

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

July 1, 2020

2:00 p.m.

Dial: 301-715-8592

Meeting ID: 841 3009 3989

Password: 877408

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. [Pledge of Allegiance](#)
 - C. [Our Mission and Vision](#) Marty Kelsey
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda (*For Action*) Taylor Jones
- III. [Minutes](#) (*For Action*) Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. COVID-19 Preparation and Recovery
 - 1. Incident Command Team Update Kim White, *Incident Commander*
 - B. [Performance Improvement and Patient Safety Plan](#) (*For Action*) Kara Jackson, *Director of Quality, Accreditation, Patient Safety*
 - C. 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*)
- VI. New Business Taylor Jones
 - A. Election of Officers (*For Action*)
 - B. [Board Charter: The Compliance Committee](#) (*For Review*) Barbara Sowada
 - C. Employee Policies (*from the Human Resources Committee*) (*For Review*) Ed Tardoni
 - 1. [Employee Corrective Action](#)
 - 2. [Introductory Period](#)
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
 - A. [Quality Committee](#) Barbara Sowada
 - B. [Human Resources Committee](#) Ed Tardoni
 - C. Finance & Audit Committee Marty Kelsey
 - 1. Bad Debt (*For Action*)
[June Committee Meeting Information](#)
 - D. [Building & Grounds Committee](#) Ed Tardoni

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AGENDA

- | | |
|---|--|
| 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 |
| | |
| IX. Contract Review | Suzan Campbell, <i>In-House Counsel</i> |
| | |
| A. Contract Consent Agenda (<i>For Action</i>) | |
| 1. Ambulance Agreement Between MHSC and Sweetwater Medics | |
| 2. The Radio Network | |
| 3. WyoRadio | |
| B. Contracts Approved by CEO since Last Board Meeting (<i>For Your Information</i>) | |
| 1. Ovid Technologies, Inc. | |
| 2. Wolters Kluwer for UpToDate Subscription Service | |
| | |
| X. Medical Staff Report | Dr. Lawrence Lauridsen, <i>President</i> |
| D. Mental Health Conditions - Application Forms (<i>For Action</i>) | |
| | |
| XI. Good of the Order | Taylor Jones |
| XII. Executive Session | Taylor Jones |
| XIII. Action Following Executive Session | Taylor Jones |
| A. Privileges (<i>For Action</i>) | |
| XIV. 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**

June 3, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met via Zoom in regular session on June 3, 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 online: 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; Mr. Jim Phillips, Legal Counsel; and Mr. Jeff Smith, Sweetwater County Board of County Commissioners Liaison.

Pledge of Allegiance

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

Our Mission and Vision

Mr. Mathey read aloud the mission and vision statements.

Mission Moment

Ms. Richardson said a former patient shared with her she had been out of town and suffered a bad fall. She was told she had the option to go elsewhere but chose to come to Rock Springs. She said everyone was kind and caring from the start to the end of her care. She said she was grateful and wanted everyone to know about her great experience and asked Ms. Richardson to share her story.

APPROVAL OF AGENDA

The motion to approve the agenda as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the May 6, 2020, regular meeting as presented was made by Dr. Sowada; second by Mr. Mathey. Motion carried. The motion to approve the minutes of the May 21, 2020, special meeting as presented was made by Dr. Sowada; second by Mr. Mathey. Mr. Tardoni abstained and the motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

COVID-19 Preparation and Recovery - Incident Command Team Update

Ms. Kim White, Incident Command, reported this is the time to be vigilant with what we are doing. We continue working with public health. We continue to test surgery patients. Ms. White reviewed personal protective equipment requirements and said we are stressing the importance of wearing masks and social distancing.

NEW BUSINESS

Financial Hardship Policy

Mr. Kelsey said this is the second reading of the policy and it is ready for adoption. He said the purpose of the policy is to deal with people who cannot pay and how to provide services to those individuals. Mr. Ron Cheese, Patient Financial Services Director, said it provides an opportunity to help patients we haven't been able to help in the past. He said it will help the patients and help the Hospital. The motion to approve the policy as presented was made by Mr. Mathey; second by Mr. Kelsey. Motion carried. Mr. Jones thanked Mr. Cheese and others involved in work on creating the policy.

Plan for Providing Patient Care Services and Scopes of Care

Dr. Sowada said it is basically a Joint Commission requirement and Mr. Tardoni said he thinks it is a good thing to have. The motion to approve the plan as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

Executive Oversight and Compensation Committee Charter

Mr. Mathey said this is the second reading and presented the charter for approval. The motion to approve the charter as presented was made by Mr. Tardoni; second by Mr. Mathey. Motion carried. There was discussion of federal and state regulations that govern this relationship. Mr. Mathey said the information was cited in the previous version of the charter.

NEW BUSINESS

Mr. Jones said information was provided in the packet for review and will be presented for discussion and approval at the July meeting. Mr. Phillips said the rules of practice discussion needs to be in open session not executive session. Mr. Kelsey said he thinks we can review and discuss the following month.

FY21 Operating and Capital Budget

Mr. Jones said the budget was reviewed in a special workshop. He said this item is listed under new business but the Board has reviewed the information and is ready to take action. Mr. Kelsey said the budget the staff put together is a good one. He said he knows it is not sustainable over time and we need to watch carefully for the next several months. Mr. Kelsey said we may make

some decisions in October based on the trend. He said we must be cognizant of what's happening around us. Mr. Jones agreed and thanked staff for their work. He said certainly there is an opportunity to change the budget if needed. Mr. Tardoni said it is a good idea to look at it again in four or five months. Ms. Tami Love, Chief Financial Officer, thanked the department heads, Ms. Jan Layne-Controller, and Ms. Erika Taylor, Staff Accountant, for their hard work. The motion to approve the FY21 operating and capital budget as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson thanked staff, physicians, and everyone working so hard through Covid. We still have Incident Command set up and we are looking at putting things back as safely as we can. She said staff is so resilient and adaptable. They are working so well together. She said we have always been open with the exception of elective cases and those have resumed as well. Ms. Richardson said we encourage people to do everything needed to be perfectly safe. We have started person-centered care workshops again. The Patient and Family Advisory Council met via Zoom and had a virtual tour of the Covid swabbing area. The Quality Safety Survey is out and results are due at the end of June. Ms. Richardson said every department has been doing a great job with patient experience and satisfaction scores and thanked staff for their hard work. Ms. Richardson said she has been meeting with Dr. Sowada and Mr. Jones to explore ways to bring new services to the community. The work is in the beginning stages with more information to come. We review financials daily. This has been a challenging year especially when budgeting at 90% of pre-Covid revenue. Mr. Phillips said Ms. Richardson worked very hard and deserves credit for getting things done to honor our bond covenants this year. He said that work is quite remarkable. Ms. Richardson reported the State of Wyoming received \$1.25B and the money is not intended to replace lost revenue but will be used for construction. Ms. Richardson said she has created a team to focus on this and they are working with Ms. Krisena Marchal from the County for assistance. Our best guidance is to be ready with projects when it is time. Mr. Tardoni said he commends the process set up to vet projects. He would like to see the legislature consider the state buy lands and dedicate revenue to memorial hospitals to use the proceeds to fund construction. He said he would like a source of money that would help us for generations. Ms. Richardson said The Joint Commission put out a release stating they will resume their accreditation visits. Ms. Richardson said we feel our visit can be at any time. Ms. Kari Quickenden-Chief Clinical Officer, Dr. Kristy Nielson-Chief Nursing Officer, Ms. Kara Jackson-Director of Quality, Accreditation, Patient Safety, and Dr. Melinda Poyer-Chief Medical Officer, have been working with their teams to ensure we are ready. Ms. Richardson thanked the Board for approving the budget and said it includes a new health record. We have not identified which one yet. Dr. Joshua Binks, Radiation Oncology, joins us July 1. Ms. Richardson said we installed new mammography equipment purchased by the Foundation. We have already received very good feedback from patients on this state-of-the-art equipment. Ms. Richardson said we submitted a request to present our annual report to the Board of County Commissioners on June 16. She will notify the Board regarding timing. The Wyoming Hospital Association events and meetings have been canceled. Ms. Richardson announced scholarships were awarded to three very worthy students to help them pursue continuing education in the medical field: Ms. Hanna Crockett, Ms. Aundra Drinkle and Ms. Favour Wanjoku. She congratulated them and said the decision was really hard because all of the applicants were very worthy. She wished them great success in their future. Ms. Richardson thanked staff, leaders, physicians, Trustees, Commissioners, and the community for their support.

COMMITTEE REPORTS

Mr. Jones said the Board will continue reporting by exception.

Quality Committee

Dr. Sowada said she had nothing new to report at this time.

Human Resources Committee

Mr. Tardoni asked Mr. Kelsey to report. Mr. Kelsey reported the Committee talked about a corrective action policy for review by the Board at a future meeting. They have been working on an introductory probationary period policy. They have been discussing extending that period for one year.

Finance and Audit Committee

Capital Expenditure Requests: The motion to approve capital expenditure request FY20-54 for a Stryker chest compression system as presented for \$48,541 that the Hospital will be reimbursed for by the Foundation was made by Mr. Kelsey; second by Dr. Sowada. Motion carried. Mr. Jones said the Foundation has stepped up a lot, helped with grants, and their support is appreciated. He said the community supports the Foundation and the Foundation supports the Hospital.

The motion to approve capital expenditure request FY20-58 for a power system for \$47,193.56 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

The motion to approve capital expenditure request FY20-59 for an operating table for \$48,213 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. Mr. Kelsey commended Dr. Tony Pedri for his nice presentation to the Committee.

Ms. Love said she sent out an updated narrative to the Trustees. Mr. Kelsey asked her to update the information with an additional section showing where we would have stood without Covid funds. Mr. Jones thanked Mr. Kelsey for asking for that information.

Bad Debt: The motion to approve the net potential bad debt of \$1,256,033.44 as presented was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

Building & Grounds Committee

Mr. Tardoni said his comments are in the meeting packet. He shared an update provided to him earlier in the day.

Foundation Board

Mr. Jones asked Ms. Tiffany Marshall, Foundation Executive Director, to provide an update. Ms. Marshall said the Board met the previous week. They are not hosting a golf tournament. The Covid fund is approximately \$31,000. Ms. Marshall said the Cruise the Drag event organized by Mr. Bruce Pivic and Mr. Island Richards was an overwhelming success. Ms. Marshall said the

Foundation is working on their messaging and recruiting a couple of new board members. They have some press releases going out soon. Ms. Marshall thanked Ms. Deb Sutton, Public Relations and Marketing Director, for her assistance. Mr. Jones recognized Mr. Mathey for coming up with the idea for donations online and said it was a great idea. Mr. Jones said it's pretty humbling to see what our community has been willing to do for us.

Compliance Committee

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

Governance Committee

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

Executive Oversight and Compensation Committee

Mr. Mathey said we are at a point where we have approved the charter and form we will be using in evaluations so we will move forward.

Joint Conference Committee

Mr. Mathey said we made it through all the medical staff bylaws the last time we met. There are some changes sent back to the Medical Executive Committee (MEC) for review. Mr. Mathey will attend that meeting and hopes we will be ready to present to the General Medical Staff and Board of Trustees after the next MEC meeting.

CONTRACT REVIEW

There were no questions on the contract approved by the CEO since the previous meeting.

MEDICAL STAFF REPORT

Dr. Lauridsen reported he looks forward to the next Joint Conference meeting. He said the MEC met and reviewed multiple policies and forms. The new supervising physician agreement is in the packet. Dr. Lauridsen said the General Medical Staff met and it was largely informational. He said he appreciates the efforts of hospital administrators and leadership. Mr. Jones thanked the medical staff for all they are doing.

GOOD OF THE ORDER

Mr. Mathey said he has been working on medical staff bylaws and there is a full-blown hearing procedure. He does not know if they have to be coordinated. He may be speaking with Mr. Kelsey and Mr. Phillips on that topic.

Mr. Jones thanked the Board. He said it's hard when we can't meet face to face but everyone has been working hard to continue moving forward.

Mr. Mathey said he would like to commend Dr. Banu Symington. She had an article accepted for publication in a medical journal. She also received an award from an organization in Idaho after she left. He said these accomplishments need to be noted and commended.

EXECUTIVE SESSION

Mr. Jones said the Board would sign off the current call and sign on to an executive session call. They would return to the current open meeting call and would take action. He anticipated executive session would take 25 minutes. The motion to go into Executive Session was made by Mr. Kelsey; second by Dr. Sowada. Motion carried. Mr. Jones said the Board would take a 10-minute break.

RECONVENE INTO REGULAR SESSION

At 5:09 PM, the Board came out of executive session and the motion to resume regular session was made by Mr. Mathey; second by Mr. Kelsey. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve hospital privileges for healthcare professionals as discussed in executive session was made by Mr. Mathey; second by Dr. Sowada.

Credentials Committee Recommendations from May 12, 2019

1. Initial Appointment to Consulting Staff (1 year)
 - Dr. Leenhapong Navaravong, Cardiovascular Disease (U of U)
 - Dr. Stephanie Lyden, Tele Stroke (U of U)
2. Reappointment to Consulting Staff (2 years)
 - Dr. Edward Gilbert, Cardiovascular Disease (U of U)
 - Dr. Bruce Bray, Cardiovascular Disease (U of U)
 - Dr. Dipayan Chaudhuri, Cardiovascular Disease (U of U)
 - Dr. Cristina Cavazos, Tele Radiology (Vrad)
 - Dr. Marc Paul, Tele Radiology (Vrad)
3. Reappointment to Locum Tenens Staff (1 years)
 - Dr. Mary Murphy, Radiology
4. Reappointment to AHP Staff (2 years)
 - Todd Bader, LPC, Professional Counselor (SWCS)
5. Temporary/Emergency Privileges
 - Dr. Jason Haack, Otolaryngology

The motion to approve the CEO to renegotiate and extend a doctor contract provided the salary is kept within the amount 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 5:11 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

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

June 15, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special meeting via Zoom on June 15, 2020, at 4:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson, Chief Executive Officer, and Mr. Jeff Smith, Board of County Commissioners Liaison

AGENDA

The motion to approve the agenda as presented was made by Mr. Mathey; second by Mr. Tardoni. Motion carried.

COVID RELIEF FUNDS FROM SLIB

Mr. Jones said Ms. Richardson has some proposals and we need to be ready to act. He said it is a little unorthodox to do this the way we are doing this but in light of circumstances, we need to meet to discuss options. Ms. Richardson said we received emergency rules the legislators passed for application for grant funds. We have been getting a little bit of confusion on what we can apply for and what we can't. She referenced information she sent to the Board regarding only eligible capital construction for Covid-related projects. Ms. Richardson said she met with Incident Command and stakeholders to ask what is the best use of funds. In talking to the Wyoming Hospital Association, we were given direction to apply for capital funds even though the rules say the money has to be expended by December 30. The CARES Act has all of the eligible information. Ms. Richardson reviewed the following list of projects:

- HVAC System
- Outpatient Lab
- Operating Room Renovations
- Mobile Lab Station
- Payroll Expenses

Ms. Richardson said we need some direction from the Board. Funds are allocated on a first-come, first-served basis. Mr. Jones asked if there is a priority to the list. Ms. Richardson said HVAC is first, Lab is second, Operating Room is third, Mobile Lab is fourth, and Payroll Expenses are fifth. Mr. Tardoni made it clear that the rules state capital will not be considered. He discussed the timelines and said not only are we told it is not allowed, it also extends past the deadline. Ms. Richardson said we want to show the situation and if anything changes, we are ready with approval to submit. Mr. Jones said his personal experience has shown things are moving quickly and things continue to change. Mr. Jim Horan, Facilities Director, reviewed the projects.

The motion to authorize the CEO to submit the mobile lab request as discussed was made by Mr. Tardoni, second by Mr. Mathey. Motion carried.

Mr. Jones noted the emergency resolution approved by the Board is still in place and there is no expiration date. Mr. Kelsey asked staff to look for any project that is Covid-related that is not capital. Ms. Richardson asked Mr. Smith if the County plans to apply. He said he is not aware of any applications from the County. Mr. Mathey said he thinks we need both the Hospital and the County named on the applications.

Mr. Mathey left the meeting at 4:43 PM.

The motion to authorize the CEO to submit the Emergency Department and Triage expenses as discussed was made by Mr. Tardoni, second by Dr. Sowada. Motion carried.

The motion to authorize the CEO to submit the lab renovation and addition as discussed was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

The motion to authorize the CEO to submit the operating room upgrade as discussed was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

The motion to approve the outbreak resiliency upgrades as appropriate as discussed was made by Dr. Sowada; second by Mr. Kelsey. Motion carried with Mr. Tardoni voting against.

Mr. Jones noted anything under \$500,000 has the go-ahead for Ms. Richardson. He reinforced she has to have some flexibility especially now. Ms. Richardson thanked the Board. She also thanked Ms. Tiffany Marshall, Foundation Executive Director, for doing an amazing job of getting the applications ready.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 4:58 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary



Current Status: *Draft*

PolicyStat ID: 8028537

Approved: N/A

Review Due: N/A

Document Area: *General - Housewide*

Reg. Standards: A-0263, A-0273, A-0283,
A-0286, A-0297, A-0308,
A-0309, A-0315, TJC
LD.01.01.01, TJC LD.01.02.01,
TJC LD.01.03.01, TJC
LD.01.05.01, TJC LD.02.01.01,
TJC LD.02.02.01, TJC
LD.02.04.01, TJC LD.03.01.01,
TJC LD.03.02.01, TJC
LD.03.03.01, TJC LD.03.04.01,
TJC LD.03.05.01, TJC
LD.03.06.01, TJC LD.03.07.01,
TJC LD.03.09.01, TJC
LD.03.10.01, TJC PI.01.01.01,
TJC PI.02.01.01, TJC
PI.03.01.01



Performance Improvement and Patient Safety (PIPS) Plan

Mission

Compassionate care for every life we touch

Vision

To be our community's trusted healthcare leader

Values

Be Kind, Be Accountable, Be Respectful, Embrace Excellence, Work Collaboratively

Introduction

Memorial Hospital of Sweetwater County (MHSC) is committed to providing compassionate, high-quality care with a strong culture of safety for the best patient outcomes. Our objective is to support a culture of safety for our patients and workers. This culture allows us to consistently identify opportunities to improve performance and increase safety while maintaining a commitment to responsible stewardship of resources as aligned with MHSC's mission, vision, values, and strategic objectives.

MHSC defines quality as a person-centered commitment to excellence, consistently using best practice for performance improvement to achieve the best outcomes for our patients and community.

MHSC uses the following terminology interchangeably: quality improvement and performance improvement.

Purpose

The Performance Improvement and Patient Safety (PIPS) plan encompasses a multidisciplinary and integrated approach, and is designed to include Leadership, Medical Staff, employees, and the Board of Trustees to collaboratively identify, plan, implement and sustain improvement. The previously identified parties assess processes, initiate peer review activities, and take appropriate actions that will improve the processes and/or systems, in an effort to improve outcomes within the organization and community. The PIPS plan is approved annually by the Board of Trustees. Functions of the PIPS plan include expressing the foundational concepts that form the basis for MHSC's performance improvement and patient safety efforts. In addition, the PIPS Plan outlines the structure and processes that MHSC has developed as a framework for participation in performance improvement across the organization.

Scope

The PIPS Plan is organization wide and applies to all departments, care, treatment, and services settings (including those services furnished under contract or arrangement). This includes: Hospital Inpatient and Outpatient services, and Sweetwater Memorial Clinics. Hospital services and compliance with contractual and regulatory standards are monitored to ensure the delivery of quality service to satisfy all specified requirements. (Appendix 1 – FY 2021 PIPS Committee Reporting Calendar)

Objectives

The ultimate objective of the PIPS plan is to allow for a systematic, coordinated, and continuous approach for improving performance. (Appendix 4 – PIPS Documentation Tool)

Goals include the following:

- I. Continually design, assess, measure, analyze, document, improve, and sustain performance in all patient care and supportive areas
- II. Promote patient safety through effective management of identified risks and prevention of adverse events
- III. Utilize internal/external benchmarks and performance standards to measure and improve patient care processes
- IV. Improve the health and quality of life of our community

Organization and Accountability

The PIPS Plan shall involve the coordinated efforts of the Governing Board, Senior Leadership Team, Medical Staff, Department Directors, Supervisors, Clinical Coordinators, and front line staff of the various MHSC departments and committees. Engagement in quality improvement activities is an expectation of MHSC. Activities are prioritized by the PIPS Committee and Medical Staff, with input from the Quality Committee of the Board.

Governing Body

- I. The responsibilities of the Governing Body as they relate to the PIPS Plan include:
 - A. Ensure quality and safety are at the core of the organization's vision
 - B. Ensure quality and safety values are embedded in guiding the organization's strategic plan

- C. Review and recommend for Board of Trustee approval
- D. Assess the effectiveness of the PIPS Plan
- E. Assure education of the members of the Board of Trustees on the methods of quality management and performance improvement
- F. Receive reports of indicators and performance of processes as outlined in this plan
- G. Delegate authority for data analysis, evaluation, action determination, implementation, and outcome evaluation to the individuals, departments, and committees as listed in this plan
- H. Receive regular reports regarding all departments with direct and indirect patient care services and ensure these are monitored, problems are identified and prioritized, and appropriate action is implemented

Senior Leadership Team

- I. The Senior Leadership Team is comprised of the Chief Executive Officer (CEO), Chief Medical Officer (CMO), Chief Nursing Officer (CNO), Chief Clinical Office (CCO), and Chief Financial Officer (CFO).
- II. Oversight of a PIPS plan capable of continuous improvement is a task accomplished in an environment fostered by Senior Leadership support. The Senior Leadership Team's commitment includes taking accountability for the effectiveness of the PIPS Plan and ensuring the integration of the PIPS Plan requirements into organizational processes. In addition, the commitment includes recognizing the importance of meeting patient needs and the various requirements of statutes and regulations that surround and permeate the organization.
- III. The responsibilities of the Senior Leadership Team as they relate to the PIPS Plan include:
 - A. Support the implementation, execution, and oversight of this quality framework
 - B. Set the scope, priorities, guidelines and parameters for the PIPS Plan
 - C. Align the PIPS Plan with strategic priorities
 - D. Prioritize the necessary resources to implement the PIPS Plan
 - E. Ensure the PIPS Plan is cohesive and feasible
 - F. Communicate the PIPS Plan to workers and the community
 - G. Ensure accreditation standards are adhered to
 - H. Motivate and support staff to achieve PIPS objectives
 - I. Monitor the effectiveness of the PIPS Plan and the achievement of results

Quality Department

- I. The responsibilities of the Quality Department as they relate to the PIPS Plan include:
 - A. Serve as a resource for performance improvement, patient safety, patient experience, and regulatory information
 - B. Educate MHSC staff about the performance improvement process, patient safety, and patient experience
 - C. Support staff, including Medical Staff, Leadership, and project leaders in the development and implementation of performance improvement activities, including team building and data analysis
 - D. Assist with and assure data gathering efforts are valid, reliable, and comprehensive

- E. Attend designated Medical Staff committee meetings and facilitate performance improvement processes
- F. Provide quality data for assessment of Medical Staff members
- G. Promote consistency in performance improvement activities

Medical Staff

- I. The Medical Staff provides expertise on meeting appropriate clinical goals, objectives, and initiatives for patient care. The responsibilities of the Medical Staff as they relate to the PIPS plan include:
 - A. Provide clinical input for targets related to clinical outcomes
 - B. Carry out tasks to meet the objectives of the PIPS plan
 - C. Reviews reports to ensure measures are reaching agreed upon targets
 - D. Act upon identified areas for improvement
 - E. Provide effective mechanisms to measure, assess, and improve the quality and appropriateness of patient care, and the clinical performance of all individuals with delineated clinical privileges, accomplished through Ongoing Professional Practice Evaluations (OPPE), Focused Professional Practice Evaluations (FPPE), and Peer Review Process (refer to Professional Practice Review Process – Medical Staff Peer Review)

Leadership Team

- I. The Leadership Team is comprised of department directors, supervisors, and clinical coordinators. The responsibilities of the Leadership Team as they relate to the PIPS Plan include:
 - A. Utilize performance improvement processes to support MHSC's mission, vision, and values
 - B. Foster a climate of continuous improvement through measurement, data analysis, and identification of changes needed to improve and ensure sustainment
 - C. Monitor processes known to jeopardize the safety of patients
 - D. Implement and maintain processes to ensure compliance with applicable requirement(s) or standard(s)
 - E. Ensure services provided are consistent with MHSC's values and goal of consistently providing person-centered care
 - F. Present performance improvement project updates to PIPS committee as requested

Project Teams, Department Employees and Volunteers

- I. The responsibilities of the Project Teams, Department Employees, and Volunteers as they relate to the PIPS Plan include:
 - A. Performance improvement project teams may be formed according to employee identification of improvements and prioritization
 - B. Every employee is encouraged to engage in improvement within their scope of responsibility and there is no need to formally declare or recognize this ongoing activity that adds to the vibrancy of our organization and quality of care
 - C. Identify and utilize approaches for improving processes and outcomes to continuously improve the quality and safety of patient care

- D. Document improvement initiatives, progress, and reports to PIPS Committee as requested or scheduled

PIPS Committee Functions

- I. The PIPS Committee oversees the establishment and implementation of the PIPS Plan. The core PIPS Committee shall be comprised of Senior Leadership, Clinic Director, Acute Care Services Director, Infection Prevention/Risk/Compliance Director, Surgical Services Director, Quality Department, Medical Imaging Director, Women's Health Director, Medical Staff Representative, Medical Staff PIPS-Quality Liaison, and Patient Safety Representative. Other representatives may attend based on identified priorities.
 - A. Provide an organization wide program to systematically measure, assess, and improve the performance to achieve optimal patient outcomes in a collaborative, multidisciplinary, cross-departmental approach
 - B. Identify, develop, and enhance activities to promote patient safety and encourage a reduction in preventable harm by analyzing variations in data and implementing improvement projects or action plans
 - C. Provide a mechanism to foster collaborative efforts for performance improvement, feedback, and learning throughout the organization while assigning responsibilities and authority for these processes
 - D. Implement all Centers for Medicare and Medicaid Services (CMS) and other regulatory bodies' quality management and performance improvement standards and maintain accreditation and required certifications
 - E. Oversee compliance with accreditation standards and support resolution of noncompliance through action plans in coordination with Continual Survey Readiness Committee
 - F. Prioritize improvement projects to address processes based on the following:
 - 1. Focus on high-risk, high volume, or problem prone areas
 - 2. Consider the incidence, prevalence, and severity of problem in those areas
 - 3. Affect health outcomes, patient safety, and quality of care
 - 4. Additional factors include: resource allocation and accreditation/regulatory requirements
 - 5. Utilizes a prioritization scoring tool. This will assist in determining the distinct number of improvement projects annually (Appendix 3 – Prioritization Matrix Assessment Tool)
 - G. Ensure performance improvement projects incorporate the needs and expectations of patients and families
 - H. Monitor the status of identified and prioritized performance improvement projects and action plans to assure improvement or problem resolution on a sustained basis
 - I. Ensure appropriate allocation of resources to achieve successful performance improvement projects and sustained improvements
 - J. Identify annual data elements collected on an ongoing basis to prioritize focus areas for performance improvement
 - K. Review and approve the PIPS Plan each year prior to submitting to Quality Committee of the Board
 - L. Oversee annual evaluation of performance improvement project goals

- M. Oversee annual evaluation of PIPS Plan objectives, scope, and effectiveness, and evaluate progress towards strategic plan goals related to quality, safety and patient experience
- N. Communicate information concerning quality, patient safety, and patient experience to departments when opportunities to improve exist
- O. Report appropriate information regarding quality, patient safety, patient experience, and accreditation to Senior Leadership, Medical Executive Committee (MEC), Quality Committee of the Board, and the Board of Trustees to provide leaders with the information they need in fulfilling their responsibilities concerning the quality and safety of patient care
- P. Provide reports to the Quality Committee of the Board

Risk/Compliance

- I. Risk Management is undertaken by the Risk and Compliance Director, along with Compliance Committee, in order to identify evaluate and reduce risk or loss to patients, employees, visitors, and the hospital. The PIPS Committee may assist with quality improvement opportunities identified for risk reduction and performance improvement.

Safety

- I. MHSC is committed to encouraging, promoting, and supporting a culture of safety throughout the organization. The purpose of the organizational Patient Safety Program is to improve patient safety and reduce risk to patients through an environment that encourages:
 - A. Recognition and acknowledgment of risks to patients of medical/health care errors
 - B. Initiation of actions to reduce these risks
 - C. Internal reporting of what has been found and the actions taken
 - D. Focus on processes and systems
 - E. Minimization of individual blame or retribution for involvement in a medical/health care error
 - F. Organizational learning about medical/health care error
 - G. Support for the sharing of knowledge to effect behavioral changes in itself and other health care organizations
 - H. Appropriate communication and transparency to our patients and families

Methodology

MHSC is committed to continuous improvement of processes and outcomes. To accomplish this, the organization has adopted Lean as its improvement methodology. Lean is a patient centered performance improvement methodology and is meant to improve processes while keeping the patient at the forefront. Lean is based on two pillars including continuous improvement and respect for people. The ultimate goal is to liberate the people who do the work to make improvements.

- I. Performance improvement project teams will collect, analyze, document, and report improvements using Lean principles and methodologies (Appendix 4 – PIPS Documentation Tool)

Data

MHSC continually seeks to identify changes that will lead to improved quality and improved patient safety. Annually and coinciding with the fiscal year, each department/discipline shall develop indicators for

performance improvement. Whenever possible, data collection is a shared activity involving staff. The collected data may be organized and analyzed with the assistance of the Quality Department, if necessary.

- I. Frequency of data collection and reporting is determined on a case-by case basis with consideration to improvement priorities, sample size necessary for adequate review, and resources consideration
- II. Aggregated data are analyzed to draw conclusions about opportunities for improvement and actions to improve the quality of processes. When available, external benchmarks or comparative databases will be included. Measurement tools are utilized to measure and understand data (e.g., run charts, flow charts and control charts).

III. Scope of Data Collection

- A. At a minimum, the organization will collect data required by CMS Conditions of Participation and The Joint Commission including measures from:

1. Inpatient Quality Reporting
2. Outpatient Quality Reporting
3. Value Based Purchasing
4. Hospital Readmission Reduction Program
5. Hospital Acquired Condition Reduction Program
6. Quality Payment Program – Merit Based Incentive Payment
7. HCAHPS
8. CMS Star Rating Program

- B. Data sources and mechanisms of identifying opportunities for improvement include, but are not limited to:

1. Accreditation reports
2. Regulatory rounds and tracers
3. Culture of Safety survey
4. Occurrence reports identifying patient safety concerns and trends
5. Staff reporting safety or process concerns to their leaders
6. RCA (Root Cause Analysis)
7. FMEA (Failure Mode Effects Analysis)
8. Patient complaints/grievances
9. Selected outcome indicators (mortality, readmissions, etc.)
10. Peer review
11. Transfers to other facilities
12. Changing external or internal conditions
13. Internal audits identifying improvements opportunities
14. Leaders identifying improvement opportunities
15. Audit of clinical contracts

- C. Performance measures for processes that are known to jeopardize the safety of patients or

associated with sentinel events will be monitored. At a minimum, performance measures related to the following processes are monitored and will be further evaluated if undesirable patterns occur:

1. Operative or other procedures that place patient at risk of disability or death
 2. All significant discrepancies between preoperative and postoperative diagnoses
 3. Blood and blood components use
 4. Restraint use
 5. Outcomes related to resuscitation
 6. Appropriateness of pain management
 7. Near miss events
 8. Rapid response to change or deterioration in a patient condition
 9. Care or services to high-risk populations (patient falls)
 10. National Patient Safety Goals
 11. Infection prevention and control
 12. CMS preventable conditions (Hospital-Acquired Conditions)
 13. Healthcare-associated infections
 14. Organ procurement effectiveness (conversion rates)
 15. AHRQ Patient Safety Indicators (PSI)
 16. ORYX core measure data
- D. Benchmarks and/or thresholds that trigger intensive assessment and evaluation are established. An in-depth analysis is conducted for the following when the levels of performance, patterns or trends vary substantially from those expected:
1. Confirmed transfusion reactions
 2. Staffing related events
 3. MRI incidents/injuries
 4. Significant adverse drug reactions
 5. Significant medication errors
 6. Adverse events or patterns of adverse events during moderate or deep sedation and anesthesia
 7. Complications of care

IV. Organization Dashboard

- A. Data presented on the organization dashboard is updated to reflect strategic priorities. Measures on the dashboard have targets, which guide an appropriate response or recognition of success
- B. Goals and benchmarks are developed in conjunction with stakeholders with attention to past performance and national performance data
 1. Goal: indicates target for improvement
 2. Benchmark: any value below benchmark indicates consideration for action plan or the need for a PI project team (based on prioritization)

Communication

- I. To sustain improvements, performance improvement is communicated through the following resources:
 - A. Quality Committee of the Board
 - B. PIPS Committee
 - C. Leadership meetings
 - D. Medical Staff meetings
 - E. Staff meetings
 - F. Department white boards, electronic communication, and communication books may be utilized to display results of monitoring and internal performance improvement activities

Confidentiality

- I. WY Stat 35-2-910. Quality management function for health care facilities; confidentiality; immunity; whistle blowing; peer.
 - A. 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 function of a quality management program participate 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 providers or person to whom the quality information pertains. In no event shall this immunity apply to any negligent or intention act or omission in the provision of care."
- II. All quality and patient safety data, materials, and information are private and confidential, shall be considered the property of Memorial Hospital of Sweetwater County, and as such is protected by state and federal health care quality statutes.
- III. 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.
- IV. Information, data results, reports and minutes generated by all quality management activities will be handled in a manner ensuring strict confidentiality
- V. Confidential information may include but is not limited to: Medical Staff committee minutes, organizational quality improvement committee minutes, electronic data gathering and reporting, and incident/occurrence reporting
- VI. Quality improvement activities will occur in ways that preserve confidentiality of information consistent with policy and established law

References

LRG Healthcare. (August, 2019). *Quality Management Plan*. Unpublished internal document, LRGHealthcare.

Ransom Memorial Health. (March, 2019). *Quality Improvement Plan*. Unpublished internal document, Ransom Memorial Health.

Whitney Matson. (N.A). *Quality Management System Plan*. Unpublished internal document, St. John's Health. Quality Assurance & Performance Improvement (QAPI). (n.d.). Retrieved from <https://hsag.com/qapi>

Wyoming Laws. (2015). Title 35, Public Health and Safety. Wyoming Statute W.S. §35-2-910 (1977). Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review. Retrieved from Thomson Reuters WestlawNext.

Approval:

Performance Improvement and Patient Safety Committee – May 15, 2020

Quality Committee of the Board – May 20, 2020

Medical Executive Committee – May 26, 2020

Board of Trustees –

Attachments

No Attachments

DRAFT



FY 2021 MHSC Quality Committee of Board Reporting Schedule												
Monthly Meeting: Second (2nd) Tuesday of the Month, 1:00 p.m. - 2:30 p.m., Classrooms 1-3												
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
STANDING COMMITTEE REPORTS												
Pain Task Force												
Person Centered Care												
Antimicrobial Stewardship												
Continual Survey Readiness												
Patient Safety (to include: HER Ops, Code Blue, SMPT, EOC, restraint/seclusion, suicide screening,												
Readmissions												
CHNA												
MEDICAL STAFF COMMITTEE REPORTS												
Infection Control												
Tissue and Blood												
Trauma												
Radiation Safety												
Utilization Management												
WORK GROUP REPORTS												
Sepsis												
ED Patient Flow												
DEPARTMENT REPORTS - Quarterly												
Women's Health												
Medical Surgical												
ICU												
ED												
Surgical Services												
Medical Imaging												
Clinic												
Radiation Oncology/Medical Oncology												
Outpatient Infusion												
Rehab Services												
Cardiopulmonary												
FACILITY WIDE REPORTS												
Donor Connect												
Patient Experience/HCAHPS Dashboards												
MHSC Organization Dashboard												
Hospital Compare Preview Reports												

Quality Reporting Program Results (HRRP, HACRP, VBP, QPP - Annually)												
Culture of Safety Survey Results												
Audit of Peer Review and OPPE/FPPE												
Audit of Credentialing Process												
Audit of Clinical Contract Quality Review												
Accreditation Reports												
FMEA, RCA, Serious Safety Events												
PLAN APPROVAL (Annual)												
PIPS Plan												

Measure Development Tool

Step 1 - Measure Development Tool

Department/Unit:	
An opportunity exists for the quality monitoring of: (name of your indicator)	
It is important to monitor this because it is a: (select all that apply)	<input type="checkbox"/> In-Process/Quality Assurance Measure <input type="checkbox"/> Performance Improvement Measure <input type="checkbox"/> Regulatory Measure of Success <input type="checkbox"/> Regulatory Requirement <input type="checkbox"/> Strategic Plan - Goals & Objectives <input type="checkbox"/> High Risk <input type="checkbox"/> Problem Prone <input type="checkbox"/> High Volume
The Performance Indicator will be monitored beginning: (MM/DD/YY)	
The data sources will be:	<input type="checkbox"/> Audit <input type="checkbox"/> Chart Review <input type="checkbox"/> Database <input type="checkbox"/> Observation <input type="checkbox"/> Patient Questioned <input type="checkbox"/> Staff Demo <input type="checkbox"/> Other (indicate below)
The frequency the data will be collected will be:	Monthly and reported quarterly to the Performance Improvement Committee
The data will be collected by:	
The sample size will be:	
The numerator will be:	
The denominator will be:	
The Goal for Performance will be (choose one item in each row):	
<i>Less than, equal to, or greater than</i>	
<i>Target (benchmark) Goal</i>	
<i>Stretch Goal</i>	
<i>Number, Percentage, or Percentile</i>	
The Source of comparative/benchmark data is:	
Submitted by:	
Date:	

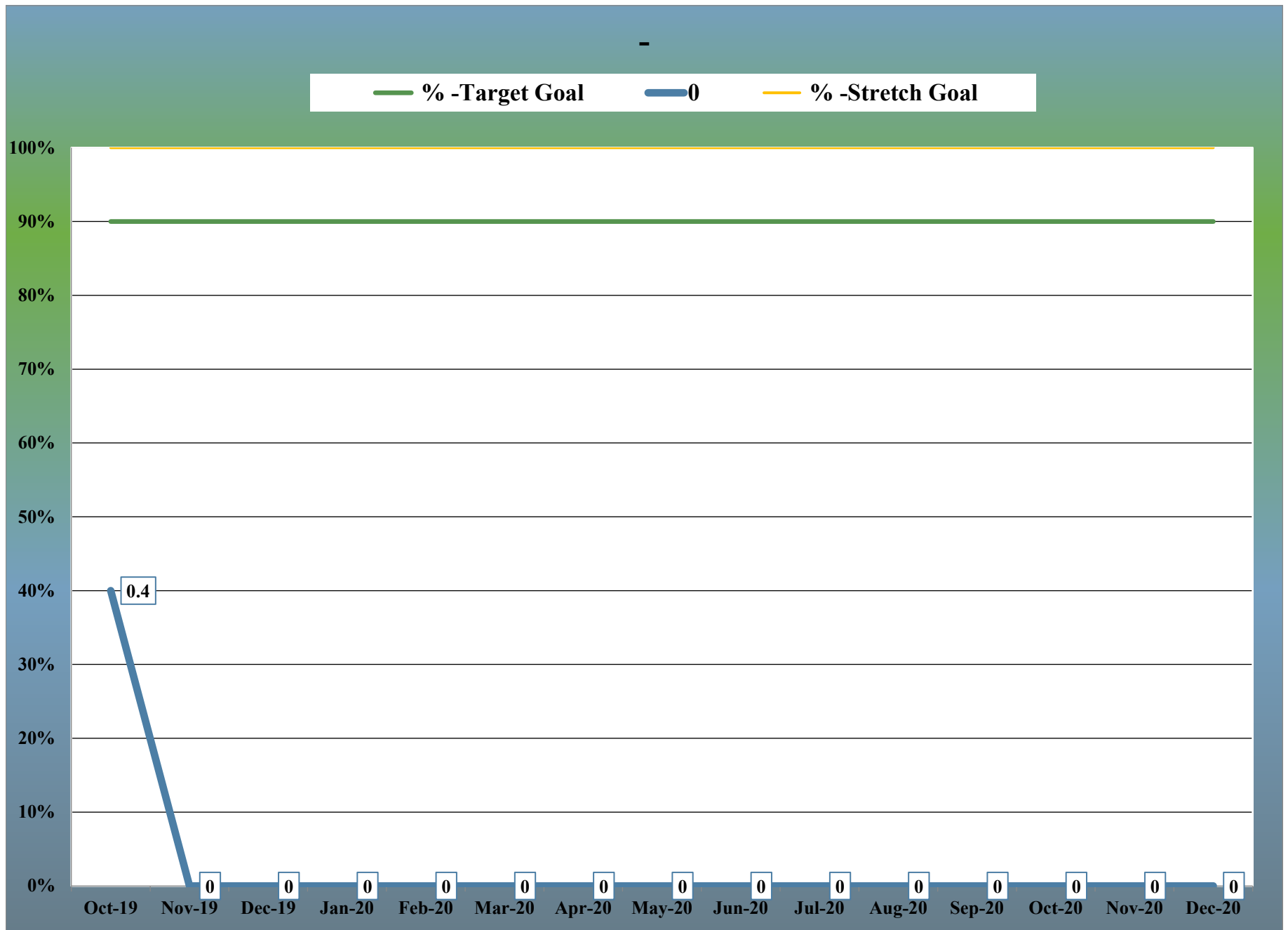
-									
	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
0	4								
0	10								
0	40%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
% -Target Goal	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
% -Stretch Goal	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Short Note to be included on the graph (optional)									

Number of Periods

13

-									
	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20			
0									
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% -Target Goal	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%			
% -Stretch Goal	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%			
Short Note to be included on the graph (optional)									

Number of Periods



Performance Improvement Development Tool

Department:	<i>Which department is responsible, can be interdisciplinary</i>	
Report Submitted by:	<i>Team lead/person responsible for this project</i>	
Problem Statement:	<i>What led you to discover the problem</i>	We have high rates of CAUTIs
Stakeholders/Scope	<i>Consider patient population and departments impacted</i>	
Current State:	<i>Please provide a description of the current process</i>	
Problem Analysis:	<i>5 Why's, ask why until you reach an actionable statement</i>	We lack a nurse-driven protocol, it's not addressed in MDR, need further education
Target Condition:	<i>In your perfect world, what would this process look like?</i>	We would limit the use of catheters via clinical decision support tools, we would have a nurse-driven protocol for removal, more education on potential effects of catheter use
Counter Measures:	<i>List measures that can be taken to counter your actionable items found in the problem analysis</i> Continue to next tab to further detail plans for counter measure	Develop nurse-driven protocol, provide more education, incorporate into MDR

Counter Measure Implementation							
	Counter Measure	Detailed Steps	Who is Responsible	Start/End Dates of test	Determination of Success	Evaluation	Sustainment
	What will be done	Explain what will be done, resources needed (skills training, staff education, support services, technology, etc.)	Who will do it?	Length of time to trial improvement/intervention	<p>Identify how it will be determined that the plan of action is not producing desired results and pursuit should be abandoned or plan modified:</p> <p>1. stakeholder harm/dissatisfaction is identified</p> <p>2. Performance measures do not approach goal/benchmark after ___ months/quarters (indicator # of quarters)</p>	<p>Evaluate Counter Measure Action Plan:</p> <p>1. Successful</p> <p>2. Needs action/adjustment</p> <p>3. Not sustainable</p> <p>4. To Be Determined</p>	If successful, how will you measure/monitor for sustainment?
1							

Date: _____ Name: _____ Department: _____

Scope: _____ Regulatory Requirement **OR** Serious safety events (circle either when applicable)

Description of Concerns/ Ideas for improvement:

Please fill out the following Prioritization Matrix Tool to assess the level of priority.

Questions to Generate PN (Prioritization Number)		Score	Rating Scale
People/Service	Likelihood of occurrence or reoccurrence?		0=None or N/A 1= Not Likely 2=Likely 3=Very Likely
	Likelihood of detection by employees, staff, and/or organization?		0=None or N/A 1= Not Likely 2=Likely 3=Very Likely
	Amount of effort required to correct/address identified concern?		0=None or N/A 1=Minimal effort 2=Moderate effort 3=Significant effort
Quality/Safety	What is the severity, potential of harm, or level of harm that may reach patients, employees, and/or facility if left untreated?		0=None or N/A 1=Minor injury/harm/potential 2=Moderate injury/harm/potential 3=Serious injury/harm/potential
	Pervasiveness of the issue/concern throughout the organization		0=None or N/A 1=limited (isolated to one unit/department) 2=patterned (isolated to one service line/multiple units/or multiple units in as isolated area 3=Widespread (exists on multiple units and services)
	What is the significance to the affected party (patients, employees, and/or the facility)?		0=None or N/A 1=Insignificant 2=Significant 3=Critical importance
Finance/Growth	What is the anticipated dollar cost, to correct/address the issue?		0=None or N/A 1=Minor cost (<\$10000) 2=Moderate cost 3=Significant cost (>\$150000)
	What is the anticipated dollar cost to the facility if left untreated?		0=None or N/A 1=Minor cost (<\$10000) 2=Moderate cost 3=Significant cost (>\$150000)
	Amount of resources (equipment, hardware, software, infrastructure, etc.) required to correct/address identified concern?		0=None or N/A 1=Minimal/no resources 2=Moderate amount of resources 3= Substantial amount of resources

PN Score:

Estimated Effort to Implement: (circle either one) Low Med High

Approximate completion Date:

Estimated time to complete (months):

(For PIPS committee use only)

PIPS Committee Decision Notes:

Formed Project Team and Initiated Improvement Project:

Revisit_____ (explain reason why)

Scoring Guide

If score is greater than 21, form project team

If score is between 8-21, committee discussion and evaluate resource allocation

If score is less than 8, table until resources are available

Board Charter: The Compliance Committee

Category: Board Committees & Committee Charters

Title: Compliance Committee

Original adoption: 7/4/2018

Revision: 7/25/2018; 1/29/2020; 4/1/2020; _____

Purpose:

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

Authority:

The Committee has no expressed or implied power or authority.

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 shall consist of two (2) members of the Board, one of whom shall function as chairperson, the Chief Executive Officer, General Legal Counsel/In-House Counsel, and Compliance Officer serve as voting members. The Compliance Auditor shall serve as a non-voting member.

Meeting Schedule:

The committee shall meet monthly, or as needed.

Reports:

Annual work plan

Audits and monitoring per annual workplan

Monthly HIPPA monitoring

Monthly behavior health documentation

As occur, external c/o or investigations e.g. OSHA, CMS

As occur, identified risk and response to potentially illegal or inappropriate activity

Others, as needed



Approved: 07/2018
Review Due: 07/2021
Document Area: *Employee Policies*
Reg. Standards:

EMPLOYEE POLICIES - EMPLOYEE CORRECTIVE ACTION

Purpose

Memorial Hospital of Sweetwater County (MHSC) has high performance expectations because we strongly believe that everyone benefits when we all work together and conduct ourselves in a manner that mutually reflects the best interests of co-workers and the hospital. It is the philosophy of Memorial Hospital of Sweetwater County to take corrective action measures when needed for the purpose of correcting areas of performance deficiency or to deal with violations of policies and work rules. The purpose of corrective action is to both correct the situation and to avoid repetition.

Policy

- I. The employee will be informed if corrective action is necessary as soon as possible after any performance problem has been identified.
 - A. The employee's leader will discuss the situation with the employee, explaining the policy and the necessity of corrective action to avoid other disciplinary actions.
 - B. Although one or more corrective action measure may be taken in connection with a particular performance problem, **no formal order will be followed**. Corrective action may include any of a variety of actions depending on the circumstances and severity of the particular situation.
 - C. Corrective actions may be taken at the discretion of management and include **any** of the following in any order:
 1. Counseling with employee, which will be confirmed in writing by the employee's leader and placed in the employee's personnel file.
 2. Verbal warning, which will be placed in the employee's file.
 3. Written warning, which will be placed in the employee's file.
 4. Final written warning, which will be placed in the employee's file.
 5. Disciplinary suspension, which will be confirmed in writing and placed in the employee's personnel file. Suspension is normally used to remove an employee from hospital premises during an investigation or as a disciplinary action. This may be paid or unpaid.
 6. **Termination proceedings shall be handled in accordance with the Hospital's Termination and Appeal policy.**

D. The corrective action process will not always commence with a counseling or include every step. **The above options are not to be seen as a process in which one step always follows another.**

1. Some acts, particularly those that are intentional or serious, warrant more severe action on the first or subsequent offense.
2. An employee at a written warning or higher may be ineligible for pay increases and any additional compensation.
3. Consideration will be given to the seriousness of the offense, your intent and motivation to change the performance, and the environment in which the offense took place.

Link to Form # 802452 Counseling and Corrective Action Form <http://sweetwatermemorial.policystat.com/policy/2632825/latest/>

Approved: Board 6.6.18

Attachments

No Attachments

Approval Signatures

Approver	Date
Kristy Nielson: Chief Nursing Officer	07/2018
Irene Richardson: CEO	07/2018
Amber Fisk: HR Director	06/2018
Suzan Campbell: In House Legal Counsel [RF]	06/2018

EMPLOYEE POLICIES—INTRODUCTORY PERIOD

Purpose

All employees of Memorial Hospital of Sweetwater County (MHSC), whether a new hire, transferred into another position, or promoted into another position, must serve an introductory period as set forth below.

Policy

- I. Introductory Period
 - A. This introductory period is an extension of the employee hiring process.
 - B. Introductory period employees are at-will employees as defined in the Hospital's Termination and Appeal policy.
 - C. During this period, the employee is considered to be in training and under observation and evaluation by supervisors, team leaders, and others.
 - D. Evaluation of the employee's adjustment to work tasks, conduct with others, work rules, attendance and discharge of job responsibilities will be conducted during the introductory period.
 - E. This period gives the employee an opportunity to demonstrate satisfactory performance for the position and also provides an opportunity to see if the employee's abilities and the requirements of the position match. It is also a chance to see if the Hospital meets the expectations of the employee.
 - F. Employee performance will be evaluated at the end of the introductory period and a decision about the status of that employee will be made.
 - G. The length of the introductory period shall be as follows:
 - a. For newly-hired employees, the introductory period shall be for one year. Moreover, all employees shall serve at least one year in the introductory period.
 - b. Current employees who transfer into or who are promoted into another position shall serve a minimum of ninety (90) calendar days in an introductory period associated with their new position. (An employee may need to serve more than ninety (90) days in the introductory period associated with their new position in order to serve, in total, a minimum period of one year in an introductory period.

Present: Dr. Barbara Sowada, Irene Richardson, Kara Jackson, Melissa Anderson, Dr. Kristy Nielson, Karali Plonsky, Leslie Taylor, Tami Love, Kari Quickenden, Dr. Melinda Poyer, Dr. Banu Symington, Marty Kelsey, Ann Clevenger

Absent/Excused: Dr. Cielette Karn,

Chair: Dr. Barbara Sowada

Introduction

Dr. Nielson introduced Ann Clevenger a nursing instructor at WWCC and former MHSC employee. Ann is here to introduce her project related to HCAPS statistics and results.

Mission Moment

Dr. Sowada gave the mission moment this morning, complimenting MHSC on all the "highlights of the year", as presented to the County Commissioners by Ms. Richardson yesterday. It was an amazing list of accomplishments.

Approval of Agenda & Minutes

Dr. Sowada presented the Agenda for approval. Dr. Symington motioned to approve, Ms. Taylor seconded. Dr. Sowada questioned where the New Safety Report from Ms. Stevie Nosich compiled should be located, as the information came in late and was not included in the original Quality Committee packet. Ms. Jackson noted it should be included in the Risk, Safety, and Grievance Dashboard reports, therefore a part of the Consent Agenda. Agenda was unanimously approved. Dr. Sowada next presented the May 20, 2020 Quality Committee Minutes for approval. Dr. Symington motioned to approve, Ms. Richardson seconded the motion. With no further discussion the Minutes were unanimously approved.

Old Business

Dr. Nielson and Ms. Anderson presented the ED Survey Data. Dr. Nielson provided background into this initiative. Last October a group from U of U was here, during the meeting they talked about CMS reports and median points and that there was a group gathering additional data to submit. Our time was short and we gathered what we could, sent it to U of U, who sent it in and analyzed the data. We have reviewed and worked to learn how to gather the median data. Ms. Doreen Peretti and Ms. Jodi Corley will be going into our system to update the median points. We see fluctuations in statistics but hopefully with the medians we can drill down into the information.

New Business

Ms. Clevenger presented her Doctor of Nursing Practice (DNP) Project. Ms. Clevenger Identified nursing education HCAHPS scores didn't demonstrate the work nurses are doing in education. The perception is nurses are lacking in communication. The project is based on methodology and design of a nurse's theory – the nurse interacts with the patient to educate, so they can better learn about their diagnosis and medications. She noted she will start with learning the barriers for nurses in the teach back method. As a pilot study it could help with patient satisfaction and value based purchasing.

Ms. Jackson stated the Continual Readiness survey has been meeting through ZOOM. Ms. Jackson announced that The Joint Commission (TJC) will be resuming surveys in June. Wyoming and a few

other states are likely to be first on the list, due to our low COVID 19 rates. We are ramping up for our survey with continual tracers. Next week we will be starting a project "Joint Sweep" where we disseminate information to staff about what TJC will be looking for. This idea came from Ms. Plonsky and a former facility where she had worked.

Ms. Jackson next spoke to the Quality Report Program: Star-rating, Value Based Purchasing, and Reduction programs. She gave a brief overview of the programs, their statistics and historical or expected reimbursements. Ms. Jackson further reviewed our statistics and data points. Dr. Sowada questioned when we would know updates on the Star-ratings. Ms. Jackson stated currently, we are unsure of the date: July's update has been postponed.

Dr. Symington presented "Could it Happen Here?" – Medical Overuse. She reviewed a short list of good intentions that became overused medical procedures. Dr. Nielson noted this was part of the "Choosing Wisely" program that Dr. Symington has been part of. Surveys have shown that more treatments and more invasive tests are not always better for patient outcomes. Dr. Sowada noted in past we have had concerns with call-backs for diagnostic mammography and questioned should this be a quality indicator for us? Dr. Quickenden noted since that concern came up investigation has been done and a significant decrease has been shown. Prior we had a "revolving door" of radiologists, but stabilization of our radiologists has helped.

Medical Staff Update

Dr. Poyer gave the Medical Staff Update in Dr. Karn's absence. Our physicians are meeting twice a week for COVID updates. COVID testing is in place for all patients receiving procedures at MHSC. They continue to meet through Incident Command to do the best for patients and staff. Dr. Poyer noted they are working with a medical illness we only have a few months of knowledge about, instead of the years and decades of knowledge they usually work with.

Consent Agenda

Dr. Sowada introduced the Consent Agenda and requested pull outs. Dr. Sowada noted she had 2 pull outs on pages 108, 119. Page 108 the Return to Surgery data – Ms. Jackson stated all information on return to surgery patients was sent to Alisha Mackie, Surgical Services Director and Jennifer Rogers, Clinical Coordinator for review. The review came back as expected outcomes for return to surgery. Page 119 – Dr. Sowada congratulated the Med/Surg staff on their numbers. In fact ED, OB and Med/Surg have all made giant strides in improvement in just the last 3 months. Ms. Plonsky noted in July we will be moving to Press Ganey for statistics and we are not yet sure how our reports and points will look, but expect by September we should have a better handle on it.

Closing

Dr. Sowada prepared to close the meeting, noting we may be meeting by ZOOM again in July. Ms. Richardson closed with compliments to staff on the continued good work, especially during these difficult times.

Meeting Adjourned

The meeting adjourned at 9:34 am

Next Meeting

July 15, 2019 at 08:15 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

Quality Committee
Consent Agenda Quality Summary
June 2020

Our Priority/Focus Areas (**Bolded** in Summary below)

1. Patient Flow
2. HC/HPS/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 and OP10 Endometrial Cx with and without Contrast – Please see “Quality Reporting Programs Report” under New Business.
- 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 was created by this project improvement team and includes continuing to decrease the data from average of 120 minutes to 100 minutes. The team realizes their data has trended up for the last few months and has been affected by COVID-19 and will continue to work diligently to improve the process and continue to decrease this time. For more information, please see the Survey Data Reports and presentation from Mr. Nielsen and Melissa Anderson. Within the Effectiveness of Care category, we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. More updates on sepsis will be available next month. We continue to monitor data for Core Op 29 Colonoscopy follow up for average risk patients to ensure sustainment of improvement. Core OP23 – Head CT/MRI Results for Stroke Pts within 45 minutes of arrival data has decreased over the past few months. The team has evaluated this data and is working with the physicians, Radiologists, the Department and Medical Imaging Department to review current process, identify any barriers, and work on improvements.
- 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 OAC and Med/Surg.
 - i. Data for Overall Quality of Care by Department
 1. Goal 42.2
 2. 2020 – 47.3
 - i. This is the highest score seen in the last several years.

- c. 2020 – 36.1
 - 2. IC
 - a. Goal 59
 - 2020 – 66.7
 - c. 2020 – 60
 - 3. Med/Surg
 - a. Goal 60.6
 - 2020 – 48.6
 - c. 2020 – 75
 - i. This is the highest score seen in the last several years.
 - 4. O
 - a. Goal 71.9
 - 2020 – 88
 - i. This is the highest score seen in the last several years.
 - c. 2020 – 70.6
 - 5. Surgery:
 - a. Goal 73.1
 - 2020 – 65.4
 - c. 2020 – 67.7
 - ii. data not yet complete
- 2) Risk/Safety
 - a. Occurrence reports
 - i. There were a few more Midas reports in May (33) compared to March (23) and April (28).
 - ii. Falls there were 2 in early May no injury reported with the falls.
 - iii. Nothing trending with Medication errors.
 - Grievances are trending to physician's behavior in the ED. This has gone to committee and appropriate steps are being taken to rectify issues.
 - c. Safety – An interdisciplinary team is working to create a new safety committee. Discussions are taking place as to what the safety committee will address in terms of data and subcommittees reporting into the safety committee and a patient safety plan is also being written for our organization. More updates to come.
- 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 (JCI) as well as priorities identified by MHSC on the Quality Assessment Performance Improvement (QAPI) plan. Please see additional information below.
 - i. Inpatient Return to Surgery is 16.66. This represents two patients and these charts are being reviewed by the Director and Clinical Coordinator of Surgical Services.
- 4) Accreditation
 - a. We are currently in our Joint Commission triennial survey window. Joint Commission has resumed surveys with some changes to the survey process due to COVID 19. We anticipate we will be surveyed sooner rather than later due to our limited number of cases in our county and restrictions being lifted. Our CSR Committee has had a few meetings and we reviewed our first Joint Commission Chapter. There are a few standards that need work to come into compliance and this work is underway. We will review a

chapter during each meeting and we have scheduled meetings every 2 weeks to prepare for survey. Tracers are completed each week. "Joint Points" will be sent out hospital wide three days a week and is starting in the next 2 weeks. These will include tips and reminders about Joint Commission Standards and will also be reviewed with staff on rounds.

HUMAN RESOURCES COMMITTEE CHAIR REPORT TO THE BOARD

JUNE 2020

Ed Tardoni

The Human Resources Committee met in a Zoom format this month. The committee approved revisions to two policies that are included in this month's Board packet. In addition, the group discussed two topics from a list of eight submitted for consideration by Marty Kelsy.

The first topic discussed was appointment authority. Who is authorized to take these actions? One area was found to be vague and that was the appointment of mid-level providers. Hospital staff will examine the issue and bring a written clarification to the next meeting of the committee.

The second topic discussed was the setting of initial salaries and wages. This topic was fully reviewed and all related questions satisfied.

Suzan Campbell has submitted a list of policies that are due for yearly review. She has some proposed wording modifications to them. The group decided to take them up in the order shown on the list.

The path forward for the committee will be to take up two of the policy reviews and two of the discussion topics at each of the future meetings.

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

Wednesday~ June 24, 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 Jim Horan Leslie Taylor

- I. Call Meeting to Order Marty Kelsey
- II. [Approve May 27, 2020 Meeting Minutes](#) Marty Kelsey
- III. [Capital Requests FY 20](#) Marty Kelsey
- IV. Financial Report
 - A. Monthly Financial Statements & Statistical Data
 - 1. [Narratives](#) Tami Love
 - 2. [Financial Information](#) Tami Love
 - B. Other Business
 - 1. [Preliminary Bad Debt](#) Ron Cheese
- V. Old Business
 - A.
- VI. New Business
 - A. FY2020 Financial Audit Tami Love
 - B. Financial Forum Discussion Marty Kelsey
- VIII. Adjournment Marty Kelsey

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

May 27, 2020

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

Voting Members Absent:

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

Non-Voting Members Absent: Dr. Augusto Jamias

Guests: Mr. Taylor Jones, *Trustee*
Alisha Mackie, *Director of Surgical Services*
Dr. Tony Pedri
Ms. Leslie Taylor, *Clinic Director*

Call Meeting to Order

Mr. Kelsey called the meeting to order via teleconference.

Approve Meeting Minutes

A motion to approve the special meeting minutes of April 17, 2020 as presented was made by Ms. Love; second by Ms. Layne. Motion carried. Another motion to approve the meeting minutes of April 29, 2020 as presented was made by Ms. Love; second by Ms. Layne.

Capital Requests

Capital request FY20-54 for the Lucas Chest Compression System was presented by Kristy Nielsen. She said these machines do chest compressions on patients. They are much lighter and nicer than the old machines. These machines are a donation from the Helmsley Charitable Trust. MHSC purchased the machines and will be reimbursed from the MHSC Foundation and then the Foundation will be reimbursed from the Helmsley Trust. The motion to approve the request to forward to the full Board was made by Ms. Richardson; second by Mr. Mathey. Motion carried.

Alisha Mackie presented FY20-58 for the Conmed Power System. She said the current power system takes 2.5 hours to turn-over. This large turn-over time is creating delays in patient surgeries. Dr. Pedri said that they have run into problems when he and Dr. Denker have surgeries at the same time. He said the purchase of this new system will prevent delays and increase volume. The motion to approve the request to forward to the full Board was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Dr. Pedri presented FY20-59 for the Radiolucent OR Table. Mr. Kelsey said this is a sole source purchase. He thanked Dr. Pedri for the nice write-up explaining the capital item. Dr. Pedri explained that this table is needed for trauma cases. It allows the x-ray machine to cover the whole body to get images. Currently, we are unable to do pelvic surgeries and have to transfer the patients. He said most OR's already have tables like this and purchasing this table will bring us up-to-date with the times. The motion to approve the request to forward to the full Board was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed a few highlights of the April financial statements. She said that we closed with a \$201,000 net gain. Gross revenue was \$12.3 million which was \$2.2 million under budget. She said we saw a 14% decrease in gross revenue in April and a 15% decrease from March. We moved \$1.6 million to other operating revenue from the CARES Act money received for lost revenue. Our reduction of revenue was 55.2% for April. Our days of cash on hand increased to 173 days because of the CARES Act money and Medicare Accelerated Payments we received.

Mr. Kelsey had a suggestion of adding another paragraph to the combined narrative. He would like to see the metrics and numbers if we did not have the CARES Act money. He said it would be nice to see the difference. Ms. Love said that she would add that information.

Mr. Kelsey said that the preliminary bad debt is \$1,266,122. The actuals will be presented to the Board next week for approval. Mr. Cheese said that the large amounts of bad debt over the last couple of months are due to the large revenue month in January. He expects the amounts to decrease by July.

Old Business

The committee did not have any old business to discuss this month.

New Business

Ms. Love presented the FY21 Budget recommendation. She highlighted the changes that were made after the Board Budget Workshop on May 21, 2020. The capital purchases were changed

to \$2 million which decreased the depreciation expense. She noted the changes in the operating and total margins. Mr. Kelsey said there was no need to review everything again and asked if there were any questions. The motion to approve the FY21 Budget to forward to the full Board was made by Mr. Mathey; second by Ms. Love. Motion carried.

Financial Forum Discussion

Mr. Kelsey said he had three items he wanted to bring up. He asked Ms. Richardson if she knew of any updates on decisions made by the legislature on the federal funding. Ms. Richardson said that she has not heard how much money will be distributed or how it will be distributed. She has reached out and let them know of projects we would like to complete if we received funding. Mr. Mathey said that they have \$465 million to distribute immediately, \$400 million by July 15 and another \$400 million by September 15. He also said that there are no ear marks and hospitals are not guaranteed any money.

Mr. Kelsey asked if there were any updates on the liability and property coverage. He said that there were outstanding items concerning environmental coverage and the helipad coverage. Ms. Love said that Ms. Campbell is working with the University of Utah on the helipad. Mr. Mathey suggested Ms. Campbell ask if we are listed as additional insured on the University of Utah contract. Ms. Love was going to ask Ms. Campbell about the environmental coverage.

Mr. Kelsey asked if the finance sub-committee still needed to meet on Friday. Mr. Richardson said they did not have any new information to report. Mr. Kelsey said he was good with cancelling this Friday.

With no further business, the meeting adjourned at 4:32 PM.

Submitted by Jan Layne

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

NARRATIVE TO MAY 2020 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for May was a gain of \$93,015, compared to a gain of \$51,340 in the budget. This yields a 1.27% operating margin for the month compared to .67% in the budget. The YTD net operating gain is \$52,745, compared to a gain of \$1,392,807 in the budget. This represents a YTD operating margin of 0.06% compared with 1.65% in the budget.

The total net gain for the month is \$191,276, compared to a gain of \$47,521 in the budget. The YTD total net gain is \$162,647, compared to a gain of \$1,350,789 in the budget. This represents a YTD profit margin of 0.20% compared to 1.60% in the budget.

REVENUE. Revenue for the month was \$12,781,224, under budget by \$1,782,541. Inpatient revenue was under budget by \$332,877, outpatient revenue was under budget by \$1,377,067 and the employed Provider Clinic was under budget by \$72,597. We saw a 12% decrease in hospital gross revenue compared to budget as we continued to see lower volumes due to the COVID19 pandemic.

CARES Act - We used \$420,050 of the CARES Act funds to balance lost revenue. This leaves \$4,463,561 in grant reserves. We are using prior year net patient revenue to figure the amount of lost revenue for reconciliation purposes.

Combined Days in AR were 47; 46 in the Hospital, up three days and 49 in the Clinic, down eight days. Annual Debt Service Coverage came in at 3.18.

REDUCTION OF REVENUE. Deductions from revenue were booked at 50.8% for May. Self-pay continues to be the largest portion of total accounts receivable as it ages and moves into bad debt. Total collections for the month came in low at \$5,828,890 with the lower revenue.

Days of Cash on Hand are 195 in May, up twenty-two days from last month due to receipt of an additional \$4.883 million of CARES Act funds distributed to rural hospitals. Daily cash expense is down again to \$229,000.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	2,778,558.00	83%	2,306,203.14	1,822,637.00	(483,566.14)	66%
COMMERCIAL	1,831,471.50	83%	1,520,121.35	1,278,825.00	(241,296.35)	70%
GOVERNMENT	813,983.00	20%	162,796.60	64,613.00	(98,183.60)	8%
MEDICAID	772,976.50	19%	146,865.54	201,002.00	54,136.47	26%
MEDICARE - IP	980,462.62	56%	549,059.07	232,793.94	(316,265.13)	24%
MEDICARE - OP	3,825,702.38	22%	841,654.52	908,347.06	66,692.53	24%
SELF PAY	1,121,667.00	57%	639,350.19	574,105.00	(65,245.19)	51%
WORKERS COMP	103,767.00	40%	41,506.80	17,003.00	(24,503.80)	16%
TOTAL HOSPITAL	12,228,588.00	50.8%	6,207,557.20	5,099,326.00	(1,108,231.20)	42%

The table shows the May variance of expected to actual collections by payer for the Hospital only. The total collection variance is a negative \$1.1 million due to the lower collection month. Overall collections were 42% compared to our goal of 51%.

PAYER	Current	FY19	FY18	FY17
BLUE CROSS	24.97	45.74	29.85	34.17
COMMERCIAL	45.19	38.68	47.39	39.49
GOVERNMENT	113.12	111.55	133.98	190.83
MEDICAID	24.26	44.68	26.07	37.58
MEDICARE	26.42	32.77	31.63	26.98
SELF PAY	171.54	175.65	178.38	141.88
WORKERS COMP	48.27	74.14	67.94	65.46
TOTAL HOSPITAL	45.49	52.58	48.23	46.16

EXPENSES. Total expenses for the month were down in May at \$7,237,056, under budget by \$378,751 but remain over budget \$287,044 year to date. The following line items were over budget:

Fringe Benefits – Group health, retirement and disability are over budget in May. Group health is over budget \$877,778 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.

Total Repairs & Maintenance – Maintenance & repairs are over budget by \$16,668 as deferred maintenance projects are completed. The balance of the County Maintenance fund of \$438,276 was approved and accounted for in May.

OUTLOOK FOR JUNE. Gross patient revenue is projecting to be slightly under budget at \$14 million, down 1% from budget but up 18% from May. Compared to last June, surgeries are up 23%, OP visits up 64%, Lab 76%, Imaging 38% and patient days up 48%. ER visits are slowly coming back up, still under last year by 16%. Collections are projecting low at \$5.4 million in June as collections are based on the lower volumes from April and May. We estimate we will use a minimal amount of the CARES Act for June due to the method of reconciliation which compares prior year net patient revenue. This will leave \$9.4 million in grant reserves to carry into the new fiscal year. We expect the loss for June to be around \$300k - \$400k.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	2,356,249.00	83%	1,955,686.67	1,193,220.00	(762,466.67)	51%	2,237,287.50	281,600.83	95%
COMMERCIAL	1,603,933.00	83%	1,331,264.39	723,756.00	(607,508.39)	45%	1,357,042.50	25,778.11	85%
GOVERNMENT	677,137.50	20%	135,427.50	33,971.00	(101,456.50)	5%	63,695.63	(71,731.88)	9%
MEDICAID	823,579.00	26%	214,130.54	91,717.00	(122,413.54)	11%	171,969.38	(42,161.17)	21%
MEDICARE - IP	919,250.64	58%	533,165.37	123,998.12	(409,167.25)	13%	232,496.47	(300,668.90)	25%
MEDICARE - OP	3,586,858.36	24%	860,846.01	483,832.88	(377,013.12)	13%	907,186.65	46,340.65	25%
SELF PAY	1,014,466.50	57%	578,245.91	239,543.00	(338,702.91)	24%	449,143.13	(129,102.78)	44%
WORKERS COMP	124,826.50	40%	49,930.60	23,064.00	(26,866.60)	18%	43,245.00	(6,685.60)	35%
TOTAL HOSPITAL	11,106,300.50	51.0%	5,658,696.98	2,913,102.00	(2,745,594.98)	26%	5,462,066.25	(196,630.73)	49%

Variances - Collections are projecting to come in low this month, at 49% compared to the expected 51% rate. We are still seeing some delays from insurance companies as their staff is working from home and have lost some efficiencies of processing claims.

Reduction of revenue – June payer mix is showing increases in Medicare and Medicaid and decreases across all other payers. This will result in reductions of revenue staying around 51% for June.

CARES Act Funds – The June financials include \$2,092,081 in year-to date other operating revenue received from the CARES Act. The net operating loss for June would have been \$327,035 and a loss of \$2,039,336 year-to-date. Without those funds, the financial ratios for June and year-to-date would be as follows:

June Operating Margin = -4.73%
 June Total Profit Margin = -3.31%
 YTD Operating Margin = -2.51%
 YTD Total Profit Margin = -2.37%
 Debt Service Coverage = 2.28
 Long Term Debt to Cap = 26.69%
 Days Cash on Hand = 167

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

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

June 15, 2020

PROVIDER CLINIC – MAY 2020

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for May was a loss of \$542,419 compared to a loss of \$608,176 in the budget. The YTD net operating loss is \$6,459,947, compared to a loss of \$6,365,035 in the budget.

VOLUME. Total visits were 4,088 for May, under budget by 874 visits.

REVENUE. Revenue for the Clinic for May was \$1,431,674, under budget by \$72,597. YTD revenue is \$15,906,531, under budget by \$582,517.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$45,674,765. This equates to \$20,443,608 of net enterprise revenue with an impact to the bottom line of \$1,796,993. The gross enterprise revenue is 29% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for May was \$794,213, under budget by \$39,271. YTD net patient revenue was \$8,599,814, under budget by \$524,316.

Deductions from revenue for the Clinic were booked at 44.5% for May and at 45.9% year to date, which is slightly over budget for the year.

In May, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 54.5% of revenue, Medicare and Medicaid is 38.4% of revenue and Self Pay is 6.5% of revenue. There has been an increase in Blue Cross, Medicare and Self-Pay and decreases in Commercial and Medicaid compared to the prior year.

EXPENSES. Total expenses for the month were \$1,403,007, under budget \$111,695. The majority of the expenses consist of Salaries and Benefits; at 80% of total expenses year-to-date. The following categories were over budget for May:

Other Physician Fees – This expense is over budget \$74,493 for the month due to locums coverage for the OB/Gyn, Urology and Pulmonology clinics.

Purchased Services – This expense is over budget by \$4,967 for the month.

OVERALL ASSESSMENT. We have seen volumes increase again and are getting back to normal. Through May, the Provider Clinic revenue plus enterprise revenue makes up 39% of total hospital gross patient revenue.



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

Unaudited Financial Statements

for

Eleven months ended May 31, 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

Eleven months ended May 31, 2020

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

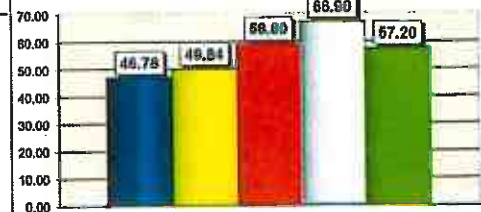
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Eleven months ended May 31, 2020

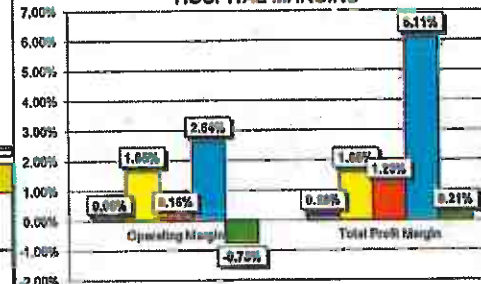
BALANCE SHEET

	YTD 5/31/2020	Prior FYE 6/30/2019
ASSETS		
Current Assets	\$35,748,552	\$29,841,920
Assets Whose Use is Limited	29,752,614	22,466,542
Property, Plant & Equipment (Net)	63,080,505	63,728,102
Other Assets	223,385	234,709
Total Unrestricted Assets	128,805,056	116,269,273
Restricted Assets	277,871	256,963
Total Assets	\$129,082,727	\$116,526,235
LIABILITIES AND NET ASSETS		
Current Liabilities	\$8,057,632	\$7,491,981
Long-Term Debt	27,805,310	27,858,240
Other Long-Term Liabilities	7,932,654	747,408
Total Liabilities	43,795,596	36,097,629
Net Assets	85,287,132	80,428,606
Total Liabilities and Net Assets	\$129,082,727	\$116,526,235

NET DAYS IN ACCOUNTS RECEIVABLE



HOSPITAL MARGINS



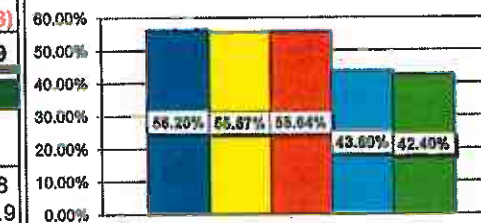
STATEMENT OF REVENUE AND EXPENSES - YTD

	05/31/20 ACTUAL	05/31/20 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$12,781,224	\$14,563,765	\$159,202,345	\$160,316,667
Deductions From Revenue	(6,497,301)	(7,991,542)	(80,926,044)	(78,073,567)
Net Patient Revenues	6,283,923	7,472,223	78,276,301	82,243,101
Other Operating Revenue	1,046,148	194,924	5,130,660	2,216,878
Total Operating Revenues	7,330,071	7,667,147	83,406,961	84,459,979
Expenses:				
Salaries, Benefits & Contract Labor	4,229,586	4,385,414	46,846,933	46,932,557
Purchased Serv. & Physician Fees	702,316	665,985	8,319,446	7,771,520
Supply Expenses	1,008,570	1,170,747	12,964,595	12,946,564
Other Operating Expenses	749,654	844,094	9,080,487	9,278,956
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	546,931	549,566	6,142,755	6,137,576
Total Expenses	7,237,056	7,615,807	83,354,216	83,067,172
NET OPERATING SURPLUS	93,015	51,340	52,745	1,392,807
Non-Operating Revenue/(Exp.)	98,261	(3,820)	109,902	(42,018)
TOTAL NET SURPLUS	\$191,276	\$47,521	\$162,647	\$1,350,789

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	05/31/20 ACTUAL	05/31/20 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	321	375	3,645	4,298
Average Acute Length of Stay	2.7	2.6	2.8	2.9
Total Emergency Room Visits	1,024	1,433	13,671	14,964
Outpatient Visits	6,677	7,680	82,597	80,082
Total Surgeries	127	148	1,630	1,779
Total Worked FTE's	421.47	445.00	413.97	445.00
Total Paid FTE's	459.23	488.40	454.09	488.40
Net Revenue Change from Prior Yr	6.92%	11.84%	3.73%	5.04%
EBIDA - 12 Month Rolling Average			6.71%	8.92%
Current Ratio			4.44	
Days Expense in Accounts Payable			32.63	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	05/31/20
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX -	1.90
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Eleven months ended May 31, 2020

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📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 5/31/2020	Budget 6/30/2020	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/19	WYOMING All Hospitals (See Note 1)	National Rural < \$50M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	0.08%	1.99%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	📈	0.20%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	194.95	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	📉	46.78	50.02	52.40	51.80	58.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	14.37	12.58	16.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	📉	26.16%	25.75%	48.20%	41.60%	26.29%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.18	3.97	1.80	2.30	3.75	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	8.39	8.43			7.86	6.60	4.63
Salary Expense per Paid FTE		\$87,846	\$68,892			\$84,711	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		56.20%	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

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Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2020

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	Current Month 5/31/2020	Prior Month 4/30/2020	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
Current Assets					
Cash and Cash Equivalents	\$18,637,815	\$14,014,045	\$4,623,769	32.99%	\$10,487,324
Gross Patient Accounts Receivable	21,826,704	20,657,030	1,169,674	5.66%	24,217,308
Less: Bad Debt and Allowance Reserves	(12,169,818)	(11,320,194)	(849,624)	-7.51%	(11,984,063)
Net Patient Accounts Receivable	9,656,886	9,336,836	320,050	3.43%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,089,443	1,872,475	216,968	11.59%	1,919,165
Inventories	3,143,972	3,110,268	33,703	1.08%	2,917,250
Prepaid Expenses	2,220,436	2,118,617	101,819	4.81%	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
Total Current Assets	35,748,552	30,452,242	5,296,310	17.39%	29,841,920
Assets Whose Use is Limited					
Cash	21,727	40,477	(18,750)	-46.32%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,926,243	2,821,872	104,371	3.70%	3,059,212
Trustee Held Funds - SPT	15,413	14,762	651	4.41%	168
Board Designated Funds	11,831,863	11,826,806	5,057	0.04%	4,752,127
Other Limited Use Assets	14,957,368	14,635,235	322,133	2.20%	14,635,235
Total Limited Use Assets	29,752,614	29,339,153	413,461	1.41%	22,466,542
Property, Plant, and Equipment					
Land and Land Improvements	3,229,523	3,226,492	3,031	0.09%	2,957,679
Building and Building Improvements	38,379,317	38,379,317	0	0.00%	38,215,213
Equipment	110,899,208	112,615,405	(1,716,197)	-1.52%	110,985,975
Construction In Progress	3,472,587	3,305,490	167,098	5.06%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	155,980,636	157,526,704	(1,546,068)	-0.98%	152,921,119
Less: Accumulated Depreciation	(92,900,131)	(94,609,169)	1,709,038	1.81%	(89,195,017)
Net Property, Plant, and Equipment	63,080,505	62,917,535	162,970	0.26%	63,726,102
Other Assets					
Unamortized Loan Costs	223,385	224,415	(1,029)	-0.46%	234,709
Other	0	0	0	0.00%	0
Total Other Assets	223,385	224,415	(1,029)	-0.46%	234,709
TOTAL UNRESTRICTED ASSETS	128,805,056	122,933,344	5,871,712	4.78%	116,269,273
Restricted Assets	277,671	290,516	(12,846)	-4.42%	256,963
TOTAL ASSETS	\$129,082,727	\$123,223,860	\$5,858,866	4.75%	\$116,526,235

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Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2020

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 5/31/2020	Prior Month 4/30/2020	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,906,182	\$3,336,333	(\$569,849)	-17.08%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,137,718	787,605	(350,113)	-44.45%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,487,103	2,454,025	(33,079)	-1.35%	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	229,323	124,975	(104,348)	-83.50%	397,008
Total Current Liabilities	8,057,632	7,000,244	(1,057,388)	-15.11%	7,491,981
Long Term Debt					
Bonds/Mortgages Payable	28,102,616	28,107,428	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
Total Long Term Debt (Net of Current)	27,805,310	27,810,122	4,812	0.02%	27,858,240
Other Long Term Liabilities					
Deferred Revenue	7,436,021	7,436,021	0	0.00%	7,436,021
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	496,633	524,079	27,447	5.24%	747,408
Total Other Long Term Liabilities	7,932,654	7,960,100	27,447	0.34%	747,408
TOTAL LIABILITIES	43,795,595	42,770,465	(1,025,130)	-2.40%	36,097,629
Net Assets:					
Unrestricted Fund Balance	78,314,775	78,123,030	(191,745)	-0.25%	77,035,006
Temporarily Restricted Fund Balance	6,422,681	1,959,119	(4,463,561)	-227.84%	1,959,119
Restricted Fund Balance	387,029	399,875	12,846	3.21%	366,321
Net Revenue/(Expenses)	162,647	(28,629)	N/A	N/A	1,068,160
TOTAL NET ASSETS	85,287,132	80,453,395	(4,833,737)	-6.01%	80,428,606
TOTAL LIABILITIES AND NET ASSETS	\$129,082,727	\$123,223,860	(\$5,858,866)	-4.75%	\$116,526,235

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2020

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	CURRENT MONTH				Prior Year 05/31/19
	Actual 05/31/20	Budget 05/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,863,837	\$3,196,714	(\$332,877)	-10.41%	\$2,841,644
Outpatient Revenue	8,485,713	9,862,780	(1,377,067)	-13.96%	9,721,418
Clinic Revenue	1,116,816	1,277,140	(160,324)	-12.55%	1,229,230
Specialty Clinic Revenue	314,858	227,131	87,727	38.62%	170,624
Total Gross Patient Revenue	12,781,224	14,563,765	(1,782,541)	-12.24%	13,962,917
Deductions From Revenue					
Discounts and Allowances	(5,186,139)	(5,998,845)	812,706	13.55%	(6,036,217)
Bad Debt Expense (Governmental Providers Only)	(1,256,071)	(947,004)	(309,067)	-32.64%	(1,106,128)
Medical Assistance	(55,091)	(145,693)	90,602	62.19%	(410,836)
Total Deductions From Revenue	(6,497,301)	(7,091,542)	594,241	8.38%	(7,553,180)
Net Patient Revenue	6,283,923	7,472,223	(1,188,300)	-15.90%	6,409,737
Other Operating Revenue	1,046,148	194,924	851,224	436.70%	445,830
Total Operating Revenue	7,330,071	7,667,147	(337,076)	-4.40%	6,855,566
Operating Expenses					
Salaries and Wages	3,315,414	3,458,496	143,082	4.14%	3,155,561
Fringe Benefits	888,042	860,745	(27,297)	-3.17%	1,000,635
Contract Labor	26,130	66,173	40,043	60.51%	64,948
Physicians Fees	316,372	270,835	(45,537)	-16.81%	418,232
Purchased Services	385,944	395,151	9,207	2.33%	375,159
Supply Expense	1,008,570	1,170,747	162,177	13.85%	1,064,799
Utilities	102,274	97,113	(5,161)	-5.31%	86,783
Repairs and Maintenance	462,934	422,937	(39,997)	-9.46%	513,170
Insurance Expense	43,428	52,336	8,907	17.02%	37,934
All Other Operating Expenses	91,828	211,473	119,645	56.58%	190,218
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	49,189	60,236	11,046	18.34%	112,094
Depreciation and Amortization	546,931	549,566	2,635	0.48%	575,850
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,237,056	7,615,807	378,751	4.97%	7,595,383
Net Operating Surplus/(Loss)	93,015	51,340	41,675	81.17%	(739,816)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	175,009	13,333	161,676	1212.60%	143,065
Tax Subsidies (Except for GO Bond Subsidies)	651	0	651	0.00%	274
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(100,543)	(113,824)	(13,281)	11.67%	(100,442)
Other Non-Operating Revenue/(Expenses)	23,144	96,671	(73,527)	-76.06%	59,675
Total Non Operating Revenue/(Expense)	98,261	(3,820)	102,081	-2672.39%	102,572
Total Net Surplus/(Loss)	\$191,276	\$47,521	\$143,755	302.51%	(\$637,244)
Change in Unrealized Gains/(Losses) on Investments	191,745	0	191,745	0.00%	174,489
Increase/(Decrease in Unrestricted Net Assets	\$383,021	\$47,521	\$335,500	706.01%	(\$482,755)
Operating Margin	1.27%	0.67%			-10.79%
Total Profit Margin	2.61%	0.62%			-9.30%
EBIDA	8.74%	7.84%			-2.39%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2020

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	YEAR-TO-DATE				Prior Year 05/31/19
	Actual 05/31/20	Budget 05/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$31,919,204	\$35,139,599	(\$3,220,396)	-9.16%	\$33,333,341
Outpatient Revenue	111,376,610	108,688,020	2,688,590	2.47%	103,332,321
Clinic Revenue	13,089,080	14,106,085	(1,017,004)	-7.21%	13,300,030
Specialty Clinic Revenue	2,817,450	2,382,963	434,488	18.23%	1,881,174
Total Gross Patient Revenue	159,202,345	160,316,667	(1,114,322)	-0.70%	151,846,865
Deductions From Revenue					
Discounts and Allowances	(68,403,243)	(66,049,262)	(2,353,981)	-3.56%	(62,079,824)
Bad Debt Expense (Governmental Providers Only)	(10,381,996)	(10,421,064)	39,068	0.37%	(10,218,086)
Medical Assistance	(2,140,805)	(1,603,241)	(537,564)	-33.53%	(2,098,483)
Total Deductions From Revenue	(80,926,044)	(78,073,567)	(2,852,478)	-3.65%	(74,396,402)
Net Patient Revenue	78,276,301	82,243,101	(3,966,800)	-4.82%	77,450,463
Other Operating Revenue	5,130,660	2,216,878	2,913,782	131.44%	2,957,442
Total Operating Revenue	83,406,961	84,459,979	(1,053,018)	-1.25%	80,407,904
Operating Expenses					
Salaries and Wages	35,849,759	36,775,651	925,892	2.52%	34,590,530
Fringe Benefits	10,126,335	9,237,643	(888,691)	-9.62%	8,779,945
Contract Labor	870,839	919,263	48,424	5.27%	893,167
Physicians Fees	3,872,043	3,358,931	(513,111)	-15.28%	3,560,855
Purchased Services	4,447,403	4,412,589	(34,814)	-0.79%	4,027,322
Supply Expense	12,984,595	12,946,564	(18,031)	-0.14%	12,177,594
Utilities	1,049,880	1,035,334	(14,546)	-1.40%	998,599
Repairs and Maintenance	4,844,305	4,640,027	(204,278)	-4.40%	4,362,091
Insurance Expense	586,733	573,382	(13,351)	-2.33%	710,270
All Other Operating Expenses	1,809,819	2,243,779	433,960	19.34%	1,850,607
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	789,750	786,432	(3,318)	-0.42%	933,509
Depreciation and Amortization	6,142,755	6,137,576	(5,180)	-0.08%	6,627,291
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	83,354,216	83,067,172	(287,044)	-0.35%	79,511,780
Net Operating Surplus/(Loss)	52,745	1,392,807	(1,340,062)	-96.21%	896,124
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	406,287	146,663	259,624	177.02%	234,337
Tax Subsidies (Except for GO Bond Subsidies)	15,244	0	15,244	0.00%	192,981
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,120,521)	(1,252,059)	131,538	-10.51%	(1,176,115)
Other Non-Operating Revenue/(Expense)	808,891	1,063,377	(254,486)	-23.93%	1,559,378
Total Non Operating Revenue/(Expense)	109,902	(42,018)	151,920	-361.56%	810,581
Total Net Surplus/(Loss)	\$162,647	\$1,350,789	(\$1,188,142)	-87.96%	\$1,706,705
Change in Unrealized Gains/(Losses) on Investments	191,745	0	191,745	0.00%	174,489
Increase/(Decrease) in Unrestricted Net Assets	\$354,392	\$1,350,789	(\$996,397)	-73.76%	\$1,881,194
Operating Margin	0.06%	1.65%			1.11%
Total Profit Margin	0.20%	1.60%			2.12%
EBIDA	7.44%	8.92%			9.57%

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

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	Actual 6/31/2020	Actual 4/30/2020	Actual 3/31/2020	Actual 2/29/2020	Actual 1/31/2020	Actual 12/31/2019
Gross Patient Revenue						
Inpatient Revenue	\$2,883,837	\$2,794,519	\$2,777,538	\$2,722,882	\$3,543,613	\$2,709,194
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$8,485,713	\$8,104,800	\$10,336,977	\$10,746,705	\$10,775,879	\$10,812,548
Clinic Revenue	\$1,118,816	\$1,146,806	\$984,201	\$1,161,240	\$1,485,917	\$1,143,776
Specialty Clinic Revenue	\$314,858	\$288,932	\$244,806	\$262,885	\$247,493	\$269,431
Total Gross Patient Revenue	\$12,781,224	\$12,334,856	\$14,343,521	\$14,893,661	\$16,052,901	\$14,934,858
Deductions From Revenue						
Discounts and Allowances	\$8,188,139	\$6,995,000	\$8,081,868	\$8,819,813	\$7,065,871	\$5,867,948
Bad Debt Expense (Governmental Providers Only)	\$1,256,071	\$1,158,759	\$813,846	\$837,819	\$746,898	\$857,280
Charity Care	\$55,081	\$87,458	\$284,093	\$182,758	(\$48,587)	\$453,298
Total Deductions From Revenue	6,497,301	6,811,278	7,159,805	7,839,991	7,764,182	7,178,526
Net Patient Revenue	\$6,283,923	\$5,523,578	\$7,183,916	\$7,253,671	\$8,288,719	\$7,756,331
Other Operating Revenue	1,046,148	2,078,282	231,037	125,899	274,722	321,849
Total Operating Revenue	7,330,071	7,601,860	7,414,953	7,379,569	8,563,441	8,078,178
Operating Expenses						
Salaries and Wages	\$3,315,414	\$3,149,885	\$3,411,912	\$3,345,186	\$3,210,137	\$3,353,001
Fringe Benefits	\$888,042	\$820,695	\$933,298	\$895,130	\$1,012,357	\$935,213
Contract Labor	\$26,130	\$46,078	\$49,063	\$41,281	\$75,137	\$52,546
Physicians Fees	\$316,372	\$338,295	\$366,455	\$411,317	\$297,440	\$377,567
Purchased Services	\$385,944	\$361,426	\$485,887	\$322,823	\$450,582	\$389,987
Supply Expense	\$1,086,570	\$1,158,816	\$1,321,818	\$1,178,617	\$1,171,486	\$1,299,752
Utilities	\$102,274	\$89,337	\$84,093	\$87,382	\$91,522	\$98,722
Repairs and Maintenance	\$462,834	\$444,786	\$448,244	\$420,893	\$504,388	\$427,780
Insurance Expense	\$43,428	\$47,455	\$84,964	\$69,739	\$56,143	\$52,662
All Other Operating Expenses	\$91,828	\$149,169	\$206,356	\$141,853	\$77,399	\$231,240
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$49,189	\$84,204	\$66,998	\$67,609	\$76,381	\$72,943
Depreciation and Amortization	\$546,931	\$549,855	\$552,321	\$554,019	\$559,141	\$559,157
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,237,056	\$7,319,780	\$7,981,317	\$7,526,339	\$7,582,059	\$7,860,504
Net Operating Surplus/(Loss)	\$93,015	\$280,080	(\$566,364)	(\$146,770)	\$981,382	\$227,818
Non-Operating Revenue:						
Contributions						
Investment Income	175,009	18,515	21,491	21,076	19,081	17,625
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	851	898	(416)	373	249	1,148
Interest Expense (Governmental Providers Only)	(100,543)	(99,489)	(105,292)	(108,209)	(100,275)	(108,725)
Other Non-Operating Revenue/(Expenses)	15,804	1,422	91,220	158,344	29,880	158,527
Total Non Operating Revenue/(Expense)	\$85,821	(\$78,584)	\$7,003	\$79,583	(\$64,057)	\$66,575
Total Net Surplus/(Loss)	\$178,936	\$201,476	(\$559,361)	(\$67,187)	\$927,325	\$294,193
Change in Unrealized Gains/(Losses) on Investments						
Increase/Decrease in Unrestricted Net Assets	\$178,936	\$201,476	(\$559,361)	(\$67,187)	\$927,325	\$294,193
Operating Margin	1.27%	3.69%	-7.64%	-1.99%	11.46%	2.82%
Total Profit Margin	2.44%	2.85%	-7.64%	-0.91%	10.83%	3.64%
EBIDA	8.73%	10.92%	-0.19%	5.52%	17.99%	9.74%

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Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019
\$2,882,847	\$3,144,192	\$2,739,901	\$2,726,154	\$2,923,819	\$2,440,090	\$2,841,944
\$9,944,806	\$10,345,137	\$10,230,487	\$10,859,314	\$10,734,485	\$8,137,727	\$9,721,418
\$1,063,719	\$1,354,373	\$1,185,208	\$1,275,979	\$1,191,478	\$1,351,020	\$1,229,230
\$309,619	\$313,881	\$204,868	\$202,788	\$157,831	\$140,538	\$170,824
\$14,300,990	\$15,157,564	\$14,331,462	\$15,063,815	\$15,007,493	\$13,069,675	\$13,962,917
\$5,637,701	\$5,692,232	\$5,032,802	\$5,615,178	\$7,139,232	\$5,748,563	\$6,036,217
\$724,785	\$797,088	\$1,180,284	\$992,458	\$1,016,938	\$1,038,734	\$1,106,128
\$492,120	\$155,557	\$114,853	\$173,200	\$200,083	\$135,657	\$410,835
6,854,586	7,655,997	7,327,518	7,680,836	8,356,223	6,919,954	7,553,180
\$7,446,403	\$7,501,567	\$7,003,944	\$7,382,978	\$6,651,270	\$6,149,721	\$6,409,737
168,314	288,120	198,787	196,885	207,841	216,940	445,830
7,614,717	7,789,687	7,193,731	7,579,864	6,859,111	6,365,762	6,855,566
\$3,302,746	\$3,394,387	\$3,189,351	\$3,150,410	\$3,024,839	\$3,046,743	\$3,185,561
\$882,139	\$1,014,021	\$879,802	\$870,094	\$885,882	\$787,821	\$1,000,635
\$115,454	\$85,915	\$121,333	\$131,399	\$146,487	\$128,111	\$84,948
\$277,806	\$442,922	\$336,816	\$341,522	\$365,232	\$450,448	\$418,232
\$420,497	\$406,071	\$430,288	\$382,855	\$411,362	\$388,748	\$375,159
\$992,804	\$1,290,326	\$1,072,316	\$1,280,524	\$1,221,486	\$886,428	\$1,064,799
\$105,485	\$98,172	\$101,061	\$93,514	\$98,218	\$95,714	\$86,783
\$434,367	\$428,532	\$461,821	\$403,386	\$409,417	\$425,390	\$513,179
\$52,652	\$53,888	\$54,483	\$62,627	\$58,574	\$40,019	\$37,934
\$175,692	\$210,413	\$151,436	\$175,292	\$196,139	\$232,721	\$199,218
\$83,881	\$83,761	\$46,560	\$86,974	\$91,340	\$87,293	\$112,894
\$664,202	\$563,653	\$585,315	\$587,122	\$581,039	\$581,397	\$575,850
\$7,608,767	\$8,020,168	\$7,410,433	\$7,638,101	\$7,279,646	\$7,120,832	\$7,595,383
\$105,950	(\$232,481)	(\$210,793)	(\$58,237)	(\$420,735)	(\$756,071)	(\$739,818)
39,086	32,300	20,296	22,692	19,116	58,715	143,065
9,170	(2,193)	265	3,513	1,429	168	274
(99,888)	(99,514)	(107,639)	(99,323)	(99,633)	(109,246)	(100,442)
50,253	56,224	101,757	114,855	28,255	168,898	59,875
(\$1,377)	(\$13,893)	\$14,687	\$41,738	(\$50,834)	\$116,526	\$102,572
\$104,683	(\$245,574)	(\$198,016)	(\$16,499)	(\$471,569)	(\$638,545)	(\$627,244)
					41,259	174,489
\$104,683	(\$245,574)	(\$198,016)	#VALUE!	(\$471,569)	(\$597,285)	(\$462,755)
1.39%	-2.99%	-2.93%	-0.77%	-6.13%	-11.88%	-10.79%
1.37%	-3.15%	-2.72%	-0.22%	-6.88%	-10.03%	-9.30%
8.80%	4.25%	4.93%	6.71%	2.06%	-2.73%	-2.39%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2020

	CASH FLOW	
	Current Month 5/31/2020	Current Year-To-Date 5/31/2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$191,276	\$162,647
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	546,931	6,142,755
(Increase)/Decrease in Net Patient Accounts Receivable	(320,050)	2,576,369
(Increase)/Decrease in Other Receivables	(216,968)	(170,278)
(Increase)/Decrease in Inventories	(33,703)	(226,722)
(Increase)/Decrease in Pre-Paid Expenses	(101,819)	64,491
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	569,849	730,024
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	383,191	29,421
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	104,348	(167,686)
Net Cash Provided by Operating Activities:	1,123,055	9,141,020
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(709,901)	(5,497,158)
(Increase)/Decrease in Limited Use Cash and Investments	(432,212)	(7,284,145)
(Increase)/Decrease in Other Limited Use Assets	18,750	(1,927)
(Increase)/Decrease in Other Assets	1,029	11,324
Net Cash Used by Investing Activities	(1,122,333)	(12,771,907)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(79,039)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(27,447)	7,185,246
Net Cash Used for Financing Activities	(32,259)	7,106,207
(INCREASE)/DECREASE IN RESTRICTED ASSETS	4,655,306	4,675,171
Net Increase/(Decrease) in Cash	4,623,769	8,150,491
Cash, Beginning of Period	14,014,045	10,487,324
Cash, End of Period	\$18,637,815	\$18,637,815

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Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2020

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Current Month				Year-To-Date				
Actual 05/31/20	Budget 05/31/20	Positive/ (Negative) Variance	Prior Year 05/31/19	STATISTICS	Actual 05/31/20	Budget 05/31/20	Positive/ (Negative) Variance	Prior Year 05/31/19
Discharges								
119	146	(27)	146	Acute	1,321	1,482	(161)	1,482
119	146	(27)	146	Total Adult Discharges	1,321	1,482	(161)	1,482
35	35	0	35	Newborn	402	408	(6)	408
154	181	(27)	181	Total Discharges	1,723	1,890	(167)	1,890
Patient Days:								
321	375	(54)	375	Acute	3,645	4,298	(653)	4,298
321	375	(54)	375	Total Adult Patient Days	3,645	4,298	(653)	4,298
53	60	(7)	60	Newborn	670	659	11	659
374	435	(61)	435	Total Patient Days	4,315	4,957	(642)	4,957
Average Length of Stay (ALOS)								
2.7	2.6	0.1	2.6	Acute	2.8	2.9	(0.1)	2.9
2.7	2.6	0.1	2.6	Total Adult ALOS	2.8	2.9	(0.1)	2.9
1.5	1.7	(0.2)	1.7	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
10.4	12.1	(1.7)	12.1	Acute	10.8	12.8	(1.9)	12.8
10.4	12.1	(1.7)	12.1	Total Adult ADC	10.8	12.8	(1.9)	12.8
1.7	1.9	(0.2)	1.9	Newborn	2.0	2.0	0.0	2.0
Emergency Room Statistics								
130	162	(32)	162	ER Visits - Admitted	1,414	1,595	(181)	1,595
894	1,271	(377)	1,271	ER Visits - Discharged	12,257	13,369	(1,112)	13,369
1,024	1,433	(409)	1,433	Total ER Visits	13,671	14,964	(1,293)	14,964
12.70%	11.30%		11.30%	% of ER Visits Admitted	10.34%	10.66%		10.66%
109.24%	110.96%		110.96%	ER Admissions as a % of Total	107.04%	107.62%		107.62%
Outpatient Statistics:								
6,677	7,680	(1,003)	7,680	Total Outpatients Visits	82,597	80,082	2,515	80,082
97	134	(37)	134	Observation Bed Days	1,230	1,331	(101)	1,331
3,525	4,414	(889)	4,248	Clinic Visits - Primary Care	37,942	40,713	(2,771)	45,768
563	548	15	427	Clinic Visits - Specialty Clinics	12,192	12,487	(295)	4,439
23	21	2	21	IP Surgeries	275	277	(2)	277
104	127	(23)	127	OP Surgeries	1,355	1,502	(147)	1,502
Productivity Statistics:								
421.47	445.00	(23.53)	419.91	FTE's - Worked	413.97	445.00	(31.03)	432.71
459.23	488.40	(29.17)	466.17	FTE's - Paid	454.09	488.40	(34.31)	475.30
1.5934	1.1983	0.40	1.1983	Case Mix Index - Medicare	1.3877	14.3086	(12.92)	1.3008
1.0974	0.7336	0.36	0.7336	Case Mix Index - All payers	0.9980	8.3186	(7.32)	0.7562

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Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

05/31/20

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	50.89	53.30
Net Days in Accounts Receivable	46.78	58.80
Number of Gross Days in Unbilled Revenue	2.91	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	34.76%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.43%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.34%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	9.83%	6.50%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.52%	6.50%
Collections as a Percentage of Net Revenue - Current Month	92.76%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	102.13%	100% or >
Percentage of Blue Cross Receivable > 90 Days	13.47%	< 10%
Percentage of Insurance Receivable > 90 Days	16.86%	< 15%
Percentage of Medicaid Receivable > 90 Days	14.62%	< 20%
Percentage of Medicare Receivable > 60 Days	6.52%	< 6%

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Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eleven months ended May 31, 2020

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

	Current Month Amount	%	Year-to-Date Amount	%
Gross Patient Revenue	(1,782,541)	-12.24%	(1,114,323)	-0.70%
Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include discharges, ER visits, surgeries and clinic visits Average Daily Census is 10.24 in May which is under budget by 1.7				
Deductions from Revenue	594,241	8.38%	(2,852,478)	-3.65%
Deductions from revenue are over budget for May and over budget year to date. They are currently booked at 50.8% for May and 50.8% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	(309,067)	-32.64%	39,068	0.37%
Bad debt expense is booked at 9.8% for May and 6.5% year to date.				
Charity Care	90,602	62.19%	(537,564)	-33.53%
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	851,224	436.70%	2,913,782	131.44%
Other Operating Revenue is over budget for the month and is over budget year to date. This is due to the stimulus funds we received.				
Salaries and Wages	143,082	4.14%	925,892	2.52%
Salary and Wages are under budget and remain under budget year to date. Paid FTEs are under budget by 29.17 FTEs for the month and under 34.31 FTEs year to date.				
Fringe Benefits	(27,297)	-3.17%	(888,691)	-9.62%
Fringe benefits are over budget in May and remain over budget year to date. Group Health remains over budget YTD.				
Contract Labor	40,043	60.51%	48,424	5.27%
Contract labor is under budget for May and under budget year to date. ER and Behavioral Health are over budget for the month.				

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Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Eleven months ended May 31, 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	%
Physician Fees	(45,537)	-16.81%	(513,111)	-15.28%
Physician fees are over budget in May and over budget year to date. ED, Radiation Oncology, Hospitalist and Locums Clinic are over budget in May.				
Purchased Services	9,207	2.33%	(34,814)	-0.79%
Purchased services are under budget for May and over budget year to date. Expenses over budget are collection fees and other purchased services				
Supply Expense	162,177	13.85%	(18,031)	-0.14%
Supplies are under budget for May and over budget year to date. Line items over budget include Lab supplies and implants.				
Repairs & Maintenance	(39,997)	-9.46%	(204,278)	-4.40%
Repairs and Maintenance are over budget for May and over budget year to date.				
All Other Operating Expenses	119,645	56.58%	433,960	19.34%
This expense is under budget in May and under budget year to date. Other expenses over budget are Physician Recruitment				
Leases and Rentals	11,046	18.34%	(3,318)	-0.42%
This expense is under budget for May and is over budget year to date.				
Depreciation and Amortization	2,635	0.48%	(5,180)	-0.98%
Depreciation is underbudget for May and is over budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$4,623,769	32.99%		
Cash increased in May. Cash collections for May were \$5.8million. Days Cash on Hand increased to 195 days.				
Gross Patient Accounts Receivable	\$1,169,674	5.66%		
This receivable increased in May due to lower collections.				

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Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eleven months ended May 31, 2020

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

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

	Current Month Amount	%	Year-to-Date Amount	%
Bad Debt and Allowance Reserves	(849,624)	-7.51%		
Bad Debt and Allowances increased.				
Other Receivables	216,968	11.59%		
Other Receivables increased in May due to county and occ med invoices				
Prepaid Expenses	101,819	4.81%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	413,461	1.41%		
These assets decreased due to the advanced payment funds we received.				
Plant Property and Equipment	162,970	0.26%		
The decrease in these assets is due to the decrease in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(569,849)	-17.68%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(350,113)	-44.45%		
This liability increased in May. The payroll accrual for May was 7 days.				
Accrued Benefits	(33,079)	-1.35%		
This liability increased in May with the normal accrual and usage of PTO .				
Other Current Liabilities	(104,348)	-83.50%		
This liability increased due to the accrual on the bonds				
Other Long Term Liabilities	27,447	0.34%		
This liability decreased due to the payments on leases				
Total Net Assets	(4,833,737)	-6.01%		

The net gain from operations for May is \$93,015

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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Eleven months ended May 31, 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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ROCK SPRINGS, WY
Eleven months ended May 31, 2020

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eleven months ended May 31, 2020

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↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 5/31/2020	Year to Date 5/31/2020	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-63.03%	-69.56%	-54.76%	-36.58%
Total Profit Margin	↑	-63.03%	-69.56%	-54.76%	-36.58%
Contractual Allowance %	↓	44.53%	45.94%	44.34%	
Liquidity:					
Net Days in Accounts Receivable	↓	48.84	53.76	56.77	39.58
Gross Days in Accounts Receivable	↓	55.12	58.43	60.14	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	113.71	132.12	135.96	
Total Net Revenue per FTE	↑	N/A	\$129,251	\$147,646	
Salary Expense per Paid FTE		N/A	\$148,751	\$163,884	
Salary and Benefits as a % of Net Revenue		132.67%	135.48%	128.22%	91.26%
Employee Benefits %		16.54%	17.72%	15.52%	6.10%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eleven months ended May 31, 2020

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	CURRENT MONTH				Prior Year 05/31/19
	Actual 05/31/20	Budget 05/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,116,816	1,277,140	(160,324)	-12.55%	1,259,017
Specialty Clinic Revenue	314,858	227,131	87,727	38.62%	140,838
Total Gross Patient Revenue	1,431,674	1,504,271	(72,597)	-4.83%	1,399,854
Deductions From Revenue					
Discounts and Allowances	(537,461)	(670,788)	33,327	4.97%	(653,333)
Total Deductions From Revenue	(637,461)	(670,788)	33,327	4.97%	(653,333)
Net Patient Revenue	794,213	833,484	(39,271)	-4.71%	746,522
Other Operating Revenue	66,375	73,043	(6,668)	-9.13%	65,005
Total Operating Revenue	860,588	906,527	(45,939)	-5.07%	811,526
Operating Expenses					
Salaries and Wages	979,724	1,110,297	130,573	11.76%	955,533
Fringe Benefits	162,005	170,953	8,949	5.23%	189,439
Contract Labor	0	0	0	0.00%	0
Physicians Fees	119,793	45,300	(74,493)	-164.44%	79,281
Purchased Services	10,144	5,177	(4,967)	-95.95%	11,013
Supply Expense	10,730	17,320	6,590	38.05%	13,053
Utilities	1,804	1,219	(585)	-47.96%	813
Repairs and Maintenance	26,489	32,029	5,540	17.30%	24,064
Insurance Expense	17,874	20,218	2,344	11.59%	16,105
All Other Operating Expenses	53,551	86,810	33,258	38.31%	110,308
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	2,405	3,334	929	27.85%	5,139
Depreciation and Amortization	18,488	22,046	3,558	16.14%	20,750
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,403,007	1,514,702	111,695	7.37%	1,425,503
Net Operating Surplus/(Loss)	(542,419)	(608,176)	65,757	-10.81%	(613,977)
Total Net Surplus/(Loss)	(542,419)	(608,176)	65,757	-10.81%	(613,977)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(542,419)	(608,176)	65,757	-10.81%	(613,977)
Operating Margin	-63.03%	-67.09%			-75.66%
Total Profit Margin	-63.03%	-67.09%			-75.66%
EBIDA	-60.88%	-64.66%			-73.10%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2020

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	YEAR-TO-DATE				Prior Year 05/31/19
	Actual 05/31/20	Budget 05/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	13,089,081	14,106,085	(1,017,004)	-7.21%	13,329,817
Specialty Clinic Revenue	2,817,450	2,382,963	434,487	18.23%	1,851,387
Total Gross Patient Revenue	15,906,531	16,489,048	(582,517)	-3.53%	15,181,204
Deductions From Revenue					
Discounts and Allowances	(7,306,717)	(7,364,917)	58,201	0.79%	(6,729,081)
Total Deductions From Revenue	(7,306,717)	(7,364,917)	58,201	0.79%	(6,729,081)
Net Patient Revenue	8,599,814	9,124,131	(524,316)	-5.75%	8,452,123
Other Operating Revenue	686,742	788,523	(101,781)	-12.91%	727,725
Total Operating Revenue	9,286,556	9,912,654	(626,097)	-6.32%	9,179,848
Operating Expenses					
Salaries and Wages	10,687,604	11,729,451	1,041,847	8.88%	10,157,385
Fringe Benefits	1,893,419	1,859,093	(34,327)	-1.85%	1,581,285
Contract Labor	0	0	0	0.00%	0
Physicians Fees	1,279,000	638,300	(640,700)	-100.38%	509,695
Purchased Services	112,521	58,559	(53,962)	-92.15%	64,562
Supply Expense	203,361	200,141	(3,220)	-1.61%	174,426
Utilities	15,543	13,400	(2,143)	-15.99%	14,770
Repairs and Maintenance	246,662	352,336	105,674	29.99%	329,443
Insurance Expense	202,821	220,086	17,264	7.84%	177,097
All Other Operating Expenses	822,489	912,915	90,427	9.91%	884,079
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	47,644	36,524	(11,120)	-30.45%	59,058
Depreciation and Amortization	235,440	256,884	21,444	8.35%	254,081
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	15,746,504	16,277,688	531,185	3.26%	14,205,872
Net Operating Surplus/(Loss)	(6,459,947)	(6,365,035)	(94,912)	1.49%	(5,026,023)
Total Net Surplus/(Loss)	(\$6,459,947)	(\$6,365,035)	(\$94,912)	1.49%	(\$5,026,023)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$6,459,947)	(\$6,365,035)	(\$94,912)	1.49%	(\$5,026,023)
Operating Margin	-69.56%	-64.21%			-54.75%
Total Profit Margin	-69.56%	-64.21%			-54.75%
EBIDA	-67.03%	-61.62%			-51.98%

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

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	Actual 5/31/2020	Actual 4/30/2020	Actual 3/30/2020	Actual 2/29/2020	Actual 1/31/2020
Gross Patient Revenue					
Clinic Revenue	\$1,116,816	\$1,148,806	\$984,201	\$1,161,210	\$1,485,917
Specialty Clinic Revenue	\$314,858	\$288,932	\$244,866	\$262,865	\$247,493
Total Gross Patient Revenue	\$1,431,674	\$1,435,737	\$1,229,067	\$1,424,074	\$1,733,410
Deductions From Revenue					
Discounts and Allowances	\$637,481	\$713,510	\$556,603	\$675,312	\$757,358
Total Deductions From Revenue	637,481	713,510	556,603	675,312	757,358
Net Patient Revenue	\$794,213	\$722,227	\$672,404	\$748,762	\$976,052
Other Operating Revenue	\$66,375	\$32,189	\$43,725	\$64,550	\$68,061
Total Operating Revenue	860,588	754,416	716,129	813,312	1,044,113
Operating Expenses					
Salaries and Wages	\$979,724	\$886,494	\$1,031,014	\$1,032,181	\$938,454
Fringe Benefits	\$162,005	\$171,434	\$216,704	\$189,196	\$208,849
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$119,793	\$141,189	\$180,416	\$286,588	\$118,254
Purchased Services	\$10,144	\$8,138	\$13,433	\$11,304	\$12,082
Supply Expense	\$10,730	\$7,125	\$25,468	\$14,825	\$19,220
Utilities	\$1,804	\$1,803	\$1,818	\$1,881	\$1,704
Repairs and Maintenance	\$26,489	\$23,772	\$23,881	\$22,274	\$20,942
Insurance Expense	\$17,874	\$17,874	\$17,874	\$17,874	\$17,812
All Other Operating Expenses	\$53,551	\$47,258	\$96,350	\$59,801	\$75,204
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$2,465	\$2,476	\$4,976	\$4,642	\$6,363
Depreciation and Amortization	\$18,468	\$21,188	\$21,438	\$21,436	\$21,436
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,403,007	\$1,328,709	\$1,613,368	\$1,581,982	\$1,440,322
Net Operating Surplus/(Loss)	(\$542,419)	(\$574,293)	(\$897,239)	(\$768,670)	(\$396,209)
Total Net Surplus/(Loss)	(\$542,419)	(\$574,293)	(\$897,239)	(\$768,670)	(\$396,209)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$542,419)	(\$574,293)	(\$897,239)	(\$768,670)	(\$396,209)
Operating Margin	-63.03%	-76.12%	-125.29%	-94.51%	-37.95%
Total Profit Margin	-63.03%	-76.12%	-125.29%	-94.51%	-37.95%
EBIDA	-60.88%	-73.32%	-122.30%	-91.88%	-35.89%

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Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019
\$1,143,777	\$1,063,719	\$1,354,373	\$1,185,206	\$1,275,579	\$1,181,478	\$1,321,234	\$1,259,817
\$269,430	\$309,519	\$313,881	\$204,858	\$202,768	\$157,931	\$170,824	\$140,838
\$1,413,207	\$1,373,338	\$1,668,235	\$1,370,094	\$1,478,347	\$1,349,408	\$1,491,858	\$1,399,854
\$637,085	\$657,305	\$768,291	\$658,181	\$637,953	\$607,658	\$663,221	\$653,333
637,085	657,305	768,291	658,181	637,953	607,658	663,221	653,333
\$776,122	\$716,033	\$899,944	\$711,913	\$840,394	\$741,750	\$828,637	\$746,522
\$64,399	\$58,298	\$79,575	\$67,413	\$88,385	\$73,791	\$74,280	\$85,005
\$40,521	\$74,331	\$99,519	\$79,326	\$98,759	\$15,541	\$92,917	\$11,526
\$1,032,409	\$976,184	\$963,743	\$986,589	\$911,293	\$950,020	\$1,034,223	\$955,533
\$161,562	\$165,925	\$178,354	\$142,365	\$163,131	\$132,895	\$159,564	\$189,439
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$147,283	\$72,557	\$177,148	\$46,927	\$53,872	\$35,026	\$31,732	\$79,281
\$8,426	\$10,850	\$10,397	\$10,324	\$9,505	\$8,118	\$19,046	\$11,013
\$12,817	\$20,632	\$22,796	\$27,682	\$13,686	\$28,401	\$26,804	\$13,053
\$1,713	\$877	\$910	\$1,072	\$514	\$838	\$1,112	\$813
\$25,840	\$17,344	\$22,517	\$20,680	\$21,820	\$21,102	\$24,224	\$24,084
\$17,812	\$17,368	\$20,493	\$19,281	\$19,281	\$19,281	\$16,109	\$16,109
\$85,983	\$88,337	\$101,086	\$70,188	\$84,732	\$79,897	\$64,052	\$110,369
\$4,857	\$4,899	\$4,079	\$4,804	\$5,815	\$2,526	\$3,317	\$5,138
\$21,754	\$21,755	\$21,983	\$21,983	\$21,983	\$22,019	\$22,017	\$20,750
\$1,500,455	\$1,396,328	\$1,524,507	\$1,351,974	\$1,305,631	\$1,300,222	\$1,398,199	\$1,425,503
(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)
(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)
0	0	0	0	0	0	0	0
(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)
-78.51%	-80.33%	-55.64%	-73.48%	-43.67%	-59.43%	-54.85%	-75.66%
-78.51%	-80.33%	-55.64%	-73.48%	-43.67%	-59.43%	-54.85%	-75.66%
-75.93%	-77.52%	-53.39%	-70.66%	-41.25%	-56.73%	-52.42%	-73.10%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2020

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative) Variance	Prior Year		Actual	Budget	Positive/ (Negative) Variance	Prior Year
05/31/20	05/31/20		05/31/19		05/31/20	05/31/20		05/31/19
Outpatient Statistics:								
3,525	4,414	(889)	4,248	Clinic Visits - Primary Care	44,392	47,155	(2,763)	45,768
563	548	15	427	Clinic Visits - Specialty Clinics	5,745	5,261	484	4,439
Productivity Statistics:								
66.27	71.98	(5.71)	66.46	FTE's - Worked	71.47	71.98	(0.51)	64.97
70.09	79.10	(9.01)	73.57	FTE's - Paid	78.05	79.10	(1.05)	70.76

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	558	6,148,349.16
CAPITAL EQUIPMENT (PLANT FUND)	3	392,400.81
CONSTRUCTION IN PROGRESS (BUILDING FUND)	8	159,556.51
PAYROLL MAY 10, 2020	N/A	1,428,044.72
PAYROLL MAY 24, 2020	N/A	1,358,143.34
TOTAL CASH OUTFLOW		<u>\$6,700,306.48</u>
CASH COLLECTIONS		\$5,828,889.61
INCREASE/DECREASE IN CASH		-\$871,416.87

**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	HOODS EQUIPMENT & SPRINKLER, LLC	8,394.00	REPLACEMENT MOWER		
002257	7/17/2019	CDW GOVERNMENT LLC	17,256.98	SECURITY CAMERA SYSTEM		
002258	7/17/2019	QUADRAMED CORPORATION	1,705.00	MUSE CARDIOLOGY IS		
JULY TOTALS					49,235.06	49,235.06

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002259	8/1/2019	DATEX-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	CONVERGEONE, INC.	3,660.00	QUADRAMED QCPT HARDWARE		
002264	8/8/2019	DIETARY FOOD MANAGEMENT	623.00	DFM TOUCH SCREEN REGISTER		
002265	8/8/2019	FISHER HEALTHCARE	3,092.11	ACCUSPIN CENTRIFUGE		
002266	8/8/2019	WASATCH CONTROLS (HARRIS ACQUIE	27,137.03	SECURITY CAMERA SYSTEM		
002267	8/14/2019	FISHER HEALTHCARE	11,588.64	BLOOD BANK FREEZER		
002268	8/21/2019	CONVERGEONE, 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 HOST SERVICE-INTERNET		
002273	8/21/2019	HILL-ROM	9,100.00	VEST AIRWAY CLEARANCE SYSTEM		
AUGUST TOTALS					870,845.54	920,080.60

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	SYNTHES LTD	14,703.92	STRYKER NEPTUNE 3 WASTE MANAGEMENT SY		
SEPTEMBER TOTALS					67,470.38	987,550.98

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		
OCTOBER TOTALS					45,600.00	1,033,150.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002281	11/13/2019	SYNTHES 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	CONVERGEONE, INC.	14,737.50	CISCO CALL CENTER LICENSING FOR PFS		
002284	11/20/2019	WIRLAND (SAUDER MANUFACTURING	8,110.25	PATIENT ROOM GUEST CHAIRS		
002285	11/20/2019	SYNTHES LTD	301.00	TRAUMA IMPLANT SYSTEM		
002286	11/27/2019	MRS SYSTEMS, INC	24,900.00	ASPEN BREAST REPORTING SYSTEM		
NOVEMBER TOTALS					68,867.17	1,102,018.15

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	FREEZER/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	SYNTHESE LTD	1,138.20	TRAUMA IMPLANT SYSTEM		
DECEMBER TOTALS					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	CLAFLIN SERVICE COMPANY (CMB)	6,572.84	VISION SCANNER - PEDIATRICS		
002300	1/23/2020	KRONOS INCORPORATED	855.00	KRONOS 8.1.3 UPGRADE		
JANUARY TOTALS					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		
FEBRUARY TOTALS					61,408.49	1,460,302.72

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002309	3/5/2020	KARL STORZ ENDOSCOPY-AMERICA	34,120.32	AIRWAY INTUBATION SYSTEM		
002310	3/5/2020	INNOVATION WIRELESS	9,508.80	SYNCHRONIZED CLOCK SYSTEM		
002311	3/11/2020	KARL STORZ ENDOSCOPY-AMERICA	2,065.78	AIRWAY INTUBATION SYSTEM		
002312	3/19/2020	KARL STORZ ENDOSCOPY-AMERICA	4,512.36	AIRWAY INTUBATION SYSTEM		
002313	3/19/2020	KRONOS INCORPORATED	360.00	KRONOS 8.1.3 UPGRADE		
002314	3/26/2020	CAREFUSION 211, INC.	491.99	VYNTUS ONE PFT W/BODY BOX		
002315	3/26/2020	KARL STORZ ENDOSCOPY-AMERICA	5,317.82	AIRWAY INTUBATION SYSTEM		
MARCH TOTALS					56,377.07	1,516,679.79

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002316	4/2/2020	CAREFUSION 211, INC.	57,140.00	VYNTUS ONE PFT W/BODY BOX		
002317	4/17/2020	INNOVATION WIRELESS	8,823.80	SYNCHRONIZED CLOCK SYSTEM		
002318	4/17/2020	P3 CONSULTING LLC	10,000.00	DYNAMICS GP 2018R UPGRADE		
002319	4/24/2020	KRONOS INCORPORATED	610.00	KRONOS 8.1.3 UPGRADE		
002320	4/24/2020	MEDICAL POSITIONING, INC	9,384.00	ECHO TABLE		
002321	4/24/2020	WASATCH CONTROLS (HARRIS ACQUIE	6,725.14	ADDITIONAL SECURITY CAMERAS		
002322	4/30/2020	CDW GOVERNMENT LLC	96.44	BOILER HOUSE FIBER OPTIC		
002323	4/30/2020	KARL STORZ ENDOSCOPY-AMERICA	29,800.94	VIDEO CHOLEDOCOSCOPE		
APRIL TOTALS					122,580.32	1,639,260.11

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002324	5/8/2020	CDW GOVERNMENT LLC	305.66	FIBER OPTIC LINE TO BOILER HOUSE		
002325	5/8/2020	CONVERGEONE, INC.	49,800.00	REPLACE WIRELESS NETWORK		
002326	5/8/2020	QUALITY BUILDERS, INC.	35,000.00	GROUNDS BUILDING		
002327	5/8/2020	WASATCH CONTROLS (HARRIS ACQUI	4,510.05	SECURITY CAMERAS		
002328	5/13/2020	COCOST LLC	20,000.00	UL THERAPY- AESTHETIC EQUIPMENT		
002329	5/22/2020	STRYKER MEDICAL	46,426.80	LUCAS CHEST COMPRESSION SYSTEM		
002330	5/28/2020	P3 CONSULTING LLC	1,400.00	DYNAMICS GP UPGRADE		
002331	5/28/2020	STRYKER MEDICAL	2,114.00	LUCAS CHEST COMPRESSION SYSTEM		
MAY TOTALS					159,556.51	1,798,816.62

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
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JULY TOTALS					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	8/2/2019	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	100,210.68	WF DEBT SERVICE		
AUGUST TOTALS					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 TIM	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		
SEPTEMBER TOTALS					230,832.76	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	10/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
OCTOBER TOTALS					246,117.80	686,933.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001046	11/13/2019	ST+B ENGINEERING (SPACEK TIM	18,503.88	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		
NOVEMBER TOTALS					332,086.98	1,019,020.22

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001051	12/3/2019	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		
DECEMBER TOTALS					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		
JANUARY TOTALS					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		
FEBRUARY TOTALS					110,658.07	1,918,196.05

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001059	3/5/2020	B H INC.	100,999.26	CENTRAL PLANT UPGRADE		
001060	3/26/2020	B H INC.	635,397.17	CENTRAL PLANT UPGRADE		
W/T	3/16/2020	WELLS FARGO	104,348.18	WF DEBT SERVICE		
MARCH TOTALS					840,744.61	2,766,940.66

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001061	4/8/2020	ST+B ENGINEERING (SPACEK TIM	47,279.43	CENTRAL PLANT UPGRADE		
001062	4/17/2020	B H INC.	525,203.08	CENTRAL PLANT UPGRADE		
W/T	4/16/2020	WELLS FARGO	104,348.18	WF DEBT SERVICE		
APRIL TOTALS					676,830.69	3,443,771.35

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001063	5/8/2020	QUALITY BUILDERS, INC.	4,196.00	GROUNDS BUILDING		
001064	5/15/2020	B H INC.	283,856.63	CENTRAL PLANT UPGRADE		
WFT	5/15/2020	WELLS FARGO	104,348.18	WF DEBT SERVICE		
MAY TOTALS					392,400.81	3,836,172.16

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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Amount	Description
22,042.16	Advertising Total
7,070.08	Billing Services Total
17,708.53	Blood Total
11,156.77	Building Lease Total
6,816.66	Cellular Telephone Total
358.49	Collection Agency Total
1,852.73	Computer Equipment Total
427.40	Consulting Fees Total
179,199.66	Contract Maintenance Total
50,220.91	Contract Personnel Total
294.66	Courier Services Total
420.26	Credit Card Payment Total
12,667.80	Dental Insurance Total
2,419.24	Dialysis Supplies Total
1,250.00	Education & Travel Total
410.00	Education Material Total
3,697.00	Employee Recruitment Total
6,771.26	Employee Vision Plan Total
66,927.81	Equipment Lease Total
42,067.28	Food Total
5,967.18	Freight Total
351.27	Fuel Total
2,523.50	Garbage Collection Total
561,917.68	Group Health Total
12,250.00	Hospital Membership Total
235,175.43	Hospital Supplies Total
45,388.73	Insurance Premium Total
5,377.41	Insurance Refund Total
20.00	Internet Services Total
87,009.46	Laboratory Services Total
75,269.54	Laboratory Supplies Total
21,682.50	Legal Fees Total
165,191.36	Liability Insurance Total
340.00	Licenses & Taxes Total
2,731.82	Life Insurance Total
3,058.92	Linen Total
72,502.18	Locum Tenens Total
56,857.77	Maintenance & Repair Total
10,860.81	Maintenance Supplies Total
1,885.00	Marketing & Promotional Supplies Total
16,415.00	Med Surg Supplies Total
4,846.20	MHSC Foundation Total
237.00	Monthly Pest Control Total
12,044.12	Non Medical Supplies Total
50.00	Notary Bond Total
5,478.02	Office Supplies Total
6,400.98	Other Medical Surgical Supplies Total

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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Check Number	Date	Vendor Check Name	Amount	Description
171097	5/15/2020	SWEETWATER NOW, LLC	2,900.00	Advertising
171103	5/15/2020	THE RADIO NETWORK	2,916.66	Advertising
170972	5/6/2020	ROYAL FLUSH ADVERTISING	525.00	Advertising
171087	5/15/2020	SCORPION HEALTHCARE LLC	2,422.56	Advertising
171276	5/28/2020	BIG THICKET BROADCASTING	3,193.75	Advertising
171349	5/28/2020	SUBLETTE EXAMINER	279.25	Advertising
171353	5/28/2020	SWEETWATER NOW, LLC	2,900.00	Advertising
EFT000000005843	5/8/2020	GREEN RIVER STAR	2,408.00	Advertising
EFT000000005845	5/8/2020	LAMAR ADVERTISING	1,900.00	Advertising
EFT000000005849	5/8/2020	ROCKET MINER	31.61	Advertising
EFT000000005864	5/15/2020	LAMAR ADVERTISING	1,220.00	Advertising
EFT000000005868	5/15/2020	ROCKET MINER	1,065.33	Advertising
EFT000000005870	5/15/2020	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
171079	5/15/2020	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
170991	5/6/2020	TRUE COMMERCE, INC	116.40	Billing Services
171106	5/15/2020	TRUE COMMERCE, INC	113.70	Billing Services
171155	5/22/2020	EXPRESS MEDICAID BILLING SERV	2,589.99	Billing Services
171115	5/15/2020	VITALANT	6,610.28	Blood
171367	5/28/2020	VITALANT	11,098.25	Blood
171147	5/22/2020	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
171167	5/22/2020	HILLTOP PROPERTIES, LLC	6,900.00	Building Lease
EFT000000005860	5/15/2020	CASTLE ROCK HSP DIST	668.36	Building Lease
EFT000000005893	5/28/2020	CASTLE ROCK HSP DIST	88.41	Building Lease
170997	5/6/2020	VERIZON WIRELESS, LLC	3,479.91	Cellular Telephone
171366	5/28/2020	VERIZON WIRELESS, LLC	3,336.75	Cellular Telephone
171144	5/22/2020	COLLECTION PROFESSIONALS, INC	358.49	Collection Agency
171141	5/22/2020	CDW GOVERNMENT LLC	1,852.73	Computer Equipment
171202	5/22/2020	WOODARD & CURRAN INC.	427.40	Consulting Fees
W/T	5/15/2020	ORTHO PHREESIA FEE	10.60	Contract Maintenance
W/T	5/15/2020	CLINIC PHREESIA FEE	5,501.20	Contract Maintenance
170940	5/6/2020	HENRY SCHEIN PRACTICE SOLUTIONS	841.50	Contract Maintenance
171059	5/15/2020	MCKESSON HEALTH SOLUTIONS	1,534.40	Contract Maintenance
171072	5/15/2020	PHILIPS HEALTHCARE	2,432.98	Contract Maintenance
171073	5/15/2020	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
170968	5/6/2020	REMI CORPORATION	5,479.88	Contract Maintenance
170975	5/6/2020	SIEMENS MEDICAL SOLUTIONS USA	632.67	Contract Maintenance
171108	5/15/2020	UNLIMITED TECHNOLOGY SYSTEMS, LLC	43,237.00	Contract Maintenance
171012	5/15/2020	ABILITY NETWORK INC	769.65	Contract Maintenance
171035	5/15/2020	CIVCO RADIOTHERAPY	22,500.00	Contract Maintenance
170946	5/6/2020	ISI WATER CHEMISTRIES	806.94	Contract Maintenance
171055	5/15/2020	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
171066	5/15/2020	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
171074	5/15/2020	QUADRAMED	3,997.50	Contract Maintenance
171076	5/15/2020	RADFORMATION INC.	9,000.00	Contract Maintenance
171107	5/15/2020	UNITED AUDIT SYSTEMS, INC.	1,767.00	Contract Maintenance
171117	5/15/2020	WYODATA SECURITY INC.	1,515.00	Contract Maintenance
171165	5/22/2020	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
171183	5/22/2020	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance

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171185	5/22/2020	SIEMENS MEDICAL SOLUTIONS USA	19,086.66	Contract Maintenance
171187	5/22/2020	SOUTHWESTERN BIOMEDICAL ELECT.	360.00	Contract Maintenance
171200	5/22/2020	WASATCH CONTROLS	1,250.00	Contract Maintenance
171198	5/22/2020	UNITED AUDIT SYSTEMS, INC.	2,171.25	Contract Maintenance
171324	5/28/2020	NUANCE COMMUNICATIONS, INC	105.00	Contract Maintenance
171326	5/28/2020	OPTIMIS CORP	200.00	Contract Maintenance
171329	5/28/2020	PHILIPS HEALTHCARE	4,297.00	Contract Maintenance
171336	5/28/2020	REMI CORPORATION	2,651.41	Contract Maintenance
171340	5/28/2020	SIEMENS MEDICAL SOLUTIONS USA	8,902.75	Contract Maintenance
171342	5/28/2020	SOUTHWESTERN BIOMEDICAL ELECT.	750.00	Contract Maintenance
171358	5/28/2020	TRACTMANAGER INC	1,004.85	Contract Maintenance
171274	5/28/2020	BD DIAGNOSTICS	2,100.00	Contract Maintenance
171289	5/28/2020	CONVERGEONE, INC.	4,092.75	Contract Maintenance
171306	5/28/2020	CONTRACTS	401.00	Contract Maintenance
171310	5/28/2020	INTERACT INTRANET INC	762.00	Contract Maintenance
171311	5/28/2020	WEST WATER CHEMISTRIES	2,315.00	Contract Maintenance
171370	5/28/2020	WYODATA SECURITY INC.	1,095.00	Contract Maintenance
EFT000000005853	5/8/2020	T-SYSTEM, INC	633.34	Contract Maintenance
EFT000000005857	5/15/2020	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000005895	5/28/2020	GE HEALTHCARE	11,921.08	Contract Maintenance
W/T	5/11/2020	ZENITH	294.25	Contract Maintenance
W/T	5/22/2020	CARE CLOUD	349.00	Contract Maintenance
W/T	5/20/2020	GATEWAY EDI	5,066.00	Contract Maintenance
170929	5/6/2020	ELWOOD STAFFING SERVICES, INC	1,344.23	Contract Personnel
171041	5/15/2020	ELWOOD STAFFING SERVICES, INC	2,329.92	Contract Personnel
170933	5/6/2020	FOCUSONE SOLUTIONS LLC	10,541.46	Contract Personnel
171048	5/15/2020	FOCUSONE SOLUTIONS LLC	6,293.97	Contract Personnel
170974	5/6/2020	SARAH ROTH	240.00	Contract Personnel
171086	5/15/2020	SARAH ROTH	300.00	Contract Personnel
171160	5/22/2020	FOCUSONE SOLUTIONS LLC	8,300.75	Contract Personnel
171293	5/28/2020	ELWOOD STAFFING SERVICES, INC	1,191.45	Contract Personnel
171299	5/28/2020	FOCUSONE SOLUTIONS LLC	19,379.12	Contract Personnel
171339	5/28/2020	SARAH ROTH	300.00	Contract Personnel
171352	5/28/2020	SUSAN K CROFUTT	294.66	Courier Services
W/T	5/28/2020	UMB BANK	420.26	Credit Card Payment
171039	5/15/2020	DELTA DENTAL	12,667.80	Dental Insurance
170936	5/6/2020	HACH COMPANY	19.93	Dialysis Supplies
170939	5/6/2020	HENRY SCHEIN INC	287.00	Dialysis Supplies
170934	5/6/2020	FRESENIUS USA MARKETING, INC.	600.00	Dialysis Supplies
171166	5/22/2020	HENRY SCHEIN INC	207.24	Dialysis Supplies
171303	5/28/2020	HENRY SCHEIN INC	220.00	Dialysis Supplies
171300	5/28/2020	FRESENIUS USA MARKETING, INC.	1,065.07	Dialysis Supplies
171052	5/15/2020	HFMA	435.00	Education & Travel
171304	5/28/2020	HFMA	435.00	Education & Travel
171350	5/28/2020	SUBLETTE COUNTY CHAMBER OF COMMERCE	330.00	Education & Travel
170958	5/6/2020	MHSC MEDICAL STAFF	50.00	Education & Travel
EFT000000005865	5/15/2020	MY EDUCATIONAL RESOURCES	410.00	Education Materials
171024	5/15/2020	ARTHUR L DAVIS PUBLISHING AGENCY	100.00	Employee Recruitment
170942	5/6/2020	HOLIDAY INN - ROCK SPRINGS	89.00	Employee Recruitment

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171053	5/15/2020	HOLIDAY INN - ROCK SPRINGS	711.00	Employee Recruitment
171000	5/6/2020	WESTERN WY COLLEGE	50.00	Employee Recruitment
171308	5/28/2020	INSIGHT INVESTIGATIONS, INC	697.00	Employee Recruitment
EFT000000005871	5/15/2020	SST TESTING +, INC.	350.00	Employee Recruitment
171089	5/15/2020	SOUTHWEST REAL ESTATE LLC	850.00	Employee Recruitment
171188	5/22/2020	SOUTHWEST REAL ESTATE LLC	850.00	Employee Recruitment
171114	5/15/2020	VISION SERVICE PLAN - WY	6,771.28	Employee Vision Plan
171049	5/15/2020	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
171088	5/15/2020	SHADOW MOUNTAIN WATER CO, WY	1,139.90	Equipment Lease
170995	5/6/2020	US BANK EQUIPMENT FINANCE	801.22	Equipment Lease
171110	5/15/2020	US BANK EQUIPMENT FINANCE	778.27	Equipment Lease
171146	5/22/2020	COPIER & SUPPLY COMPANY	290.50	Equipment Lease
171284	5/28/2020	CAREFUSION SOLUTIONS, LLC	21,293.00	Equipment Lease
171291	5/28/2020	COPIER & SUPPLY COMPANY	8,071.11	Equipment Lease
171364	5/28/2020	US BANK EQUIPMENT FINANCE	3,097.32	Equipment Lease
171297	5/28/2020	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Equipment Lease
EFT000000005873	5/15/2020	TIMEPAYMENT CORP	2,110.28	Equipment Lease
W/T	5/8/2020	SIEMEN'S EDI	9,017.12	Equipment Lease
170930	5/6/2020	F B MCFADDEN WHOLESALE	3,841.85	Food
171044	5/15/2020	F B MCFADDEN WHOLESALE	1,755.35	Food
171043	5/15/2020	FARMER BROS CO	48.48	Food
170953	5/6/2020	MEADOW GOLD DAIRY	1,101.61	Food
170954	5/6/2020	NICHOLAS & CO INC	10,160.26	Food
171067	5/15/2020	NICHOLAS & CO INC	3,845.05	Food
170995	5/6/2020	SYSCO INTERMOUNTAIN FOOD	4,419.08	Food
171009	5/15/2020	SYSCO INTERMOUNTAIN FOOD	1,239.69	Food
171001	5/6/2020	WESTERN WYOMING BEVERAGES INC	2,317.68	Food
171116	5/15/2020	WESTERN WYOMING BEVERAGES INC	817.00	Food
171156	5/22/2020	F B MCFADDEN WHOLESALE	3,840.92	Food
171181	5/22/2020	NICHOLAS & CO INC	2,527.45	Food
171295	5/28/2020	F B MCFADDEN WHOLESALE	5,306.86	Food
EFT000000005841	5/8/2020	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	845.00	Food
170931	5/6/2020	FED EX	202.28	Freight
171045	5/15/2020	FED EX	15.83	Freight
170990	5/6/2020	TRIOSE, INC	5,604.90	Freight
170994	5/6/2020	UPS STORE	74.40	Freight
171296	5/28/2020	FED EX	69.77	Freight
171080	5/15/2020	RED HORSE OIL COMPANIES INC	351.27	Fuel
EFT000000005874	5/15/2020	WWS - ROCK SPRINGS	2,523.50	Garbage Collection
W/T	5/1/2020	BLUE CROSS BLUE SHIELD	165,325.74	Group Health
W/T	5/1/2020	FURTHER FLEX 4/29/20	433.46	Group Health
W/T	5/8/2020	BLUE CROSS BLUE SHIELD 5/1/20	54,159.39	Group Health
W/T	5/15/2020	BLUE CROSS BLUE SHIELD 5/8/20	76,362.72	Group Health
W/T	5/29/2020	BLUE CROSS BLUE SHIELD 5/22/20	123,768.41	Group Health
W/T	5/22/2020	BLUE CROSS BLUE SHIELD 5/15/20	130,521.78	Group Health
W/T	5/29/2020	FURTHER FLEX 5/29/20	1,286.07	Group Health
W/T	5/8/2020	FURTHER FLEX 5/6/20	5,929.91	Group Health
W/T	5/15/2020	FURTHER FLEX 5/13/20	2,784.38	Group Health
W/T	5/22/2020	FURTHER FLEX 5/20/20	1,160.57	Group Health

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W/T	5/22/2020	FURTHER FLEX ADMIN FEE	185.25	Group Health
171014	5/15/2020	THE ADVISORY BOARD COMPANY	12,250.00	Hospital Membership
171011	5/15/2020	ABBOTT LABORATORIES	1,074.88	Hospital Supplies
170971	5/6/2020	ABBOTT NUTRITION	48.78	Hospital Supplies
171085	5/15/2020	ABBOTT NUTRITION	38.19	Hospital Supplies
171015	5/15/2020	AESCULAP INC	587.56	Hospital Supplies
170910	5/6/2020	APPLIED MEDICAL	324.00	Hospital Supplies
171022	5/15/2020	APPLIED MEDICAL	648.00	Hospital Supplies
170911	5/6/2020	AQUACAST LINER	200.00	Hospital Supplies
171023	5/15/2020	ARTHREX INC.	125.00	Hospital Supplies
170913	5/6/2020	B BRAUN MEDICAL INC.	510.00	Hospital Supplies
171029	5/15/2020	B BRAUN MEDICAL INC.	2,537.44	Hospital Supplies
171027	5/15/2020	BARD PERIPHERAL VASCULAR INC	960.00	Hospital Supplies
171028	5/15/2020	BAXTER HEALTHCARE CORP/IV	1,771.26	Hospital Supplies
170915	5/6/2020	BIG MEDICAL LLC	745.00	Hospital Supplies
170917	5/6/2020	BOSTON SCIENTIFIC CORP	3,968.15	Hospital Supplies
171031	5/15/2020	BOSTON SCIENTIFIC CORP	859.86	Hospital Supplies
170926	5/6/2020	C R BARD INC	189.10	Hospital Supplies
170919	5/6/2020	CARDINAL HEALTH/V. MUELLER	14,360.26	Hospital Supplies
171033	5/15/2020	CARDINAL HEALTH/V. MUELLER	22,787.35	Hospital Supplies
171036	5/15/2020	COOK MEDICAL INCORPORATED	2,186.55	Hospital Supplies
170928	5/6/2020	DIAGNOSTICA STAGO INC	2,223.97	Hospital Supplies
170938	5/6/2020	HEALTHCARE LOGISTICS INC	63.29	Hospital Supplies
171051	5/15/2020	HEALTHCARE LOGISTICS INC	116.62	Hospital Supplies
170941	5/6/2020	HILL-ROM	1,275.00	Hospital Supplies
170943	5/6/2020	HOLOGIC, INC.	107.00	Hospital Supplies
171056	5/15/2020	KARL STORZ ENDOSCOPY-AMERICA	530.86	Hospital Supplies
170963	5/6/2020	LEICA BIOSYSTEMS RICHMOND	1,395.86	Hospital Supplies
170956	5/6/2020	MEDTRONIC, USA	307.00	Hospital Supplies
170965	5/6/2020	OLYMPUS AMERICA INC	85.82	Hospital Supplies
171069	5/15/2020	OWENS & MINOR 90005430	2,392.31	Hospital Supplies
171071	5/15/2020	PERFORMANCE HEALTH SUPPLY INC	203.56	Hospital Supplies
171078	5/15/2020	RADIOMETER AMERICA INC	2,369.18	Hospital Supplies
171081	5/15/2020	RESPIRONICS	488.20	Hospital Supplies
170977	5/6/2020	SPACELABS MEDICAL	630.00	Hospital Supplies
170980	5/6/2020	STERIS CORPORATION	4,362.51	Hospital Supplies
171094	5/15/2020	STERIS CORPORATION	1,070.10	Hospital Supplies
171101	5/15/2020	TELEFLEX MEDICAL INC.	169.00	Hospital Supplies
170989	5/6/2020	TRI-ANIM HEALTH SERVICES INC	1,042.93	Hospital Supplies
171105	5/15/2020	TRI-ANIM HEALTH SERVICES INC	218.90	Hospital Supplies
171112	5/15/2020	UTAH MEDICAL PRODUCTS INC	64.26	Hospital Supplies
171113	5/15/2020	VAPOTHERM INC.	188.00	Hospital Supplies
170998	5/6/2020	WAXIE SANITARY SUPPLY	453.21	Hospital Supplies
171040	5/15/2020	EDGE PHARMACEUTICALS, LLC	311.44	Hospital Supplies
171128	5/22/2020	APPLIED MEDICAL	960.00	Hospital Supplies
171130	5/22/2020	ARTHREX INC.	264.00	Hospital Supplies
171134	5/22/2020	B BRAUN MEDICAL INC.	1,376.56	Hospital Supplies
171131	5/22/2020	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
171132	5/22/2020	BAXTER HEALTHCARE CORP/IV	1,771.26	Hospital Supplies

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171133	5/22/2020	BAXTER HEALTHCARE CORPORATION	4,647.61	Hospital Supplies
171136	5/22/2020	BOSTON SCIENTIFIC CORP	766.12	Hospital Supplies
171142	5/22/2020	COASTAL LIFE SYSTEMS, INC.	265.89	Hospital Supplies
171145	5/22/2020	COOK MEDICAL INCORPORATED	3,817.00	Hospital Supplies
171164	5/22/2020	HEALTHCARE LOGISTICS INC	63.29	Hospital Supplies
171169	5/22/2020	HULL ANESTHESIA INC	83.65	Hospital Supplies
171172	5/22/2020	KARL STORZ ENDOSCOPY-AMERICA	9,679.32	Hospital Supplies
171192	5/22/2020	LEICA BIOSYSTEMS RICHMOND	277.80	Hospital Supplies
171175	5/22/2020	MCKESSON MEDICAL-SURGICAL	3,966.57	Hospital Supplies
171182	5/22/2020	OWENS & MINOR 90005430	35,927.59	Hospital Supplies
171195	5/22/2020	TRI-ANIM HEALTH SERVICES INC	85.99	Hospital Supplies
171201	5/22/2020	WAXIE SANITARY SUPPLY	816.91	Hospital Supplies
171153	5/22/2020	EDGE PHARMACEUTICALS, LLC	1,136.72	Hospital Supplies
171266	5/28/2020	ABBOTT LABORATORIES	61.02	Hospital Supplies
171337	5/28/2020	ABBOTT NUTRITION	18.49	Hospital Supplies
171269	5/28/2020	APPLIED MEDICAL	432.00	Hospital Supplies
171273	5/28/2020	B BRAUN MEDICAL INC.	1,485.44	Hospital Supplies
171271	5/28/2020	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
171272	5/28/2020	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
171277	5/28/2020	BIOMET SPORTS MEDICINE	763.00	Hospital Supplies
171279	5/28/2020	BOSTON SCIENTIFIC CORP	752.07	Hospital Supplies
171292	5/28/2020	C.R. BARD, INC.	143.97	Hospital Supplies
171283	5/28/2020	CARDINAL HEALTH/V. MUELLER	42,112.98	Hospital Supplies
171285	5/28/2020	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
171288	5/28/2020	CONE INSTRUMENTS	113.43	Hospital Supplies
171290	5/28/2020	COOK MEDICAL INCORPORATED	679.80	Hospital Supplies
171302	5/28/2020	HEALTHCARE LOGISTICS INC	315.26	Hospital Supplies
171312	5/28/2020	KCI USA	3,348.32	Hospital Supplies
171351	5/28/2020	LEICA BIOSYSTEMS RICHMOND	426.70	Hospital Supplies
171317	5/28/2020	MCKESSON MEDICAL-SURGICAL	1,843.34	Hospital Supplies
171325	5/28/2020	OLYMPUS AMERICA INC.	3,428.95	Hospital Supplies
171327	5/28/2020	OWENS & MINOR 90005430	15.33	Hospital Supplies
171376	5/28/2020	PACIFIC MEDICAL LLC	295.00	Hospital Supplies
171328	5/28/2020	PERFORMANCE HEALTH SUPPLY INC	61.73	Hospital Supplies
171395	5/28/2020	RADIOMETER AMERICA INC	114.15	Hospital Supplies
171345	5/28/2020	STERIS CORPORATION	4,405.60	Hospital Supplies
171357	5/28/2020	TIDN PRODUCTS, LC	500.00	Hospital Supplies
171359	5/28/2020	TRI-ANIM HEALTH SERVICES INC	125.00	Hospital Supplies
171365	5/28/2020	UTAH MEDICAL PRODUCTS INC	136.68	Hospital Supplies
171368	5/28/2020	WAXIE SANITARY SUPPLY	4,560.25	Hospital Supplies
EFT00000005840	5/8/2020	BREG INC	360.65	Hospital Supplies
EFT00000005844	5/8/2020	HARDY DIAGNOSTICS	1,721.85	Hospital Supplies
EFT00000005847	5/8/2020	PACIFIC MEDICAL LLC	199.99	Hospital Supplies
EFT00000005852	5/8/2020	STRYKER INSTRUMENTS	128.97	Hospital Supplies
EFT00000005855	5/15/2020	APPLIED CARDIAC SYSTEM	312.50	Hospital Supplies
EFT00000005859	5/15/2020	BREG INC	179.76	Hospital Supplies
EFT00000005863	5/15/2020	HARDY DIAGNOSTICS	1,077.90	Hospital Supplies
EFT00000005872	5/15/2020	STRYKER INSTRUMENTS	1,150.78	Hospital Supplies
EFT00000005877	5/22/2020	BREG INC	419.86	Hospital Supplies

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EFT000000005878	5/22/2020	BSN MEDICAL INC	66.18	Hospital Supplies
EFT000000005885	5/22/2020	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	40.00	Hospital Supplies
EFT000000005886	5/22/2020	ZOLL MEDICAL CORPORATION	779.00	Hospital Supplies
EFT000000005890	5/28/2020	BEEKLEY CORPORATION	920.00	Hospital Supplies
EFT000000005891	5/28/2020	BIODEX MEDICAL SYSTEMS INC	76.20	Hospital Supplies
EFT000000005892	5/28/2020	BREG INC	71.28	Hospital Supplies
EFT000000005897	5/28/2020	HARDY DIAGNOSTICS	2,701.23	Hospital Supplies
EFT000000005898	5/28/2020	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000005899	5/28/2020	OVATION MEDICAL	899.00	Hospital Supplies
EFT000000005903	5/28/2020	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	2,708.00	Hospital Supplies
EFT000000005881	5/22/2020	LIFENET HEALTH	9,906.00	Hospital Supplies
171109	5/15/2020	PROVIDENT LIFE & ACCIDENT	29,011.49	Insurance Premium
171267	5/28/2020	ACUTY, A MUTUAL INSURANCE COMPANY	9,376.00	Insurance Premium
171363	5/28/2020	PROVIDENT LIFE & ACCIDENT	7,001.24	Insurance Premium
171207	5/22/2020	INSURANCE REFUND	621.50	Insurance Refund
171244	5/22/2020	INSURANCE REFUND	1,567.50	Insurance Refund
171374	5/28/2020	INSURANCE REFUND	3,188.41	Insurance Refund
171372	5/28/2020	WYOMING.COM	20.00	Internet Services
171126	5/22/2020	ALLERMETRIX INC	721.00	Laboratory Services
171316	5/28/2020	MAYO COLLABORATIVE SERVICES, INC.	328.60	Laboratory Services
171321	5/28/2020	METABOLIC NEWBORN SCREENING	4,388.00	Laboratory Services
EFT000000005889	5/28/2020	ARUP LABORATORIES, INC.	81,571.86	Laboratory Services
171020	5/15/2020	ANAEROBE SYSTEMS	36.55	Laboratory Supplies
170912	5/6/2020	ASSOCIATES OF CAPE COD INC	69.00	Laboratory Supplies
170918	5/6/2020	CARDINAL HEALTH	8,317.31	Laboratory Supplies
171032	5/15/2020	CARDINAL HEALTH	943.15	Laboratory Supplies
170921	5/6/2020	CEPHID	4,355.80	Laboratory Supplies
170932	5/6/2020	FISHER HEALTHCARE	2,045.77	Laboratory Supplies
171046	5/15/2020	FISHER HEALTHCARE	6,603.59	Laboratory Supplies
170954	5/6/2020	MEDIVATORS REPROCESSING SYSTEM	164.00	Laboratory Supplies
171060	5/15/2020	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
170945	5/6/2020	PLATINUM CODE	106.90	Laboratory Supplies
170981	5/6/2020	STRECK LABORATORIES INC	259.21	Laboratory Supplies
170992	5/6/2020	TYPENEX MEDICAL, LLC	94.00	Laboratory Supplies
170916	5/6/2020	BIOFIRE DIAGNOSTICS, LLC	25,560.00	Laboratory Supplies
171135	5/22/2020	BECKMAN COULTER, INC	17.63	Laboratory Supplies
171139	5/22/2020	CARDINAL HEALTH	1,375.40	Laboratory Supplies
171159	5/22/2020	FISHER HEALTHCARE	6,710.47	Laboratory Supplies
171176	5/22/2020	MEDIVATORS REPROCESSING SYSTEM	667.04	Laboratory Supplies
171196	5/22/2020	TYPENEX MEDICAL, LLC	64.00	Laboratory Supplies
171275	5/28/2020	BECKMAN COULTER, INC	197.91	Laboratory Supplies
171282	5/28/2020	CARDINAL HEALTH	1,246.46	Laboratory Supplies
171296	5/28/2020	FISHER HEALTHCARE	3,155.36	Laboratory Supplies
171309	5/28/2020	PLATINUM CODE	110.24	Laboratory Supplies
171360	5/28/2020	TYPENEX MEDICAL, LLC	199.50	Laboratory Supplies
171278	5/28/2020	BIOMERIEUX, INC.	4,542.09	Laboratory Supplies
EFT000000005839	5/8/2020	BIO-RAD LABORATORIES	253.00	Laboratory Supplies
EFT000000005846	5/8/2020	ORTHO-CLINICAL DIAGNOSTICS INC	1,766.48	Laboratory Supplies
EFT000000005858	5/15/2020	BIO-RAD LABORATORIES	3,405.32	Laboratory Supplies

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EFT000000005876	5/22/2020	BIO-RAD LABORATORIES	2,611.72	Laboratory Supplies
EFT000000005883	5/22/2020	PDC HEALTHCARE	128.14	Laboratory Supplies
EFT000000005901	5/28/2020	PDC HEALTHCARE	60.50	Laboratory Supplies
171330	5/28/2020	PHILLIPS LAW, LLC	11,682.50	Legal Fees
W/T	5/21/2020	HUNTINGTON BANK	10,000.00	Legal Fees
170996	5/6/2020	USI INSURANCE SERVICES WYOMING	67,761.36	Liability Insurance
171111	5/15/2020	USI INSURANCE SERVICES WYOMING	97,430.00	Liability Insurance
171373	5/28/2020	WYOMING STATE BOARD OF PHARMACY	340.00	Licenses & Taxes
171065	5/15/2020	NEW YORK LIFE INSURANCE COMPANY	2,731.82	Life Insurance
171109	5/22/2020	STANDARD TEXTILE	2,832.12	Linen
171343	5/28/2020	STANDARD TEXTILE	226.80	Linen
170923	5/6/2020	COMPHEALTH, INC.	15,532.00	Locum Tenens
170999	5/6/2020	WEATHERBY LOCUMS, INC	18,400.02	Locum Tenens
170937	5/6/2020	HAYES LOCUMS, LLC	38,570.16	Locum Tenens
171037	5/15/2020	CLARK'S QUALITY ROOFING, INC	1,775.00	Maintenance & Repair
171047	5/15/2020	FLOORING PROFESSIONALS INC	615.00	Maintenance & Repair
170982	5/6/2020	SUEZ TREATMENT SOLUTIONS INC.	1,541.00	Maintenance & Repair
171096	5/15/2020	SWEETWATER PLUMBING & HEATING	135.00	Maintenance & Repair
171120	5/15/2020	DANIEL DORMAN PAINTING	9,313.20	Maintenance & Repair
170966	5/6/2020	OVERHEAD DOOR CO.	6,607.62	Maintenance & Repair
171193	5/22/2020	SWEETWATER PLUMBING & HEATING	283.70	Maintenance & Repair
171148	5/22/2020	DANIEL DORMAN PAINTING	23,876.80	Maintenance & Repair
171270	5/28/2020	BADGER DAYLIGHTING CORP	4,068.96	Maintenance & Repair
EFT000000005848	5/8/2020	PARTSSOURCE	1,240.65	Maintenance & Repair
EFT000000005861	5/15/2020	COLORADO DOORWAYS, INC	115.54	Maintenance & Repair
EFT000000005866	5/15/2020	PARTSSOURCE	1,014.09	Maintenance & Repair
EFT000000005882	5/22/2020	PARTSSOURCE	1,293.21	Maintenance & Repair
EFT000000005884	5/22/2020	SERVCO	4,950.00	Maintenance & Repair
170922	5/6/2020	CODALE ELECTRIC SUPPLY, INC	3.67	Maintenance Supplies
170935	5/6/2020	GRAINGER	347.86	Maintenance Supplies
171050	5/15/2020	GRAINGER	1,126.16	Maintenance Supplies
170944	5/6/2020	HOME DEPOT	109.56	Maintenance Supplies
171054	5/15/2020	HOME DEPOT	339.85	Maintenance Supplies
170993	5/6/2020	UNIPOWER	396.09	Maintenance Supplies
170970	5/6/2020	ROCKLER COMPANIES, INC	253.95	Maintenance Supplies
171143	5/22/2020	CODALE ELECTRIC SUPPLY, INC	1,010.70	Maintenance Supplies
171162	5/22/2020	GRAINGER	3,115.98	Maintenance Supplies
171168	5/22/2020	HOME DEPOT	813.93	Maintenance Supplies
171197	5/22/2020	ULTRAVIOLET DEVICES, INC.	367.20	Maintenance Supplies
171268	5/28/2020	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
171301	5/28/2020	GRAINGER	706.10	Maintenance Supplies
171305	5/28/2020	HOME DEPOT	1,071.56	Maintenance Supplies
171287	5/28/2020	MSC INDUSTRIAL SUPPLY CO	109.10	Maintenance Supplies
EFT000000005850	5/8/2020	SHERWIN WILLIAMS CO	128.91	Maintenance Supplies
EFT000000005869	5/15/2020	ROCK SPRINGS WINNELSON CO	100.50	Maintenance Supplies
EFT000000005887	5/28/2020	ACE HARDWARE	17.99	Maintenance Supplies
EFT000000005902	5/28/2020	SHERWIN WILLIAMS CO	165.50	Maintenance Supplies
171307	5/28/2020	IMPACT MELANOMA INC	1,690.00	Marketing & Promotional Supplies
171331	5/28/2020	PMS SCREEN PRINTING	195.00	Marketing & Promotional Supplies

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171064	5/15/2020	MUSCULOSKELETAL TRANSPLANT FOUNDATION	665.00	Med Surg Supplies
171129	5/22/2020	ARMSTRONG MEDICAL INDUSTRIES	150.00	Med Surg Supplies
171323	5/28/2020	NEOTRACT, INC.	15,600.00	Med Surg Supplies
170957	5/6/2020	MHSC-FOUNDATION	1,033.68	MHSC Foundation
171063	5/15/2020	MHSC-FOUNDATION	1,911.26	MHSC Foundation
171322	5/28/2020	MHSC-FOUNDATION	1,901.26	MHSC Foundation
170908	5/6/2020	TERMINIX OF WYOMING	237.00	Monthly Pest Control
170955	5/6/2020	MEDLINE INDUSTRIES INC	1,259.51	Non Medical Supplies
171061	5/15/2020	MEDLINE INDUSTRIES INC	1,243.22	Non Medical Supplies
171068	5/15/2020	ORIENTAL TRADING COMPANY	430.23	Non Medical Supplies
171138	5/22/2020	BROWN INDUSTRIES INC	3,073.42	Non Medical Supplies
171161	5/22/2020	FOLLETT CORPORATION	4,886.59	Non Medical Supplies
171171	5/22/2020	J.J. KELLER & ASSOCIATES, INC.	346.95	Non Medical Supplies
171177	5/22/2020	MEDLINE INDUSTRIES INC	521.08	Non Medical Supplies
171319	5/28/2020	MEDLINE INDUSTRIES INC	283.12	Non Medical Supplies
171100	5/15/2020	TEGELER & ASSOCIATES-RS	50.00	Notway Bond
171042	5/15/2020	ENCOMPASS GROUP, LLC	1,531.00	Office Supplies
170978	5/6/2020	STANDARD REGISTER COMPANY	152.88	Office Supplies
171091	5/15/2020	STANDARD REGISTER COMPANY	144.06	Office Supplies
170979	5/6/2020	STAPLES BUSINESS ADVANTAGE	566.03	Office Supplies
171092	5/15/2020	STAPLES BUSINESS ADVANTAGE	1,842.78	Office Supplies
171190	5/22/2020	STAPLES BUSINESS ADVANTAGE	379.57	Office Supplies
171315	5/28/2020	MARK AND MEND INC.	358.22	Office Supplies
171344	5/28/2020	STAPLES BUSINESS ADVANTAGE	258.68	Office Supplies
EFT000000005851	5/8/2020	SMYTH PRINTING	244.80	Office Supplies
171010	5/15/2020	3M COMPANY	450.01	Other Medical Surgical Supplies
170914	5/6/2020	BECTON DICKINSON	2,358.72	Other Medical Surgical Supplies
171030	5/15/2020	BECTON DICKINSON	508.60	Other Medical Surgical Supplies
171062	5/15/2020	MERCURY MEDICAL	178.71	Other Medical Surgical Supplies
170987	5/6/2020	TELEFLEX LLC	639.00	Other Medical Surgical Supplies
171102	5/15/2020	TELEFLEX LLC	240.00	Other Medical Surgical Supplies
171124	5/22/2020	3M COMPANY	300.00	Other Medical Surgical Supplies
171154	5/22/2020	EMERSON HEALTHCARE, LLC	685.00	Other Medical Surgical Supplies
171286	5/28/2020	CIVCO RADIOTHERAPY	663.00	Other Medical Surgical Supplies
171355	5/28/2020	TELEFLEX LLC	377.94	Other Medical Surgical Supplies
171018	5/15/2020	ALTA MEDICAL SPECIALTIES	214.74	Other Non Medical Surgical Supplies
171036	5/15/2020	CJ SIGNS	315.00	Other Purchased Services
170951	5/6/2020	QUICK RESPONSE TAXI	150.00	Other Purchased Services
171058	5/15/2020	QUICK RESPONSE TAXI	75.00	Other Purchased Services
171119	5/15/2020	AIRGAS INTERMOUNTAIN INC	6,935.98	Oxygen Rental
EFT000000005838	5/8/2020	AIRGAS INTERMOUNTAIN INC	249.92	Oxygen Rental
EFT000000005856	5/15/2020	AIRGAS INTERMOUNTAIN INC	5,707.39	Oxygen Rental
EFT000000005875	5/22/2020	AIRGAS INTERMOUNTAIN INC	481.60	Oxygen Rental
EFT000000005888	5/28/2020	AIRGAS INTERMOUNTAIN INC	397.24	Oxygen Rental
171123	5/19/2020	PATIENT REFUND	180.88	Patient Refund
171121	5/19/2020	PATIENT REFUND	947.20	Patient Refund
171206	5/22/2020	PATIENT REFUND	102.00	Patient Refund
171208	5/22/2020	PATIENT REFUND	35.00	Patient Refund
171209	5/22/2020	PATIENT REFUND	41.04	Patient Refund

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171210	5/22/2020	PATIENT REFUND	40.00	Patient Refund
171211	5/22/2020	PATIENT REFUND	180.00	Patient Refund
171212	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171213	5/22/2020	PATIENT REFUND	40.06	Patient Refund
171214	5/22/2020	PATIENT REFUND	30.00	Patient Refund
171215	5/22/2020	PATIENT REFUND	5.80	Patient Refund
171216	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171217	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171218	5/22/2020	PATIENT REFUND	50.00	Patient Refund
171219	5/22/2020	PATIENT REFUND	30.00	Patient Refund
171220	5/22/2020	PATIENT REFUND	110.70	Patient Refund
171221	5/22/2020	PATIENT REFUND	30.00	Patient Refund
171222	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171223	5/22/2020	PATIENT REFUND	10.00	Patient Refund
171224	5/22/2020	PATIENT REFUND	6.20	Patient Refund
171225	5/22/2020	PATIENT REFUND	60.00	Patient Refund
171226	5/22/2020	PATIENT REFUND	144.03	Patient Refund
171227	5/22/2020	PATIENT REFUND	756.15	Patient Refund
171228	5/22/2020	PATIENT REFUND	55.77	Patient Refund
171229	5/22/2020	PATIENT REFUND	92.00	Patient Refund
171230	5/22/2020	PATIENT REFUND	32.78	Patient Refund
171231	5/22/2020	PATIENT REFUND	70.00	Patient Refund
171232	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171233	5/22/2020	PATIENT REFUND	75.00	Patient Refund
171234	5/22/2020	PATIENT REFUND	13.00	Patient Refund
171235	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171236	5/22/2020	PATIENT REFUND	100.00	Patient Refund
171237	5/22/2020	PATIENT REFUND	90.00	Patient Refund
171238	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171239	5/22/2020	PATIENT REFUND	30.00	Patient Refund
171240	5/22/2020	PATIENT REFUND	34.00	Patient Refund
171242	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171241	5/22/2020	PATIENT REFUND	471.00	Patient Refund
171243	5/22/2020	PATIENT REFUND	30.00	Patient Refund
171245	5/22/2020	PATIENT REFUND	16.10	Patient Refund
171246	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171247	5/22/2020	PATIENT REFUND	395.00	Patient Refund
171248	5/22/2020	PATIENT REFUND	25.00	Patient Refund
171250	5/22/2020	PATIENT REFUND	406.24	Patient Refund
171249	5/22/2020	PATIENT REFUND	6.00	Patient Refund
171251	5/22/2020	PATIENT REFUND	40.00	Patient Refund
171252	5/22/2020	PATIENT REFUND	9.94	Patient Refund
171253	5/22/2020	PATIENT REFUND	20.00	Patient Refund
171254	5/22/2020	PATIENT REFUND	25.00	Patient Refund
171123	5/19/2020	PATIENT REFUND	180.88	Patient Refund
171255	5/22/2020	PATIENT REFUND	25.00	Patient Refund
171256	5/22/2020	PATIENT REFUND	40.00	Patient Refund
171257	5/22/2020	PATIENT REFUND	60.00	Patient Refund
171121	5/19/2020	PATIENT REFUND	947.20	Patient Refund

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171258	5/22/2020	PATIENT REFUND	10.00	Patient Refund
171375	5/28/2020	PATIENT REFUND	82.80	Patient Refund
171008	5/12/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction
171265	5/26/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction
171004	5/12/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
171005	5/12/2020	STATE OF WYOMING DFS/CSES	1,514.97	Payroll Garnishment
171002	5/12/2020	CIRCUIT COURT 3RD JUDICIAL-GR	319.29	Payroll Garnishment
171003	5/12/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
171006	5/12/2020	SWEETWATER CIRCUIT COURT-RS	789.99	Payroll Garnishment
171007	5/12/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
171261	5/26/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
171262	5/26/2020	STATE OF WYOMING DFS/CSES	1,261.13	Payroll Garnishment
171259	5/26/2020	CIRCUIT COURT 3RD JUDICIAL-GR	311.32	Payroll Garnishment
171260	5/26/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
171263	5/26/2020	SWEETWATER CIRCUIT COURT-RS	705.13	Payroll Garnishment
171264	5/26/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	5/11/2020	PAYROLL 10	1,400,000.00	Payroll Transfer
W/T	5/26/2020	PAYROLL 11	1,400,000.00	Payroll Transfer
170959	5/6/2020	MHSC - PETTY CASH	200.00	Petty Cash
171034	5/15/2020	CARDINAL HEALTH PHARMACY MGMT	4,340.70	Pharmacy Management
171140	5/22/2020	CARDINAL HEALTH PHARMACY MGMT	710,595.35	Pharmacy Management
170906	5/6/2020	ADVANCED MEDICAL IMAGING, LLC	316.00	Physician Services
171122	5/19/2020	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
170952	5/6/2020	LOCUM TENENS.COM	1,320.14	Physician Services
171013	5/15/2020	ADVANCED MEDICAL REVIEWS, INC	1,425.53	Physician Services
171019	5/15/2020	AMERICAN ACADEMY OF SLEEP MEDICINE	270.00	Physician Services
170947	5/6/2020	JOHN A. ILIYA, M.D.	22,200.00	Physician Services
171122	5/19/2020	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
171356	5/28/2020	THE SLEEP SPECIALISTS	5,125.00	Physician Services
171361	5/28/2020	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	32.95	Physician Services
171362	5/28/2020	UNIVERSITY OF UTAH HEALTH CARE	90,276.67	Physician Services
171149	5/22/2020	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
171150	5/22/2020	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
171152	5/22/2020	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
171157	5/22/2020	FEDLOAN SERVICING	6,343.34	Physician Student Loan
171163	5/22/2020	GREAT LAKES	1,666.67	Physician Student Loan
171179	5/22/2020	NAVIENT	1,147.03	Physician Student Loan
171180	5/22/2020	NAVIENT	3,614.60	Physician Student Loan
171199	5/22/2020	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
171170	5/22/2020	DR. JACQUES DENKER	6,498.33	Physician Student Loan
170908	5/6/2020	ALLTIME TAXI & TRANSPORTATION SERVICE	40.00	Professional Service
170950	5/6/2020	CLIFTON LARSON ALLEN LLP	4,515.00	Professional Service
170961	5/6/2020	MILE HIGH MOBILE PET	400.00	Professional Service
171070	5/15/2020	P3 CONSULTING LLC	437.50	Professional Service
171090	5/15/2020	STANDARD AND POOR'S	7,500.00	Professional Service
170963	5/6/2020	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
171127	5/22/2020	AMERICAN COLLEGE OF RADIOLOGY	2,000.00	Professional Service
171294	5/28/2020	CE BROKER	268.06	Professional Service
171318	5/28/2020	MEDICAL PHYSICS CONSULTANTS, INC	4,275.00	Professional Service
171371	5/28/2020	WYOMING DEPARTMENT OF HEALTH	24.00	Professional Service

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EFT000000005904	5/28/2020	WESTERN STAR COMMUNICATIONS	6.60	Professional Service
171077	5/15/2020	RADIATION DETECTION COMPANY	20.00	Radiation Monitoring
171320	5/26/2020	MERRY X-RAY	334.49	Radiology Film
170949	5/6/2020	LANTHEUS MEDICAL IMAGING, INC	6,926.66	Radiology Material
171057	5/15/2020	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
170927	5/6/2020	CURIUM US LLC	617.34	Radiology Material
171137	5/22/2020	BRACCO DIAGNOSTICS INC	215.25	Radiology Material
171179	5/22/2020	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
171280	5/28/2020	BRACCO DIAGNOSTICS INC	365.92	Radiology Material
171313	5/28/2020	LANTHEUS MEDICAL IMAGING, INC	3,463.33	Radiology Material
EFT000000005842	5/8/2020	GE HEALTHCARE INC	544.55	Radiology Material
EFT000000005862	5/15/2020	GE HEALTHCARE INC	221.32	Radiology Material
EFT000000005867	5/15/2020	PHARMALUCENCE, INC	383.50	Radiology Material
EFT000000005880	5/22/2020	GE HEALTHCARE INC	646.46	Radiology Material
EFT000000005886	5/28/2020	GE HEALTHCARE INC	323.23	Radiology Material
EFT000000005900	5/28/2020	PHARMALUCENCE, INC	2,851.00	Radiology Material
170973	5/6/2020	DR. SAMER KATTAN	417.00	Reimbursement - CME
170986	5/6/2020	TAMARA WALKER, FNP	1,485.00	Reimbursement - CME
170960	5/6/2020	DR. MICHAEL NEYMAN	3,903.73	Reimbursement - Education & Travel
170967	5/6/2020	PHILLIP FLAKE	183.60	Reimbursement - Education & Travel
170969	5/6/2020	ROB FAIR	357.00	Reimbursement - Education & Travel
171082	5/15/2020	ROBIN SNOWBERGER	42.20	Reimbursement - Education & Travel
171184	5/22/2020	ROB FAIR	357.00	Reimbursement - Education & Travel
171281	5/28/2020	DR. BRYTTON LONG	249.90	Reimbursement - Education & Travel
171314	5/28/2020	DR. LAWRENCE LAURIDSEN	249.90	Reimbursement - Education & Travel
171338	5/28/2020	SAMANTHA WHITE	703.00	Reimbursement - Education & Travel
171104	5/15/2020	TONIA GAILY	129.00	Reimbursement - Education & Travel
171174	5/22/2020	MARIANNA TOLHURST	129.00	Reimbursement - Education & Travel
171194	5/22/2020	TIFFANY URANKER	129.00	Reimbursement - Education & Travel
171009	5/14/2020	JOANMARIE THACKRAH	2,500.00	Reimbursement - Employee Recruitment
170948	5/5/2020	JOSEPH J. OLIVER, M.D.	814.66	Reimbursement - Insurance Premiums
171347	5/28/2020	STEVEN O'BRIEN	64.81	Reimbursement - Insurance Premiums
171021	5/15/2020	ANGELA KENDALL	201.56	Reimbursement - Payroll deduction
W/T	5/14/2020	ABG 4/30/20	133,313.99	Retirement
W/T	5/22/2020	ABG 5/14/20	168,668.58	Retirement
171093	5/15/2020	STATE OF WYO. DEPT. OF REVENUE	832.25	Sales Tax Payment
171205	5/22/2020	ZONO CORPORATION	1,795.00	Software
170962	5/6/2020	MOBILE INSTRUMENT SERVICE	2,181.00	Surgery Equipment
171178	5/22/2020	MOBILE INSTRUMENT SERVICE	2,405.00	Surgery Equipment
170907	5/6/2020	ALI MED INC	234.99	Surgery Supplies
171016	5/15/2020	ALI MED INC	667.32	Surgery Supplies
170924	5/6/2020	CONMED LINVATEC	156.58	Surgery Supplies
170925	5/6/2020	COVIDIEN SALES LLC, DBA GIVEN IMAGING	5,952.16	Surgery Supplies
170976	5/6/2020	SMITH & NEPHEW INC.	614.88	Surgery Supplies
170984	5/6/2020	SYNTHES LTD	7,181.68	Surgery Supplies
171098	5/15/2020	SYNTHES LTD	4,200.24	Surgery Supplies
171118	5/15/2020	ZIMMER BIOMET	5,925.00	Surgery Supplies
171125	5/22/2020	ALI MED INC	327.75	Surgery Supplies
171186	5/22/2020	SMITH & NEPHEW INC.	2,503.40	Surgery Supplies
171191	5/22/2020	STRYKER ENDOSCOPY	678.40	Surgery Supplies

96/119

[illegible]

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending May 31, 2020**

Vouchers Submitted by MHSC at agreed discounted rate	
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
March 2020	\$73,717.48
April 2020	\$0.00
May 2020	\$39,171.41
County Requested Total Vouchers Submitted	<u>\$288,006.48</u>
Total Vouchers Submitted FY 2020	\$288,006.48
Less: Total Approved by County and Received by MHSC FY 2020	\$248,835.07
Total Vouchers Pending Approval by County	<u><u>\$39,171.41</u></u>

FY20 Title 25 Fund Budget from Sweetwater County	\$262,548.00
Plus Budget Amendment 06/02/2020	\$25,458.48
Funds Received From Sweetwater County	<u>\$248,835.07</u>
FY20 Title 25 Fund Budget Remaining	\$39,171.41
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY20 Maintenance Fund Budget from Sweetwater County	\$1,650,456.00
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
County Maintenance FY20 - March	\$95,866.03
County Maintenance FY20 - April	\$184,498.13
County Maintenance FY20 - May	\$438,275.79
	<u>\$1,650,456.00</u>
FY20 Maintenance Fund Budget Remaining	<u><u>\$0.00</u></u>

BUILDING AND GROUNDS COMMITTEE CHAIR REPORT TO THE BOARD

JUNE 2020

Ed Tardoni

The B&G Committee held a Zoom meeting in June. Jake Blevins of ST&B provided a Central Plant update

Maintenance Metrics

The metrics remain within normal ranges.

CENTRAL PLANT

This project continues to run behind schedule. Completion is now projected for mid-July. A potential, but not yet submitted, change order in the neighborhood of \$30,000 was discussed. This relates to the cooling tower and involves the structural support and piping. The support columns are long and allow the tower to move in the wind. That is an objectionable situation and some form of cross bracing is the typical solution to such an issue. The piping issue relates to the need to install additional pipe supports under a long run of pipe that extends from the tower into the building. Engineering is underway on both of these issues.



**Board Compliance Committee Meeting
Memorial Hospital of Sweetwater County
June 24th, 2020**

Present via Zoom: Irene Richardson, Suzan Campbell, Barbara Sowada, Ed Tardoni, Noreen Hove, April Prado

Minutes

The meeting was called to order at 1:00p.m. by Barbara Sowada.

Two "Mission Moments" were shared. The first was by Irene and she spoke about the care kits that each employee received. The kits included a mask, sanitizer, hand soap, and chocolate. The employees have definitely appreciated this gift. The second moment was shared by Ed and he stated that he and his wife were talking to their mail lady, and she said that she had to come to the ER a few weeks ago and it was the fastest she has ever been in and out of the ER. She told him that it was great all around.

The agenda and meeting minutes from were approved as written.

Old Business

1. Update on the Compliance Plan- Noreen Hove

It was discussed that Suzan is working on a new Code of Conduct policy to be added to this plan. When that policy is complete, it was decided that this committee should be the first one to see it and then the Human Resources Committee. Noreen will add a link to the Compliance Plan that will include the new Code of Conduct policy when it is finished. Barbara asked if the Grievance Committee needed to be mentioned in the composition of the Compliance Committee (top of pg. 3). After further discussion it was decided that they did not need to be mentioned given the current work plan. Barbara questioned vendors being left out of Section 10. Discussion included the need to add vendors with the already stated employees. Noreen will add vendors to this as well as a link to the current vendor policy. Barbara asked when this policy had been originally approved and continued about the need of original approval dates being on ALL policies. Noreen stated that dates do exist in PolicyStat-this one was originally approved in 2015. Ed brought up that not everyone is going to have access to PolicyStat to view dates when they are reviewing documents and the dates are important. Dates will be included on documents moving forward.

New Business

1. Compliance Work Plan 2020- Noreen Hove

Noreen discussed that the plan was changed to fiscal year 2020-2021 instead of calendar year 2020. This was done due to COVID-19 and staff changes. The red items were updates to the plan made by Noreen and April. Dates were again discussed and it was decided that printed copies need dates on them so everyone knows what version they are looking at. Noreen will look back for the dates and will add them to the Compliance Plan. The committee voted and approved the use dates on these documents. Dates will include, the original date that it was approved and the date that any revisions have been made. Barbara stated that the top of pg. 17 needs to be changed to reflect that we are bringing the work forward into FY 2021. Noreen will change that paragraph as requested. Noreen discussed that she found the checklist mentioned in #1 (Identifying Compliance Risk Areas) and that herself and April will be going over this and will comprise a report for the meeting next month. Noreen also reported that Rich in IT did bring her the departments steps on #4 (New Software Implementation). This will be recorded as done on 06/24/2020. Noreen also reported on #6 (HIPAA Privacy & Security Regulations), this one is currently on-hold as we cannot get a willing third party to come in given the current pandemic. The committee

would like the Compliance Plan brought to next months meeting with the noted corrections made. Noreen will do this.

2. Revised Compliance Charter- Barbara Sowada

Barbara reported that changes had been made in the composition; Suzan's title had been changed and April was added as a non-voting member. Discussion about reports being a little deeper or being removed completely from this charter given that "they now know what they want to see". A motion was made by Noreen to approve the charter and was seconded by Irene. The charter was unanimously approved with no discussion.

Reports

Behavioral Health- 7 patients for the month of May with no fall-outs.

HIPAA- No violations in May.

Grievances- All have been resolved in the appropriate time. Complaints are now in yellow and do not count as grievances.

Additional Discussion

Suzan brought up the Grievance Policy as it appeared on the agenda. Barbara stated that it was an error as this is an in-house policy and this committee does not need to see it.

Adjournment

The meeting adjourned at 1:44p.m.

Next Meeting

July 22nd, 2020 at 2:00p.m.

Respectfully Submitted,

April Prado, Recording Secretary

Contract Check List

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

1. Name of Contract: **AMBULANCE AGREEMENT BETWEEN MHSC AND SWEETWATER MEDICS**
2. Purpose of contract, including scope and description: **CONTRACT FOR SWEETWATER MEDICS TO PROVIDE TRANSPORT SERVICES OF BEHAVIORIAL HEALTH PATIENTS AND ANY OTHER PATIENT WHO REQUIRES AMBULANCE TRANSPORT FOR WHICH MHSC IS FINANCIALLY RESPONSIBLE.**
3. Effective Date: **JULY 1, 2020**
4. Expiration Date: **JUNE 30, 2021**
5. Termination provisions: **30 DAYS WRITTEN NOTICE BY EITHER PARTY**
Is this auto-renew? **NO**
6. Monetary cost of the contract: **\$18.00/MILE – TOTAL COST WILL DEPEND ON PATIENT VOLUMES. FY2020 = \$10,108.00, FY2019 = \$48,906.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **WYOMING**
8. Any confidentiality provisions? **NO**
9. Indemnification clause present? **NO**
10. Is this contract appropriate for other bids? **NO**
11. Is County Attorney review required? **NO**

**AMBULANCE AGREEMENT BETWEEN MEMORIAL HOSPITAL OF SWEETWATER COUNTY
AND SWEETWATER MEDICS, LLC**

THIS AGREEMENT is made July _____, 2020 by and between Memorial Hospital of Sweetwater County (hereinafter MHSC) and Sweetwater Medics, LLC hereinafter Sweetwater Medics). This Agreement shall be effective for a period of one (1) year beginning July 1, 2020 and ending June 30, 2021. This beginning date is the Effective Date.

Section One: Recitals

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

Sweetwater Medics is in the business of providing ambulance transportation services and possesses the necessary personnel and equipment to provide advanced life support services.

Section Two: Sweetwater Medics Responsibilities

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

Section Three: MHSC Responsibilities

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

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

- a. Behavioral health patients requiring transport to a facility that delivers behavioral health services not available at MHSC.
 - b. Any other patients, as determined by MHSC administration, who require ambulance transportation and it has been determined that the financial responsibility for the ambulance transportation is the responsibility of MHSC.
2. Requests for ambulance transport services from MHSC shall be requested by CEO, CNO, House Supervisor or other MHSC staff given authority to request transport services.

Section Four: Payment Terms

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

Section Five: Term of Agreement

This Agreement shall be in effect July 1, 2020 and shall be for a term of one (1) year. This agreement shall expire June 30, 2021.

Either party may terminate this Agreement by thirty-(30) day written notice.

Section Six: General Terms

1. Absence of Waiver. The failure of any of the parties to this Agreement to insist upon the performance of any of the terms and conditions of this Agreement or the waiver of any breach of any of the terms and conditions of this Agreement shall not be construed as having waived all terms and conditions, but the terms and conditions shall continue and remain in full force and effect as if no such forbearance or waiver had occurred.
2. This Agreement shall be governed by and construed in accordance with the laws of the State of Wyoming.
3. This Agreement shall constitute the entire agreement between the parties and any prior understanding or representation of any kind preceding the date of this Agreement shall not be binding on any party except to the extent incorporated into this Agreement.
4. Any modification of this Agreement or additional obligations assumed by either party in connection with this Agreement shall be binding only if evidenced in writing signed by each party or an authorized representative of each party.
5. The rights of each party under this Agreement are personal to that party and may not be assigned or transferred to any other person, firm, corporation or other entity without the prior, express written consent of the other party.

6. The partial invalidity of any portion of this Agreement will not and shall not be deemed to affect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid the parties agree that the remaining provisions shall be deemed to be in full force and effect as if they had been executed by both parties, subsequent to the expungement of the invalid provisions.

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

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

Sweetwater Medics, LLC
P.O. Box 356
Rock Springs WY 82901

Irene Richardson, CEO

Steven Kourbelas, Manager

Date

Date

Contract Check List

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

1. Name of Contract: **The Radio Network**
2. Purpose of contract, including scope and description: **Radio advertising**
3. Effective Date: **July 1, 2020**
4. Expiration Date: **One year from effective date- June 30, 2021**

5. Rights of renewal and termination yes month to month after initial year. **Advertiser (MHSC) has the right to terminate this contract by written notice to RadioNetwork within 30 days of termination date. Is this auto-renew? No**

6. Monetary cost of the contract and is the cost included in the department budget?

\$583.33 per station (5) = \$2916.65 per month for 12 months for an annual total of \$35,000. Added on coverage for the GR Wolves games which is \$250 month for 8 months= \$2000.00 This gets MHSC three ads per game.

Final total \$37,000.

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not addressed.**

8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

40 Shoshone Ave.
Green River, WY 82935
P.O. Box 970

THE RADIO NETWORK

KYCS KUGR KUGR KFRZ KZWB
95.1 FM 1490 AM 104.9 FM 92.1 FM 97.9 FM

(370) 875-6666
(307) 362-6746
Fax: (307) 875-5847

Client MEMORIAL HOSPITAL Address 1200 COLLEGE DRIVE Date _____
SWEETWATER COUNTY ROCK SPRINGS WY 82901
E-mail CSUTTON@SWEETWATER ☐ Last Sunday ☐ Exact Time ☐ CO-OP ☐ Schedule Only ☒ Contract
MEMORIAL.COM

KYCS

Start 7/1/20
Stop 6/30/21
Rep. CW

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate _____ Total <u>583.33</u>						

Special Instructions:

Cart # 108T

6am - 7pm

LIVE READS
F/B POSTS

KUGR

Start 7/1/20
Stop 6/30/21
Rep. CW

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
	<u>WOLVES FOOTBALL/BASKET BALL</u> <u>AUGUST - MARCH \$250.00</u> <u>(3 ADS PER GAME)</u>					
# of Time <u>104</u> Sec. <u>30</u> Rate _____ Total <u>583.33</u>						

KFRZ

Start 7/1/20
Stop 6/30/21
Rep. _____

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate _____ Total <u>583.33</u>						

MHSC HAS
RIGHT TO
TERMINATE
THIS CONTRACT
WITHIN 30
DAYS OF
TERMINATION DATE.

KZWB

Start 7/1/20
Stop 6/30/21
Rep. CW

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate _____ Total <u>583.33</u>						

Authorized Signature _____

106119

Cindy Wakful
TRN

Date _____

240 East Pine Street
Pinedale, Wyoming 82941

THE FREEZE

KFZE 104.3FM

A RADIO NETWORK STATION

Phone (307) 367-4211

Client Memorial Hospital
Sweet Water County
E-mail _____

Address _____

Date _____

☐ Last Sunday ☐ Exact Time ☐ CO-OP ☐ Schedule Only ☒ Contract

Mon	Tues	Wed	Thurs	Fri	Sat	Sun

Start 7/1/20 Stop 6/30/21 Rep. CW

Cart # 108T

Special Instructions:
6am - 7pm
Schedule to follow
MNBL has the
RIGHT TO TERMINATE
CONTRACT
Within 30 days
of Termination date.

of Time 104 Sec. 30 Rate _____ Total 583.33

Signature _____

(C. M. Wakefield)
TRN.

Contract Check List

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

1. Name of Contract: **WYORADIO**
2. Purpose of contract, including scope and description: **10 radio spots per day on KQSW, KSIT, SMRZ, KRKK (300 average spots per month on each station compared to 125 spots last year.) Two radio spots during every UW Football Game and UW Basketball Game. 22 spots each on KSIT and KRKK during non-UW months. Top of Page 800x200 banner on Wyo4News and 300x25 embedded digital ad on. Wyo4News. Four featured/sponsored posts per month. Afternoon weather sponsorship on Wyo4News. Two weather sponsorship live reads M-F on KSIT, KMRZ, KQSW. Rotating information billboard on KMRZ, KSIT, KQSW.**
3. Effective Date: **Contract effective date is July 1, 2020.**
4. Expiration Date: June 30, 2021
5. Rights of renewal and termination? Hospital (Advertiser) has right to terminate the contract with written notice 30 days before the termination date. Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **Contract is in 2020-21 budget. Monthly spend is \$3,189, a \$4.75 savings over last year's contract with many more advertising opportunities (FY21 Total spots: 14,124+UW games. FY20 Total Spots: 5,050.) TOTAL ANNUAL COST \$38,268.00**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not addressed**

- 8. Any confidentiality provisions? **No**
- 9. Indemnification clause present? **No**
- 10. Is this contract appropriate for other bids? **No**
- 11. Is County Attorney review required? **No**

MASTER AGREEMENT

Date:		Sales Rep:		WYORADIO																																			
Client: Memorial Hospital of Sweetwater County		Agency: Deb Sutton		Contact: Deb Sutton		Street: College Drive		City: Rock Springs		State Zip: W		E Mail: dsutton@sweetwatermemorial.com		Phone: 307-362-3711		Fax:		Yellowstone Road		PO Box		Rock Springs, WY		RS: () () () () () ()		R: () () () () () ()		Fax: () () () () () ()											
KSIT		x		KRKK		x		Web		KSW		x		KMR		x		x																					
BI																																							
EW CONTRACT		PURCHASE ORDER		MO		BROAD CAST		EOS																															
EW BLESS				TRADE		CAS																																	
SPO		SORS		IP		OAO		Combo C D E Cowboys Afternoon W		CO		CT CODE(S):		CO		OP:		o		es																			
START DATE		END DATE																																					
STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)		STATION(S)									
SC		ED		E		SPOTS		RATE		SC		ED		E		SPOTS		RATE		SC		ED		E		SPOTS		RATE		SC		ED		E		SPOTS		RATE	
KSW										KSIT										KMR																			
A		A								A		A								A		A																	
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A		P		S						A		P		S						A		P		S															
TERMS OF AGREEMENT																																							
On Air/ Online Combo CDE with Cowboys and Weather Sponsorship																																							
Client will receive 9 - :30 second spots per day, every day 5a-12a on all stations. (KMR, KSIT, KQSW, KRKK).																																							
Client will receive 1 :30 second spot M-F during morning shows on all stations. 6a-9a. (KMR, KSIT, KQSW, KRKK).																																							
Client will receive 2 Weather Sponsorship Live Reads per day, M-F on KMR, KQSW and KSIT.																																							
Client will receive rotating Information Billboard on KMR, KQSW and KSIT.																																							
Client will receive 800x200 pixel Top Of Page Banner Ad on Wyo4News.com.																																							
Client will receive 300x250 pixel embedded/sponsor ad on Wyo4News.com																																							
Client will receive Afternoon Weather Sponsorship on Wyo4News.com																																							
Client will receive University of Wyoming Sports Sponsorship and receive a minimum of 2 :30 spots in every UW Cowboys Football and Basketball game on KSIT and a minimum of 2 spots in every UW Cowgirls basketball game on KRKK.																																							
In non-game month's client will receive an additional 22 :30 second spots on KRKK (July, August, September, October, April, May and June) and KSIT (July, August, April, May and June).																																							
Client will receive 4 Featured Posts on Wyo4News per month. Additional posts may be purchased at \$50 per post. Non-used posts may be used the following months.																																							
Client will also receive Wyo4News Facebook support through the term of this agreement.																																							
On Air/On-Line Combo Package Price: \$3189 per month.																																							
Monthly total will be billed as follows: KSIT: \$947 KQSW: \$793 KMR: \$793 KRKK: \$181 Wyo4News: \$475																																							
A		EB		MAR		APR		MAY		JUN		JUL		AUG		SEP		OCT		NOV		DEC																	
TOTAL AMOUNT:																																							
TOTAL SPOTS:																																							
Advertiser Signature:																																							
Date:																																							
Advertiser has the right to terminate this contract by written notice to WyoRadio within 30 days of termination date. Advertiser acknowledges that this document is a legal, binding contract. Invoices are due and payable on receipt. Advertiser further agrees to pay collection costs and attorney's fees. Late charges of 1.5% per month may be applied to balances over thirty days past due.																																							
WYO RADIO does not discriminate in advertising contracts on the basis of race or ethnicity and will not accept any advertising which is intended to discriminate on the basis of race or ethnicity. Advertiser represents and warrants that it is not purchasing advertising time from WYO RADIO or its station(s) that is intended to discriminate on the basis of race or ethnicity.																																							
Rev																																							

Contract Check List

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

1. Name of Contract: **OVID TECHNOLOGIES, INC**
2. Purpose of contract, including scope and description: **Renewal of online medical library for physicians and clinical staff. Subscription includes NEJM and OVID clinical and Hospital essential collection and user licenses for access by providers.**
3. Effective Date: **August 31, 2020**
4. Expiration Date: **August 31, 2021**
5. Termination provisions: **If we don't pay for renewal subscription providers won't have licenses i.e. access to library** Is this auto-renew? **No**
6. Monetary cost of the contract: **\$16,984.00** Budgeted?
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **NA**
9. Indemnification clause present? **NA**
10. Is this contract appropriate for other bids? **NO**
11. Is County Attorney review required? **No**

Contract Check List

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

1. Name of Contracts: **Wolters Kluwer for UpToDate subscription service**
2. Purpose of contract, including scope and description: **UpToDate is a search engine for medical journals, articles and newest research. Doctor to doctor - peer reviewed practice guidelines used for patient decision -making. Benefit for our physicians. They really use it a lot. Report from Wolters Kluwer is that use is at 96% by our physicians.**
3. Effective Date: **August 1, 2020**
4. Expiration Date: **1 year**
5. Rights of renewal and termination: **Yes with at least 30-day notice prior to expiration of the current term** Is this auto-renew? Yes **August 1**
6. Monetary cost of the contract and is the cost included in the department budget? **Last year our provider numbers were virtually the same, but this year there is a subscription price increase due to increase in the number of Providers who access the on-line library. Last year the cost increased from the \$15,000 to \$17,000. In 2018 our numbers were at 30, 2019 we fluctuated a little – but not enough to cause an additional increase due to provider number increase. This year our numbers are at 43 – this caused the additional increase (\$22,823) and lead to the Amendment to Agreement. TOTAL ANNUAL COST \$22,823.00**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Not changed to Wy. Massachusetts law as this is a Mass. Based Company that has contracts in all states.**

8. Any confidentiality provisions? **Yes as to intellectual property rights, product design and we will keep it confidential for 3 years after termination of the agreement. Not the agreement itself.**

9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **No**

11. In-house Counsel Reviewed: **Yes**

12. Is County Attorney review required? **NA**

Joint Commission Statement on Removing Barriers to Mental Health Care for Clinicians and Health Care Staff

May 12, 2020

The COVID-19 pandemic is placing unprecedented strains on the health care workforce. As a result, many health care workers feel that it would be helpful to talk to a mental health professional. However, clinicians have concerns that seeing a mental health professional could adversely affect their career if they are asked about a previous history of mental health issues during the credentialing or licensing process.

The Joint Commission does not require organizations to ask about a clinician's history of mental health conditions or treatment. We strongly encourage organizations to not ask about past history of mental health conditions or treatment. As an alternative, we support the recommendations of the Federation of State Medical Boards and the American Medical Association to limit inquiries to conditions that *currently* impair the clinicians' ability to perform their job. It is critical that we ensure health care workers can feel free to access mental health resources.

The Joint Commission supports the removal of any barriers that inhibit clinicians and health care staff from accessing mental health care services, including eliminating policies that reinforce stigma and fear about the professional consequences of seeking mental health treatment.

For helpful resources please refer to The Joint Commission's Staff Health and Wellbeing section on the [Coronavirus](#) portal.

This email was sent by: The Joint Commission
One Renaissance Boulevard Oakbrook Terrace, IL 60181 USA



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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Statement of Health

☐ By my signature hereto, I represent that presently, and for five years prior to the date of my signature, I have not been diagnosed and/or treated as having any illness, condition or symptom relating to any physical or mental health condition that would currently impact in any manner upon my ability to either practice medicine in general, or perform any of the functions in particular that are set out in the position description/delineation of privileges for which I am applying.

OR

I have an impairment that:

☐ Affects my ability to perform the clinical privileges requested and for which I require special accommodation. Describe any needed accommodations: _____

☐ **Does not** affect my ability to perform the clinical privileges requested. No special accommodations are needed.

Applicant's Signature

Date

This statement must be confirmed by either the director of your training program (provided they are a physician), chief of staff, or personal physician, as required by accrediting bodies.

I hereby confirm that the provider identified above ☐ does ☐ does not currently have any physical and/or mental health condition that might impair his/her ability to care for patients.

Reasonable accommodation needed: _____

Name (printed or typed)

Signature (Must be a physician (MD or DO) other than the applicant)

Title

Date

Address

Daytime Phone Number

HEALTH STATUS (If any of the following questions are answered in the affirmative, please provide full explanation below or on a separate sheet, including a description of any accommodations that could reasonably be made to facilitate your performance of such functions without risk of compromises.)

	YES	NO
Do you presently have a physical or mental health condition that currently affects, or that may reasonably be expected to progress within the next two years to the point of affecting, your ability to perform the clinical privilege requested or other medical staff duties?		
Are you currently taking medication/ under other therapy for a condition which could affect your ability to perform professional or medical staff duties if the medication/ therapy were discontinued today?		
Have you at any time during the last 5 years been hospitalized or received any other type of institutional care for any such condition/ problem?		

DISCIPLINARY ACTIONS

Since your last (re)appointment, have any of the following ever been, or are any currently in the process of being, encumbered in any way? Have you ever voluntarily relinquished, withdrawn or failed to proceed with an application in order to avoid an adverse action, or to preclude an investigation, or while under investigation relating to professional conduct? Please include restrictions, conditions, censures, reprimands, letters of concern, limitations, denials, probationary periods, consent orders, stipulations, surrenders, suspensions, revocations and fines. If you answer yes to any of the questions below, please provide full explanation on a separate sheet

	No	Yes
Medical license in any state		
Other health-related professional registration/license		
DEA/state controlled substances registrations		
Academic appointment		
Membership on any hospital medical staff		
Clinical privileges		
Prerogatives/rights on any medical staff		
Other institutional affiliation or status or authorization to provide services thereat		
Professional society membership/fellowship/certification		
Have you ever been convicted of, entered a plea of nolo contendere, or currently have pending charges against you for any crime other than traffic violations (include felonies and misdemeanors)? If yes, include resolution.		
Have you been convicted of, or pleaded no contest to, a drug or alcohol related offense?		
Have you been sanctioned by a PSRO, PRO, Medicare/Medicaid or similar agency?		

HEALTH STATUS

If you answer "yes" to any of the following questions, please provide full explanation on a separate sheet.

	No	Yes
Do you presently have a physical or mental health condition that is reasonably likely to progress within the next two years to the point of affecting your ability to perform professional or medical staff duties appropriately?		
Are you currently taking medication/under other therapy for a condition which could affect your ability to perform professional or medical staff duties if it were discontinued today?		
Have you at any time since your last (re)appointment been hospitalized or received any other type of institutional care for a major health problem?		

Clinical privileges		
Prerogatives/rights on any medical staff		
Other institutional affiliation or status or authorization to provide services thereat		
Professional society membership/fellowship/certification		
Any other type of professional sanction		
Have you ever been convicted of, or pleaded no contest to, any criminal charges (other than motor vehicle speeding violation) brought against you? If yes, include resolution.		
Have you been convicted of, or pleaded no contest to, a drug or alcohol related offense?		
Have you been sanctioned by a PSRO, PRO, Medicare/Medicaid or similar agency?		

HEALTH STATUS:

If you answer "yes" to any of the following questions, please provide full explanation on a separate sheet.

	No	Yes
Do you presently have a physical or mental health condition that is reasonably likely to progress within the next two years to the point of affecting your ability to perform professional or medical staff duties appropriately?		
Are you currently taking medication/under other therapy for a condition that could affect your ability to perform professional or medical staff duties if it were discontinued today?		

PROFESSIONAL LIABILITY INSURANCE (Please attach a Certificate of Insurance):

1. Have there ever been, or are there currently pending, any malpractice claims, suits, settlements, or arbitration proceedings involving your professional practice? Yes _____ No _____

If yes, please provide the following information for each situation:

- Date suit or claim was initiated _____
- Name and location of the court _____
- Name of the parties _____
- Brief description of the nature of the claim _____

- e. Current status, including the substance of the findings in each action that has been concluded and the amount of any award made.

2. Since your last (re) appointment have you been denied professional liability insurance or has your coverage been cancelled, or has a surcharge been imposed based on your own claims experience?
Yes _____ No _____ If yes, please provide details:

HEALTH STATUS

If you answer "yes" to any of the following questions, please provide full explanation on a separate sheet.

	No	Yes
Do you presently have a physical or mental health condition that is reasonably likely to progress within the next two years to the point of affecting your ability to perform professional or medical staff duties appropriately?		
Are you currently taking medication/under other therapy for a condition that could affect your ability to perform professional or medical staff duties if it were discontinued today?		
Have you at any time since your last (re)appointment been hospitalized or received any other type of institutional care for a major health problem?		

EMPLOYER/SUPERVISING PHYSICIAN:

Sponsoring Physician's Name: _____

Do you continue to recommend this individual for Allied Health Professional staff membership and privileges?

Yes _____ No _____ If your answer is no, please explain:

Signature of Supervising/Employing Physician _____

Date _____