



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - April 3, 2019

2:00 PM

Classrooms 1, 2 & 3

Meeting Book - Wednesday - April 3, 2019 Board of Trustees Regular Meeting

Board Meeting Agenda

I. Call to Order		Richard Mathey
A. Pledge of Allegiance		Richard Mathey
B. Our Mission and Vision		Taylor Jones
Mission Vision Values Strategies March 2018.pdf - Page 5		
II. Agenda	For Approval	Richard Mathey
III. Minutes	For Approval	Richard Mathey
Minutes for March 6 2019.docx - Page 6		
Minutes Strategic Planning Retreat - Special Board Meeting March 11 2019.doc - Page 12		
IV. Community Communication		Richard Mathey
V. Old Business		
A. Board Meetings and Workshops	For Discussion	Richard Mathey
B. Outstanding - Not Ready for Board Consideration Placed on the agenda as a reminder of uncompleted business		Richard Mathey
1. Credentials Policy		
VI. New Business		
A. (From the Human Resources Committee)	For Review	Ed Tardoni
1. Social Media Policy		
EMPLOYEE POLICIES- USE OF SOCIAL MEDIA.pdf - Page 13		
B. Insurance Renewal		Richard Mathey
C. Neurology Privilege Form		
Neurology.docx - Page 15		
D. Residents in Training Policy		
REsidents in Training revised 02112019.doc - Page 18		
U of U Residency Training.pdf - Page 21		
VII. Chief Executive Officer Report No report included in the meeting packet.		Irene Richardson, Chief Executive Officer
VIII. Committee Reports		
A. Quality Committee		Barbara Sowada
B. Human Resources Committee		Ed Tardoni

C. Finance and Audit Committee

Marty Kelsey

1. Narratives

Jan Layne,
Controller

Narrative to February Financial Statement.pdf - Page 36

Narrative Provider Clinic February 2019.pdf - Page 38

2. Bad Debt

For Approval

Ron Cheese,
Patient
Financial
Services
Director

Final numbers distributed near or on meeting date.

meeting book - march finance & audit committee meeting.pdf -
Page 40

D. Building & Grounds Committee

Ed Tardoni

March BG Chair Report.docx - Page 125

Minutes March 19 2019.pdf - Page 126

Capital Summary FY20.xlsx - Page 127

Workorders.Building.and.Grounds.xlsx - Page 132

E. Foundation Board

Taylor Jones

F. Compliance Committee

Barbara
Sowada

Code of Conduct 2019.pdf - Page 133
For Review

G. Governance Committee

H. Joint Conference Committee

Richard
Mathey
Richard
Mathey
Suzan
Campbell,
Chief Legal
Executive and
General
Counsel

IX. Contract Review

A. Contract Consent Agenda

For Approval

1. Fibertech

Fibertech 2019.pdf - Page 137

2. Gammawest

GammaWest.pdf - Page 140

B. Contracts Approved By CEO Since Last Board Meeting

For Your Information

1. Civco

Check List for Civco.pdf - Page 152

2. Martin Ray

Check List Martin Ray for laundry services.docx - Page 154

X. Medical Staff Report

No report included in the meeting packet.

Dr. Lawrence
Lauridsen,
Medical Staff
President
Richard
Mathey

XI. Good of the Order

XII. Executive Session (W.S. 16-4-405(a)(ii), (iii), (ix), (xi))

Richard
Mathey

XIII. Action Following Executive Session

Confidential information available for review in the Board Portal.

Richard
Mathey

A. Approval of Privileges

For Approval

XIV. Adjourn

Richard
Mathey



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

Workplace Experience

Quality & Safety

Growth, Opportunity & Community

Financial Stewardship

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

March 6, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on March 6, 2019, at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

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

Mr. Mathey led the audience in the Pledge of Allegiance. Mr. Tardoni read aloud the mission and vision statement.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the January 7, 2019, regular meeting as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried. The motion to approve the minutes of the January 31, 2019, special workshop as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the February 26, 2019, special meeting with the general medical staff was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

For Board Approval

Conflict Resolution Policy

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

Drug and Alcohol Free Workplace Policy

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

Board Meetings and Workshops

Mr. Mathey said forgoing meetings here and there is much appreciated. Preparing and conducting is a big time commitment. Mr. Mathey said we should do more of this as our circumstances allow. If we do not have pressing matters, perhaps we should have more workshops and fewer meetings. A Quality Committee workshop is scheduled August 29. The Board is not having a regular meeting in September. Mr. Mathey said we are considering cutting back on quarterly special meetings. He said they serve a purpose and should be held but perhaps they are not needed every quarter. Mr. Mathey said he is considering rearranging and reducing the number of meetings. He invited the views of the Trustees, Dr. Lauridsen, and Ms. Tiffany Marshall, Foundation Director. Mr. Kelsey suggested meeting two times annually with the Medical Staff and Foundation. Mr. Jones and Dr. Lauridsen agreed less is more. Ms. Marshall said the Foundation Board finds value in meeting together and strengthening the relationship within the organization. Mr. Mathey said he would propose a meeting schedule at the next regular meeting.

Outstanding – Not Ready for Board Consideration

Credentialing Policy

Mr. Mathey said the Board will consider the policy when they consider the adoption of the new medical staff bylaws.

NEW BUSINESS

There was no new business.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson thanked everyone including the Board for their hard work. She thanked the Board of County Commissioners. Ms. Richardson said we are working hard to take care of our patients and our community. She said we are one year into our work on the strategic plan and we have reached some milestones. She is conducting a half-day retreat March 11 to review the strategic plan. Ms. Richardson provided a brief overview of work in the five pillars. Physician recruitment and retention work continues. Doctors' Day is March 27. We will celebrate our providers at an April 10 dinner. Town Halls will be held in April. The community health fair is scheduled March 9 and we are excited to have 45 booths. The Kiwanis Club continues to meet weekly at the Hospital and physicians and department leaders present monthly. The Rock Springs Chamber Enterprise Committee meets at the Hospital monthly. Ms. Richardson thanked Mr. Smith for joining us in several meetings and for his instrumental work in helping us create a hospital maintenance fund.

COMMITTEE REPORTS

Quality Committee

Ms. Kara Jackson, Quality Director, reported in 2017 we were a two star rated hospital within the Hospital Compare program. We were awarded a four star rating in February 2019. Ms. Jackson noted this is a big accomplishment and thanked all of the staff because this accomplishment was achieved due to work at every level and in every department of the Hospital. Ms. Jackson reported the March Quality Committee meeting was replaced with a LEAN forum and presentation March 20 from 11 a.m. to 1 p.m. She invited the Trustees to attend and said we plan to conduct forum updates quarterly. Mr. Kelsey said it is remarkable to go from two stars to four stars in such a short time. He said the Committee is looking at ways to show the Board what the Quality Department thinks is important for the Board to see.

Human Resources Committee

Mr. Tardoni said there were no December Committee meeting minutes because they are working on a new format. They are working on ways of submitting minutes. They will work toward not killing trees with so many copies of information in the packet. The Committee considered a social media policy. It was approved to forward to the Board so he will submit for review at the next regular meeting. Mr. Tardoni emphasized entry-level opportunities for someone interested in a career at the Hospital.

Finance and Audit Committee

Capital Expenditure Request: The motion to approve capital expenditure request FY19-30 for an endoscopic system as described in the packet for \$359,119.93 was made by Mr. Kelsey; second by Mr. Jones. Motion carried. The motion to approve capital expenditure request FY19-32 for an ultrasound system and a PICC placement device as presented for \$35,125 was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Narratives: Ms. Tami Love, Chief Financial Officer, reviewed the narrative highlights included in the meeting packet.

Bad Debt: The motion to approve the net potential bad debt of \$1,063,128.63 for January as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Kelsey; second by Mr. Jones. Motion carried. The motion to approve the net potential bad debt of \$879,321.79 for February as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Building and Grounds Committee

Mr. Jim Horan, Facilities Director, referenced meeting minutes from the last meeting. The retaining wall project has been approved and work is moving ahead. Engineering has been engaged in the central plant upgrade. He said there was nothing new to report. Mr. Tardoni said he has been tracking the metrics and we do have a trend. Mr. Mathey said there have been vast improvements from what committees used to produce and he appreciates it.

Foundation Board Committee

Mr. Jones reported 10 tables are already reserved for the 2020 Red Tie Gala. He said the Foundation has received great feedback on the recent event. We are looking at increasing tickets and tables next year. He reported we raised \$142,790 which is about the same as last year. Mr. Jones said the Board auction entry raised over \$3,000. He thanked his wife for making the auction item happen and thanked the Board for their donations and support. Mr. Jones said the Foundation Board has been evaluating factors to consider for next year including revisiting some previous plans about structure. He reported the Waldner House is being used and is a very valuable resource for us. Ms. Teresa Noble resigned from the Board. Mr. Jones said she has been a great member. Ms. Gina Harvey has joined the Board and will serve as Treasurer. The Board is working on an outline for the golf tournament. Ms. Marshall has been working on a \$25,000 grant for skin cancer prevention.

Compliance Committee

Mr. Tardoni reviewed the report in the packet. He said it ensures a monitor on activity and this is the way we'll track it. A hotline has been established. Mr. Tardoni said work teams are assigned by the compliance work committee.

Joint Conference Committee

Mr. Mathey reported there has been no activity over the last month. He said we are working on medical staff bylaws. The initial draft is being revised by Ms. Kerry Downs, Medical Staff Services Supervisor, and Ms. Suzan Campbell, Chief Legal Executive and General Counsel.

CONTRACT REVIEW

Ms. Campbell said the checklists for the contracts approved by the CEO since the last meeting were available in the packet.

MEDICAL STAFF REPORT

Dr. Lauridsen reported the Medical Executive Committee met February 19. The Medical and Surgical Departments have not met. The General Medical Staff met February 26. Dr. Lauridsen said the contact person for the Walk With A Doc Program is Ms. Kelly Sugihara, Wyoming Cancer Resource Services. Upcoming events are scheduled March 12 and April 16.

GOOD OF THE ORDER

Mr. Jones congratulated everyone on achieving the four star quality rating. Mr. Smith congratulated and commended the staff on their hard work. He said it doesn't happen overnight; it is a process. He referenced "four walls marketing" and said we have to take care of what happens inside. Change is not fast but happens over time and it works.

Mr. Kelsey submitted a suggestion for the Hospital intranet site. He said it contains a nice directory of employees with names and titles. He said he would like to see it organized better and suggested

a picture with a name would be helpful. Mr. Kelsey said he thinks it would improve communication in the Hospital. Ms. Deb Sutton, Public Relations and Marketing Director, said we are working on selecting a new vendor for the external internet site. The internal site has been taken over by Human Resources and they are looking at options to update or select a new provider. Ms. Richardson said she will forward Mr. Kelsey's comments to Ms. Amber Fisk, Human Resources Director.

Mr. Tardoni commented on using a new patient portal and gave his recommendation that it worked well. He said he has been encouraging people who get the link to use it. Ms. Leslie Taylor, Clinic Director, said Phreesia is a new program in the Clinic. People can register on their phone or on one of our tablets. We can send surveys. She said so far it's going really well and already increasing our daily revenue. Ms. Taylor said we are getting good feedback.

EXECUTIVE SESSION

The motion to go into Executive Session for the reasons noted on the agenda was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to come out of Executive Session at 5:01 PM was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

The motion to approve the waiver requirements of a physician as discussed was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

The motion to authorize the CEO to sign physician contracts as discussed was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

CREDENTIALS

Approval of Privileges

The motion to approve the February 12, 2019, Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

1. Initial Appointment to Active Staff (2years)
 - Dr. Weston Jones, Pediatric Dentistry
2. Initial Appointment to Locum Tenens Staff (1year)
 - Dr. Terry Donaldson, Internal Medicine
3. Reappointment to Active Staff (2 years)
 - Dr. Steven Croft, Anesthesia
 - Dr. James Martinchick, Pathology
 - Dr. Peter Jensen, Ophthalmology
 - Dr. Jeffery Wheeler, OB/GYN

4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Robert Lipscomb, Orthopedic Surgery
 - Dr. Ludwig Kroner, Orthopedic Surgery
 - Dr. Joy Neyhart, Pediatrics
5. Reappointment to Consulting Staff (2 years)
 - Dr. Humphrey Mansfield, Tele Radiology (VRAD)
 - Dr. David Tague, Tele Radiology (VRAD)
 - Dr. Frank Rembert, Tele Radiology (VRAD)
6. Reappointment to AHP Staff (2 years)
 - Alisha Mackie, RNFA

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn.

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

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

March 11, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in a Special Board Meeting on March 11, 2019, at 8:30 AM with Mr. Richard Mathey, President, presiding.

WELCOME

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

Attendees: Ms. Melissa Anderson, Ms. Angel Bennett, Ms. Suzan Campbell, Mr. Ron Cheese, Ms. Becky Costantino, Dr. Brianne Crofts, Ms. Deb DeFauw, Ms. Kerry Downs, Ms. Mary Fischer, Ms. Amber Fisk, Ms. Janae Gale, Ms. Brittany Griffin, Ms. Crystal Hamblin, Ms. Tasha Harris, Mr. Jim Horan, Ms. Kara Jackson, Ms. Megan Jacobsen, Ms. Leah Lassise, Ms. Jan Layne, Mr. Rick Lee, Ms. Tami Love, Ms. Tiffany Marshall, Ms. Cindy Nelson, Dr. Kristy Nielson, Ms. Joy Ohstad, Dr. Melinda Poyer, Ms. Kari Quickenden, Mr. Clay Radakovich, Ms. Irene Richardson, Ms. Corinna Rogers, Ms. Marianne Sanders, Mr. Jeff Smith, Ms. Tracie Soller, Ms. Kelly Sugihara, Ms. Deb Sutton, Dr. Banu Symington, Ms. Leslie Taylor, and Mr. Rich Tyler.

STRATEGIC PLANNING RETREAT

Ms. Irene Richardson, CEO, welcomed everyone and thanked them for attending. Ms. Richardson reviewed the agenda and conducted the strategic planning retreat meeting. The agenda was as follows: Overview, Introductions, Patient Experience Update, Quality and Safety Update, Dream Activity, Community and Growth Update, Workplace Experience Update, Pillar Coat of Arms Activity, Financial Stewardship Update, Closing Comments and Prizes, Lunch.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 11:30 AM.

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary



Approved: N/A
 Review Due: N/A
 Document Area: *Employee Policies*
 Reg. Standard:

EMPLOYEE POLICIES- USE OF SOCIAL MEDIA

Purpose

MHSC wants to ensure that employees understand social media and what is acceptable access to or posting on social media sites.

Policy

- I. Personal use of social media is never permitted on working time by means of MHSC's computers, hospital issued mobile devices, networks, and other IT resources and communication systems.
 - A. Social media postings by an employee on a blog, wiki, or social networking sites are considered personal communications and are not MHSC communications.
 - B. All postings on a blog, wiki, or social networking sites on behalf of MHSC are only allowed by authorized employees. Such employees will be authorized through Administration and/or the IT department.
- II. Personal postings by an employee regarding MHSC matters are not to be done from Hospital computers.
- III. Employees are not prohibited from posting to social media sites as long as the post includes a disclaimer making it clear the posting is your own opinion and belongs to you and does not represent the Hospital's positions, strategies or policies.
- IV. When you use social media, use good judgment and **ensure that your social networking activity does not interfere with your work or workplace.**
 - A. Be respectful of the Hospital and any all relevant laws and regulations such as copyright laws, fair use laws and HIPAA.
 - B. Please be advised that any posts or responses to posts by a Hospital employee which reference a patient by name or other identifying information will be subject to corrective action up to and including termination.
- V. **In addition to these guidelines, MHSC employees who are posting to social media need to be aware that they are also subject to other MHSC policies including but not limited to MHSC HIPAA Policy, MHSC Computer Usage policy and MHSC Code of Conduct.**
- VI. Employees posting in violation of these policies will be not be tolerated and will be subject to corrective action.

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Approval: Board 6.6.18

Attachments:

No Attachments

DRAFT

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NEUROLOGY DELINEATION OF CLINICAL PRIVILEGES

Name: _____

Page 1

☐ Initial appointment ☐ Reappointment

Applicant: Check off the “Requested” box for each privilege requested. Applicants have the burden of producing information deemed adequate by the Hospital for a proper evaluation of current competence, current clinical activity, and other qualifications and for resolving any doubts related to qualifications for requested privileges. If you wish to exclude any procedures, please strike through those procedures that you do not wish to request, initial, and date.

Other Requirements

- Note that privileges granted may only be exercised at the site(s) and setting(s) that have the appropriate equipment, license, beds, staff, and other support required to provide the services defined in this document. Site-specific services may be defined in hospital or department policy.
- This document is focused on defining qualifications related to competency to exercise clinical privileges. The applicant must also adhere to any additional organizational, regulatory, or accreditation requirements that the organization is obligated to meet.

QUALIFICATIONS FOR ADULT NEUROLOGY

To be eligible to apply for core privileges in adult neurology, the initial applicant must meet the following criteria:

Successful completion of an Accreditation Council for Graduate Medical Education (ACGME) or American Osteopathic Association (AOA) accredited residency in Neurology.

AND current certification or active participation in the examination process with the achievement of certification within seven (7) years leading to subspecialty certification in neurology by the American Board of Psychiatry and Neurology or the American Osteopathic Board of Psychiatry and Neurology.

Required previous experience: Applicants for initial appointment must be able to demonstrate provision of neurological services, reflective of the scope of privileges requested, to at least 24 inpatients during the past 12 months or demonstrate successful completion of an ACGME- or AOA-accredited residency, clinical fellowship, or research in a clinical setting within the past 12 months.



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NEUROLOGY DELINEATION OF CLINICAL PRIVILEGES

Name: _____

Page 2

Reappointment requirements: To be eligible to renew core privileges in adult neurology, the applicant must meet the following maintenance of privilege criteria:

Current demonstrated competence and an adequate volume of experience ((n) inpatients) with acceptable results, reflective of the scope of privileges requested, for the past 24 months based on results of ongoing professional practice evaluation and outcomes. Evidence of current ability to perform privileges requested is required of all applicants for renewal of privileges.

CORE PRIVILEGES

ADULT NEUROLOGY CORE PRIVILEGES

- ☐ **Requested** Admit, evaluate, diagnose, treat, and provide consultation to patients 16 years of age and above with diseases, disorders or impaired function of the brain, spinal cord, peripheral nerves, muscles, and autonomic nervous system, including their coverings, blood vessels, and other effector tissue, such as muscle. [May provide care to patients in the intensive care setting in conformance with unit policies.] Assess, stabilize, and determine disposition of patients with emergent conditions consistent with medical staff policy regarding emergency and consultative call services. The core privileges in this specialty include the procedures on the attached procedure list and such other procedures that are extensions of the same techniques and skills.

ADMINISTRATION OF SEDATION AND ANALGESIA

- ☐ **Requested** See Hospital Policy for Sedation and Analgesia by Non-Anesthesiologists



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

NEUROLOGY DELINEATION OF CLINICAL PRIVILEGES

Name: _____

Page 3

ACKNOWLEDGEMENT OF PRACTITIONER

I have requested only those privileges for which by education, training, current experience, and demonstrated performance I am qualified to perform and that I wish to exercise at Hospital, and I understand that:

- a. In exercising any clinical privileges granted, I am constrained by Hospital and Medical Staff policies and rules applicable generally and any applicable to the particular situation.
- b. Any restriction on the clinical privileges granted to me is waived in an emergency situation and in such situation my actions are governed by the applicable section of the Medical Staff Bylaws or related documents.

Signature: _____ **Date:** _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee approval **Date:** _____

Medical Executive Committee approval **Date:** _____

Board of Trustees approval **Date:** _____

Privileges Effective From: _____ To: _____

STATEMENT OF PURPOSE:

To outline the process for credentialing and supervision of residents, sponsored by a member of the Medical Staff, who provide services to patients of Memorial Hospital of Sweetwater County (MHSC). This policy defines the mechanism of how the residents are credentialed and the scope of practice or privileges that defines their role at MHSC.

TEXT:

Graduate Medical Education (GME) is the second phase of the formal education process that prepares doctors for medical practice. This phase of medical education is conducted primarily in clinical settings and requires direct participation by residents in the delivery of patient care services. MHSC wishes to support residents for short-term clinical rotations to enhance a resident's experience in practicing in a rural healthcare facility.

A physician must always supervise residents performing patient care activities. All clinical services provided by resident physicians must be supervised appropriately to maintain high standards of care, safeguard patient safety, and ensure high quality education. Individual resident programs will provide written guidelines governing supervision of residents.

PROCEDURE:

1. MHSC and the sponsoring educational institution shall enter into a cooperative education agreement. The educational institution must be ACGME accredited.
2. The residency program will provide a letter stating the following:
 - a. That the resident physician is enrolled and in good standing in their program.
 - b. That the resident is covered by the program's liability insurance while he or she is performing as a resident.
 - c. The resident will be functioning under the supervision of an attending physician at Memorial Hospital of Sweetwater County.
3. All residents will be required to follow the MHSC credentialing process, and must submit a complete application to the Medical Staff Office.
4. Credentials Committee, MEC, and the hospital Board of Trustees will review the resident's application. If approved, the residents will be allowed to complete a rotation in a specific specialty for a certain time period.
5. The resident will wear a name badge for identification.
6. The resident will be provided with an orientation and tour of the facility before beginning their rotation.

7. No health care benefits, workers' compensation, or other benefits are provided by MHSC in the event of illness or injury.

Supervision of Residents/Resident's Role

1. A resident may write orders for the care of patients under the supervision of the attending physician. All records of resident cases must document the attending physician's involvement in the supervision of the patient's care, including co-signature of the history and physical, operative report, and discharge summary. All admissions will be designated in name and responsibility to include an attending physician.
2. The attending/supervising physician is ultimately responsible for patient care although he or she may delegate responsibilities for care to the resident consistent with the resident's level of training and ability.
3. Any orders written must be countersigned by the attending physician within 24 hours.
4. The hospital staff may contact the attending physician regarding any orders that are questionable or need clarification prior to their being executed.
5. Discharge summaries, histories and physicals, operative reports, etc., must be cosigned by the attending physician.
6. The hospital attending physician is responsible for the quality of all the clinical care services provided to his/her patients.
7. Residents may not be supervised by Advance Practice Clinicians (APC's) such as Nurse Practitioners or Physician Assistants.

Supervising Physician's Responsibilities:

1. Each residency program will designate a supervising physician who will serve as the contact with the residency program and who will oversee training of the residents. This supervising physician will act as the liaison between the graduate education committee and the organized medical staff and the governing body.
2. Written descriptions of the roles, responsibilities, and patient care activities of the participants of graduate education programs are provided to the supervising physician. The supervising physician is responsible for sharing this information with the organized medical staff and hospital staff. The supervising physician will send email communication alerting the hospital and medical staff that a resident is rotating through

their department. The email will include the resident's name, dates of rotation, roles, responsibilities, patient care activities, treatment, and services provided by each resident. The email will also include the supervisory needs of each resident and that they will be following the rules and policies of the hospital and the medical staff.

3. The supervising physician responsible for overseeing each resident communicates to the organized medical staff and its governing body about the patient care, treatment, and services provided by, and the related educational and supervisory needs of, each participant in the professional graduate education program. The supervising physician will send a brief report to the monthly General Medical Staff meeting and the monthly Board of Trustees Meeting, communicating information concerning each resident. The supervising physician will inform the organized medical staff and its governing body about the patient care, treatment, and services provided by, and the related educational and supervisory needs of, each participant in the professional graduate education program.
4. The supervising physician is responsible to communicate information to the GMEC of the residency program about the quality of care, treatment, and services and educational needs of the participants. The supervising physician is responsible to complete all required evaluation forms for each resident in each residency program. The supervising physician will also meet regularly with the GMEC and will submit all required documentation.
5. The supervising physician may delegate resident training to an attending physician, when needed.
6. Medical Staff Services will notify those areas in the hospital where a resident physician would be involved with patient care (for example, nursing units, lab, x-ray, etc.).

REFERENCES:

TJC Medical Staff Standards, MS.04.01.01

Sponsoring Department: Medical Staff Services

Date of Origin: September 2017

Date of Last Review: February 2019

Date of Last Revision: February 2019

Reviewed/Approved: Credentials Committee 03/12/2019

MEC:

**UNIVERSITY OF UTAH HOSPITALS AND CLINICS
GRADUATE MEDICAL EDUCATION**

2015-2020 RESIDENCY TRAINING AGREEMENT

With no Master Agreement in place. For all locations except University Hospital locations, Intermountain Medical Center (IMC), Primary Children's Hospital, Shriners Hospitals for Children, Veterans Administrative Medical Center, and Salt Lake Regional Medical Center.

**RESIDENCY TRAINING AGREEMENT
BETWEEN UNIVERSITY OF UTAH SCHOOL OF MEDICINE
Emergency Medicine Residency
And
Memorial Hospital of Sweetwater County
For the period**

July 1, 2019, to June 30, 2020

This Residency Training Agreement (the "Agreement"), is entered into and effective as of July 1, 2019, by and between the University of Utah, a body politic and corporate of the State of Utah ("University"), on behalf of its School of Medicine ("School of Medicine"); and Memorial Hospital of Sweetwater County ("Training Institution").

RECITALS

- A. University is committed to providing opportunities for graduate medical education and research with facilities and institutions outside of the School of Medicine; and
- B. Training Institution wishes to participate with University in graduate medical education and research, and derives certain benefits from its association with University and University physicians engaged in graduate medical education and research; and
- C. University and Training Institution wish to work cooperatively and for their mutual benefit in developing and implementing an Emergency Medicine Residency graduate medical education and research program at Training Institution.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants, conditions and undertakings herein set forth, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Description of Training Program. The parties agree to work cooperatively in the development and implementation of a graduate medical education and research Emergency Medicine Residency program at Training Institution (the "Training Program"), in which the School of Medicine shall place resident physicians for graduate medical education. Such physicians are referred to herein collectively as "Residents" or individually as "Resident." Residents shall be assigned by the School of Medicine to the Training Institution on a monthly rotating basis, with no fewer than 0 Residents per month participating

during any month of the Training Program. Any resident who participates in this elective rotation will be in their PGY3 (final) year of the training program. (ACGME Requirement I.B.1.c)

2. Obligations of University. In furtherance of the purposes and mutual benefits described herein, University and School of Medicine shall:

- a) Maintain primary responsibility for the development and oversight of all education and research conducted pursuant to this Agreement which shall be under the direction of Susan Stroud, MD.
- b) Work in consultation and cooperation with Training Institution in the development and implementation of the Training Program and the administration of this Agreement.
- c) Exercise their best efforts to ensure that all Residents participating in the Training Program are at all times during the term hereof properly licensed and credentialed by all applicable governing authorities.
- d) Maintain master records of all Residents assigned to Training Institution, including information necessary for certification, rotation scheduling, payroll, and fringe benefits administration.
- e) Obtain a fully executed Houseofficer Agreement from each Resident assigned to the Training Program. Upon request, the Houseofficer Agreements shall be available for inspection and copying by Training Institution, and its representatives, at the School of Medicine Office of Graduate Medical Education during normal business hours.
- f) Assist in preparation of data and scheduling of site visits for accreditation of the Training Program by the Accreditation Council for Graduate Medical Education ("ACGME") and other official accreditation bodies.
- g) Provide central payroll administration for paychecks of all Residents assigned to the Training Institution.
- h) Provide such additional administrative support services as may be reasonably necessary or useful in accomplishing the purposes of the Training Program.
- i) As compensation for preceptor's supervision of resident training, preceptor shall receive all benefits available to the University of Utah School of Medicine volunteer clinical faculty. Preceptor's eligibility to receive these benefits shall be contingent upon preceptor's compliance with this agreement and all requirements and policies applicable to his/her faculty appointment.

3. Obligations of Training Institution. In furtherance of the purposes and mutual benefits described herein, Training Institution shall:

- a) Work in consultation and cooperation with the School of Medicine and the Program Director in the development and implementation of the Training Program and the administration of this agreement.
- b) Comply with all institutional policies and requirements of the School of Medicine Graduate Medical Education Committee (the "GME Committee") and the ACGME.

- c) Appoint Dr. Christian Theodosios, or such other person approved by the Dean of the School of Medicine, to act as the Director of the Training Program (the "Teaching Service Chief"). The Teaching Service Chief must at all times during the term hereof have an appointment to the faculty of the School of Medicine, and shall be responsible to the Program Director for all education and research conducted under this agreement. In general, all patients admitted in the care of physicians who are members of the Teaching Staff shall be available for participation in the Training Program.
- d) (ACGME Requirement I.B.1.a & b) Appoint Drs. Christian Theodosios to the clinical faculty for the Training Program (collectively referred to herein as "Teaching Staff"). Any changes to this list will be provided by the program on an annual basis and attached to this agreement. Any additional members of the Teaching Staff shall first be approved by the Department Chair and by the Teaching Service Chief. Each member of the Teaching Staff shall have an appointment to the faculty of the School of Medicine at all times while participating in the Training Program. University does not assume any obligation whatsoever under this Agreement to pay any salary or other benefits to the Teaching Service Chief or any member of the Teaching Staff. The Teaching Staff shall be responsible for teaching and direct supervision of Residents during each rotation of the Training Program. The Teaching Staff will also be responsible for a written evaluation of the Resident's performance, according to program procedures.
- e) Include in the Training Program: (ACGME Requirement I.B.1.c)

Specifics of this elective rotation in the Emergency Department at Memorial Hospital of Sweetwater County:

- i) All supervising physicians will hold faculty appointments in the Division of Emergency Medicine at the University of Utah.
- j) The period of time for any elective rotation undertaken by a PGY3 Emergency Medicine resident will be one calendar month.
- k) The rotating resident will be scheduled to work a minimum of three shifts per week in the Emergency Department on average during the rotation. The rotating resident will be allowed to accompany their supervising physicians to assist in any codes they respond to in other parts of the hospital, but will not be allowed to respond to those codes alone, nor to direct any codes or perform any procedures in these settings without the presence and direct supervision of their supervising physician.
- l) The rotating resident schedule will be created by the Teaching Service Chief, in conjunction with the Residency Training Director.
- m) There will be a maximum of one PGY3 Emergency Medicine resident on this rotation in any given month.
- n) When available, rotating residents will be provided housing by MHSC when they are on this rotation.
- o) The rotating resident will not provide any patient care independently. All of the patients whose care they are involved in will also be evaluated independently by a supervising physician.
- p) Rotating residents may participate in all resuscitations and procedures that fall under the procedural privileges granted to attending emergency physicians at MHSC. They may not perform any of these procedures independently without the direct supervision and permission of a supervising faculty member.
- q) All rotating residents will receive written performance evaluations upon completion of their rotation. This will be completed by the supervising physicians the resident worked with during their rotation. The evaluations will be assigned to

the supervising physicians by the Training Program electronically using MedHub, a web-based Residency Management System. The evaluating supervising physicians will be identified using their monthly work schedule along with the rotating residents work schedule.

The period of assignment for each Resident is specified in No. 1 (above) and in the department's rotation schedule.

Educational experiences for each rotation shall include: See attached goals and objectives

- f) The University shall be responsible for all salary, benefits, and other compensation of Residents assigned to the Training Program.
 - g) The parties acknowledge the possibility that Hospital may fund fewer or more positions than specified in or in connection with this document and that University may deliver fewer or more residents than the number specified in or in connection with this document. Prior to December 15 of the year prior to the commencement of the Training Program, the parties will meet by phone or in person to discuss and agree upon any such changes in funding or resident numbers. If there are changes in the funding agreed to in this document, the Training Institution will notify the University one month before the effective date of this agreement.
 - h) If the Training Institution files a CMS Cost Report, the Training Institution may report the resident's time spent training at Training Institution on the Training Institution's CMS Cost Report as governed by applicable CMS reporting rules. If the Training Institution does not file a CMS Cost Report, the University may claim the residents on its CMS Cost Report for Direct Medical Education reimbursement so long as the University continues to bear substantially all of the training costs for the resident.
 - i) Ensure that the Training Institution and all Teaching Staff are at all times during the term hereof properly licensed, accredited and credentialed by all applicable governing authorities and, upon request, provide proof of such accreditation to University.
 - j) Allow Residents participating in the Training Program access to and utilization of its facilities and patients, as appropriate to the purposes of the Training Program, taking into account the availability of patients and Teaching Staff necessary for supervision. In general, all patients admitted in the care of physicians who are members of the Teaching Staff shall be available for participation in the Training Programs
 - k) (ACGME Requirement I.B.1.d) Advise Residents regarding those policies and procedures which govern the Resident's education while participating in the Training Program. Those policies can be found in the University of Utah and Affiliated Hospitals Housestaff Policy Manual, located at <http://medicine.utah.edu/gme/>.
4. Medical Treatment for Residents. Training Institution shall provide baseline medical treatment to any Resident for any injury, illness or exposure incident incurred while participating in the Training Program, including without limitation, source-patient testing or screening as appropriate. In the event of any such medical treatment, Training Institution shall transfer to University copies of Resident's medical records. University shall assume responsibility to provide Workers' Compensation coverage to Residents for any injury, illness, or exposure incident related to an occurrence in the work place.

5. Insurance.

The University of Utah School of Medicine waives the Training Institution's obligation to provide professional liability insurance. The Training Program and the waiver of professional liability insurance have been approved by the Graduate Medical Education Committee in accordance with established procedures. Professional liability insurance for each Resident participating in the Training Program will be provided by the University.

6. Indemnification. Training Institution shall indemnify and hold harmless University and the School of Medicine, and the respective directors, officers, agents, and employees thereof, from all claims and liabilities arising from or incurred in connection with any negligent act or omission of Training Institution or any member of the Teaching Staff. The University shall assume responsibility for any and all claims and liabilities to the extent caused by the negligence of University, the School of Medicine, and their respective directors, officers, agents, employees and any Resident participating in the Training Program. Nothing in this agreement shall be construed as a waiver of any rights or defenses applicable to University under the Utah Governmental Immunity Act, Section 63G-7-101 et seq., Utah Code Ann. as amended, including without limitation, the provisions of Section 63G-7-804 regarding limitation of judgments.

7. Grievance Procedures and Due Process. The University of Utah, the University of Utah Hospital, and the University of Utah Hospital Housestaff have adopted policies and procedures governing housestaff grievances and due process. This Residency Training Agreement incorporates within it applicable University of Utah and University of Utah Hospital Policies and Procedures (available on the Internet at <http://www.regulations.utah.edu/humanResources/>) and University Hospital Housestaff Policies and Procedures (available on the Internet at <http://medicine.utah.edu/gme/policies1.htm>), including the Housestaff Counseling Programs policy (which programs include counseling, employee assistance of house officers and family members, and substance abuse treatment assistance and/or diversion). Housestaff policies are also available through the Graduate Medical Education Office and at housestaff orientation. Any changes, updates, or additions, and all other policies and procedures of the University of Utah, University of Utah Hospital, and University Hospital Housestaff will be posted to the electronic manual websites referenced, respectively, above, and any changes or updates will be incorporated and effective as of the date of the change or update.

8. Term. The term of this Agreement shall be for a period of one year from the effective date hereof.

9. Confidentiality. Each party agrees to maintain the confidentiality of the terms, conditions and operations of this Agreement; provided, however, that neither party is prohibited from providing information to federal agencies, accrediting institutions, insurance carriers or other entities that may require such information pursuant to legal process. The parties acknowledge that School of Medicine is a governmental entity subject to the Government Records Access Management Act, Section 63-2-101 et seq., Utah Code Ann., as amended. Each party agrees to exercise its best efforts to implement policies and procedures and to

comply with all other requirements of the Health Insurance Portability and Accountability Act (HIPAA) including, but not limited to, executing documents such as business associate agreements, as necessary.

10. Disclosure of Records to HHS. As required by law, until the expiration of four (4) years after the furnishing of the services called for by this Agreement, the parties shall make available upon request to the United States Department of Health and Human Services ("HHS"), the United States Comptroller General, and their representatives, this Agreement and all other books, documents, and records necessary to certify the nature and extent of the costs incurred by the parties in connection with services provided under this Agreement. If either party provides such services through a subcontract worth \$10,000 or more with a related organization over a twelve-month period, such subcontract shall also contain a clause permitting access by HHS, the Comptroller General and their representatives to the books and records of the related organization.
11. Compliance with Applicable Laws. The parties shall comply with all applicable statutes, laws, rules, regulations, licenses, certificates and authorizations of any governmental body or authority in the performance of its obligations under this Agreement. Each party shall assure that its employees shall participate in any applicable antitrust compliance programs, and the parties shall comply with applicable antitrust consent decrees.

12. General Provisions

- a) Notices. Any notice or other communication required under this Agreement shall be in writing and delivered to the respective addresses given below, or to such other address as either party shall designate in writing:

If to Training Institution:

Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901
Attention: Kerry Downs

If to University:

Office of Graduate Medical Education
University of Utah School of Medicine
30 North 1900 East #1C412
Salt Lake City, UT 84132
Attn: Sharee Bracken

- b) Assignment. Neither party shall assign, transfer, or attempt to assign or transfer, any right, interest, duty, function or part of this Agreement without the prior written consent of other party.
- c) Applicable Law. This Agreement and any controversy arising under or related to this Agreement shall be governed by and construed in accordance with the laws of the State of Utah without application of any principles of choice of laws.
- d) Relationship between the Parties. Nothing in this Agreement shall be construed as establishing a partnership or joint venture between the parties and neither party shall in any way be considered

an agent or employee of the other party for any purposes whatsoever.

- e) Equal Opportunity. Neither party shall discriminate against any Resident, employee, applicant for employment, or recipient of services on the basis of race, religion, color, sex, age, disability, gender orientation, or national origin.
- f) Execution by Counterpart. This Agreement may be executed separately or independently by the parties in counterpart, each of which together shall be deemed to have been executed simultaneously and for all purposes to be one instrument.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

This Program Letter Agreement is effective for 2015-2020 housestaff years beginning July 1, 2019, and ending June 30, 2020.

Susan Stroud, MD
Program Director, Emergency Medicine
University of Utah, School of Medicine

Sharee Bracken, C-TAGME
Director, Graduate Medical Ed.
University of Utah School of Medicine

Please indicate Hospital's acceptance of the terms of this Letter Agreement by signing below and returning a fully executed original to the School of Medicine at the address above.

Irene Richardson, CEO
Executive Director
Memorial Hospital of Sweetwater County

Christian Theodosios, MD
Chief of Teaching Service
Memorial Hospital of Sweetwater County

Revised 02/14

Clinical Rotation Summary

Rotation	Emergency Medicine Elective
Institution	Elective Memorial Hospital of Sweetwater County (MHSC)
Duration in months	1 month elective rotation
Year of training	PGY3
Educational Objectives (corresponding ACGME core competencies in parentheses):	
<p><u>PGY3</u></p> <p>The EM PGY3 resident is expected to perfect clinical skills, and improve their supervisory, teaching and administrative skills throughout this year. By the completion of this year the resident must develop the capacity for taking charge of a busy emergency department. This includes directing resuscitations, managing multiple patients simultaneously, and coordinating patient flow throughout the emergency department. At the end of this period, the resident must demonstrate the skills necessary to competently and independently practice emergency medicine without direct supervision. In addition, residents are expected to demonstrate clear goals for their future career and an understanding of the tools necessary to continue developing professional skills.</p> <ol style="list-style-type: none"> 1. Demonstrate appropriate history and physical examination skills for patients with a wide variety of illnesses and injuries (PC, MK, PBL, ICS, PR, SBP) 2. Demonstrate the ability to rapidly evaluate, diagnose, stabilize and prioritize the management of emergency department patients with direct supervision of faculty (PC, MK, PBL, ICS, PR, SBP) 3. Demonstrate proficiency in all emergency medicine procedures. (PC, MK, PBL) 4. Demonstrate proficiency in all common bedside ultrasound examinations, and complete program requirements for ultrasound credentialing (PC, MK, PR, PBL) 5. Demonstrate appropriate chart documentation (PC, MK, ICS, PR, SBP) 6. Demonstrate the ability to supervise the management of multiple patients simultaneously (PC, MK, PBL, ICS, PR, SBP) 7. Demonstrate the ability to evaluate and manage all emergency department patients under faculty observation (PC, MK, ICS, PR, PBL, SBP) 8. Demonstrate the ability to lead medical and traumatic resuscitations of both adult and pediatric patients under direct faculty supervision (PC, MK, ICS, PBL, PR, SBP) 9. Demonstrate the ability to appropriately order and interpret data from laboratory, radiographic, and other diagnostic tests in the management of emergency department patients (PC, MK, PBL, ICS, PR, SBP) 10. Demonstrate expert level knowledge of the pathophysiology and emergency medicine approach to the evaluation and management of acute illnesses and injuries (PC, MK, PBL, ICS, PR, SBP) 11. Demonstrate the ability to appropriately communicate with emergency department patients and their families (PC, MK, PBL, ICS, PR, SBP) 12. Demonstrate the ability to effectively lead sign out rounds in the ED (PC, ICS, PR, SBP) 13. Demonstrate the ability to lead the integrated health care team in the management of patient flow throughout the emergency department (PC, MK, PBL, ICS, PR, SBP) 14. Demonstrate the ability to function as part of the integrated health care team by being open and responsive to input/feedback from other team members and peers (ICS, PR, SBP) 15. Demonstrate the ability to accept responsibility and accountability (ICS, PR) 16. Demonstrate the ability to identify patients requiring transfer to tertiary care facilities and understand the logistics of these transfers (PC, MK, ICS, PR, SBP) 17. Demonstrate an understanding of the challenges and advantages of practicing rural emergency medicine (PC, PBL, ICS, SBP) 	
<p>Description of clinical experiences: EM PGY3 residents have the opportunity to do a one month elective rotation in the ED at MHSC. Residents will be supervised directly by board certified emergency medicine faculty. PGY3 residents will evaluate and manage a wide variety of patients in the ED. The PGY3 resident is the primary provider for all patient encounters, and will lead medical and trauma resuscitations under faculty observation. PGY3 residents will be responsible for responding to all critically ill patients</p>	

OFF-SITE ELECTIVE TRAINING AGREEMENT

University of Utah Hospitals and Clinics -Graduate Medical Education
University of Utah Medical Center
30 North 1900 East, Suite 1C412
Salt Lake City, UT 84132
Phone: 801-581-2401 Fax: 801-585-2507

This Off-Site Training Agreement is to be completed for all house officers doing rotations in any location that is not approved by the Accreditation Council for Graduate Medical Education for the house officer's training program, or for which there does not exist an alternative Residency Training Agreement. This form must be completed, in advance, for the house officer to receive liability coverage while on this rotation. We regret that we cannot provide liability coverage for any out-of-state rotations without formal approval by the University of Utah Risk Management Committee.

Name of House Officer: _____

UT Medical License No.: _____

Program Name: University of Utah Emergency Medicine Residency

Rotation: Emergency Medicine Elective

Dates of Off-Site Training: _____

Name of Off-Site Facility: Memorial Hospital of Sweetwater County

Address of Off-Site Facility: 1200 College Drive, Rock Springs, WY 82901

☐ Approved in state rotation covered by University of Utah Liability Insurance.
(all signatures required before rotation starts)

☐ The Off-Site Training location will provide liability insurance coverage in the amounts of \$1 Million per occurrence and \$3 Million aggregate to include continued (tail) coverage for at least two years following the end of the rotation.

☒ Out-of-state rotation approved by Risk Management and therefore house officer is covered by University of Utah Liability Insurance.

☐ Non-clinical /no patient research only elective or clinical observer without patient contact elective; no professional liability coverage required.

Supervising Physician Information -

Name of Supervising Physician: Christian Theodosius

Board Certification/Eligibility: Emergency Medicine

Supervising Physician's Liability Insurance Coverage (company, policy number, coverage amount):

University of Utah Liability Insurance

Medical License (state effective dates):

Utah 8/7/14-1/31/20 Wyoming: 4/10/14-6/30/19

Description of Supervising Physician Responsibilities (for Home Program Director to Complete):

Scheduling, direct clinical supervision, evaluation

Email Address: christian.theodosius@hsc.utah.edu Phone #: _____

presenting to the ED. PGY3 residents will perform all necessary procedures for patients under their care, with the permission and under direct supervision of the faculty. PGY3 residents rotating in the ED will follow all ACGME duty hour guidelines for emergency medicine during these rotations. The MHSC hospital uses an electronic medical record system available to the resident 24 hours a day.

Description of didactic experiences: All EM residents are required to participate in all weekly EM educational conferences. While on the MHSC elective, viewing any available online video of conference may complete this requirement, and this will count as conference participation during the elective rotation. All EM residents are required to complete a follow up log on 4 cases they see during the month, and enter these into medhub.com.

Evaluation process: Residents will be evaluated using an electronic evaluation form completed by the supervising faculty. This global evaluation form incorporates the core competencies. All evaluations are available to the resident immediately upon their receipt.

Feedback mechanisms: Residents are given active feedback by the faculty and senior residents during the process of discussing management decisions.

Description of Educational Experience and Learning Outcomes (brief statement, or attach documents to this agreement): Clinical experience treating patients of all ages and acuity presenting to the Sweetwater Memorial ED under the direct supervision of attending faculty. Responsible for all aspects of care, including medical record documentation and arrangement of transfer if needed.

1. The off-site facility and supervising physician have been granted approval by the University of Utah Graduate Medical Education Committee to train house staff.
2. The supervising physician has been given a description of his/her responsibilities during this rotation and agrees to provide supervision of house officer's training. An evaluation of the house officer's performance will be submitted by the supervising physician upon completion of the off-site rotation.
3. The policies and procedures which govern the house officer's off-site training can be found in the University of Utah and Affiliated Hospitals Housestaff Policy Manual, located at www.medicine.utah.edu/gme/. House officers are required to receive training in and to comply with the privacy provisions of HIPAA.
4. If the off-site training location is a "non-hospital" setting, the University of Utah Hospitals and Clinics may report the house officer's time spent training at the off-site location on the University's CMS cost report. If the off-site training location is a "hospital" setting, the training location may report the house officer's time spent training on its CMS cost report.

Any changes in the above will invalidate the approval below. Dated January 28, 2019.

Susan Stroud, MD

Signature, UUMC Program Director

Signature, House Officer

Signature, Director of Graduate Medical Education

Signature, Supervising Physician / Facility Representative

Copies to: House Officer's File, House Officer, Supervising Physician, Program Director

Revised by Graduate Medical Education Office February 2017



Effective Date: January 1, 2019

Program: Hospital

Chapter: Medical Staff

MS.04.01.01: In hospitals participating in a professional graduate education program(s), the organized medical staff has a defined process for supervision by a licensed independent practitioner with appropriate clinical privileges of each member in the program in carrying out his or her patient care responsibilities.

Rationale: This standard applies to participants registered in a professional graduate education program when the graduate practitioner will be a licensed independent practitioner. The management of each patient's care, treatment, and services (including patients under the care of participants in professional graduate education programs) is the responsibility of a licensed independent practitioner with appropriate clinical privileges.

Introduction: Not applicable

Elements of Performance

- 1 The organized medical staff has a defined process for supervision by a licensed independent practitioner with appropriate clinical privileges of each participant in the program in carrying out patient care responsibilities.

EP Attributes

New	FSA	CMS	DOC	ESP
	- Medical Staff		D	ESP-1

- 2 Written descriptions of the roles, responsibilities, and patient care activities of the participants of graduate education programs are provided to the organized medical staff and hospital staff.

EP Attributes

New	FSA	CMS	DOC	ESP
	- Medical Staff		D	ESP-1

- 3 The descriptions include identification of mechanisms by which the supervisor(s) and graduate education program director make decisions about each participant's progressive involvement and independence in specific patient care activities.

EP Attributes

New	FSA	CMS	DOC	ESP
				ESP-1

- 4 Organized medical staff rules and regulations and policies delineate participants in professional education programs who may write patient care orders, the circumstances under which they may do so (without prohibiting licensed independent practitioners from writing orders), and what entries, if any, must be countersigned by a supervising licensed independent practitioner.

EP Attributes

New	FSA	CMS	DOC	ESP
			D	ESP-1

- 5 There is a mechanism for effective communication between the committee(s) responsible for professional graduate education and the organized medical staff and the governing body.

EP Attributes

New	FSA	CMS	DOC	ESP
				ESP-1

- 6 There is responsibility for effective communication (whether training occurs at the organization that is responsible for the professional graduate education program or in a participating local or community organization or hospital).
- The professional graduate medical education committee(s) (GMEC) must communicate with the medical staff and governing body about the safety and quality of patient care, treatment, and services provided by, and the related educational and supervisory needs of, the participants in professional graduate education programs.
 - If the graduate medical education program uses a community or local participating hospital or organization, the person(s) responsible for overseeing the participants from the program communicates to the organized medical staff and its governing body about the patient care, treatment, and services provided by, and the related educational and supervisory needs of, its participants in the professional graduate education programs.

Note: The GMEC can represent one or multiple graduate education programs depending on the number of specialty graduate programs within the organization.

EP Attributes

New	FSA	CMS	DOC	ESP
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There is a mechanism for an appropriate person from the community or local hospital or organization to communicate information to the GMEC about the quality of care, treatment, and services and educational needs of the participants.

EP Attributes

New	FSA	CMS	DOC	ESP
				ESP-1

- 8 Information about the quality of care, treatment, and services and educational needs is included in the communication that the GMEC has with the governing board of the sponsoring hospital.

EP Attributes

New	FSA	CMS	DOC	ESP

- 9 The medical staff demonstrates compliance with residency review committee citations.

Note: Graduate medical education programs accredited by the Accreditation Council on Graduate Medical Education (ACGME), the American Osteopathic Association (AOA), or the American Dental Association's Commission on Dental Accreditation are expected to be in compliance with the above requirements; the hospital should be able to demonstrate compliance with any postgraduate education review committee citations related to this standard.

EP Attributes

New	FSA	CMS	DOC	ESP

Report to the Board
From Chairman of Human Resources Committee

March meeting 2019

The Human Resources Director, Amber Fisk, proposed canceling the March Committee meeting for the following reasons:

- The policies to be considered at the meeting would not be ready for consideration.
- There was no significant HR issues to be considered at the meeting

A majority of the HR committee agreed to cancelation of the March meeting.

Social Media Policy

A revision of the Social Media Policy was taken up at the February HR Committee meeting. The committees voted to send the revised policy to the Board with a unanimous do pass recommendation.

The policy should be included in the new business section of the March Board of Trustees meeting packet.

April Meeting

The April HR Committee meeting is scheduled for Monday April 15th at 3:00 P.M.

Items to be considered at the meeting include:

- A Telecommuting Policy
- Minor considerations concerning non- exempt pay practices
- Possible review of compensation comparison data.

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

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

March 15, 2019

NARRATIVE TO FEBRUARY 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for February was a gain of \$308,662, compared to a loss of \$133,890 in the budget. This yields a 4.2% operating margin for the month compared to -1.9% in the budget. The YTD net operating gain is \$1,254,453, compared to a gain of \$879,520 in the budget. This represents a YTD operating margin of 2.2% compared with 1.5% in the budget.

The total net gain for the month was \$232,219, compared to a loss of \$226,224 in the budget. The YTD total net gain is \$1,782,294, compared to a gain of \$140,844 in the budget. This yields a YTD total profit margin of 3.1% compared to .2% in the budget.

Annual Debt Service Coverage came in at 4.44. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.3; over budget by 2.6. YTD average daily census is 12.8 compared to 11.3 in the budget and 17.6 in the prior year.

Inpatient and outpatient surgeries were over budget for the month. There were 8,165 outpatient visits, over budget by 2,161.

Total ER visits were 1,455, over budget by 196. There were 51 newborns in February, over budget by 16. Births are under budget year to date by 35.

REVENUE. Revenue for the month was \$13,812,107, over budget by \$1,058,195. Inpatient revenue was over budget by \$596,281, outpatient revenue was over budget by \$708,341 and the employed Provider Clinic was under budget by \$246,427.

YTD total revenue was \$108,544,831, under budget by \$414,478. Inpatient revenue is over budget by \$1,291,731, outpatient revenue is under budget by \$1,229,670 and the Provider Clinic is under budget by \$476,539.

Page 36 of 155

Net patient revenue for the month was \$7,181,278, over budget by \$376,011. YTD net patient revenue was \$56,366,965, under budget by \$1,474,070.

Deductions from revenue were booked at 48% for February compared to 46.7% in the budget. YTD deductions from revenue are 48.1%, compared to 46.9% in the budget and 46.6% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$6,992,995, under budget by \$213,241. YTD expenses are under budget by \$1,720,244. All expense categories were under budget for February except Salary & Wage, Contract Labor, Insurance expense and Leases & Rentals.

Salary & Wage – This expense is over budget by \$92,826 but remains under budget \$334,287 year to date.

Contract Labor – This expense is over budget by \$30,615 but remains under budget \$3,561 year to date.

Insurance expense – This expense is over budget by \$5,799 and over budget \$47,078 year to date.

Leases and Rentals - This expense is over budget by \$11,263 and remains over budget \$81,399 year to date.

BALANCE SHEET. Operating cash at month end was \$8,178,708, a decrease of \$2,279,651 from January. Collections for the month of February were \$4,828,455. The Days of Cash on Hand are at 113 in February, down 7 days from last month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$27,339,622, an increase of \$2,743,930 from the prior month. Net patient receivables at month end were \$15,753,039, up \$2,265,070 from last month. Days in Receivables are 66 for February, up 7 days from January.

OUTLOOK FOR MARCH. Gross revenue is projecting to be under budget in the Hospital and under budget in the Clinic. ER visits, Lab and other Outpatient visits are all projecting to come in above budget. Gross patient revenue is projecting to come in at \$13.8M which is under budget, net revenue is projecting to \$7.2M which is under budget. Collections are projecting to come in at \$6.1M, which is under budget. With expenses expected to come in at budget of \$7.4M, we are projecting to a loss in March.

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

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

March 15, 2019

PROVIDER CLINIC – FEBRUARY 2019

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for February was a loss of \$610,492, compared to a loss of \$410,259 in the budget. The YTD net operating loss is \$3,611,442, compared to a loss of \$3,583,243 in the budget.

VOLUME. Total visits were 4,228 for February, over budget by 282 visits. YTD patient visits are 35,119, under budget by 306 visits.

REVENUE. Revenue for the Clinic for February was \$1,136,961, under budget by \$246,427. YTD revenue was \$10,563,752, under budget by \$476,539. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through February from the Clinic is \$228,876,425. This equates to \$14,871,359 of net enterprise revenue with an impact to the bottom line of \$1,391,959. The gross enterprise revenue represents 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for February was \$665,621, under budget by \$133,986. YTD net patient revenue was \$5,890,583, which was under budget by \$181,316.

Deductions from revenue for the Clinic were booked at 41.5% for February and are at 44.2% year to date. In February, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.5% of revenue, Medicare and Medicaid consisted of 37.5% of revenue and Self Pay consisted of 6.6% of revenue.

EXPENSES. Total expenses for the month were \$1,335,831, which was over budget by \$56,285. YTD expenses were \$10,034,699, which was under budget by \$172,991. The majority of the expenses consist of Salaries and Benefits; which are 82.9% of YTD total expenses. The following categories were over budget for February:

Supplies – This expense is over budget by \$20,197 in February and \$21372 over budget year to date.

Repairs and Maintenance – This expense is over budget \$2,132 in February and \$3,862 over budget year to date.

Other Operating Expenses – This expense is over budget by \$35,741. Pharmacy floor allocation was over budget by \$40,344.

Depreciation – This expense is over budget by \$2,221 and remains over budget \$19,055 year to date.

OVERALL ASSESSMENT. Through February, the Provider Clinic revenue plus enterprise revenue makes up 36.3% of total hospital gross patient revenue.



March Finance & Audit Committee meeting

%date

Classrooms

Meeting Book - March Finance & Audit Committee meeting

Agenda

Agenda

Agenda Finance Comm March 27, 2019.docx

I. Call Meeting to Order

Marty
Kelsey
Marty
Kelsey

II. Approve Meeting Minutes

Finance and Audit Comm Minutes February 27 2019 Draft.doc

III. Capital Requests FY19

Marty
Kelsey

19 CAPITAL-Feb.pdf

Capital Priority by Quarter1-FEB.pdf

IV. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial reports and Narratives

Tami Love

NARRATIVE TO FEBRUARY 2019 FINANCIALS.doc

FY19 FINANCIALS COMBINED- FEB 2019.pdf

FY19 Other Operating Revenue Detail-Feb.pdf

CLINIC NARRATIVE FEBRUARY 2019 FINANCIALS.doc

FY19 FINANCIALS CLINIC-FEB 2019.pdf

Key Financial Ratio Definitions.pdf

19 Board Graphs Feb.pdf

19 MHSC STATISTICS-Feb.pdf

19 FTE REPORT - 030319.pdf

19 PAYOR MIX-FEB.pdf

Days in AR-Feb.pdf

19 BOARD LEGAL EXPENSE HISTORY-Feb.pdf

Cash Disbursements-Feb.pdf

19 INVESTMENT SUMMARY 02-28-19.pdf

2. Budget Adherence

Tami Love

C. Other Business

1. Preliminary Bad Debt

Ron
Cheese
Ron
Cheese

2. County Title 25 and Maintenance Voucher

FY19 County Maintenance & Title 25 Voucher-Feb.pdf

3. Other Reports

V. Old Business

Financial Statement approval policy.pdf

VI. New Business

A. Financial Forum Discussions

VII. Adjournment

Marty
Kelsey
Marty
Kelsey

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

Wednesday ~ March 27, 2019

4:00 p.m.

Classrooms 1 & 2

Voting Members:

Marty Kelsey, Chairman
Taylor Jones
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

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

Guests:

Jeff Smith, Commission

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve February 27, 2019 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 19 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Budget Adherence | Tami Love |
| B. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| VII. Old Business | |
| A. Title 25 Update | Ron Cheese |
| B. Financial Statement Approval Policy | Tami Love |
| VIII. New Business | |
| A. Financial Forum Discussion | Marty Kelsey |
| IX. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

February 27, 2019

Voting Members Present:

Mr. Marty Kelsey, *Trustee - Chair*
Mr. Taylor Jones, *Trustee*
Ms. Irene Richardson, *CEO*
Ms. Tami Love, *CFO*
Ms. Jan Layne, *Controller*

Non-Voting Members Present:

Mr. Ron Cheese, *Director of Patient Financial Services*
Dr. Kristy Nielson, *CNO*
Mr. Rich Tyler, *Director of Information Technology*
Ms. Angel Bennet, *Director of Materials*
Dr. Larry Lauridsen

Non-Voting Members Absent:

Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*
Ms. Kari Quickenden, *CCO*
Dr. Augusto Jamias

Guests:

Ms. Leslie Taylor, *Clinic Director*
Ms. Alisha Mackie, *Director of Surgical Services*
Mr. Jim Horan, *Director of Facilities*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of January 30, 2019 as presented was made by Mr. Jones; second by Ms. Love. Motion carried.

Capital Requests

Ms. Mackie explained capital request FY19-30 for the Endoscopic System. She explained it would replace the current system that is past the useful life. The current system is failing leak tests. The current scopes have been out for repairs several times in the last year. The new system is more advanced with better quality and easier to navigate. Olympus is the preferred vendor due to compatibility reasons. The motion to approve the request to forward to the full Board was made by Mr. Jones; second by Ms. Love. Motion carried.

Ms. Mackie presented FY19-31 for the surgical monitor for use with the new endoscopic system. This is a necessary purchase if the endoscopic system is approved. Ms. Kelsey inquired as to why this item was brought for committee approval because it is less than the \$25,000 required. Ms. Love explained that we were trying to be transparent because it is for use with FY19-30. Mr. Kelsey said that no action is needed on FY19-31.

Dr. Nielsen presented FY19-32 for Ultrasound System and PICC placement device. Ms. Nielsen explained how this is a new technology for this hospital. It provides state of the art technology when undergoing vascular device placement. It should reduce the need for x-rays and need less physician involvement. The motion to approve the request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Mr. Kelsey would like to see the Capital Request form modified. He would like to have it broken out into Sole Source Purchases, Quotes, and Bids.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narratives included in the meeting packet. Mr. Jones asked if there was any update on the Title 25 funds. Mr. Cheese explained that they are still following claims to see how much they will receive on them. Mr. Kelsey asked if Ms. Love had any comments on the financial statements. Ms. Love explained that the collections for February are down even though the revenue is looking good. Blue Cross Blue Shield changed to a new system that is not working properly. They are having to manually process all claims. This has slowed down the funds we are receiving from them. Mr. Cheese explained that we are also still working on cleaning up the Medicare from the fraud earlier in the fiscal year.

Ms. Love presented the graph showing the enterprise revenue and gain/loss for the clinic for the last three fiscal years as requested last month by Mr. Jones. It was explained that the enterprise revenue is down from last fiscal year due to losing a few physicians.

The Investment Summary was revised right before the finance meeting with Mr. Kelsey's recommendations. Mr. Kelsey explained how it is possible to lose principal with WyoStar.

Other Business

Mr. Cheese distributed the potential bad debt information for review.

New Business

Financial Forum Discussion

Mr. Jones asked when we will receive the funds from the county for the overage on the Special Purpose Tax. Ms. Love said that it should be in April or May. There was discussion on who decides where the funds will go with the recent passing of HB95 by the legislature. Ms. Richardson spoke with Robb Slaughter at the County and it sounded like we would receive funds. Ms. Richardson will look into this.

Ms. Richardson and Ms. Love met with the commissioners concerning the carry-over of the maintenance funds. Ms. Love said that the commission is okay with the carry-over and requesting lump-sum amounts. Ms. Love also reported that a voucher has been submitted for the retaining wall.

Ms. Richardson said that we received our rating from Standard & Poor's. Our rating remained at BB+, but our outlook was downgraded from stable to negative. This downgrade in outlook was due to the declining volumes of inpatients. Ms. Richardson said that they were very shocked by the reason. A decline in inpatients is a trend all over the country in hospitals. Ms. Love said that our inpatient revenue is only about 30% of our total revenue. We depend more on our outpatient revenue. She said another factor that works against us is the fact that we are in a rural location. Mr. Kelsey recommended that Ms. Richardson and Ms. Love write a letter to S & P to request answers on how we can improve our rating.

Mr. Kelsey mentioned a policy on reviewing and approving financial statements that he had read on Policystat. The policy states that the board needs to approve the financial statements. He asked Ms. Love to check on this policy and decide if this is something they need to do.

Mr. Kelsey asked that all information be included on bids before given to the board. He would like to see the engineer's estimate included and all the names of the bidders.

With no further business, the meeting adjourned at 5:20 PM.

Submitted by Jan Layne

MHSC Capital Budget for FYE 6/30/2019

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Facilities	MOB Duct Renovation	278,240	277,743	(497)	FY19-1
Cancer Center	Looking Glass/ARIA equipment	9,168	9,168	-	FY19-2
Urology	Flexible Video Cystoscope	29,984	29,984	-	FY19-4
IT	Desktop Computers	55,938	55,223	(715)	FY19-5
IT	Laptop Computers	32,652	32,652	-	FY19-6
Cancer Center	Looking Glass/ARIA equipment	1,476	1,020	(455)	FY19-7
IT	Quadramed Electronic Health Record Upgrade	234,300	234,300	-	FY19-8
IT	Virtual Server Upgrade	155,843	155,843	-	FY19-9
Facilities	2019 Can Am 4 Wheeler w/ Plow	6,987	6,987	-	FY19-10
IT	WAN Bandwith upgrade	16,985	16,985	-	FY19-11
IT	iPrism internet content filter appliance	21,995	21,995	-	FY19-12
Respiratory	Trilogy Transport Ventilator	11,697	11,697	0	FY19-13
Medical Imaging	DR Bridge Program	27,891	27,891	-	FY19-14
Surgical Services	Steris V-Pro Max Sterilizer	111,829	111,829	-	FY19-15
Human Resources	Healthcare Source HT	24,025	24,025	-	FY19-16
Cancer Center	Centricity software update	9,852	9,852	-	FY19-17
IT	Mirth Connect interface engine	12,000	12,000	-	FY19-18
Dietary	Walk-in Cooler and Freezer w/ renovation	81,588	81,588	-	FY19-19
Clinic	Wall mounted otoscopes and ophthalmoscopes	11,002	11,002	-	FY19-20
Laboratory	-30 Degree Freezer	5,947	5,947	-	FY19-21
Blood Bank	Cell Washer	7,220	6,475	-	FY19-22
Emergency Room	SANE Evidence camera	25,500	25,500	-	FY19-23
Surgical Services	Pediatric Foreign Body Removal Instruments	15,254	15,254	-	FY19-25
Surgical Services	Percutaneous Nephrolithotomy System (nephroscope)	11,321	11,321	-	FY19-26
Cardiopulmonary	Muse Cardiology IS	174,094	174,094	-	FY19-27
IT	Replace Core Network Switches	79,777	79,777	-	FY19-28
Facilities	Central Plant upgrade engineering	255,000	-	-	FY19-24
Surgical Services	Autoclavable Cystoscopy Camera Heads	11,995	11,995	-	FY19-29
Surgical Services	Endoscopic System	359,120	359,120	-	FY19-30
Surgical Services	Stryker 32" 4K Surgical Monitor	13,599	13,599	-	FY19-31
Surgical Services	Vision Ultrasound System and PICC placement device	35,125	35,125	-	FY19-32
Facilities	Retaining Wall	298,609	-	-	FY19-33
				-	
Total Budgeted	3,000,000	2,426,012	1,869,991	(1,667)	

Capital Expenditure Dollars Authorized

2,426,012

Less Donated Capital

FY19-13 Trilogy Transport Ventilator	Foundation purchase	(11,697)
FY19-19 Walk-in Cooler & Freezer	Foundation purchase	(81,588)
FY19-20 Oscopes & Ophthalmoscopes	Foundation purchase	(11,002)
FY19-21 -30 Degree Freezer	Foundation purchase	(5,947)
FY19-22 Cell Washer	Foundation purchase	(7,220)
FY19-23 SANE evidence camera	DVS grant	(25,500)
FY19-25 Pediatric Foreign Body Instruments	Foundation purchase	(15,254)
FY19-26 Nephroscope	Foundation purchase	(11,321)
FY19-24 Central Plant engineering	County Maintenance	(255,000)
FY19-32 Vision Ultrasound System and PICC pl	Foundation purchase	(35,125)
FY19-33 Retaining Wall	County Maintenance	(200,000)
		<u>(659,654)</u>

Net Capital Outlay FYTD 2019

1,766,358

Remaining Balance FY2019 Capital Budget

1,233,642

Capital Expenditures Budget by Fiscal Quarter

Budget For The Year Ending 6/30/2019

Department	Requested Item	Priority	Number of Units	Capital Budget	Notes	FY#
Quarter 1: July - September						
MAINTENANCE	MOB duct return project	1	1	\$278,240	approved	FY19-1
IT	Looking Glass equipment			\$9,168	approved	FY19-2
CLINIC - Urology	Cystoscope		1	\$29,984	approved	FY19-4
IT	Desktop Computers and Monitors	3	50	\$55,938	approved	FY19-5
IT	Laptops for Providers and Replacements	2	18	\$32,652	approved	FY19-6
IT	Looking Glass equipment			\$1,438	approved	FY19-7
IT	Upgrade QCPR to Version 6.2	4	1	\$234,300	approved	FY19-8
IT	Virtual Environment upgrade	1		\$155,843	approved	FY19-9
IT	WAN Bandwidth upgrade	5	1	\$16,985	approved	FY19-11
IT	iPrism internet content filter appliance	5	1	\$21,995	approved	FY19-12
				\$836,543	\$836,543	
Quarter 2: October - December						
MAINTENANCE	2019 Can-Am 4-wheeler with Snow Plow		1	\$6,987	approved	FY19-10
HR	Healthcare Source HT	1	1	\$34,025	approved	FY19-16
RADIOLOGY	DR Bridge Program Enterprise CR	1	1	\$27,891	approved	FY19-14
SURGERY	V-Pro Max Sterilizer	4	1	\$111,829	approved	FY19-15
IT	Upgrade Mirth appliances			\$12,000	approved	FY19-18
CANCER CENTER	Centricity software update			\$9,852	approved	FY19-17
				\$202,584	\$1,039,127	
Quarter 3: January - March						
CARDIOPULMONARY	Muse Cardiology IS	1	1	\$174,094	approved	FY19-27
IT	Replace Core Network Switches	6	2	\$79,777	approved	FY19-28
SURGERY	Autoclavable Cystoscopy Camera heads			\$11,995	approved	FY19-29
SURGERY	Endoscopic System Replacement	3	1	\$359,120	approved	FY19-30
SURGERY	Stryker 32" surgical monitor			\$13,599	approved	FY19-31
RADIOLOGY	Digital Portable X-Ray Unit #1	3	1	\$131,288		
RADIOLOGY	Digital Portable X-Ray Unit #2	4	1	\$193,876		
				\$963,749	\$2,002,876	
Quarter 4: April - June						
SECURITY	Security Camera System	1	1	\$57,034		
IT	QCPR Server upgrade	7	1	\$120,000		
MAINTENANCE	Roof Fall Protection System		1	\$291,000		
LABORATORY	Automated Urinalysis Analyzer	1	1	\$130,195		
LABORATORY	Fluorescent Microscope	5	1	\$7,371		

BLOOD BANK	Blood Bank double door refrigerator	4	1	\$13,196	
BLOOD BANK	Automated Blood Bank Analyzer	1	1	\$113,500	
RADIOLOGY-ECHO	EPIC 7C Cardiac Ultrasound System	4	1	\$151,557	
OB	Wireless Fetal Monitor	2	1	\$5,308	possible grant
OB	Fetal Monitor Carts	1	1	\$9,095	possible grant
LABORATORY	Centrifuge, replacement	3	1	\$6,810	
LABORATORY	Refrigerator	4	1	\$7,196	
BLOOD BANK	Blood Bank -20 degrees freezer	3	1	\$10,573	
RADIOLOGY	DR for the GE Precision 500	5	1	\$88,560	
DIETARY	Refrigeration Unit For Cooks Line	3	1	\$12,889	
MAINTENANCE - Other Depts	Kitchen Refrigerator Prep Line		1	\$10,000	county maintenance
				\$1,034,284	\$3,037,160

		Possible Reimbursements:		10,000.00	WY Community Foundation grant	
				\$10,000	County Maintenance	
MAINTENANCE-College Hill	Fire Notification System	2	1	\$24,957	tabled	FY19-3
EMERGENCY ROOM	SDFI Camera for SANE nurses	1	1	\$25,500	DVS grant	FY19-23
DIETARY	Walk-In Cooler and Freezer Units/Including Renovation	1	1	\$81,588	Foundation	FY19-19
SURGERY	Percutaneous Nephrolithotomy System	2	1	\$12,217	Foundation	FY19-26
LABORATORY	-30 degrees freezer	2	1	\$5,947	Foundation	FY19-21
BLOOD BANK	Blood Bank Cell Washer	2	1	\$7,220	Foundation	FY19-22
RESPIRATORY	Respironics Trilogy Vent	2	1	\$11,687	Foundation	FY19-13
SURGERY	Pediatric Foreign Body Removal	1	1	\$15,254	Foundation	FY19-25
CLINIC	Wall mounted otoscopes and ophthalmoscopes		32	\$11,002	Foundation	FY19-20
SURGERY	Ultrasound System and PICC Placement device	6	1	\$35,225	Foundation	FY19-32
Foundation total				\$180,140		
MAINTENANCE	Central Plant Upgrade phase 1	6	1	\$255,000	approved	FY19-24
MAINTENANCE	Retaining Wall			\$298,609	approved	FY19-33
County Maintenance Fund total				\$553,609		

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

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

March 15, 2019

NARRATIVE TO FEBRUARY 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for February was a gain of \$308,662, compared to a loss of \$133,890 in the budget. This yields a 4.2% operating margin for the month compared to -1.9% in the budget. The YTD net operating gain is \$1,254,453, compared to a gain of \$879,520 in the budget. This represents a YTD operating margin of 2.2% compared with 1.5% in the budget.

The total net gain for the month was \$232,219, compared to a loss of \$226,224 in the budget. The YTD total net gain is \$1,782,294, compared to a gain of \$140,844 in the budget. This yields a YTD total profit margin of 3.1% compared to .2% in the budget.

Annual Debt Service Coverage came in at 4.44. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.3; over budget by 2.6. YTD average daily census is 12.8 compared to 11.3 in the budget and 17.6 in the prior year.

Inpatient and outpatient surgeries were over budget for the month. There were 8,165 outpatient visits, over budget by 2,161.

Total ER visits were 1,455, over budget by 196. There were 51 newborns in February, over budget by 16. Births are under budget year to date by 35.

REVENUE. Revenue for the month was \$13,812,107, over budget by \$1,058,195. Inpatient revenue was over budget by \$596,281, outpatient revenue was over budget by \$708,341 and the employed Provider Clinic was under budget by \$246,427.

YTD total revenue was \$108,544,831, under budget by \$414,478. Inpatient revenue is over budget by \$1,291,731, outpatient revenue is under budget by \$1,229,670 and the Provider Clinic is under budget by \$476,539.

Net patient revenue for the month was \$7,181,278, over budget by \$376,011. YTD net patient revenue was \$56,366,965, under budget by \$1,474,070.

Deductions from revenue were booked at 48% for February compared to 46.7% in the budget. YTD deductions from revenue are 48.1%, compared to 46.9% in the budget and 46.6% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$6,992,995, under budget by \$213,241. YTD expenses are under budget by \$1,720,244. All expense categories were under budget for February except Salary & Wage, Contract Labor, Insurance expense and Leases & Rentals.

Salary & Wage – This expense is over budget by \$92,826 but remains under budget \$334,287 year to date.

Contract Labor – This expense is over budget by \$30,615 but remains under budget \$3,561 year to date.

Insurance expense – This expense is over budget by \$5,799 and over budget \$47,078 year to date.

Leases and Rentals - This expense is over budget by \$11,263 and remains over budget \$81,399 year to date.

BALANCE SHEET. Operating cash at month end was \$8,178,708, a decrease of \$2,279,651 from January. Collections for the month of February were \$4,828,455. The Days of Cash on Hand are at 113 in February, down 7 days from last month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$27,339,622, an increase of \$2,743,930 from the prior month. Net patient receivables at month end were \$15,753,039, up \$2,265,070 from last month. Days in Receivables are 66 for February, up 7 days from January.

OUTLOOK FOR MARCH. Gross revenue is projecting to be under budget in the Hospital and under budget in the Clinic. ER visits, Lab and other Outpatient visits are all projecting to come in above budget. Gross patient revenue is projecting to come in at \$13.8M which is under budget, net revenue is projecting to \$7.2M which is under budget. Collections are projecting to come in at \$6.1M, which is under budget. With expenses expected to come in at budget of \$7.4M, we are projecting to a loss in March.



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

Unaudited Financial Statements

for

Eight months ended February 28, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 28, 2019

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

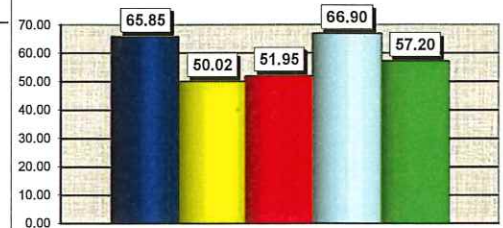
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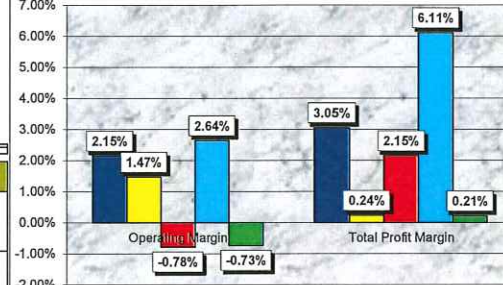
BALANCE SHEET

	YTD 2/28/2019	Prior FYE 6/30/2018
ASSETS		
Current Assets	\$29,864,161	\$32,985,887
Assets Whose Use is Limited	22,265,804	16,103,800
Property, Plant & Equipment (Net)	64,679,747	68,224,600
Other Assets	238,826	247,062
Total Unrestricted Assets	117,048,539	117,561,349
Restricted Assets	348,951	426,203
Total Assets	\$117,397,490	\$117,987,552
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,860,538	\$9,791,188
Long-Term Debt	27,877,488	27,915,983
Other Long-Term Liabilities	640,485	1,070,720
Total Liabilities	36,378,510	38,777,891
Net Assets	81,018,980	79,209,661
Total Liabilities and Net Assets	\$117,397,490	\$117,987,552

NET DAYS IN ACCOUNTS RECEIVABLE



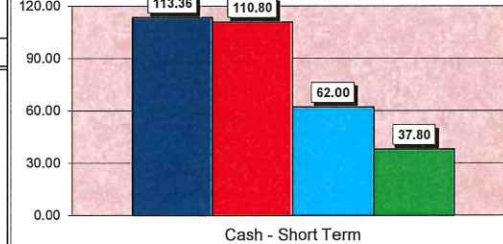
HOSPITAL MARGINS



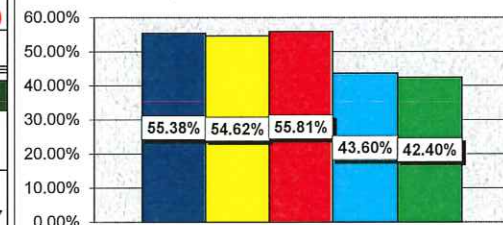
STATEMENT OF REVENUE AND EXPENSES - YTD

	02/28/19 ACTUAL	02/28/19 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$13,812,107	\$12,753,912	\$108,544,831	\$108,959,309
Deductions From Revenue	(6,630,829)	(5,948,645)	(52,177,866)	(51,118,274)
Net Patient Revenues	7,181,278	6,805,267	56,366,965	57,841,035
Other Operating Revenue	120,379	267,080	2,020,510	1,891,750
Total Operating Revenues	7,301,657	7,072,347	58,387,475	59,732,785
Expenses:				
Salaries, Benefits & Contract Labor	3,828,730	3,875,756	31,641,326	32,625,964
Purchased Serv. & Physician Fees	673,756	744,604	5,306,980	5,741,611
Supply Expenses	1,129,337	1,153,589	8,910,875	9,194,493
Other Operating Expenses	767,459	815,187	6,411,384	6,290,241
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	593,713	617,101	4,862,456	5,000,957
Total Expenses	6,992,995	7,206,236	57,133,022	58,853,266
NET OPERATING SURPLUS	308,662	(133,890)	1,254,453	879,520
Non-Operating Revenue/(Exp.)	(76,443)	(92,335)	527,840	(738,676)
TOTAL NET SURPLUS	\$232,219	(\$226,224)	\$1,782,294	\$140,844

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	02/28/19 ACTUAL	02/28/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	400	328	3,107	2,750
Average Acute Length of Stay	2.6	2.4	2.9	2.7
Total Emergency Room Visits	1,455	1,259	10,803	10,910
Outpatient Visits	8,165	6,004	56,384	51,281
Total Surgeries	156	137	1,295	1,429
Total Worked FTE's	433.23	427.27	411.46	427.27
Total Paid FTE's	465.08	464.23	452.50	464.23
Net Revenue Change from Prior Yr	8.09%	4.69%	1.19%	3.52%
EBIDA - 12 Month Rolling Average			9.19%	9.84%
Current Ratio			3.80	
Days Expense in Accounts Payable			26.75	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Budget	02/28/19
Prior Fiscal Year End	06/30/18
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 0.70

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eight months ended February 28, 2019

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📊 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 2/28/2019	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	2.15%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	📈	3.05%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	113.36	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	📊	65.85	50.02	52.40	51.80	51.95	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📊	12.24	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	📊	26.18%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	4.44	3.97	1.80	2.30	3.15	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📊	7.88	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$85,589	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.38%	56.43%			55.81%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 28, 2019

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	Current Month 2/28/2019	Prior Month 1/31/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Assets					
Cash and Cash Equivalents	\$8,178,648	\$10,458,359	(\$2,279,711)	-21.80%	\$14,404,653
Gross Patient Accounts Receivable	27,339,622	24,595,692	2,743,930	11.16%	21,199,648
Less: Bad Debt and Allowance Reserves	(11,586,583)	(11,107,722)	(478,860)	-4.31%	(9,770,080)
Net Patient Accounts Receivable	15,753,039	13,487,969	2,265,070	16.79%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,137,360	1,104,383	32,978	2.99%	1,957,332
Inventories	2,795,811	2,807,662	(11,851)	-0.42%	2,829,223
Prepaid Expenses	1,999,302	1,918,249	81,053	4.23%	2,365,112
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	29,864,161	29,776,622	87,539	0.29%	32,985,887
Assets Whose Use is Limited					
Cash	14,159	13,621	539	3.96%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,277,413	3,162,463	114,950	3.63%	3,034,341
Trustee Held Funds - SPT	2,380,265	2,378,638	1,627	0.07%	3,452,951
Board Designated Funds	2,304,453	1,300,821	1,003,632	77.15%	1,300,000
Other Limited Use Assets	14,289,514	14,289,514	0	0.00%	8,303,935
Total Limited Use Assets	22,265,804	21,145,057	1,120,747	5.30%	16,103,800
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,928,057
Building and Building Improvements	38,116,158	38,116,158	0	0.00%	38,041,246
Equipment	109,648,515	109,651,748	(3,233)	0.00%	108,303,077
Construction In Progress	818,887	817,252	1,635	0.20%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	151,541,233	151,542,831	(1,598)	0.00%	150,283,261
Less: Accumulated Depreciation	(86,861,485)	(86,271,005)	(590,480)	-0.68%	(82,058,661)
Net Property, Plant, and Equipment	64,679,747	65,271,826	(592,078)	-0.91%	68,224,600
Other Assets					
Unamortized Loan Costs	238,826	239,856	(1,029)	-0.43%	247,062
Other	0	0	0	0.00%	0
Total Other Assets	238,826	239,856	(1,029)	-0.43%	247,062
TOTAL UNRESTRICTED ASSETS	117,048,539	116,433,361	615,179	0.53%	117,561,349
Restricted Assets	348,951	362,486	(13,535)	-3.73%	426,203
TOTAL ASSETS	\$117,397,490	\$116,795,847	\$601,644	0.52%	\$117,987,552

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 28, 2019

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LIABILITIES AND FUND BALANCE

	Current Month 2/28/2019	Prior Month 1/31/2019	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Liabilities					
Accounts Payable	\$3,059,103	\$2,959,061	(\$100,042)	-3.38%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,532,031	1,490,552	(41,480)	-2.78%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,059,856	1,895,214	(164,642)	-8.69%	1,702,057
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)	575,631	575,631	0	0.00%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	633,916	524,150	(109,765)	-20.94%	432,632
Total Current Liabilities	7,860,538	7,444,608	(415,930)	-5.59%	9,791,188
Long Term Debt					
Bonds/Mortgages Payable	28,453,119	28,457,931	4,812	0.02%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	575,631	575,631	0	0.00%	1,810,631
Total Long Term Debt (Net of Current)	27,877,488	27,882,300	4,812	0.02%	27,915,983
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	640,485	693,643	53,158	7.66%	1,070,720
Total Other Long Term Liabilities	640,485	693,643	53,158	7.66%	1,070,720
TOTAL LIABILITIES	36,378,510	36,020,550	(357,960)	-0.99%	38,777,891
Net Assets:					
Unrestricted Fund Balance	76,819,258	76,794,258	(25,000)	-0.03%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	458,309	471,844	13,535	2.87%	465,216
Net Revenue/(Expenses)	1,782,294	1,550,075	N/A	N/A	2,396,794
TOTAL NET ASSETS	81,018,980	80,775,296	(243,684)	-0.30%	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$117,397,490	\$116,795,847	(\$601,644)	-0.52%	\$117,987,552

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 28, 2019

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	CURRENT MONTH				Prior Year 02/28/18
	Actual 02/28/19	Budget 02/28/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,219,822	\$2,623,542	\$596,281	22.73%	\$2,539,861
Outpatient Revenue	9,455,323	8,746,982	708,341	8.10%	8,217,125
Clinic Revenue	1,009,031	1,215,832	(206,801)	-17.01%	1,119,761
Specialty Clinic Revenue	127,930	167,556	(39,626)	-23.65%	83,134
Total Gross Patient Revenue	13,812,107	12,753,912	1,058,195	8.30%	11,959,881
Deductions From Revenue					
Discounts and Allowances	(5,729,959)	(5,065,388)	(664,571)	-13.12%	(4,779,964)
Bad Debt Expense (Governmental Providers Only)	(861,776)	(712,436)	(149,339)	-20.96%	(510,331)
Medical Assistance	(39,094)	(170,821)	131,726	77.11%	(160,500)
Total Deductions From Revenue	(6,630,829)	(5,948,645)	(682,184)	-11.47%	(5,450,794)
Net Patient Revenue	7,181,278	6,805,267	376,011	5.53%	6,509,087
Other Operating Revenue	120,379	267,080	(146,700)	-54.93%	246,357
Total Operating Revenue	7,301,657	7,072,347	229,310	3.24%	6,755,443
Operating Expenses					
Salaries and Wages	3,088,986	2,996,160	(92,826)	-3.10%	3,005,037
Fringe Benefits	665,091	835,559	170,468	20.40%	990,578
Contract Labor	74,652	44,037	(30,615)	-69.52%	79,857
Physicians Fees	356,528	355,886	(642)	-0.18%	255,063
Purchased Services	317,228	388,719	71,491	18.39%	421,063
Supply Expense	1,129,337	1,153,589	24,251	2.10%	972,465
Utilities	82,401	91,358	8,957	9.80%	81,728
Repairs and Maintenance	375,266	397,016	21,750	5.48%	440,924
Insurance Expense	67,452	61,654	(5,799)	-9.41%	56,861
All Other Operating Expenses	158,971	193,053	34,083	17.65%	154,373
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	83,369	72,106	(11,263)	-15.62%	75,743
Depreciation and Amortization	593,713	617,101	23,387	3.79%	610,388
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,992,995	7,206,236	213,241	2.96%	7,144,081
Net Operating Surplus/(Loss)	308,662	(133,890)	442,551	-330.53%	(388,637)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	13,010	3,985	9,025	226.48%	4,898
Tax Subsidies (Except for GO Bond Subsidies)	1,627	0	1,627	0.00%	379,346
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(100,799)	(113,824)	(13,025)	11.44%	(105,421)
Other Non-Operating Revenue/(Expenses)	9,719	17,504	(7,785)	-44.48%	8,609
Total Non Operating Revenue/(Expense)	(76,443)	(92,335)	15,892	-17.21%	287,491
Total Net Surplus/(Loss)	\$232,219	(\$226,224)	\$458,443	-202.65%	(\$101,206)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$232,219	(\$226,224)	\$458,443	-202.65%	(\$101,206)
Operating Margin	4.23%	-1.89%			-5.75%
Total Profit Margin	3.18%	-3.20%			-1.50%
EBIDA	12.38%	6.83%			8.42%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 28, 2019

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	YEAR-TO-DATE				Prior Year 02/28/18
	Actual 02/28/19	Budget 02/28/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$24,173,504	\$22,881,773	\$1,291,731	5.65%	\$22,334,535
Outpatient Revenue	73,807,576	75,037,246	(1,229,670)	-1.64%	72,083,621
Clinic Revenue	9,198,103	9,437,048	(238,945)	-2.53%	9,061,105
Specialty Clinic Revenue	1,365,649	1,603,242	(237,594)	-14.82%	1,466,204
Total Gross Patient Revenue	<u>108,544,831</u>	<u>108,959,309</u>	<u>(414,478)</u>	<u>-0.38%</u>	<u>104,945,465</u>
Deductions From Revenue					
Discounts and Allowances	(43,645,990)	(44,052,218)	406,229	0.92%	(41,882,522)
Bad Debt Expense (Governmental Providers Only)	(7,074,015)	(5,699,491)	(1,374,525)	-24.12%	(5,524,263)
Medical Assistance	(1,457,861)	(1,366,565)	(91,296)	-6.68%	(1,455,063)
Total Deductions From Revenue	<u>(52,177,866)</u>	<u>(51,118,274)</u>	<u>(1,059,593)</u>	<u>-2.07%</u>	<u>(48,861,849)</u>
Net Patient Revenue	<u>56,366,965</u>	<u>57,841,035</u>	<u>(1,474,070)</u>	<u>-2.55%</u>	<u>56,083,616</u>
Other Operating Revenue	<u>2,020,510</u>	<u>1,891,750</u>	<u>128,760</u>	<u>6.81%</u>	<u>1,619,517</u>
Total Operating Revenue	<u>58,387,475</u>	<u>59,732,785</u>	<u>(1,345,310)</u>	<u>-2.25%</u>	<u>57,703,133</u>
Operating Expenses					
Salaries and Wages	25,152,187	25,486,474	334,287	1.31%	25,094,134
Fringe Benefits	5,857,213	6,504,002	646,789	9.94%	6,685,064
Contract Labor	631,927	635,488	3,561	0.56%	1,112,831
Physicians Fees	2,450,231	2,525,742	75,512	2.99%	1,675,435
Purchased Services	2,856,749	3,215,869	359,119	11.17%	3,417,785
Supply Expense	8,910,875	9,194,493	283,618	3.08%	8,535,902
Utilities	737,187	779,770	42,583	5.46%	728,741
Repairs and Maintenance	3,003,069	3,067,997	64,928	2.12%	2,953,237
Insurance Expense	536,411	489,333	(47,078)	-9.62%	499,784
All Other Operating Expenses	1,477,467	1,377,290	(100,177)	-7.27%	1,432,153
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	657,251	575,851	(81,399)	-14.14%	525,558
Depreciation and Amortization	4,862,456	5,000,957	138,500	2.77%	5,282,058
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>57,133,022</u>	<u>58,853,266</u>	<u>1,720,244</u>	<u>2.92%</u>	<u>57,942,683</u>
Net Operating Surplus/(Loss)	1,254,453	879,520	374,934	42.63%	(239,550)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	60,674	31,880	28,794	90.32%	31,694
Tax Subsidies (Except for GO Bond Subsidies)	187,718	0	187,718	0.00%	2,721,459
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(863,889)	(910,588)	46,699	-5.13%	(947,468)
Other Non-Operating Revenue/(Expense)	1,143,337	140,032	1,003,305	716.48%	127,259
Total Non Operating Revenue/(Expense)	<u>527,840</u>	<u>(738,676)</u>	<u>1,266,516</u>	<u>-171.46%</u>	<u>1,932,944</u>
Total Net Surplus/(Loss)	\$1,782,294	\$140,844	\$1,641,450	1165.44%	\$1,693,395
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,782,294	\$140,844	\$1,641,450	1165.44%	\$1,693,395
Operating Margin	2.15%	1.47%			-0.42%
Total Profit Margin	3.05%	0.24%			2.93%
EBIDA	10.76%	9.84%			12.85%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018
Gross Patient Revenue					
Inpatient Revenue	\$3,219,822	\$3,505,789	\$2,955,935	\$3,151,638	\$3,043,704
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,455,323	\$9,655,343	\$9,010,217	\$8,820,378	\$9,273,432
Clinic Revenue	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778
Specialty Clinic Revenue	\$127,930	\$207,546	\$180,950	\$104,902	\$116,899
Total Gross Patient Revenue	\$13,812,107	\$14,438,082	\$13,401,215	\$13,211,087	\$13,795,813
Deductions From Revenue					
Discounts and Allowances	\$5,729,959	\$5,973,406	\$5,230,019	\$5,351,709	\$5,646,755
Bad Debt Expense (Governmental Providers Only)	\$861,776	\$1,068,211	\$557,421	\$986,087	\$706,393
Charity Care	\$39,094	\$9,144	\$653,219	\$60,045	\$273,186
Total Deductions From Revenue	6,630,829	7,050,760	6,440,659	6,397,840	6,626,333
Net Patient Revenue	\$7,181,278	\$7,387,322	\$6,960,556	\$6,813,247	\$7,169,480
Other Operating Revenue	120,379	263,747	220,308	254,511	173,401
Total Operating Revenue	7,301,657	7,651,070	7,180,863	7,067,758	7,342,881
Operating Expenses					
Salaries and Wages	\$3,088,986	\$3,186,722	\$3,269,823	\$2,935,437	\$3,318,255
Fringe Benefits	\$665,091	\$865,517	\$717,581	\$746,950	\$702,719
Contract Labor	\$74,652	\$69,678	\$65,504	\$74,832	\$80,488
Physicians Fees	\$356,528	\$385,122	\$388,350	\$342,975	\$268,744
Purchased Services	\$317,228	\$389,034	\$360,563	\$350,678	\$354,072
Supply Expense	\$1,129,337	\$1,157,310	\$1,032,789	\$1,097,604	\$1,103,598
Utilities	\$82,401	\$104,011	\$88,476	\$96,033	\$88,710
Repairs and Maintenance	\$375,266	\$415,540	\$320,266	\$415,236	\$348,112
Insurance Expense	\$67,452	\$68,029	\$68,606	\$68,606	\$67,412
All Other Operating Expenses	\$158,971	\$175,580	\$140,791	\$250,438	\$225,179
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$83,369	\$94,749	\$75,445	\$87,400	\$86,440
Depreciation and Amortization	\$593,713	\$604,188	\$619,201	\$597,556	\$599,007
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$6,992,995	\$7,515,479	\$7,147,397	\$7,063,744	\$7,242,736
Net Operating Surplus/(Loss)	\$308,662	\$135,591	\$33,467	\$4,014	\$100,145
Non-Operating Revenue:					
Contributions					
Investment Income	13,010	3,652	5,279	3,333	10,560
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	1,627	2,132	183,959		
Interest Expense (Governmental Providers Only)	(100,799)	(101,257)	(116,158)	(101,983)	(102,369)
Other Non-Operating Revenue/(Expenses)	9,719	1,027,547	13,517	23,880	15,965
Total Non Operating Revenue/(Expense)	(\$76,443)	\$932,074	\$86,597	(\$74,770)	(\$75,844)
Total Net Surplus/(Loss)	\$232,219	\$1,067,665	\$120,063	(\$70,756)	\$24,301
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$232,219	\$1,067,665	\$120,063	(\$70,756)	\$24,301
Operating Margin	4.23%	1.77%	0.47%	0.06%	1.36%
Total Profit Margin	3.18%	13.95%	1.67%	-1.00%	0.33%
EBIDA	12.36%	9.67%	9.09%	8.51%	9.52%

Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018
\$2,499,813	\$2,459,161	\$3,337,641	\$2,691,073	\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861
\$8,246,354	\$9,927,413	\$9,424,838	\$8,882,234	\$9,045,341	\$8,179,117	\$9,117,338	\$8,217,125
\$1,076,083	\$1,193,552	\$1,094,250	\$1,252,867	\$1,294,418	\$1,045,617	\$1,318,708	\$1,119,761
\$146,133	\$215,242	\$266,047	\$179,865	\$209,960	\$190,157	\$247,601	\$83,134
\$11,968,383	\$13,795,368	\$14,122,776	\$13,006,039	\$13,023,332	\$12,518,293	\$14,256,134	\$11,959,881
\$4,581,170	\$5,240,990	\$5,891,982	\$4,273,304	\$5,120,197	\$5,180,571	\$5,699,847	\$4,779,964
\$1,072,535	\$972,129	\$849,465	\$1,232,693	\$750,881	\$608,142	\$888,176	\$510,331
\$135,091	\$202,867	\$85,215	\$419,740	\$188,399	\$162,130	(\$6,620)	\$160,500
5,788,796	6,415,986	6,826,662	5,925,738	6,059,477	5,950,844	6,581,403	5,450,794
\$6,179,587	\$7,379,382	\$7,296,114	\$7,080,302	\$6,963,855	\$6,567,449	\$7,674,731	\$6,509,087
678,067	159,188	150,909	482,048	116,501	398,959	122,609	246,357
6,857,654	7,538,570	7,447,023	7,562,349	7,080,357	6,966,408	7,797,340	6,755,443
\$3,014,576	\$3,132,114	\$3,206,273	\$2,975,968	\$3,095,577	\$2,982,785	\$3,211,428	\$3,005,037
\$648,010	\$825,597	\$685,749	\$694,860	\$852,917	\$992,919	\$649,692	\$990,578
\$45,634	\$87,004	\$134,135	\$46,590	\$106,303	\$122,359	\$44,526	\$79,857
\$239,881	\$211,428	\$257,203	\$443,327	\$364,555	\$346,772	\$254,190	\$255,063
\$342,090	\$366,075	\$377,009	\$439,285	\$420,404	\$437,651	\$439,077	\$421,063
\$1,060,199	\$1,133,975	\$1,196,063	\$1,010,111	\$1,002,232	\$1,080,684	\$1,182,216	\$972,465
\$90,628	\$104,407	\$82,521	\$98,439	\$93,552	\$90,887	\$107,529	\$81,728
\$351,939	\$417,795	\$358,916	\$369,736	\$343,807	\$378,782	\$376,215	\$440,924
\$66,217	\$66,217	\$63,871	\$61,525	\$67,521	\$53,077	\$56,861	\$56,861
\$138,767	\$193,415	\$194,326	\$270,617	\$195,498	\$198,362	\$201,300	\$154,373
\$85,136	\$72,008	\$72,703	\$100,598	\$69,589	\$67,974	\$73,351	\$75,743
\$604,823	\$621,957	\$622,012	\$952,632	\$608,857	\$610,433	\$610,991	\$610,388
\$6,687,899	\$7,231,993	\$7,250,778	\$7,463,688	\$7,220,813	\$7,362,685	\$7,207,378	\$7,144,081
\$169,755	\$306,577	\$196,245	\$98,661	(\$140,456)	(\$396,277)	\$589,963	(\$388,637)
4,652	14,772	5,416	18,869	103,261	(1,767)	10,816	4,898
(127,030)	(102,944)	(111,348)	51,516	315,887	233,293	291,849	379,346
16,934	14,644	20,631	(197,203)	(104,082)	(104,431)	(148,675)	(105,421)
(\$105,445)	(\$73,528)	(\$85,301)	12,052	16,881	12,688	40,555	8,609
			(\$114,766)	\$331,947	\$139,783	\$194,545	\$287,431
\$64,310	\$233,049	\$110,943	(\$16,105)	\$191,491	(\$256,494)	\$784,508	(\$101,206)
\$64,310	\$233,049	#VALUE!	(\$16,105)	\$191,491	(\$256,494)	\$784,508	(\$101,206)
2.48%	4.07%	2.64%	1.30%	-1.98%	-5.69%	7.57%	-5.75%
0.94%	3.09%	1.49%	-0.21%	2.70%	-3.68%	10.06%	-1.50%
11.30%	12.32%	10.99%	13.90%	6.62%	3.07%	15.40%	3.28%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eight months ended February 28, 2019

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	CASH FLOW	
	Current Month 2/28/2019	Current Year-To-Date 2/28/2019
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$232,219	\$1,782,294
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	593,713	4,862,456
(Increase)/Decrease in Net Patient Accounts Receivable	(2,265,070)	(4,323,472)
(Increase)/Decrease in Other Receivables	(32,978)	819,971
(Increase)/Decrease in Inventories	11,851	33,411
(Increase)/Decrease in Pre-Paid Expenses	(81,053)	365,810
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	100,042	(1,875,863)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	206,122	978,929
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	109,765	201,284
Net Cash Provided by Operating Activities:	(1,125,388)	2,844,821
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(1,635)	(1,317,604)
(Increase)/Decrease in Limited Use Cash and Investments	(1,120,208)	(6,160,418)
(Increase)/Decrease in Other Limited Use Assets	(539)	(1,586)
(Increase)/Decrease in Other Assets	1,029	8,235
Net Cash Used by Investing Activities	(1,121,353)	(7,471,372)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(1,273,495)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(53,158)	(430,235)
Net Cash Used for Financing Activities	(57,970)	(1,703,730)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	25,000	104,277
Net Increase/(Decrease) in Cash	(2,279,711)	(6,226,005)
Cash, Beginning of Period	10,458,359	14,404,653
Cash, End of Period	\$8,178,648	\$8,178,648

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 28, 2019

Current Month				Year-To-Date				
Actual 02/28/19	Budget 02/28/19	Positive/ (Negative) Variance	Prior Year 02/28/18	STATISTICS				
Discharges								
155	135	20	168	Acute	1,062	1,033	29	1,357
155	135	20	168	Total Adult Discharges	1,062	1,033	29	1,357
51	35	16	39	Newborn	298	333	(35)	514
206	170	36	207	Total Discharges	1,360	1,366	(6)	1,871
Patient Days:								
400	328	72	507	Acute	3,107	2,750	357	4,282
400	328	72	507	Total Adult Patient Days	3,107	2,750	357	4,282
75	57	18	56	Newborn	481	582	(101)	564
475	385	90	563	Total Patient Days	3,588	3,332	256	4,846
Average Length of Stay (ALOS)								
2.6	2.4	0.2	3.0	Acute	2.9	2.7	0.3	3.2
2.6	2.4	0.2	3.0	Total Adult ALOS	2.9	2.7	0.3	3.2
1.5	1.6	(0.2)	1.4	Newborn ALOS	1.6	1.7	(0.1)	1.1
Average Daily Census (ADC)								
14.3	11.7	2.6	18.1	Acute	12.8	11.3	1.5	17.6
14.3	11.7	2.6	18.1	Total Adult ADC	12.8	11.3	1.5	17.6
2.7	2.0	0.6	2.0	Newborn	2.0	2.4	(0.4)	2.3
Emergency Room Statistics								
165	158	7	157	ER Visits - Admitted	1,140	1,109	31	1,222
1,290	1,101	189	1,041	ER Visits - Discharged	9,663	9,801	(138)	9,982
1,455	1,259	196	1,198	Total ER Visits	10,803	10,910	(107)	11,204
11.34%	12.55%		13.11%	% of ER Visits Admitted	10.55%	10.16%		10.91%
106.45%	117.04%		93.45%	ER Admissions as a % of Total	107.34%	107.36%		90.05%
Outpatient Statistics:								
8,165	6,004	2,161	6,446	Total Outpatients Visits	56,384	51,281	5,103	55,128
185	96	89	99	Observation Bed Days	950	936	14	850
3,863	4,155	(292)	4,195	Clinic Visits - Primary Care	31,939	31,980	(41)	35,102
365	355	10	535	Clinic Visits - Specialty Clinics	3,180	3,445	(265)	4,604
25	23	2	24	IP Surgeries	207	226	(19)	281
131	114	17	112	OP Surgeries	1,088	1,203	(115)	1,235
Productivity Statistics:								
433.23	427.27	5.96	418.97	FTE's - Worked	411.46	427.27	(15.81)	407.44
465.08	464.23	0.85	448.25	FTE's - Paid	452.50	464.23	(11.73)	453.23
1.2310	1.4518	(0.22)	1.2987	Case Mix Index -Medicare	1.2957	10.8483	(9.55)	1.0482
0.6975	0.7741	(0.08)	0.8989	Case Mix Index - All payers	0.7697	6.9365	(6.17)	0.8672

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
02/28/19

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	59.08	50.05
Net Days in Accounts Receivable	65.85	51.95
Number of Gross Days in Unbilled Revenue	2.05	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	24.81%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.28%	1.34%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.34%	1.25%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.24%	5.59%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.52%	5.23%
Collections as a Percentage of Net Revenue - Current Month	67.24%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	91.11%	100% or >
Percentage of Blue Cross Receivable > 90 Days	10.33%	< 10%
Percentage of Insurance Receivable > 90 Days	16.32%	< 15%
Percentage of Medicaid Receivable > 90 Days	20.70%	< 20%
Percentage of Medicare Receivable > 60 Days	27.45%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eight months ended February 28, 2019

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	1,058,195	8.30%	(414,478)	-0.38%
Gross patient revenue is over budget for the month and under budget year to date. Patient statistics under budget include clinic visits. Average Daily Census is 14.3 in February which is over budget by 2.6				
Deductions from Revenue	(682,184)	-11.47%	(1,059,593)	-2.07%
Deductions from revenue are over budget for Feb and over budget year to date. They are currently booked at 48% for Feb and 48% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	(149,339)	-20.96%	(1,374,525)	-24.12%
Bad debt expense is booked at 6% for Jan. and 7% year to date.				
Charity Care	131,726	77.11%	(91,296)	-6.68%
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	(146,700)	-54.93%	128,760	6.81%
Other Operating Revenue is under budget for the month and is over budget year to date.				
Salaries and Wages	(92,826)	-3.10%	334,287	1.31%
Salary and Wages are over budget and remain under budget year to date. With the lower census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are over budget by .85 FTEs for the month and 11.73 FTEs year to date.				
Fringe Benefits	170,468	20.40%	646,789	9.94%
Fringe benefits are under budget in Feb. and remain under budget year to date.				
Contract Labor	(30,615)	-69.52%	3,561	0.56%
Contract labor is over budget for Feb. and remains under budget year to date. Behavioral Health, Labor & Delivery, ER and Ultrasound are over budget for the month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Eight months ended February 28, 2019

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	(642)	-0.18%	75,512	2.99%
Physician fees are over budget in Feb. and remain under budget year to date. Sleep Lab, Locum Radiology and Locum Clinic are over budget in Feb.				
Purchased Services	71,491	18.39%	359,119	11.17%
Purchased services are under budget for Feb. and under budget year to date. Services over budget include Consulting Fees and Sponsorships.				
Supply Expense	24,251	2.10%	283,618	3.08%
Supplies are under budget for Feb. and remain under budget year to date. Line items over budget include Lab supplies, Oxygen, Blood, Implants, Med Supplies and contrast.				
Repairs & Maintenance	21,750	5.48%	64,928	2.12%
Repairs and Maintenance are under budget for Feb. and under budget year to date.				
All Other Operating Expenses	34,083	17.65%	(100,177)	-7.27%
This expense is under budget in Feb.. and over budget year to date. Other expenses over budget are Memberships, Postage, Freight, Employee Recruitment and Pharmacy Floor Direct.				
Leases and Rentals	(11,263)	-15.62%	(81,399)	-14.14%
This expense is over budget for Feb. and remains over budget year to date.				
Depreciation and Amortization	23,387	3.79%	138,500	2.77%
Depreciation is under budget for Feb. and remains under budget year to date.				

BALANCE SHEET

Cash and Cash Equivalents	(\$2,279,711)	-21.80%
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Cash decreased in Feb. Cash collections for Feb. were \$4.8 million. Days Cash on Hand decreased to 113 days.

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Gross Patient Accounts Receivable	\$2,743,930	11.16%
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This receivable increased in Feb..

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Eight months ended February 28, 2019

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(478,860)	-4.31%		
Bad Debt and Allowances increased.				
Other Receivables	32,978	2.99%		
Other Receivables increased in Feb. due to Occ Med invoices.				
Prepaid Expenses	81,053	4.23%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	1,120,747	5.30%		
These assets increased due to the payment from the county				
Plant Property and Equipment	(592,078)	-0.91%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(100,042)	-3.38%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(41,480)	-2.78%		
This liability increased in Feb. The payroll accrual for Feb. was 11 days.				
Accrued Benefits	(164,642)	-8.69%		
This liability increased in Feb. with the normal accrual and usage of PTO .				
Other Current Liabilities	(109,765)	-20.94%		
This liability increased due to the monthly interest payment on the bonds.				
Other Long Term Liabilities	53,158	7.66%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(243,684)	-0.30%		

The net gain from operations for Feb. is \$232,219

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OTHER OPERATING REVENUE - Detail
YEAR TO DATE 2019

JULY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,917.17		
Pharmacy sales	15.51		
Coca Cola Commission	146.08		
Medical Records	558.15		
HPSA	30,015.62		
Cache Valley Rebate	12.00		
Inmar Rebate	1,768.95		
Interlare	4,055.66		
Foundation Golf Trny	2,250.00		
MCR Test Amount	0.02		
Olympus Thunderbeat	1,800.00		
PACS Storage	1,000.00		
County Maintenance Fund	13,120.28		
BCBS Payment Received Incorrectly - Wil be reversed	72.00		
WWB Commissions	460.89		
Post Partum Supplies	(189.51)		
Foundation	(47.96)		
Grants	(4,163.39)		
Lab Courier	520.00		
Shriners	346.36		
Solvay	3,600.00		
Jim Bridger Physician Services	12,750.00		
Castle Rock	3,653.70		
Tata Occupation Medicine on site	14,550.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - July	28,503.61		
Cafeteria sales	23,793.98		
July Totals		150,909.12	150,909.12
AUGUST		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	15,521.30		
Retirement Forfeiture	11.17		
Medical Records	639.65		
Pharmacy sales	80.46		
BLS	204.00		
HPSA	757.48		
Foundation - Reimburse Golf Tournament	(2,850.00)		
Wind River Vending	8.75		
Sports Physicals	3,650.00		
PACS Storage	380.00		
WWB Commissions	241.86		
Blood Systems Reversal	(72.00)		
Sweetwater Medics-Linens	2,500.00		
County Maintenance Fund	48,851.71		
Prenatal Class	60.00		
Grants	(522.28)		
Lab Courier	260.00		
Shriners	262.62		
Solvay	900.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	13,812.50		
Castle Rock	2,115.30		
Tata Occupation Medicine on site	16,650.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - August	27,723.96		
Cafeteria sales	24,801.23		
August Totals		159,187.71	310,096.83

SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,347.07		
Retirement Forfeiture	641.46		
Medical Records	186.55		
Pharmacy sales	14.00		
Radiology Films	5.00		
BLS	361.00		
HPSA	13.19		
BCBS Entered incorrectly - reversed on 10/1	3,469.66		
Inmar Rebate	59.92		
Interlare	11,763.70		
MCR Temp Allowance	29,017.00		
Supplies	1,362.32		
PACS Storage	576.00		
WWB Commissions	115.28		
Foundation	496,842.20		
Prenatal Class	122.30		
Grants	(1,190.46)		
County Maintenance Fund	21,866.14		
Shriners	234.70		
Solvay	900.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,687.50		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	12,450.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - August	31,076.00		
Cafeteria sales	33,766.83		
Catering	2,583.66		
September Totals		678,067.07	988,163.90
OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	28,224.56		
Medical Records	280.10		
Pharmacy sales	22.44		
Radiology Films	10.00		
Document Copy Service	279.25		
UUHP Pmt w/no remit	10.52		
HPSA	40,368.81		
BCBS Entered incorrectly - reversed	(3,469.66)		
Cache Valley Rebate	12.00		
Coca Cola Commission	131.24		
MCR Temp Allowance-overpayment	(27,623.59)		
Supplies	1,072.84		
PACS Storage	656.00		
WWB Commissions	115.03		
Wind River Vending	184.40		
Grants	8,748.29		
Shriners	346.36		
County Maintenance Fund	24,844.65		
Solvay	2,080.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	14,875.00		
Castle Rock	3,365.25		
Tata Occupation Medicine on site	14,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter -October	33,315.76		
Cafeteria sales	24,812.64		
Catering	3,139.10		
October Totals		173,400.99	1,161,564.89

NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	19,875.30		
Retirement Forfeiture	57,400.00		
Medical Records	273.40		
Pharmacy sales	25.32		
Radiology Films	1,009.90		
HPSA	(7,631.94)		
Becton, Dickinson and Co	90.00		
BLS	135.00		
Inmar Rebate	204.18		
Supplies	447.46		
PACS Storage	552.00		
Interlare	1,838.97		
Pacific Steel	39.10		
WWB Commissions	130.44		
Red Tie Gala	750.00		
Foundation	40,250.45		
Grants	(818.15)		
Post Partum	120.92		
Castle Rock - Lab Courier	780.00		
Shriners	458.02		
County Maintenance Fund	23,729.06		
Solvay	900.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	10,625.00		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	13,500.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	48,341.04		
Cafeteria sales	25,619.43		
Catering	9,270.00		
November Totals		254,510.95	1,416,075.84
DECEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	12,432.17		
Retirement Forfeiture	24,109.90		
Medical Records	418.03		
HPSA	0.86		
WWB Commissions	136.57		
BLS	400.00		
Castle Rock to be Reversed	80.60		
Supplies	195.48		
PACS Storage	624.00		
Disproportionate Share	31,490.14		
Red Tie Gala	3,000.00		
Grants	(430.74)		
Post Partum	60.04		
Castle Rock - Lab Courier	260.00		
Reversal of Other Op Rev	(280.00)		
County Maintenance Fund	59,200.07		
Jim Bridger Physician Services	12,687.50		
Castle Rock	2,019.15		
Tata Occupation Medicine on site	13,050.00		
Sage View	1,800.00		
High Desert Rural Health Clinic District Wamsutter	27,384.74		
Cafeteria sales	22,737.29		
Catering	8,932.00		
December Totals		220,307.80	1,636,383.64

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	21,825.30		
Radiology Films	10.00		
Pharmacy sales	13.52		
Medical Records	49.65		
HPSA	34,281.32		
Cache Valley Rebate	12.00		
WWB Commissions	138.52		
Wind River Vending	174.43		
Coca Cola Commission	94.23		
Pacific Steel	116.25		
BLS	70.00		
Interlare	975.30		
Castle Rock Reversal	(80.60)		
Red Tie Gala	7,608.00		
Grants	1,426.87		
Post Partum	147.10		
County Maintenance Fund	98,522.57		
Solvay Reclass	4,781.69		
Jim Bridger Physician Services	13,812.50		
Jim Bridger Retainer	800.00		
Castle Rock	3,172.95		
Tata Occupation Medicine on site	15,300.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	31,411.89		
Cafeteria sales	26,683.95		
January Totals		263,747.44	1,900,131.08

FEBRUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	15,046.69		
Radiology Films	10.00		
Pharmacy sales	19.58		
Medical Records	307.90		
HPSA	759.84		
WWB Commissions	175.71		
BLS	315.00		
Interlare	16,971.81		
Red Tie Gala Reimbursement	(10,850.00)		
Phressia Test System	0.66		
Grants	5,847.16		
County Maintenance Fund	7,308.27		
Jim Bridger Physician Services	12,750.00		
Jim Bridger Retainer	800.00		
Castle Rock	3,076.80		
Tata Occupation Medicine on site	11,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	29,291.96		
Catering	767.00		
Cafeteria sales	23,980.74		
FEBRUARY Totals		120,379.12	2,020,510.20

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

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

March 15, 2019

PROVIDER CLINIC – FEBRUARY 2019

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for February was a loss of \$610,492, compared to a loss of \$410,259 in the budget. The YTD net operating loss is \$3,611,442, compared to a loss of \$3,583,243 in the budget.

VOLUME. Total visits were 4,228 for February, over budget by 282 visits. YTD patient visits are 35,119, under budget by 306 visits.

REVENUE. Revenue for the Clinic for February was \$1,136,961, under budget by \$246,427. YTD revenue was \$10,563,752, under budget by \$476,539. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through February from the Clinic is \$228,876,425. This equates to \$14,871,359 of net enterprise revenue with an impact to the bottom line of \$1,391,959. The gross enterprise revenue represents 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for February was \$665,621, under budget by \$133,986. YTD net patient revenue was \$5,890,583, which was under budget by \$181,316.

Deductions from revenue for the Clinic were booked at 41.5% for February and are at 44.2% year to date. In February, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.5% of revenue, Medicare and Medicaid consisted of 37.5% of revenue and Self Pay consisted of 6.6% of revenue.

EXPENSES. Total expenses for the month were \$1,335,831, which was over budget by \$56,285. YTD expenses were \$10,034,699, which was under budget by \$172,991. The majority of the expenses consist of Salaries and Benefits; which are 82.9% of YTD total expenses. The following categories were over budget for February:

Supplies – This expense is over budget by \$20,197 in February and \$21372 over budget year to date.

Repairs and Maintenance – This expense is over budget \$2,132 in February and \$3,862 over budget year to date.

Other Operating Expenses – This expense is over budget by \$35,741. Pharmacy floor allocation was over budget by \$40,344.

Depreciation – This expense is over budget by \$2,221 and remains over budget \$19,055 year to date.

OVERALL ASSESSMENT. Through February, the Provider Clinic revenue plus enterprise revenue makes up 36.3% of total hospital gross patient revenue.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Eight months ended February 28, 2019

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.

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 28, 2019

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Eight months ended February 28, 2019

⬇️ ⬆️ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 2/28/2019	Year to Date 2/28/2019	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	⬆️	-84.17%	-56.22%	-76.57%	-36.58%
Total Profit Margin	⬆️	-84.17%	-56.22%	-76.57%	-36.58%
Contractual Allowance %	⬇️	41.46%	44.24%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	⬇️	98.11	90.40	62.33	39.58
Gross Days in Accounts Receivable	⬇️	88.84	78.73	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	⬇️	140.82	131.32	133.67	
Total Net Revenue per FTE	⬆️	N/A	\$145,325	\$139,450	
Salary Expense per Paid FTE		N/A	\$165,162	\$181,602	
Salary and Benefits as a % of Net Revenue		147.87%	129.54%	150.24%	91.26%
Employee Benefits %		15.67%	13.98%	15.36%	6.10%

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eight months ended February 28, 2019

PAGE 2

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 2/28/2019	Year to Date 2/28/2019	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-84.17%	-56.22%	-76.57%	-36.58%
Total Profit Margin	↑	-84.17%	-56.22%	-76.57%	-36.58%
Contractual Allowance %	↓	41.46%	44.24%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	↓	98.11	90.40	62.33	39.58
Gross Days in Accounts Receivable	↓	88.84	78.73	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	140.82	131.32	133.67	
Total Net Revenue per FTE	↑	N/A	\$145,325	\$139,450	
Salary Expense per Paid FTE		N/A	\$165,162	\$181,602	
Salary and Benefits as a % of Net Revenue		147.87%	129.54%	150.24%	91.26%
Employee Benefits %		15.67%	13.98%	15.36%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 28, 2019

PAGE 3

	CURRENT MONTH				Prior Year 02/28/18
	Actual 02/28/19	Budget 02/28/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,009,031	1,215,832	(206,801)	-17.01%	1,119,761
Specialty Clinic Revenue	127,930	167,557	(39,626)	-23.65%	83,134
Total Gross Patient Revenue	1,136,961	1,383,389	(246,427)	-17.81%	1,202,895
Deductions From Revenue					
Discounts and Allowances	(471,341)	(583,782)	112,442	19.26%	(704,136)
Total Deductions From Revenue	(471,341)	(583,782)	112,442	19.26%	(704,136)
Net Patient Revenue	665,621	799,606	(133,986)	-16.76%	498,759
Other Operating Revenue	59,719	69,682	(9,963)	-14.30%	92,755
Total Operating Revenue	725,339	869,288	(143,948)	-16.56%	591,514
Operating Expenses					
Salaries and Wages	927,267	897,506	(29,761)	-3.32%	1,044,644
Fringe Benefits	145,304	173,820	28,516	16.41%	208,855
Contract Labor	0	0	0	0.00%	0
Physicians Fees	66,314	64,966	(1,348)	-2.07%	35,838
Purchased Services	82	6,707	6,625	98.78%	6,909
Supply Expense	33,502	13,305	(20,197)	-151.81%	13,586
Utilities	1,311	1,562	251	16.08%	1,292
Repairs and Maintenance	33,616	31,484	(2,132)	-6.77%	44,024
Insurance Expense	16,109	16,119	10	0.06%	17,762
All Other Operating Expenses	86,287	50,545	(35,741)	-70.71%	52,427
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,103	4,816	(287)	-5.95%	5,658
Depreciation and Amortization	20,937	18,716	(2,221)	-11.86%	25,537
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,335,831	1,279,547	(56,285)	-4.40%	1,456,533
Net Operating Surplus/(Loss)	(610,492)	(410,259)	(200,233)	48.81%	(865,019)
Total Net Surplus/(Loss)	(\$610,492)	(\$410,259)	(\$200,233)	48.81%	(\$865,019)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease in Unrestricted Net Assets	(\$610,492)	(\$410,259)	(\$200,233)	48.81%	(\$865,019)
Operating Margin	-84.17%	-47.19%			-146.24%
Total Profit Margin	-84.17%	-47.19%			-146.24%
EBIDA	-81.28%	-45.04%			-141.92%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eight months ended February 28, 2019

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	YEAR-TO-DATE				Prior Year 02/28/18
	Actual 02/28/19	Budget 02/28/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	9,198,103	9,615,610	(417,507)	-4.34%	9,061,106
Specialty Clinic Revenue	1,365,649	1,424,680	(59,031)	-4.14%	1,466,204
Total Gross Patient Revenue	10,563,752	11,040,290	(476,539)	-4.32%	10,527,310
Deductions From Revenue					
Discounts and Allowances	(4,673,169)	(4,968,392)	295,223	5.94%	(4,825,384)
Total Deductions From Revenue	(4,673,169)	(4,968,392)	295,223	5.94%	(4,825,384)
Net Patient Revenue	5,890,583	6,071,898	(181,316)	-2.99%	5,701,926
Other Operating Revenue	532,674	552,548	(19,874)	-3.60%	473,480
Total Operating Revenue	6,423,257	6,624,446	(201,190)	-3.04%	6,175,405
Operating Expenses					
Salaries and Wages	7,300,066	7,468,866	168,800	2.26%	8,352,028
Fringe Benefits	1,020,723	1,175,078	154,355	13.14%	1,255,972
Contract Labor	0	0	0	0.00%	0
Physicians Fees	308,567	382,064	73,497	19.24%	157,207
Purchased Services	42,738	48,942	6,204	12.68%	90,777
Supply Expense	123,794	102,421	(21,372)	-20.87%	91,218
Utilities	11,488	12,438	950	7.64%	12,692
Repairs and Maintenance	241,308	237,446	(3,862)	-1.63%	248,091
Insurance Expense	128,769	128,802	33	0.03%	151,041
All Other Operating Expenses	622,431	441,323	(181,108)	-41.04%	590,755
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	42,986	37,534	(5,452)	-14.52%	43,487
Depreciation and Amortization	191,829	172,774	(19,055)	-11.03%	206,105
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	10,034,699	10,207,689	172,991	1.69%	11,199,372
Net Operating Surplus/(Loss)	(3,611,442)	(3,583,243)	(28,199)	0.79%	(5,023,967)
Total Net Surplus/(Loss)	(3,611,442)	(3,583,243)	(28,199)	0.79%	(5,023,967)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(3,611,442)	(3,583,243)	(28,199)	0.79%	(5,023,967)
Operating Margin	-56.22%	-54.09%			-81.35%
Total Profit Margin	-56.22%	-54.09%			-81.35%
EBIDA	-53.24%	-51.48%			-78.02%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018
Gross Patient Revenue					
Clinic Revenue	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778
Specialty Clinic Revenue	\$127,930	\$207,546	\$180,950	\$104,902	\$116,899
Total Gross Patient Revenue	\$1,136,961	\$1,276,950	\$1,435,063	\$1,239,071	\$1,478,677
Deductions From Revenue					
Discounts and Allowances	\$471,341	\$568,699	\$641,731	\$542,081	\$647,172
Total Deductions From Revenue	471,341	568,699	641,731	542,081	647,172
Net Patient Revenue	\$665,621	\$708,251	\$793,332	\$696,990	\$831,505
Other Operating Revenue	\$59,719	\$71,679	\$56,661	\$80,420	\$71,582
Total Operating Revenue	725,339	779,930	849,993	777,410	903,087
Operating Expenses					
Salaries and Wages	\$927,267	\$908,217	\$988,124	\$769,198	\$985,567
Fringe Benefits	\$145,304	\$180,456	\$113,727	\$116,382	\$114,843
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$66,314	\$72,313	\$20,783	\$48,757	\$53,865
Purchased Services	\$82	\$9,273	\$6,153	\$4,481	\$4,278
Supply Expense	\$33,502	\$14,809	\$11,076	\$10,235	\$21,975
Utilities	\$1,311	\$1,639	\$1,859	\$1,568	\$1,563
Repairs and Maintenance	\$33,616	\$34,184	\$30,589	\$28,045	\$30,519
Insurance Expense	\$16,109	\$16,109	\$16,099	\$16,099	\$16,088
All Other Operating Expenses	\$86,287	\$79,550	\$71,337	\$53,223	\$102,317
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,103	\$5,652	\$5,061	\$6,300	\$5,403
Depreciation and Amortization	\$20,937	\$24,416	\$24,654	\$24,523	\$23,690
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,335,831	\$1,346,620	\$1,289,462	\$1,078,811	\$1,360,108
Net Operating Surplus/(Loss)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)
Total Net Surplus/(Loss)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)
Operating Margin	-84.17%	-72.66%	-51.70%	-38.77%	-50.61%
Total Profit Margin	-84.17%	-72.66%	-51.70%	-38.77%	-50.61%
EBIDA	-81.28%	-69.53%	-48.80%	-35.62%	-47.98%

Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018
\$1,076,083	\$1,193,552	\$1,099,971	\$1,246,901	\$1,294,418	\$1,045,617	\$1,318,709	\$1,119,761
\$146,133	\$215,242	\$266,047	\$179,865	\$209,960	\$190,157	\$247,601	\$83,134
\$1,222,216	\$1,408,794	\$1,366,018	\$1,426,767	\$1,504,378	\$1,235,774	\$1,566,309	\$1,202,895
\$580,856	\$628,019	\$593,270	721,946	723,707	553,735	713,615	704,136
580,856	628,019	593,270	721,946	723,707	553,735	713,615	704,136
\$641,360	\$780,776	\$772,749	\$704,821	\$780,671	\$682,039	\$852,694	\$498,759
\$62,144	\$64,664	\$65,804	56,368	51,230	62,427	65,331	92,755
703,504	845,440	838,552	761,188	831,901	744,466	918,025	591,514
\$863,345	\$905,846	\$952,502	\$997,175	\$1,006,587	\$929,322	\$996,616	\$1,044,644
\$100,447	\$133,815	\$115,748	\$130,925	\$167,936	\$182,950	\$149,196	\$208,855
\$0	\$0	\$0					
\$38,235	\$4,150	\$4,150	\$44,124	\$20,989	\$46,770	\$54,331	\$35,838
\$5,363	\$6,258	\$6,849	\$5,025	\$4,336	\$5,124	\$6,119	\$6,909
\$10,863	\$14,751	\$6,583	\$31,946	\$15,134	\$26,988	\$15,838	\$13,586
\$1,267	\$1,563	\$719	\$1,296	\$1,296	\$1,917	\$1,612	\$1,292
\$29,160	\$27,304	\$27,891	\$25,292	\$30,760	\$23,559	\$23,975	\$44,024
\$16,088	\$16,088	\$16,088	\$18,578	\$18,396	\$18,396	\$17,662	\$17,762
\$45,658	\$93,350	\$90,708	\$95,556	\$80,282	\$65,989	\$69,590	\$52,427
\$4,874	\$5,276	\$5,317	\$5,457	\$5,130	\$5,328	\$4,923	\$5,658
\$23,690	\$24,915	\$25,005	\$24,495	\$24,525	\$25,871	\$25,156	\$25,537
\$1,138,991	\$1,233,317	\$1,251,560	\$1,379,869	\$1,375,371	\$1,332,214	\$1,365,018	\$1,456,533
(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)
(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)
0	0	0	0	0	0	0	0
(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)
-61.90%	-45.88%	-49.25%	-81.28%	-65.33%	-78.95%	-48.69%	-146.24%
-61.90%	-45.88%	-49.25%	-81.28%	-65.33%	-78.95%	-48.69%	-146.24%
-58.54%	-42.93%	-46.27%	-78.06%	-62.38%	-75.47%	-45.95%	-141.92%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eight months ended February 28, 2019

Current Month				STATISTICS	Year-To-Date			
Actual 02/28/19	Budget 02/28/19	Positive/ (Negative) Variance	Prior Year 02/28/18		Actual 02/28/19	Budget 02/28/19	Positive/ (Negative) Variance	Prior Year 02/28/18
Outpatient Statistics:								
3,943	4,155	(212)	4,071	Clinic Visits - Primary Care	31,911	31,980	(69)	32,374
365	355	10	269	Clinic Visits - Specialty Clinics	3,288	3,445	(157)	3,301
Productivity Statistics:								
65.61	65.96	(0.35)	64.86	FTE's - Worked	60.66	65.96	(5.30)	60.99
69.99	71.70	(1.71)	68.47	FTE's - Paid	66.39	71.70	(5.31)	68.77

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA (Earnings Before Interest, Taxes, Depreciation & Amortization)	Higher Values are Favorable
Formula: $(\text{Net Operating Surplus or Loss} + \text{Interest Expense} + \text{Taxes} + \text{Depreciation} + \text{Amortization}) / \text{Total Operating Revenue}$	
Purpose: Provides a measure of profitability excluding expenses related to the hospital's investments in the physical plant.	
Net Operating Gain/Loss	Higher Values are Favorable
Formula: $\text{Total Operating Revenue} - \text{Total Operating Expenses}$	
Purpose: A measure of excess revenue over expenses (Gain) or excess expenses over revenue (Loss) with respect to patient care and hospital operations.	
Total Net Gain/Loss	Higher Values are Favorable
Formula: $\text{Total Operating Revenue} - \text{Total Operating Expenses} + \text{Total Non Operating Revenue \& Expense}$	
Purpose: A measure of excess revenue over expenses (Gain) or excess expenses over revenue (Loss) including revenue and expenses not related to patient care.	
Operating Margin	Higher Values are Favorable
Formula: $\text{Net Operating Surplus or Loss} / \text{Total Operating Revenue}$	
Purpose: A measure of the hospital's profitability with respect to patient care and hospital operations.	
Total Profit Margin	Higher Values are Favorable
Formula: $\text{Total Net Surplus or Loss} / \text{Total Operating Revenue}$	
Purpose: Measures overall profitability from all sources, including revenue and expenses not related to patient care.	
Return on Assets	Higher Values are Favorable
Formula: $\text{Total Net Surplus or Loss} / \text{Total Unrestricted Assets}$	
Purpose: A measure of excess revenue over expenses in relation to the overall assets controlled by the hospital.	
Contractual Allowance Percentage	Lower Values are Favorable
Formula: $\text{Total Deductions From Revenue} / \text{Total Gross Patient Revenue}$	
Purpose: Represents the percentage of gross charges that are uncollectible due to mandated or voluntary contractual discounts.	

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

Formula: $\text{Cash \& Cash Equivalents} / ((\text{Total Operating Expenses} - \text{Depreciation \& Amortization} - \text{Bad Debt Expense}) / 365))$

Purpose: Represents the number of days the hospital could operate without cash receipts utilizing only short term cash accounts.

Days Cash on Hand, All Sources

Higher Values are Favorable

Formula: $(\text{Cash \& Cash Equivalents} + \text{Limited Use Cash} + \text{Funded Depreciation} + \text{Board Designated Funds}) / ((\text{Total Expenses} - \text{Depreciation \& Amortization} - \text{Bad Debt Expense}) / 365))$

Purpose: Represents the number of days the hospital could operate without cash receipts utilizing all sources of cash available.

Gross Days in Accounts Receivable

Lower Values are Favorable

Formula: $\text{Gross Patient Accounts Receivable} / (\text{Total Gross Patient Revenue} / 365)$

Purpose: Represents the number of days of patient charges that is tied up in unpaid patient accounts.

Net Days in Accounts Receivable

Lower Values are Favorable

Formula: $\text{Net Patient Accounts Receivable} / (\text{Net Patient Revenue} / 365)$

Purpose: Represents the number of days of net patient revenue (cash flow) that is tied up in unpaid patient accounts.

Average Payment Period

Lower Values are Favorable

Formula: $\text{Total Current Liabilities} / ((\text{Total Operating Expenses} - \text{Depreciation \& Amortization} - \text{Bad Debt Expense}) / 365)$

Purpose: Measures the average time that elapses before current liabilities are met.

Current Ratio

Higher Values are Favorable

Formula: $\text{Total Current Assets} / \text{Total Current Liabilities}$

Purpose: An indicator of the hospital's liquidity and ability to meet short term (less than 1 year) liabilities utilizing short term assets.

Average Age of Plant

Lower Values are Favorable

Formula: $\text{Accumulated Depreciation} / \text{Annual Depreciation Expense}$

Purpose: Is used as a proxy for the average accounting age of a hospital's capital assets such as buildings, fixtures equipment.

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Formula: $(\text{Depreciation \& Amortization} + \text{Interest Expense}) / \text{Total Operating Expenses}$

Purpose: Measures the relative amount of fixed costs and is one measure used to determine a hospital's capital expenditure flexibility.

Long Term Debt to Equity

Lower Values are Favorable

Formula: $\text{Total Long Term Debt} / \text{Total Net Assets}$

Purpose: This is used to measure the degree of financial leverage that the hospital has employed.

Long Term Debt to Capitalization

Lower Values are Favorable

Formula: $\text{Total Long Term Debt} / (\text{Total Long Term Debt} + \text{Total Net Assets})$

Purpose: This measures the proportion of the hospital's capitalization provided by debt and is used as an indicator of debt capacity.

Debt Service Coverage Ratio

Higher Values are Favorable

Formula: $(\text{Total Net Surplus or Loss} + \text{Depreciation \& Amortization} + \text{Interest Expense}) / (\text{Current Portion of Long Term Debt} + \text{Interest Expense})$

Purpose: Measures the ratio of available funds for the payment of the current year's debt service (Principal and interest).

Salary Expense per Paid FTE

Lower Values are Favorable

Formula: $(\text{Salary \& Wages} + \text{Contract Labor}) / \text{Paid FTE's}$

Purpose: Provides a simple measure of the largest resource used in the hospital

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

Formula: $\text{Total Paid FTE's} / \text{Adjusted Average Daily Census}$

Purpose: A measure of the overall staffing of the hospital in relationship to the hospital's utilization.

Net Revenue per Adjusted Discharge

Higher Values are Favorable

Formula: $\text{Net Patient Revenue} / \text{Adjusted Discharges}$

Purpose: Is an indicator of the hospital's ability to generate collectable revenue from it's patient care operations.

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

Formula: $\text{Total Operating Expenses} / \text{Adjusted Discharges}$

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Purpose: A measure of the hospital's average cost of delivering care per equivalent patient stay.

Financial Strength Index

Higher Values are Favorable

Formula: $((\text{Total Margin} - 4.0) / 4.0) + ((\text{Days Cash on Hand} - 50) / 50) + ((50 - \text{Debt to Capitalization Ratio}) / 50) + ((9 - \text{Average Age of Plant}) / 9)$

Purpose: Is an indicator of the hospital's overall long term financial health. This index combines the impact of increasing operating margins, increasing cash on hand from all sources, decreasing the hospital's reliance on debt for capital improvements and decreasing the hospital's average age of plant.

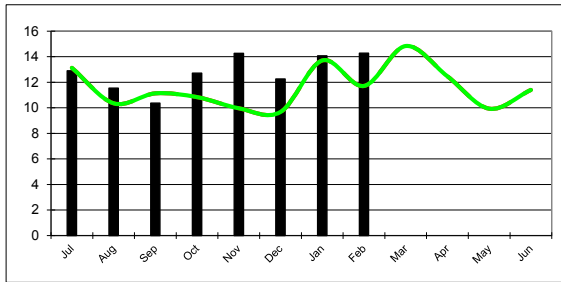
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
FEBRUARY 2019**

— FYE 2018 ACTUAL

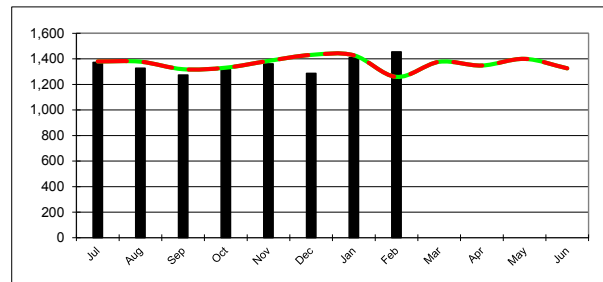
- - - FYE 2019 BUDGET

■ FYE 2019 ACTUAL

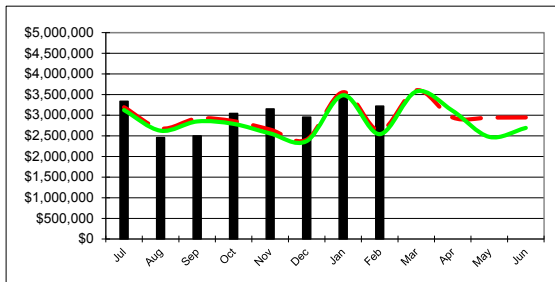
AVERAGE ACUTE CENSUS



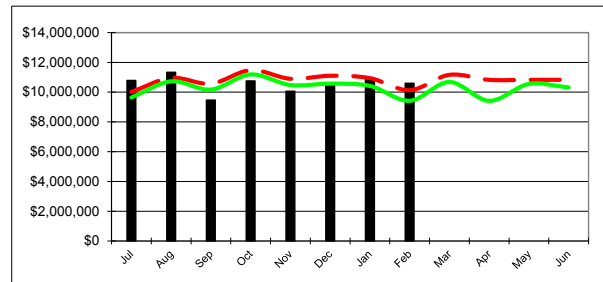
ER IP+OP VISITS



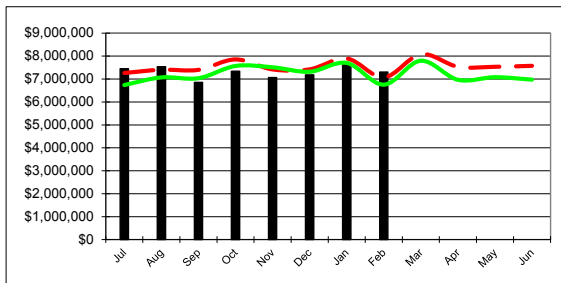
INPATIENT CHARGES



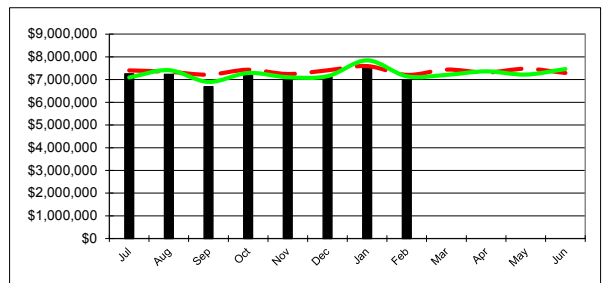
OUTPATIENT CHARGES



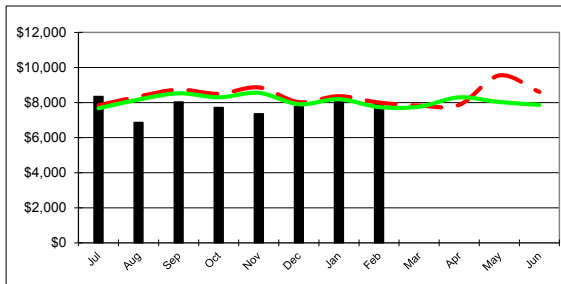
TOTAL NET OPERATING REVENUE



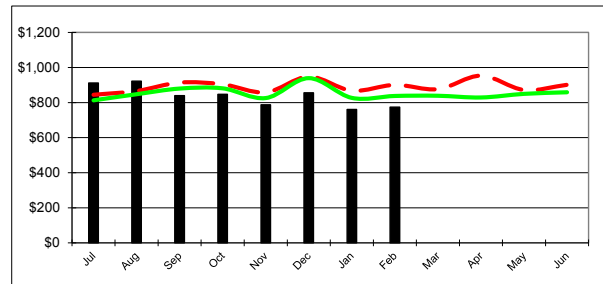
OPERATING EXPENSE



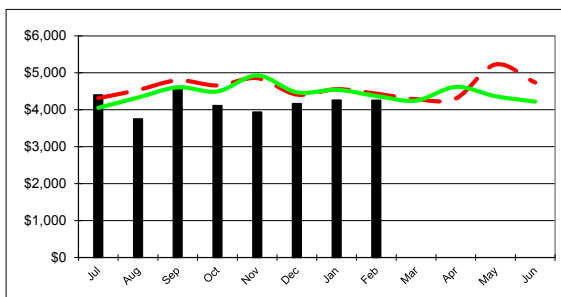
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



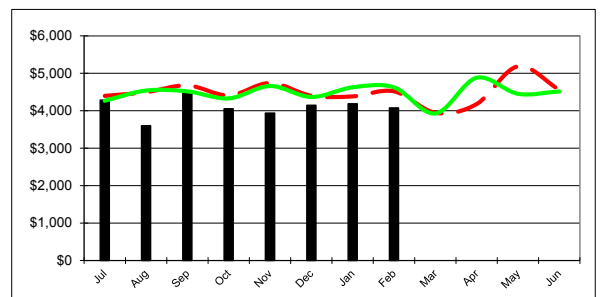
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
FEBRUARY 2019

3

STATISTICS	Actual Feb-19	Budget Feb-19	PY Feb-18	YTD Feb-19	YTD Feb-18	YTD Feb-17	YTD Feb-16
Volumes:							
Case Mix							
Medicare	1.2310	1.4518	1.4518	1.2488	1.3168	1.4420	1.3883
All payers	0.6975	0.7741	0.7741	0.7530	0.8656	0.8661	0.8412
Admissions							
Med	77	73	73	533	464	684	676
ICU	28	17	17	180	189	256	236
Surgery	4	7	7	52	44	80	87
OB	50	36	36	302	339	360	379
Newborn	50	35	35	298	334	350	370
Total Admissions	209	168	168	1,365	1,370	1,730	1,748
Discharges							
Med	85	87	87	614	542	786	734
ICU	13	5	5	73	91	113	143
Surgery	5	7	7	71	63	111	120
OB	52	36	36	304	337	355	379
Newborn	51	35	35	298	333	348	371
Total Discharges	206	170	170	1,360	1,366	1,713	1,747
Patient Days:							
Med	227	199	199	1,962	1,550	2,956	2,717
ICU	69	39	39	387	393	628	635
Surgery	20	32	32	259	243	325	330
OB	84	58	58	499	564	597	618
Newborn	75	57	57	481	582	550	567
Total Patient Days	475	385	385	3,588	3,332	5,056	4,867
Observation Bed Days	185	96	96	950	936	818	642
Surgery Statistics:							
IP Surgeries	25	23	23	207	226	291	276
OP Surgeries	131	114	114	1,088	1,203	1,188	1,196
Outpatient Statistics:							
X-ray	799	718	718	5,698	5,995	5,847	5,787
Mammography	95	103	103	1,101	1,135	1,107	1,270
Ultrasound	267	268	268	2,339	2,341	2,136	2,084
Cat Scan	459	398	398	3,481	3,399	3,150	3,152
MRI	104	105	105	941	874	780	856
Nuclear Medicine	29	46	46	274	389	296	281
PET Scan	8	7	7	46	83	72	59
Echo	45	0	0	154		0	0
Laboratory	4,138	2,256	2,256	25,807	19,860	24,060	21,507
Histology	189	154	154	1,405	1,269	1,063	1,166
Respiratory Therapy	302	262	262	1,789	2,182	2,290	1,902
Cardiovascular	491	426	426	3,313	3,525	3,632	3,719
Sleep Lab	36	37	37	286	249	213	157
Cardiac Rehab	297	357	357	2,209	2,719	3,324	3,445
Physical Therapy	174	148	148	1,267	1,370	1,806	1,865
Dialysis	385	316	316	3,164	2,524	1,964	2,142
Medical Oncology	175	157	157	1,397	1,354	1,439	1,542
Radiation Oncology	172	246	246	1,431	2,013	2,170	2,330
Total Outpatients Visits	8,165	6,004	6,004	56,102	51,281	55,349	53,264
Clinic Visits - Primary Care	3,863	4,155	3,871	31,939	32,174	35,251	47,928
Clinic Visits - Specialty Clinics	365	355	269	3,180	3,301	4,510	4,037
ER visits admitted	165	158	158	1,140	1,109	1,230	1,134
ER visits Discharged	1,290	1,101	1,101	9,663	9,801	10,043	10,077
Total ER visits	1,455	1,259	1,259	10,803	10,910	11,273	11,211

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUDGET	PPE	2/3/2019	2/17/2019	3/3/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
						Increase	Decrease		
AVG CENSUS	11.80	11.9	15.8	14.4	2.6	-	1.36	232.6	
ER VISITS (Avg Day)	45	47.1	48.6	51.9	7.1	3.29	-	789.2	
SURGERIES (IP+OP)	78	68	78	84	6.4	6.00	-	1332.0	
BIRTHS	19	16	24	27	8.0	3.00	-	317.0	
CHARGES -IP \$000	1,358	1484	1765	1647	289	-	118.00	25383.0	
-OP \$000	4,987	4982	4611	4380	(607)	-	231.00	82799.0	
-TOTAL \$000	6,345	6466	6376	6027	(318)	-	349.00	108182.0	
Adjusted Patient Days	772	723	798	739	(33)	-	59.16	13,915.88	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	24.5	22.3	22.9	22.1	(2.4)	-	0.86	21.7	(2.8)
605	BEHAVIORAL HEALTH	7.2	8.0	10.8	12.3	5.1	1.46	-	7.9	0.7
610	OB FLOOR	5.3	5.7	5.7	5.6	0.3	-	0.10	6.1	0.8
611	NURSERY	7.2	7.2	7.5	7.3	0.1	-	0.22	6.7	(0.5)
612	LABOR & DELIVERY	4.9	4.4	6.4	5.1	0.2	-	1.24	4.3	(0.6)
615	OUTPATIENT SERVICES	0.9	1.6	1.4	1.7	0.8	0.30	-	1.6	0.7
620	ICU	12.5	11.0	12.0	12.9	0.4	0.96	-	10.9	(1.6)
630	OR	12.1	12.4	12.8	11.8	(0.3)	-	0.96	12.9	0.8
631	SAME DAY SURGERY	6.8	5.9	6.1	6.2	(0.6)	0.17	-	5.8	(1.0)
633	RECOVERY	2.8	2.8	3.4	3.4	0.6	-	-	3.2	0.4
634	CENTRAL STERILE	3	3.1	3.1	3.1	0.1	0.04	-	2.9	(0.1)
640	DIALYSIS	7	8.6	8.0	8.2	1.2	0.22	-	7.7	0.7
650	ER	21.5	20.8	22.5	22.3	0.8	-	0.21	21.9	0.4
651	TRAUMA	1.3	2.0	1.5	1.7	0.4	0.18	-	2.0	0.7
652	SANE	0.9	2.0	1.3	1.1	0.2	-	0.18	1.2	0.3
660	RADIATION ONC	6.6	7.0	7.0	7.0	0.4	-	0.05	6.9	0.3
661	MEDICAL ONC	6	5.8	5.7	5.8	(0.2)	0.07	-	6.0	(0.0)
700	LABORATORY	31.1	30.2	31.1	31.6	0.5	0.52	-	29.9	(1.2)
701	HISTOLOGY	2	2.0	2.0	2.0	0.0	0.05	-	2.0	0.0
702	BLOOD BANK	1	1.1	1.2	0.9	(0.1)	-	0.28	1.1	0.1
710	RADIOLOGY	9.7	8.4	8.8	8.7	(1.0)	-	0.07	9.0	(0.7)
711	MAMMOGRAPHY	1.6	1.2	1.3	1.0	(0.6)	-	0.23	1.2	(0.4)
712	ULTRASOUND	3.25	3.0	4.0	3.7	0.5	-	0.26	3.7	0.5
713	NUC MED	1.6	2.0	1.9	2.2	0.6	0.27	-	1.6	(0.0)
714	CAT SCAN	4.7	4.7	4.2	4.7	(0.0)	0.51	-	4.5	(0.2)
715	MRI	1.3	1.4	1.1	1.3	0.0	0.23	-	1.2	(0.1)
716	PET SCAN	0.1	-	0.1	-	(0.1)	-	0.12	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.25	2.1	1.2	1.6	0.4	0.39	-	1.0	(0.2)
720	RESPIRATORY	6	6.0	6.0	6.0	0.0	0.03	-	6.8	0.8
721	SLEEP LAB	2.3	1.9	1.9	2.0	(0.3)	0.08	-	1.8	(0.5)
722	CARDIO	2.3	2.8	3.0	2.9	0.6	-	0.17	2.2	(0.1)
723	CARDIAC REHAB	2.4	2.4	2.3	2.3	(0.1)	-	0.01	2.3	(0.1)
730	PHYSICAL THERAPY	3.5	3.7	3.6	3.6	0.1	0.01	-	3.4	(0.1)
780	EDUCATION	2	1.1	0.6	1.0	(1.1)	0.31	-	0.7	(1.3)
781	SOCIAL SERVICES	1	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	4	3.6	3.9	3.8	(0.2)	-	0.12	4.2	0.2
783	INFECTION CONTROL	2	1.8	2.0	1.9	(0.1)	-	0.01	1.9	(0.1)
784	ACCREDITATION	3	3.0	3.0	3.0	(0.0)	-	0.05	2.8	(0.2)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	12.6	13.1	13.5	12.6	(0.0)	-	0.88	12.9	0.3
791	CASE MANAGEMENT	5.3	5.5	5.1	5.2	(0.1)	0.09	-	5.3	(0.0)
800	MAINTENANCE	11.7	12.2	11.3	11.0	(0.7)	-	0.30	11.5	(0.2)
801	HOUSEKEEPING	23.5	25.2	24.7	23.6	0.1	-	1.11	23.2	(0.3)
802	LAUNDRY	6.5	6.6	6.5	6.7	0.2	0.21	-	6.3	(0.2)
803	BIO MED	2	1.1	1.1	1.0	(1.0)	-	0.08	1.0	(1.0)
810	SECURITY	8.3	8.2	8.2	8.2	(0.1)	-	0.03	8.2	(0.1)
811	EMERGENCY MGMT	0.1	-	-	0.4	0.3	0.38	-	0.1	(0.0)
850	PURCHASING	0.1	5.0	5.0	5.0	4.9	0.00	-	5.0	4.9
855	CENTRAL SUPPLY	5	3.0	3.0	3.0	(2.0)	-	-	3.0	(2.0)
870	DIETARY	3	17.2	18.4	17.7	14.7	-	0.65	17.1	14.1
871	DIETICIANS	17.6	2.0	2.0	2.0	(15.6)	-	-	1.5	(16.1)
900	ADMINISTRATION	1.5	6.0	6.0	6.0	4.5	-	-	6.0	4.5
901	COMM SVC	6	1.0	1.0	1.0	(5.0)	-	-	1.0	(5.0)
902	MED STAFF SVC	1	2.8	2.8	2.8	1.8	-	0.00	2.6	1.6
903	MHSC FOUNDATION	2.5	1.7	1.5	1.5	(1.0)	-	0.01	1.1	(1.4)
904	VOLUNTEER SRV	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
905	NURSING ADMIN	1	4.1	3.8	3.9	2.9	0.16	-	4.1	3.1
907	PHYSICIAN RECRUIT	4.3	1.0	1.0	1.0	(3.3)	-	-	1.0	(3.3)
910	INFORMATION SYSTEMS	1	8.0	8.0	8.0	7.0	-	-	7.9	6.9
920	HUMAN RESOURCES	8	3.8	4.3	4.8	(3.2)	0.48	-	4.4	(3.6)
930	FISCAL SERVICES	4.6	4.8	4.8	4.8	0.2	0.00	-	4.8	0.2
940	BUSINESS OFFICE	5	13.0	12.8	12.5	7.5	-	0.32	13.5	8.5
941	ADMITTING	14	15.7	15.5	15.2	1.2	-	0.27	15.0	1.0
942	COMMUNICATION	13.4	2.9	2.7	2.5	(10.9)	-	0.16	2.9	(10.5)
943	CENTRAL SCHEDULING	3	4.0	3.7	3.0	0.0	-	0.67	3.8	0.8
948	NEW ORTHO	4	-	-	-	(4.0)	-	-	0.0	(4.0)
949	DENKER	1	3.0	3.0	3.0	2.0	-	0.00	3.1	2.1
950	OLIVER	3	2.3	2.2	2.2	(0.8)	-	0.05	2.8	(0.2)
952	NEW PULMONOLOGIST	3.1	-	-	-	(3.1)	-	-	0.0	(3.1)
953	STEWART	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
954	WHEELER	2.5	1.0	1.0	1.0	(1.5)	-	-	1.3	(1.2)
956	KATTAN	3	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
957	STARLA LETTE	3.5	1.0	1.0	1.0	(2.5)	-	-	1.1	(2.4)
958	VERONESE	0	-	-	-	-	-	-	0.1	0.1
959	GREWAL	0	1.0	1.0	1.0	1.0	-	-	1.2	1.2
960	SANDERS	3	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
961	DANSIE	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
962	BOWERS	2.5	0.7	0.6	0.7	(1.9)	0.10	-	0.8	(1.7)
963	LONG	2	0.9	0.9	0.9	(1.1)	-	-	1.0	(1.0)
964	JAKE JOHNSON	3	1.0	1.0	1.0	(2.0)	-	-	1.0	(2.0)
966	OCC MED	2	1.1	1.2	1.1	(0.9)	-	0.10	1.1	(0.9)
967	PA PALINEK	1	1.0	1.0	1.0	-	-	-	0.4	(0.6)
969	PAWAR	1.5	2.0	2.0	2.0	0.5	0.01	-	2.0	0.5
970	CROFTS	2	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)

	PPE	2/3/2019	2/17/2019	3/3/2019	Variance	LAST PAY PERIOD		YTD	from budget	
	BUDGET				from Bud	Increase	Decrease			
971	WAMSUTTER CLINIC	2.5	1.9	1.7	1.9	(0.6)	0.23	-	1.9	(0.6)
972	FARSON CLINIC	1	-	-	-	(1.0)	-	-	0.0	(1.0)
973	LAURIDSEN	0	0.9	0.9	0.8	0.8	-	0.10	0.9	0.9
974	SMG ADMIN/BILLING	1	39.4	38.4	40.8	39.8	2.38	-	34.0	33.0
976	LEHMAN	13.5	0.7	1.0	0.8	(12.7)	-	0.22	0.9	(12.6)
978	HOSPITALIST	2	3.0	3.9	1.2	(0.8)	-	2.74	3.8	1.8
980	JENSEN	4.2	1.0	1.0	1.0	(3.2)	-	-	0.9	(3.4)
981	CROFT	1	1.0	1.0	1.0	-	-	-	1.0	0.0
982	CHRISTENSEN	1	1.0	1.0	1.0	-	-	-	1.3	0.3
986	HANSON	1	1.0	1.0	1.0	-	-	-	0.2	(0.8)
988	CURRY	3	1.2	1.0	1.0	(2.0)	-	-	1.4	(1.6)
990	NEW PEDIATRICIAN	2	-	-	-	(2.0)	-	-	0.0	(2.0)
991	JAMIAS	0	1.0	1.0	1.0	1.0	-	-	1.1	1.1
992	ASPER	2	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
993	LIU	1	1.0	1.0	1.0	-	-	-	1.0	0.0
994	DUCK	2	1.1	-	1.1	(0.9)	1.08	-	0.7	(1.3)
996	SARETTE	2	0.5	1.4	1.7	(0.4)	0.30	-	1.0	(1.0)
997	OUTPATIENT SERVICES	0.6	-	-	-	(0.6)	-	-	0.0	(0.6)

TOTAL Paid FTEs	462.8	460.7	468.1	466.4	3.6	-	1.61	452.5	(10.3)
TOTAL WORKED FTEs	421.2	431.3	437.1	433.7	12.5	-	3.38	411.7	(9.5)

WORKED % Paid	91%	94%	93%	93%	2%	-	0.00	91%	(0.0)
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CONTRACT FTES (Inc above)	2.3	2.4	6.1	6.7	4.4	0.67	-	5.5	3.2
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GROSS EMPLOYEE PAYROLL	1,456,347	1,397,631	1,410,581	1,410,581	12,950.49	-	22,346,378		
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Average Employee Hourly Rate	\$39.52	\$37.33	\$37.80	\$37.80	0.48	-	859,476.08	859,476.08	
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Benchmark Paid FTEs	6.63	8.92	8.21	8.83	2.20	0.63	-	#DIV/0!	#DIV/0!
per Adj. Occupied Bed (APD)									

WORKED FTEs (Including Contract)

600	MEDICAL FLOOR	22.3	21.4	21.0	20.6	(1.7)	-	0.44	19.7	(2.6)
605	BEHAVIORAL HEALTH	6.6	7.8	10.6	12.2	5.6	1.51	-	7.6	1.0
610	OB FLOOR	4.8	4.9	5.5	5.4	0.5	-	0.16	5.6	0.8
611	NURSERY	6.6	6.5	7.1	6.9	0.3	-	0.25	5.8	(0.8)
612	LABOR & DELIVERY	4.5	3.9	5.9	5.0	0.5	-	0.93	4.1	(0.4)
615	OUTPATIENT SERVICES	0.8	1.5	1.2	1.6	0.8	0.46	-	1.5	0.7
620	ICU	11.4	10.5	11.6	12.2	0.8	0.56	-	9.9	(1.4)
630	OR	11.0	11.9	12.4	11.0	(0.1)	-	1.45	12.2	1.2
631	SAME DAY SURGERY	6.2	5.7	5.9	6.0	(0.2)	0.07	-	5.3	(0.9)
633	RECOVERY	2.5	2.4	3.2	3.3	0.7	0.10	-	3.0	0.5
634	CENTRAL STERILE	2.7	2.8	3.0	2.8	0.0	-	0.28	2.6	(0.1)
640	DIALYSIS	6.4	7.5	7.9	8.2	1.8	0.30	-	7.2	0.8
650	ER	19.6	18.2	21.0	20.3	0.7	-	0.70	20.1	0.6
651	TRAUMA	1.2	2.0	1.4	1.4	0.2	-	-	1.7	0.5
652	SANE	0.8	1.8	1.1	1.1	0.3	0.02	-	1.2	0.4
660	RADIATION ONC	6.0	6.6	6.8	6.7	0.7	-	0.13	6.2	0.2
661	MEDICAL ONC	5.5	5.1	5.2	5.4	(0.1)	0.13	-	5.1	(0.3)
700	LABORATORY	28.3	27.6	28.7	29.0	0.7	0.30	-	26.6	(1.7)
701	HISTOLOGY	1.8	1.8	1.9	1.8	(0.1)	-	0.18	1.8	(0.0)
702	BLOOD BANK	0.9	1.1	1.2	0.9	0.0	-	0.28	1.1	0.2
710	RADIOLOGY	8.8	8.1	7.9	8.2	(0.6)	0.31	-	8.2	(0.6)
711	MAMMOGRAPHY	1.5	1.2	1.0	1.0	(0.4)	-	-	1.1	(0.4)
712	ULTRASOUND	3.0	2.8	3.8	3.1	0.2	-	0.65	3.4	0.4
713	NUC MED	1.5	2.0	1.9	2.0	0.5	0.07	-	1.4	(0.1)
714	CAT SCAN	4.3	4.5	4.1	4.4	0.1	0.27	-	4.3	(0.0)
715	MRI	1.2	1.2	1.1	1.2	0.1	0.13	-	1.0	(0.1)
716	PET SCAN	0.1	-	0.1	-	(0.1)	-	0.12	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.1	2.1	1.2	1.6	0.4	0.33	-	1.0	(0.2)
720	RESPIRATORY	5.5	5.6	4.7	5.7	0.2	0.94	-	6.1	0.7
721	SLEEP LAB	2.1	1.8	1.9	2.0	(0.1)	0.09	-	1.7	(0.4)
722	CARDIO	2.1	2.7	2.8	2.5	0.4	-	0.25	2.0	(0.1)
723	CARDIAC REHAB	2.2	2.0	2.2	1.9	(0.3)	-	0.26	2.0	(0.2)
730	PHYSICAL THERAPY	3.2	3.6	3.5	3.2	(0.0)	-	0.34	3.0	(0.2)
780	PATIENT ED	1.8	1.1	0.6	1.0	(0.9)	0.31	-	0.7	(1.1)
781	SOCIAL SERVICES	0.9	1.0	1.0	0.8	(0.2)	-	0.25	0.9	(0.0)
782	QUALITY & ACCREDIT	3.6	3.5	3.8	3.7	0.1	-	0.12	3.8	0.2
783	INFECTION CONTROL	1.8	1.7	1.9	1.5	(0.3)	-	0.38	1.4	(0.4)
784	COMPLIANCE	2.7	3.0	2.6	3.0	0.2	0.40	-	2.5	(0.2)
786	NURSING INFORMATICS	2.7	2.8	2.5	2.8	0.0	0.25	-	2.6	(0.1)
790	HEALTH INFORMATION	11.5	12.3	12.5	11.4	(0.1)	-	1.11	11.5	0.0
791	CASE MANAGEMENT	4.8	5.4	5.1	4.8	0.0	-	0.30	4.8	(0.1)
800	MAINTENANCE	10.6	11.7	10.8	10.6	(0.0)	-	0.21	10.5	(0.1)
801	HOUSEKEEPING	21.4	23.6	23.2	21.8	0.5	-	1.32	21.2	(0.2)
802	LAUNDRY	5.9	6.3	5.8	6.2	0.3	0.46	-	5.7	(0.2)
803	BIO MED	1.8	1.0	1.1	1.0	(0.8)	-	0.08	0.9	(0.9)
810	SECURITY	7.6	7.8	7.9	7.8	0.2	-	0.16	7.3	(0.2)
811	EMERGENCY MGMT	0.1	-	-	0.4	0.3	0.38	-	0.1	(0.0)
850	PURCHASING	0.1	4.8	4.2	4.6	4.5	0.39	-	0.1	(0.0)
855	CENTRAL SUPPLY	4.6	2.6	2.8	2.9	(1.6)	0.08	-	4.4	(0.1)
870	DIETARY	2.7	15.5	15.9	14.6	11.9	-	1.34	2.6	(0.2)
871	DIETICIANS	16.0	2.0	2.0	1.8	(14.2)	-	0.20	15.4	(0.6)
900	ADMINISTRATION	1.4	5.3	5.8	5.7	4.3	-	0.10	1.5	0.1
901	COMM SVC	5.5	0.9	1.0	1.0	(4.5)	-	-	5.3	(0.1)
902	MED STAFF SVC	0.9	2.5	2.7	2.4	1.5	-	0.24	0.9	(0.0)
903	MHSC FOUNDATION	2.3	1.7	1.4	1.3	(1.0)	-	0.11	2.2	(0.0)
904	VOLUNTEER SRV	1.2	0.8	0.9	1.0	(0.2)	0.10	-	1.0	(0.1)

	PPE	2/3/2019	2/17/2019	3/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
905 NURSING ADMIN	0.9	3.7	3.7	3.8	2.9	0.11	-	0.9	(0.0)
907 PHYSICIAN RECRUIT	3.9	0.8	1.0	0.8	(3.1)	-	0.20	3.8	(0.2)
910 INFORMATION SYSTEMS	0.9	7.8	6.6	7.4	6.5	0.80	-	0.9	(0.0)
920 HUMAN RESOURCES	7.3	3.8	4.3	4.8	(2.5)	0.48	-	7.2	(0.0)
930 FISCAL SERVICES	4.2	4.5	4.5	4.6	0.4	0.05	-	4.2	0.0
940 BUSINESS OFFICE	4.6	12.4	11.7	11.6	7.0	-	0.15	4.3	(0.3)
941 ADMITTING	12.7	14.1	14.4	14.2	1.5	-	0.21	12.1	(0.7)
942 COMMUNICATION	12.2	2.9	2.4	2.3	(9.9)	-	0.12	14.1	1.9
943 CENTRAL SCHEDULING	2.7	3.7	3.4	2.9	0.2	-	0.44	2.7	0.0
948 NEW OTHO	3.6	-	-	-	(3.6)	-	-	3.4	(0.2)
949 DENKER	0.9	2.9	3.0	2.8	1.9	-	0.16	0.0	(0.9)
950 OLIVER	2.7	2.3	1.9	2.2	(0.5)	0.25	-	2.8	0.0
952 NEW PULMONOLOGIST	2.8	-	-	-	(2.8)	-	-	2.5	(0.4)
953 STEWART	1.8	1.0	1.0	0.8	(1.0)	-	0.20	0.0	(1.8)
954 WHEELER	2.3	1.0	0.5	1.0	(1.3)	0.50	-	1.0	(1.2)
956 KATTAN	2.7	1.0	1.0	1.0	(1.7)	-	-	1.1	(1.6)
957 STARLA LETTE	3.2	1.0	0.8	1.0	(2.2)	0.25	-	1.2	(2.0)
958 VERONESE	-	-	-	-	-	-	-	1.1	1.1
959 GREWAL	-	1.0	1.0	1.0	1.0	-	-	0.1	0.1
960 SANDERS	2.7	1.0	1.0	1.0	(1.7)	-	-	1.1	(1.6)
961 DANSIE	1.8	1.0	1.0	0.9	(0.9)	-	0.13	1.0	(0.8)
962 BOWERS	2.3	0.6	0.6	0.5	(1.8)	-	0.10	1.1	(1.2)
963 LONG	1.8	0.9	0.9	0.9	(0.9)	-	-	0.6	(1.2)
964 JAKE JOHNSON	2.7	0.5	1.0	1.0	(1.7)	-	-	1.0	(1.8)
966 OCC MED	1.8	1.1	1.2	1.1	(0.7)	-	0.10	0.9	(0.9)
967 PA PALINEK	0.9	1.0	0.9	1.0	0.1	0.10	-	1.0	0.1
969 PAWAR	1.4	1.5	1.4	2.0	0.6	0.63	-	0.4	(1.0)
970 CROFTS	1.8	0.5	0.9	0.9	(0.9)	-	-	1.8	0.0
971 WAMSUTTER CLINIC	2.3	1.9	1.7	1.9	(0.4)	0.23	-	1.0	(1.3)
972 FARSON CLINIC	0.9	-	-	-	(0.9)	-	-	1.8	0.9
973 LAURIDSEN	-	0.9	0.9	0.8	0.8	-	0.10	0.0	0.0
974 SMG ADMIN/BILLING	0.9	38.2	36.3	38.1	37.2	1.78	-	0.8	(0.1)
976 LEHMAN	12.3	0.7	1.0	0.8	(11.5)	-	0.22	31.3	19.0
978 HOSPITALIST	1.8	3.0	3.9	1.2	(0.6)	-	2.74	0.7	(1.1)
980 JENSEN	3.8	1.0	0.9	0.5	(3.3)	-	0.40	3.8	(0.0)
981 CROFT	0.9	0.9	1.0	1.0	0.1	-	-	0.8	(0.1)
982 CHRISTENSEN	0.9	1.0	0.7	1.0	0.1	0.30	-	0.9	(0.0)
986 HANSON	1.0	1.0	1.0	1.0	-	-	-	1.2	0.2
988 CURRY	2.7	1.0	0.9	0.6	(2.1)	-	0.30	1.2	(1.6)
990 NEW PEDIATRICIAN	1.8	-	-	-	(1.8)	-	-	0.2	(1.7)
991 JAMIAS	-	1.0	1.0	0.9	0.9	-	0.10	1.2	1.2
992 ASPER	1.8	1.0	0.8	0.9	(0.9)	0.10	-	0.0	(1.8)
993 LIU	0.9	1.0	1.0	0.6	(0.3)	-	0.34	1.0	0.1
994 DUCK	1.8	1.0	-	1.1	(0.7)	1.08	-	0.9	(0.9)
996 SARETTE	1.8	0.5	1.4	1.7	(0.2)	0.30	-	1.0	(0.8)
997 OUTSIDE CLINICS	0.5	-	-	-	(0.5)	-	-	0.7	0.2
TOTAL WORKED FTEs	421.2	431.3	437.1	433.7	12.47	-	3.38	411.7	(9.5)
CONTRACT FTEs (inc above)	2.3	2.4	6.1	6.7	4.42	0.67	-	5.5	3.2

OVERTIME HOURS

				Current OT			YTD Hours
				OT Dollars			
600 MEDICAL FLOOR	0.3	6.5	6.3	290.64	-	0.25	66.8
605 BEHAVIORAL HEALTH	151.3	114.3	175.5	3,573.21	61.25	-	1,446.0
610 OB FLOOR	-	61.8	-	-	-	61.75	114.3
611 NURSERY	4.5	1.3	1.5	64.26	0.25	-	49.0
612 LABOR & DELIVERY	-	1.8	0.3	16.01	-	1.50	6.0
615 OUTPATIENT SERVICES	1.8	-	0.5	20.71	0.50	-	2.3
620 ICU	6.3	12.3	10.5	448.65	-	1.75	31.8
630 OR	18.8	5.0	25.3	1,020.17	20.25	-	197.5
631 SAME DAY SURGERY	5.0	9.3	7.3	308.65	-	2.00	164.3
633 RECOVERY	0.8	5.0	-	-	-	5.00	37.0
634 CENTRAL STERILE	3.3	2.3	2.3	44.69	-	-	66.8
640 DIALYSIS	32.3	21.8	36.5	1,638.74	14.75	-	342.0
650 ER	130.3	129.8	84.3	4,100.55	-	45.50	610.0
651 TRAUMA	0.5	4.3	-	-	-	4.25	90.3
652 SANE	26.3	5.5	10.5	551.57	5.00	-	91.0
660 RADIATION ONC	1.8	3.3	0.5	41.78	-	2.75	18.3
661 MEDICAL ONC	-	0.5	0.3	11.12	-	0.25	14.0
700 LABORATORY	43.6	49.4	47.5	1,361.03	-	1.87	522.9
701 HISTOLOGY	-	3.5	3.5	101.50	-	-	35.8
702 BLOOD BANK	1.3	0.3	0.8	24.55	0.50	-	14.5
710 RADIOLOGY	1.8	1.8	3.0	109.20	1.25	-	68.5
711 MAMMOGRAPHY	-	-	0.3	14.32	0.25	-	2.0
712 ULTRASOUND	1.3	1.5	0.3	17.04	-	1.25	59.8
713 NUC MED	0.3	0.5	6.0	313.50	5.50	-	29.5
714 CAT SCAN	2.3	-	6.0	313.93	6.00	-	21.3
715 MRI	-	-	-	-	-	-	9.8
716 PET SCAN	-	1.3	-	-	-	1.25	4.0
717 ECHOCARDIOGRAPHY	4.0	-	-	-	-	-	26.8
720 RESPIRATORY	-	-	-	-	-	-	14.8
721 SLEEP LAB	6.3	1.0	0.8	35.57	-	0.25	92.5
722 CARDIO	-	7.8	-	-	-	7.75	13.3
723 CARDIAC REHAB	-	-	-	-	-	-	-
730 PHYSICAL THERAPY	-	-	-	-	-	-	-
780 PATIENT ED	-	-	-	-	-	-	-
781 SOCIAL SERVICES	-	-	-	-	-	-	-
782 QUALITY & ACCREDIT	-	1.3	-	-	-	1.25	5.5
783 INFECTION CONTROL	-	0.3	-	-	-	0.25	33.8
784 COMPLIANCE	-	-	-	-	-	-	3.0
786 NURSING INFORMATICS	-	-	-	-	-	-	-
790 HEALTH INFORMATION	-	-	-	-	-	-	0.3
791 CASE MANAGEMENT	35.3	12.8	13.8	807.30	1.00	-	214.3
800 MAINTENANCE	18.5	1.8	18.3	642.67	16.50	-	137.8
801 HOUSEKEEPING	104.0	73.3	46.8	881.33	-	26.50	1,026.5
802 LAUNDRY	20.3	22.5	7.5	126.30	-	15.00	347.5

	PPE	2/3/2019	2/17/2019	3/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
803	BIO MED	-	0.3	-	-	-	0.25	8.5	
810	SECURITY	26.3	55.5	45.5	1,421.09	-	10.00	320.8	
811	EMERGENCY MGMT	-	-	1.0	42.12	1.00	-	1.0	
850	PURCHASING	-	-	0.3	8.27	0.25	-	9.8	
855	CENTRAL SUPPLY	-	-	-	-	-	-	2.8	
870	DIETARY	133.8	76.3	86.0	2,000.49	9.75	-	950.5	
871	DIETICIANS	-	-	-	-	-	-	61.0	
900	ADMINISTRATION	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	0.5	
903	MHSC FOUNDATION	-	-	1.0	24.51	1.00	-	1.3	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	9.5	-	10.0	789.50	10.00	-	90.0	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	35.3	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	-	-	1.5	35.85	1.50	-	3.5	
930	FISCAL SERVICES	0.3	-	-	-	-	-	1.0	
940	BUSINESS OFFICE	13.5	0.3	10.0	438.15	9.75	-	138.8	
941	ADMITTING	123.5	228.6	213.8	5,324.29	-	14.88	2,182.4	
942	COMMUNICATION	29.5	44.8	11.0	270.11	-	33.75	514.8	
943	CENTRAL SCHEDULING	0.5	1.8	1.0	22.68	-	0.75	56.8	
948	NEW ORTHO	-	-	-	-	-	-	1.5	
949	DENKER	0.1	1.4	1.3	37.58	-	0.12	10.6	
950	OLIVER	2.4	7.9	4.5	174.48	-	3.38	46.2	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	1.3	
953	STEWART	-	-	-	-	-	-	10.3	
954	WHEELER	-	-	-	-	-	-	5.3	
956	KATTAN	-	-	-	-	-	-	4.3	
957	STARLA LETTE	-	-	-	-	-	-	0.8	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	-	-	-	-	-	-	1.3	
960	SANDERS	-	-	-	-	-	-	12.8	
961	DANSIE	-	-	-	-	-	-	21.5	
962	BOWERS	-	-	-	-	-	-	2.4	
963	LONG	-	-	-	-	-	-	0.3	
964	JAKE JOHNSON	-	-	-	-	-	-	3.5	
966	OCC MED	4.0	15.0	7.0	360.01	-	8.00	112.5	
967	PA PALINEK	-	-	-	-	-	-	32.0	
969	PAWAR	0.3	-	-	-	-	-	4.8	
970	CROFTS	-	-	-	-	-	-	0.5	
971	WAMSUTTER CLINIC	0.8	1.8	2.0	46.26	0.25	-	39.0	
972	FARSON CLINIC	-	-	-	-	-	-	2.0	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	68.0	61.8	77.8	2,712.41	16.00	-	798.5	
976	PA LEHMAN	-	-	-	-	-	-	17.5	
978	HOSPITALIST	-	-	-	-	-	-	2.4	
980	JENSEN	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	3.9	
986	HANSON	-	-	-	-	-	-	-	
988	CURRY	-	-	-	-	-	-	9.6	
990	NEW PEDIATRICIAN	-	-	-	-	-	-	5.3	
991	JAMIAS	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	
993	LIU	-	-	-	-	-	-	-	
994	DUCK	-	-	-	-	-	-	1.0	
996	SARETTE	-	-	-	-	-	-	1.0	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	

TOTAL OT HOURS	1,033.6	1,058.0	989.0	30,587	-	69.00	11,560.6
TOTAL OT FTEs	12.9	13.2	12.4	-	-	0.86	8.0
OT % WORKED HOURS	3.0%	3.1%	2.9%	-	-	0.2%	-

CONTRACT HOURS					CHANGE FROM LAST PAY PERIOD			Variance
	PPE	2/3/2019	2/17/2019	3/3/2019	Current FTE	Increase	Decrease	from budget
	BUDGET						FTE YTD	
600	MEDICAL FLOOR	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH	10.3	164.0	134.8	1.7	-	29.25	1.15
610	OB FLOOR	0.5	-	-	-	-	-	(0.50)
611	NURSERY	-	-	-	-	-	-	-
612	LABOR & DELIVERY	24.8	73.0	-	-	-	73.00	0.92
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-
620	ICU	-	-	-	-	-	-	0.03
630	OR	1.0	74.0	73.8	1.1	13.00	-	0.93
631	SAME DAY SURGERY	-	-	-	-	-	-	-
633	RECOVERY	-	-	-	-	-	-	-
634	CENTRAL STERILE	-	-	-	-	-	-	-
640	DIALYSIS	-	-	-	-	-	-	-
650	ER	0.3	-	89.5	2.4	99.25	-	0.09
651	TRAUMA	-	-	-	-	-	-	-
652	SANE	-	-	-	-	-	-	-
660	RADIATION ONC	-	-	-	-	-	-	-
661	MEDICAL ONC	-	-	-	-	-	-	-
700	LABORATORY	-	-	-	-	-	-	-
701	HISTOLOGY	-	-	-	-	-	-	0.08
702	BLOOD BANK	-	-	-	-	-	-	-
710	RADIOLOGY	-	-	-	-	-	-	-
711	MAMMOGRAPHY	-	-	-	-	-	-	-
712	ULTRASOUND	0.5	80.3	83.8	1.0	-	2.25	0.19
713	NUC MED	-	-	-	-	-	-	-
714	CAT SCAN	-	-	-	-	-	-	-
715	MRI	-	-	-	-	-	-	-
716	PET SCAN	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	-	45.8	0.6	45.75	-	0.03
720	RESPIRATORY	-	-	-	-	-	-	0.28
721	SLEEP LAB	-	-	-	-	-	-	-
722	CARDIO	-	-	-	-	-	-	-

	PPE	2/3/2019	2/17/2019	3/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
723	CARDIAC REHAB	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	-	-	-	-	-	-	-	-
784	ACCREDITATION	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-
800	MAINTENANCE	-	-	-	-	-	-	-	-
801	HOUSEKEEPING	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-
850	PURCHASING	-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-
870	DIETARY	-	-	-	-	-	-	-	-
871	DIETICIANS	-	-	-	-	-	-	-	-
900	ADMINISTRATION	-	-	-	-	-	-	-	-
901	COMM SVC	-	-	-	-	-	-	-	-
902	MED STAFF SVC	-	-	-	-	-	-	-	-
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-
905	NURSING ADMIN	-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-
930	FISCAL SERVICES	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE	-	-	-	-	-	-	-	-
941	ADMITTING	-	-	-	-	-	-	-	-
942	COMMUNICATION	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING	-	-	-	-	-	-	-	-
948	NEW ORTHO	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-
957	STARLA LETTE	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		189.3	484.0	537.5		53.5	-		
TOTAL CONTRACT FTEs	2.3	2.4	6.1	6.7	4.4	0.7	-	5.5	3.2
CONTRACT % WORKED HOURS		0.5%	1.4%	1.5%		0.2%	0.0%		

Paid FTEs (Excluding Contract)

Paid FTEs (Excluding Contract)					Budget					
					Variance					
600	MEDICAL FLOOR	24.5	22.3	22.9	22.1	(2.4)	-	0.86	21.7	(2.8)
605	BEHAVIORAL HEALTH	7.2	7.8	8.7	10.6	3.4	1.83	-	6.8	(0.4)
610	OB FLOOR	4.8	5.7	5.7	5.6	0.8	-	0.10	6.1	1.3
611	NURSERY	7.2	7.2	7.5	7.3	0.1	-	0.22	6.7	(0.5)
612	LABOR & DELIVERY	4.9	4.1	5.5	5.1	0.2	-	0.33	3.4	(1.5)
615	OUTPATIENT SERVICES	0.9	1.6	1.4	1.7	0.8	0.30	-	1.6	0.7
620	ICU	12.5	11.0	12.0	12.9	0.4	0.96	-	10.8	(1.7)
630	OR	11.1	11.5	11.9	10.8	(0.3)	-	1.12	11.0	(0.1)
631	SAME DAY SURGERY	6.8	5.9	6.1	6.2	(0.6)	0.17	-	5.8	(1.0)
633	RECOVERY	2.8	2.8	3.4	3.4	0.6	-	-	3.2	0.4
634	CENTRAL STERILE	3.0	3.1	3.1	3.1	0.1	0.04	-	2.9	(0.1)
640	DIALYSIS	7.0	8.6	8.0	8.2	1.2	0.22	-	7.7	0.7
650	ER	21.2	20.8	21.4	19.9	(1.3)	-	1.45	21.5	0.3
651	TRAUMA	1.3	2.0	1.5	1.7	0.4	0.18	-	2.0	0.7
652	SANE	0.9	2.0	1.3	1.1	0.2	-	0.18	1.2	0.3
660	RADIATION ONC	6.6	7.0	7.0	7.0	0.4	-	0.05	6.9	0.3

	PPE	2/3/2019	2/17/2019	3/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
661 MEDICAL ONC	6.0	5.8	5.7	5.8	(0.2)	0.07	-	6.0	(0.0)
700 LABORATORY	31.1	30.2	31.1	31.6	0.5	0.52	-	29.9	(1.2)
701 HISTOLOGY	2.0	2.0	2.0	2.0	0.0	0.05	-	1.9	(0.1)
702 BLOOD BANK	1.0	1.1	1.2	0.9	(0.1)	-	0.28	1.1	0.1
710 RADIOLOGY	9.7	8.4	8.8	8.7	(1.0)	-	0.07	9.0	(0.7)
711 MAMMOGRPAHY	1.6	1.2	1.3	1.0	(0.6)	-	0.23	1.2	(0.4)
712 ULTRASOUND	2.8	2.0	2.9	2.7	(0.0)	-	0.23	3.0	0.3
713 NUC MED	1.6	2.0	1.9	2.2	0.6	0.27	-	1.6	(0.0)
714 CAT SCAN	4.7	4.7	4.2	4.7	(0.0)	0.51	-	4.5	(0.2)
715 MRI	1.3	1.4	1.1	1.3	0.0	0.23	-	1.2	(0.1)
716 PET SCAN	0.1	-	0.1	-	(0.1)	-	0.12	0.0	(0.1)
717 ECHOCARDIOGRAPHY	1.3	2.1	1.2	1.1	(0.2)	-	0.18	1.0	(0.2)
720 RESPIRATORY	6.0	6.0	6.0	6.0	0.0	0.03	-	6.5	0.5
721 SLEEP LAB	2.3	1.9	1.9	2.0	(0.3)	0.08	-	1.8	(0.5)
722 RADIO	2.3	2.8	3.0	2.9	0.6	-	0.17	2.2	(0.1)
723 CARDIAC REHAB	2.4	2.4	2.3	2.3	(0.1)	-	0.01	2.3	(0.1)
730 PHYSICAL THERAPY	3.5	3.7	3.6	3.6	0.1	0.01	-	3.4	(0.1)
780 PATIENT ED	2.0	1.1	0.6	1.0	(1.1)	0.31	-	0.7	(1.3)
781 SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	-
782 QUALITY & ACCREDIT	4.0	3.6	3.9	3.8	(0.2)	-	0.12	4.2	0.2
783 INFECTION CONTROL	2.0	1.8	2.0	1.9	(0.1)	-	0.01	1.9	(0.1)
784 COMPLIANCE	3.0	3.0	3.0	3.0	(0.0)	-	0.05	2.8	(0.2)
786 NURSING INFORMATICS	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
790 HEALTH INFORMATION	12.6	13.1	13.5	12.6	(0.0)	-	0.88	12.9	0.3
791 CASE MANAGEMENT	5.3	5.5	5.1	5.2	(0.1)	0.09	-	5.3	(0.0)
800 MAINTENANCE	11.7	12.2	11.3	11.0	(0.7)	-	0.30	11.5	(0.2)
801 HOUSEKEEPING	23.5	25.2	24.7	23.6	0.1	-	1.11	23.2	(0.3)
802 LAUNDRY	6.5	6.6	6.5	6.7	0.2	0.21	-	6.3	(0.2)
803 BIO MED	2.0	1.1	1.1	1.0	(1.0)	-	0.08	1.0	(1.0)
810 SECURITY	8.3	8.2	8.2	8.2	(0.1)	-	0.03	8.2	(0.1)
811 EMERGENCY MGMT	0.1	-	-	0.4	0.3	0.38	-	0.1	(0.0)
850 PURCHASING	0.1	5.0	5.0	5.0	4.9	0.00	-	5.0	4.9
855 CENTRAL SUPPLY	5.0	3.0	3.0	3.0	(2.0)	-	-	3.0	(2.0)
870 DIETARY	3.0	17.2	18.4	17.7	14.7	-	0.65	17.1	14.1
871 DIETICIANS	17.6	2.0	2.0	2.0	(15.6)	-	-	1.5	(16.1)
900 ADMINISTRATION	1.5	6.0	6.0	6.0	4.5	-	-	6.0	4.5
901 COMM SVC	6.0	1.0	1.0	1.0	(5.0)	-	-	1.0	(5.0)
902 MED STAFF SVC	1.0	2.8	2.8	2.8	1.8	-	0.00	2.6	1.6
903 MHSC FOUNDATION	2.5	1.7	1.5	1.5	(1.0)	-	0.01	1.1	(1.4)
904 VOLUNTEER SRV	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
905 NURSING ADMIN	1.0	4.1	3.8	3.9	2.9	0.16	-	4.1	3.1
907 PHYSICIAN RECRUIT	4.3	1.0	1.0	1.0	(3.3)	-	-	1.0	(3.3)
910 INFORMATION SYSTEMS	1.0	8.0	8.0	8.0	7.0	-	-	7.9	6.9
920 HUMAN RESOURCES	8.0	3.8	4.3	4.8	(3.2)	0.48	-	4.4	(3.6)
930 FISCAL SERVICES	4.6	4.8	4.8	4.8	0.2	0.00	-	4.8	0.2
940 BUSINESS OFFICE	5.0	13.0	12.8	12.5	7.5	-	0.32	13.5	8.5
941 ADMITTING	14.0	15.7	15.5	15.2	1.2	-	0.27	15.0	1.0
942 COMMUNICATION	13.4	2.9	2.7	2.5	(10.9)	-	0.16	2.9	(10.5)
943 CENTRAL SCHEDULING	3.0	4.0	3.7	3.0	0.0	-	0.67	3.8	0.8
948 NEW ORTHO	4.0	-	-	-	(4.0)	-	-	0.0	(4.0)
949 DENKER	1.0	3.0	3.0	3.0	2.0	-	0.00	3.1	2.1
950 OLIVER	3.0	2.3	2.2	2.2	(0.8)	-	0.05	2.8	(0.2)
952 NEW PULMONOLOGIST	3.1	-	-	-	(3.1)	-	-	0.0	(3.1)
953 STEWART	2.0	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
954 WHEELER	2.5	1.0	1.0	1.0	(1.5)	-	-	1.3	(1.2)
956 KATTAN	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
957 STARLA LETTE	3.5	1.0	1.0	1.0	(2.5)	-	-	1.1	(2.4)
958 VERONESE	-	-	-	-	-	-	-	0.1	0.1
959 GREWAL	-	1.0	1.0	1.0	1.0	-	-	1.2	1.2
960 SANDERS PA	3.0	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
961 DANSIE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
962 BOWERS	2.5	0.7	0.6	0.7	(1.9)	0.10	-	0.8	(1.7)
963 LONG	2.0	0.9	0.9	0.9	(1.1)	-	-	1.0	(1.0)
964 JAKE JOHNSON	3.0	1.0	1.0	1.0	(2.0)	-	-	1.0	(2.0)
966 OCC MED	2.0	1.1	1.2	1.1	(0.9)	-	0.10	1.1	(0.9)
967 PA PALINEK	1.0	1.0	1.0	1.0	-	-	-	0.4	(0.6)
969 PAWAR	1.5	2.0	2.0	2.0	0.5	0.01	-	2.0	0.5
970 CROFTS	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
971 WAMSUTTER CLINIC	2.5	1.9	1.7	1.9	(0.6)	0.23	-	1.9	(0.6)
972 FARSON CLINIC	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
973 LAURIDSEN	-	0.9	0.9	0.8	0.8	-	0.10	0.9	0.9
974 SMG ADMIN/BILLING	1.0	39.4	38.4	40.8	39.8	2.38	-	34.0	33.0
976 LEHMAN	13.5	0.7	1.0	0.8	(12.7)	-	0.22	0.9	(12.6)
978 HOSPITALIST	2.0	3.0	3.9	1.2	(0.8)	-	2.74	3.8	1.8
980 JENSEN	4.2	1.0	1.0	1.0	(3.2)	-	-	0.9	(3.4)
981 CROFT	1.0	1.0	1.0	1.0	-	-	-	1.0	-
982 CHRISTENSEN	1.0	1.0	1.0	1.0	-	-	-	1.3	0.3
986 HANSON	1.0	1.0	1.0	1.0	-	-	-	0.2	(0.8)
988 CURRY	3.0	1.2	1.0	1.0	(2.0)	-	-	0.2	(2.8)
990 NEW PEDIATRICIAN	2.0	-	-	-	(2.0)	-	-	1.4	(0.6)
991 JAMIAS	-	1.0	1.0	1.0	1.0	-	-	0.0	-
992 ASPER	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
993 LIU	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
994 DUCK	2.0	1.1	-	1.1	(0.9)	1.08	-	1.0	(1.0)
996 SARETTE	2.0	0.5	1.4	1.7	(0.4)	0.30	-	0.7	(1.3)
997 OUTSIDE CLINICS	0.6	-	-	-	(0.6)	-	-	1.0	0.4
TOTAL Paid FTEs (no Contr	460.5	458.3	462.0	459.7		-	2.3	447.1	(13.3)

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Eight months ending February 28, 2019

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	17.74%	17.38%	18.37%
Blue Cross	26.17%	21.81%	23.66%
Medicaid	8.96%	8.71%	9.99%
Medicare	36.19%	41.03%	36.77%
Self Pay	8.18%	8.31%	9.42%
Other	2.76%	2.76%	1.79%
TOTAL	100%	100%	100%

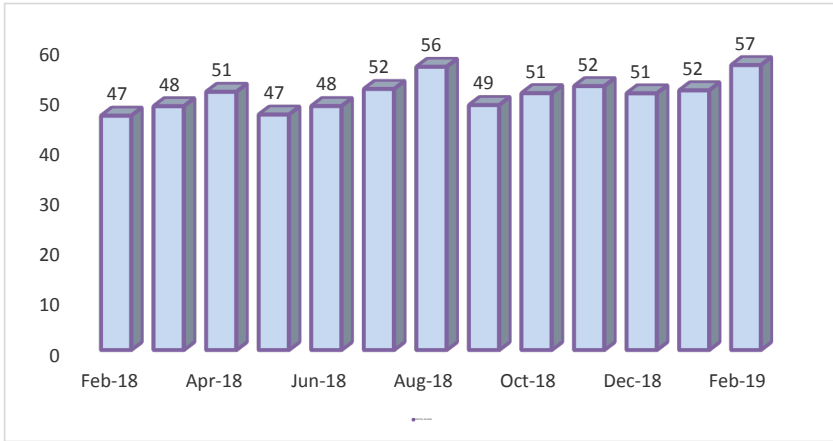
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	28.19%	27.32%	28.94%
Blue Cross	28.70%	28.16%	30.49%
Medicaid	8.56%	12.72%	14.70%
Medicare	21.50%	24.80%	19.07%
Self Pay	12.73%	6.56%	6.18%
Other	0.32%	0.44%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	53.09%	41.70%	39.50%
Blue Cross	26.61%	22.21%	27.91%
Medicaid	2.38%	3.61%	6.32%
Medicare	11.86%	26.90%	23.02%
Self Pay	6.06%	4.30%	2.71%
Other	0.00%	1.28%	0.54%
TOTAL	100%	100%	100%

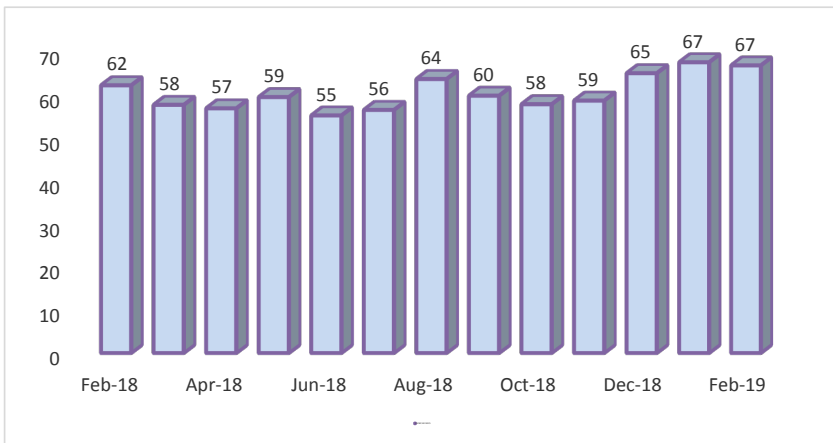
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.88%	18.59%	19.86%
Blue Cross	26.36%	22.38%	24.39%
Medicaid	8.87%	9.00%	10.34%
Medicare	34.84%	39.40%	34.80%
Self Pay	8.50%	8.10%	8.96%
Other	2.55%	2.54%	1.65%
TOTAL	100%	100%	100%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
02/28/19

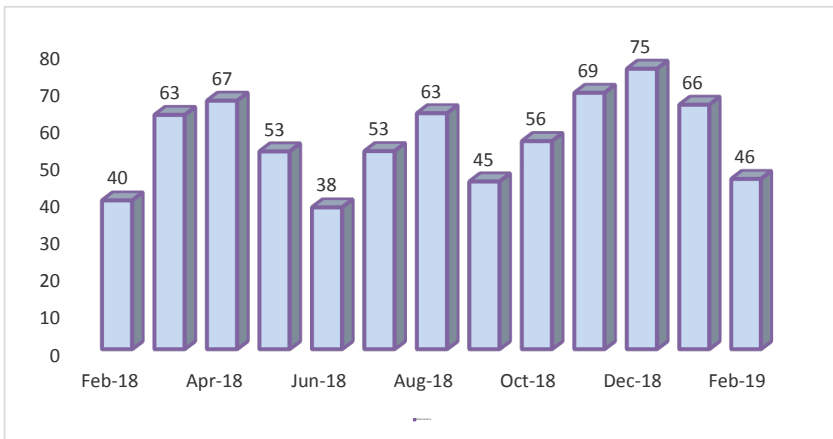
	HOSPITAL AR DAYS
Feb-18	47
Mar-18	48
Apr-18	51
May-18	47
Jun-18	48
Jul-18	52
Aug-18	56
Sep-18	49
Oct-18	51
Nov-18	52
Dec-18	51
Jan-19	52
Feb-19	57



	CLINIC AR DAYS
Feb-18	62
Mar-18	58
Apr-18	57
May-18	59
Jun-18	55
Jul-18	56
Aug-18	64
Sep-18	60
Oct-18	58
Nov-18	59
Dec-18	65
Jan-19	67
Feb-19	67



	ORTHO AR DAYS
Feb-18	40
Mar-18	63
Apr-18	67
May-18	53
Jun-18	38
Jul-18	53
Aug-18	63
Sep-18	45
Oct-18	56
Nov-18	69
Dec-18	75
Jan-19	66
Feb-19	46



**Memorial Hospital of Sweetwater County
Legal Fees By Fiscal Year**

FY 2019

BARY J WALKER	\$3,000.00
CROWLEY FLECK ATTORNEYS	\$8,110.00
DRAY, DYEKMAN, REED & HEALEY PC	\$12,055.16
SETTLEMENTS	\$80,000.00
PHILLIPS LAW, LLC	\$54,027.12
KING & SPALDING, LLP	\$7,094.09
Total FYTD 2019	\$164,286.37

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR FEBRUARY 19**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	706	6,022,167.64
CAPITAL EQUIPMENT (PLANT FUND)	2	1,934.22
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	140,879.64
PAYROLL February 3, 2019	N/A	1,415,298.18
PAYROLL February 17, 2019	N/A	1,363,539.68
TOTAL CASH OUTFLOW		<u>\$6,164,981.50</u>
CASH COLLECTIONS		<u>\$4,828,454.52</u>
INCREASE/DECREASE IN CASH		<u>\$ (1,336,526.98)</u>

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2019**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002181	7/19/2018	CHEETAH MEDICAL, INC	18,675.00	CARDIAC MONITORING SYS		
002182	7/19/2018	HITACHI HEALTHCARE AMERICAS COI	30,574.00	MERGE UNITY		
002183	7/19/2018	LOOKING GLASS SYSTEMS, LLC	29,375.00	ARIA-LOOKING GLASS SOFTWARE		
002184	7/19/2018	WAXIE SANITARY SUPPLY	7,023.40	FLOOR SCRUBBER		
002185	7/25/2018	MARK COSTELLO COMPANY	8,985.00	AUTOCLAVE CARTS		
002186	7/25/2018	SIEMENS MEDICAL SOLUTIONS USA	8,618.80	CT SCANNER		
002187	7/25/2018	MERGE HEALTHCARE SOLUTIONS, INC	21,772.83	RADIFORCE COLOR MONITORS		
002187	7/25/2018	MERGE HEALTHCARE SOLUTIONS, INC	8,931.26	MERGE UNITY		
JULY TOTALS					133,955.29	133,955.29

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002188	8/1/2018	ACCURATE ENTERPRISED	12,020.50	SPRINKLER SYSTEM/COLLEGE DRIVE		
AUGUST TOTALS					12,020.50	145,975.79

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002191	9/27/2018	CODALE ELECTRIC SUPPLY, INC	3,887.50	PARKING LOT LIGHTS		
002189	9/6/2018	CDW GOVERNMENT LLC	9,043.11	ARIA		
002190	9/27/2018	ACCURATE ENTERPRISES(ANNA M RAJ	12,020.50	SPRINKLER SYSTEM/COLLEGE DRIVE		
SEPTEMBER TOTALS					24,951.11	170,926.90

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002192	10/3/2018	CODALE ELECTRIC SUPPLY, INC	2,250.76	PARKING LOT LIGHTS		
002193	10/3/2018	LOOKING GLASS SYSTEMS, LLC	2,054.66	ARIA		
002194	10/12/2018	ROCKY MOUNTAIN POWERSPORTS & /	6,986.80	CAN AM 4 WHEELER		
002195	10/17/2018	CDW GOVERNMENT LLC	1,020.16	ARIA		
002196	10/17/2018	KARL STORZ ENDOSCOPY-AMERICA	30,043.18	FLEXIBLE VIDEO SCOPE		
002197	10/24/2018	CDW GOVERNMENT LLC	438.20	ARIA		
002198	10/24/2018	EDGEWAVE, INC	24,959.00	IPRISM INTERNET FILTER		
002199	10/24/2018	QUADRAMED CORPORATION	117,150.00	QUADRAMED UPGRADE		
002200	10/31/2018	CDW GOVERNMENT LLC	1,039.90	ARIA		
002201	10/31/2018	MARK COSTELLO COMPANY	9,619.00	AUTOCLAVE CARTS		
OCTOBER TOTALS					195,561.66	366,488.56

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002202	11/7/2018	DELL COMPUTER CORPORATION	55,637.84	DESKTOP COMPUTERS		
002203	11/7/2018	MNJ TECHNOLOGIES DIRECT, INC	16,985.30	WAN BANDWIDTH UPGRADE		
002204	11/14/2018	CDW GOVERNMENT LLC	32,652.00	LAPTOPS		
002205	11/28/2018	HEALTHCARESOURCE HR, INC.	84,653.00	HEALTHCARE SOURCE HR		
002206	11/28/2018	VENTURE TECHNOLOGIES (ISC, INC)	150,202.66	VIRTUAL SERVER UPGRADE		
002207	11/28/2018	MITCHELL ACOUSTICS, INC	4,548.95	MEDICAL IMAGING CEILING TILES		
002208	11/28/2018	NEXTGEN HEALTHCARE, INC.	12,000.00	MIRTH CONNECT INTERFACE ENGINE		
NOVEMBER TOTALS					356,679.75	723,168.31

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002209	12/5/2018	OWENS & MINOR 90005430	11,002.40	WALL MOUNTED OTOSCOPES		
002210	12/12/2018	NEXTGEN HEALTHCARE, INC.	4,000.00	MIRTH CONNECT INTERFACE ENGINE		
002211	12/19/2018	FISHER HEALTHCARE	6,614.70	CELL WASHER		
002211	12/19/2018	FISHER HEALTHCARE	5,914.94	-30 DEGREE FREEZER		
002212	12/19/2018	VENTURE TECHNOLOGIES (ISC, INC)	5,640.00	VIRTUAL SERVER UPGRADE		
002213	12/19/2018	PHILIPS HEALTHCARE	11,529.61	TRILOGY TRANSPORT SYSTEM		
002214	12/19/2018	SDFI-TELEMEDICINE LLC	25,500.00	SANE EVIDENCE CAMERA		
002215	12/19/2018	UNLIMITED TECHNOLOGY SYSTEMS, I	4,926.00	CENTRICITY SOFTWARE UPDATE		
DECEMBER TOTALS					75,127.65	798,295.96

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002216	1/3/2019	FISHER HEALTHCARE	808.94	CELL WASHER		
002217	1/9/2019	FISHER HEALTHCARE	185.01	-30 DEGREE FREEZER		
002218	1/9/2019	QUADRAMED CORPORATION	58,575.00	QUADRAMED UPGRADE		
002219	1/9/2019	OLYMPUS AMERICA INC	10,304.73	PERCUTANEOUS NEPHROLOGY SYSTEM		
002220	1/17/2019	KARL STORZ ENDOSCOPY-AMERICA	15,313.58	PEDIATRIC FOREIGN BODY REMOVAL		
002221	1/23/2019	UNLIMITED TECHNOLOGY SYSTEMS, I	4,926.00	CENTRICITY SOFTWARE UPDATE		
002222	1/30/2019	KONICA MINOLTA MEDICAL IMAGING	27,891.00	DR BRIDGE PROGRAM		
JANUARY TOTALS					118,004.26	916,300.22

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002223	2/7/2019	OLYMPUS AMERICA INC	1,016.49	QUADRAMED UPGRADE		
002224	2/27/2019	QUADRAMED CORPORATION	917.73	QUADRAMED UPGRADE		
FEBRUARY TOTALS					1,934.22	918,234.44

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2019**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000999	7/19/2018	INSULATION INC.	1,115.48	ASBESTOS SURBEY - MOB		
001000	7/19/2018	PLAN ONE/ARCHITECTS	1,743.00	MHSC DUCT RENOVATION		
W/T	7/17/2018	WF DEBT SERVICES	110,584.76	WF DEBT SERVICES		
JULY TOTALS					113,443.24	113,443.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001001	8/9/2018	PLAN ONE/ARCHITECTS	622.50	MHSC DUCT RENOVATION		
W/T	8/15/2018	WF DEBT SERVICES	110,584.76	WF DEBT SERVICES		
AUGUST TOTALS					111,207.26	224,650.50

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001002	9/6/2018	PLAN ONE/ARCHITECTS	622.50	MHSC DUCT RENOVATION		
W/T	9/14/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICES		
SEPTEMBER TOTALS					110,387.98	335,038.48

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001003	10/3/2018	WESTERN ENGINEERS	7,804.21	MHSC DUCT RENOVATION		
001004	10/10/2018	PLAN ONE/ARCHITECTS	1,245.00	MHSC DUCT RENOVATION		
001005	10/3/2018	WESTERN ENGINEERS	2,612.50	MHSC DUCT RENOVATION		
W/T	10/12/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICES		
OCTOBER TOTALS					121,427.19	456,465.67

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001006	11/7/2018	PLAN ONE/ARCHITECTS	1,245.00	MHSC DUCT RENOVATION		
001007	11/14/2018	A. PLEASANT CONSTRUCTION, INC	127,773.00	MHSC DUCT RENOVATION		
W/T	11/13/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICES		
NOVEMBER TOTALS					238,783.48	695,249.15

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001008	12/5/2018	A. PLEASANT CONSTRUCTION, INC	122,643.00	MHSC DUCT RENOVATION		
001009	12/12/2018	A. PLEASANT CONSTRUCTION, INC	64,032.80	CT REPLACEMENT		
001010	12/19/2018	PLAN ONE/ARCHITECTS	2,407.50	DUCT RENO/PRIVATE CHEMO ROOM		
001011	12/19/2018	SHADOW MOUNTAIN WATER CO ,	1,500.00	MHSC DUCT RENOVATION		
W/T	12/17/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICE		
DECEMBER TOTALS					300,348.78	995,597.93

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001012	1/3/2019	WESTERN ENGINEERS & GEOLOGI	2,006.00	RETAINING WALL		
001013	1/9/2019	PLAN ONE/ARCHITECTS	3,727.50	DUCT RENO/PRIVATE CHEMO ROOM		
W/T	1/18/2019	WF DEBT SERVICES	109,765.48	WF DEBT SERVICE		
JANUARY TOTALS					115,498.98	1,111,096.91

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001014	2/7/2019	A. PLEASANT CONSTRUCTION, INC	27,824.00	MHSC DUCT RENOVATION		
001015	2/21/2019	WESTERN ENGINEERS & GEOLOGI	1,020.00	RETAINING WALL		
001016	2/27/2019	PLAN ONE/ARCHITECTS	2,270.16	DUCT RENO/CT REPLACEMENT		
W/T	2/15/2019	WELLS FARGO	109,765.48	WF DEBT SERVICE		
FEBRUARY TOTALS					140,879.64	1,251,976.55

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

Amount	Description
26,383.42	Advertising Total
151.34	Bank Fees Total
4,761.43	Billing Services Total
29,112.73	Blood Bank Services Total
30,150.00	Building Lease Total
53.58	Cellular Telephone Total
35,904.06	Collection Agency Total
6,748.48	Computer Equipment Total
1,767.50	Computer Software Total
51,976.98	Consulting Fees Total
214,019.35	Contract Maintenance Total
59,512.44	Contract Personnel Total
354.66	Courier Services Total
44,086.60	Dental Insurance Total
5,851.40	Dialysis Supplies Total
7,896.88	Education & Travel Total
2,704.76	Employee Recruitment Total
12,624.46	Employee Vision Plan Total
105,168.14	Equipment Lease Total
1,093.40	Finance Charge Total
43,049.19	Food Total
7,798.43	Freight Total
852.23	Fuel Total
1,847.74	Garbage Collection Total
40,990.97	Group Health Total
168.67	Guest Relation Total
204,780.29	Hospital Supplies Total
9,493.00	Implant Supplies Total
49,400.30	Insurance Premium Total
60,084.32	Insurance Refund Total
10.00	Internet Services Total
63,831.78	Laboratory Services Total
155,199.66	Laboratory Supplies Total
2,995.00	Laundry Supplies Total
3,044.83	Legal Fees Total
7,182.12	Life Insurance Total
4,980.92	Linen Total
54,928.57	Locum Tenens Total
15,684.25	Maintenance & Repair Total
36,931.21	Maintenance Supplies Total
60.00	Marketing & Promotional Supplies Total
474.95	Marketing Promotional Total
420.00	Memberships Total
39,768.88	MHSC Foundation Total
157.00	Minor Equipment Total
237.00	Monthly Pest Control Total
4,763.42	Non Medical Supplies Total

2/28/19

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

Check Number	Date	Vendor Check Name	Amount
160135	1/3/2019	ALL WORLD PROMOTIONS	991.25
161038	2/7/2019	PILOT BUTTE BROADCASTING	300.00
161105	2/13/2019	BIG THICKET BROADCASTING	625.00
161169	2/13/2019	SWEETWATER NOW, LLC	900.00
161173	2/13/2019	THE RADIO NETWORK	2,916.65
161354	2/21/2019	BIG THICKET BROADCASTING	3,300.00
161355	2/21/2019	GREEN RIVER STAR	237.50
161356	2/21/2019	PINEDALE ROUNDUP	60.00
161358	2/21/2019	SUBLETTE EXAMINER	339.25
161303	2/21/2019	LOOPSCREEN LLC	420.00
161462	2/27/2019	SWEETWATER NOW, LLC	1,850.00
161439	2/27/2019	PILOT BUTTE BROADCASTING	300.00
EFT000000004553	2/7/2019	IN10SITY INTERACTIVE, LLC	1,710.00
EFT000000004555	2/7/2019	LAMAR ADVERTISING	1,200.00
EFT000000004564	2/7/2019	ROCKET MINER	46.37
EFT000000004566	2/7/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00
EFT000000004609	2/27/2019	ADBAY.COM	10,000.00
EFT000000004625	2/27/2019	ROCKET MINER	907.40
161163	2/13/2019	RSNB BANK	151.34
161176	2/13/2019	TRUE COMMERCE, INC	110.85
161277	2/21/2019	EXPRESS MEDICAID BILLING SERV	400.58
161445	2/27/2019	RECONDO TECHNOLOGY, INC	4,250.00
161072	2/7/2019	UNITED BLOOD SERVICES	13,008.61
161471	2/27/2019	UNITED BLOOD SERVICES	16,104.12
161271	2/21/2019	BIG SANDY CLINIC	2,200.00
161265	2/21/2019	CURRENT PROPERTIES, LLC	3,500.00
161292	2/21/2019	HILLTOP PROPERTIES, LLC	24,450.00
161181	2/13/2019	VERIZON WIRELESS, LLC	53.58
161182	2/13/2019	WAKEFIELD & ASSOCIATES, INC.	35,904.06
160965	2/7/2019	CDW GOVERNMENT LLC	1,649.16
161111	2/13/2019	CDW GOVERNMENT LLC	1,250.45
161258	2/21/2019	CDW GOVERNMENT LLC	420.92
161379	2/27/2019	CDW GOVERNMENT LLC	3,427.95
161267	2/21/2019	DEXPRO DYNAMICS LLC	1,767.50
161441	2/27/2019	PLAN ONE/ARCHITECTS	465.00
161440	2/27/2019	PLANETREE INTERNATIONAL	47,500.00
161454	2/27/2019	ST+B ENGINEERING	4,011.98
160988	2/7/2019	FLEXENTIAL CORP.	234.24
161087	2/7/2019	HEALTHSTREAM INC.	1,263.86
161039	2/7/2019	PROVIDER ADVANTAGE NW INC	1,140.00
161085	2/7/2019	WORLDWASH LLC	1,450.00
161040	2/7/2019	QUADRAMED	1,500.68
161153	2/13/2019	PHILIPS HEALTHCARE	1,625.61

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

161183	2/13/2019	WASATCH CONTROLS	24,419.00
161091	2/13/2019	ABILITY NETWORK INC	733.00
161121	2/13/2019	DEXPRO DYNAMICS LLC	585.00
161148	2/13/2019	NEXTGEN HEALTHCARE, INC.	587.00
161234	2/21/2019	ABILITY NETWORK INC	11.00
161262	2/21/2019	COLORADO DOCUMENT SECURITY	2,383.00
161288	2/21/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00
161318	2/21/2019	PHILIPS HEALTHCARE	2,864.00
161317	2/21/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75
161323	2/21/2019	REMI CORPORATION	2,739.79
161327	2/21/2019	SIEMENS MEDICAL SOLUTIONS USA	8,270.08
161330	2/21/2019	SOUTHWESTERN BIOMEDICAL ELECT.	50.00
161319	2/21/2019	QUADRAMED	390.00
161412	2/27/2019	ISC, INC dba VENTURE TECHNOLOGIES	23,131.57
161424	2/27/2019	MICRO-TEL	4,750.00
161429	2/27/2019	NETWORK CONSULTING SERVICES, INC	21,438.00
161433	2/27/2019	OPTIMIS CORP	200.00
161467	2/27/2019	TRACTMANAGER INC	2,009.70
161391	2/27/2019	DEXPRO DYNAMICS LLC	53,390.43
161409	2/27/2019	ICONTRACTS	401.00
161548	2/28/2019	RAVE WIRELESS, INC	4,622.40
EFT000000004562	2/7/2019	QUINTECH, INC.	2,216.30
EFT000000004569	2/7/2019	STATE FIRE DC SPECIALTIES	800.00
EFT000000004573	2/13/2019	ARRENDALE ASSOCIATES, INC	1,200.00
EFT000000004617	2/27/2019	GE HEALTHCARE	21,035.94
EFT000000004620	2/27/2019	INDUSTRIAL SOLUTIONS, INC	2,315.00
EFT000000004629	2/27/2019	T-SYSTEM, INC	8,249.00
W/T	2/4/2019	APEX EDI JAN FEES	67.00
W/T	2/21/2019	ZENITH	107.00
W/T	2/27/2019	CARE CLOUD	349.00
W/T	2/21/2019	GATEWAY EDI 2/21/19	3,725.00
W/T	2/20/2019	PHREESIA	11,125.00
160982	2/7/2019	ELWOOD STAFFING SERVICES, INC	2,006.64
160989	2/7/2019	FOCUSONE SOLUTIONS LLC	13,397.07
161124	2/13/2019	ELWOOD STAFFING SERVICES, INC	1,028.89
161129	2/13/2019	FOCUSONE SOLUTIONS LLC	14,129.20
161284	2/21/2019	FOCUSONE SOLUTIONS LLC	10,729.19
161396	2/27/2019	ELWOOD STAFFING SERVICES, INC	4,867.38
161402	2/27/2019	FOCUSONE SOLUTIONS LLC	13,354.07
161113	2/13/2019	CITY CAB	25.00
161168	2/13/2019	SUSAN K CROFUTT	294.66
161382	2/27/2019	CITY CAB	35.00
160978	2/7/2019	DELTA DENTAL	21,535.45
161390	2/27/2019	DELTA DENTAL	22,551.15

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

160990	2/7/2019	FRESENIUS USA MANUFACTURING	41.94
161130	2/13/2019	FRESENIUS USA MANUFACTURING	2,684.20
161133	2/13/2019	HENRY SCHEIN INC	450.17
161289	2/21/2019	HENRY SCHEIN INC	20.72
161403	2/27/2019	FRESENIUS USA MANUFACTURING	2,275.07
161407	2/27/2019	HENRY SCHEIN INC	379.30
161026	2/7/2019	NAMSS	55.00
161023	2/7/2019	MHSC MEDICAL STAFF	150.00
161159	2/13/2019	READY RESPONSE TRAINING, LLC	2,500.00
161154	2/13/2019	PLANETREE INTERNATIONAL	3,865.84
161309	2/21/2019	MY EDUCATIONAL RESOURCES	40.00
161329	2/21/2019	SOCIETY FOR HUMAN RES. MANAGE.	209.00
161290	2/21/2019	WYOMING HFMA	415.00
161353	2/21/2019	WYOMING PRESS ASSOCIATION	125.00
161427	2/27/2019	MY EDUCATIONAL RESOURCES	40.00
161444	2/27/2019	READY RESPONSE TRAINING, LLC	447.04
EFT000000004588	2/13/2019	WESTERN WYOMING COLLEGE	50.00
161241	2/21/2019	AMERICU CREDIT UNION	932.31
EFT000000004554	2/7/2019	INSIGHT INVESTIGATIONS, INC	782.45
EFT000000004606	2/21/2019	SST TESTING +, INC.	990.00
161080	2/7/2019	VISION SERVICE PLAN - WY	12,624.46
160963	2/7/2019	CAREFUSION SOLUTIONS, LLC	893.89
160975	2/7/2019	COPIER & SUPPLY COMPANY	131.39
160991	2/7/2019	GE HEALTHCARE FINANCIAL SERVICES	13,081.09
160999	2/7/2019	HP FINANCIAL SERVICES	292.36
161076	2/7/2019	US BANK EQUIPMENT FINANCE	237.54
161118	2/13/2019	COPIER & SUPPLY COMPANY	972.00
161178	2/13/2019	US BANK EQUIPMENT FINANCE	1,679.97
161282	2/21/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00
161344	2/21/2019	US BANK EQUIPMENT FINANCE	795.31
161351	2/21/2019	WYOMING RENTS, LLC	88.00
161378	2/27/2019	CAREFUSION SOLUTIONS, LLC	20,669.39
161381	2/27/2019	CISCO SYSTEMS CAPITAL CORP	16,131.08
161387	2/27/2019	COPIER & SUPPLY COMPANY	11,995.55
161450	2/27/2019	SIEMENS FINANCIAL SERVICES, INC	18,429.63
161472	2/27/2019	US BANK EQUIPMENT FINANCE	928.29
EFT000000004586	2/13/2019	TIMEPAYMENT CORP	1,950.00
EFT000000004604	2/21/2019	SHADOW MOUNTAIN WATER CO ,WY	627.53
W/T	2/8/2019	SIEMENS FINANCIAL SERVICES, INC	9,017.12
161238	2/21/2019	ALSCO AMERICAN LINEN	1,093.40
160986	2/7/2019	F B MCFADDEN WHOLESALE	2,275.74
161018	2/7/2019	MEADOW GOLD DAIRY	783.98
161031	2/7/2019	NICHOLAS & CO INC	3,474.51
161063	2/7/2019	SYSCO INTERMOUNTAIN FOOD	10,316.70

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

161084	2/7/2019	WESTERN WYOMING BEVERAGES INC	385.95
161126	2/13/2019	F B MCFADDEN WHOLESale	2,937.84
161142	2/13/2019	MEADOW GOLD DAIRY	704.70
161149	2/13/2019	NICHOLAS & CO INC	2,339.08
161171	2/13/2019	SYSCO INTERMOUNTAIN FOOD	2,474.58
161184	2/13/2019	WESTERN WYOMING BEVERAGES INC	643.24
161279	2/21/2019	F B MCFADDEN WHOLESale	1,900.60
161313	2/21/2019	NICHOLAS & CO INC	1,849.73
161399	2/27/2019	F B MCFADDEN WHOLESale	3,256.58
161419	2/27/2019	MEADOW GOLD DAIRY	1,055.89
161431	2/27/2019	NICHOLAS & CO INC	3,729.00
161463	2/27/2019	SYSCO INTERMOUNTAIN FOOD	846.02
161476	2/27/2019	WESTERN WYOMING BEVERAGES INC	1,669.39
EFT000000004548	2/7/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	213.50
EFT000000004551	2/7/2019	FARMER BROS CO	681.47
EFT000000004576	2/13/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	401.00
EFT000000004578	2/13/2019	FARMER BROS CO	20.93
EFT000000004614	2/27/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	571.00
EFT000000004616	2/27/2019	FARMER BROS CO	517.76
161075	2/7/2019	UPS STORE	2,359.00
161127	2/13/2019	FED EX	47.08
161280	2/21/2019	FED EX	18.49
161469	2/27/2019	TRIOSE, INC	5,373.86
161042	2/7/2019	RED HORSE OIL COMPANIES INC	852.23
EFT000000004589	2/13/2019	WWS - ROCK SPRINGS	1,847.74
W/T	2/19/2019	FURTHER 2/15/19	1,710.59
W/T	2/8/2019	FURTHER 2/6/19	1,975.38
W/T	2/25/2019	FURTHER 2/22/19	2,230.12
W/T	2/20/2019	UUHP 2/20/19	5,851.73
W/T	2/8/2019	UUHP 2/6/19	6,773.36
W/T	2/1/2019	FURTHER 1/30/19	6,849.18
W/T	2/19/2019	UUHP 2/13/19	15,600.61
161302	2/21/2019	LINCARE INC	168.67
160948	2/7/2019	ABBOTT LABORATORIES	1,810.39
161047	2/7/2019	ABBOTT NUTRITION	137.76
160950	2/7/2019	ALPHA SOURCE INC	750.00
160951	2/7/2019	APPLIED MEDICAL	4,800.00
160958	2/7/2019	B BRAUN MEDICAL INC.	1,636.80
160955	2/7/2019	BARD PERIPHERAL VASCULAR INC	1,044.00
160957	2/7/2019	BAYER HEALTHCARE LLC	1,856.82
160959	2/7/2019	BECTON DICKINSON	506.00
160960	2/7/2019	BOSTON SCIENTIFIC CORP	768.40
160964	2/7/2019	CARSTENS HEALTH INDUSTRIES INC	49.27
160973	2/7/2019	CONE INSTRUMENTS	201.85

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160974	2/7/2019	COOK MEDICAL INCORPORATED	5,517.09
160980	2/7/2019	DIAGNOSTIGA STAGO INC	128.31
160981	2/7/2019	EDGE PHARMACEUTICALS, LLC	548.05
160992	2/7/2019	GENERAL HOSPITAL SUPPLY CORPORATION	289.00
160997	2/7/2019	HOLOGIC, INC.	660.00
161061	2/7/2019	LEICA BIOSYSTEMS RICHMOND	236.94
161017	2/7/2019	MARKET LAB, INC	79.82
161024	2/7/2019	MINDRAY DS USA, INC.	549.12
161032	2/7/2019	OLYMPUS AMERICA INC	171.64
161033	2/7/2019	OWENS & MINOR 90005430	24,502.44
161037	2/7/2019	PERFORMANCE HEALTH SUPPLY INC	115.50
161043	2/7/2019	RESPIRONICS	89.00
161048	2/7/2019	S & W HEALTHCARE CORPORATION	197.00
161056	2/7/2019	STERIS CORPORATION	1,112.49
161068	2/7/2019	TRAIL RIDGE PRODUCTS INC	112.61
161070	2/7/2019	TRI-ANIM HEALTH SERVICES INC	475.28
161078	2/7/2019	UTAH MEDICAL PRODUCTS INC	64.26
161082	2/7/2019	WAXIE SANITARY SUPPLY	1,494.61
161090	2/13/2019	ABBOTT LABORATORIES	1,311.67
161096	2/13/2019	APPLIED MEDICAL	96.00
161097	2/13/2019	AQUACAST LINER	736.00
161098	2/13/2019	ARTHREX INC.	429.00
161103	2/13/2019	B BRAUN MEDICAL INC.	1,191.82
161101	2/13/2019	BARD PERIPHERAL VASCULAR INC	1,044.00
161102	2/13/2019	BAXTER BIO SCIENCE	1,320.15
161120	2/13/2019	C.R. BARD, INC.	48.48
161108	2/13/2019	CARDINAL HEALTH/V. MUELLER	125.75
161110	2/13/2019	CAREFUSION 2200 INC	122.92
161116	2/13/2019	COOK MEDICAL INCORPORATED	735.94
161122	2/13/2019	DJO SURGICAL	1,220.00
161123	2/13/2019	EDGE PHARMACEUTICALS, LLC	1,014.73
161125	2/13/2019	EXPAND-A-BAND, LLC	120.00
161131	2/13/2019	GENERAL HOSPITAL SUPPLY CORPORATION	221.00
161132	2/13/2019	HEALTHCARE LOGISTICS INC	61.55
161134	2/13/2019	HILL-ROM	160.23
161136	2/13/2019	INTEGRATED MEDICAL SYSTEMS	78.00
161146	2/13/2019	M V A P MEDICAL SUPPLIES, INC.	175.00
161141	2/13/2019	MCKESSON MEDICAL-SURGICAL	1,431.76
161150	2/13/2019	OLYMPUS AMERICA INC	170.54
161151	2/13/2019	OWENS & MINOR 90005430	15,440.03
161152	2/13/2019	PERFORMANCE HEALTH SUPPLY INC	62.09
161172	2/13/2019	TELEFLEX MEDICAL INC.	438.10
161175	2/13/2019	TRI-ANIM HEALTH SERVICES INC	380.08
161235	2/21/2019	AESCLAP INC	99.17

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GENERAL FUND DISBURSEMENTS

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161237	2/21/2019	ALLEN MEDICAL SYSTEMS INC	418.00
161239	2/21/2019	AMAZON.COM CREDIT PLAN	1,007.65
161243	2/21/2019	ARGON MEDICAL	534.00
161244	2/21/2019	ARTHREX INC.	189.00
161247	2/21/2019	B BRAUN MEDICAL INC.	340.00
161285	2/21/2019	BAXTER HEALTHCARE CORP	751.33
161246	2/21/2019	BAYER HEALTHCARE LLC	2,641.80
161249	2/21/2019	BECTON DICKINSON	1,317.00
161250	2/21/2019	BG MEDICAL LLC	1,700.00
161251	2/21/2019	BIOMET SPORTS MEDICINE	2,408.00
161256	2/21/2019	CARDINAL HEALTH/V. MUELLER	1,071.57
161264	2/21/2019	COOK MEDICAL INCORPORATED	1,961.81
161272	2/21/2019	EDGE PHARMACEUTICALS, LLC	373.25
161287	2/21/2019	HEALTHCARE LOGISTICS INC	182.68
161293	2/21/2019	HOLOGIC, INC.	1,091.47
161296	2/21/2019	J & J HEALTH CARE SYSTEMS INC	1,062.60
161337	2/21/2019	LEICA BIOSYSTEMS RICHMOND	386.54
161308	2/21/2019	M V A P MEDICAL SUPPLIES, INC.	751.00
161304	2/21/2019	MCKESSON MEDICAL-SURGICAL	4,716.27
161305	2/21/2019	MEAD JOHNSON NUTRITION	281.16
161314	2/21/2019	OLYMPUS AMERICA INC	112.52
161315	2/21/2019	OWENS & MINOR 90005430	37,612.20
161316	2/21/2019	PERFORMANCE HEALTH SUPPLY INC	96.01
161335	2/21/2019	STERIS CORPORATION	1,196.69
161339	2/21/2019	TELEFLEX MEDICAL INC.	66.00
161340	2/21/2019	TRI-ANIM HEALTH SERVICES INC	110.92
161343	2/21/2019	UNITED STATES PLASTIC CORP	71.10
161346	2/21/2019	UTAH MEDICAL PRODUCTS INC	71.40
161366	2/27/2019	APPLIED MEDICAL	96.00
161367	2/27/2019	ARROW INTERNATIONAL, INC.	350.00
161372	2/27/2019	B BRAUN MEDICAL INC.	392.82
161371	2/27/2019	BAXTER BIO SCIENCE	2,590.30
161404	2/27/2019	BAXTER HEALTHCARE CORP	1,079.77
161370	2/27/2019	BAXTER HEALTHCARE CORPORATION	2,373.81
161373	2/27/2019	BIOMET SPORTS MEDICINE	2,408.00
161377	2/27/2019	CARDINAL HEALTH/V. MUELLER	346.70
161386	2/27/2019	COOK MEDICAL INCORPORATED	457.80
161392	2/27/2019	DIAGNOSTIGA STAGO INC	1,086.80
161394	2/27/2019	EDGE PHARMACEUTICALS, LLC	666.11
161405	2/27/2019	GETINGE USA SALES, LLC	624.92
161406	2/27/2019	HEALTHCARE LOGISTICS INC	65.15
161408	2/27/2019	HULL ANESTHESIA INC	92.50
161410	2/27/2019	INNOVATIVE PRODUCTS INC.	130.50
161461	2/27/2019	LEICA BIOSYSTEMS RICHMOND	445.91

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161426	2/27/2019	M V A P MEDICAL SUPPLIES, INC.	183.00
161418	2/27/2019	MCKESSON MEDICAL-SURGICAL	1,242.00
161432	2/27/2019	OLYMPUS AMERICA INC	188.35
161435	2/27/2019	OWENS & MINOR 90005430	20,954.99
161436	2/27/2019	PERFORMANCE HEALTH SUPPLY INC	87.76
161447	2/27/2019	RESMED CORP	170.00
161448	2/27/2019	RESPIRONICS	211.50
161452	2/27/2019	SMITHS MEDICAL ASD INC	436.05
161453	2/27/2019	SPACELABS MEDICAL	79.32
161458	2/27/2019	STERIS CORPORATION	6,973.42
161464	2/27/2019	TELEFLEX MEDICAL INC.	673.50
161468	2/27/2019	TRI-ANIM HEALTH SERVICES INC	1,528.38
161473	2/27/2019	VAPOTHERM INC.	1,530.00
161474	2/27/2019	VERATHON INC.	229.00
161475	2/27/2019	WAXIE SANITARY SUPPLY	98.72
EFT000000004544	2/7/2019	BAXTER HEALTHCARE CORP/IV	961.26
EFT000000004546	2/7/2019	BREG INC	150.48
EFT000000004550	2/7/2019	DJ ORTHOPEDICS, LLC	12.09
EFT000000004552	2/7/2019	HARDY DIAGNOSTICS	1,167.58
EFT000000004559	2/7/2019	PACIFIC MEDICAL LLC	1,260.00
EFT000000004570	2/7/2019	STRYKER INSTRUMENTS	4,875.00
EFT000000004574	2/13/2019	BAXTER HEALTHCARE CORP/IV	1,922.52
EFT000000004575	2/13/2019	BREG INC	734.48
EFT000000004579	2/13/2019	HARDY DIAGNOSTICS	589.48
EFT000000004585	2/13/2019	STRYKER INSTRUMENTS	1,298.50
EFT000000004590	2/13/2019	ZOLL MEDICAL CORPORATION	1,558.00
EFT000000004594	2/21/2019	BREG INC	142.56
EFT000000004598	2/21/2019	HARDY DIAGNOSTICS	263.53
EFT000000004600	2/21/2019	MARSHALL INDUSTRIES	271.95
EFT000000004613	2/27/2019	BREG INC	316.90
EFT000000004619	2/27/2019	HARDY DIAGNOSTICS	802.45
161035	2/7/2019	PARAGON 28 INC.	1,948.00
161069	2/7/2019	TREACE MEDICAL CONCEPTS, INC.	7,545.00
161074	2/7/2019	PROVIDENT LIFE & ACCIDENT	49,400.30
161187	2/13/2019	INSURANCE REFUND	9,451.73
161199	2/13/2019	INSURANCE REFUND	32.70
161226	2/13/2019	INSURANCE REFUND	329.05
161483	2/28/2019	INSURANCE REFUND	839.27
161522	2/28/2019	INSURANCE REFUND	24.53
161533	2/28/2019	INSURANCE REFUND	168.30
161534	2/28/2019	INSURANCE REFUND	252.45
161480	2/27/2019	INSURANCE REFUND	1,931.92
161525	2/28/2019	INSURANCE REFUND	111.66
161482	2/28/2019	INSURANCE REFUND	439.01

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161514	2/28/2019	INSURANCE REFUND	10.00
161527	2/28/2019	INSURANCE REFUND	176.40
161528	2/28/2019	INSURANCE REFUND	1,452.58
161493	2/28/2019	INSURANCE REFUND	13,362.12
161494	2/28/2019	INSURANCE REFUND	2,320.85
161495	2/28/2019	INSURANCE REFUND	1,748.95
161496	2/28/2019	INSURANCE REFUND	76.95
161497	2/28/2019	INSURANCE REFUND	523.64
161498	2/28/2019	INSURANCE REFUND	95.76
161499	2/28/2019	INSURANCE REFUND	53.20
161500	2/28/2019	INSURANCE REFUND	904.19
161501	2/28/2019	INSURANCE REFUND	684.00
161502	2/28/2019	INSURANCE REFUND	485.64
161503	2/28/2019	INSURANCE REFUND	356.44
161504	2/28/2019	INSURANCE REFUND	1,499.90
161507	2/28/2019	INSURANCE REFUND	10,305.19
161508	2/28/2019	INSURANCE REFUND	1,211.25
161509	2/28/2019	INSURANCE REFUND	710.98
161510	2/28/2019	INSURANCE REFUND	76.00
161511	2/28/2019	INSURANCE REFUND	72.96
161512	2/28/2019	INSURANCE REFUND	232.37
161513	2/28/2019	INSURANCE REFUND	55.48
161517	2/28/2019	INSURANCE REFUND	215.46
161518	2/28/2019	INSURANCE REFUND	704.00
161488	2/28/2019	INSURANCE REFUND	70.25
161530	2/28/2019	INSURANCE REFUND	39.07
161535	2/28/2019	INSURANCE REFUND	145.28
161523	2/28/2019	INSURANCE REFUND	2,209.10
161491	2/28/2019	INSURANCE REFUND	117.08
161516	2/28/2019	INSURANCE REFUND	1,340.00
161485	2/28/2019	INSURANCE REFUND	2,955.11
161515	2/28/2019	INSURANCE REFUND	199.84
161487	2/28/2019	INSURANCE REFUND	711.59
161524	2/28/2019	INSURANCE REFUND	1,382.07
161186	2/13/2019	WYOMING.COM	10.00
161307	2/21/2019	METABOLIC NEWBORN SCREENING	5,058.00
161417	2/27/2019	MAYO COLLABORATIVE SERVICES, INC.	931.40
161363	2/27/2019	ALLERMETRIX INC	3,376.00
EFT000000004611	2/27/2019	ARUP LABORATORIES, INC.	54,466.38
160962	2/7/2019	CARDINAL HEALTH	8,394.69
160967	2/7/2019	CEPHEID	150.00
160987	2/7/2019	FISHER HEALTHCARE	1,220.29
161021	2/7/2019	MESA LABORATORIES	58.00
161059	2/7/2019	STRECK LABORATORIES INC	271.39

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160952	2/7/2019	ARMSTRONG MEDICAL INDUSTRIES	1,153.00
161104	2/13/2019	BECKMAN COULTER, INC	194.32
161107	2/13/2019	CARDINAL HEALTH	28,908.02
161112	2/13/2019	CEPHEID	4,240.80
161128	2/13/2019	FISHER HEALTHCARE	28,572.99
161232	2/13/2019	LIFELOC TECHNOLOGIES	50.00
161233	2/13/2019	LIFELOC TECHNOLOGIES	50.00
161144	2/13/2019	MESA LABORATORIES	1,753.35
161166	2/13/2019	STATLAB MEDICAL PRODUCTS, INC	54.30
161177	2/13/2019	TYPENEX MEDICAL, LLC	190.00
161242	2/21/2019	ANAEROBE SYSTEMS	11.95
161248	2/21/2019	BECKMAN COULTER, INC	177.33
161255	2/21/2019	CARDINAL HEALTH	17,117.71
161259	2/21/2019	CEPHEID	1,293.50
161283	2/21/2019	FISHER HEALTHCARE	15,074.22
161295	2/21/2019	PLATINUM CODE	561.78
161376	2/27/2019	CARDINAL HEALTH	1,041.70
161380	2/27/2019	CEPHEID	70.00
161401	2/27/2019	FISHER HEALTHCARE	13,759.85
161422	2/27/2019	MERCEDES MEDICAL	105.62
161364	2/27/2019	AMERICAN FLOOR MATS, LLC	141.75
EFT000000004545	2/7/2019	BIO-RAD LABORATORIES	232.88
EFT000000004558	2/7/2019	ORTHO-CLINICAL DIAGNOSTICS INC	3,119.61
EFT000000004568	2/7/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	161.25
EFT000000004581	2/13/2019	ORTHO-CLINICAL DIAGNOSTICS INC	535.10
EFT000000004601	2/21/2019	ORTHO-CLINICAL DIAGNOSTICS INC	24,500.53
EFT000000004612	2/27/2019	BIO-RAD LABORATORIES	504.28
EFT000000004621	2/27/2019	ORTHO-CLINICAL DIAGNOSTICS INC	972.31
EFT000000004624	2/27/2019	PDC HEALTHCARE	557.14
EFT000000004557	2/7/2019	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00
160977	2/7/2019	CROWLEY FLECK ATTORNEYS	832.50
161437	2/27/2019	PHILLIPS LAW, LLC	2,212.33
161030	2/7/2019	NEW YORK LIFE INSURANCE COMPANY	3,591.06
161430	2/27/2019	NEW YORK LIFE INSURANCE COMPANY	3,591.06
160983	2/7/2019	ENCOMPASS GROUP, LLC	735.90
161052	2/7/2019	STANDARD TEXTILE	129.60
161275	2/21/2019	ENCOMPASS GROUP, LLC	2,963.58
161397	2/27/2019	ENCOMPASS GROUP, LLC	697.28
161455	2/27/2019	STANDARD TEXTILE	454.56
160972	2/7/2019	COMPHEALTH, INC.	38,846.76
161083	2/7/2019	WEATHERBY LOCUMS, INC	241.88
EFT000000004543	2/7/2019	BARTON ASSOCIATES	15,839.93
160998	2/7/2019	HOSE & RUBBER	53.95
161004	2/7/2019	JIM'S UPHOLSTERY	1,425.00

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161012	2/7/2019	LIGHTING MAINTENANCE & SERVICE, INC	751.50
161180	2/13/2019	VAUGHNS PLUMBING & HEATING	447.00
161185	2/13/2019	WHISLER CHEVROLET	144.24
161155	2/13/2019	POLY PRO	550.00
161252	2/21/2019	BOBCAT OF CASPER	1,161.30
161291	2/21/2019	HIGH SECURITY LOCK & ALARM	10.00
161331	2/21/2019	SOUTHWEST DOORS	378.20
161349	2/21/2019	WESTERN PEAKS CALIBRATION	1,915.00
161352	2/21/2019	WYOMING MACHINERY COMPANY	298.04
161365	2/27/2019	AMERICAN PHARMA, INC.	2,205.00
161368	2/27/2019	ASPEN CONSTRUCTION	960.00
EFT000000004547	2/7/2019	CARRIER COMMERCIAL SERVICE	806.00
EFT000000004560	2/7/2019	PARTSSOURCE	465.74
EFT000000004561	2/7/2019	PLATT ELECTRIC SUPPLY	1,979.74
EFT000000004595	2/21/2019	CARRIER COMMERCIAL SERVICE	501.18
EFT000000004602	2/21/2019	PARTSSOURCE	190.97
EFT000000004622	2/27/2019	PARTSSOURCE	1,441.39
160970	2/7/2019	CODALE ELECTRIC SUPPLY, INC	973.50
160994	2/7/2019	GRAINGER	68.83
161000	2/7/2019	INSULATION INC.	1,571.00
161028	2/7/2019	NAPA AUTO PARTS	35.98
161044	2/7/2019	RMI	1,383.16
161114	2/13/2019	CODALE ELECTRIC SUPPLY, INC	162.66
161135	2/13/2019	HOME DEPOT	555.15
161137	2/13/2019	KAMAN INDUSTRIAL TECHNOLOGIES	1,157.84
161160	2/13/2019	RMI	105.41
161179	2/13/2019	US PLASTIC PALLETS & HANDLING, INC	1,019.40
161245	2/21/2019	BARD ACCESS SYSTEMS	967.50
161261	2/21/2019	CODALE ELECTRIC SUPPLY, INC	914.72
161294	2/21/2019	HOME DEPOT	156.32
161324	2/21/2019	RMI	2,207.99
161369	2/27/2019	BARD ACCESS SYSTEMS	2,351.92
161385	2/27/2019	CODALE ELECTRIC SUPPLY, INC	507.09
161470	2/27/2019	UNIPOWER	417.12
EFT000000004541	2/7/2019	ACE HARDWARE	237.04
EFT000000004563	2/7/2019	ROBERT I MERRILL COMPANY	6,930.00
EFT000000004565	2/7/2019	ROCK SPRINGS WINNELSON CO	4,039.81
EFT000000004567	2/7/2019	SHERWIN WILLIAMS CO	152.88
EFT000000004571	2/13/2019	ACE HARDWARE	229.99
EFT000000004583	2/13/2019	ROBERT I MERRILL COMPANY	7,394.50
EFT000000004584	2/13/2019	SHERWIN WILLIAMS CO	61.49
EFT000000004587	2/13/2019	ULINE, INC	989.00
EFT000000004591	2/21/2019	ACE HARDWARE	29.95
EFT000000004593	2/21/2019	ALPINE PURE SOFT WATER	676.20

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EFT000000004603	2/21/2019	ROCK SPRINGS WINNELSON CO	124.07
EFT000000004605	2/21/2019	SHERWIN WILLIAMS CO	123.62
EFT000000004607	2/21/2019	ULINE, INC	205.50
EFT000000004608	2/27/2019	ACE HARDWARE	39.08
EFT000000004626	2/27/2019	ROCK SPRINGS WINNELSON CO	508.76
EFT000000004627	2/27/2019	SHERWIN WILLIAMS CO	357.23
EFT000000004630	2/27/2019	ULINE, INC	276.50
160979	2/7/2019	DESKTOP DESIGN	60.00
161029	2/7/2019	NATIONAL PEN CO. LLC	474.95
160984	2/7/2019	EVANSTON CHAMBER OF COMMERCE	150.00
161240	2/21/2019	AMERICAN ACADEMY OF SLEEP MEDICINE	270.00
161022	2/7/2019	MHSC-FOUNDATION	3,350.44
161360	2/21/2019	MHSC-FOUNDATION	36,418.44
160971	2/7/2019	COLORID, LLC	157.00
161465	2/27/2019	TERMINIX OF WYOMING	237.00
161019	2/7/2019	MEDLINE INDUSTRIES INC	840.74
161050	2/7/2019	SMILEMAKERS	178.86
161143	2/13/2019	MEDLINE INDUSTRIES INC	249.11
161306	2/21/2019	MEDLINE INDUSTRIES INC	1,244.23
161383	2/27/2019	CIVCO MEDICAL SOLUTIONS	883.00
161421	2/27/2019	MEDLINE INDUSTRIES INC	1,367.48
161053	2/7/2019	STANDARD REGISTER COMPANY	116.55
161054	2/7/2019	STAPLES BUSINESS ADVANTAGE	869.16
161165	2/13/2019	STAPLES BUSINESS ADVANTAGE	1,680.97
161138	2/13/2019	LABELMATCH	89.95
161332	2/21/2019	STANDARD REGISTER COMPANY	263.55
161333	2/21/2019	STAPLES BUSINESS ADVANTAGE	890.31
161420	2/27/2019	MEDICAL ARTS PRESS	45.99
161456	2/27/2019	STANDARD REGISTER COMPANY	1,549.70
161457	2/27/2019	STAPLES BUSINESS ADVANTAGE	3,679.13
161008	2/7/2019	JOY'S FLOWERS & GIFTS	83.97
161086	2/7/2019	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00
161071	2/7/2019	TSI INCORPORATED	1,275.00
161325	2/21/2019	ROCK SPRINGS I.V. CENTER	229.50
160995	2/7/2019	GREENSHADES SOFTWARE	3.80
161438	2/27/2019	PHREESIA, INC.	1,500.00
161066	2/7/2019	THE CHRISTMAS LIGHT PROFESSIONALS	13,254.18
160956	2/7/2019	BAUDVILLE DESKTOP PUBLISHING	99.45
161139	2/13/2019	QUICK RESPONSE TAXI	115.00
161301	2/21/2019	QUICK RESPONSE TAXI	45.00
161415	2/27/2019	QUICK RESPONSE TAXI	20.00
EFT000000004542	2/7/2019	AIRGAS INTERMOUNTAIN INC	2,708.24
EFT000000004572	2/13/2019	AIRGAS INTERMOUNTAIN INC	215.89
EFT000000004592	2/21/2019	AIRGAS INTERMOUNTAIN INC	2,479.79

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

EFT000000004610	2/27/2019	AIRGAS INTERMOUNTAIN INC	4,284.19
161189	2/13/2019	PATIENT REFUND	25.00
161188	2/13/2019	PATIENT REFUND	20.00
161190	2/13/2019	PATIENT REFUND	5.00
161191	2/13/2019	PATIENT REFUND	25.00
161192	2/13/2019	PATIENT REFUND	132.00
161193	2/13/2019	PATIENT REFUND	42.00
161194	2/13/2019	PATIENT REFUND	5.00
161195	2/13/2019	PATIENT REFUND	7.40
161196	2/13/2019	PATIENT REFUND	35.00
161197	2/13/2019	PATIENT REFUND	54.30
161198	2/13/2019	PATIENT REFUND	51.21
161200	2/13/2019	PATIENT REFUND	9.00
161201	2/13/2019	PATIENT REFUND	203.00
161202	2/13/2019	PATIENT REFUND	10.00
161203	2/13/2019	PATIENT REFUND	25.00
161205	2/13/2019	PATIENT REFUND	25.00
161204	2/13/2019	PATIENT REFUND	40.00
161206	2/13/2019	PATIENT REFUND	8.70
161207	2/13/2019	PATIENT REFUND	30.00
161208	2/13/2019	PATIENT REFUND	30.00
161209	2/13/2019	PATIENT REFUND	20.00
161210	2/13/2019	PATIENT REFUND	9.00
161211	2/13/2019	PATIENT REFUND	49.90
161212	2/13/2019	PATIENT REFUND	60.00
161213	2/13/2019	PATIENT REFUND	34.77
161214	2/13/2019	PATIENT REFUND	5.00
161215	2/13/2019	PATIENT REFUND	40.00
161216	2/13/2019	PATIENT REFUND	30.00
161217	2/13/2019	PATIENT REFUND	40.00
161219	2/13/2019	PATIENT REFUND	6.00
161218	2/13/2019	PATIENT REFUND	35.25
161220	2/13/2019	PATIENT REFUND	100.00
161221	2/13/2019	PATIENT REFUND	40.00
161222	2/13/2019	PATIENT REFUND	10.00
161224	2/13/2019	PATIENT REFUND	90.00
161223	2/13/2019	PATIENT REFUND	25.00
161225	2/13/2019	PATIENT REFUND	40.00
161227	2/13/2019	PATIENT REFUND	70.00
161228	2/13/2019	PATIENT REFUND	20.00
161229	2/13/2019	PATIENT REFUND	80.00
161230	2/13/2019	PATIENT REFUND	14.20
161231	2/13/2019	PATIENT REFUND	41.27
161481	2/28/2019	PATIENT REFUND	32.38

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

161484	2/28/2019	PATIENT REFUND	25.00
161486	2/28/2019	PATIENT REFUND	33.00
161545	2/28/2019	PATIENT REFUND	12.00
161489	2/28/2019	PATIENT REFUND	40.00
161490	2/28/2019	PATIENT REFUND	40.00
161505	2/28/2019	PATIENT REFUND	28.00
161506	2/28/2019	PATIENT REFUND	15.00
161547	2/28/2019	PATIENT REFUND	487.03
161544	2/28/2019	PATIENT REFUND	25.00
161519	2/28/2019	PATIENT REFUND	63.20
161520	2/28/2019	PATIENT REFUND	8.50
161521	2/28/2019	PATIENT REFUND	10.99
161416	2/27/2019	PATIENT REFUND	122.73
161526	2/28/2019	PATIENT REFUND	274.49
161529	2/28/2019	PATIENT REFUND	59.85
161546	2/28/2019	PATIENT REFUND	175.08
161531	2/28/2019	PATIENT REFUND	173.28
161532	2/28/2019	PATIENT REFUND	260.37
161542	2/28/2019	PATIENT REFUND	60.12
161543	2/28/2019	PATIENT REFUND	69.35
161536	2/28/2019	PATIENT REFUND	28.80
161537	2/28/2019	PATIENT REFUND	113.24
161538	2/28/2019	PATIENT REFUND	1,486.74
161539	2/28/2019	PATIENT REFUND	1,011.09
161540	2/28/2019	PATIENT REFUND	72.00
161541	2/28/2019	PATIENT REFUND	48.00
161073	2/7/2019	UNITED WAY OF SWEETWATER COUNTY	390.68
161342	2/21/2019	UNITED WAY OF SWEETWATER COUNTY	404.92
161088	2/7/2019	CIRCUIT COURT 3RD JUDICIAL	171.53
160985	2/7/2019	FAMILY SUPPORT REGISTRY	496.14
161055	2/7/2019	STATE OF WYOMING DFS/CSES	2,535.58
161062	2/7/2019	SWEETWATER CIRCUIT COURT	532.17
161081	2/7/2019	WASHINGTON STATE SUPPORT REGISTRY	444.15
161278	2/21/2019	FAMILY SUPPORT REGISTRY	496.14
161334	2/21/2019	STATE OF WYOMING DFS/CSES	1,797.12
161347	2/21/2019	WASHINGTON STATE SUPPORT REGISTRY	444.15
W/T	2/5/2019	PAYROLL 3	1,400,000.00
W/T	2/15/2019	PAYROLL 4	1,400,000.00
161423	2/27/2019	MHSC - PETTY CASH	31.00
161109	2/13/2019	CARDINAL HEALTH PHARMACY MGMT	771,339.86
161236	2/21/2019	DR. ALICIA GRAY	3,000.00
161395	2/27/2019	DR. EDWIN TAYLOR	533.81
161442	2/27/2019	DR. PRACHI PAWAR	2,350.73
161064	2/7/2019	TENNY HANSON	15,000.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

161079	2/7/2019	DR. VIDYA RAJ KRISHNAMURTHY	11,604.27
161014	2/7/2019	LUDWIG KRONER, M.D.	28,040.20
161065	2/7/2019	TERRY DONALDSON, M.D.	10,584.00
161089	2/7/2019	JOHN A. ILIYA, M.D.	17,500.00
161013	2/7/2019	LOCUM TENENS.COM	16,688.01
161046	2/7/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23
160968	2/7/2019	SWEETWATER PEDIATRICS	6,854.18
161092	2/13/2019	ADVANCED MEDICAL IMAGING, LLC	31,600.00
161326	2/21/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23
161359	2/21/2019	UNIVERSITY OF UTAH HEALTH CARE	92,211.50
161350	2/21/2019	WYOMING PATHOLOGY	15,000.00
161466	2/27/2019	THE SLEEP SPECIALISTS	11,250.00
161077	2/7/2019	US DEPARTMENT OF EDUCATION	156.35
161266	2/21/2019	DEPARTMENT OF EDUCATION	4,426.95
161268	2/21/2019	DISCOVER STUDENT LOANS	519.64
161270	2/21/2019	DRB EDUCATION FINANCE	5,833.33
161281	2/21/2019	FEDLOAN SERVICING	11,712.49
161286	2/21/2019	GREAT LAKES	11,225.00
161310	2/21/2019	NAVIENT	5,869.25
161311	2/21/2019	NAVIENT	1,500.00
161312	2/21/2019	NELNET LOAN SERVICES, INC	719.89
161345	2/21/2019	US DEPARTMENT OF EDUCATION	156.34
161348	2/21/2019	WELLS FARGO EDUCATION FINANCIAL SERVICES	5,769.26
161297	2/21/2019	DR. JACQUES DENKER	6,498.33
161446	2/27/2019	RESERVE ACCOUNT	5,000.00
161006	2/7/2019	JOINT COMMISSION RESOURCES	9,145.00
161009	2/7/2019	KEITH WILLIAMS & ASSOCIATES, INC.	7,500.00
161025	2/7/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63
161034	2/7/2019	P3 CONSULTING LLC	101.25
161145	2/13/2019	MILE HIGH MOBILE PET	6,670.00
161300	2/21/2019	KEITH WILLIAMS & ASSOCIATES, INC.	2,067.00
161398	2/27/2019	CE BROKER	239.65
161384	2/27/2019	CLEANIQUE PROFESSIONAL SERVICES	4,650.00
161478	2/27/2019	WYOMING DEPARTMENT OF HEALTH	316.00
EFT000000004628	2/27/2019	SWEETWATER MEDICS LLC	8,100.00
EFT000000004631	2/27/2019	WESTERN STAR COMMUNICATIONS	797.70
161451	2/27/2019	DR. SIGSBEE DUCK	35,000.00
161041	2/7/2019	RADIATION DETECTION COMPANY	85.75
161322	2/21/2019	RADIATION DETECTION COMPANY	456.75
160961	2/7/2019	BRACCO DIAGNOSTICS INC	718.23
161015	2/7/2019	CURIUM US LLC	861.70
161106	2/13/2019	BRACCO DIAGNOSTICS INC	969.72
161253	2/21/2019	BRACCO DIAGNOSTICS INC	1,257.45
161375	2/27/2019	BRACCO DIAGNOSTICS INC	754.48

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

161411	2/27/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	2,540.00
EFT000000004556	2/7/2019	LANTHEUS MEDICAL IMAGING, INC	13,648.20
EFT000000004580	2/13/2019	LANTHEUS MEDICAL IMAGING, INC	3,202.05
EFT000000004582	2/13/2019	PHARMALUCENCE, INC	2,322.00
EFT000000004599	2/21/2019	LANTHEUS MEDICAL IMAGING, INC	3,202.05
EFT000000004597	2/21/2019	GE HEALTHCARE INC	4,632.30
EFT000000004623	2/27/2019	PHARMALUCENCE, INC	298.00
EFT000000004618	2/27/2019	GE HEALTHCARE INC	4,632.30
160954	2/7/2019	DR. BANU SYMINGTON	1,773.35
161011	2/7/2019	DR. LAWRENCE LAURIDSEN	2,791.60
161049	2/7/2019	DR. SIGSBEE DUCK	1,473.53
161003	2/7/2019	ISRAEL STEWART, DO	195.00
161005	2/7/2019	JOCELYN PALINEK	174.99
161020	2/7/2019	MELISSA JEWELL	183.74
161058	2/7/2019	STEVEN CROFT, M.D.	926.70
160993	2/7/2019	GINA ELKINS	73.44
160996	2/7/2019	HOLDIN MUNIZ	482.51
161161	2/13/2019	ROB FAIR	214.20
161162	2/13/2019	ROBIN SNOWBERGER	24.99
161095	2/13/2019	AMBER FISK	32.00
161174	2/13/2019	TONIA GAILEY	1,600.00
161254	2/21/2019	BRYAN BEAR	600.37
161257	2/21/2019	CARLEY PECOLAR	149.00
161274	2/21/2019	EMILY JAMES	149.00
161276	2/21/2019	EVAN PRUETT	50.00
161298	2/21/2019	JENNIFER TAYLOR	1,539.19
161299	2/21/2019	JODI CORLEY	1,193.47
161389	2/27/2019	DEBORAH DEFAUW	200.00
161393	2/27/2019	DONALD ADAMS	148.74
161449	2/27/2019	ROB FAIR	214.20
161413	2/27/2019	JANAE GALE	27.43
161007	2/7/2019	JOSEPH J. OLIVER, M.D.	681.77
161067	2/7/2019	TIFFANY MARSHALL	291.30
161016	2/7/2019	MARIANNE SANDERS	14.28
W/T	2/7/2019	ABG 2/7/19	162,190.85
W/T	2/21/2019	ABG 1/24/19	172,302.05
161357	2/21/2019	STATE OF WYO.DEPT.OF REVENUE	1,294.24
W/T	2/26/2019	HUNTINGTON BANK	10,000.00
161434	2/27/2019	OVERLAND STAGE STAMPEDE	2,000.00
161036	2/7/2019	PEOPLE FOR KIDS	100.00
161341	2/21/2019	UINTA COUTNY SCHOOL DISTRICT #4	400.00
161425	2/27/2019	MOBILE INSTRUMENT SERVICE	814.75
160949	2/7/2019	ALI MED INC	225.66
161002	2/7/2019	INTEGRA SURGICAL	277.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

2/28/19

161051	2/7/2019	SMITH & NEPHEW ENDOSCOPY INC	1,195.42
161060	2/7/2019	STRYKER ENDOSCOPY	1,723.20
160976	2/7/2019	CR BARD, INC	333.31
161027	2/7/2019	NANOSONICS, INC	643.00
161093	2/13/2019	ALI MED INC	298.77
161115	2/13/2019	CONMED LINVATEC	270.04
161117	2/13/2019	COOPER SURGICAL	309.37
161119	2/13/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,063.55
161167	2/13/2019	STRYKER ENDOSCOPY	642.00
161170	2/13/2019	SYNTHES LTD	5,654.88
161147	2/13/2019	NANOSONICS, INC	125.00
161263	2/21/2019	CONMED LINVATEC	270.04
161328	2/21/2019	SMITH & NEPHEW ENDOSCOPY INC	997.00
161336	2/21/2019	STRYKER ENDOSCOPY	2,438.00
161338	2/21/2019	SYNTHES LTD	3,447.84
161273	2/21/2019	EMERSON HEALTHCARE, LLC	685.00
161388	2/27/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	750.00
161428	2/27/2019	NANOSONICS, INC	588.00
161460	2/27/2019	STRYKER ENDOSCOPY	678.40
EFT000000004549	2/7/2019	COOPER SURGICAL	635.03
EFT000000004577	2/13/2019	COOPER SURGICAL	578.79
EFT000000004596	2/21/2019	COOPER SURGICAL	1,012.86
EFT000000004615	2/27/2019	COOPER SURGICAL	341.15
161374	2/27/2019	BLUE ENDO	279.78
161156	2/13/2019	PROFESSIONAL RESEARCH CONSULTANTS	1,500.00
160966	2/7/2019	CSG, LLC	3,836.04
161001	2/7/2019	INSYNC	17.00
161010	2/7/2019	LANGUAGE LINE SERVICES	476.79
161414	2/27/2019	LANGUAGE LINE SERVICES	313.29
161157	2/13/2019	QUARTERMASTER	245.73
161260	2/21/2019	CHOTA OUTFITTERS, LLC	141.90
160953	2/7/2019	AT&T	5,264.01
161045	2/7/2019	ROCK SPRINGS MUNICIPAL UTILITY	11,792.69
161094	2/13/2019	ALL WEST COMMUNICATIONS	4,127.35
161099	2/13/2019	AT&T	104.68
161100	2/13/2019	AT&T	84.06
161158	2/13/2019	CENTURY LINK	3,682.24
161164	2/13/2019	ROCKY MOUNTAIN POWER	37,068.43
161321	2/21/2019	CENTURY LINK	34.32
161269	2/21/2019	DISH NETWORK LLC	65.48
161320	2/21/2019	DOMINION ENERGY WYOMING	20,653.82
161443	2/27/2019	CENTURY LINK	5,751.29
161477	2/27/2019	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50
161057	2/7/2019	STERICYCLE, INC.	1,435.67

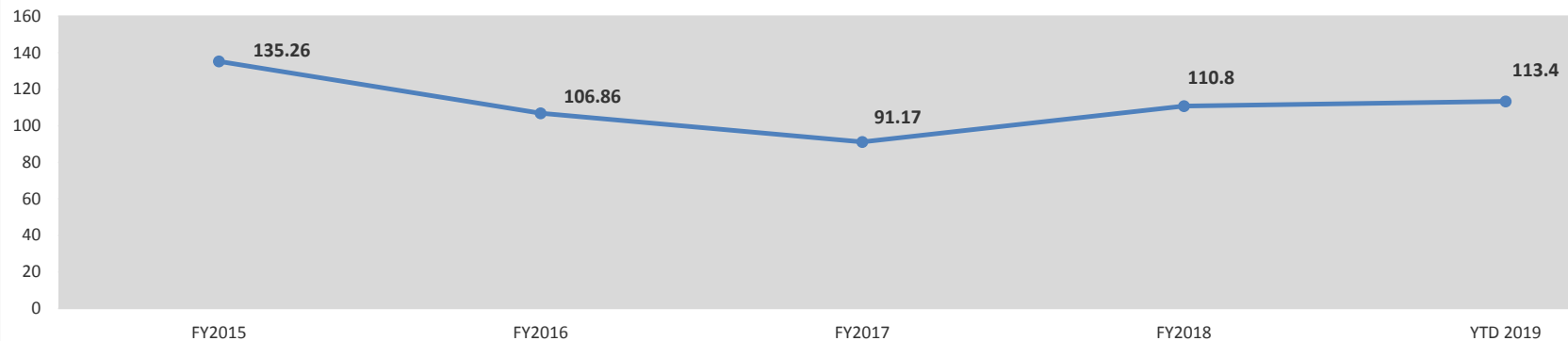
2/28/19

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
INVESTMENT SUMMARY AND CASH ON HAND REPORT
02/28/19**

	FINANCIAL		INTEREST					
	INSTITUTION	TYPE	RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	1/31/2019
	BANK OF WEST	Money Market	0.300%					351
	UINTA BANK	Money Market	2.406%					1,002,746
	KEYBANK	US Govt Bonds	1.488%					7,129,572
	MBS	US Govt Bonds, CD's	2.330%					5,816,538
	WELLS FARGO	CD's	3.080%					1,511,933
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	2.284%					2,304,453
	WYOSTAR - Boice Fund	US Govt Bonds	2.284%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	2.284%					108,245
TOTAL				21,459,601	17,950,252	16,986,416	17,079,273	17,873,879
	Operating Cash							4,671,024
	Plant and Building Cash							14,159
	Foundation Unrestricted Cash							2,396,242
	TOTAL FOR "DAYS CASH ON HAND"							24,955,304

DAYS OF CASH ON HAND



**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending February 28, 2019**

Vouchers Submitted by MHSC at agreed discounted rate		
July 2018		\$25,263.47
August 2018		\$19,080.15
September 2018		\$16,565.76
October 2018		\$22,530.05
November 2018		\$17,397.84
January 2019		\$37,526.68
February 2019		\$34,636.91
County Requested Total Vouchers Submitted		<u>\$173,000.86</u>
Total Vouchers Submitted FY 2019		\$173,000.86
Less: Total Approved by County and Received by MHSC FY 2019		\$100,837.27
Total Vouchers Pending Approval by County		<u><u>\$72,163.59</u></u>

FY19 Title 25 Fund Budget from Sweetwater County	\$338,580.00
Funds Received From Sweetwater County	<u>\$100,837.27</u>
FY19 Title 25 Fund Budget Remaining	\$237,742.73
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY19 Maintenance Fund Budget from Sweetwater County	\$1,063,752.00
County Maintenance FY19 - July	\$13,120.28
County Maintenance FY19 - August	\$48,851.71
County Maintenance FY19 - September	\$21,866.14
County Maintenance FY19 - October	\$24,844.65
County Maintenance FY19 - November	\$23,729.06
County Maintenance FY19 - December	\$59,200.07
County Maintenance FY19 - January	\$98,522.57
Retaining Wall FY19 - February	\$298,609.30
	<u>\$588,743.78</u>
FY19 Maintenance Fund Budget Remaining	<u><u>\$475,008.22</u></u>

Finance and Audit Committee

IT report

March 2019

Rich Tyler

1. Continuing work on auditing software implementation. Currently looking at a go-live in May 2019.
2. Continuing working with the Cancer Center team and Pharmacy team to implement the new Looking Glass software. Also working to implement Varian Aria for the medical oncology department. Possible go-live in June 2019.
3. Continuing to work with the state of Wyoming HIE (Health Information Exchange). We are still testing out interfaces, and working on getting the correct formatting of the data.
4. Continuing work on the telehealth project.
5. Continuing to work on printer consolidation project to reduce costs.
6. Currently working to bring outpatient EMDs software in-house. We will soon be running this software on our own servers and saving money on hosting costs. We are hoping to have this completed by the beginning of April 2019
7. Had a kick-off call to start the implementation of the MUSE software for cardiac-rehab. This software will be used for EKGs, stress tests, etc.
8. Watched a demo of Nuance Clinical Coding software which will greatly enhance the ability for our HIM department to code medical charts more efficiently.
9. Watched multiple demos of secure-texting software packages, and are planning to present options to senior management in the coming weeks.
10. Currently working with the Utah HIE (Health Information Exchange) to upgrade our DIRECT send messaging system we use to send clinical documents to other health facilities securely.
11. Attending multiple presentations regarding the marketing department's website project that is coming in the next few months.

IT News and Info:

1. In a recent poll provided by Kaiser Family Foundation shows that 1 in 5 patients have noticed that had errors in the electronic health records.
2. Arizona Medicaid program sent the personal health information of 3,146 patients to incorrect home addresses. They were forced to notify the patients. The forms that were sent contained names and dates of birth, but not social security numbers. Arizona Medicaid provides benefits to 1.87 million people.
3. A Massachusetts hospital had to notify 6,300 patients of a vendor data breach. The vendor, who helps hospitals collect payments, sent the patient files to an unauthorized third party.
4. A North Carolina EMS company had to alert 20,000 patients of a recent foreign cyber attack that may have compromised their health record systems. The patients were offered a free identity theft protection service, which seems to be the normal course of action.
5. The Chicago Tribune reported that healthcare providers spent about 5 percent of their IT budgets on security last year. Alarming to know, as 82% of hospitals reported breaches.



Approved: 06/2016
Review Due: 06/2019
Document Area: Fiscal Services
Reg. Standard:

Review and Approve Financial Statements

STATEMENT OF PURPOSE -

To ensure an appropriate and consistent process to review and approve general ledger journal entries, monthly and yearly reconciliations, month end and year end financial statements.

POLICY -

Monthly general ledger journal entries prepared by staff accountants are reviewed and approved by the Controller. Each entry is reviewed and documented for approval by the Controller. Monthly general ledger journal entries prepared by the Controller are reviewed and approved by the CFO. Each entry is reviewed and documented for approval by the CFO.

Monthly and yearly reconciliations prepared by staff accountants are reviewed and approved by the Controller. Each reconciliation is reviewed and documented for approval by the Controller.

Monthly and yearly financial statements are prepared by the Controller and are reviewed and approved by the CFO. They are submitted to the Finance and Audit Committee of the Board of Trustees for approval and then submitted to the full Board of Trustees for final approval.

REFERENCES

Attachments:

No Attachments

Approval Signatures

Approver	Date
Irene Richardson: Chief Financial Officer	06/2016
Tami Love: Controller	06/2016

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B&G Chairman Report for March 2019

Maintenance Metrics

Total Work Orders

Facilities reported a reduction of 52 total work orders. This significant step change can be attributed to the review and update of the work order system.

Active Work Orders Aged in Excess of 30 days

This metric had a 32% step change reduction (59 work orders) for the month. The majority of these work orders are standing preventive maintenance work orders. This significant step change is a result of the review and update of the work order system. Most of the change being the removal of preventive maintenance work orders that are no longer applicable

Monthly Open Work Orders Aged 30 Days and Less

This metric showed normal variation for the month.

Metric Report

Facilities have developed a metric tracking sheet that will be a part of the Facilities Director's report.

Project Risk Ranking

The project risk ranking report has been updated and will be included in the March Board Packet.

The Board should note the following.

- Projects are listed by rank only.
- Risk rank order **is not** the time orders for completion. Time order for completion can only be determined by the Finance and Audit committee as only they know funding stream availability.
- Projects currently funded and underway are not included in the updated risk rank.
- The risk rank element entitled "political" needs some explanation. It is defined as a project that the CEO or other leader has asked to be given priority. That request may have been generated because of issues such as business strategy, patient satisfaction, or as an aide to a quality or other type of initiative.

Dr. Sowada counseled Facilities personnel to have basic financial analysis available when they take projects before the Finance and Audit Committee. I echoed my agreement with Dr. Sowada's advice.

The next B&G Committee meeting is scheduled for Tuesday April 16, 2019

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
3/19/2019

Voting Board Committee Members Present: Ed Tardoni, Barbara Sowada

Voting Staff Committee Members Present: Jim Horan, Irene Richardson

Non-Voting Committee Members Present: Gerry Johnston, Stevie Nosich

Invited Guests: None

Minutes taken by: Jim Horan

Location: Classroom 1

Time Started: 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1, Number of open W/O?	156	J. Horan/ S. Nosich	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 123 ≥ 30 days = 33	J. Horan/ S. Nosich	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Projected slightly more due to snow removal season.	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Projected slightly over budget for the month due to maintenance expenses already scheduled.	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Clean laundry room to be created within existing laundry area..	J. Horan	Give update.	Review next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall. 2. Seal mechanical room floor.	J. Horan	1. Bid received. Pending approval at 2/26/19 board meeting 2. Completed	1. Review next meeting. 2. Drop from agenda
Utility systems upgrades	Engineering approved for central plant upgrade. RFP sent to specialty engineers and architects for plan support.	J. Horan	Engineering timeline established. Final design submittal 6/21/2019.	Review next meeting.
LED parking lot lighting	Light fixtures have arrived. Installation to be completed in spring 2019	J. Horan	Noted	Review next meeting
PP presentation	Showed FY20 Capital budget items submitted to Senior Leadership	J. Horan	Noted	None
Time Adjourned: 4:30P				
Next Meeting: April 19, 2019 3:30P-4:30P				
Respectfully Submitted: Jim Horan				

FY19 PRIORITIZED CAPITAL LIST
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MHSC Facilities Risk Assessment Tool			
FACTOR		RANGE OF VALUES (weighted)	VALUE
1. Compliance (Life Safety)		0= low need; 5= highest need (X2)	
2. Probability of Failure		0= low risk; 5= failure is imminent	
3. Human Property or Business impact of failure		0= low risk; 5= catastrophic (X2)	
4. Timeliness		0= low need; 5= immediate need	
5. Political need		0= none; 5= urgent need (X3)	
TOTAL			

EXPLANATION OF TERMS:

- Factor #1--Compliance (Life Safety)**—Need based on accreditation or on threats to the life safety elements as defined by code. 0= low need; 5 = highest need, failure results in severe threat to life and/or loss of accreditation. Multiply assessment value by 2
- Factor #2--Probability of failure**—Need based on likelihood of failure. 0 = no risk; 5 = failure is imminent.
- Factor #3--Impact of failure**—Need based on the result of failure to business and people. 0 = no risk, inconvenience; 5 = catastrophic, failure results in substantial loss to people or business function. Multiply assessment value by 2.
- Factor #4--Timeliness**—Need based on the expediency of performing this project/work. 0= lowest need; 5= immediate need, postponing results in substantial loss or difficulty on one or more levels.
- Factor #5—Political Need**—Need communicated by Senior Leadership. 0= no political imperative; 5= vitally urgent. Multiply assessment value by 3.

1	Nnon-compliant Bulk Oxygen System (resolution of three (3) issues).	<p>◆ ISSUE #1 = (Remove offending wooden Gorunds shed and build new, in an approved location). Our current Grounds shed is located too close to our bulk oxygen storage tank and system. This request is to remove the existing shed and build a new lean-to attachment to our carpenter-shop building.</p> <p>◆ ISSUE #2 = (Resolve deteriorating concrete pad and security fencing). the existing Bulk oxygen System is located on a disintegrating concrete pad. As we address the non-compliant Grounds-shed issue above, the concrete pad and security protection for the bulk oxygen will also be addressed (new ad, new chain link fence, etc.). A complinac issue.</p> <p>◆ ISSUE #3 = (INcreased storage space for vehicle attachments). Vehicle attachments like sweepers, snow plows, slat spreader, forklift attachments and so forth are currently stored outside in the "elements". This request will provide a place to store attachments under cover.</p>	<ul style="list-style-type: none">•Code compliance/ hazard•Protect equipment.•Increase equipment life-span.•Increased storage area for other uses.•Eliminate the eye-sore and clutter of all the attachments <p>◆Rating: 1... 5X2 = 10 2... 5 3... 2X2 = 4 4... 5 5... 0 Total = 28</p>	\$ 180,000
2	Roof Fall Protection System	<p>The current roof has several code issues regarding fall protection for contractors and staff. OSHA regulations are quite specific about these fall issues and MHSC needs to provide adequate protection for all entities. We also install and then remove Christmas lighting around the perimeter of the roof each year. This request is for a fall restraint cabling system that will extend around the perimeter of the roof for workers to "tie-off" in an approved manner, therby restraining them from falling.</p>	<ul style="list-style-type: none">•Safety for workers•This system meets OSHA requirements.•Cost avoidance - recovery from OSHA fines, Workman Comp claims and possible civil suit. <p>◆Rating: 1... 5X2 = 10 2... 1 3... 5X2 = 10 4... 5 5... 0 Total = 26</p>	\$ 291,000
3	Replacement of S3 (including OR renovation)	<p>"S" class units are 35 plus years old, inefficient and unable to properly regulate temps. They are sized inappropriately for the demand, given the evolving nature of health-care over the decades and the massive changes from the 2008 renovation. These units are fatigued, with improper/faulty controls. They supply conditioned air to the core of the original hospital and their replacement is essential. Each year that goes by makes their failure more imminent. S3 is running at 100% capacity and is barely providing sufficient room air exchanges as defined by code. Whenever these air exchange amounts fall-out of range, several OR suites cannot be used. The replacement of this unit is critical.</p> <p>The OR area itself is in sore need of renovation. Tile walls and coved flooring are damaged; HVAC system is barely adequate with inadequate controls for temperature, humididty and room pressurization. Sterile processing falls under constant scrutiny from surveyors due to poor layout. The only sure pirce to date is for the architectural and engineering work (~\$100K). This will define the yet-to-be-determined scope of work and an estimate for that work.</p>	<ul style="list-style-type: none">•Reduce utility costs•Prevent failure of essential systems and spaces.•Compliant air exchange rates•Proper freeze protection for units•Reduce filter replacement•Accurate comfort control•Greatly reduce maintenance costs <p>◆Rating: 1... 5X2 = 10 2... 2 3... 4X2 = 8 4... 2 5... 1X3 = 3 Total = 25</p>	\$1,000,000 for S-3 replacement; Roughly estimated \$1,300,000 for OR renovation for a total of \$2,300,00.

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4	Replace S1 HVAC unit including Laundry Upgrade	<p><u>REPLACE "S1":</u> is almost 40 years old, inefficient and unable to properly regulate temp. It is sized inappropriately for the demand, given the evolving nature of health-care over the decades and the massive changes done during the 2008-10 renovation. This unit is fatigued, with improper/faulty controls. Its replacement is essential. Each year that goes by makes its failure more imminent.</p> <p><u>Laundry Upgrade:</u></p> <ul style="list-style-type: none"> • Lint issues to be resolved with a new lint collector with all new duct-work entering and exiting this collector. Also, re-duct room exhaust separating it from the dryer exhaust (present configuration is a code violation). • Installation of new dryer (purchased in 2012). • Re-pipe steam distribution lines into dryers and ironer to remedy condensate issues. • Install new controls for ironer to eliminate need for staff to manually turn steam valves (very dangerous). • Provide proper conditioned air for staff. • Create a clean linen storage room within the laundry area; with proper air pressurization differential. • Re-design proper separation between dirty/clean washing machine area. • Remove asbestos floor tiles and re-floor entire area. • Facelift the entire area (new paint, ceilings, etc.) 	<p><u>REPLACE "S1":</u></p> <ul style="list-style-type: none"> •Reduce utility costs •Prevent failure of essential systems and spaces. •Compliant air exchange rates •Proper freeze protection for units •Reduce filter replacement •Accurate comfort control •Greatly reduce maintenance costs <p><u>LAUNDRY UPGRADE:</u></p> <ul style="list-style-type: none"> •Provide code compliant lint collection and separation •Resolve the very dangerous practice of manipulating steam valves by staff •Enable installation of our new dryer •Resolve code issues regarding separation of clean linen •Provide adequate conditioned air for staff •Remove asbestos floor tiles •More efficient work space and work flow <p>♦Rating: 1... 4X2 = 8 2... 1 3... 4X2 = 8 4... 2 5... 1X3 = 3 Total = 23</p>	\$ 1,850,000
5	Tunnel Assessment	<p>Original tunnel connecting the central powerhouse to the hospital facility has had some issues in the past. Failed steam expansion joints that are inaccessible, some deterioration of concrete. Tunnel access is also an issue. This item is for a tunnel assessment, not for any remediation. The risk ranking is based on tunnel failure, which is truly an unknown, but unlikely (see rankings in the next column). Whole tunnel failure would be catastrophic as all steam, condensate, chilled water, plus our city water central line runs through the tunnel.</p>	<ul style="list-style-type: none"> •Assess tunnel condition and viability •Prevent failure of essential systems. <p>♦Rating: 1... 5X2 = 10 2... 0 3... 5X2 = 10 4... 0 5... 0 Total = 20</p>	\$ 15,000
6	Replacement of "S6"	<p>"S" class units are 40 plus years old, inefficient and unable to properly regulate temps. They are sized inappropriately for the demand, given the evolving nature of health-care over the decades and the massive changes from the 2008 renovation. These units are fatigued, with improper/faulty controls. They supply conditioned air to the core of the original hospital and their replacement is essential. Each year that goes by makes their failure more imminent.</p> <p><u>S6</u> is old and grossly inefficient, barely able to provide conditioned air to Medical Imaging, especially in the hottest months. Patients, staff and equipment suffer when this antique unit is taxed.</p>	<ul style="list-style-type: none"> •Reduce utility costs •Prevent failure of essential systems and spaces. •Compliant air exchange rates •Proper freeze protection for units •Reduce filter replacement •Accurate comfort control •Greatly reduce maintenance costs <p>♦Rating: 1... 1X2 = 2 2... 3 3... 4X2 = 8 4... 2X2 = 4 5.. 0 Total = 17</p>	\$ 1,100,000

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7	New Underground Storage Tank (UST) for additional emergency supplies of diesel fuel	Existing UST has the capacity to supply either the Emergency Diesel Generator (EDG) <u>OR</u> the boilers for 96 hours, but not both.	<ul style="list-style-type: none"> •TJC standards stipulate the ability to run essential functions, like our boilers and EDG, 96 hours independently. If we lost <u>both</u> RMP and Questar we would not have enough diesel fuel to meet this obligation. •The current system has a single point of failure, having only one single transfer point to pump fuel from the UST to EDGs or boilers. •Will also support the long range plan of having the whole hospital electrical load on the Emergency Branch, supplied by EDGs during RMP failure. <p>♦Rating: 1... 2X2 = 4 2... 1 3... 5X2 = 10 4... 1 5... 0 Total = 16</p>	\$ 400,000
8	Engineering for Generator Building fire suppression	Fire suppression for this building has been part of "FM Global's" recommendations since 2011 ("FM Global" is our insurance provider).	<ul style="list-style-type: none"> •This engineering will assure full compliance with all codes and may even mitigate the final cost of any needed suppression. <p>♦Rating: 1... 3X2 = 6 2... 1 3... 3X2 = 6 4... 2 5... 0 Total = 15</p>	\$ 12,000
9	New Plow Truck	Existing 2001 plow truck has had multiple mechanical failures, and has been the object of more and more maintenance to keep it operational. This proposal is for a new truck of similar size and performance.	<ul style="list-style-type: none"> •Snow removal and ice treatment is essential. We must have equipment to perform the work. <p>♦Rating: 1... 1X2 = 2 2... 3 3... 3X2 = 6 4... 2 5... 0 Total = 13</p>	\$ 62,000
10	Resolution of air pressurization for Lab and Fiscal Services.	The air pressurization differential between the Lab/ Fiscal Services and the Main Corridor have been an ongoing issue for some time. It causes corridor doors to not close properly and even a wind-chill effect for those who work at the pay window. We have a partial engineered plan to resolve this issue.	<ul style="list-style-type: none"> •Resolve air pressurization differential issues. •Proper heating and cooling regulation <p>♦Rating: 1... 1X2 = 2 2... 2 3... 2X2 = 4 4... 2 5... 1x3 = 3 Total = 13</p>	\$ 215,000
11	Engineering for Ambulance Bay Drains	Our ambulance bays do not have proper floor-drains to capture sand, oil and grease. Since 2012 when this issue came to light, we have mitigated it with signage informing ambulance personnel that our bays are not for cleaning purposes... not for hosing-off their vehicles. This caution eliminates contamination from this source but not from accidental leakage. This is a substantial code issue that was neglected with our 2008-10 renovation. The city requires waste water testing quarterly in order to assure that there are no improper levels of toxins and chemicals discharged. This Ambulance bay issue could be a potentially large problem, resulting in DEQ or EPA sanctions and fines. This proposal is for engineering only.	<ul style="list-style-type: none"> •Eliminates the risk of EPA fines •Eliminates the risk with the local sewer district <p>♦Rating: 1...4X2 = 8 2... 3 3... 1 4... 1 5... 0 Total = 13</p>	\$ 17,000

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12	"Ventrac 3400Y" lawn Tractor	Our current lawn mower is in sad shape. This request would allow us to purchase a substantial lawn tractor that could also be fitted with snow removal equipment to make it a true 4-season tool.	<ul style="list-style-type: none"> •Efficiency •Replace faulty equipment •Improve usefulness of tool •Improve productivity ♦Rating: 1... 1X2 = 2 2... 2 3... 1X2 = 2 4... 2 5... 1X3 = 3 Total = 11	\$ 48,000
13	Engineering for "Window-wells"	The "window-wells" in the original hospital leak and are a catch-all for clutter.	<ul style="list-style-type: none"> •This engineering is for roofing over the window-wells with either a hard roof (converting the area into usable spaces) or skylights (converting the areas into atriums). Either way, the space becomes usable instead of a leaky catch-all. ♦Rating: 1... 1X2 = 2 2... 1 3... 1X2 = 2 4... 1 5... 1X3 = 3 Total = 9	\$ 10,000
14	Engineering for Emergency Diesel Generators	We know we have excess generator capacity. We need to have an engineering study to determine what additional non-emergency loads can be added to ensure "normal" operation of the hospital during a loss of power.	<ul style="list-style-type: none"> •To meet code, the generator can be connected to "normal" power loads so long as there is load stripping capability in the event that one of the generators is lost. •Need engineering review of existing loads and design work to connect "normal" loads. ♦Rating: 1... 1X2 = 2 2... 1 3... 1X2 = 2 4... 1 5... 1X3 = 3 Total = 9	\$ 135,000
15	B-level flooring	Remove Asbestos flooring on basement level of hospital and install new VCT. Tile in this are is ~40 years old. Due to freight and materials handling performed on the b-level, this tile is occasionally damaged creating a risk of friable ACM.	<ul style="list-style-type: none"> •Restore b-level flooring to proper condition ♦Rating: 1... 2X2 = 4 2... 1 3... 1X2 = 2 4... 1 5... 0 Total = 8	\$ 80,000
16	Shredder System for autoclaved hazardous waste	The days of having our hazardous waste stored and then transported to an approved disposal site (at tremendous cost) are behind us. But the ability to properly treat this waste is still ahead of us. We now autoclave (sterilize) this waste, compact it, and then dispose of it at our sanitary landfill. However, the ability to shred this waste after sterilization would maximize our efforts and provide a waste product that is better suited for our landfill. This request is for the engineering and equipment as well as expanding our processing building to accommodate this improved operation.	<ul style="list-style-type: none"> •Improved work flow. •Suitable waste product for our landfill. •Sharps to be properly processed for disposal. ♦Rating: 1... 1X2 = 2 2... 1 3... 2X2 = 4 4... 1 5... 0 Total = 8	\$ 350,000
17	Parking lot revision	This revision will provide 20 new parking spaces near our front entrancel It will also redesign our entrance roadways to resolve confusion. Plans are available and project proposals have been received.	<ul style="list-style-type: none"> •New parking spaces. •Redesigned front entrance roadway to resolve confusion. ♦Rating: 1... 1X2 = 2 2... 1 3... 2X2 = 4 4... 1 5... 0 Total = 8	\$ 344,000

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18	Repair asphalt, seal cracks and seal coat assorted areas at 1200 College Drive and 3000 College Drive.	These parking lots have numerous patches or damaged asphalt. This proposal will fix, repair, seal and stripe for a fesh new look and to extend the life of th easphalt at both locations.	<ul style="list-style-type: none"> •Extend life of paved parking areas. ♦Rating: 1... 1X2 = 2 2... 1 3... 1X2 = 2 4... 1 5... 0 Total = 6	\$ 42,500
19	New tables for classrooms	Classroom tables are hard to move, hard to relocate. Some are in poor shape. This is to replace all 22 tables with new tables designed to be moved easily and set-up easily.	<ul style="list-style-type: none"> •Easily moved and set-up •Improve utility and appearance. ♦Rating: 1... 0 2... 1 3... 1X2 = 2 4... 1 5... 0 Total = 4	\$ 13,200

Priority	Description	Justification	Benefit	Cost
CAPITAL REQUESTS FOR OTHER DEPARTMENTS				
	Remodel Rad-Room 3 (with room 2)	With the purchase of a new x-ray machine for Rad-Room 3, there will be necessary work in the room itself to be done: <ul style="list-style-type: none"> •With any new upgrade, room 3 and room 2 will become combined to make one large room •Major overhaul of the the electrical system including branch circuits and lighting. •Wall removal and reconfiguration, lead shielding retrofit involved. •An entirely new ceiling installed. •New flooring. •New sprinkler layout. •New HVAC duct layout and controls. Ductboard is likely to be removed and remediated. •Removal/ reconfiguration of piped gas. •Reconfiguration of nurse call system. •All new paint and upgrade bathroom. 	<ul style="list-style-type: none"> •Upgrades to systems, including energy efficient controls for unoccupied modes. •Along with the latest equipment, the room will be refreshed with appealing décor and will operate like a well-tuned machine. 	\$ 410,000
	Remodel Rad-Room 4	With the purchase of a new x-ray machine for Rad-room 4, there will be necessary work in the room itself to be done: <ul style="list-style-type: none"> •The new machine will liekly require new raceways installed for the new cabling requirements. •There will need to be a new ceiling installed to accommodate the new equipment layout. •New lighting and upgrades to the original branch circuit wiring will be necessary. •New flooring will be in order as well as a realignment of cabinetry. •New HVAC ductwork layout and controls. Likely some ductboard to be removed and remediated. •New sprinkler configuration is likely necessary. •All new paint and upgrade to the bathroom. 	<ul style="list-style-type: none"> •Upgrade to systems, including energy efficient controls for unoccupied modes. •Along with the latest equipment, the room will be refreshed with appealing décor and will operate like a well-tuned machine 	\$ 375,000
	Kitchen dish room	With the purchase of any new dishwasher, the dish room itself would need to be retrofitted to the new machine. This is an opportunity to correct some long-standing issues with that room:	<ul style="list-style-type: none"> •Accommodate new dish machine. •Improved work flow. 	\$ 30,000

B & G			
	Active W/O	Active W/O > 30 Days	Monthly open W/O
Reported 10/16	221	198	23
Reported 11/2018	224	201	23
Reported 12/18	218	197	21
Reported 01/19	201	188	13
Reported 02/2019	208	182	37
Reported 03/2019	156	123	33
Reported 4/2019			0
Reported 5/2019			0
Reported 6/2019			0
Reported 7/2019			0
Reported 8/2019			0
Reported 9/2019			0
Reported 10/2019			0
Reported 11/2019			0
Reported 12/2019			0



Approved: N/A
 Review Due: N/A
 Document Area: Corporate Compliance
 Reg. Standard:

Code of Conduct

STATEMENT OF PURPOSE

It is the policy of Memorial Hospital of Sweetwater County (MHSC) that all of the business be conducted according to high ethical standards, including compliance with applicable laws, rules, and regulations. This Code of Conduct (henceforth referred to as Code) is integral to the MHSC Compliance Plan and the provision of care and services that is consistent with the mission and vision of MHSC. This Code applies to any and all members of the workforce operating for or within MHSC. This includes employees, providers, volunteers and contractors.

TEXT

I. General

- A. The underlying principles of these standards are based on common sense, courtesy, ethical and legal conduct that are essential to govern the business of MHSC.
- B. It is important that the entire workforce understand these standards and abide by them daily.

II. PRINCIPLE 1 - Legal Compliance: We will strive to ensure all activity by or on behalf of the organization is in compliance with applicable laws.

- A. Employees and subcontractors are expected to follow these guidelines for compliance with applicable laws. Knowledge (first or second hand) or suspicion of any violation of any law, regulation or rule must be reported to the Compliance Hotline (307 ~ 362 ~ 5291) or other appropriate staff. MHSC employees:
 1. Will not solicit, receive or offer to give anything of value to anyone in exchange for referral of patients.
 2. Will not accept bribes or kickbacks of any kind intended to induce referrals.
 3. Will not make false statements or representations to any person or entity in order to gain or retain participation in a federal program or to obtain payment for any service.
 4. Will submit claims for reimbursement accurately and only for services rendered.
 5. Will not enter into any agreements with competitors to share or fix prices.
 6. Will maintain complete and accurate medical records to support all medical decisions.
 7. Will collect all applicable co-payments and deductibles in accordance with acceptable business practices.

8. Will store, dispense and transport all drugs and biologicals in accordance with accepted guidelines.
9. Will adhere to sound environmental and safety practices, including the proper handling of medical or hazardous waste.
10. Will respect our obligations as individuals and as health care providers, and neither express nor imply a promise of performance which we cannot reasonably expect to fulfill.
11. Will assure that all practices of write-offs, discounts, or forgiveness of debt are based solely on justifiable business practices and conform to federal and state statutes.

III. PRINCIPLE 2 - Quality of Care: We are committed to providing the highest quality of care and delivering services in an ethical manner. MHSC employees:

- A. Will treat patients with dignity, respect, and compassion at all times.
- B. Will provide high quality care to patients without regard to race, creed, age, gender, religion, national origin, or disability.
- C. Will honor the rights afforded to patients, advocates and family to receive education in a manner that is understandable and to provide informed consent for care.
- D. Will honor the right of patients, or their legal designees, to participate in decision making regarding their care, including refusing treatment to the extent permitted by law and being informed of the consequences of such action.

IV. PRINCIPLE 3 - Confidentiality: We shall strive to maintain the confidentiality of patient and other confidential information in accordance with applicable legal and ethical standards. MHSC employees:

- A. Will protect the confidentiality of patient information in accordance with all applicable laws and regulations. (Such as HIPAA)
- B. Will refrain from revealing any personal or confidential information concerning patients or members unless supported by legitimate business or patient care purposes.
- C. Information pertaining to our competitive position or business strategies, payment and reimbursement information, and information relating to negotiations with the workforce or third parties should be protected and shared only with those having a need to know such information in order to perform their job responsibilities.
- D. Will hold all investigatory information, data, and reports collected and/or made in connection with compliance issues in the highest confidence and not disclose such information outside of the confines of the activities of the Compliance Work Team or Compliance Committee of the Board of Trustees, except as is otherwise required by applicable law.
- E. Will ensure that information received in confidence is not used for personal gain and divulge no such information with the intent of giving or receiving an unfair advantage in a personal business transaction.

V. PRINCIPLE 4 - Valuing The MHSC Workforce: We value our workforce and are committed to their protection and success.

- A. MHSC shall afford all people equal employment and advancement opportunities without regard to age, gender, race, creed, national origin, religion, or disability.
- B. No form of harassment or discrimination will be permitted.

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- C. We shall treat each other with respect, dignity, and fairness.
- D. Sexual harassment, sexual advances, request for sexual favors or other verbal or physical conduct of a sexual nature that would create a hostile working environment are absolutely prohibited.
- E. We shall exhibit acceptable behaviors that enhance the quality with which we meet the mission of MHSC. Such behaviors include but are not limited to, those that help to promote quality in the work place, integrity, innovation, diversity in the work place and teamwork.
- F. We shall refrain from displaying inappropriate behaviors in the work place. Inappropriate behaviors are those that are disruptive to the work environment and interpersonal relationships and surroundings.

VI. PRINCIPLE 5 - Conflicts of Interest: We shall avoid conflicts or the appearance of conflicts of interest between our private interest and the fulfillment of our duties.

- A. No employee may represent MHSC in any transaction in which he or she or a member of their immediate family has a personal interest.
- B. We shall not disclose or use confidential, special or inside information of or about MHSC for personal profit or advantage.
- C. MHSC workforce shall disclose all potentially conflicting activities in the annual Conflict of Interest disclosure statement.
- D. We shall avoid any real or potential conflicts of interest and disclose, to the fullest extent possible, any significant proprietary or financial interest in any organization with which MHSC does business.

VII. PRINCIPLE 6 - Business Relationships: Business relationships with third parties shall be free from offers or solicitation of gifts or other inducements in exchange for influence or business.

- A. We will not *solicit* tips, personal gratuities or gifts from patients or vendors.
- B. We will not accept gifts, favors, services, entertainment or other things of value to the extent that decision-making of MHSC might be influenced. Similarly, the offer or giving of money, services or other things of value with the expectation of influencing the decision making process of any purchaser, supplier, customer, government official or other person by MHSC is absolutely prohibited.
- C. Employees may retain gifts from vendors that will not influence decision making which have a nominal value of less than \$50 per gift and \$300 per year in the aggregate. If there is any concern whether a gift should be accepted, the Compliance Department should be consulted.
- D. We shall recognize that character is the greatest personal asset in business and give it major consideration in the selection of individuals and companies with whom we do business.
- E. We shall take no action which would otherwise be suspect merely because it appears to be customary in a particular location or particular area of business activity.

VIII. PRINCIPLE 7 - Protection of Assets/Research: All employees will strive to preserve and protect the organization's assets by making prudent and effective use of MHSC resources and properly and accurately reporting its financial condition.

- A. MHSC has established control standards and procedures to ensure that assets are protected and properly used and that financial records and reports are accurate and reliable.
- B. All financial reports, accounting records, research reports, expense accounts, time sheets and other documents must accurately and clearly represent the relevant facts or the true nature of a transaction.

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- C. All employees are expected to refrain from converting assets of the organization to personal use.
- D. All property and business of the organization shall be conducted in the manner designed to further the organization's interest rather than the personal interest of an individual.
- E. Employees are prohibited from the unauthorized use or taking of equipment, supplies, materials or services.
- F. We shall collect and report scientific research validly and accurately, consistent with the Belmont report provisions.

IX. Responsibility and Enforcement

- A. All employees must abide by the principles set forth in this Code.
- B. Failure to abide by the principles set forth in this Code may lead to corrective action.
- C. Any suspected violation of this Code must be reported to the Compliance Officer, the Compliance Hotline, or other authorized reporting mechanism without the fear of retaliation.
- D. Reports of suspected violations may be made anonymously.
- E. All employees must understand that actions will be taken to uphold and enforce these standards.
- F. This standards set for in this Code are integral to the facility compliance program.
- G. This Code will be read and acknowledged in writing upon hire and annually.
- H. Employee acknowledgements shall be maintained in the employee file housed in Human Resource Department.
- I.

REFERENCES

Attachments:

No Attachments

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: **FIBERTECH**
2. Purpose of contract, including scope and description: **Contract for window-washing services for MOB and hospital. Window washing will be done at least twice during the year (ED skylights) and 6 times for ED front entrance and MOB ground level windows. Other windows done 3 times a year.**
3. Effective Date: **July 1, 2019**
4. Expiration Date: **June 30, 2019**
5. Rights of renewal and termination: **If we decide not to have this company wash windows we would just let them know their services are no longer are needed. We will pay for each washing as it is completed. Is this auto-renew?**
No
6. Monetary cost of the contract and is the cost included in the department budget? **3 washings x \$1846.00=\$5538.00 6 washings x \$2055.00=\$12330.00 2 washings x \$1287.00= \$2574.00 3 washings x \$2226.00= \$6678.00**
TOTAL \$27120.00
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not addressed but both parties are in Sweetwater County so Wyoming, Sweetwater County jurisdiction.**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **Corrina sought bids from other companies but no other company offers commercial window cleaning services.**

11. Is County Attorney review required? **no**

FIBERTECH
391 E. Flaming Gorge Way
Green River, WY 82935
875-5057

February 5, 2019

Memorial Hospital of Sweetwater County
P.O. Box 1359
Rock Springs, WY 82902

ATTENTION CORINNA ROGERS

Gentlemen:

Please accept this letter as **FIBERTECH's** contract for performing window-cleaning services at your facility located at 1200 College Hill Drive for fiscal year July 1, 2019 through June 30, 2020.

The window cleaning scheduling and pricing will be as follows:

Front, Back, and Southwest Side exterior windows, including Dialysis and Ambulance;
and MOB ground level exterior windows—
scheduled in September 2019, January 2020, and May 2020 \$1,846 per cleaning

Emergency Room, Front Entrance, and MOB ground level exterior windows—
scheduled in August 2019, October 2019, December 2019, February 2020,
April 2020, and June 2020 2,055 per cleaning

Emergency Room and Front Entrance Skylights interior windows,
including high dusting, light fixtures, and vent cleaning—
scheduled in August 2019 and March 2020 1,287 per cleaning

All levels MOB building exterior windows—
scheduled in July 2019, November 2019, and March 2020 2,226 per cleaning

Our total annual fee for these services will be \$27,120.

If this meets with your approval, please sign and return the enclosed copy. Thank you very much for the opportunity of serving you.

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Very truly yours,

Marcus B. Petersen

Marcus B. Petersen
Owner, **FIBERTECH**

Signed

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: **GAMMAWEST**

2. Purpose of contract, including scope and description: **Our current Radiation Oncologist, Dr. Zach Nicholas, will be leaving and his last day is April 19th. The purpose of this contract, with Gamma West, is to provide radiation oncologist coverage as we determine what will be the best long-term plan for physician coverage for the radiation oncology department. Gamma West employs a group of Radiation Oncologists (they are a well respected group of physicians who cover various centers in Utah, Idaho and Wyoming) and they will come onsite two days per week each week to see patients and they will remote log in the other work days to fulfill their other responsibilities to meet the needs of the department.**

3. Effective Date: **April 22, 2019**

4. Expiration Date: **One year from effective date.**

5. Rights of renewal and termination. **Without cause with 60 days written notice by either party** Is this auto-renew? **Unless terminated it will renew for successive 1-year terms**

6. Monetary cost of the contract and is the cost included in the department budget? **As outlined in the contract, Gamma West will invoice us each month for their services provided. We will pay a weekly fee of \$5769 during their scheduled week for all radiation oncology medical services. This will include the physicians from GammaWest coming onsite and remoting in, and we will pay a monthly on-call fee of \$1000 per month. We will also pay \$130/ hour, up to ten hours each month, for time spent doing medical director duties such as attending meetings, reviewing policies, etc. This cost for their services is reasonable. Their original quote was much higher and we negotiated it down significantly. We also compared prices to a similar group and their rates were**

much higher. We have the money in our budget for this because we will no longer be paying the salary of our full-time radiation oncologist. So we will be saving money.

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **State of Wyoming**

8. Any confidentiality provisions? **HIPAA compliance section**

9. Indemnification clause present? **Yes**

10. Is this contract appropriate for other bids? **We have looked into various options and we have determined that this is the most cost effective and best option for us at this time.**

11. Is County Attorney review required? **No**

**GAMMAWEST BRACHYTHERAPY, LLC
dba GAMMAWEST CANCER SERVICES**

PROFESSIONAL SERVICES AGREEMENT SERVICES

THIS PROFESSIONAL SERVICES AGREEMENT ("Agreement") is made and entered into by and between Gammawest Cancer Services ("Group") and Memorial Hospital of Sweetwater County ("Hospital"). Both Group and Hospital shall be mutually referred to as "Parties".

RECITALS

WHEREAS, Hospital currently does provide radiation oncology services in Rock Springs within the State Of Wyoming;

WHEREAS, Group employs physicians who are duly licensed and provide radiation oncology services in the State of Wyoming;

WHEREAS, due to upcoming unavailability of existing Hospital Radiation Oncologists, Hospital desires to contract with Group to provide Radiation Oncology Services on a locum tenens basis;

WHEREAS, Group has agreed to engage one or more locum tenens radiation oncologists (each a "Physician") to provide professional medical and other services to Hospital and Hospital is willing to accept said services, on the terms and conditions contained herein.

NOW THEREFORE, based on the preceding factors, and for and in consideration of the mutual covenants and agreements contained herein and other good and valid consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto covenant and agree as follows:

AGREEMENT

1. **DUTIES OF PHYSICIAN.**

(a) **Hospital approval of Physician.** Group shall engage Physician(s) to provide radiation oncology services, coverage and related administrative services described herein to Hospital pursuant to this Agreement (the "Services"). Group shall submit the Physician's CV to Hospital at least thirty (30) days before the Physician is first assigned to and scheduled to provide the Services at Hospital. Hospital shall approve or disapprove the Physician's assignment within ten (10) business days of receipt of the CV. Hospital may withdraw its approval of any Physician at any time, for any or no reason, upon at least five (5) business days prior written notice to Group. Group shall immediately remove any Physician for whom Hospital withdraws its approval, and replace such Physician as soon as reasonably possible. If approved, Group shall submit Physician for credentialing and privileging by Hospital's Medical Staff, pursuant to Hospital's Medical Staff Bylaws. Group agrees and acknowledges that the outcome of Hospital's Medical Staff credentialing and privileging process is uncertain, and Hospital makes no representation that any assigned Physician seeking medical staff membership or clinical privileges at Hospital will be approved by Hospital's Medical Staff. If Hospital withdraws its approval of any assigned

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Physician, Group shall ensure that the Physician immediately resigns all Medical Staff membership and clinical privileges granted to Physician to provide Services under this Agreement.

(b) **Schedule.** Once Physician has been granted medical staff membership and clinical privileges at Hospital, Group may assign the Physician to provide Services at Hospital, and schedule the Physician to provide the agreed-to days of coverage and to treat persons in need of radiation oncology services and presenting to Hospital. The Parties shall mutually agree upon a schedule for coverage as described above. Group agrees to adhere to, and shall ensure that Physician adheres to, such schedule and to abide by Hospital's reasonable policies with respect to schedule. Group shall provide the name of each physician who will be scheduled each day (the "Coverage Period") Current authorized users are Ryan Bair, MD., John Hayes, MD., Roger Hansen, MD., Brandon Fisher, D.O., Robert Harris, MD., and Lyle Harrison, MD. Any changes to the above users must first be added to the radioactive materials license and credentialed by the hospital prior to scheduling. During each Coverage Period, the designated Physician will be physically present in Hospital's facility, or its designated clinic during scheduled clinic hours and available by phone to the covered Physician for the full twenty-four (24) hours until the next scheduled Physician is available. During such periods, Physician will be available for advice, consultation and/or the performance of services to patients. Group shall ensure that Physician does not discriminate among patients in providing such services, including without limitation, on the basis of a patient's ability to pay, and without regard to a person's age, race, sex, creed, color, national origin or sponsor, religion, or disability.

(c) **Medical Staff Privileges.** At all times while this Agreement is in effect, Group shall ensure that each Physician maintains an active unrestricted Wyoming medical license, and unrestricted medical staff membership and clinical privileges at Hospital, as are required to fully perform the Services and Group's duties and obligations under this Agreement.

(d) **Compliance with Care Standards.** In furnishing the Services hereunder, the Group agrees to abide, and shall ensure that each Physician abides, by the following: (i) all applicable federal, state, local and other laws, rules and regulations, now in effect or later adopted; (ii) the Medical Staff Bylaws, Rules and Regulations and policies of Hospital's Medical Staff, and all administrative and ethical policies of Hospital, as such may be in effect and amended from time to time; (iii) the applicable standards and requirements of Joint Commission or any other accreditation agency of which Hospital notifies Group, and (iv) the reasonable requirements of third party payors, including health insurers for whom patients are eligible enrollees.

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(e) **Documentation.** Group agrees to ensure that each Physician timely prepares all necessary and appropriate records applicable to services provided under this Agreement, including applicable medical record entries and attestations concerning all examinations, procedures and other services performed by the Physician in the provision of services. All records shall be prepared and finalized in accordance with the time limits set out in Hospital and Medical Staff Bylaws, Rules and Regulations and policies, and in no event later than three (3) days after performing such

services. Group shall be responsible for and provide proof of professional liability coverage for each Physician in amounts no less than \$1,000,000 per occurrence and \$3,000,000 in the annual aggregate, with a company acceptable to Hospital. Such coverage shall provide for an extended period endorsement of coverage should the policy be terminated.

(f) **Group Warranties and Representations.** Group hereby warrants and represents to Hospital that, at all times during the term of this Agreement:

- i. No assigned Physician's ability to practice medicine, or authority and registration to prescribe controlled substances, in any city, state, county, or other jurisdiction has ever been revoked, limited, suspended or otherwise restricted in any manner. Proof of medical licensure within the State of Wyoming, and authority and registration to prescribe medications, including controlled substances, shall be provided to Hospital prior to each Physician's first scheduled date of service;
- ii. No assigned Physician has ever been charged with, been under investigation for, or convicted of a crime other than a minor traffic violation, nor ever been suspended from participation in or subjected to any type of criminal or civil sanction, fine, civil money penalty, debarment or other penalty by and private or public health insurance program, including Medicare, Medicaid, Tri-Care or any other federal or state health insurance program; and
- iii. No assigned Physician is limited or bound by any agreement or arrangements that would preclude the Physician from entering into, or from fully performing the services required under this Agreement.

(g) **Notice and Indemnification.**

- i. Group shall notify Hospital immediately if it or any Physician fails to meet or maintain any of the performance conditions, requirements, warranties or representations in this Agreement, including but not limited to those in Section I (f), is convicted of a criminal offense, or becomes disbarred, excluded, or through some other event becomes an "Ineligible Person" under Medicare, Medicaid, Tri-Care or any other federal or state health insurance program, for any reason.
- ii. Further, Group agrees to indemnify, defend and hold harmless Hospital, its officers, employees, agents, representatives, consultants, and contractors from and against any and all loss, costs, penalties, fines, damages, claims, expenses (including attorney's fees) and/or liabilities arising out of, resulting from, or in connection with:
 - 1. Any misrepresentation or breach by Physician or Group of the certifications and representations made in this Agreement; and
 - 2. Any act or omission of Group and/or any Physician in performing the duties and obligations described in this Agreement including performance of professional medical services by Physician.

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- iii. Hospital agrees to indemnify Group from and against any and all liability resulting from any misrepresentation by Hospital of the certifications and representations made in this Agreement, or Hospital's failure to bill in accordance with proper practices or Medicare guidelines on behalf of a Physician as required under section 4 of this Agreement.

(h) **Property, Records and Trade Secrets.** Group may have access to and become acquainted with various trade secrets, business plans, methods of operation, compilation of information, forecasts, and other records and information which are owned by Hospital (the "Confidential Information"). Neither Group nor any assigned Physician shall disclose any of the Confidential Information, directly or indirectly, or use the Confidential Information in any way during the term of this Agreement other than to provide Services to Hospital. All files, records, documents, or information relating to the business or patients of Hospital, coming into possession of Group or any assigned Physician, shall remain the exclusive property of the Hospital shall not be removed without prior written consent by authorized Hospital personnel and in accordance with the requirements of all applicable federal and state laws, including but not limited to the Health Insurance Portability and Accountability Act (HIPAA) and the Wyoming Hospital Records Information Act.

3. **TERM.** This Agreement shall commence as of April 22, 2019 and continue for an initial term of one (1) year. Unless sooner terminated, it shall automatically renew upon expiration for any number of successive one (1) year terms.

4. **TERMINATION**

(a) Without Cause. Either Party may immediately terminate this Agreement, at any time, with or without cause upon sixty (60) days prior written notice to the other Party. In the event this Agreement is terminated with or without cause during the term of the Agreement, the parties acknowledge and agree that they shall not enter into the same or substantially the same arrangement with each other until the expiration of one (1) year after the Effective Date of this Agreement

(b) By Hospital With Cause. Hospital may terminate this Agreement immediately upon written notice to Group upon any of the following events:

- i. The suspension, revocation or limitation of, or the initiation of disciplinary action against, Group or any Physician's license to practice medicine in the State of Wyoming;
- ii. The loss, restriction or suspension of any Physician's federal or State registration to prescribe and dispense controlled substances;
- iii. Conviction of Physician, in any jurisdiction, of a felony or a misdemeanor involving moral turpitude, fraud, assault, abuse or any other action that Hospital determines could adversely affect Group's or Physician's ability to provide Services hereunder ;
- iv. The: (a) voluntary relinquishment by any Physician of Medical Staff membership and/or clinical privileges in lieu of any professional review action or investigation by Hospital

and/or its Medical Staff, (b) any loss, restriction, probation or suspension of any assigned Physician's Medical Staff membership or clinical privileges at Hospital; (c) any suspension, revocation, restriction or placement on probation of any assigned Physician's medical staff membership and/or clinical privileges at any other health care facility; or (e) breach of this Agreement by Physician or Group.

- v. Physician is excluded from, suspended from or otherwise not permitted to participate in the Medicare or Medicaid program.
- vi. Hospital, in its sole discretion, deems any Physician's actions or inactions to pose a serious and immediate threat to the health and safety of Hospital's patients, staff and/or public.

5. **COMPENSATION.**

(a) Payment. Hospital shall compensate Group for Services provided by the Group as follows:

- i. During the scheduled shifts in the amount of \$5,769/week for all radiation oncology and other professional medical services to include:
 - a. Coming onsite at least two days per week and seeing all patients that need to be seen and performing all radiation oncology services that need to be performed.
 - b. Remotely logging in every workday that a physician is not onsite to check off-line review images, contour, check plans, and any other work that needs to be completed remotely.
- ii. Call coverage will be provided for the amount of \$1,000/per month and;
- iii. Medical Directorship in the amount of \$130/per hour for up to 10 hours per month;
- iv. Medical Director will, in collaboration with the hospital, be responsible for all duties associated with the opening and ongoing operations of the department including but not limited to the following:
 - a. Policy development, review, and revision
 - b. Quality and Safety regulatory reporting/compliance
 - c. Radiation Safety Committee and Radiation Safety Subcommittee reporting and ad hoc attendance
 - d. Commission on Cancer (CoC), APEX and/or ACR Accreditation standards review, interpretation, and implementation
 - e. Participation in the multi-disciplinary tumor board
 - f. Integration with the provider community with marketing of services, including building relationships with Hospital providers, area providers and referring providers.

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g. Evaluation of Radiation Therapy Services. On an annual basis or more frequently if Hospital reasonable requests, perform and internal review and evaluation of Radiation Therapy Services provided to Hospital, and provide a written assessment to Hospital or designated Medical Staff committee(s)

h. Act as a consultant in all matters pertaining to radiation therapy related procedures and treatments at the Hospital and shall furnish instruction and training in radiation therapy to the attending Hospital medical staff and take an active part in the Hospital educational programs.

i. Work in good faith with Medical staff and Hospital in a manner that supports continuous improvement in patient care and complies with Medical Staff Bylaws, Hospital policies, and standards and requirements of the Joint Commission, CoC, APEX or ACR, and Wyoming Department of Health.

(b) All payments: including the Guaranteed Amount and reimbursable expenses approved by Hospital will be paid within 30 days of invoice for the prior month's services by Group.

(c) Hospital shall bill and collect for the services provided by the Physician during the scheduled shifts/days. To the extent necessary to comply with any applicable Medicare or Medicaid rules on reassignment of such, Group hereby assigns (and shall ensure that each assigned Physician assigns, before providing any services under this Agreement) any such right to payment by Medicare, Medicaid or any third party payor to Hospital. Group shall accept the compensation set forth in Section 3(a) above as payment in full for Services provided hereunder. Group agrees to execute such further documents as may be reasonably necessary to effect such assignment.

(d) Group acknowledges and agrees, and shall ensure that Physician acknowledges and agrees that, neither Group nor any assigned Physician shall bill for professional fees incurred in connection with Physician's professional services provided pursuant to this Agreement. Instead, Group shall look solely to Hospital for compensation for Physician's Services and Group shall ensure that Physician looks solely to Group for compensation for all services rendered on Group's behalf. Physician shall submit to Hospital the documentation necessary for Hospital to bill for the Services for all patient care. Group and Hospital shall have joint and several liability for any Medicare overpayment relating to claims, submitted by Hospital for reimbursement for services rendered by Physician on Group's behalf and the Group shall have unrestricted access to claims submitted by Hospital for the services provided by the assigned Physicians, upon reasonable notice, to validate claim submission is in compliance with the acceptable billing standards of Medicare and third party payors. Any discovered material failure shall immediately allow Group to withdraw the assignment of billing rights from Hospital.

(e) Independent Contractor and Taxes. The Parties hereto expressly agree and acknowledge that Hospital and Group are independent parties contracting solely for the purposes set forth herein. Nothing in this Agreement shall be deemed or construed to create an employer/employee, master/servant, partnership, joint venture or other relationship between Group and Hospital, or any officer, director, employee, contractor, agent or representative of Group (including assigned Physicians) and Hospital. No Party shall have the right to or exercise any control or direction over the business of any other Party to this Agreement. Hospital shall not be responsible for deducting and shall not deduct from compensation paid by Hospital to Group or Physician hereunder any sums for income tax, unemployment insurance, social security, worker's compensation coverage or any other withholding as is required by any law or other requirement of any governmental

body. Hospital shall not govern nor be responsible for any medical decisions made by Group or any assigned Physician providing services under this Agreement, nor direct any medical care of patients, as this is the responsibility of Group and/or the assigned Physician(s).

(f) Fair Market Value. The Parties agree that the compensation to be paid pursuant to this Agreement has been negotiated by them as part of an "arms-length" transaction and, in the judgment of each of the parties, the compensation is equivalent to the fair market value of the services to be performed. Furthermore, the parties agree that they have not taken into account the volume or value of referrals between the parties in determining the compensation hereunder, and this Agreement has not been entered into with the intent to encourage or induce referrals of patients to either Party.

(g) Support Services. While Group is onsite Hospital shall furnish to the Group all of the necessary support services, including but not limited to, equipment, facilities, supplies, medical support and other personnel reasonably needed by Group to perform Group's obligations created by this agreement. The cost of providing these services shall be the responsibility of Hospital.

While the Group is offsite and performing work remotely, the Group will be responsible to provide and maintain its computers to remotely log in to the computers onsite at MHSC. The Hospital will be responsible for maintaining the computers onsite at MHSC that will be remotely logged into and will also be responsible for any IT support that may be necessary to keep the remote connection functioning properly.

6. **NONREFERRAL**. Hospital and Group hereby acknowledge and agree that Physician is under no obligation to refer patients to Hospital and will receive no payment for any patient that Physician may refer to Group. Physician is free to maintain medical staff privileges at any hospital, to provide services to any patients in the community, and to refer patients to any provider based on his/her professional judgment and the individual needs and wishes of patients.

7. **ACCESS TO BOOKS AND RECORDS**. In accordance with Section 1861 of the Social Security Act and the regulations promulgated thereunder, upon written request of the Secretary of the United States Department of Health and Human Services or the Comptroller General of the United States, or any of their duly authorized representatives, the Parties hereto or any related organization providing services with a value or cost of Ten Thousand Dollars (\$10,000.00) or more over a twelve (12) month period, shall make available to the Secretary, the Comptroller General of the United States or their duly authorized designees, this Agreement and the contracts, books, documents, and records that are necessary to certify the nature and extent of the costs of Medicare reimbursable services provided pursuant to the Agreement. Such access shall be allowed upon request submitted in accordance with applicable regulations, until the expiration of ten (10) years after the Medicare reimbursable services are furnished pursuant to the Agreement Group and Physician shall comply with all rules, regulations, and Hospital policies related to the protection of private health information (HIPAA) for patients treated. Group shall notify Hospital within Ten (10) days of any suspected breach of said rules, and indemnify Hospital for any costs, fines or penalties associated with such breach.

7. **INTEGRATION AND OTHER AGREEMENTS.** This Agreement constitutes the entire agreement and understanding between the Parties with respect to the subject matter contained herein and supersedes and voids any previous agreements or understandings between the Parties hereto as to the subject matter of this Agreement

8. **NOTICES.** All notices or other communications required or permitted under this Agreement shall be in writing and shall be given by personal delivery; electronic email; or confirmed facsimile transmission; or overnight courier or registered mail, return receipt requested, postage prepaid, to the addresses set forth below, or to such addresses as any Party may designate in writing to the other Party in accordance with the section. Notices will be effective upon receipt by the following persons:

HOSPITAL

Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901
Attn: Irene Richardson, CEO

GROUP

Gamma West Cancer Services
1050 E. South Temple
Salt Lake City, UT 84102
Attn: Dave Vincent, CEO

8. **MISCELLANEOUS.**

A. **HIPAA Compliance.** Group hereby acknowledges and agrees that, as all Physicians providing services hereunder will be members of Hospital's Medical Staff, each Physician assigned to Hospital is a member of Hospital's Organized Health Care Arrangement and the services each Physician is providing hereunder further the purpose of such organized health care arrangement, and Group, and each Physician providing services on Group's behalf hereunder, will abide by the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule and Security Standards in the performance of their respective duties and obligations hereunder .

B. **Certification about status with government health programs.** Group certifies that it, its officers, directors, agents, contractors and/or employees (Group's "Personnel"):(a) are not now debarred, excluded or otherwise ineligible for participation in any government health care program(s); (b) have not been convicted of a felony offense in the immediately preceding seven (7) years; and (c) are not now subject to or have reason to believe that it or its Personnel is subject to, any specific investigation for violation of federal, state, or local criminal or civil law or regulation. Group shall report in writing to Hospital immediately if Group becomes aware of such action, investigation, or effort to debar or exclude Group or any of its Personnel from any government health care program. Failure to disclose any relevant information regarding these matters is reason for immediate termination of this Agreement at Hospital's sole discretion. In addition,

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- C. **Agreement to abide by Compliance Program.** Group acknowledges that Hospital has in place a corporate compliance program and Standards of Conduct and agrees that it, and all Group's Personnel will adhere to the requirements of the compliance program and Standards of Conduct as such are applicable to Group's performance of its duties and obligations under this Agreement. Group likewise agrees, and shall ensure that each of its Personnel agrees, to act in compliance with all applicable federal, state, and local laws and regulations in its performance of its duties and obligations under the Agreement.
- D. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Wyoming. If any action is brought to enforce or interpret this Agreement the exclusive venue and jurisdiction shall be in the Third Judicial District Court for and in Sweetwater County, Wyoming. This provision shall survive the termination of the Agreement.
- E. **Governmental Immunity.** The parties acknowledge that Hospital does not, by entering into this Agreement, waive the tort immunity provided to it by the Wyoming Governmental Claims Act, W.S. § 1-39-101 et seq. (the "Act"), and Hospital retains all immunities and defenses provided to it by the Act. Furthermore, as contemplated by the Act (in W.S. § 1-39-104(a)), Hospital specifically reserves to itself immunity from actions based upon contract, including actions based upon this Agreement. Any part of this Agreement that conflicts either with the tort immunity provided by the Act or with Hospital's reservation of contractual immunity under this Section shall be void and of no effect. Any actions or claims against Hospital under this Agreement, to the extent that the same are permissible under the terms of this Section and/or applicable law, must be brought in accordance with the procedural requirements of the Act.
- F. **Non-assignability.** This Agreement shall be binding upon and shall inure to the benefit of Group and Hospital and its successors, assigns, and legal representatives. Neither this Agreement nor any rights hereunder may be assigned by Group without the written consent of Hospital.
- G. **Change of Law.** The terms of this Agreement are intended to be in compliance with all federal, state and local statutes, regulations and ordinances applicable on the date the Agreement takes effect including but not limited to HIPAA and, in the event of conflict, the state and/or the federal law will supersede the terms of this Agreement. The parties agree to execute such amendments as may be necessary for HIPAA compliance as additional regulations are promulgated or become final and effective. In the event that any federal or state legislative or regulatory authority adopts any law or regulation which (a) renders this Agreement illegal or prohibited by applicable law or regulation; (b) threatens Hospital's tax-exempt status; (c) establishes a material adverse change in the method or amount of reimbursement or payment for services under this Agreement; (d) imposes requirements which require a material adverse change in the manner of either party's operations under this Agreement; (e) legal counsel for either party advise that any of the terms or conditions of this

Agreement poses an unreasonable risk of violation any law or regulation, then, upon the request of either party, the parties will enter into good faith negotiations for the purpose of establishing such amendments or modifications as may be appropriate in order to accommodate the change in law or regulations while preserving the original intent of this Agreement to the greatest extent possible. If, after thirty (30) days of such good faith negotiations, the parties are unable to reach an agreement as to how this Agreement will continue, then either party may terminate this Agreement upon one (1) day prior written notice. Notwithstanding the foregoing, if the change in law requires the immediate termination of this Agreement, this Agreement will be deemed to be so terminated.

H. **Equal Access.** The parties acknowledge that they make no distinction in the rendition of services or benefits to patients on the basis of race, religion, color, creed, national origin, sex, age, handicap, or ability to pay.

I. **Non-disparagement.** Group and all assigned Physicians shall cooperate with all Hospital personnel as well as the other physicians who provide services at the Hospital and shall not disparage, malign or otherwise say or do anything that could adversely affect the reputation or standing of the Hospital or any affiliated entity; nothing in this section shall, however, prohibit the Physician from pursuing any reasonable action advisable, in Physician's reasonable medical judgment, to advocate for patient care or quality improvement, so long as such action is in accordance with the Hospital's Medical Staff Code of Conduct. Notwithstanding anything to the contrary in the Agreement, this provision shall survive termination of this Agreement.

IN WITNESS WHEREOF, the Parties have duly executed this Agreement as of the date written below.

Signature: _____

Date: _____

Irene Richardson, CEO

Memorial Hospital of Sweetwater County

Signature: _____

Date: _____

Dave Vincent, CEO

Gamma West Cancer Services

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: **CIVCO contract for Protura couch. Civco is the name of the company that provides the service agreement for the Protura couch.**
2. Purpose of contract, including scope and description: **This is a contract for a service agreement for the Cancer Center's Protura robotic couch. The couch (table) enables us to treat with 6 degrees of freedom which allows us to get the patient in a more precise and accurate position. The service agreement allows Civco to perform routine service and checks on the table and they will provide phone support and will come on-site when needed to fix something or replace parts. If we did not have a service agreement in place there is no guarantee who soon they would come on-site and then it would be an hourly charge which could exceed \$25,000.00 year service agreement fee. In radiation oncology we need to keep services up and running because we would have adverse patient outcomes if a patient misses too many days of treatment. It comes with computer software as well. Like any hardware and software it requires being serviced and updated which is why it is important for us to maintain our service agreement.**
3. Effective Date: **current agreement expires April 30, 2019. Will renew effective May 1, 2019 for 3 years.**
4. Expiration Date: **3 years for service agreement**
5. Rights of renewal and termination: **Can be terminated upon return of all equipment to Protura** Is this auto-renew? **NO**

6. Monetary cost of the contract and is the cost included in the department budget? **We are requesting the Silver agreement for 3 years which will be \$22,500.00 annually v. \$25,000.00 year if we enter into a one year contract.**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Jurisdiction is in Delaware. Tasha did ask if it could be changed to Wyoming and the response was they selected Delaware as they were advised by their legal department that Delaware is a neutral state so they use Delaware for all of their service agreements.**

8. Any confidentiality provisions? **No**

9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacturer. If we purchase a service agreement from another company it will most likely void any warranties.**

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

12. 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 Contract: **MARTIN-RAY**
2. Purpose of contract, including scope and description: **Maintenance agreement for laundry equipment.**
3. Effective Date: **July 1, 2019**
4. Expiration Date: **One year expires June 30, 2019**
5. Rights of renewal and termination. **Either party may terminate with 30 day's written notice** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **Annual maintenance agreement is \$11,980.00. If we call Martin Ray to do specific repairs to the equipment that our Maintenance staff cannot perform and is other then our quarterly preventative maintenance scheduled work there is an additional hourly labor rate of \$105.00 hour plus trip charges. We have had to call them in for specific repair work in the past. It has happened approximately three to four times in the last three years.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **There are only two companies in the western district that can work on our laundry equipment. One company is Mendenhall out of SLC, Utah. They are the ones that wrote the bid on a business card last year. They will not come back to bid us, and did not return**

phone calls. Martin Ray is the other company and they currently provide services for us.

11. Is County Attorney review required? **No**