Dr. Alexander Colonna, Tele ICU (U of U)
  - Dr. Marta McCrum, Tele ICU (U of U)
  - Dr. David Renner, Tele Stroke (U of U)

- Dr. Brent Wilson, Cardiovascular Disease (U of U)
- 4. Reappointment to AHP Staff (2 years)
  - Melissa Jewell, PA-C, Family Medicine
- 5. Other Business - Credentialing Leasing Providers

The motion to discontinue the Board of Trustees' practice of taking applications for hospital privileges from, and granting hospital privileges to, health care professionals whose sole connection to MHSC is leasing space from MHSC or being employed by a health care provider that leases space from MHSC was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

The motion to authorize the CEO to execute a physician contract as discussed in executive session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

### **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 5:08 PM.

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Mr. Taylor Jones, President

Attest:

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Mr. Ed Tardoni, Secretary

# Board Charter: The Building & Grounds Committee

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Board of Trustees Orientation and Resource Handbook
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**Category: Board Committees & Committee Charters**

**Title: Building & Grounds Committee**

**Original adoption: October 4, 2017**

**Revision: 2020**

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## **Purpose:**

The purpose of the Building & Grounds Committee is to assist the Board of Trustees (Board) in discharging its duties in respect to protecting and maintaining the real properties of Memorial Hospital of Sweetwater County (Hospital), including its off-site properties, in support of a safe, efficient, and aesthetic environment.

## **Responsibilities:**

In fulfilling its charge, the Building & Grounds Committee is responsible for the following activities and functions:

1. Monitor the functional integrity and safety of the Hospital's real properties, including its off-site properties, and reports to the Board any needs for action to maintain or improve its real properties.
2. Assess the needs, and governmental and regulatory mandates, to set priorities that support the overall mission of the Hospital for safe, efficient care.
3. Recommend, review, and assess proposed projects and renovations.
4. Identify future needs and improvements that are beyond normal maintenance activities.
5. Monitor capital construction projects.
6. Recommend to the Board an annual Building and Grounds plan consistent with the Hospital's annual budget and strategic plan.

## **Composition:**

The Building & Grounds Committee will consist of two (2) members of the Board, one of whom will function as chair person; the Chief Executive and Chief Financial Officers; and the Director of Facilities. Each of these members shall have voting privileges.

The Director of Facilities, at his discretion, may invite other attendees who have involvement with, or can contribute information about, any current issue under

consideration at a meeting of the committee. Such additional attendees will not have voting rights.

**Meeting Schedule:**

The committee shall meet monthly, or as needed.



# Board Charter: The Compliance Committee

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Board of Trustees Orientation and Resource Handbook
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**Category: Board Committees & Committee Charters**

**Title: Compliance Committee**

**Original adoption: 7/4/2018**

**Revision: 7/25/2018; 1/29/2020**

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## **Purpose:**

The purpose of the committee is to ~~represent and~~ assist the Board of Trustees (Board) in discharging its duties in respect to ensuring the compliance activities of Memorial Hospital of Sweetwater County (Hospital) are vigorous, appropriate and continuous.

## **Responsibilities:**

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

1. Oversee the Hospital's compliance program and monitor its performance.
2. Make recommendations to the Board regarding compliance practices.
3. Ensure the Board is aware of significant compliance issues.
4. Review compliance risk areas and the steps the Hospital has taken to assess, control, and report such compliance risk exposures.
5. Review monthly reports of compliance audits to assess the appropriateness of audit activity.
6. Ensure the Hospital has all applicable policies related to compliance with state and federal regulations.

## **Composition**

The Compliance Committee will consist of two (2) members of the Board, one of whom will function as chair person; the Chief Executive Officer, General Legal Counsel, and Compliance Officer. Each of these members shall have voting privileges.

## **Meeting Schedule**

The committee shall meet monthly, or as needed.

# Board Charter: The Executive Oversight and Compensation Committee

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Board of Trustees Orientation and Resource Handbook
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**Category: Board Committees & Committee Charters**

**Title: Executive Oversight and Compensation Committee**

**Original adoption: June 14, 2010**

**Revision: 2017**

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## **Purpose:**

The purpose of the committee is to assist the Board in discharging its duties in respect to conducting annual goal-setting, evaluation, and compensation review, in accordance with board policy, for the Chief Executive Officer; and in respect to establishing the compensation range of other Chief Officers.

## **Responsibilities:**

The Executive Oversight and Compensation Committee is responsible for the following activities and functions:

- Annually evaluates the performance of the CEO using performance expectations and specific goals, mutually agreed upon at the beginning of the evaluation cycle, and reports the results back to the full Board.
- Develops, with input from the full Board and the CEO, clear and comprehensive annual performance expectations, which are related to the hospital's mission and its strategic success in these four (4) areas—financial, quality, service, and people—and states how the expectations are tied to compensation. For each of the four areas, specific annual performance goals may be set, each of which is tied to an economic bonus calculated as a percentage of the CEO's base salary. Goals shall be mutually established by the committee and the CEO, and shall be in writing. The total bonus shall not exceed twenty percent (20%) of base salary. Goals must be approved in advance by the Board.
- Meets quarterly with the CEO to review progress toward meeting the hospital's strategic and tactical priorities and goals and responses to unplanned change.
- Recommends policies and processes to the Board for the regular and orderly review of the performance, compensation, and development of the CEO. The processes shall include provisions for input from the full Board and a report to

the full Board on the results of the evaluation and compensation review by the full Board.

- Develops the job description for the CEO, including responsibilities, as well as education and experience requirements.
- Adheres to the Board's compensation philosophy and written policies, including Board Policy EOC-3-2011 and No. 1-6.1.11, as amended from time to time by the full Board, that reflect the charitable, tax-exempt mission of the hospital and are in compliance with all Federal and State regulations.
- Periodically reviews for reasonableness and competitiveness salary, benefits, and other forms of compensation for the hospital's Chief Officers and, if appropriate, recommends for consideration by the Board, changes.
- Directs the CEO to prepare and annually update a CEO and other chief officer succession and management development plan to be reviewed with the committee and reported to the Board.

## **Composition**

The committee shall consist of two (2) members of the Board, one of whom is the Chair of the Board and shall serve as committee chair. The other one (1) may be the Chair of the Quality Committee, the Chair of the Finance and Audit Committee, or another Board member. In any event, written input from the Chairs of the Quality and Finance and Audit Committees will be included in annual performance review. The CEO attends committee meetings by invitation.

## **Meeting Schedule**

The committee shall meet quarterly, or as needed.

# Board Charter for Finance & Audit Committee

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Board of Trustees Orientation Resource Handbook
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**Category: Finance and Audit Committee**

**Title: Finance and Audit Committee**

**Original adoption: June 14, 2010**

**Revision: 2020**

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## Purpose

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

## Authority

The committee has no expressed or implied power or authority.

## Responsibilities

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

- Reviews, monthly, the financial status of the hospital and reports to the Board.
- Reviews the fiscal year operating and capital budgets of the hospital prepared by Senior Leadership; makes recommendations to the Board regarding approval of said budgets.
- Monitors the overall financial performance and risk of the hospital in light of approved budgets, long term trends, and industry standards.
- Reviews on a regular basis hospital financial statements.
- Reviews and recommends to Board all Capital purchases  $\geq$  \$25,000.00.
- Recommends to the Board policies designed to strengthen the financial health of the hospital and clinics.
- Recommends to the Board key financial objectives to be established and monitored.
- Reviews hospital investments; makes recommendations to Senior Leadership as deemed desirable.
- Monitors the hospital's debt obligations; reviews borrowing initiatives proposed by Senior Leadership; makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the poor and uninsured, in compliance with State statute 18-8-106.
- Provides oversight over external auditing matters by:
  - Reviews the Board's external auditing policy; recommends changes if deemed

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

## Composition

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

## Meeting Schedule

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

## Reports:

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

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

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



## Board Charter: The Governance Committee

### Board of Trustees Orientation and Resource Handbook

Category: Board Committees & Committee Charters

Title: Governance Committee

Original adoption: June 14, 2010

Revision: 2011; 2017; **2020**

### Purpose:

The purpose of the committee is to assist the Board of Trustees (Board) in discharging its duties in respect to institutional governance and to Board composition and education.

### Responsibilities:

The Governance Committee is responsible for the following activities and functions:

- ~~May recommend new Trustee candidates to the County Commissioners, who are charged with appointing Board members. In making such recommendations, the Governance committee shall consider the skills and the attributes of the candidate, the needs of the Board, and representation of the residents of Sweetwater County.~~
- As part of the annual July meeting, assists the Board in electing its officers—president, vice president, secretary, and treasurer—by ~~accepting suggested soliciting potential candidates nominees~~ and presenting a ballot, ~~subject to nominations made from the floor,~~ of nominees for Board vote.
- In the event an office is vacated, accepts nominees for the open office. The ballot is presented and voted upon within sixty (60) days of the office being vacated. ~~Nominees from the floor shall also be accepted.~~
- Plans and assists ~~management senior leadership~~ with new Trustee orientation.
- Recommends, for Board approval, by-laws, charters, and policies in order for the Board to carry out its fiduciary and strategic responsibilities.
- Reviews and updates Board by-laws, charters, and policies at least every ~~other~~ third year, bringing any changes to the Board for approval.
- Maintains and updates charters and policy statements regarding roles, responsibilities, duties, and job descriptions for the Board itself and its members, officers, and committees, bringing any changes to the Board for approval.
- Confirms compliance with hospital's conflict of interest policy.



- Conducts an annual evaluation of the Board's performance. Periodically, assesses the educational needs of the Board and ~~plans an annual education program that is delivered through a variety of formats~~ encourages the board members to avail themselves of the large variety of educational opportunities —such as, professional meetings, webinars, board workshops, etc.
- May recommend new Trustee candidates to the County Commissioners, who are charged with appointing Board members. In making such recommendations, the Governance committee shall consider the skills and the attributes of the candidate, the needs of the Board, and representation of the residents of Sweetwater County.
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## Composition

The committee shall consist of two (2) members of the Board; and the Chief Executive Officer (CEO), ~~and In-house Counsel who will be members without voting privileges.~~

## Meeting Schedule

The committee shall meet quarterly, or as needed.

## Reports

The committee will receive and review the following reports and present a summary report to the Board:

- Board self-assessment survey and follow up improvement plan.
- Annual board education plan.
- In-house Counsel's and/or the CEO's report(s) on current legal and regulatory issues affecting governance, plus an analysis of whether any changes to Board bylaws or policies are necessary.



# Board Charter: The Human Resource Committee

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Board of Trustees Orientation and Resource Handbook
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NO.
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Category: Board Committees & Committee Charters

Title: Human Resource Committee Original

Adoption: June 14, 2010

Revision: September 6, 2017

Revision: February 17, 2020

Approved and adopted by Board of

Trustees: 9/6/17 &

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## Purpose:

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

## Responsibilities:

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

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

*Exceptional Skill. Extraordinary Care.*

## Composition

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

## Meeting Schedule

The committee shall meet quarterly, or as needed.

## Reports

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

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

*Exceptional Skill. Extraordinary Care.*

# Board Charter for Quality Committee

Board of Trustees Orientation and Resource Manual

**Category: Board Committee & Committee Charters**

**Title: Quality Committee**

**Original adoption: June 14, 2010**

**Revision: October 4, 2017, June 6, 2018, March 17, 2020**

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## Purpose:

The purpose of the Quality Committee (Committee) is to assist the Board of Trustees (Board) in its fiduciary and oversight duties regarding the delivery of safe, quality, patient-centered care as set forth below.

## Definition of Quality:

Quality at Memorial Hospital of Sweetwater County (Hospital) is a patient-centered commitment to excellence, consistently using best practices for process improvement to achieve the best outcomes for our patients.

The Institute of Medicine (IOM) defines health care quality as “the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

The IOM defines the six (6) dimensions of quality as:

1. **SAFE**, *does not harm*
2. **TIMELY**, *delivered without unnecessary delays*
3. **EFFECTIVE**, *based on the best scientific knowledge currently available*
4. **EFFICIENT**, *does not waste resources*
5. **EQUITABLE**, *based health needs not personal characteristics*
6. **PATIENT-CENTERED**, *respectful and customized according to patients needs and values*

## Authority

The committee has no expressed or implied power or authority.

## Responsibilities:

In fulfilling its charge, the Committee is responsible for the following activities and functions.

1. Monitors the monthly quality, safety, and patient experience reports of the Hospital against national benchmarks and other standards.
2. Monitors priority-focus data as identified by the Performance Improvement and Patient Safety (PIPS) Committee.
3. Monitors the summary quality, safety, and patient experience reports provided pursuant to provisions of clinical service contracts.
4. Monitors the summary quality, safety, patient experience reports of the Hospital's medical directors and department chairs.
5. Reviews all *Serious Safety Events*, as defined by the Hospital, the National Quality Forum, Wyoming Department of Health, and The Joint Commission, and subsequent improvement plans made in connection therewith.
6. Monitors the effectiveness of project and committee leaders' improvement plans with regard to negative variances and serious errors.
7. Reviews the Hospital's annual *PIPS Plan (Plan)* and recommends the *Plan* to the Board for its approval.<sup>1</sup>
8. Advocates that quality and cost are appropriately inter-related and that the Hospital's culture and resources are sufficient to support efforts to improve quality, safety, and patient-centered care.
9. Recommends organizational strategy regarding the delivery of safe, patient-centered, quality care as aligned with the Hospital's strategic plan.
10. Works with Senior Leadership to help assure that major new programs, service additions, or enhancements have met specific quality-related performance criteria, including, but not limited to, volume, staffing and accreditation requirements.
11. Recommends Board level policies regarding the delivery of safe, patient-centered, quality care, as needed.
12. Recommends education programs to the Board.

## Composition

The composition of the Committee shall be as follows: two (2) Board members, one of whom to serve as Chair, Chief Executive Officer, Chief Medical Officer, Chief Financial Officer, Chief Nursing Officer, Chief Clinical Officer, Clinic Director, Quality Director, and not more than two physicians as appointed by the Board President. Each of these members shall have voting privileges.

The Chair may invite any director, officer, staff member, expert or other advisor who is not a member of the Committee to attend, but these individuals have no voting privileges.

**Meetings should be attended by** the staff of the Quality Department and the Infection Prevention, Risk and Compliance Director. These individuals shall not have voting privileges.

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<sup>1</sup> WY Stat 35-2-910 (a).

## Meeting Schedule

The Committee shall meet monthly, and as needed.

## Reports

The Committee will regularly receive and review the following reports.

1. The monthly quality, safety, and patient experience reports of the Hospital
2. Centers for Medicare and Medicaid quarterly and annual reports
3. *Serious Safety Events*, as they occur
4. Root Cause Analysis (RCA) and Failure Mode and Effects Analysis (FMEA) reports
5. Environment of Care reports, biannually and annually
6. Progress on performance improvements and/or safety goals as aligned with identified priority areas in the PIPS Plan and/or other priorities identified by the PIPS Committee in action plan format
7. The annual *PIPS Plan*
8. The results of the biennial *Culture of Safety* survey
9. Accreditation reports when received
10. Audits of credentialing process at least every two (2) years<sup>2</sup>
11. Audits of peer review, ongoing professional practice evaluations (OPPE), focused professional practice evaluations (FPPE) monitoring, annually<sup>3</sup>
12. Audits of clinical contract quality and safety review, annually
13. Audits of medical directors' quality review initiatives annually

## Confidentiality

WY Stat 35-2-910. Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review. Subsection A. "Each licensee (hospital, healthcare facility and health services) shall implement a quality management function to evaluate and improve patient and resident care and services in accordance with the rules and regulations promulgated by the division. Quality management information relating to the evaluation or improvement of the quality of health care services is confidential. Any person who in good faith and within the scope of the functions of a quality management program participates in the reporting, collection, evaluation, or use of quality management information or performs other functions as part of a quality management program with regards to a specific circumstance shall be immune from suit in any civil action based on such functions brought by a health care provider or person to whom the quality information pertains. In no event shall this immunity apply to any negligent or intentional act or omission in the provision of care."

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<sup>2</sup> WY Stat 35-2-910 (d)

<sup>3</sup> *ibid*

Confidentiality shall be maintained, based on full respect of the patient's right to privacy and in keeping with Hospital Policy and State and Federal Regulations governing the confidentiality of quality and patient safety work. All quality and patient safety data shall be considered the property of the Hospital.

Only aggregated data will be reported to the Committee, with two exceptions. These exceptions are *Serious Safety Events* and events that triggered *Root Cause Analysis and/or Failure Mode Effects Analysis*. De-identification of protected health information will be used for these reports.

**MHSC Board of Trustees Meeting**  
**April 2020**  
**Report of the CEO – April**

**Mission Moment**

- My Mission Moment is a huge shout out to the community. We have had such an outpouring of encouragement, offers to help, donations, etc. and we are so appreciative. Our community has really come together and is supporting our hospital, our patients and our staff and we feel like they have also embraced our Mission Statement and our values with their heartfelt demonstration of compassion and kindness. We are truly grateful to our community.

**Staff and Physicians**

- As we navigate through these very uncertain and challenging times, I want to mention how amazing our staff, physicians and leadership team are. They are and have always been here for our patients and are doing everything they can to take care of our patients. It's an honor for me to be part of this very capable, kind and compassionate team.

**COVID-19 - Update**

- We have set up our Incident Command team and they have been meeting every day to create plans for how we will handle the pandemic wave. This team consists of very experienced and highly trained individuals who know how to plan and react in emergency situations. We are doing our best to slow and stop the spread of COVID-19 by reducing the number of access points to the hospital and our clinics and by limiting the number of visitors, vendors, and guests. This is in an effort to help stop the spread and it is working.
  - Hospital inpatient areas are no longer open to visitors. Exceptions to this include pediatric patients and obstetrics patients
  - For these exceptions, we continue to allow only one visitor per adult patient. Visitors for a pediatric patient must be a parent or guardian. One adult visitor is allowed per obstetrics patient
  - The visitor should be the same visitor for the entire duration the patient is in the OB unit or under pediatric care. No visitor under the age of 18, unless they are a parent or partner of the patient
- As of Thursday, March 26<sup>th</sup>, here are our testing results
  - One positive COVID-19 case in Sweetwater County
  - Total specimens sent for COVID-19 testing – 205
  - Confirmed not detected results (negative) – 52
  - Rejected specimens for testing due to weather delay – 67
  - Specimens are being sent to ARUP, LabCorp, and the State
  - Testing is being hampered by shortages of swabs and reagent
- The swabbing station was set up the week of March 9<sup>th</sup> and our staff is doing an amazing job and we appreciate them!
- We want our community to know that we are here for them. We are doing our best to keep our patients, staff, physicians and community safe and healthy. We appreciate everyone's patience

and understanding during these very rapidly changing times. We encourage our community to physically distance themselves as much as they can, to practice good hand hygiene and to take care of themselves.

### **Strategic Plan**

- We were supposed to have our Strategic Plan update on Thursday, March 26<sup>th</sup> at 8:30 am at Santa Fe; however that was postponed due to the COVID-19 outbreak. We will schedule this for a later date.
- Patient Experience – Due to the COVID-19 outbreak, we have placed our Planetree Person-Centered Care Workshops on hold until at least the end of April. We have canceled the Steering Committee in March and April and we have canceled the Patient and Family Advisory Council for March and April. Cindy has provided a link to a recent Planetree webinar on person-centered care during pandemics to help remind us of our mission and bring us together during this uncertain time: <https://www.planetree.org/pandemics-webinar>
- Congratulations to all the departments for their preliminary patient satisfaction scores. Everyone did great, but I really want to thank Megan Jacobsen and the OB staff and Melissa Anderson and E/D staff and the E/D physicians as they really made huge leaps in their scores so we want to recognize them for that!
- Quality and Safety – Continue to work with the Quality department to improve our processes.
- Community and Growth – In an effort to see as many patients as we can, we have worked very quickly in implementing our walk-in clinic and tele-health services. I want to thank Leslie Taylor and her team and all of the physicians for working so hard to make this happen!
- Financial Stewardship – Our call with S&P will be in April. Standard & Poor's has followed the lead of Moody's and Fitch and they have issued a negative outlook for not for profit hospitals as the COVID-19 outbreak develops.
- We have a phone call with Lauren Schoenfeld next week to discuss the 6<sup>th</sup> penny project.

### **Updates**

- The Joint Commission has suspended their accreditation visits to hospitals at this time. We continue our work on the standards and will be ready when they are.
- Tami and Jan have sent out reports to the leaders and we will have our budget meetings the week of April 13<sup>th</sup>.
- WHA Trustee Education Program scheduled for April 30<sup>th</sup> in Cheyenne, WY was canceled due to COVID-19
- The U of U Affiliate Symposium scheduled for March 30<sup>th</sup> and 31<sup>st</sup> in Salt Lake City, UT was canceled due to COVID-19
- Governance Institute Conference scheduled for April 27<sup>th</sup> – April 30<sup>th</sup> in Scottsdale, Arizona was canceled due to COVID-19

### **General**

- Our health fair was held on March 7<sup>th</sup> at 9:00 am. It was a huge success! I want to thank Janae Gale and all of the leadership team who volunteered to help, they did an amazing job!
- Doctor's day dinner was going to be held on Tuesday, March 31<sup>st</sup> at 6:00; however, we postponed it due to COVID-19. We will let you know when we reschedule



Again, I would like to thank our staff, leaders and physicians for really uniting and working together to keep our patients, staff and community safe. Also, for their amazing work on the COVID-19 outbreak, these are people that you want taking care of you. It is times like this that show the importance of a community hospital – we are here now, and we will always be here for our community.

Present: Dr. Banu Symington Dr. Kristy Nielson, Marty Kelsey, Dr. Barbara Sowada, Irene Richardson, Kara Jackson, Karali Plonsky, Corey Worden, Gabrielle Seilbach, Leslie Taylor

Absent/Excused: Dr. Cielette Karn, Dr. Melinda Poyer, Tami Love, Kari Quickenden,

Chair: Dr. Barbara Sowada

### **Mission Moment**

Ms. Richardson gave a shout out to staff during these tough times of COVID19

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

Dr. Sowada present the Agenda with the request to pull out the following items for discussion: ASCO update, Quality Charter, COVID19 Update, Culture of Safety Survey, and pgs. 24 and 31 from the Consent Agenda. Dr. Sowada further requested to table the rest in light of time constraints, due to workloads caused by the COVID19 epidemic. Motion to approve Agenda by Ms. Richardson, seconded by Dr. Nielson, Agenda was approved. Motion to approve February 19, 2020 Minutes by Ms. Taylor, seconded by Ms. Jackson, Minutes were approved. 01.

### **Old Business**

Tabled.

### **New Business**

ASCO updates reviewed by Dr. Symington. It was noted they will be having a virtual meeting tomorrow. It is under the guise of Cancer quality improvement, but could really relate to the entire hospital.

Dr. Sowada presented the revised Quality Committee Charter, that was worked on again yesterday in a meeting with Ms. Richardson, Ms. Jackson, Mr. Kelsey, and Dr. Sowada herself. Dr. Sowada noted statutes were added and it was aligned with our Strategic Plan. Ms. Richardson motioned to approve, Dr. Nielson seconded, Charter was unanimously approved. The Charter will now go to the Board for final approval.

Dr. Nielson gave an update on COVID19 Preparedness. We started meeting as soon as we heard about the possible epidemic, then ramped up when we started seeing patients in Wyoming. Since then we have set up a Triage tent, a drive through swabbing, plus prepared ICU as a quarantine area. We are working with Aspen Medical Facility for an additional ventilator, which is the same as what we use. We started restricting visitation, and continue to increase those restrictions. We have been testing, but ARUP ran out of testing reagent yesterday. As of today we have only had 2 come back, both were negative. Ms. Taylor noted that we have been also testing for Flu A and B, H1N1, Rhinovirus and varied other Corona type viruses. Starting today we are hoping to send tests to the State and are also working with Dr. Iliya to send test through another testing site. Currently all swabs for further COVID19 testing are

being frozen and held until we know where we can send. Patients that are concerned they may have COVID19 and in the absence of test results have been advised to self-quarantine.

Ms. Jackson reported on Safety survey preparations. They are working on putting together the questionnaire, but are waiting for roll out of survey until a less hectic time arises.

### **Medical Staff Update**

Tabled.

### **Consent Agenda**

Dr. Sowada questioned Pg. 24 and Ms. Jackson reviewed the information.

Dr. Sowada questioned how the information from grievances and occurrences flowed up to Senior Leadership. Ms. Hove noted that would be the Occurrence Reporting Standard. Dr. Sowada requested that the standard be brought to next month's meeting for review.

Pg. 31 look it's all blue! All stats on this page are in the blue! Ms. Jackson noted that on pg. 33 although the ED numbers are colorful they are continuing to show improvement.

### **Announcements**

Tabled

### **Meeting Adjourned**

The meeting adjourned at 8:47am

### **Next Meeting**

**April 15, 2020**, at 08:15 am, CR 1 & 2

Respectfully Submitted,

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Robin Fife, Recording Secretary

Quality Committee  
Consent Agenda Quality Summary  
March 2020

Four Priority/Focus Areas (**Bolded** in Summary Below)

1. ED Patient Flow
2. HCAHPS/Patient Experience
3. Sepsis
4. Hand Off

1) Star Rating

- a. There are seven categories within the Star Rating and they are as follows: mortality, readmission, safety of care, efficient use of medical imaging, timeliness of care, patient experience (see next bullet) and effectiveness of care. Each of these seven categories contain several data metrics. Data within the following categories continues to trend in right direction: mortality, safety of care, and readmission. Opportunities for improvement exist within the efficient use of medical imaging category. OP – 8: MRI Lumbar Spine for Low Back Pain measure is a claims based measure and we receive data annually (late March/early April). We are not able to replicate OP-8 (as we have in OP-10), due to the complexity of the measure. New Appropriate Use criteria from CMS will help improve this outcome. For OP-10, data was pulling incorrectly for quite some time. We have corrected the indicator and it appears the data is worse than previously reported. A work team was created to dive into the data and improvement updates will be provided at the meeting.
- b. Within the Timeliness of Care category, **Ed-2b: ED Median Admit Decision Time to ED Departure Time** is trending in the right direction and the goal has been met. A new goal has been created by this work team, and includes continuing to decrease the data from average of 120 minutes to 100 minutes, more to come on the improvement work from this team in April. Within the Effectiveness of Care category, we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. A multidisciplinary sepsis work team has been created, including physicians and front line staff. Initial meeting took place in December, with the process mapped out and gap analysis completed. Three additional meetings have occurred in January, February, March. Updated screening tool, standing order, and protocol form, as well as downtime forms, have gone live as of March 11<sup>th</sup>. Specific education has been provided to each department prior to go live date, in addition to required completed of learning modules. We continue to monitor data for Core Op - 29 Colonoscopy-follow up for average risk patients to ensure sustainment of improvement. Core OP-23 – Head CT/MRI Results for STK Pts within 45 minutes of Arrival data has decreased in January. This was discussed in PIPS and small team has been formed to dive into this data.

- c. **Patient Experience-HCAHPS:** The “Overall Inpatient HCAHPS Dashboard” is the survey data that affects our Star Rating and Value Based Purchasing reimbursement program. This survey includes OB, ICU, and Med-Surg.
  - i. May of 2019 - new focus on the “Overall Quality of Care” question and Key Driver questions that are targeted to improve overall quality of care. Information and education continues to be provided to the medical staff, Leadership, and front line staff.
  - ii. Data for Overall Quality of Care by Department
    - 1. ED
      - a. Goal 42.2%
      - b. Q1 2020\* – 51.7%
    - 2. ICU
      - a. Goal 59%
      - b. Q1 2020\* – 40%
    - 3. Med/Surg
      - a. Goal 60.6%
      - b. Q1 2020\* - 61.9%
    - 4. OB
      - a. Goal 71.9%
      - b. Q1 2020\* – 93.3%
    - 5. Surgery:
      - a. Goal 73.1%
      - b. Q1 2020\* – 63.2%
  - iii. \*data not yet complete
- 2) Risk/Safety
  - a. An updated summary for Safety, Occurrence reports, Environment of Care, and Guest Relations will be provided in April.
- 3) PI Standards
  - a. Our PI Standards within the dashboard include data metrics defined by Centers for Medicare and Medicaid Services (CMS) and The Joint Commission (TJC), as well as priorities identified by MHSC on the Quality Assessment Performance Improvement (QAPI) plan. Please see additional information below.
  - b. % Inpatient return to surgery – represents one patient – this is an expected return to surgery per Director of OR
  - c. Intraoperative injuries – NPOA – this represents one patient and is under review
  - d. Postoperative Pulmonary Edema – NPOA – this represents one patient and is under review
  - a. Results of resuscitation – denominator is capturing expired patients who are coded with CPR – double verified data.
- 4) Accreditation
  - a. We are currently in our Joint Commission triennial survey window. We have rebranded and restructured our readiness committee and had our first meeting on February 25<sup>th</sup>. Chapter assignments have been made and work is underway to determine our gaps in compliance with standards and our plan for addressing these.

**Human Resources Committee Meeting**  
**Monday, March 9, 2020**  
**3:00 PM – Classroom 5**  
**AGENDA**

**Old Business**

- I. Approval of minutes
- II. Turnover Report - Amber
- III. Open Positions –Amy
- IV. Review updated charter - Amber

**New Business**

- V. Review of update/recommended employee policies - Marty
- VI. Committee member reports, other discussion(s) – as needed
- VII. Determination of Next Meeting Date (Auto-Scheduled for 04/20/20)

# DRAFT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Human Resources Committee Meeting- **Minutes Draft**  
Monday, February 17, 2020  
Classroom 5

**Trustee Members Present:** Marty Kelsey, Ed Tardoni.

**Members Present:** Amber Fisk, Suzan Campbell.

**Guests:** Amy Lucy, Ruthann Wolfe, Kristy Nielson, Tami Love, Shawn Bazzanella.

**Members Absent:** Irene Richardson.

Ed Tardoni called the meeting to order at 3:03pm.

## **OLD BUSINESS:**

### **I. Turnover Report:**

Amber F. shared the following:

- Overall turnover through end of January is 20% which is below the national average for hospitals at 26%.
- Clinic – no turnover

### **II. Open Positions:**

Amy L. shared the following:

- 11 open positions; which include:
- 8 Full time
- 1 Part time
- 2 PRN
- Hard time filling Dialysis position because of required qualifications including CMS regulations.
- Discussed what the Patient Financial Navigator role is, Ed will check into State Miners Hospital Board funding to assist Navigation employees in the effort to help patients with medical expenses.

### **III. Human Resources Committee Charter:**

Marty Kelsey was the only member who submitted revision comments to other members. Discussion followed on the revision recommendations. Members agreed to have the charter redrafted with Marty's recommendations including the removal of the fifth bullet. Motion to redraft and bring to March meeting for recommendation to the Board for approval. Ms. Fisk motioned, Mr. Tardoni seconded, all ayes, none opposed, motion carries.

## **NEW BUSINESS:**

### **Next Meeting:**

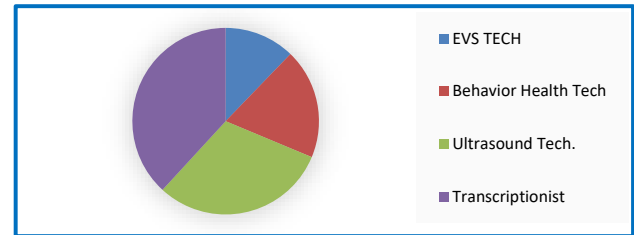
Monday, March 9, 2020.

-Meeting adjourned.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**2020 Overall Turnover Data (As of 02/29/2020)**

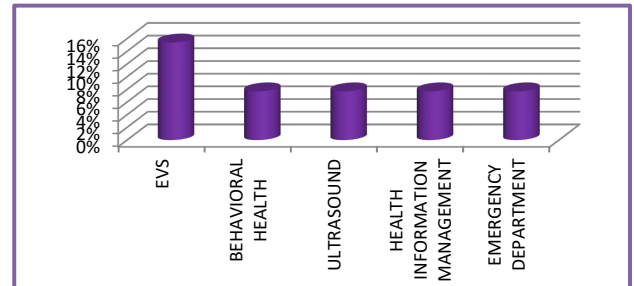
**Top Position(s) / Turnover**

	2020	%
EVS TECH	2	8%
Behavior Health Tech	1	13%
Ultrasound Tech.	1	20%
Transcriptionist	1	25%



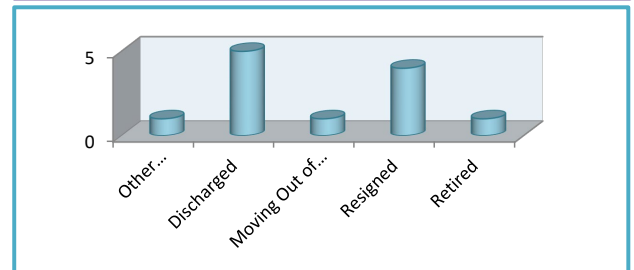
**Top Department(s) / Turnover**

	2020	%
EVS	2	15%
BEHAVIORAL HEALTH	1	8%
ULTRASOUND	1	8%
HEALTH INFORMATION MANAGEMENT	1	8%
EMERGENCY DEPARTMENT	1	8%



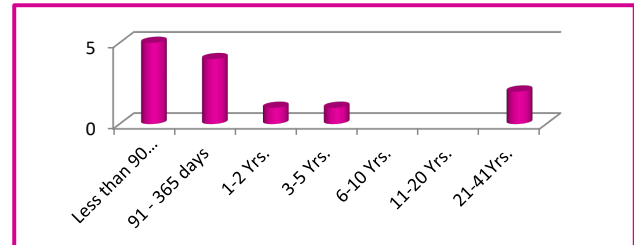
**Top Reasons / Turnover**

	2020	%
Other Employment	1	8%
Discharged	5	38%
Moving Out of Area/Relocation	1	8%
Resigned	4	31%
Retired	1	8%



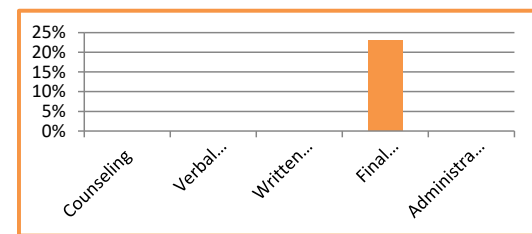
**Length of Service**

	2020	%
Less than 90 days	5	38%
91 - 365 days	4	31%
1-2 Yrs.	1	8%
3-5 Yrs.	1	8%
6-10 Yrs.		
11-20 Yrs.		
21-41Yrs.	2	15%
<b>Total</b>	<b>13</b>	



**Corrective Action**

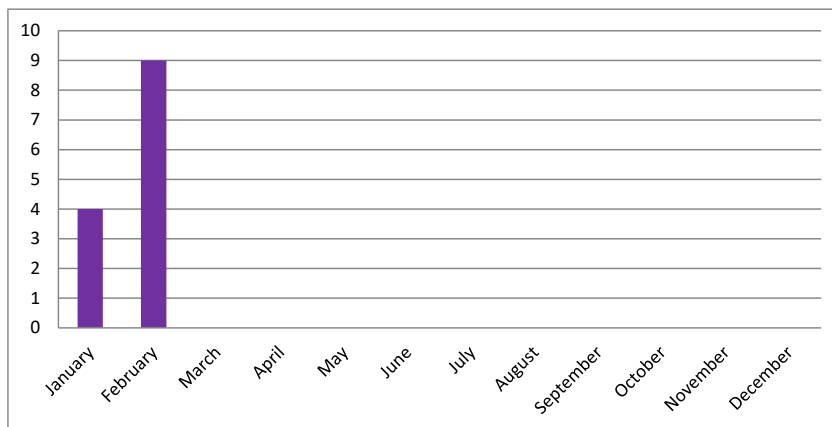
		% Discharged
Counseling		
Verbal Warning		
Written Warning		
Final Written Warning	23%	100%
Administrative Leave		





## 2020 Separations - Hospital Wide

	Separations	New Employees	
January	4	4	536
February	9	6	533
March			
April			
May			
June			
July			
August			
September			
October			
November			2%
December			
Total	13	10	



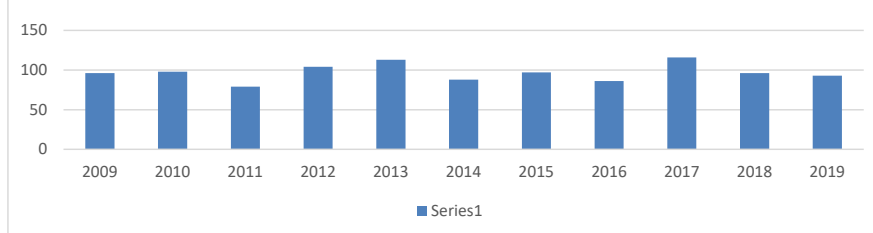
	Separations
Involuntary	5
Voluntary	8
Total	13

	Classifications
RN	1
Classified	12
Total	13

## Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	93
2020	13

Overall Turnover 2009 - 2019



## Rolling 12

	Separations	%
Jan 19 - Jan 20	109	20%
Feb 19 - Feb 20	107	20%

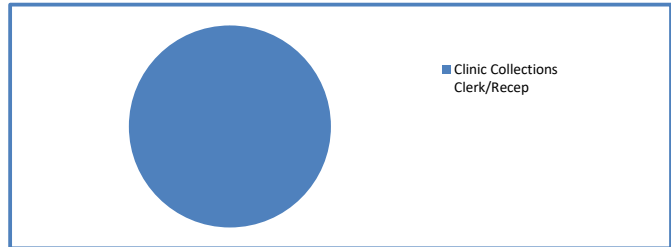
# MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA

2020 **Clinic** Turnover Data (as of 02/29/2020)

**Top Position(s) / Turnover**  
Clinic Collections Clerk/Recep

2020  
1

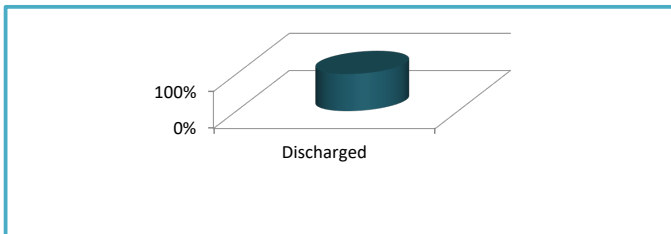
%  
1%



**Top Reason(s) / Turnover**  
Resignation  
Discharged

2020  
1

%  
100%

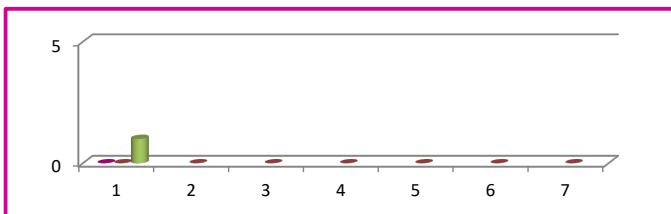


## Length of Service

Less than 90 days  
91 - 365 days  
1-2 Yrs.  
3-5 Yrs.  
6-10 Yrs.  
11-20 Yrs.  
21-30 Yrs.

2020  
1

%  
100%



## Total

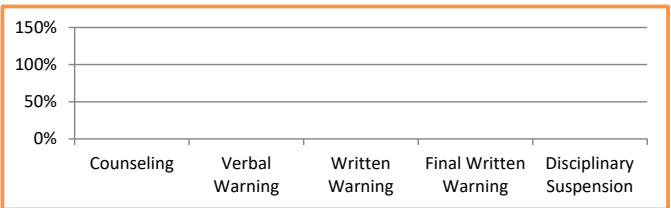
1

## Corrective Action

Counseling  
Verbal Warning  
Written Warning  
Final Written Warning  
Disciplinary Suspension

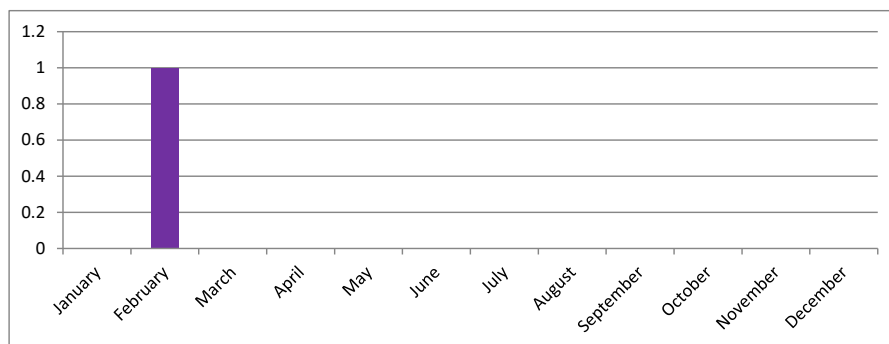
1%

100%



## 2020 Separations - Clinic

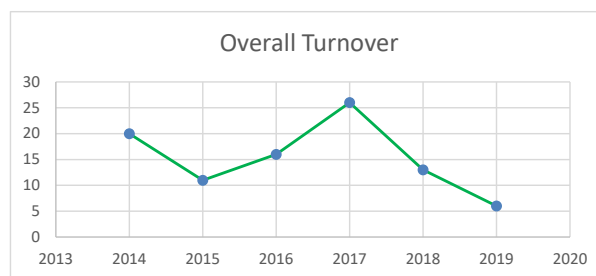
	Separations	New Employees	Total Employees
January	0	0	110
February	1	1	110
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Total			



<u>Separations</u>	
Involuntary	0
Voluntary	1
Total	1

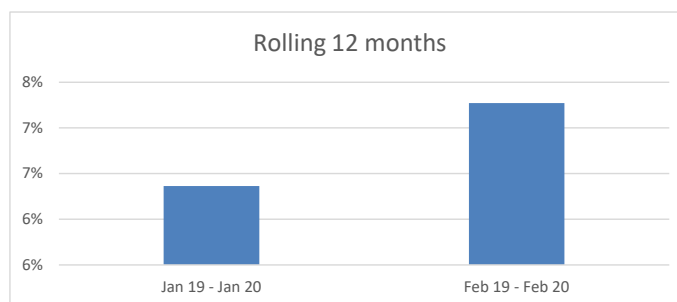
<u>Classifications</u>	
RN	0
Classified	1
Total	1

<u>Overall Turnover</u>		
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	13	12%
2019	6	5%



Rolling 12 Months  
Jan 19 - Jan 20  
Feb 19 - Feb 20

7	6%
8	7%



Job Title	Req #	Hiring Manager	Department	Schedule	Shift	Hours
<b>Clinical</b>						
Lab Asst / Phlebotomst I	2542	Mary Fischer	LABORATORY	Regular Full Time	Variable	variable
Medical Assistant	2531	Leslie Taylor	CLINIC	Regular Full Time	Variable	
Reg. Resp. Therapist	2359	Crystal Hamblin	CARDIOPULMONARY	Regular Full Time	Variable	
SLP Lab T-Gist/Rpsgt	2360	Crystal Hamblin	SLEEP LAB	Regular Full Time	Nights	
Ultrasound Tech.	2515	Tracie Soller	ULTRASOUND	Regular Full Time	Variable	
<b>Non-Clinical</b>						
Clin Collections Clerk/Recept	2537	Leslie Taylor	CLINIC	Regular Full Time	Variable	
Clinic Certified Coder/Biller	2538	Leslie Taylor	CLINIC	Regular Full Time	Variable	
Collections Clerk	2507	Ron Cheese	PATIENT FINANCIAL SERVICES	Regular Full Time	Variable	M-F 12:00PM - 8:30PM
Dietary Aide	2503	Leah Lassise	NUTRITION SERVICES	PRN	Rotating	
Laundry Worker	2529	Corinna Rogers	LAUNDRY & LINEN	Regular Part Time	Variable	variable
Laundry Worker	2532	Corinna Rogers	LAUNDRY & LINEN	Regular Full Time	Variable	variable
Outpatient Coder	2526	Brittany Griffin	HEALTH INFORMATION MANAGEMENT	Regular Full Time	Days	7:30-4:00
<b>Nursing</b>						
Care Transition Nurse	2535	Leslie Taylor	CLINIC	Regular Full Time	Variable	
Peritoneal Dialysis RN	2502	Amber Fisk	DIALYSIS	Regular Full Time	Days	Variable
Registered Nurse - Clinic	2541	Amber Fisk	CLINIC	Regular Full Time	Variable	
Registered Nurse - Clinic	2536	Leslie Taylor	CLINIC	Regular Full Time	Variable	

# Board Charter: The Human Resource Committee

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Board of Trustees Orientation and Resource Handbook
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NO.
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Category: Board Committees & Committee Charters

Title: Human Resource Committee Original

Adoption: June 14, 2010

Revision: September 6, 2017

Revision: February 17, 2020

Approved and adopted by Board of

Trustees: 9/6/17 &

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## Purpose:

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

## Responsibilities:

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

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

*Exceptional Skill. Extraordinary Care.*

## Composition

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

## Meeting Schedule

The committee shall meet quarterly, or as needed.

## Reports

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

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

*Exceptional Skill. Extraordinary Care.*



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

**NARRATIVE TO FEBRUARY 2020 FINANCIAL STATEMENTS**

**THE BOTTOM LINE.** The bottom line from operations for February was a loss of \$146,770, compared to a gain of \$432,839 in the budget. This yields a -1.99% operating margin for the month compared to 5.59%. The YTD net operating gain is \$246,034, compared to a gain of \$617,003 in the budget. This represents a YTD operating margin of 0.40% compared with 1.01% in the budget.

The total net loss for the month is \$67,187, compared to a gain of \$429,019 in the budget. The YTD total net gain is \$329,257, compared to a gain of \$586,444 in the budget. This represents a YTD profit margin of 0.54% compared to 0.96% in the budget.

**REVENUE.** Revenue for the month was \$14,893,661, over budget by \$209,000. Inpatient revenue was under budget by \$640,198, outpatient revenue was over budget by \$725,014 and the employed Provider Clinic was over budget by \$124,184.

Combined Days in AR were 48; 49 in the Hospital, up two days and 48 in the Clinic, down five days from last month. Annual Debt Service Coverage came in at 5.15.

**REDUCTION OF REVENUE.** Deductions from revenue were booked at 51.3% for February. Accounts receivable increased \$1,592,000 from January. The majority of the increase in AR came from Medicare, up \$400,000, Commercial up \$400,000 and Self-Pay, up \$500,000. Self-pay increases were expected in February as patients' deductibles are reset for the calendar year. Total collections for the month were \$6,505,167. Days of Cash on Hand are 131 in February, down 1 day from last month. Daily cash expense is \$231,000.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,522,912.00	82%	2,888,787.84	2,090,704.00	(798,083.84)	59%
COMMERCIAL	2,011,668.50	83%	1,669,684.86	1,262,490.00	(407,194.86)	63%
GOVERNMENT	536,440.00	17%	91,194.80	174,408.00	83,213.20	33%
MEDICAID	1,180,977.00	19%	224,385.63	223,666.00	(719.63)	19%
MEDICARE - IP	1,046,898.07	51%	533,918.02	240,732.68	(293,185.34)	23%
MEDICARE - OP	4,084,928.43	20%	816,985.69	939,323.32	122,337.63	23%
SELF PAY	1,252,546.00	57%	713,951.22	679,648.00	(34,303.22)	54%
WORKERS COMP	150,125.50	35%	52,543.93	75,670.00	23,126.08	50%
TOTAL HOSPITAL	13,786,495.50	50.7%	6,991,451.97	5,686,642.00	(1,304,809.97)	41%

The table shows the February variance of expected to actual collections by payer for the Hospital only. The total collections variance is a negative \$1,304,810. The largest variances are in Blue Cross and Commercial payers which are due to balances hitting deductibles in the new year and the added time to turn accounts to Self-Pay once the



insurance EOBs are received. Overall collections were 41% compared to our goal of 51%.

The goal for days in AR is 45 days by December and 43 days by June 2020. We saw an increase in February as Commercial and Self-Pay days grew.

PAYER	Days in AR			
	Current	FY19	FY18	FY17
BLUE CROSS	32.76	45.74	29.85	34.17
COMMERCIAL	55.5	38.68	47.39	39.49
GOVERNMENT	128.62	111.55	133.98	190.83
MEDICAID	24.22	44.68	26.07	37.58
MEDICARE	35.25	32.77	31.63	26.98
SELF PAY	183.28	175.65	178.38	141.88
WORKERS COMP	62.07	74.14	67.94	65.46
TOTAL HOSPITAL	53.39	52.58	48.23	46.16

**EXPENSES.** Total expenses for the month were \$7,526,339, over budget by \$212,395 and over budget \$498,764 year to date. The following line items were over budget:

**Fringe Benefits** – Group health is over budget by \$13,581 for February and over budget \$770,918 year to date.

**Other Physician Fees** – Locum physician costs are over budget due to physician vacancies in OB/Gyn and Urology. We have seen some corresponding decrease in Salary & Wage.

**Leases and Rentals** – Building rent lease is over budget by \$10,150 and \$53,100 year to date.

**OUTLOOK FOR MARCH.** Gross patient revenue was projecting to come in close to budget of \$15.8 million. However, with the cancellation of elective surgeries and decrease in outpatient services and ER visits, this projection will likely be lower. Collections are projecting higher this month, close to 50% as shown in the below table.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,123,985.00	82%	2,561,667.70	1,574,617.00	(987,050.70)	50%	2,440,656.35	(121,011.35)	78%
COMMERCIAL	2,030,367.00	83%	1,685,204.61	1,293,045.00	(392,159.61)	64%	2,004,219.75	319,015.14	99%
GOVERNMENT	719,506.00	17%	122,316.02	64,218.00	(58,098.02)	9%	99,537.90	(22,778.12)	14%
MEDICAID	1,098,503.00	19%	208,715.57	141,988.00	(66,727.57)	13%	220,081.40	11,365.83	20%
MEDICARE - IP	1,088,553.23	51%	555,162.15	169,950.01	(385,212.14)	16%	263,422.51	(291,739.64)	24%
MEDICARE - OP	4,247,464.70	20%	849,492.94	663,133.99	(186,358.95)	16%	1,027,857.69	178,364.75	24%
SELF PAY	1,327,995.50	57%	756,957.44	396,872.00	(360,085.44)	30%	615,151.60	(141,805.84)	46%
WORKERS COMP	124,266.00	35%	43,493.10	119,025.00	75,531.90	96%	184,488.75	140,995.65	148%
TOTAL HOSPITAL	13,760,640.43	49.3%	6,783,009.52	4,422,849.00	(2,360,160.52)	32%	6,855,415.95	72,406.43	50%

**Variances** - Collections are projecting to come in close to the expected 51% rate.

**Reduction of revenue** – March payer mix is showing increases in Medicare, Self-Pay and Commercial. This will result in reductions of revenue staying around 50% for March.



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

**To: Finance & Audit Committee**  
**From: Tami Love, CFO**

**March 23, 2020**

**PROVIDER CLINIC – FEBRUARY 2020**

**CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for February was a loss of \$768,670 compared to a loss of \$655,437 in the budget. The YTD net operating loss is \$4,445,997, compared to a loss of \$4,638,481 in the budget.

**VOLUME.** Total visits were 4,586 for February.

**REVENUE.** Revenue for the Clinic for February was \$1,424,074, over budget by \$124,184. YTD revenue is \$11,810,113, over budget by \$56,335.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$31,364,381. This equates to \$15,363,086 of net enterprise revenue with an impact to the bottom line of \$1,331,980. The gross enterprise revenue is 26% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for February was \$748,762, over budget by \$15,769. YTD net patient revenue was \$6,410,970, under budget by \$107,723.

Deductions from revenue for the Clinic were booked at 47.4% for February and at 45.7% year to date, which is slightly over budget for the year.

In February, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 54.4% of revenue, Medicare and Medicaid is 38.6% of revenue and Self Pay is 6.5% of revenue. There has been a slight decrease in Blue Cross and Commercial and some increase in Medicare and Self-Pay compared to the prior year.

Days in receivable for February are at 48 in the Clinic, down five days from January and at 49 days in the Ortho clinic, up thirteen days from last month.

**EXPENSES.** Total expenses for the month were \$1,581,982, over budget by \$121,009. The majority of the expenses consist of Salaries and Benefits; at 77% of total expenses. The following categories were over budget for February:

**Other Physician Fees** – This expense is over budget \$161,258 for the month due to locums coverage for the Ob/Gyn, Urology and Pulmonology clinics.

**Purchased Services** – This expense is over budget by \$6,127 for the month.

**OVERALL ASSESSMENT.** Through February, the Provider Clinic revenue plus enterprise revenue makes up 36% of total hospital gross patient revenue.



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

**Wednesday~ March 25, 2020**

**4:00 p.m.**

**Teleconference**

**Voting Members:**

Marty Kelsey, Chairman  
Richard Mathey  
Irene Richardson  
Tami Love  
Jan Layne

**Non-Voting Members:**

Ron Cheese	Kristy Nielson
Angel Bennett	Kari Quickenden
Rich Tyler	Dr. Larry Lauridsen
Dr. Augusto Jamias	

**Guests:**

Jeff Smith, Commission  
Alicia Mackie

Jim Horan

Leslie Taylor

- |  |              |
|--|--------------|
| I. Call Meeting to Order                             | Marty Kelsey |
| II. <u>Approve February 26, 2020 Meeting Minutes</u> | Marty Kelsey |
| III. <u>Capital Requests FY 20</u>                   | Marty Kelsey |
| IV. Financial Report                                 |              |
| A. Monthly Financial Statements & Statistical Data   |              |
| 1. <u>Narratives</u>                                 | Tami Love    |
| 2. <u>Financial Information</u>                      | Tami Love    |
| B. Other Business                                    |              |
| 1. <u>Preliminary Bad Debt</u>                       | Ron Cheese   |
| V. Old Business                                      |              |
| A. Peritoneal Dialysis Update                        | Ron Cheese   |
| B. <u>Charter</u>                                    | Tami Love    |
| VI. New Business                                     |              |
| A. <u>Payment Policies</u>                           | Tami Love    |
| B. Financial Forum Discussion                        | Marty Kelsey |
| VIII. Adjournment                                    | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

February 26, 2020

Voting Members Present: Mr. Marty Kelsey, *Trustee – Chair*  
Mr. Taylor Jones, *Trustee*  
Ms. Irene Richardson, *CEO*  
Ms. Tami Love, *CFO*  
Ms. Jan Layne, *Controller*

Voting Members Absent: Mr. Richard Mathey, *Trustee*

Non-Voting Members Present: Mr. Ron Cheese, *Director of Patient Financial Services*  
Mr. Rich Tyler, *Director of Information Technology*  
Ms. Kari Quickenden, *CCO*  
Dr. Kristy Nielson, *CNO*  
Ms. Angel Bennett, *Director of Materials*  
Dr. Lawrence Lauridsen

Non-Voting Members Absent: Dr. Augusto Jamias

Guests: Ms. Leslie Taylor, *Clinic Director*  
Tracie Soller, *Director of Medical Imaging*  
Alisha Mackie, *Director of Surgical Services*  
Stacey Nutt, *Senior Network Administrator*  
Dr. Fred Matti

**Call Meeting to Order**

Mr. Kelsey called the meeting to order.

**Approve Meeting Minutes**

A motion to approve the meeting minutes of January 30, 2020 as presented was made by Ms. Richardson; second by Ms. Love. Motion carried.

**Capital Requests**

Ms. Mackie presented FY20-36 for the Video-Choledochoscope for Surgical Services. She explained that this equipment is used to remove stones from small ducts during surgeries. Our old unit is no longer compatible with our current sterilizer. We have no plans of replacing the gas sterilizer. She said that materials reached out to the GPO to research other units. This is the only unit they found that will work for us. This item was budgeted. The motion to approve the

full request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Ms. Soller, Director of Medical Imaging, presented FY20-38 for the 3D Mammography Unit. She said that our current machine is only 2D and is reaching its end of life at 10 years old. GE and Hologic both are vendors of this machine, but our preferred vendor is Hologic. We have had really bad experiences with the service from GE. Ms. Soller said that we are losing patients to Evanston and Rawlins because they have a 3D machine. We are currently one of the only places in the state without a 3D Mammography machine. This unit provides more comfort and better imaging for the patients. Mr. Kelsey asked how long it would take to install this unit. Ms. Soller said that it will probably take around 3 months. Mr. Kelsey noted that it appears that this machine is really needed. The motion to approve the full request to forward to the full Board was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Dr. Fred Matti presented FY20-37 for the PACS software upgrade. This upgrade is necessary for the 3D Mammography machine. Our current software does not meet the requirements for adding this new machine. We currently are not able to upload disks from patients that have 3D scans into our software. This is a sole source purchase. Ms. Soller mentioned that 3D images take up a lot more memory but she thinks they can get by until next fiscal year with the memory they have. She will submit a request for more memory storage next fiscal year. The motion to approve the full request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Rich Tyler presented FY20-40 for the Wireless Network replacement. He said that he had 2 quotes and that ConvergeOne came in with the lower bid. Our current wireless network has reached its end of life. Mr. Kelsey asked how old it is. Mr. Tyler said that it is around 7-8 years old. He said that with how fast technology is changing we need faster, more secure networks. Mr. Kelsey asked how long it would take to install this new equipment. Ms. Nutt said it would probably take around 2 months. Mr. Kelsey noted that it comes with a one year service agreement. The motion to approve the full request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

## **Financial Report**

### Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative to the January financial statements. She noted that our bottom line gain of \$981,382 for January created a YTD gain of \$392,804. She said that January's revenue was the highest it has ever been at \$16,052,901. Our reduction of revenue for January was 48.4%. Expenses came in under budget. Group health continues to be over budget. The Days in AR climbed a couple days as Medicare and Self Pay days grew. Collections were down in January due to the resetting of yearly deductibles. The FICA was up in January due to the taxes owed on additional wages added to the W-2's. Mr. Jones asked about how the revenue increased, but the expenses were down. Ms. Love said that we are working at the same staff levels with the increased revenue. She noted that the clinic had a great month with revenue coming in at \$1.7 million.

Mr. Cheese presented the preliminary bad debt to be \$833,569. Mr. Kelsey asked how this compares to the same month last year. Mr. Cheese said that the number has increased about \$100,000 per month compared with last year.

Mr. Kelsey asked Mr. Cheese to give the committee an update on BCBS. Mr. Cheese said everything is going well. They have decreased the calls to every other week and most of the issues are being resolved.

Last month Mr. Cheese had reported that Medicare had the certificate from the State certifying the peritoneal dialysis service. Mr. Cheese had a phone call with Medicare that morning and told the committee that now Medicare cannot find the certificate. He was advised to submit the claims with the hope that they will find the certificate. Mr. Cheese said that we are close to the timely filing deadline. The State may have to send a new certificate.

Mr. Kelsey reviewed the Charter for the Finance and Audit Committee. The motion to approve the full request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Ms. Love handed out information on a Self-Pay Accounts Receivable Plan. She explained five different action plans to try and bring down the increasing balance of the self-pay accounts receivable. The patient navigator is working to find free or replacement drugs to assist patients. Another FTE has been approved to help develop this program further. Since implementation of this program in August, the savings to the patients has been \$599,573. Ms. Richardson said that this program is a big patient satisfier. An additional FTE was also approved to help increase the number of accounts on formal payment plans. This person will be working a variable schedule to allow for phone calls in the evenings to try and catch people at home. The other plans are currently in the planning and discussion process. Mr. Kelsey asked the committee to come back in March with formal policies and any other thoughts concerning this subject.

### **Financial Forum Discussion**

Mr. Jones asked about the progress of the Walk-In Clinic. Ms. Taylor said that we were delayed when we lost one of the providers we had hired for this clinic. She said that we are close to hiring another. She hopes it will be up and running in March. Mr. Kelsey asked that a vision of the new Walk-In Clinic be presented to the Board.

Ms. Quickenden said that Ms. Love and herself have been successful in negotiations with Cardinal Pharmacy Management in lowering some of our drugs costs.

Ms. Richardson said that she has asked the Foundation Board to consider funding the 3D Mammography unit. The meeting is this week.

With no further business, the meeting adjourned at 5:43 PM.

*Submitted by Jan Layne*

# **MHSC Capital Budget for FYE 6/30/2020**

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Marketing	Website Redesign and Host Service-Internet	25,000	25,000	-	F02001
Human Resources	Website Design-Intranet upgrade	29,475	29,475	-	F02002
IT	QCPR 6.3 Upgrade with linux server conversion	74,561	41,335	(33,226)	F02003
Surgical Services	Synthes Large External Fixation Set	14,704	14,704	0	F02004
Radiation Oncology	GE Optima CT850 RT-16 - FMV lease buyout	225,000	225,000	-	F02005
Surgical Services	Neptune 3 Waste Management System	14,703	14,703	-	F02006
IT	Add'l Security Cameras for new Security System Upgrade	15,238	15,238	-	F02007
Medical Staff	MD-Staff Credentialing & Provider Enrollment Software	44,900	44,900	-	F02008
Respiratory	Vapotherm	24,546	24,200	(346)	F02009
EVS	ER Privacy Curtains	8,919	6,870	(2,049)	F02010
Facilities	Asphalt & Crack sealing @ 3000 College	54,900	54,900	-	F02011
Emergency	Patient Room Guest Chairs	7,834	7,661	(173)	F02012
Emergency	Patient Room Guest Chairs	8,110	8,110	0	F02013
IT	QCPR interface for new lab instrument	20,000	20,000	-	F02014
Facilities	Roof fall protection	271,348	-	(271,348)	F02015
IT	Cisco Call Center licensing for PFS	11,531	11,531	-	F02016
Laboratory	BIOMERIEUX VIDAS Analyzer	21,880	26,880	5,000	F02017
IT	Add'l Security Cameras for new Security System Upgrade	4,510	-	(4,510)	F02018
Surgery	Trauma Implant system	21,538	20,469	(1,070)	F02019
Surgery	Bravo Calibration-Free Reflux testing system	6,820	6,820	-	F02020
Medical Imaging	Aspen Breast Reporting System	24,900	24,900	-	F02021
Medical Imaging	Dell Precision 5820 Comp Towers/Monitors (2)	7,089	7,089	-	F02022
IT	Add'l Security Cameras for new Security System Upgrade	6,725	-	(6,725)	F02023
Fiscal	Kronos 8.1.3 upgrade	21,820	855	(20,965)	F02024
Obstetrics	Nitrous Oxide System w/ accessories (2)	11,985	11,985	-	F02025
Fiscal	Dynamics GP 2018R2 upgrade	30,000	5,000	(25,000)	F02026
Cardiopulmonary	Vyntus One PFT w/ Body Box	57,571	-	(57,571)	F02027
IT	Laptops (50)	90,000	86,400	(3,600)	F02028
Facilities	Pharmacy Sinks	12,209	13,617	1,408	F02029
Surgery	Synchronized clock system	9,509	9,509	-	F02030
Clinic	Vision Scanner - Pediatrics	6,441	6,441	-	F02031
Medical Imaging	Elzo Radforce Rx560 Radiology monitors (2)	19,475	19,475	-	F02032
Emergency	Airway Intubation system	45,827	41,314	(4,513)	F02033
Facilities	Pharmacy Compounding area	132,000	-	-	F02034
Laboratory	Bedsides glucose monitors (12)	10,980	-	-	F02035
Surgery	Video Choleodocscope	29,471	-	-	F02036
Medical Imaging	Hologic 3D Mammography	394,300	-	-	F02037
Medical Imaging	PACS Software Upgrade	53,650	-	-	F02038
IT	Replace Wireless Network	119,302	-	-	F02039
Medical Imaging	Echo Table	8,384	-	-	F02040
Clinic	Portacount Respiratory Fit Tester	13,005	-	-	F02041
Laboratory	UNIPOC System upgrade - glucometers	8,190	-	-	F02042
Fiscal	Time Clocks (5)	9,935	-	-	F02043
IT	Fiber Optic Line to Boiler facility	17,130	-	-	F02044
Facilities	Sewage pumps (2)	16,930	-	-	F02045
<b>Total Budgeted</b>		<b>3,000,000</b>	<b>2,062,345</b>	<b>(937,655)</b>	

## **Capital Expenditure Dollars Authorized**

**2,062,345**

## **Less Donated Capital**

Asphalt & Crack sealing @ 3000 College  
Roof fall protection  
ED patient room guest chairs  
ED patient room guest chairs  
Pharmacy Sinks  
Synchronized clock system  
Pharmacy Compounding area  
Fiber Optic Line to Boiler facility  
Sewage pumps (2)  
Hologic 3D Mammography

County (54,900)  
County (271,348)  
Foundation (8,110)  
Foundation (7,661)  
County (12,209)  
Foundation (9,509)  
County (132,000)  
County (17,130)  
County (16,930)  
Foundation (394,300)  
(924,096)

## **Net Capital Outlay FYTD 2020**

**1,138,248**

## **Remaining Balance FY2020 Capital Budget**

**1,861,752**



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

**Unaudited Financial Statements**

**for**

**Eight months ended February 29, 2020**

**Certification Statement:**

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

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

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**ROCK SPRINGS, WY**

**Eight months ended February 29, 2020**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

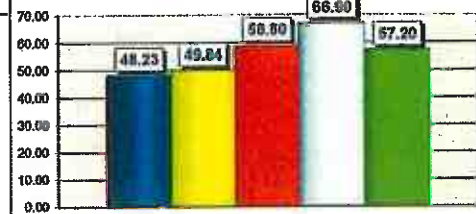
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Eight months ended February 29, 2020

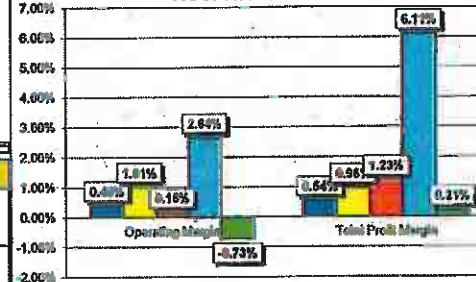
### BALANCE SHEET

	YTD 2/29/2020	Prior FYE 6/30/2019
<b>ASSETS</b>		
Current Assets	\$31,702,750	\$29,841,920
Assets Whose Use is Limited	22,770,371	22,466,542
Property, Plant & Equipment (Net)	62,249,584	63,726,102
Other Assets	226,473	234,709
<b>Total Unrestricted Assets</b>	<b>116,949,179</b>	<b>116,269,273</b>
Restricted Assets	275,119	256,963
<b>Total Assets</b>	<b>\$117,224,298</b>	<b>\$116,526,235</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$8,037,385	\$7,491,981
Long-Term Debt	27,819,745	27,858,240
Other Long-Term Liabilities	571,285	747,408
<b>Total Liabilities</b>	<b>36,428,415</b>	<b>36,097,629</b>
Net Assets	80,795,883	80,428,606
<b>Total Liabilities and Net Assets</b>	<b>\$117,224,298</b>	<b>\$116,526,235</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



### HOSPITAL MARGINS



### DAYS CASH ON HAND



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



### KEY STATISTICS AND RATIOS

	02/29/20 ACTUAL	02/29/20 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	299	400	2,695	3,107
Average Acute Length of Stay	2.7	2.6	2.7	2.9
Total Emergency Room Visits	1,251	1,455	10,645	10,803
Outpatient Visits	7,834	8,179	63,048	56,398
Total Surgeries	156	156	1,302	1,295
Total Worked FTE's	451.95	445.00	429.95	445.00
Total Paid FTE's	482.57	488.40	473.55	488.40
Net Revenue Change from Prior Yr	1.07%	6.10%	4.58%	4.36%
EBIDA - 12 Month Rolling Average			6.68%	8.38%
Current Ratio			3.94	
Days Expense in Accounts Payable			23.98	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	02/29/20
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

<b>FINANCIAL STRENGTH INDEX -</b>		<b>0.68</b>
Excellent -	Greater than 3.0	Good - 3.0 to 0.0
Fair -	0.0 to (2.0)	Poor - Less than (2.0)

# Key Financial Ratios

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
 Eight months ended February 29, 2020

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↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 2/29/2020	Budget 8/30/2020	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 09/30/19	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>								
Operating Margin	↑	0.40%	1.90%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	↑	0.54%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
<b>Liquidity:</b>								
Days Cash, All Sources **	↑	130.89	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	↓	48.23	50.02	52.40	51.89	58.80	66.90	57.20
<b>Capital Structure:</b>								
Average Age of Plant (Annualized)	↓	14.27	12.58	15.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	↓	26.15%	25.75%	45.20%	41.80%	28.29%	16.80%	10.00%
Debt Service Coverage Ratio **	↑	5.15	3.97	1.80	2.30	3.76	N/A	2.64
<b>Productivity and Efficiency:</b>								
Paid FTE's per Adjusted Occupied Bed	↓	8.41	8.43			7.86	6.60	4.63
Salary Expense per Paid FTE		\$84,414	\$86,892			\$84,711	\$82,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		56.08%	56.43%			55.64%	43.60%	42.40%

Note 1 - 2017 Ingenix report (2015 median data), for all hospitals within the state regardless of size.

Note 2 - 2017 Ingenix report (2015 median data), for all U. S. hospitals that match this type and size.

\*\*Bond Covenant ratio is 75 Days Cash on Hand and 1.25 Debt Service Coverage

# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Eight months ended February 29, 2020

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	Current Month 2/29/2020	Prior Month 1/31/2020	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
<b>Current Assets</b>					
Cash and Cash Equivalents	\$11,126,560	\$11,274,057	(\$147,497)	-1.31%	\$10,487,324
Gross Patient Accounts Receivable	25,561,889	23,969,130	1,592,760	6.65%	24,217,308
Less: Bad Debt and Allowance Reserves	(13,213,704)	(12,352,658)	(861,046)	-6.97%	(11,984,053)
Net Patient Accounts Receivable	12,348,185	11,616,472	731,713	6.30%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,068,451	2,818,141	250,310	8.88%	1,919,165
Inventories	3,091,012	3,102,047	(11,035)	-0.36%	2,917,250
Prepaid Expenses	2,068,542	2,430,710	(362,167)	-14.90%	2,284,926
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
<b>Total Current Assets</b>	<b>31,702,750</b>	<b>31,241,427</b>	<b>461,324</b>	<b>1.48%</b>	<b>29,841,920</b>
<b>Assets Whose Use is Limited</b>					
Cash	27,220	26,667	553	2.07%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,278,887	3,168,762	110,125	3.48%	3,059,212
Trustee Held Funds - SPT	14,210	13,837	373	2.69%	168
Board Designated Funds	4,814,818	4,808,244	6,575	0.14%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
<b>Total Limited Use Assets</b>	<b>22,770,371</b>	<b>22,652,746</b>	<b>117,625</b>	<b>0.52%</b>	<b>22,466,542</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	3,226,492	3,226,492	0	0.00%	2,957,673
Building and Building Improvements	38,379,317	38,379,317	0	0.00%	38,215,213
Equipment	112,345,411	112,424,997	(79,586)	-0.07%	110,985,975
Construction In Progress	1,805,357	1,616,815	188,541	11.66%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	155,756,577	155,647,621	108,956	0.07%	152,921,119
Less: Accumulated Depreciation	(93,506,893)	(93,016,871)	(490,122)	-0.53%	(89,195,017)
<b>Net Property, Plant, and Equipment</b>	<b>62,249,584</b>	<b>62,630,750</b>	<b>(381,166)</b>	<b>-0.61%</b>	<b>63,726,102</b>
<b>Other Assets</b>					
Unamortized Loan Costs	226,473	227,503	(1,029)	-0.45%	234,709
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>226,473</b>	<b>227,503</b>	<b>(1,029)</b>	<b>-0.45%</b>	<b>234,709</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>116,949,179</b>	<b>116,752,426</b>	<b>196,753</b>	<b>0.17%</b>	<b>116,269,273</b>
<b>Restricted Assets</b>	<b>275,119</b>	<b>273,519</b>	<b>1,600</b>	<b>0.58%</b>	<b>256,963</b>
<b>TOTAL ASSETS</b>	<b>\$117,224,298</b>	<b>\$117,025,945</b>	<b>\$198,353</b>	<b>0.17%</b>	<b>\$116,526,235</b>

# Balance Sheet - Liabilities and Net Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 29, 2020

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 2/29/2020	Prior Month 1/31/2020	Positive/ (Negative) Variance	Percentage Variance	
<b>Current Liabilities</b>					
Accounts Payable	\$2,997,681	\$3,173,169	\$175,489	5.53%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,861,502	1,660,002	(201,500)	-12.14%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,294,867	2,131,739	(163,129)	-7.65%	2,114,225
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	297,306	297,306	0	0.00%	323,414
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	586,028	478,970	(107,058)	-22.35%	397,008
<b>Total Current Liabilities</b>	<b>8,037,385</b>	<b>7,741,186</b>	<b>(296,198)</b>	<b>-3.83%</b>	<b>7,491,981</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	28,117,051	28,121,863	4,812	0.02%	28,181,654
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	297,306	297,306	0	0.00%	323,414
<b>Total Long Term Debt (Net of Current)</b>	<b>27,819,745</b>	<b>27,824,557</b>	<b>4,812</b>	<b>0.02%</b>	<b>27,858,240</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	571,285	598,731	27,447	4.58%	747,408
<b>Total Other Long Term Liabilities</b>	<b>571,285</b>	<b>598,731</b>	<b>27,447</b>	<b>4.58%</b>	<b>747,408</b>
<b>TOTAL LIABILITIES</b>	<b>36,428,415</b>	<b>36,164,475</b>	<b>(263,940)</b>	<b>-0.73%</b>	<b>36,097,629</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	78,123,030	78,123,030	0	0.00%	77,035,006
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	384,477	382,877	(1,600)	-0.42%	366,321
Net Revenue/(Expenses)	329,257	396,443	N/A	N/A	1,068,160
<b>TOTAL NET ASSETS</b>	<b>80,795,883</b>	<b>80,861,470</b>	<b>65,587</b>	<b>0.08%</b>	<b>80,428,606</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$117,224,298</b>	<b>\$117,025,945</b>	<b>(\$198,353)</b>	<b>-0.17%</b>	<b>\$116,526,235</b>



Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 29, 2020

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	CURRENT MONTH				Prior Year 02/28/19
	Actual 02/29/20	Budget 02/29/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,722,882	\$3,363,080	(\$640,198)	-19.04%	\$3,219,822
Outpatient Revenue	10,746,705	10,021,691	725,014	7.23%	9,455,323
Clinic Revenue	1,161,210	1,092,734	68,476	6.27%	1,008,031
Specialty Clinic Revenue	262,865	207,156	55,708	26.89%	127,930
Total Gross Patient Revenue	14,893,661	14,684,661	209,000	1.42%	13,812,107
Deductions From Revenue					
Discounts and Allowances	(5,619,613)	(5,055,846)	(563,767)	-9.31%	(5,729,959)
Bad Debt Expense (Governmental Providers Only)	(837,619)	(953,040)	115,421	12.11%	(881,776)
Medical Assistance	(192,758)	(146,622)	(46,137)	-24.65%	(39,094)
Total Deductions From Revenue	(7,639,991)	(7,155,508)	(484,483)	-6.77%	(8,630,829)
Net Patient Revenue	7,253,671	7,529,153	(275,483)	-3.66%	7,181,278
Other Operating Revenue	125,899	217,629	(91,730)	-42.15%	120,379
Total Operating Revenue	7,379,569	7,746,782	(367,213)	-4.74%	7,301,657
Operating Expenses					
Salaries and Wages	3,348,166	3,183,835	(164,331)	-5.16%	3,088,986
Fringe Benefits	895,130	851,352	(43,778)	-5.14%	665,091
Contract Labor	41,291	66,173	24,882	37.60%	74,652
Physicians Fees	411,317	280,835	(130,482)	-46.46%	356,528
Purchased Services	322,523	380,157	57,634	15.16%	317,228
Supply Expense	1,176,617	1,172,079	(4,538)	-0.39%	1,129,337
Utilities	87,382	87,113	(269)	-0.31%	82,401
Repairs and Maintenance	420,693	425,491	4,798	1.13%	375,266
Insurance Expense	59,739	52,336	(7,403)	-14.15%	67,452
All Other Operating Expenses	141,853	205,290	63,437	30.90%	158,971
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	67,609	60,240	(7,369)	-12.23%	83,369
Depreciation and Amortization	554,019	549,044	(4,975)	-0.91%	593,713
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,526,339	7,313,944	(212,395)	-2.90%	6,992,995
Net Operating Surplus/(Loss)	(146,770)	432,839	(579,609)	-133.91%	308,662
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	21,076	13,333	7,743	58.07%	13,010
Tax Subsidies (Except for GO Bond Subsidies)	373	0	373	0.00%	1,627
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(100,209)	(113,824)	(13,615)	11.96%	(100,799)
Other Non-Operating Revenue/(Expenses)	158,344	96,671	61,673	63.80%	9,719
Total Non Operating Revenue/(Expense)	79,583	(3,820)	83,403	-2183.43%	(76,443)
Total Net Surplus/(Loss)	(\$67,187)	\$429,019	(\$496,205)	-115.66%	\$232,219
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$67,187)	\$429,019	(\$496,205)	-115.66%	\$232,219
Operating Margin	-1.99%	5.59%			4.23%
Total Profit Margin	-0.91%	5.54%			3.18%
EBIDA	5.52%	12.67%			12.38%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 29, 2020

	YEAR-TO-DATE				Prior Year 02/28/19
	Actual 02/29/20	Budget 02/29/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$23,483,310	\$25,209,395	(\$1,726,085)	-6.85%	\$24,173,504
Outpatient Revenue	84,449,321	78,347,809	6,101,512	7.79%	73,807,576
Clinic Revenue	9,841,258	10,056,852	(215,594)	-2.14%	9,198,103
Specialty Clinic Revenue	1,868,855	1,696,926	271,929	16.02%	1,365,649
Total Gross Patient Revenue	119,742,744	115,310,981	4,431,763	3.84%	108,544,831
Deductions From Revenue					
Discounts and Allowances	(51,579,377)	(47,389,893)	(4,189,484)	-8.82%	(43,645,990)
Bad Debt Expense (Governmental Providers Only)	(7,153,320)	(7,491,209)	337,888	4.51%	(7,074,015)
Medical Assistance	(1,734,192)	(1,152,494)	(581,698)	-50.47%	(1,457,881)
Total Deductions From Revenue	(60,467,860)	(56,033,596)	(4,424,265)	-7.90%	(52,177,866)
Net Patient Revenue	59,284,883	59,277,385	7,498	0.01%	56,366,965
Other Operating Revenue	1,777,214	1,656,917	120,297	7.26%	2,020,510
Total Operating Revenue	61,062,097	60,934,302	127,795	0.21%	58,387,475
Operating Expenses					
Salaries and Wages	25,972,848	26,557,041	584,193	2.20%	25,152,187
Fringe Benefits	7,384,299	6,606,039	(778,261)	-11.78%	5,857,213
Contract Labor	749,571	717,744	(31,827)	-4.43%	631,927
Physicians Fees	2,850,923	2,536,427	(314,496)	-12.40%	2,460,231
Purchased Services	3,214,146	3,221,580	7,434	0.23%	2,856,749
Supply Expense	9,475,291	9,431,835	(43,456)	-0.46%	8,910,875
Utilities	774,176	773,195	(981)	-0.13%	737,187
Repairs and Maintenance	3,490,361	3,366,843	(123,518)	-3.67%	3,003,089
Insurance Expense	440,885	416,376	(24,509)	-5.69%	536,411
All Other Operating Expenses	1,380,466	1,596,156	235,691	14.77%	1,477,467
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	609,449	604,017	(5,431)	-0.90%	657,251
Depreciation and Amortization	4,493,648	4,490,247	(3,401)	-0.08%	4,862,456
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	60,816,063	60,317,300	(498,764)	-0.83%	57,133,022
Net Operating Surplus/(Loss)	246,034	617,003	(370,969)	-60.12%	1,254,453
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	191,273	106,664	84,609	79.32%	60,674
Tax Subsidies (Except for GO Bond Subsidies)	14,042	0	14,042	0.00%	187,718
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(816,197)	(910,588)	95,391	-10.48%	(663,889)
Other Non-Operating Revenue/(Expense)	693,105	773,365	(80,260)	-10.38%	1,143,337
Total Non Operating Revenue/(Expense)	83,223	(39,559)	113,782	-372.34%	527,840
Total Net Surplus/(Loss)	\$329,257	\$586,444	(\$257,187)	-43.86%	\$1,782,294
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$329,257	\$586,444	(\$257,187)	-43.86%	\$1,782,294
Operating Margin	0.40%	1.01%			2.15%
Total Profit Margin	0.54%	0.96%			3.05%
EBIDA	7.78%	8.38%			10.76%

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

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	Actual 2/29/2020	Actual 1/31/2020	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019
<b>Gross Patient Revenue</b>						
Inpatient Revenue	\$2,722,882	\$3,543,613	\$2,709,104	\$2,982,847	\$3,144,192	\$2,730,901
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,746,705	\$16,775,879	\$10,812,548	\$9,944,805	\$10,345,137	\$10,230,467
Clinic Revenue	\$1,161,210	\$1,485,917	\$1,143,776	\$1,063,719	\$1,354,373	\$1,185,208
Specialty Clinic Revenue	\$282,866	\$247,493	\$289,431	\$309,619	\$213,861	\$204,888
<b>Total Gross Patient Revenue</b>	<b>\$14,893,661</b>	<b>\$16,052,901</b>	<b>\$14,934,858</b>	<b>\$14,300,990</b>	<b>\$15,157,564</b>	<b>\$14,331,462</b>
<b>Deductions From Revenue</b>						
Discounts and Allowances	\$6,619,613	\$7,065,871	\$5,867,948	\$5,637,701	\$6,892,232	\$6,032,602
Bad Debt Expense (Governmental Providers Only)	\$837,619	\$746,898	\$857,280	\$724,795	\$797,998	\$1,180,284
Charity Care	\$182,758	(\$46,587)	\$453,288	\$492,120	\$166,867	\$114,853
<b>Total Deductions From Revenue</b>	<b>7,639,991</b>	<b>7,764,182</b>	<b>7,178,526</b>	<b>6,854,586</b>	<b>7,855,997</b>	<b>7,327,518</b>
<b>Net Patient Revenue</b>	<b>\$7,253,671</b>	<b>\$8,288,719</b>	<b>\$7,756,331</b>	<b>\$7,446,403</b>	<b>\$7,501,567</b>	<b>\$7,003,944</b>
<b>Other Operating Revenue</b>	<b>126,899</b>	<b>274,722</b>	<b>321,848</b>	<b>168,314</b>	<b>288,120</b>	<b>195,787</b>
<b>Total Operating Revenue</b>	<b>7,379,669</b>	<b>8,563,441</b>	<b>8,078,178</b>	<b>7,614,717</b>	<b>7,787,687</b>	<b>7,199,731</b>
<b>Operating Expenses</b>						
Salaries and Wages	\$3,346,166	\$3,210,137	\$3,353,001	\$3,302,746	\$3,394,397	\$3,189,351
Fringe Benefits	\$895,130	\$1,012,357	\$935,213	\$962,139	\$1,014,021	\$879,652
Contract Labor	\$41,291	\$75,137	\$62,548	\$119,454	\$65,915	\$121,333
Physicians Fees	\$411,317	\$297,440	\$377,567	\$277,808	\$442,922	\$336,815
Purchased Services	\$322,523	\$450,862	\$389,987	\$420,497	\$406,071	\$430,286
Supply Expense	\$1,178,617	\$1,171,456	\$1,299,752	\$992,804	\$1,260,326	\$1,072,316
Utilities	\$67,982	\$91,522	\$99,722	\$105,485	\$86,172	\$101,061
Repairs and Maintenance	\$420,693	\$604,886	\$427,780	\$434,387	\$428,632	\$461,621
Insurance Expense	\$59,739	\$56,143	\$52,652	\$52,682	\$53,988	\$54,483
All Other Operating Expenses	\$141,853	\$77,399	\$231,240	\$176,892	\$210,413	\$151,438
Bad Debt Expense (Non-Governmental Providers)	\$67,609	\$76,381	\$72,043	\$83,881	\$83,761	\$46,560
Leases and Rentals	\$554,019	\$559,141	\$559,157	\$564,202	\$563,653	\$565,315
Depreciation and Amortization						
Interest Expense (Non-Governmental Providers)						
<b>Total Operating Expenses</b>	<b>\$7,626,339</b>	<b>\$7,662,069</b>	<b>\$7,860,660</b>	<b>\$7,608,757</b>	<b>\$8,020,168</b>	<b>\$7,410,433</b>
<b>Net Operating Surplus/(Loss)</b>	<b>(\$246,670)</b>	<b>\$891,382</b>	<b>\$227,618</b>	<b>\$105,960</b>	<b>(\$232,481)</b>	<b>(\$210,703)</b>
<b>Non-Operating Revenue:</b>						
Contributions						
Investment Income	21,076	19,081	17,826	39,088	32,300	20,298
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	373	249	1,148	9,170	(2,103)	285
Interest Expense (Governmental Providers Only)	(100,209)	(100,275)	(108,726)	(99,888)	(99,514)	(107,630)
Other Non-Operating Revenue/(Expenses)	156,344	26,889	156,527	50,253	86,224	101,757
<b>Total Non Operating Revenue/(Expense)</b>	<b>\$79,663</b>	<b>(\$54,067)</b>	<b>\$66,675</b>	<b>(\$1,377)</b>	<b>(\$13,093)</b>	<b>\$14,687</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$167,007)</b>	<b>\$927,325</b>	<b>\$294,193</b>	<b>\$104,583</b>	<b>(\$245,574)</b>	<b>(\$196,016)</b>
<b>Change in Unrealized Gains/(Losses) on Investments</b>						
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>(\$167,007)</b>	<b>\$927,325</b>	<b>\$294,193</b>	<b>\$104,583</b>	<b>(\$245,574)</b>	<b>(\$196,016)</b>
<b>Operating Margin</b>	<b>-1.99%</b>	<b>11.46%</b>	<b>2.82%</b>	<b>1.39%</b>	<b>-2.99%</b>	<b>-2.93%</b>
<b>Total Profit Margin</b>	<b>-0.91%</b>	<b>10.83%</b>	<b>3.64%</b>	<b>1.37%</b>	<b>-3.16%</b>	<b>-2.72%</b>
<b>EBIDA</b>	<b>5.52%</b>	<b>17.99%</b>	<b>9.74%</b>	<b>8.80%</b>	<b>4.25%</b>	<b>4.93%</b>



Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019
\$2,726,154	\$2,923,519	\$2,440,090	\$2,841,644	\$2,956,450	\$3,361,712	\$3,219,822
\$10,859,314	\$10,734,466	\$9,137,727	\$9,721,418	\$9,775,210	\$10,025,117	\$9,455,323
\$1,275,579	\$1,191,478	\$1,351,020	\$1,229,230	\$1,411,951	\$1,480,747	\$1,009,031
\$202,788	\$157,831	\$140,838	\$170,824	\$189,268	\$175,833	\$127,930
\$15,063,815	\$15,007,493	\$13,069,675	\$13,962,917	\$14,315,908	\$15,023,209	\$13,812,107
\$6,515,178	\$7,139,232	\$5,748,563	\$6,036,217	\$5,968,334	\$6,429,282	\$5,729,959
\$992,498	\$1,016,838	\$1,035,734	\$1,106,128	\$1,112,048	\$925,904	\$861,776
\$173,200	\$200,053	\$135,857	\$410,835	\$154,144	\$75,643	\$39,094
7,680,836	8,356,223	6,919,954	7,553,180	7,234,527	7,430,829	6,630,829
\$7,382,978	\$6,651,270	\$6,149,721	\$6,409,737	\$7,081,381	\$7,592,380	\$7,161,278
196,865	207,641	216,040	445,830	339,098	152,064	120,379
7,579,864	6,858,911	6,365,762	6,855,566	7,420,479	7,744,384	7,301,657
\$3,150,410	\$3,024,639	\$3,046,743	\$3,155,561	\$2,977,716	\$3,395,068	\$3,088,986
\$970,004	\$995,692	\$767,821	\$1,000,635	\$933,883	\$958,234	\$865,081
\$131,999	\$146,497	\$128,111	\$84,948	\$98,792	\$97,501	\$74,652
\$341,822	\$365,232	\$450,449	\$416,232	\$350,665	\$341,727	\$386,528
\$382,858	\$411,382	\$398,748	\$375,189	\$413,790	\$381,523	\$317,228
\$1,280,524	\$1,221,496	\$886,426	\$1,094,799	\$1,078,865	\$1,123,055	\$1,129,337
\$95,614	\$95,218	\$95,714	\$86,763	\$83,636	\$80,794	\$82,401
\$403,388	\$409,417	\$425,390	\$513,170	\$428,617	\$417,236	\$375,288
\$62,627	\$58,574	\$40,019	\$37,934	\$68,473	\$67,462	\$67,462
\$175,292	\$199,139	\$232,721	\$190,218	\$98,843	\$84,278	\$158,971
\$88,974	\$91,340	\$87,293	\$112,094	\$79,258	\$84,907	\$83,369
\$567,122	\$561,039	\$581,397	\$575,850	\$596,566	\$592,419	\$593,713
\$7,638,101	\$7,279,646	\$7,120,832	\$7,695,393	\$7,209,082	\$7,574,284	\$6,992,995
(\$58,237)	(\$420,785)	(\$756,871)	(\$739,815)	\$211,397	\$170,090	\$308,682
22,692	19,116	58,715	143,085	10,344	20,258	13,010
3,513	1,429	188	274	828	4,181	1,627
(99,323)	(99,633)	(109,246)	(109,342)	(99,953)	(111,832)	(100,799)
114,856	28,255	106,888	59,675	29,196	327,170	9,719
\$41,738	(\$50,834)	\$116,526	\$102,572	(\$59,584)	\$239,763	(\$76,443)
(\$18,499)	(\$471,569)	(\$638,545)	(\$637,244)	\$151,812	\$409,844	\$232,219
		41,259	174,489			
(\$18,499)	(\$471,569)	(\$597,286)	(\$462,755)	\$151,812	\$409,844	\$232,219
-0.77%	-6.13%	-11.86%	-10.79%	2.85%	2.20%	4.23%
-0.22%	-6.88%	-10.03%	-9.30%	2.05%	5.29%	3.18%
6.71%	2.05%	-2.73%	-2.39%	10.85%	9.85%	12.36%



## Statement of Cash Flows

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eight months ended February 29, 2020**

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	<b>CASH FLOW</b>	
	<b>Current Month 2/29/2020</b>	<b>Current Year-To-Date 2/29/2020</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	(\$67,187)	\$329,257
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	554,019	4,493,648
(Increase)/Decrease in Net Patient Accounts Receivable	(731,713)	(114,930)
(Increase)/Decrease in Other Receivables	(250,310)	(1,149,286)
(Increase)/Decrease in Inventories	11,035	(173,762)
(Increase)/Decrease in Pre-Paid Expenses	362,167	216,384
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(175,489)	(178,478)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	364,629	560,969
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	107,058	189,020
<b>Net Cash Provided by Operating Activities:</b>	<b>174,210</b>	<b>4,172,822</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(172,853)	(3,017,130)
(Increase)/Decrease in Limited Use Cash and Investments	(117,072)	(296,409)
(Increase)/Decrease in Other Limited Use Assets	(553)	(7,420)
(Increase)/Decrease in Other Assets	1,029	8,235
<b>Net Cash Used by Investing Activities</b>	<b>(289,449)</b>	<b>(3,312,724)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(64,603)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(27,447)	(176,123)
<b>Net Cash Used for Financing Activities</b>	<b>(32,259)</b>	<b>(240,726)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>0</b>	<b>19,864</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(147,497)</b>	<b>639,236</b>
Cash, Beginning of Period	11,274,057	10,487,324
<b>Cash, End of Period</b>	<b>\$11,126,560</b>	<b>\$11,126,560</b>

## Patient Statistics

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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## ROCK SPRINGS, WY

Eight months ended February 29, 2020

Current Month				Year-To-Date				
Actual 02/29/20	Budget 02/29/20	Positive/ (Negative) Variance	Prior Year 02/28/19	STATISTICS	Actual 02/29/20	Budget 02/29/20	Positive/ (Negative) Variance	Prior Year 02/28/19
<b>Discharges</b>								
109	155	(46)	155	Acute	995	1,062	(67)	1,062
109	155	(46)	155	Total Adult Discharges	995	1,062	(67)	1,062
22	51	(29)	51	Newborn	296	298	(2)	298
131	206	(75)	206	Total Discharges	1,291	1,360	(69)	1,360
<b>Patient Days:</b>								
299	400	(101)	400	Acute	2,695	3,107	(412)	3,107
299	400	(101)	400	Total Adult Patient Days	2,695	3,107	(412)	3,107
42	75	(33)	75	Newborn	489	481	8	481
341	475	(134)	475	Total Patient Days	3,184	3,588	(404)	3,588
<b>Average Length of Stay (ALOS)</b>								
2.7	2.6	0.2	2.6	Acute	2.7	2.9	(0.2)	2.9
2.7	2.6	0.2	2.6	Total Adult ALOS	2.7	2.9	(0.2)	2.9
1.9	1.5	0.4	1.5	Newborn ALOS	1.7	1.6	0.0	1.6
<b>Average Daily Census (ADC)</b>								
10.3	13.8	(3.5)	13.8	Acute	11.0	12.7	(1.7)	12.7
10.3	13.8	(3.5)	13.8	Total Adult ADC	11.0	12.7	(1.7)	12.7
1.4	2.6	(1.1)	2.6	Newborn	2.0	2.0	0.0	2.0
<b>Emergency Room Statistics</b>								
130	165	(35)	165	ER Visits - Admitted	1,081	1,140	(59)	1,140
1,121	1,290	(169)	1,290	ER Visits - Discharged	9,564	9,663	(99)	9,663
1,251	1,455	(204)	1,455	Total ER Visits	10,645	10,803	(158)	10,803
10.39%	11.34%		11.34%	% of ER Visits Admitted	10.16%	10.55%		10.55%
119.27%	106.45%		106.45%	ER Admissions as a % of Total	108.64%	107.34%		107.34%
<b>Outpatient Statistics:</b>								
7,834	8,179	(345)	8,179	Total Outpatients Visits	63,048	56,398	6,650	56,398
116	185	(69)	185	Observation Bed Days	948	950	(2)	950
4,084	3,831	253	3,943	Clinic Visits - Primary Care	33,347	35,164	(1,817)	32,506
502	500	2	365	Clinic Visits - Specialty Clinics	4,112	4,015	97	3,180
26	25	1	25	IP Surgeries	215	207	8	207
130	131	(1)	131	OP Surgeries	1,087	1,088	(1)	1,088
<b>Productivity Statistics:</b>								
451.95	445.00	6.95	433.23	FTE's - Worked	429.95	445.00	(15.05)	411.46
482.57	488.40	(5.83)	465.08	FTE's - Paid	473.55	488.40	(14.85)	452.50
1.4973	1.2310	0.27	1.2310	Case Mix Index - Medicare	1.3675	10.3652	(9.00)	1.2957
1.2113	0.6975	0.51	0.6975	Case Mix Index - All payers	0.9532	6.1573	(5.20)	0.7697

# Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**02/29/20**

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	<b><u>Current Month Actual</u></b>	<b><u>Current Month Target</u></b>
Gross Days in Accounts Receivable - All Services	50.70	53.30
Net Days in Accounts Receivable	48.23	58.80
Number of Gross Days in Unbilled Revenue	3.93	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	31.53%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.23%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.45%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.62%	6.49%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.97%	6.50%
Collections as a Percentage of Net Revenue - Current Month	89.68%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	98.73%	100% or >
Percentage of Blue Cross Receivable > 90 Days	10.40%	< 10%
Percentage of Insurance Receivable > 90 Days	14.85%	< 15%
Percentage of Medicaid Receivable > 90 Days	16.40%	< 20%
Percentage of Medicare Receivable > 60 Days	10.56%	< 6%

# Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Eight months ended February 29, 2020

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	209,000	1.42%	4,431,763	3.84%

Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include discharges, ER visits and clinic visits  
Average Daily Census is 10.3 in February which is under budget by 3.5

Deductions from Revenue	(484,483)	-6.77%	(4,424,265)	-7.90%
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Deductions from revenue are over budget for February and over budget year to date.  
They are currently booked at 51.3% for February and 50.5% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	115,421	12.11%	337,888	4.51%
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Bad debt expense is booked at 5.6% for February and 6.0% year to date.

Charity Care	(36,137)	-24.65%	(581,669)	-50.47%
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Charity care yields a high degree of variability month over month and is dependent on patient needs.  
Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	(91,730)	-42.15%	120,297	7.26%
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Other Operating Revenue is under budget for the month and is over budget year to date.

Salaries and Wages	(164,331)	-5.16%	584,193	2.20%
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Salary and Wages are over budget and remain under budget year to date.

Paid FTEs are under budget by 5.83 FTEs for the month and under 14.85 FTEs year to date.

Fringe Benefits	(43,778)	-5.14%	(778,261)	-11.78%
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Fringe benefits are over budget in February and remain over budget year to date.  
Group Health remains over budget YTD.

Contract Labor	24,882	37.60%	(31,827)	-4.43%
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Contract labor is under budget for February and over budget year to date. L&D, ER, Behavioral Health and Respiratory are over budget for the month.

## Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Eight months ended February 29, 2020

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
<b>Physician Fees</b>	(138,482)	-46.48%	(314,496)	-12.40%
Physician fees are over budget in February and over budget year to date. ED, Radiation Oncology, Sleep Lab, Hospitalist and Locums Clinic are over budget in February.				
<b>Purchased Services</b>	57,634	15.16%	7,434	0.23%
Purchased services are under budget for February and under budget year to date. There are not any services over budget in this area.				
<b>Supply Expense</b>	(4,538)	-0.39%	(43,456)	-0.46%
Supplies are over budget for February and over budget year to date. Line items over budget include Oxygen, Blood, Implants and Marketing Supplies				
<b>Repairs &amp; Maintenance</b>	4,798	1.13%	(123,716)	-3.67%
Repairs and Maintenance are under budget for February and over budget year to date.				
<b>All Other Operating Expenses</b>	63,437	30.90%	235,691	14.77%
This expense is under budget in February and under budget year to date. Other expenses over budget are License & Taxes and Physician Recruitment				
<b>Leases and Rentals</b>	(7,369)	-12.23%	(5,431)	-0.98%
This expense is over budget for February and remains under budget year to date.				
<b>Depreciation and Amortization</b>	(4,975)	-0.94%	(3,401)	-0.08%
Depreciation is over budget for February and is over budget year to date.				

### BALANCE SHEET

Cash and Cash Equivalents

(\$147,497) -1.31%

Cash decreased in February. Cash collections for February were \$6.5 million. Days Cash on Hand decreased to 131 days.

Gross Patient Accounts Receivable

\$1,592,760 6.65%

This receivable increased in February.



## Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Eight months ended February 29, 2020

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

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

	Current Month Amount	%	Year-to-Date Amount	%
Bad Debt and Allowance Reserves	(861,046)	-6.97%		
Bad Debt and Allowances increased.				
Other Receivables	250,310	8.88%		
Other Receivables increased in February due to county and occ med invoices				
Prepaid Expenses	(362,167)	-14.96%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	117,625	0.52%		
These assets increased due to the payment on the bonds.				
Plant Property and Equipment	(381,166)	-0.61%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	175,489	5.53%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(201,500)	-12.14%		
This liability increased in February. The payroll accrual for February was 13 days.				
Accrued Benefits	(163,129)	-7.65%		
This liability decreased in February with the normal accrual and usage of PTO .				
Other Current Liabilities	(107,058)	-22.35%		
This liability increased due to the accrued interest on the bonds.				
Other Long Term Liabilities	27,447	4.58%		
This liability decreased due to the payments on leases				
Total Net Assets	65,587	0.08%		
The net loss from operations for February is \$146,770				



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

**PHYSICIAN CLINICS**

**Unaudited Financial Statements**

**for**

**Eight months ended February 29, 2020**

**Certification Statement:**

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

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

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**ROCK SPRINGS, WY**

**Eight months ended February 29, 2020**

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## Key Financial Ratios

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eight months ended February 29, 2020**

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↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 2/29/2020	Year to Date 2/29/2020	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin	↑	-94.51%	-63.92%	-54.76%	-36.58%
Total Profit Margin	↑	-94.51%	-63.92%	-54.76%	-36.58%
Contractual Allowance %	↓	47.42%	45.72%	44.34%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable	↓	59.96	53.86	56.77	39.58
Gross Days in Accounts Receivable	↓	55.68	52.05	60.14	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day	↓	140.83	136.67	135.96	
Total Net Revenue per FTE	↑	N/A	\$138,304	\$147,646	
Salary Expense per Paid FTE		N/A	\$154,907	\$163,884	
Salary and Benefits as a % of Net Revenue		150.17%	131.32%	128.22%	91.26%
Employee Benefits %		18.33%	17.24%	15.52%	6.10%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Eight months ended February 29, 2020

	CURRENT MONTH				
	Actual 02/29/20	Budget 02/29/20	Positive (Negative) Variance	Percentage Variance	Prior Year 02/28/19
Gross Patient Revenue					
Clinic Revenue	1,161,210	1,092,734	68,476	6.27%	1,009,031
Specialty Clinic Revenue	262,865	207,156	55,708	26.89%	127,930
Total Gross Patient Revenue	1,424,074	1,299,890	124,184	9.55%	1,136,961
Deductions From Revenue					
Discounts and Allowances	(675,312)	(566,897)	(108,415)	-19.12%	(471,341)
Total Deductions From Revenue	(675,312)	(566,897)	(108,415)	-19.12%	(471,341)
Net Patient Revenue	748,762	732,993	15,769	2.15%	665,621
Other Operating Revenue	64,550	72,543	(7,993)	-11.02%	59,719
Total Operating Revenue	813,312	805,536	7,776	0.97%	725,339
Operating Expenses					
Salaries and Wages	1,032,181	1,047,136	14,955	1.43%	927,267
Fringe Benefits	189,196	190,810	1,615	0.85%	145,304
Contract Labor	0	0	0	0.00%	0
Physicians Fees	206,558	45,300	(161,258)	-355.98%	66,314
Purchased Services	11,304	5,177	(6,127)	-118.35%	82
Supply Expense	14,825	20,250	5,425	26.79%	33,502
Utilities	1,891	1,219	(672)	-55.11%	1,311
Repairs and Maintenance	22,274	32,033	9,758	30.46%	33,616
Insurance Expense	17,874	20,218	2,344	11.59%	16,109
All Other Operating Expenses	59,801	73,180	13,379	18.28%	86,287
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,642	3,334	(1,308)	-39.24%	5,103
Depreciation and Amortization	21,436	22,317	880	3.94%	20,937
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,581,982	1,460,973	(121,009)	-8.28%	1,335,831
Net Operating Surplus/(Loss)	(768,670)	(655,437)	(113,233)	17.28%	(610,492)
Total Net Surplus/(Loss)	(768,670)	(655,437)	(113,233)	17.28%	(610,492)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(768,670)	(655,437)	(113,233)	17.28%	(610,492)
Operating Margin	-94.51%	-81.37%			-84.17%
Total Profit Margin	-94.51%	-81.37%			-84.17%
EBIDA	-91.88%	-78.60%			-81.28%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 29, 2020

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	YEAR-TO-DATE				Prior Year 02/28/19
	Actual 02/29/20	Budget 02/29/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	9,841,259	10,056,852	(215,593)	-2.14%	9,198,103
Specialty Clinic Revenue	1,968,854	1,696,926	271,928	16.02%	1,365,649
Total Gross Patient Revenue	11,810,113	11,753,778	56,335	0.48%	10,563,752
Deductions From Revenue					
Discounts and Allowances	(5,399,142)	(5,235,085)	(164,058)	-3.13%	(4,673,169)
Total Deductions From Revenue	(5,399,142)	(5,235,085)	(164,058)	-3.13%	(4,673,169)
Net Patient Revenue	6,410,970	6,518,693	(107,723)	-1.65%	5,890,583
Other Operating Revenue	544,453	569,894	(25,441)	-4.46%	532,674
Total Operating Revenue	6,955,423	7,088,587	(133,164)	-1.88%	6,423,257
Operating Expenses					
Salaries and Wages	7,790,372	8,431,186	640,814	7.60%	7,300,066
Fringe Benefits	1,343,277	1,312,177	(31,100)	-2.37%	1,020,723
Contract Labor	0	0	0	0.00%	0
Physicians Fees	857,624	502,400	(355,224)	-70.71%	308,567
Purchased Services	80,806	43,028	(37,778)	-87.80%	42,738
Supply Expense	160,038	148,215	(11,823)	-7.98%	123,794
Utilities	10,119	9,743	(376)	-3.85%	11,488
Repairs and Maintenance	172,521	256,242	83,721	32.67%	241,308
Insurance Expense	149,200	159,433	10,232	6.42%	128,769
All Other Operating Expenses	625,329	647,881	22,553	3.48%	622,431
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	37,786	26,522	(11,264)	-42.47%	42,986
Depreciation and Amortization	174,349	190,241	15,892	8.35%	191,829
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	11,401,420	11,727,068	325,648	2.78%	10,034,699
Net Operating Surplus/(Loss)	(4,445,997)	(4,638,481)	192,484	-4.15%	(3,611,442)
Total Net Surplus/(Loss)	(4,445,997)	(4,638,481)	\$192,484	-4.15%	(3,611,442)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(4,445,997)	(4,638,481)	\$192,484	-4.15%	(3,611,442)
Operating Margin	-63.92%	-65.44%			-56.22%
Total Profit Margin	-63.92%	-65.44%			-56.22%
EBIDA	-61.41%	-62.75%			-53.24%

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

**PAGE 5**

	Actual 2/29/2020	Actual 1/31/2020	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019
Gross Patient Revenue					
Clinic Revenue	\$1,161,210	\$1,485,917	\$1,143,777	\$1,063,719	\$1,354,373
Specialty Clinic Revenue	\$262,865	\$247,493	\$289,430	\$309,619	\$313,861
Total Gross Patient Revenue	\$1,424,074	\$1,733,410	\$1,413,207	\$1,373,339	\$1,668,235
Deductions From Revenue					
Discounts and Allowances	\$675,312	\$757,358	\$637,085	\$657,305	\$768,291
Total Deductions From Revenue	675,312	757,358	637,085	657,305	768,291
Net Patient Revenue	\$748,762	\$976,052	\$776,122	\$716,033	\$899,944
Other Operating Revenue	\$84,550	\$88,061	\$64,999	\$58,298	\$79,575
Total Operating Revenue	813,312	1,044,113	840,521	774,331	979,519
Operating Expenses					
Salaries and Wages	\$1,032,181	\$938,454	\$1,032,409	\$976,184	\$963,743
Fringe Benefits	\$189,196	\$208,849	\$161,662	\$165,925	\$179,354
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$206,558	\$118,254	\$147,283	\$72,557	\$177,148
Purchased Services	\$11,304	\$12,082	\$8,426	\$10,650	\$10,397
Supply Expense	\$14,825	\$19,220	\$12,817	\$20,632	\$22,796
Utilities	\$1,891	\$1,704	\$1,713	\$877	\$910
Repairs and Maintenance	\$22,274	\$20,942	\$25,840	\$17,344	\$22,517
Insurance Expense	\$17,874	\$17,812	\$17,812	\$17,368	\$20,493
All Other Operating Expenses	\$59,801	\$75,204	\$65,983	\$88,337	\$101,086
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,642	\$6,363	\$4,857	\$4,699	\$4,079
Depreciation and Amortization	\$21,436	\$21,436	\$21,754	\$21,755	\$21,983
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,581,982	\$1,440,322	\$1,500,455	\$1,396,328	\$1,524,507
Net Operating Surplus/(Loss)	(\$768,670)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)
Total Net Surplus/(Loss)	(\$768,670)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$768,670)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)
Operating Margin	-94.51%	-37.95%	-78.51%	-80.33%	-55.64%
Total Profit Margin	-94.51%	-37.95%	-78.51%	-80.33%	-55.64%
EBIDA	-91.88%	-35.89%	-75.93%	-77.52%	-53.39%



Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019
\$1,165,206	\$1,275,579	\$1,191,478	\$1,321,234	\$1,259,017	\$1,411,951	\$1,480,747	\$1,009,031
\$204,888	\$202,768	\$157,931	\$170,624	\$140,838	\$169,268	\$175,633	\$127,930
\$1,370,094	\$1,478,347	\$1,349,408	\$1,491,858	\$1,399,854	\$1,581,218	\$1,636,380	\$1,136,961
\$658,181	\$637,953	\$607,658	\$663,221	\$653,333	\$678,453	\$724,127	\$471,341
658,181	637,953	607,658	663,221	653,333	678,453	724,127	471,341
\$711,913	\$840,394	\$741,750	\$828,637	\$746,522	\$902,765	\$912,253	\$665,621
\$67,413	\$68,365	\$73,791	\$74,280	\$65,005	\$64,816	\$85,231	\$59,719
779,326	908,759	815,541	902,917	811,526	967,581	977,484	725,339
\$988,089	\$911,293	\$956,020	\$1,034,223	\$955,533	\$867,396	\$1,034,369	\$927,267
\$142,365	\$163,131	\$132,895	\$155,564	\$189,439	\$175,919	\$195,204	\$145,304
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$48,927	\$53,872	\$36,025	\$31,732	\$79,281	\$71,597	\$50,259	\$66,314
\$10,324	\$9,805	\$8,118	\$19,048	\$11,013	\$5,281	\$5,530	\$82
\$27,652	\$13,686	\$28,401	\$26,804	\$13,053	\$23,662	\$13,897	\$33,502
\$1,672	\$514	\$838	\$1,112	\$813	\$803	\$1,667	\$1,311
\$20,880	\$21,620	\$21,102	\$24,224	\$24,064	\$30,175	\$33,896	\$33,616
\$19,281	\$19,281	\$19,281	\$16,109	\$16,109	\$16,109	\$16,109	\$16,109
\$70,188	\$84,732	\$79,897	\$64,052	\$110,399	\$89,265	\$62,065	\$86,287
\$4,804	\$5,816	\$2,528	\$3,317	\$5,139	\$5,508	\$5,425	\$5,103
\$21,983	\$21,983	\$22,019	\$22,017	\$20,750	\$20,751	\$20,751	\$20,937
\$1,351,974	\$1,305,631	\$1,300,222	\$1,398,199	\$1,425,503	\$1,306,487	\$1,439,183	\$1,335,831
(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)
0	0	0	0	0	0	0	0
(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)
-73.48%	-43.67%	-59.43%	-54.85%	-75.66%	-35.03%	-47.23%	-84.17%
-73.48%	-43.67%	-59.43%	-54.85%	-75.66%	-35.03%	-47.23%	-84.17%
-70.66%	-41.25%	-56.73%	-52.42%	-73.10%	-32.88%	-45.11%	-81.28%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY

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Eight months ended February 29, 2020

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
02/29/20	02/29/20	Variance	02/28/19		02/29/20	02/29/20	Variance	02/28/19
Outpatient Statistics:								
4,084	3,976	108	3,943	Clinic Visits - Primary Care	33,347	34,817	(1,470)	32,506
502	500	2	365	Clinic Visits - Specialty Clinics	4,112	3,578	534	3,180
Productivity Statistics:								
74.37	71.98	2.39	65.61	FTE's - Worked	68.30	71.98	(3.68)	60.66
78.51	79.10	(0.59)	69.99	FTE's - Paid	75.23	79.10	(3.87)	66.39

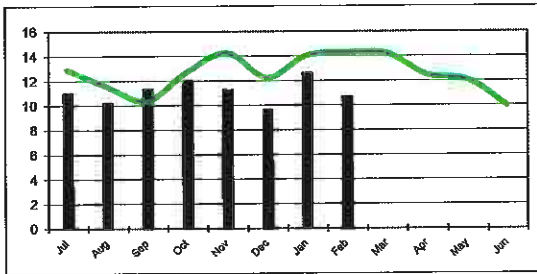
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**"DASHBOARD" GRAPHS**  
**FEBRUARY 2020**

— FYE 2019 ACTUAL

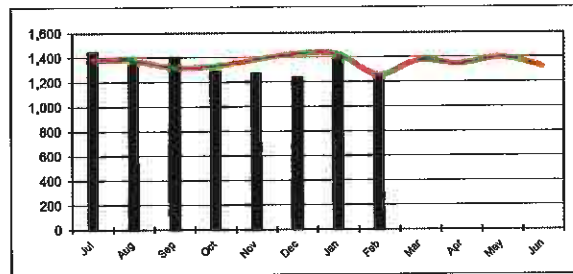
- - - FYE 2020 BUDGET

■ FYE 2020 ACTUAL

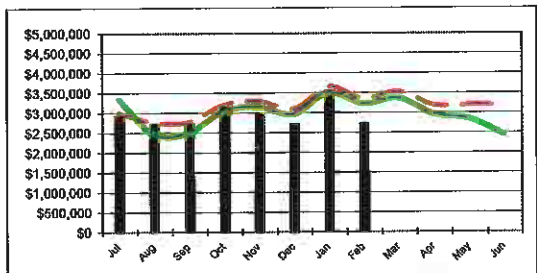
**AVERAGE ACUTE CENSUS**



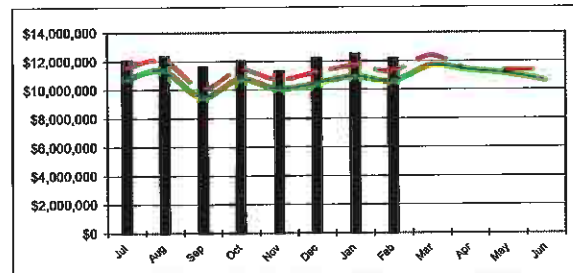
**ER IP+OP VISITS**



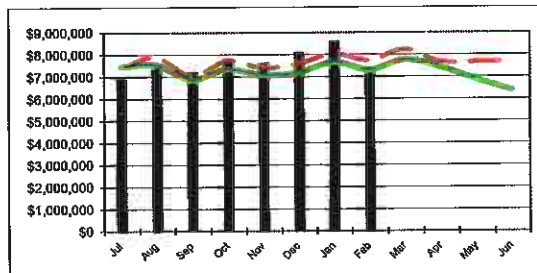
**INPATIENT CHARGES**



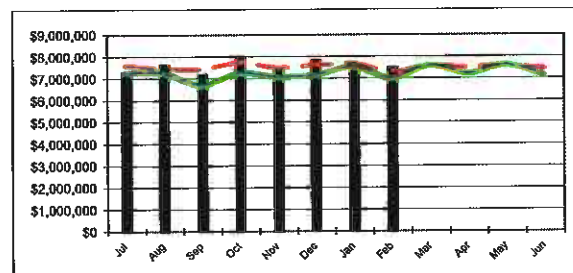
**OUTPATIENT CHARGES**



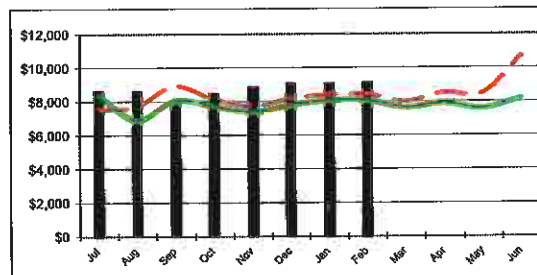
**TOTAL NET OPERATING REVENUE**



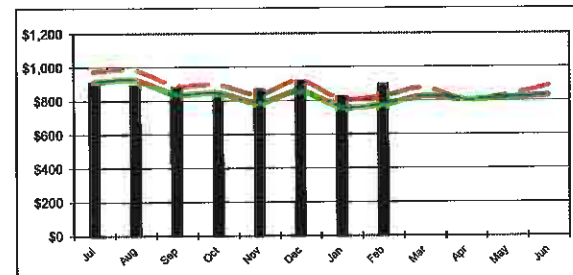
**OPERATING EXPENSE**



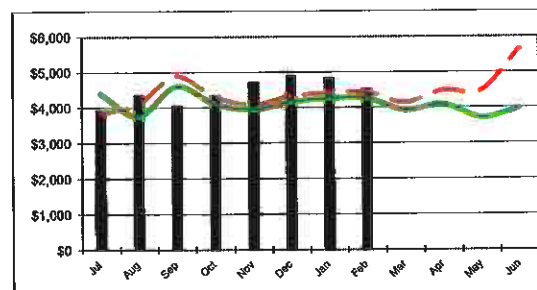
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



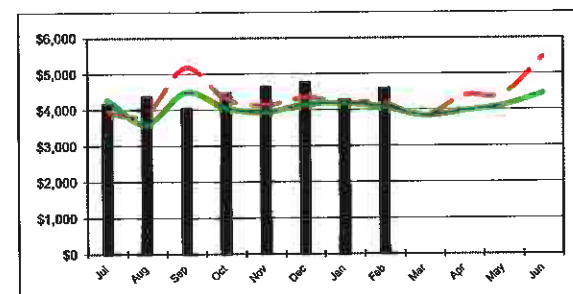
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



**AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY**



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Eight months ending February 29, 2020

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	16.50%	15.54%	16.16%
Blue Cross	21.17%	24.22%	22.38%
Medicaid	8.07%	8.22%	8.96%
Medicare	38.71%	39.13%	41.13%
Self Pay	9.23%	8.64%	8.58%
Other	6.32%	4.25%	2.80%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.67%	21.64%	26.52%
Blue Cross	30.69%	32.73%	29.33%
Medicaid	10.42%	12.02%	12.86%
Medicare	30.35%	26.60%	25.22%
Self Pay	7.42%	6.45%	5.70%
Other	1.44%	0.57%	0.39%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

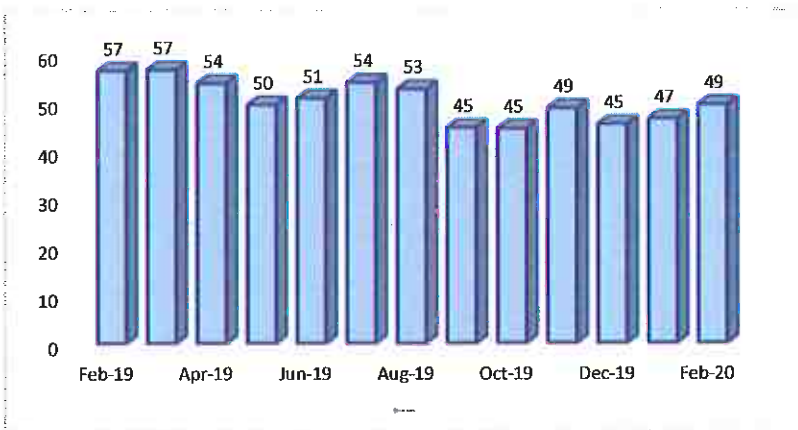
ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	54.09%	41.20%	43.41%
Blue Cross	17.18%	30.19%	21.43%
Medicaid	4.11%	3.87%	3.92%
Medicare	23.09%	19.95%	26.53%
Self Pay	1.25%	4.53%	3.76%
Other	0.28%	0.25%	0.94%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	17.43%	16.50%	17.48%
Blue Cross	21.88%	25.06%	23.02%
Medicaid	8.19%	8.48%	9.26%
Medicare	37.75%	37.72%	39.45%
Self Pay	8.94%	8.38%	8.25%
Other	5.82%	3.87%	2.55%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

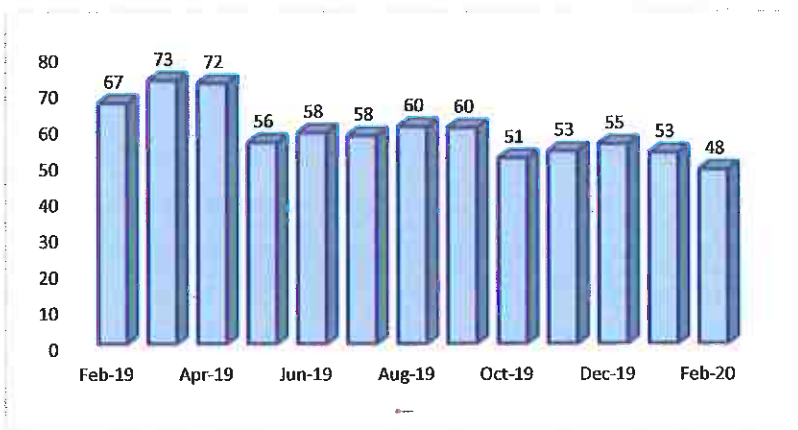


**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**2/29/20**

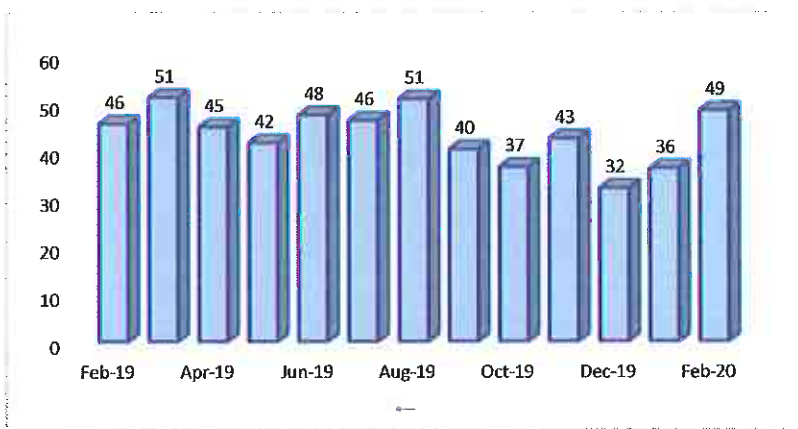
	<b>HOSPITAL A/R DAYS</b>
Feb-19	50
Mar-19	50
Apr-19	54
May-19	50
Jun-19	51
Jul-19	54
Aug-19	53
Sep-19	45
Oct-19	45
Nov-19	40
Dec-19	45
Jan-20	40
Feb-20	40



	<b>CLINIC A/R DAYS</b>
Feb-19	60
Mar-19	68
Apr-19	72
May-19	56
Jun-19	50
Jul-19	50
Aug-19	60
Sep-19	60
Oct-19	51
Nov-19	53
Dec-19	55
Jan-20	53
Feb-20	40



	<b>ORTHO A/R DAYS</b>
Feb-19	46
Mar-19	51
Apr-19	45
May-19	42
Jun-19	40
Jul-19	46
Aug-19	51
Sep-19	40
Oct-19	30
Nov-19	43
Dec-19	32
Jan-20	36
Feb-20	40



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
CASH DISBURSEMENT SUMMARY FOR FEBRUARY 20**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	793	6,623,627.59
CAPITAL EQUIPMENT (PLANT FUND)	5	61,408.49
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2	110,658.07
PAYROLL FEBRUARY 2, 2020	N/A	1,420,172.85
PAYROLL FEBRUARY 16, 2020	N/A	1,461,985.46
TOTAL CASH OUTFLOW		<u>\$6,795,694.15</u>
CASH COLLECTIONS		\$6,504,903.14
INCREASE/DECREASE IN CASH		-\$290,791.01

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS  
FISCAL YEAR 2020**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
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<b>JULY TOTALS</b>					0.00	0.00
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CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001030	8/1/2019	HIGH DESERT CONSTRUCTION, INC.	62,433.00	RETAINING WALL		
001031	8/1/2019	WESTERN ENGINEERS & GEOLOGI	4,434.00	CENTRAL PLANT UPGRADE		
001032	8/8/2019	PLAN ONE/ARCHITECTS	1,750.00	DIALYSIS SUITE RENOVATION		
001033	8/13/2019	CITY OF ROCK SPRINGS	13,155.00	CENTRAL PLANT UPGRADE		
W/T	8/16/2019	WELLS FARGO	108,210.68	WF DEBT SERVICE		
<b>AUGUST TOTALS</b>					189,982.68	189,982.68

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001034	9/5/2019	HIGH DESERT CONSTRUCTION, INC.	19,474.20	RETAINING WALL		
001035	9/26/2019	ST+B ENGINEERING (SPACEK TIME	121,387.99	CENTRAL PLANT UPGRADE		
001036	9/26/2019	WESTERN ENGINEERS & GEOLOGI	2,912.50	RETAINING WALL		
W/T	9/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>SEPTEMBER TOTALS</b>					250,832.76	440,815.44

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001037	10/3/2019	VAUGHNS PLUMBING & HEATING	5,085.00	CENTRAL PLANT UPGRADE		
001042	10/10/2019	CLARK'S QUALITY ROOFING, INC	51,809.00	ICU ROOF REPLACEMENT		
001043	10/10/2019	HIGH DESERT CONSTRUCTION, INC.	26,010.73	RETAINING WALL		
001044	10/10/2019	PLAN ONE/ARCHITECTS	260.00	SULENTICH SUITE		
001045	10/30/2019	R & D SWEEPING & ASPHALT MAI	55,895.00	ASPHALT REPAIR AND SEAL		
W/T	10/11/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>OCTOBER TOTALS</b>					246,117.80	686,933.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001046	11/13/2019	ST+B ENGINEERING (SPACEK TIME	18,593.88	CENTRAL PLANT UPGRADE		
001047	11/20/2019	B H INC.	136,645.38	CENTRAL PLANT UPGRADE		
001048	11/20/2019	INSULATION INC.	813.65	PHARMACY PROJECT		
001049	11/27/2019	CLARK'S QUALITY ROOFING, INC	44,241.00	ICU ROOF PROJECT		
001050	11/27/2019	R & D SWEEPING & ASPHALT MAI	24,825.00	PARKING LOT PROJECT		
W/T	11/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>NOVEMBER TOTALS</b>					332,086.98	1,019,020.22

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001051	12/5/2019	HIGH DESERT CONSTRUCTION, INC.	111,275.51	ED CONCRETE PROJECT		
001052	12/19/2019	B H INC.	169,717.70	CENTRAL PLANT UPGRADE		
001053	12/19/2019	WESTERN ENGINEERS & GEOLOGI	3,031.25	ED CONCRETE PROJECT		
001054	12/24/2019	WESTERN ENGINEERS & GEOLOGI	14,174.25	CENTRAL PLANT UPGRADE		
W/T	12/17/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>DECEMBER TOTALS</b>					405,256.78	1,424,277.00

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001055	1/15/2020	B H INC.	125,266.54	CENTRAL PLANT UPGRADE		
001056	1/15/2020	HIGH DESERT CONSTRUCTION, INC.	18,352.37	ED CONCRETE PROJECT		
001057	1/23/2020	ROOFTOP ANCHOR, INC.	132,584.00	ROOF FALL PROTECTION		
W/T	1/15/2020	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>JANUARY TOTALS</b>					383,260.98	1,807,537.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001058	2/6/2020	B H INC.	3,600.00	CENTRAL PLANT UPGRADE		
W/T	2/19/2020	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>FEBRUARY TOTALS</b>					110,658.07	1,918,196.05

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2020**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002254	7/11/2019	DIETARY FOOD MANAGEMENT	6,698.08	DFM TOUCH SCREEN REGISTER		
002255	7/11/2019	DIRECT SUPPLY	15,181.00	TILT SKILLET		
002256	7/11/2019	HOOD'S EQUIPMENT & SPRINKLER, LLC	8,394.00	REPLACEMENT MOWER		
002257	7/17/2019	CDW GOVERNMENT LLC	17,256.98	SECURITY CAMBRA SYSTEM		
002258	7/17/2019	QUADRAMED CORPORATION	1,705.00	MUSE CARDIOLOGY IS		
<b>JULY TOTALS</b>					<b>49,235.06</b>	<b>49,235.06</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002259	8/1/2019	DATX-OHMEDA, INC.	22,779.97	PANDA WARMER FOR ED		
002260	8/1/2019	FISHER HEALTHCARE	2,384.42	ACCUSPIN CENTRIFUGE		
002261	8/1/2019	GE MEDICAL SYSTEMS INFO TECH	1,116.35	MUSE CARDIOLOGY		
002262	8/1/2019	SIEMENS MEDICAL SOLUTIONS USA	414,164.00	ACUSION ULTRASOUND SYSTEM		
002263	8/8/2019	CONVERGEBONE, INC.	3,660.00	QUADRAMED QCPT HARDWARE		
002264	8/8/2019	DIETARY FOOD MANAGEMENT	623.00	DFM TOUCH SCREBN REGISTER		
002265	8/8/2019	FISHER HEALTHCARE	3,092.11	ACCUSPIN CENTRIFUGE		
002266	8/8/2019	WASATCH CONTROLS (HARRIS ACQUIS)	27,137.03	SECURITY CAMBRA SYSTEM		
002267	8/14/2019	FISHER HEALTHCARE	11,588.64	BLOOD BANK FREEZER		
002268	8/21/2019	CONVERGEBONE, INC.	100,005.71	RUBRIK BACKUP SOLUTION		
002269	8/21/2019	FISHER HEALTHCARE	13,974.39	BLOOD BANK REFRIGERATOR		
002270	8/21/2019	GE HEALTHCARE FINANCIAL SERVICES	225,000.00	GE OPTIMA CT850 RT-16 FMV LEASE BUYOUT		
002271	8/21/2019	PERFORMANCE HEALTH SUPPLY INC	11,219.92	TREADMILL WITH HANDRAILS		
002272	8/21/2019	SCORPION HEALTHCARE LLC	25,000.00	WEBSITE REDESIGN AND HOSE SERVICE-INTERNET		
002273	8/21/2019	HILL-ROM	9,100.00	VEST AIRWAY CLEARANCE SYSTEM		
<b>AUGUST TOTALS</b>					<b>870,845.54</b>	<b>920,080.60</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002274	9/5/2019	HOLOGIC, INC.	32,000.00	REFURBISHED THINPREP 2000 PROCESSOR		
002276	9/12/2019	STRYKER MEDICAL	20,766.46	ED BED/STRETCHERS		
002277	9/26/2019	SYNTHEX LTD	14,703.92	STRYKER NEPTUNE 3 WASTE MANAGEMENT SY		
<b>SEPTEMBER TOTALS</b>					<b>67,470.38</b>	<b>987,550.98</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002278	10/3/2019	CDW GOVERNMENT LLC	9,900.00	QCPR 6.3 UPGRADE WITH LINUX SERVER		
002279	10/3/2019	VAPOTHERM INC.	24,200.00	VAPOTHERM		
002280	10/10/2019	QUADRAMED CORPORATION	11,500.00	QCPR 6.3 UPGRADE WITH LINUX SERVER		
<b>OCTOBER TOTALS</b>					<b>45,600.00</b>	<b>1,033,150.98</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002281	11/13/2019	SYNTHEX LTD	19,029.46	TRAUMA IMPLANT SYSTEM		
002282	11/20/2019	CDW GOVERNMENT LLC	1,788.96	DELL PRECISION 5820 COMP TOWERS/MONITORS		
002283	11/20/2019	CONVERGEBONE, INC.	14,737.50	CISCO CALL CENTER LICENSING FOR PFS		
002284	11/20/2019	WIBLAND (SAUBER MANUFACTURING	8,110.25	PATIENT ROOM GUEST CHAIRS		
002285	11/20/2019	SYNTHEX LTD	301.00	TRAUMA IMPLANT SYSTEM		
002286	11/27/2019	MRS SYSTEMS, INC	24,900.00	ASPEN BREAST REPORTING SYSTEM		
<b>NOVEMBER TOTALS</b>					<b>68,867.17</b>	<b>1,102,018.15</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002287	12/5/2019	CDW GOVERNMENT LLC	5,300.00	DELL PRECISION 5820 COMP TOWERS/MONITORS		
002288	12/5/2019	QUADRAMED CORPORATION	10,000.00	QCPR INTERFACE FOR LAB INSTRUMENT		
002289	12/5/2019	WERNLI, INC.	20,533.00	FREERZER/COOLER INSTALLATION		
002290	12/12/2019	QUADRAMED CORPORATION	8,750.00	QCPR INTERFACE FOR LAB INSTRUMENT		
002291	12/19/2019	QUALITY BUILDERS, INC.	64,500.00	REPLACEMENT GROUNDS BUILDING		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUIE	15,238.19	ADDITIONAL SECURITY CAMERAS FOR SYS UPGRADE		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUIE	14,503.36	SECURITY CAMERA SYSTEM		
002293	12/24/2019	SYNTHES LTD	1,138.20	TRAUMA IMPLANT SYSTEM		
<b>DECEMBER TOTALS</b>					139,962.75	1,241,980.90

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002294	1/9/2020	CDW GOVERNMENT LLC	90,000.00	LAPTOPS		
002295	1/9/2020	COVIDIEN SALES LLC, DBA GIVEN IMA	4,000.00	BRAVO CALIBRATION FREE REFLUX SYS		
002296	1/9/2020	DIAGNOSTICA STAGO INC	45,670.64	COAGULATION ANALYZER		
002297	1/9/2020	QUADRAMED CORPORATION	1,250.00	QCPR INTERFACE FOR LAB		
002298	1/9/2020	STAPLES	8,564.85	PATIENT ROOM GUEST CHAIRS		
002299	1/23/2020	CLAFILIN SERVICE COMPANY (CME)	6,572.84	VISION SCANNER - PEDIATRICS		
002300	1/23/2020	KRONOS INCORPORATED	855.00	KRONOS 8.1.3 UPGRADE		
<b>JANUARY TOTALS</b>					156,913.33	1,398,894.23

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002304	2/6/2020	APPLIED STATISTICS & MANAGEMENT	44,900.00	MD-STAFF CREDENTIALING SOFTWARE		
002305	2/6/2020	WASATCH CONTROLS (HARRIS ACQUIE	2,776.61	SECURITY ALARM SYSTEM		
002306	2/14/2020	KRONOS INCORPORATED	90.00	KRONOS 8.1.3 UPGRADE		
002307	2/14/2020	P3 CONSULTING LLC	6,800.00	DYNAMICS GP 2018R UPGRADE		
002308	2/19/2020	COVIDIEN SALES LLC, DBA GIVEN IMA	6,841.88	BRAVO CALIBRATION-FREE REFLUX TESTING SYSTEM		
<b>FEBRUARY TOTALS</b>					61,408.49	1,460,302.72

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2020

Amount	Description
19,470.58	Advertising Total
6,854.35	Billing Services Total
20,257.10	Blood Total
8,950.00	Building Lease Total
485.01	Collection Agency Total
1,220.37	Computer Equipment Total
17,336.18	Consulting Fees Total
140,058.50	Contract Maintenance Total
120,635.17	Contract Personnel Total
589.32	Courier Services Total
20,532.55	Dental Insurance Total
11,208.02	Dialysis Supplies Total
1,430.95	Education & Travel Total
375.00	Education Material Total
1,251.00	Employee Recruitment Total
6,936.95	Employee Vision Plan Total
76,977.23	Equipment Lease Total
37,595.05	Food Total
9,449.49	Freight Total
893.85	Fuel Total
2,120.77	Garbage Collection Total
491,521.49	Group Health Total
209,322.84	Hospital Supplies Total
595.00	Implant Supplies Total
426.00	Instruments Total
56,328.58	Insurance Premium Total
1,825.10	Insurance Refund Total
10.00	Internet Services Total
281,491.44	Laboratory Supplies Total
1,192.38	Laundry Supplies Total
19,865.50	Legal Fees Total
2,744.00	Liability Insurance Total
250.00	Licenses & Taxes Total
6,532.48	Life Insurance Total
9,300.00	Lithotripsy Service Total
294,933.16	Locum Tenens Total
64,301.85	Maintenance & Repair Total
26,302.01	Maintenance Supplies Total
700.00	Marketing & Promotional Supplies Total
5,116.50	Med Surg Supplies Total
390.00	Memberships Total
40,898.72	MHSC Foundation Total
15,601.12	Minor Equipment Total
3,835.35	Non Medical Supplies Total
8,707.76	Office Supplies Total
1,970.00	Other Employee Benefits Total
2,015.01	Other Medical Surgical Supplies Total



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2020

[illegible]



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2020

Check Number	Date	Vendor Check Name	Amount	Description
169472	2/27/2020	BIG THICKET BROADCASTING	3,193.75	Advertising
169526	2/27/2020	KEMMERER GAZETTE	150.00	Advertising
169180	2/6/2020	FXD.COM, INC	1,150.00	Advertising
169401	2/19/2020	RUMOR ADVERTISING	5,188.97	Advertising
169574	2/27/2020	SUBLETTE EXAMINER	420.00	Advertising
169299	2/12/2020	THE RADIO NETWORK	3,166.66	Advertising
169550	2/27/2020	PINEDALE ROUNDUP	75.00	Advertising
169186	2/6/2020	ROYAL FLUSH ADVERTISING	1,096.25	Advertising
EFT000000005594	2/6/2020	GREEN RIVER STAR	1,652.00	Advertising
EFT000000005596	2/6/2020	LAMAR ADVERTISING	1,600.00	Advertising
EFT000000005603	2/6/2020	ROCKET MINER	42.15	Advertising
EFT000000005605	2/6/2020	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000005623	2/12/2020	LAMAR ADVERTISING	700.00	Advertising
EFT000000005630	2/12/2020	ROCKET MINER	355.00	Advertising
EFT000000005645	2/19/2020	LAMAR ADVERTISING	400.00	Advertising
169442	2/19/2020	EXPRESS MEDICAID BILLING SERV	2,494.25	Billing Services
169396	2/19/2020	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
169300	2/12/2020	TRUE COMMERCE, INC	110.10	Billing Services
169428	2/19/2020	VITALANT	3,485.52	Blood
169591	2/27/2020	VITALANT	16,771.58	Blood
169449	2/20/2020	BIG SANDY CLINIC	2,200.00	Building Lease
169452	2/20/2020	HILLTOP PROPERTIES, LLC	6,750.00	Building Lease
169338	2/19/2020	COLLECTION PROFESSIONALS, INC	485.01	Collection Agency
169128	2/6/2020	CDW GOVERNMENT LLC	1,028.89	Computer Equipment
169337	2/19/2020	CDW GOVERNMENT LLC	105.75	Computer Equipment
169479	2/27/2020	CDW GOVERNMENT LLC	85.73	Computer Equipment
169221	2/6/2020	WOODARD & CURRAN INC.	6,195.40	Consulting Fees
169110	2/6/2020	APPLIED RISK SOLUTIONS, INC.	10,940.78	Consulting Fees
169272	2/12/2020	DIRECT 4 BIZ, LLC	200.00	Consulting Fees
169330	2/19/2020	BISCOM	5,397.00	Contract Maintenance
169439	2/19/2020	CHANGE HEALTHCARE SOLUTIONS, LLC	4,037.94	Contract Maintenance
169275	2/12/2020	GREENSHADES SOFTWARE	186.90	Contract Maintenance
169360	2/19/2020	GREENSHADES SOFTWARE	685.64	Contract Maintenance
169363	2/19/2020	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
169362	2/19/2020	HEALTHSTREAM INC.	3,072.00	Contract Maintenance
169539	2/27/2020	MICRO-TEL	3,634.00	Contract Maintenance
169545	2/27/2020	NUANCE COMMUNICATIONS, INC	313.33	Contract Maintenance
169547	2/27/2020	OPTIMIS CORP	200.00	Contract Maintenance
169393	2/19/2020	PHILIPS HEALTHCARE	15,928.01	Contract Maintenance
169392	2/19/2020	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
169555	2/27/2020	REMI CORPORATION	2,474.63	Contract Maintenance
169405	2/19/2020	SIEMENS MEDICAL SOLUTIONS USA	9,535.42	Contract Maintenance
169564	2/27/2020	SIEMENS MEDICAL SOLUTIONS USA	8,543.33	Contract Maintenance
169566	2/27/2020	SOUTHWESTERN BIOMEDICAL ELECT.	500.00	Contract Maintenance
169797	2/27/2020	T-SYSTEM, INC	8,249.33	Contract Maintenance
169213	2/6/2020	UTAH HEALTH INFORMATION NETWORK, INC	8,621.00	Contract Maintenance
169798	2/27/2020	WORLDWASH LLC	1,450.00	Contract Maintenance
169308	2/19/2020	ABILITY NETWORK INC	769.65	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2020

169465	2/27/2020	AMERICAN PHARMA, INC.	2,205.00	Contract Maintenance
169485	2/27/2020	CONVERGEONE, INC.	2,729.55	Contract Maintenance
169501	2/27/2020	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Contract Maintenance
169148	2/6/2020	ICONTRACTS	401.00	Contract Maintenance
169518	2/27/2020	ISI WATER CHEMISTRIES	2,501.30	Contract Maintenance
169286	2/12/2020	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
169305	2/12/2020	QUADRAMED	21,406.93	Contract Maintenance
169189	2/6/2020	SCORPION HEALTHCARE LLC	2,849.00	Contract Maintenance
169562	2/27/2020	SCORPION HEALTHCARE LLC	2,900.00	Contract Maintenance
169444	2/19/2020	UNITED AUDIT SYSTEMS, INC.	890.00	Contract Maintenance
169585	2/27/2020	UNITED AUDIT SYSTEMS, INC.	6,773.50	Contract Maintenance
169222	2/6/2020	WYODATA SECURITY INC.	1,769.00	Contract Maintenance
169434	2/19/2020	WYODATA SECURITY INC.	1,890.00	Contract Maintenance
169596	2/27/2020	WYODATA SECURITY INC.	1,139.55	Contract Maintenance
W/T	2/20/2020	GATEWAY EDI 2/20/2020	3,725.00	Contract Maintenance
W/T	2/14/2020	CARE CLOUD	349.00	Contract Maintenance
W/T	2/6/2020	ZENITH	235.40	Contract Maintenance
W/T	2/7/2020	APEX EDI	67.00	Contract Maintenance
EFT000000005608	2/6/2020	STATE FIRE DC SPECIALTIES	75.00	Contract Maintenance
EFT000000005610	2/6/2020	T-SYSTEM, INC	633.34	Contract Maintenance
EFT000000005633	2/12/2020	STATE FIRE DC SPECIALTIES	910.00	Contract Maintenance
EFT000000005650	2/27/2020	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
169113	2/6/2020	AVALIS WAYFINDING SOLUTIONS, INC.	655.00	Contract Personnel
169137	2/6/2020	ELWOOD STAFFING SERVICES, INC	791.44	Contract Personnel
169440	2/19/2020	ELWOOD STAFFING SERVICES, INC	836.37	Contract Personnel
169496	2/27/2020	ELWOOD STAFFING SERVICES, INC	2,446.98	Contract Personnel
169142	2/6/2020	FOCUSONE SOLUTIONS LLC	15,867.69	Contract Personnel
169356	2/19/2020	FOCUSONE SOLUTIONS LLC	30,730.48	Contract Personnel
169303	2/27/2020	FOCUSONE SOLUTIONS LLC	12,576.36	Contract Personnel
169177	2/6/2020	NURSE ASSIST INC	660.00	Contract Personnel
169150	2/6/2020	JIM LANE	3,410.00	Contract Personnel
169181	2/6/2020	QUALITY HEALTHCARE PARTNERS	50,770.85	Contract Personnel
169188	2/6/2020	SARAH ROTH	1,170.00	Contract Personnel
169402	2/19/2020	SARAH ROTH	210.00	Contract Personnel
169561	2/27/2020	SARAH ROTH	510.00	Contract Personnel
169296	2/12/2020	SUSAN K CROFUTT	589.32	Courier Services
169494	2/27/2020	DELTA DENTAL	20,532.55	Dental Insurance
169145	2/6/2020	HACH COMPANY	64.28	Dialysis Supplies
169364	2/19/2020	HENRY SCHEIN INC	566.71	Dialysis Supplies
169510	2/27/2020	HENRY SCHEIN INC	124.95	Dialysis Supplies
169143	2/6/2020	FRESENIUS USA MARKETING, INC.	215.62	Dialysis Supplies
169357	2/19/2020	FRESENIUS USA MARKETING, INC.	6,465.20	Dialysis Supplies
169505	2/27/2020	FRESENIUS USA MARKETING, INC.	3,721.67	Dialysis Supplies
EFT000000005657	2/27/2020	HENRY SCHEIN INC	49.59	Dialysis Supplies
169803	2/28/2020	PLANETREE	1,430.95	Education & Travel
169172	2/6/2020	MY EDUCATIONAL RESOURCES	157.00	Education Material
169384	2/19/2020	MY EDUCATIONAL RESOURCES	218.00	Education Material
169438	2/19/2020	INSIGHT INVESTIGATIONS, INC	551.00	Employee Recruitment
169432	2/19/2020	WESTERN WY COLLEGE	40.00	Employee Recruitment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2020

EFT000000005665	2/27/2020	SST TESTING +, INC.	660.00	Employee Recruitment
169216	2/6/2020	VISION SERVICE PLAN - WY	6,936.95	Employee Vision Plan
169477	2/27/2020	CAREFUSION SOLUTIONS, LLC	21,293.00	Equipment Lease
169134	2/6/2020	COPIER & SUPPLY COMPANY	1,022.00	Equipment Lease
169341	2/19/2020	COPIER & SUPPLY COMPANY	467.00	Equipment Lease
169487	2/27/2020	COPIER & SUPPLY COMPANY	8,505.14	Equipment Lease
169274	2/12/2020	GE HEALTHCARE FINANCIAL SERVICES	18,672.61	Equipment Lease
169190	2/6/2020	SHADOW MOUNTAIN WATER CO, WY	8.00	Equipment Lease
169404	2/19/2020	SHADOW MOUNTAIN WATER CO, WY	95.25	Equipment Lease
169563	2/27/2020	SHADOW MOUNTAIN WATER CO, WY	150.00	Equipment Lease
169799	2/27/2020	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
169211	2/6/2020	US BANK EQUIPMENT FINANCE	327.96	Equipment Lease
169301	2/12/2020	US BANK EQUIPMENT FINANCE	2,241.81	Equipment Lease
169423	2/19/2020	US BANK EQUIPMENT FINANCE	743.05	Equipment Lease
169589	2/27/2020	US BANK EQUIPMENT FINANCE	801.22	Equipment Lease
EFT000000005609	2/6/2020	TIMEPAYMENT CORP	2,110.26	Equipment Lease
EFT000000005634	2/12/2020	TIMEPAYMENT CORP	2,110.28	Equipment Lease
169495	2/27/2020	DOMINOS	53.19	Food
169140	2/6/2020	F B MCFADDEN WHOLESAL	2,967.70	Food
169354	2/19/2020	F B MCFADDEN WHOLESAL	5,417.98	Food
169499	2/27/2020	F B MCFADDEN WHOLESAL	2,806.44	Food
169139	2/6/2020	FARMER BROS CO	424.61	Food
169372	2/19/2020	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	113.70	Food
169162	2/6/2020	MEADOW GOLD DAIRY	127.19	Food
169175	2/6/2020	NICHOLAS & CO INC	4,484.42	Food
169385	2/19/2020	NICHOLAS & CO INC	6,125.55	Food
169202	2/6/2020	SYSO INTERMOUNTAIN FOOD	10,808.08	Food
169297	2/12/2020	SYSO INTERMOUNTAIN FOOD	1,933.25	Food
169220	2/6/2020	WESTERN WYOMING BEVERAGES INC	441.20	Food
169302	2/12/2020	WESTERN WYOMING BEVERAGES INC	870.05	Food
169560	2/27/2020	SANTA FE TRAIL RESTAURANT	247.19	Food
EFT000000005619	2/12/2020	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	593.50	Food
169307	2/14/2020	FED EX	244.50	Freight
169459	2/20/2020	TRIOSE, INC	4,267.86	Freight
169210	2/6/2020	UPS STORE	2,413.46	Freight
169422	2/19/2020	UPS STORE	2,249.19	Freight
169588	2/27/2020	UPS STORE	254.48	Freight
169802	2/28/2020	PLANETREE/LANGUAGE OF CARING	20.00	Freight
169290	2/12/2020	RED HORSE OIL COMPANIES INC	893.85	Fuel
169200	2/6/2020	SWEETWATER COUNTY SOLID WASTE	15.00	Garbage Collection
EFT000000005635	2/12/2020	WWS - ROCK SPRINGS	2,105.77	Garbage Collection
W/T	2/24/2020	BLUE CROSS BLUE SHIELD 2/14/2020	173,985.82	Group Health
W/T	2/6/2020	BLUE CROSS BLUE SHIELD 1/31/2020	145,233.11	Group Health
W/T	2/14/2020	BLUE CROSS BLUE SHIELD 2/7/2020	91,726.80	Group Health
W/T	2/28/2020	BLUE CROSS BLUE SHIELD 2/21/2020	66,273.25	Group Health
W/T	2/21/2020	FURTHER FLEX 2/19/2020	5,130.59	Group Health
W/T	2/28/2020	FURTHER FLEX 2/19/2020	5,052.11	Group Health
W/T	2/14/2020	FURTHER FLEX 2/12/2020	2,655.02	Group Health
W/T	2/7/2020	FURTHER FLEX 2/5/2020	1,065.04	Group Health

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W/T	2/24/2020	FURTHER FLEX ADMIN FEE	399.75	Group Health
169105	2/6/2020	ABBOTT LABORATORIES	1,480.87	Hospital Supplies
169185	2/6/2020	ABBOTT NUTRITION	68.88	Hospital Supplies
169107	2/6/2020	AIRCLEAR SYSTEMS	180.00	Hospital Supplies
169314	2/19/2020	AMAZON.COM CREDIT PLAN	4,986.92	Hospital Supplies
169109	2/6/2020	APPLIED MEDICAL	672.00	Hospital Supplies
169319	2/19/2020	APPLIED MEDICAL	5,128.00	Hospital Supplies
169466	2/27/2020	APPLIED MEDICAL	108.00	Hospital Supplies
169320	2/19/2020	AQUACAST LINER	602.00	Hospital Supplies
169467	2/27/2020	AQUACAST LINER	886.00	Hospital Supplies
169321	2/19/2020	ARTHREX INC.	389.00	Hospital Supplies
169117	2/6/2020	B BRAUN MEDICAL INC.	856.00	Hospital Supplies
169326	2/19/2020	B BRAUN MEDICAL INC.	940.00	Hospital Supplies
169471	2/27/2020	B BRAUN MEDICAL INC.	2,146.80	Hospital Supplies
169323	2/19/2020	BARD PERIPHERAL VASCULAR INC	450.00	Hospital Supplies
169324	2/19/2020	BAXTER HEALTHCARE CORP/IV	961.26	Hospital Supplies
169469	2/27/2020	BAXTER HEALTHCARE CORP/IV	2,732.52	Hospital Supplies
169470	2/27/2020	BAXTER HEALTHCARE CORPORATION	4,647.61	Hospital Supplies
169116	2/6/2020	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
169325	2/19/2020	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
169120	2/6/2020	BIOMET SPORTS MEDICINE	1,526.00	Hospital Supplies
169329	2/19/2020	BIOMET SPORTS MEDICINE	5,730.00	Hospital Supplies
169473	2/27/2020	BOSTON SCIENTIFIC CORP	3,538.42	Hospital Supplies
169489	2/27/2020	C R BARD INC	189.10	Hospital Supplies
169125	2/6/2020	CARDINAL HEALTH/V. MUELLER	16,410.86	Hospital Supplies
169266	2/12/2020	CARDINAL HEALTH/V. MUELLER	11,520.35	Hospital Supplies
169334	2/19/2020	CARDINAL HEALTH/V. MUELLER	38,271.14	Hospital Supplies
169126	2/6/2020	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
169478	2/27/2020	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
169339	2/19/2020	CONE INSTRUMENTS	83.19	Hospital Supplies
169133	2/6/2020	COOK MEDICAL INCORPORATED	5,052.92	Hospital Supplies
169340	2/19/2020	COOK MEDICAL INCORPORATED	1,306.65	Hospital Supplies
169486	2/27/2020	COOK MEDICAL INCORPORATED	578.28	Hospital Supplies
169348	2/19/2020	DIAGNOSTICA STAGO INC	1,366.35	Hospital Supplies
169136	2/6/2020	DJ ORTHOPEDICS, LLC	17.20	Hospital Supplies
169350	2/19/2020	DJ ORTHOPEDICS, LLC	88.45	Hospital Supplies
169351	2/19/2020	DOCTOR EASY MEDICAL PRODUCTS	66.95	Hospital Supplies
169358	2/19/2020	GEM MEDICAL SUPPLIES, LLC	63.17	Hospital Supplies
169146	2/6/2020	HEALTHCARE LOGISTICS INC	468.48	Hospital Supplies
169361	2/19/2020	HEALTHCARE LOGISTICS INC	629.56	Hospital Supplies
169509	2/27/2020	HEALTHCARE LOGISTICS INC	332.15	Hospital Supplies
169513	2/27/2020	HULL ANESTHESIA INC	92.50	Hospital Supplies
169514	2/27/2020	INNOVATIVE PRODUCTS INC.	130.95	Hospital Supplies
169155	2/6/2020	KARL STORZ ENDOSCOPY-AMERICA	12.12	Hospital Supplies
169370	2/19/2020	KARL STORZ ENDOSCOPY-AMERICA	2,049.19	Hospital Supplies
169575	2/27/2020	LEICA BIOSYSTEMS RICHMOND	1,055.46	Hospital Supplies
169383	2/19/2020	M V A P MEDICAL SUPPLIES, INC.	573.00	Hospital Supplies
169542	2/27/2020	M V A P MEDICAL SUPPLIES, INC.	358.00	Hospital Supplies
169281	2/12/2020	MARKET LAB, INC	450.10	Hospital Supplies



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169373	2/19/2020	MARKET LAB, INC	259.04	Hospital Supplies
169161	2/6/2020	MCKESSON MEDICAL-SURGICAL	248.27	Hospital Supplies
169282	2/12/2020	MCKESSON MEDICAL-SURGICAL	2,162.43	Hospital Supplies
169532	2/27/2020	MCKESSON MEDICAL-SURGICAL	1,471.29	Hospital Supplies
169165	2/6/2020	MEDTRONIC, USA	241.00	Hospital Supplies
169377	2/19/2020	MEDTRONIC, USA	246.00	Hospital Supplies
169178	2/6/2020	OLYMPUS AMERICA INC	2,333.00	Hospital Supplies
169386	2/19/2020	OLYMPUS AMERICA INC	1,031.91	Hospital Supplies
169546	2/27/2020	OLYMPUS AMERICA INC	235.37	Hospital Supplies
169179	2/6/2020	OWENS & MINOR 90005430	7,273.33	Hospital Supplies
169287	2/12/2020	OWENS & MINOR 90005430	16,148.32	Hospital Supplies
169388	2/19/2020	OWENS & MINOR 90005430	6,174.16	Hospital Supplies
169548	2/27/2020	OWENS & MINOR 90005430	11,399.73	Hospital Supplies
169391	2/19/2020	PERFORMANCE HEALTH SUPPLY INC	249.66	Hospital Supplies
169184	2/6/2020	RADIOMETER AMERICA INC	1,108.16	Hospital Supplies
169397	2/19/2020	RADIOMETER AMERICA INC	3,020.01	Hospital Supplies
169399	2/19/2020	RESPIRONICS	125.00	Hospital Supplies
169556	2/27/2020	RESPIRONICS	178.00	Hospital Supplies
169196	2/6/2020	STERIS CORPORATION	554.52	Hospital Supplies
169411	2/19/2020	STERIS CORPORATION	2,457.46	Hospital Supplies
169569	2/27/2020	STERIS CORPORATION	119.64	Hospital Supplies
169415	2/19/2020	TIDI PRODUCTS, LC	500.00	Hospital Supplies
169205	2/6/2020	TRI-ANIM HEALTH SERVICES INC	1,675.19	Hospital Supplies
169417	2/19/2020	TRI-ANIM HEALTH SERVICES INC	1,699.17	Hospital Supplies
169583	2/27/2020	TRI-ANIM HEALTH SERVICES INC	844.11	Hospital Supplies
169426	2/19/2020	UTAH MEDICAL PRODUCTS INC	64.26	Hospital Supplies
169427	2/19/2020	VAPOTHERM INC.	2,040.00	Hospital Supplies
169214	2/6/2020	VERATHON INC.	540.00	Hospital Supplies
169218	2/6/2020	WAXIE SANITARY SUPPLY	5,156.98	Hospital Supplies
169430	2/19/2020	WAXIE SANITARY SUPPLY	1,579.35	Hospital Supplies
169593	2/27/2020	WAXIE SANITARY SUPPLY	100.70	Hospital Supplies
169437	2/19/2020	ZOLL MEDICAL CORPORATION	29.20	Hospital Supplies
169490	2/27/2020	CR BARD, INC	195.00	Hospital Supplies
169352	2/19/2020	EDGE PHARMACEUTICALS, LLC	3,993.71	Hospital Supplies
169506	2/27/2020	GETINGE USA SALES, LLC	298.31	Hospital Supplies
169283	2/12/2020	MEDELA LLC	124.43	Hospital Supplies
169374	2/19/2020	MEDELA LLC	124.43	Hospital Supplies
EFT000000005589	2/6/2020	BEEKLEY CORPORATION	166.00	Hospital Supplies
EFT000000005591	2/6/2020	BREG INC	870.41	Hospital Supplies
EFT000000005592	2/6/2020	CLINICAL CHOICE	48.93	Hospital Supplies
EFT000000005595	2/6/2020	HARDY DIAGNOSTICS	1,770.12	Hospital Supplies
EFT000000005598	2/6/2020	MARSHALL INDUSTRIES	771.75	Hospital Supplies
EFT000000005615	2/12/2020	BIONIX RADIATION THERAPY	425.85	Hospital Supplies
EFT000000005617	2/12/2020	BREG INC	265.86	Hospital Supplies
EFT000000005618	2/12/2020	BSN MEDICAL INC	42.27	Hospital Supplies
EFT000000005622	2/12/2020	HARDY DIAGNOSTICS	298.37	Hospital Supplies
EFT000000005636	2/12/2020	ZOLL MEDICAL CORPORATION	1,115.20	Hospital Supplies
EFT000000005640	2/19/2020	BREG INC	195.70	Hospital Supplies
EFT000000005641	2/19/2020	BSN MEDICAL INC	28.18	Hospital Supplies

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EFT000000005644	2/19/2020	HARDY DIAGNOSTICS	514.73	Hospital Supplies
EFT000000005654	2/27/2020	BREG INC	566.40	Hospital Supplies
EFT000000005656	2/27/2020	HARDY DIAGNOSTICS	926.80	Hospital Supplies
169582	2/27/2020	TREACE MEDICAL CONCEPTS, INC.	595.00	Implant Supplies
169331	2/19/2020	BOSS INSTRUMENTS, LTD	426.00	Instruments
169209	2/6/2020	PROVIDENT LIFE & ACCIDENT	27,797.61	Insurance Premium
169587	2/27/2020	PROVIDENT LIFE & ACCIDENT	28,530.97	Insurance Premium
169800	2/27/2020	INSURANCE REFUND	991.00	Insurance Refund
169732	2/27/2020	INSURANCE REFUND	483.25	Insurance Refund
169791	2/27/2020	INSURANCE REFUND	344.85	Insurance Refund
169223	2/6/2020	WYOMING.COM	10.00	Internet Services
169531	2/27/2020	MAYO COLLABORATIVE SERVICES, INC.	162.80	Laboratory Services
169167	2/6/2020	METABOLIC NEWBORN SCREENING	2,520.00	Laboratory Services
169379	2/19/2020	METABOLIC NEWBORN SCREENING	2,050.00	Laboratory Services
EFT000000005651	2/27/2020	ARUP LABORATORIES, INC.	52,984.82	Laboratory Services
169318	2/19/2020	ANAEROBE SYSTEMS	24.00	Laboratory Supplies
169118	2/6/2020	BECKMAN COULTER, INC	333.80	Laboratory Supplies
169475	2/27/2020	CANCER DIAGNOSTICS, INC	80.75	Laboratory Supplies
169124	2/6/2020	CARDINAL HEALTH	13,800.53	Laboratory Supplies
169265	2/12/2020	CARDINAL HEALTH	31,775.89	Laboratory Supplies
169333	2/19/2020	CARDINAL HEALTH	23,200.20	Laboratory Supplies
169476	2/27/2020	CARDINAL HEALTH	25,613.94	Laboratory Supplies
169129	2/6/2020	CEPHEID	220.00	Laboratory Supplies
169480	2/27/2020	CEPHEID	150.00	Laboratory Supplies
169141	2/6/2020	FISHER HEALTHCARE	4,624.92	Laboratory Supplies
169273	2/12/2020	FISHER HEALTHCARE	12,914.42	Laboratory Supplies
169355	2/19/2020	FISHER HEALTHCARE	20,671.68	Laboratory Supplies
169502	2/27/2020	FISHER HEALTHCARE	2,787.70	Laboratory Supplies
169460	2/20/2020	LIFELOC TECHNOLOGIES	50.00	Laboratory Supplies
169461	2/20/2020	LIFELOC TECHNOLOGIES	50.00	Laboratory Supplies
169462	2/20/2020	LIFELOC TECHNOLOGIES	50.00	Laboratory Supplies
169375	2/19/2020	MEDIVATORS REPROCESSING SYSTEM	5,685.69	Laboratory Supplies
169367	2/19/2020	PLATINUM CODE	195.69	Laboratory Supplies
169516	2/27/2020	PLATINUM CODE	105.90	Laboratory Supplies
169206	2/6/2020	TYPENEX MEDICAL, LLC	64.00	Laboratory Supplies
169419	2/19/2020	TYPENEX MEDICAL, LLC	463.00	Laboratory Supplies
169317	2/19/2020	AMERICAN FLOOR MATS, LLC	194.40	Laboratory Supplies
169119	2/6/2020	BIOFIRE DIAGNOSTICS, LLC	4,650.00	Laboratory Supplies
169328	2/19/2020	BIOFIRE DIAGNOSTICS, LLC	8,100.00	Laboratory Supplies
169403	2/19/2020	SERACARE LIFE SCIENCES, INC.	557.00	Laboratory Supplies
169568	2/27/2020	STATLAB MEDICAL PRODUCTS	571.00	Laboratory Supplies
EFT000000005590	2/6/2020	BIO-RAD LABORATORIES	1,919.47	Laboratory Supplies
EFT000000005600	2/6/2020	ORTHO-CLINICAL DIAGNOSTICS INC	543.73	Laboratory Supplies
EFT000000005602	2/6/2020	PDC HEALTHCARE	128.14	Laboratory Supplies
EFT000000005616	2/12/2020	BIO-RAD LABORATORIES	5,280.96	Laboratory Supplies
EFT000000005625	2/12/2020	ORTHO-CLINICAL DIAGNOSTICS INC	954.94	Laboratory Supplies
EFT000000005628	2/12/2020	PDC HEALTHCARE	575.46	Laboratory Supplies
EFT000000005639	2/19/2020	BIO-RAD LABORATORIES	700.00	Laboratory Supplies
EFT000000005647	2/19/2020	ORTHO-CLINICAL DIAGNOSTICS INC	54,380.00	Laboratory Supplies



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EFT000000005653	2/27/2020	BIO-RAD LABORATORIES	1,021.09	Laboratory Supplies
EFT000000005659	2/27/2020	ORTHO-CLINICAL DIAGNOSTICS INC	1,108.07	Laboratory Supplies
EFT000000005662	2/27/2020	PDC HEALTHCARE	217.45	Laboratory Supplies
EFT000000005599	2/6/2020	MARTIN-RAY LAUNDRY SYSTEMS	1,192.38	Laundry Supplies
169549	2/27/2020	PHILLIPS LAW, LLC	6,269.00	Legal Fees
169365	2/19/2020	HOLLAND & HART, LLP	1,856.50	Legal Fees
169512	2/27/2020	HOLLAND & HART, LLP	1,740.00	Legal Fees
W/T	2/25/2020	HUNTINGTON BANK	10,000.00	Legal Fees
169425	2/19/2020	USI INSURANCE SERVICES WYOMING	2,744.00	Liability Insurance
169433	2/19/2020	WY DEPT OF ENVIRONMENT.QUALITY	250.00	Licenses & Taxes
169174	2/6/2020	NEW YORK LIFE INSURANCE COMPANY	3,266.24	Life Insurance
169544	2/27/2020	NEW YORK LIFE INSURANCE COMPANY	3,266.24	Life Insurance
169597	2/27/2020	WYOMING UROLOGICAL SERVICES, LP	9,300.00	Urothrips Service
169132	2/6/2020	COMPHEALTH, INC.	94,491.47	Locum Tenens
169484	2/27/2020	COMPHEALTH, INC.	66,757.64	Locum Tenens
169219	2/6/2020	WEATHERBY LOCUMS, INC	29,311.69	Locum Tenens
169594	2/27/2020	WEATHERBY LOCUMS, INC	53,503.56	Locum Tenens
169217	2/6/2020	DR. WAGNER VERONESE	18,780.00	Locum Tenens
169592	2/27/2020	DR. WAGNER VERONESE	17,500.00	Locum Tenens
169521	2/27/2020	HHR MEDICAL ASSOCIATES	13,995.12	Locum Tenens
EFT000000005652	2/27/2020	BARTON ASSOCIATES	593.60	Locum Tenens
169316	2/19/2020	AMERI WATER	393.00	Maintenance & Repair
169127	2/6/2020	CARRIER COMMERCIAL SERVICE	894.51	Maintenance & Repair
169183	2/6/2020	SOUTHWEST DOORS	105.00	Maintenance & Repair
169443	2/19/2020	SOUTHWEST DOORS	220.95	Maintenance & Repair
169576	2/27/2020	SWEETWATER PLUMBING & HEATING	338.00	Maintenance & Repair
169431	2/19/2020	WESTERN PEAKS CALIBRATION	2,430.00	Maintenance & Repair
169304	2/12/2020	WYOMING TRUCKS AND CARS INC	75.00	Maintenance & Repair
169104	2/6/2020	A & B HOME IMPROVEMENTS	5,360.00	Maintenance & Repair
169111	2/6/2020	ASPEN CONSTRUCTION	850.00	Maintenance & Repair
169344	2/19/2020	CSESCO INC	46,367.55	Maintenance & Repair
169497	2/27/2020	ENTRY SYSTEMS INC.	580.00	Maintenance & Repair
169192	2/6/2020	SITEONE LANDSCAPE SUPPLY, LLC	656.70	Maintenance & Repair
169429	2/19/2020	WALL CONTRACTORS, INC.	2,100.00	Maintenance & Repair
EFT000000005601	2/6/2020	PARTSSOURCE	32.46	Maintenance & Repair
EFT000000005607	2/6/2020	SERVCO	2,338.05	Maintenance & Repair
EFT000000005626	2/12/2020	PARTSSOURCE	574.86	Maintenance & Repair
EFT000000005648	2/19/2020	PARTSSOURCE	832.14	Maintenance & Repair
EFT000000005660	2/27/2020	PARTSSOURCE	153.63	Maintenance & Repair
169801	2/28/2020	ACE HARDWARE	16.00	Maintenance Supplies
169312	2/19/2020	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
169115	2/6/2020	BARD ACCESS SYSTEMS	2,734.17	Maintenance Supplies
169322	2/19/2020	BARD ACCESS SYSTEMS	2,201.52	Maintenance Supplies
169131	2/6/2020	CODALE ELECTRIC SUPPLY, INC	425.00	Maintenance Supplies
169269	2/12/2020	CODALE ELECTRIC SUPPLY, INC	111.15	Maintenance Supplies
169483	2/27/2020	CODALE ELECTRIC SUPPLY, INC	943.75	Maintenance Supplies
169144	2/6/2020	GRAINGER	86.15	Maintenance Supplies
169359	2/19/2020	GRAINGER	379.78	Maintenance Supplies
169507	2/27/2020	GRAINGER	110.14	Maintenance Supplies

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169147	2/6/2020	HOME DEPOT	205.68	Maintenance Supplies
169366	2/19/2020	HOME DEPOT	375.50	Maintenance Supplies
169481	2/27/2020	MSC INDUSTRIAL SUPPLY CO	108.80	Maintenance Supplies
169420	2/19/2020	UNIPOWER	1,053.74	Maintenance Supplies
169346	2/19/2020	DAN'S TIRE SERVICE	985.24	Maintenance Supplies
EFT000000005586	2/6/2020	ACE HARDWARE	39.04	Maintenance Supplies
EFT000000005588	2/6/2020	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005604	2/6/2020	ROCK SPRINGS WINNELSON CO	223.85	Maintenance Supplies
EFT000000005613	2/12/2020	ACE HARDWARE	87.96	Maintenance Supplies
EFT000000005629	2/12/2020	ROBERT I MERRILL COMPANY	250.00	Maintenance Supplies
EFT000000005631	2/12/2020	ROCK SPRINGS WINNELSON CO	13,672.07	Maintenance Supplies
EFT000000005637	2/19/2020	ACE HARDWARE	149.88	Maintenance Supplies
EFT000000005663	2/27/2020	ROCK SPRINGS WINNELSON CO	600.99	Maintenance Supplies
EFT000000005664	2/27/2020	SHERWIN WILLIAMS CO	158.70	Maintenance Supplies
EFT000000005666	2/27/2020	ULINE, INC	30.50	Maintenance Supplies
169551	2/27/2020	PURPLE LIZARDS, LLC	700.00	Marketing & Promotional Supplies
169511	2/27/2020	HERAEUS MEDICAL	1,419.95	Med Surg Supplies
169378	2/19/2020	MERCURY MEDICAL	85.93	Med Surg Supplies
169541	2/27/2020	MUSCULOSKELETAL TRANSPLANT FOUNDATION	1,050.00	Med Surg Supplies
169173	2/6/2020	NANOSONICS, INC	250.00	Med Surg Supplies
169543	2/27/2020	NANOSONICS, INC	518.00	Med Surg Supplies
169203	2/6/2020	TELEFLEX LLC	765.02	Med Surg Supplies
169414	2/19/2020	TELEFLEX LLC	648.10	Med Surg Supplies
169580	2/27/2020	TELEFLEX LLC	379.50	Med Surg Supplies
EFT000000005632	2/12/2020	R.S. CHAMBER OF COMMERCE	390.00	Memberships
169168	2/6/2020	MHSC-FOUNDATION	1,092.36	MHSC Foundation
169284	2/12/2020	MHSC-FOUNDATION	3,850.00	MHSC Foundation
169380	2/19/2020	MHSC-FOUNDATION	1,072.36	MHSC Foundation
169536	2/27/2020	MHSC-FOUNDATION	34,884.00	MHSC Foundation
169270	2/12/2020	COMMUNICATION TECHNOLOGIES, INC	3,059.00	Minor Equipment
169535	2/27/2020	MED ONE EQUIPMENT SERVICES LLC	3,525.00	Minor Equipment
W/T	2/10/2020	SIEMEN'S EDI	9,017.12	Minor Equipment
169309	2/19/2020	ALADDIN TEMP-RITE LLC	67.10	Non Medical Supplies
169369	2/19/2020	J.J. KELLER & ASSOCIATES, INC.	346.95	Non Medical Supplies
169164	2/6/2020	MEDLINE INDUSTRIES INC	1,196.85	Non Medical Supplies
169376	2/19/2020	MEDLINE INDUSTRIES INC	700.16	Non Medical Supplies
169534	2/27/2020	MEDLINE INDUSTRIES INC	843.76	Non Medical Supplies
169387	2/19/2020	OPTUM360 LLC	263.96	Non Medical Supplies
169313	2/19/2020	ALTA MEDICAL SPECIALTIES	198.17	Non Medical Supplies
169464	2/27/2020	ALTA MEDICAL SPECIALTIES	218.40	Non Medical Supplies
169163	2/6/2020	MEDICAL ARTS PRESS	45.98	Office Supplies
169408	2/19/2020	STANDARD REGISTER COMPANY	152.88	Office Supplies
169194	2/6/2020	STAPLES BUSINESS ADVANTAGE	887.59	Office Supplies
169409	2/19/2020	STAPLES BUSINESS ADVANTAGE	3,144.62	Office Supplies
169567	2/27/2020	STAPLES BUSINESS ADVANTAGE	3,942.05	Office Supplies
169207	2/6/2020	UNITED AD LABEL	34.98	Office Supplies
169394	2/19/2020	PROFORMA	489.65	Office Supplies
169224	2/6/2020	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
169463	2/27/2020	3M COMPANY	750.01	Other Medical Surgical Supplies

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169264	2/12/2020	BECTION DICKINSON	759.00	Other Medical Surgical Supplies
169327	2/19/2020	BECTION DICKINSON	506.00	Other Medical Surgical Supplies
169154	2/6/2020	JOY'S FLOWERS & GIFTS	83.50	Other Purchased Services
169157	2/6/2020	QUICK RESPONSE TAXI	80.00	Other Purchased Services
169279	2/12/2020	QUICK RESPONSE TAXI	10.00	Other Purchased Services
169371	2/19/2020	QUICK RESPONSE TAXI	105.00	Other Purchased Services
169527	2/27/2020	QUICK RESPONSE TAXI	75.00	Other Purchased Services
EFT000000005587	2/6/2020	AIRGAS INTERMOUNTAIN INC	207.96	Oxygen Rental
EFT000000005614	2/12/2020	AIRGAS INTERMOUNTAIN INC	334.02	Oxygen Rental
EFT000000005638	2/19/2020	AIRGAS INTERMOUNTAIN INC	203.99	Oxygen Rental
EFT000000005649	2/27/2020	AIRGAS INTERMOUNTAIN INC	4,549.53	Oxygen Rental
169598	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169599	2/27/2020	PATIENT REFUND	266.30	Patient Refund
169600	2/27/2020	PATIENT REFUND	5.00	Patient Refund
169226	2/6/2020	PATIENT REFUND	20.00	Patient Refund
169601	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169602	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169603	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169227	2/6/2020	PATIENT REFUND	7.00	Patient Refund
169228	2/6/2020	PATIENT REFUND	20.00	Patient Refund
169605	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169607	2/27/2020	PATIENT REFUND	289.75	Patient Refund
169606	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169604	2/27/2020	PATIENT REFUND	160.00	Patient Refund
169229	2/6/2020	PATIENT REFUND	30.00	Patient Refund
169608	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169609	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169610	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169611	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169612	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169613	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169614	2/27/2020	PATIENT REFUND	40.16	Patient Refund
169615	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169230	2/6/2020	PATIENT REFUND	50.00	Patient Refund
169616	2/27/2020	PATIENT REFUND	37.67	Patient Refund
169231	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169617	2/27/2020	PATIENT REFUND	55.00	Patient Refund
169618	2/27/2020	PATIENT REFUND	30.57	Patient Refund
169619	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169620	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169621	2/27/2020	PATIENT REFUND	87.55	Patient Refund
169622	2/27/2020	PATIENT REFUND	973.75	Patient Refund
169623	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169626	2/27/2020	PATIENT REFUND	87.79	Patient Refund
169625	2/27/2020	PATIENT REFUND	250.00	Patient Refund
169232	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169624	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169627	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169628	2/27/2020	PATIENT REFUND	50.00	Patient Refund

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169629	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169233	2/6/2020	PATIENT REFUND	5.45	Patient Refund
169631	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169632	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169630	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169633	2/27/2020	PATIENT REFUND	80.00	Patient Refund
169634	2/27/2020	PATIENT REFUND	70.00	Patient Refund
169635	2/27/2020	PATIENT REFUND	45.00	Patient Refund
169636	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169638	2/27/2020	PATIENT REFUND	88.20	Patient Refund
169637	2/27/2020	PATIENT REFUND	15.00	Patient Refund
169639	2/27/2020	PATIENT REFUND	18.50	Patient Refund
169640	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169642	2/27/2020	PATIENT REFUND	12.00	Patient Refund
169641	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169234	2/6/2020	PATIENT REFUND	35.00	Patient Refund
169643	2/27/2020	PATIENT REFUND	177.25	Patient Refund
169644	2/27/2020	PATIENT REFUND	192.00	Patient Refund
169645	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169648	2/27/2020	PATIENT REFUND	59.87	Patient Refund
169647	2/27/2020	PATIENT REFUND	75.00	Patient Refund
169235	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169646	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169236	2/6/2020	PATIENT REFUND	20.00	Patient Refund
169650	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169649	2/27/2020	PATIENT REFUND	6.00	Patient Refund
169651	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169237	2/6/2020	PATIENT REFUND	21.86	Patient Refund
169653	2/27/2020	PATIENT REFUND	5.00	Patient Refund
169652	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169654	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169656	2/27/2020	PATIENT REFUND	81.82	Patient Refund
169655	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169657	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169658	2/27/2020	PATIENT REFUND	82.65	Patient Refund
169659	2/27/2020	PATIENT REFUND	42.00	Patient Refund
169660	2/27/2020	PATIENT REFUND	58.62	Patient Refund
169661	2/27/2020	PATIENT REFUND	108.00	Patient Refund
169662	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169663	2/27/2020	PATIENT REFUND	75.00	Patient Refund
169664	2/27/2020	PATIENT REFUND	119.00	Patient Refund
169665	2/27/2020	PATIENT REFUND	50.00	Patient Refund
169666	2/27/2020	PATIENT REFUND	83.43	Patient Refund
169667	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169238	2/6/2020	PATIENT REFUND	139.00	Patient Refund
169668	2/27/2020	PATIENT REFUND	30.60	Patient Refund
169669	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169670	2/27/2020	PATIENT REFUND	31.20	Patient Refund
169671	2/27/2020	PATIENT REFUND	42.00	Patient Refund



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169239	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169672	2/27/2020	PATIENT REFUND	90.00	Patient Refund
169675	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169240	2/6/2020	PATIENT REFUND	315.61	Patient Refund
169674	2/27/2020	PATIENT REFUND	50.00	Patient Refund
169673	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169676	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169678	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169677	2/27/2020	PATIENT REFUND	16.56	Patient Refund
169679	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169680	2/27/2020	PATIENT REFUND	5.00	Patient Refund
169682	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169681	2/27/2020	PATIENT REFUND	226.00	Patient Refund
169683	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169684	2/27/2020	PATIENT REFUND	376.53	Patient Refund
169685	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169688	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169241	2/6/2020	PATIENT REFUND	40.00	Patient Refund
169242	2/6/2020	PATIENT REFUND	5.90	Patient Refund
169686	2/27/2020	PATIENT REFUND	7.00	Patient Refund
169687	2/27/2020	PATIENT REFUND	45.04	Patient Refund
169243	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169689	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169690	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169691	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169244	2/6/2020	PATIENT REFUND	20.00	Patient Refund
169693	2/27/2020	PATIENT REFUND	15.00	Patient Refund
169696	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169692	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169695	2/27/2020	PATIENT REFUND	45.61	Patient Refund
169694	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169697	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169698	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169699	2/27/2020	PATIENT REFUND	6.00	Patient Refund
169701	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169702	2/27/2020	PATIENT REFUND	5.00	Patient Refund
169700	2/27/2020	PATIENT REFUND	15.40	Patient Refund
169245	2/6/2020	PATIENT REFUND	6.00	Patient Refund
169704	2/27/2020	PATIENT REFUND	248.90	Patient Refund
169703	2/27/2020	PATIENT REFUND	434.71	Patient Refund
169705	2/27/2020	PATIENT REFUND	70.00	Patient Refund
169706	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169707	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169708	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169709	2/27/2020	PATIENT REFUND	8.92	Patient Refund
169246	2/6/2020	PATIENT REFUND	37.34	Patient Refund
169713	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169711	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169712	2/27/2020	PATIENT REFUND	150.00	Patient Refund

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169710	2/27/2020	PATIENT REFUND	150.00	Patient Refund
169714	2/27/2020	PATIENT REFUND	50.00	Patient Refund
169715	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169716	2/27/2020	PATIENT REFUND	100.00	Patient Refund
169717	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169719	2/27/2020	PATIENT REFUND	207.55	Patient Refund
169718	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169720	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169721	2/27/2020	PATIENT REFUND	15.80	Patient Refund
169723	2/27/2020	PATIENT REFUND	110.00	Patient Refund
169722	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169724	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169725	2/27/2020	PATIENT REFUND	68.40	Patient Refund
169726	2/27/2020	PATIENT REFUND	34.80	Patient Refund
169727	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169728	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169729	2/27/2020	PATIENT REFUND	28.98	Patient Refund
169730	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169731	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169735	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169732	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169736	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169733	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169248	2/6/2020	PATIENT REFUND	35.00	Patient Refund
169247	2/6/2020	PATIENT REFUND	36.20	Patient Refund
169734	2/27/2020	PATIENT REFUND	182.00	Patient Refund
169737	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169738	2/27/2020	PATIENT REFUND	55.00	Patient Refund
169739	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169741	2/27/2020	PATIENT REFUND	9.30	Patient Refund
169740	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169745	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169249	2/6/2020	PATIENT REFUND	245.00	Patient Refund
169250	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169251	2/6/2020	PATIENT REFUND	23.80	Patient Refund
169742	2/27/2020	PATIENT REFUND	50.00	Patient Refund
169743	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169746	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169744	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169747	2/27/2020	PATIENT REFUND	71.00	Patient Refund
169748	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169749	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169750	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169252	2/6/2020	PATIENT REFUND	5.00	Patient Refund
169751	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169752	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169753	2/27/2020	PATIENT REFUND	80.00	Patient Refund
169754	2/27/2020	PATIENT REFUND	653.00	Patient Refund
169755	2/27/2020	PATIENT REFUND	30.00	Patient Refund



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169253	2/6/2020	PATIENT REFUND	165.30	Patient Refund
169254	2/6/2020	PATIENT REFUND	72.80	Patient Refund
169756	2/27/2020	PATIENT REFUND	50.00	Patient Refund
169757	2/27/2020	PATIENT REFUND	55.00	Patient Refund
169758	2/27/2020	PATIENT REFUND	14.20	Patient Refund
169760	2/27/2020	PATIENT REFUND	70.00	Patient Refund
169761	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169762	2/27/2020	PATIENT REFUND	168.39	Patient Refund
169759	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169763	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169764	2/27/2020	PATIENT REFUND	5.00	Patient Refund
169765	2/27/2020	PATIENT REFUND	40.00	Patient Refund
169766	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169767	2/27/2020	PATIENT REFUND	192.00	Patient Refund
169768	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169772	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169771	2/27/2020	PATIENT REFUND	12.75	Patient Refund
169769	2/27/2020	PATIENT REFUND	50.00	Patient Refund
169770	2/27/2020	PATIENT REFUND	95.00	Patient Refund
169773	2/27/2020	PATIENT REFUND	6.00	Patient Refund
169774	2/27/2020	PATIENT REFUND	15.00	Patient Refund
169775	2/27/2020	PATIENT REFUND	200.00	Patient Refund
169778	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169777	2/27/2020	PATIENT REFUND	35.00	Patient Refund
169776	2/27/2020	PATIENT REFUND	25.00	Patient Refund
169780	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169779	2/27/2020	PATIENT REFUND	5.00	Patient Refund
169781	2/27/2020	PATIENT REFUND	75.00	Patient Refund
169782	2/27/2020	PATIENT REFUND	85.00	Patient Refund
169783	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169255	2/6/2020	PATIENT REFUND	249.28	Patient Refund
169784	2/27/2020	PATIENT REFUND	260.00	Patient Refund
169785	2/27/2020	PATIENT REFUND	80.00	Patient Refund
169786	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169256	2/6/2020	PATIENT REFUND	192.00	Patient Refund
169787	2/27/2020	PATIENT REFUND	20.00	Patient Refund
169788	2/27/2020	PATIENT REFUND	30.00	Patient Refund
169789	2/27/2020	PATIENT REFUND	10.00	Patient Refund
169257	2/6/2020	PATIENT REFUND	20.00	Patient Refund
169790	2/27/2020	PATIENT REFUND	60.00	Patient Refund
169258	2/6/2020	PATIENT REFUND	25.00	Patient Refund
169259	2/6/2020	PATIENT REFUND	35.00	Patient Refund
169260	2/6/2020	PATIENT REFUND	154.50	Patient Refund
169793	2/27/2020	PATIENT REFUND	24.40	Patient Refund
169794	2/27/2020	PATIENT REFUND	90.00	Patient Refund
169795	2/27/2020	PATIENT REFUND	182.00	Patient Refund
169796	2/27/2020	PATIENT REFUND	55.00	Patient Refund
169208	2/6/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction
169421	2/19/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction

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169138	2/6/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
169353	2/19/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
169195	2/6/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
169410	2/19/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
169135	2/6/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
169347	2/19/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
169204	2/6/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
169416	2/19/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	2/4/2020	PAYROLL 3	1,500,000.00	Payroll Transfer
W/T	2/18/2020	PAYROLL 4	1,400,000.00	Payroll Transfer
169335	2/19/2020	CARDINAL HEALTH PHARMACY MGMT	773,491.76	Pharmacy Management
169123	2/6/2020	BRIAN BARTON, PA-C	15,000.00	Physician Recruitment
169578	2/27/2020	TAMARA WALKER, FNP	9,137.70	Physician Recruitment
169106	2/6/2020	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
169262	2/12/2020	ADVANCED MEDICAL IMAGING, LLC	708.00	Physician Services
169158	2/6/2020	LOCUM TENENS.COM	13,418.54	Physician Services
169529	2/27/2020	LOCUM TENENS.COM	49,686.14	Physician Services
169581	2/27/2020	THE SLEEP SPECIALISTS	12,825.00	Physician Services
169586	2/27/2020	UNIVERSITY OF UTAH HEALTH CARE	88,876.67	Physician Services
169151	2/6/2020	JOHN A. ILIYA, M.D.	20,350.00	Physician Services
169277	2/12/2020	JOHN A. ILIYA, M.D.	900.00	Physician Services
169446	2/20/2020	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
169447	2/20/2020	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
169448	2/20/2020	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
169450	2/20/2020	FEDLOAN SERVICING	11,712.49	Physician Student Loan
169451	2/20/2020	GREAT LAKES	1,666.67	Physician Student Loan
169455	2/20/2020	NAVIENT	1,147.03	Physician Student Loan
169456	2/20/2020	NAVIENT	1,500.00	Physician Student Loan
169457	2/20/2020	NELNET LOAN SERVICES, INC	719.09	Physician Student Loan
169212	2/6/2020	US DEPARTMENT OF EDUCATION	294.78	Physician Student Loan
169424	2/19/2020	US DEPARTMENT OF EDUCATION	291.69	Physician Student Loan
169458	2/20/2020	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
169454	2/20/2020	DR. JACQUES DENKER	6,498.33	Physician Student Loan
169584	2/27/2020	UMIA INSURANCE, INC	1,348.00	Professional Liability Insurance
169498	2/27/2020	CE BROKER	311.10	Professional Service
169482	2/27/2020	CLEANIQUE PROFESSIONAL SERVICES	2,850.00	Professional Service
169152	2/6/2020	JOINT COMMISSION RESOURCES	6,155.00	Professional Service
169533	2/27/2020	MEDICAL PHYSICS CONSULTANTS, INC	1,400.00	Professional Service
169381	2/19/2020	MILE HIGH MOBILE PET	5,620.00	Professional Service
169389	2/19/2020	P3 CONSULTING LLC	1,837.50	Professional Service
169215	2/6/2020	VERISYS INC.	36.00	Professional Service
169590	2/27/2020	VERISYS INC.	59.00	Professional Service
169445	2/19/2020	WYOMING DEPARTMENT OF HEALTH	90.00	Professional Service
169171	2/6/2020	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
169418	2/19/2020	TTE LABORATORIES	153.83	Professional Service
EFT00000005667	2/27/2020	WESTERN STAR COMMUNICATIONS	1,586.55	Professional Service
169183	2/6/2020	RADIATION DETECTION COMPANY	70.00	Radiation Monitoring
169396	2/19/2020	RADIATION DETECTION COMPANY	437.50	Radiation Monitoring
169122	2/6/2020	BRACCO DIAGNOSTICS INC	487.90	Radiology Material

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169332	2/19/2020	BRACCO DIAGNOSTICS INC	2,787.97	Radiology Material
169474	2/27/2020	BRACCO DIAGNOSTICS INC	2,995.30	Radiology Material
169515	2/27/2020	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	1,710.00	Radiology Material
169345	2/19/2020	CURIUM US LLC	909.50	Radiology Material
169493	2/27/2020	CURIUM US LLC	868.90	Radiology Material
EFT000000005597	2/6/2020	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005624	2/12/2020	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005627	2/12/2020	PHARMALUCENCE, INC	348.00	Radiology Material
EFT000000005646	2/19/2020	LANTHEUS MEDICAL IMAGING, INC	5,308.23	Radiology Material
EFT000000005658	2/27/2020	LANTHEUS MEDICAL IMAGING, INC	4,399.99	Radiology Material
EFT000000005661	2/27/2020	PHARMALUCENCE, INC	2,698.00	Radiology Material
EFT000000005621	2/12/2020	GE HEALTHCARE INC	1,342.33	Radiology Material
EFT000000005643	2/19/2020	GE HEALTHCARE INC	323.23	Radiology Material
EFT000000005655	2/27/2020	GE HEALTHCARE INC	1,034.28	Radiology Material
169579	2/27/2020	TECHNO-AIDE	293.00	Radiology Supplies
169114	2/6/2020	DR. BANU SYMINGTON	766.96	Reimbursement - CME
169468	2/27/2020	DR. BANU SYMINGTON	1,000.00	Reimbursement - CME
169520	2/27/2020	DR. JACOB JOHNSON	4,257.16	Reimbursement - CME
169159	2/6/2020	DR. LUCY RYAN	2,656.11	Reimbursement - CME
169538	2/27/2020	DR. MICHAEL NEYMAN	1,367.34	Reimbursement - CME
169261	2/6/2020	DR. SIGSBECK DUCK	1,467.16	Reimbursement - CME
169519	2/27/2020	ISRAEL STEWART, DO	731.00	Reimbursement - CME
169166	2/6/2020	MELISSA JEWELL	174.99	Reimbursement - CME
169160	2/6/2020	MARY TYLER	49.79	Reimbursement - Education & Travel
169336	2/19/2020	CAROL DANA	109.00	Reimbursement - Education & Travel
169268	2/12/2020	CINDY WHITNEY	345.00	Reimbursement - Education & Travel
169271	2/12/2020	CONNIE FIELDS	144.38	Reimbursement - Education & Travel
169492	2/27/2020	CRYSTAL HAMBLIN	424.33	Reimbursement - Education & Travel
169130	2/6/2020	DR. CHARLES KNIGHT	1,578.96	Reimbursement - Education & Travel
169368	2/19/2020	DR. JACOB JOHNSON	1,142.40	Reimbursement - Education & Travel
169153	2/6/2020	DR. JONATHAN SCHWARTZ	1,367.81	Reimbursement - Education & Travel
169523	2/27/2020	DR. JONATHAN SCHWARTZ	1,264.48	Reimbursement - Education & Travel
169170	2/6/2020	DR. MICHAEL NEYMAN	4,123.08	Reimbursement - Education & Travel
169149	2/6/2020	IRENE BREWER	1,036.03	Reimbursement - Education & Travel
169453	2/20/2020	IRENE BREWER	300.24	Reimbursement - Education & Travel
169522	2/27/2020	JAMIE WEBB	144.84	Reimbursement - Education & Travel
169525	2/27/2020	KARI QUICKENDEN	5,610.80	Reimbursement - Education & Travel
169156	2/6/2020	KELLY SUGIHARA	872.60	Reimbursement - Education & Travel
169530	2/27/2020	MARK SANDERS	731.00	Reimbursement - Education & Travel
169176	2/6/2020	NICOLE NELSON	2,000.00	Reimbursement - Education & Travel
169390	2/19/2020	PATTY O'LEXY	102.51	Reimbursement - Education & Travel
169291	2/12/2020	ROB FAIR	214.20	Reimbursement - Education & Travel
169557	2/27/2020	ROB FAIR	232.56	Reimbursement - Education & Travel
169294	2/12/2020	SAMANTHA FORAN	139.00	Reimbursement - Education & Travel
169572	2/27/2020	STEVEN O'BRIEN	30.00	Reimbursement - Education & Travel
169504	2/27/2020	FRANKIE STEVENSON	41.75	Reimbursement - Insurance Premium
169517	2/27/2020	IRENE BREWER	185.16	Reimbursement - Insurance Premium
169524	2/27/2020	JOSLYN DIMICK	16.71	Reimbursement - Insurance Premium
169554	2/27/2020	REBECCA PINEDA	16.71	Reimbursement - Insurance Premium

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/29/2020

169315	2/19/2020	AMBER FISK	157.49	Reimbursement - Non Hospital Supplies
169276	2/12/2020	JESSICA VAN VALKENBURG	75.49	Reimbursement - Non Hospital Supplies
169528	2/27/2020	LESLIE TAYLOR	489.86	Reimbursement - Non Hospital Supplies
169280	2/12/2020	MARIANNE SANDERS	95.06	Reimbursement - Non Hospital Supplies
169299	2/12/2020	TIFFANY MARSHALL	98.86	Reimbursement - Non Hospital Supplies
169571	2/27/2020	STEVEN CROFT, M.D.	1,305.75	Reimbursement - Roth IRA
W/T	2/4/2020	ABG 1/23/2020	189,066.39	Retirement
W/T	2/19/2020	ABG 2/6/2020	175,124.64	Retirement
169295	2/12/2020	STATE OF WYO.DEPT.OF REVENUE	1,265.49	Sales Tax Payment
169306	2/13/2020	STATE OF WYO.DEPT.OF REVENUE	35.00	Sales Tax Payment
169169	2/6/2020	MHSC MEDICAL STAFF	300.00	Scholarship
169537	2/27/2020	MHSC MEDICAL STAFF	50.00	Scholarship
169121	2/6/2020	BOOKCLIFF SALES INC	25.18	Scrub Sale deductions
169278	2/12/2020	KD FOUNDATION	500.00	Sponsorship
169558	2/27/2020	ROCK SPRINGS RENEWAL FUND	200.00	Sponsorship
169400	2/19/2020	CLASS OF 2020 PARENT COMMITTEE	200.00	Sponsorship
169508	2/27/2020	GREEN RIVER ARTS COUNCIL COMM CHEST	100.00	Sponsorship
169293	2/12/2020	ROCK SPRINGS HIGH SCHOOL	75.00	Sponsorship
169187	2/6/2020	RSOSA	200.00	Sponsorship
EFT000000005606	2/6/2020	R.S. CHAMBER OF COMMERCE	1,500.00	Sponsorship
169285	2/12/2020	MOBILE INSTRUMENT SERVICE	505.80	Surgery Equipment
169382	2/19/2020	MOBILE INSTRUMENT SERVICE	845.50	Surgery Equipment
169540	2/27/2020	MOBILE INSTRUMENT SERVICE	1,734.35	Surgery Equipment
169108	2/6/2020	ALI MED INC	305.10	Surgery Supplies
169310	2/19/2020	ALI MED INC	599.15	Surgery Supplies
169342	2/19/2020	COVIDIEN SALES LLC, DBA GIVEN IMAGING	751.68	Surgery Supplies
169488	2/27/2020	COVIDIEN SALES LLC, DBA GIVEN IMAGING	360.00	Surgery Supplies
169343	2/19/2020	CR BARD INC	355.58	Surgery Supplies
169491	2/27/2020	CR BARD INC	182.78	Surgery Supplies
169406	2/19/2020	SMITH & NEPHEW ENDOSCOPY INC	1,452.00	Surgery Supplies
169407	2/19/2020	SMITH & NEPHEW INC.	614.88	Surgery Supplies
169198	2/6/2020	STRYKER ENDOSCOPY	540.60	Surgery Supplies
169573	2/27/2020	STRYKER ENDOSCOPY	719.00	Surgery Supplies
169201	2/6/2020	SYNTHE LTD	3,114.32	Surgery Supplies
169413	2/19/2020	SYNTHE LTD	10,384.80	Surgery Supplies
169577	2/27/2020	SYNTHE LTD	822.80	Surgery Supplies
169436	2/19/2020	ZIMMER	80.00	Surgery Supplies
169225	2/6/2020	ZIMMER BIOMET	9,441.00	Surgery Supplies
EFT000000005593	2/6/2020	COOPER SURGICAL	429.60	Surgery Supplies
EFT000000005620	2/12/2020	COOPER SURGICAL	128.40	Surgery Supplies
EFT000000005642	2/19/2020	COOPER SURGICAL	64.20	Surgery Supplies
169267	2/12/2020	CSG,LLC	1,874.04	Transcription Services
169435	2/19/2020	WYOMING WORK WAREHOUSE	436.36	Uniforms
169112	2/6/2020	AT&T	207.48	Utilities
169263	2/12/2020	AT&T	85.91	Utilities
169182	2/6/2020	CENTURY LINK	2,250.81	Utilities
169289	2/12/2020	CENTURY LINK	3,277.05	Utilities
169395	2/19/2020	CENTURY LINK	331.06	Utilities
169553	2/27/2020	CENTURY LINK	5,922.82	Utilities

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
2/23/2020

169349	2/19/2020	DISH NETWORK LLC	70.49	Utilities
169552	2/27/2020	DOMINION ENERGY WYOMING	25,157.93	Utilities
169292	2/12/2020	ROCK SPRINGS MUNICIPAL UTILITY	11,066.32	Utilities
169559	2/27/2020	ROCKY MOUNTAIN POWER	37,474.55	Utilities
169595	2/27/2020	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
169311	2/19/2020	ALL WEST COMMUNICATIONS	4,162.13	Utilities
169197	2/6/2020	STERICYCLE, INC.	1,060.03	Waste Disposal
169570	2/27/2020	STERICYCLE, INC.	1,566.38	Waste Disposal
169500	2/27/2020	FIBERTECH	2,106.00	Window Cleaning
169303	2/12/2020	WYOMING DEPT WORKFORCE SERVICES	5,160.41	Workman's Comp
			6,623,627.59	



**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending February 29, 2020**

<b>Vouchers Submitted by MHSC at agreed discounted rate</b>		
July 2019	\$0.00	
August 2019	\$73,870.18	
September 2019	\$0.00	
October 2019	\$0.00	
November 2019	\$65,432.31	
December 2019	\$35,815.10	
January 2020	\$0.00	
February 2020	\$0.00	
<b>County Requested Total Vouchers Submitted</b>	<b>\$175,117.59</b>	
<b>Total Vouchers Submitted FY 2020</b>		<b>\$175,117.59</b>
<b>Less: Total Approved by County and Received by MHSC FY 2020</b>		<b>\$175,117.59</b>
<b>Total Vouchers Pending Approval by County</b>		<b>\$0.00</b>

<b>FY20 Title 25 Fund Budget from Sweetwater County</b>	<b>\$262,548.00</b>
<b>Funds Received From Sweetwater County</b>	<b>\$175,117.59</b>
<b>FY20 Title 25 Fund Budget Remaining</b>	<b>\$87,430.41</b>
<b>Total Budgeted Vouchers Pending Submittal to County</b>	<b>\$0.00</b>

<b>FY20 Maintenance Fund Budget from Sweetwater County</b>	<b>\$1,650,456.00</b>
County Maintenance FY20 - July	\$56,993.96
County Maintenance FY20 - August	\$128,560.54
County Maintenance FY20 - September	\$124,930.27
County Maintenance FY20 - October	\$132,312.00
County Maintenance FY20 - November	\$84,246.15
County Maintenance FY20 - December	\$181,511.34
County Maintenance FY20 - January	\$44,532.05
County Maintenance FY20 - February	\$178,729.74
	<b>\$931,816.05</b>
<b>FY20 Maintenance Fund Budget Remaining</b>	<b>\$718,639.95</b>



## Cindy Nelson

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**Subject:** FW: Building & Grounds committee meeting  
**Location:** Classrooms  
  
**Start:** Tue 3/17/2020 3:30 PM  
**End:** Tue 3/17/2020 4:30 PM  
  
**Recurrence:** Monthly  
**Recurrence Pattern:** the third Tuesday of every 1 month(s) from 3:30 PM to 4:30 PM  
  
**Meeting Status:** Accepted  
  
**Organizer:** Tami Love

All,

Due to the coronavirus limited confinement here at the hospital, we will cancel our March 17 Building and Grounds meeting. There is nothing pressing to discuss:

- Central Plant project is moving ahead smoothly... nothing troubling to report.
- Pharmacy sterile compounding room renovation will be started soon. All contractors have been notified and are currently awaiting the materials for this project. We will not start this project until all materials have arrived. It is important that this project adhere to its tight schedule, once we start.
- Other projects have nothing new to report.
- Maintenance Metrics (within typical parameters) ... Active W/O = 168; Active over 30 days = 125; Active for the month = 43; OT = slightly over due to snow removal; Monthly budget = over due to maintenance projects sent to the County for reimbursement.

Thank you for your understanding. Let us hope things are back to normal for our next meeting on April 21.

Jim

-----Original Appointment-----

**From:** Tami Love

**Sent:** Tuesday, February 12, 2019 11:28 AM

**To:** Tami Love; Irene Richardson; Edward Tardoni (ttardoni@q.com) (ttardoni@q.com); Barbara Sowada; James Horan; Stevie Nosich; Gerry Johnston; shoemakers@sweet.wy.us; 'smithj@sweet.wy.us'; Leslie Taylor

**Subject:** Building & Grounds committee meeting

**When:** Tuesday, March 17, 2020 3:30 PM-4:30 PM (UTC-07:00) Mountain Time (US & Canada).

**Where:** Classrooms

Recurring invite for our calendars. We will make changes if needed to individual dates.

Tami

Memorial Hospital of Sweetwater County  
Governance Committee Meeting  
March 9, 2020

Voting Members Present: Richard Mathey, Irene Richardson and Barbara Sowada  
Members Absent:

**Call Meeting to Order**

Richard Mathey called meeting to order at 1:00 pm.

**Discussion**

**Approval of Agenda and Minutes:**

1. It was agreed that the agenda would be discussion of the Quality Charter and **Old** Items from last month's meeting: Board Bylaws and Board policies.
2. Minutes from last month's meeting had already been approved by email.

**Old Business**

1. Record keeping. Discussed need for board policies regarding record keeping. Determined the following policies are needed.
  - a. Policy regarding content of board packet with distinction between public content appropriate for the hospital's webpage and confidential content that belongs in the board portal;
  - b. Policy regarding record retention for board meetings;
  - c. Policy regarding board committee meetings;
  - d. Board policy regarding contracts and hospital policy regarding management of contract data base.
  - e. Hospital policy regarding information management that includes timeliness of information flow to CEO regarding events that have high risk potential.
2. Determined that CEO spending policy should be reviewed.
3. Discussed need for Board policy that describes collection, analysis, display, and distribution of quality data and quality indicators so as to be in compliance with Wyoming State Statute regarding confidentiality regarding quality data and distinguishes what must be kept confidential from what CMS regards as publicly reported data.
4. Began revision of Chapter 7, Section 1 of Board Bylaws. **Revisions will be attached within next 2 weeks.**
5. Checked the status of review and revision of committee charters. The charters for Building and Grounds, Compliance, Finance and Audit, and Governance have been submitted to the Board for approval. The charters for Executive Oversight and Compensation, Joint Conference Committee, Quality, and Human Resources have not yet been submitted to the Board.

**New Business**

1. Quality Charter was discussed. It was decided to include Wyoming State Statue language regarding confidentiality and to include statement regarding CMS publicly reported data. Richard will help Barbara with the wording. **Revisions will be attached within next 2 weeks.**

With no further business to conduct, the meeting was adjourned at 3:00 pm.

*Submitted by Barbara J. Sowada, Ph.D.*

March 12, 2020

## Board Charter for Quality Committee

Board of Trustees Orientation and Resource Manual

Category: Board Committee & Committee Charters

Title: Quality Committee

Original adoption: June 14, 2010

Revision: October 4, 2017 and June 6, 2018, ??? 2020

### Purpose:

The purpose of the Quality Committee is **to assist the Board of Trustees (Board) in its fiduciary and oversight duties regarding the delivery of safe quality care as set forth below.**

The purpose of the Quality Committee is to assist the Board of Trustees (Board) in its fiduciary and oversight duties regarding the delivery of safe, quality, patient-centered care as set forth below.

**Definition of Quality:** "Quality at Memorial Hospital of Sweetwater County (Hospital) is a patient-centered commitment to excellence, consistently using best practices for process improvement to achieve the best outcomes for our patients and organizational culture." The Institute of Medicine (IOM) defines health care quality as "the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge."

The (IOM) defines the six (6) dimensions of quality as:

1. **SAFE**, *does not harm*
2. **TIMELY**, *delivered without unnecessary delays*
3. **EFFECTIVE**, *based on the best scientific knowledge currently available*
4. **EFFICIENT**, *does not waste resources*
5. **EQUITABLE**, *based health needs not personal characteristics*
6. **PATIENT-CENTERED**, *respectful and customized according to patients needs and values*

### Authority

The committee has no expressed or implied power or authority.

### Responsibilities:

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

1. Monitors monthly the quality, safety and patient experience reports as well as priority focus topics as identified by the committee.

2. **Reviews** **Monitors** leadership's improvement plans with regard to negative variances and serious errors.
3. Recommends board level policies regarding the delivery of safe, patient centered, quality care, as needed.
4. Recommends organizational strategy regarding the delivery of safe patient centered, quality care as aligned with the organizational strategic plan.
5. Reviews the hospital's annual "Quality Assessment Performance Improvement (QAPI) and Safety Plan" and makes recommendations to the Board regarding approval of said plan.<sup>1</sup>
6. Reviews all *Serious Safety Events*, as defined by our organization, the National Quality Forum, Wyoming Department of Health, Joint Commission and/or other agencies along with improvement plans. The Quality Committee designee reports findings to the Board in executive session. **Reviews all *Serious Safety Events*, as defined by the Hospital, the National Quality Forum, Wyoming Department of Health, and The Joint Commission and/or other agencies**, as well as said improvement plans.
7. **Oversees** **Monitors** compliance with quality and safety and patient-centered care standards.
8. Advocates that quality and cost are appropriately inter-related and that the hospital's culture and resources are sufficient to support efforts to improve quality, **safety and patient-centered care. and reduce costs.**
9. **Monitors summary quality, safety, and patient-centered care reports of the hospital, monitors summary quality, safety, and patient-centered care reports of clinical service contracts, and monitors medical directors' quality, safety, and patient-centered care activities.** **Requires** **Assures** that major new programs and/or service additions or enhancements have met specific quality-related performance criteria including, but not limited to, volume, staffing, and accreditation requirements.
10. Recommends education programs to the Board.

## Composition

The committee shall consist of two (2) members of the Board, one of whom shall serve as Chair; the Chief Medical Officer and at least one other physician; the Chief Executive Officer, the Chief Financial Officer, the Chief Nursing Officer, the Chief Clinical Officer, the Clinic Director, and the Quality Director. Each of these members shall have voting privileges. **The committee chair may invite any director, officer, staff member, expert or other advisor who isn't a member of the committee to attend, but these individuals have no voting power.**

**Meetings should be attended by** the staff of the Quality Department **and the Infection Prevention, Risk and Compliance Director..** These individuals shall not have voting privileges.

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<sup>1</sup> WY Stat 35-2-910 (a).

## Meeting Schedule

The committee shall meet monthly, and as needed.

## Reports

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

- The reports for quality, patient safety, and patient experience monthly. .  
Payment adjustment program information and publicly reported quality metrics as made available by the Centers for Medicare and Medicaid Services
- *Serious Safety Events*, as they occur.
- Root Cause Analysis (RCA) and Failure Mode and Effects Analysis (FMEA) reports as they occur.
- Environmental safety (**Environment of Care**) reports quarterly.
- Progress on performance improvements and/or safety goals as aligned with identified priority areas in the QAPI Plan and/or other priorities identified by the committee monthly in action plan format.
- Quality Assessment Performance Improvement and Safety Plan annually.
- Culture of Safety survey biennially.
- Accreditation reports when received.
- Audit of credentialing process at least every two years.
- Audit of peer review, **OPPE and FPPE** and **focused** monitoring annually.<sup>2</sup>
- Audit clinical contract quality review annually.
- **Audit of medical directors' quality review initiatives** annually.
- Confidentiality

Strict confidentiality of patient and provider information shall be maintained. The information, data results, reports and minutes generated by committee activities will be handled in a manner ensuring strict confidentiality. De-identification of Protected Health Information will be used for all quality reports when applicable. All quality improvement documents shall be released to authorized individuals on a “need to know” basis only. These authorized individuals include members of the Board, QAPI Committee, Senior Leadership, and MEC.

## Confidentiality

WY Stat 35-2-910. Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review. Subsection A. “Each licensee (hospital, healthcare facility and health services) shall implement a quality management function to evaluate and improve patient and resident care and services in accordance with the rules and regulations promulgated by the division. Quality management information relating to the evaluation or improvement of the quality of health care

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<sup>2</sup> WY Stat 35-2-910 (d).

services is confidential. Any person who in good faith and within the scope of the functions of a quality management program participates in the reporting, collection, evaluation, or use of quality management information or performs other functions as part of a quality management program with regards to a specific circumstance shall be immune from suit in any civil action based on such functions brought by a health care provider or person to whom the quality information pertains. In no event shall this immunity apply to any negligent or intentional act or omission in the provision of care.”

Confidentiality shall be maintained, based on full respect of the patient’s right to privacy and in keeping with Hospital Policy and State and Federal Regulations governing the confidentiality of quality and patient safety work. All quality and patient safety data shall be considered the property of Memorial Hospital of Sweetwater County.

Only aggregated data will be reported to the Quality Committee, with two exceptions. These exceptions are *Serious Safety Events* and events that triggered *Root Cause Analysis and/* or Failure Mode Effects Analysis. De-identification of protected health information will be used for these reports.



## Contract Check List

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

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

1. Name of Contract: **VARIAN**
2. Purpose of contract, including scope and description: **Purpose is software maintenance agreement for ARIA and Eclipse software. ARIA is the Radiation Oncology electronic medical record that is also connected to and runs the radiation treatment machine. Eclipse is the radiation treatment planning computer system. Eclipse communicates with ARIA to ensure the correct planning parameters are delivered to the machine. Varian is the manufacturer of the machine and the software. Covers all the functionality of the software. They upgrade or fix software issues remotely and are available via helpdesk support anytime there are questions or issues. This agreement includes two years of Dose Lab QA, which is a software that helps the physicist be able to run the appropriate quality assurance checks on the machine and on board imaging. This agreement also includes a replacement of all three Eclipse workstation computers a couple of times over the five year period.**
3. Date of contract execution: **April 9, 2020**
4. Date of contract expiration: **April 8, 2025**
5. Rights of renewal and termination: **NA**
6. Monetary costs: **\$146,684 first year; \$146,686 second-fifth years for software agreement; \$4,000 for year one and two for Dose Lab software subscription; \$25,170 two different Eclipse workstation computer replacements over the five year period. TOTAL of \$766,598**



**(Note: In previous years we were paying \$184,272 per year for this agreement. Through agreement re-evaluation and negotiation we were able to get this down to the \$146,686 per year.)**

- 7. Included in Department Budget: **Yes**
- 8. Extraneous costs associated with contract: **NONE**
- 9. Let for bid, if appropriate: **Varian manufactured the machine and software so they need to provide service for the software.**
- 10. County Attorney reviewed (if applicable):
- 11. In-house Counsel Reviewed: **Yes**



Dear Applicant,

Thank you for your interest in Memorial Hospital of Sweetwater County. If you meet the threshold criteria (below) then you are eligible to complete the attached application for medical staff membership and privileges. If you do not meet the criteria, please provide an explanation on a separate sheet.

We appreciate your interest in our organization. Thank you!

### **Minimum Threshold Credentialing Criteria**

1. Applicant holds a current, unrestricted license to practice medicine in Wyoming and has never had a license to practice revoked or suspended by any state licensing agency.
2. Has completed a residency program or training program:
  - a. approved by the ACGME, AOA, ADA, CCNE, HLC, CHEA, ARC-PA, or Council on Podiatric Medical Education,
  - b. In the specialty in which the applicant seeks privileges
3. Is board certified, if not board certified, must achieve board certification within seven (7) years of completing residency or fellowship training.
4. Holds a current, unrestricted DEA.
5. Holds a current, unrestricted Wyoming Controlled Substance Registration (CSR).
6. Has never been convicted of Medicare, Medicaid, or other governmental or private payer fraud or program abuse, and has never been required to pay civil monetary penalties for the same.
7. Has never been convicted or entered a plea of guilty or no contest to a felony related to controlled substances, illegal drugs, insurance or health care fraud or abuse, or a misdemeanor or felony related to violence or abuse of a vulnerable population.
8. Has never had employment, appointment, clinical privileges, or status as a participating provider denied, revoked, or terminated for reasons related to clinical competence or conduct.
9. Has never resigned employment, appointment, or privileges during an investigation, or in exchange for no investigation.
10. A Medical Staff member applying for appointment or reappointment and clinical privileges, who has received a final adverse decision or who has resigned or withdrawn an application for appointment or reappointment and clinical privileges while under investigation or to avoid an investigation, is not eligible to reapply to the Medical Staff for a period of five (5) years from the date of the notice of the final adverse decision or the effective date of the resignation or application withdrawal.

After reviewing the above criteria, I certify that I am eligible to apply for initial appointment to the Memorial Hospital of Sweetwater County (MHSC) Medical Staff. I understand that as a condition of consideration for appointment and continued appointment, any misstatement in, or omission from the application is grounds for MHSC to stop processing the application. If appointment has been granted prior to the discovery of a misstatement or omission, appointment and privileges may be deemed to be automatically relinquished. In either situation, there shall be no entitlement to a hearing or appeal. An initial applicant cannot reapply for Medical Staff membership for a period of five (5) years.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name: \_\_\_\_\_



## Intended Practice Plan For Physicians Only

Applicant name, title (please print): \_\_\_\_\_

Clinical Specialty: \_\_\_\_\_

Anticipated Office Address: \_\_\_\_\_

I Will be Practicing as:    ☐ Solo Practitioner                      ☐ Group Practitioner                      ☐ Employed Provider

If With a Group, list Group Name: \_\_\_\_\_

If solo, have you contacted anyone to assist in your coverage?    ☐ Yes                      ☐ No

If Yes, Please Explain: \_\_\_\_\_

\_\_\_\_\_

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I will admit patients in need of hospitalization to Memorial Hospital of Sweetwater County.    ☐ Yes                      ☐ No

If no, to what institution(s) will you be admitting your patients? \_\_\_\_\_

\_\_\_\_\_

If yes, approximately how many patients per month will you admit? \_\_\_\_\_

I will perform procedures at Memorial Hospital of Sweetwater County (MHSC).                      ☐ Yes                      ☐ No

I will provide consultation at the request of other physicians at MHSC.    ☐ Yes                      ☐ No

If no, please explain: \_\_\_\_\_

\_\_\_\_\_

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List the physician(s) with whom you will share continuing coverage for your patients (must be physician(s) on active staff at MHSC in the same specialty, with similar privileges): \_\_\_\_\_

\_\_\_\_\_

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I understand my answers to the above questions will be considered by MHSC and that appointment, if offered, will be contingent on adherence to this practice plan.

Physician Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

## TRAUMA RESOLUTION

**WHEREAS, MEMORIAL HOSPITAL OF SWEETWATER COUNTY (MHSC)** strives to provide optimal trauma care; and

**WHEREAS,** treatment at a trauma hospital that participates in a standardized system of trauma care can significantly increase the chance of survival for victims of serious trauma;

**THEREFORE BE IT RESOLVED** by the MHSC Medical Executive Committee (MEC) that we do support Dr. Jamias and the Trauma Department; and

**IN WITNESS THEREOF,** I have hereunto subscribed my name this \_\_\_\_\_ day of March, 2020.

Lawrence Lauridsen, DO    Chair of the MEC

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**THEREFORE BE IT RESOLVED** by the Board of Directors of MHSC that we do support Dr. Jamias and the MHSC Trauma Department and will do all we can to provide the resources necessary to achieve and sustain a level IV trauma hospital designation.

**IN WITNESS THEREOF,** I have hereunto subscribed my name this \_\_\_\_\_ day of April, 2020.

Taylor Jones, Chair MHSC Board of Trustees

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