



Memorial Hospital of Sweetwater County

Board of Trustees Meeting

Wednesday - December 6, 2017

1:00 PM

MHSC Classrooms 1, 2 & 3

Meeting Book - Wednesday - December 6, 2017 Board of Trustees Regular Meeting

Board Meeting Agenda

I. Call to Order		Richard Mathey
A. Pledge of Allegiance		Richard Mathey
II. Minutes	For Approval	Richard Mathey
October 26, 2017 Minutes - Special Meeting with the Foundation Board - Page 4		
Minutes for November 1 2017.docx - Page 8		
III. Community Communication		Richard Mathey
IV. Medical Staff Report		Dr. David Dansie, Medical Staff President
No report included in the packet.		
V. Executive Session (W.S. 16-4-405(a)(ii))		Richard Mathey
VI. Credentials	For Approval	Richard Mathey
VII. Old Business		Richard Mathey
A. CEO Contract Update		Richard Mathey & Irene Richardson, CEO
B. Mission and Vision Statements		Richard Mathey & Kristy Nielson, CNO
C. Committee Charters		Richard Mathey
1. Finance & Audit Committee Charter & Spending Authority Matrix - Page 110		Taylor Jones
D. Contract Policy - Page 113		Suzan Campbell, Chief Legal Exec/Gen Counsel
E. University of Utah Affiliation Agreement		Richard Mathey
VIII. New Business		Richard Mathey
IX. Chief Executive Officer Report		Irene Richardson
No report included in the packet.		
X. Committee Reports		Richard Mathey
A. Building & Grounds Committee		Taylor Jones
meeting book - tuesday - november 14, 2017 building & grounds committee meeting.pdf - Page 16		
B. Foundation Board		Mr. Marty Kelsey
C. Finance & Audit Committee		Taylor Jones
1. Capital Expenditures	For Approval	Taylor Jones
FY 18 - 11 - Page 21		

2. Narratives - Pages 48, 61 & 70		Tami Love CFO
3. Bad Debt Final numbers distributed near or on 12/6/17.	For Approval	Ron Cheese, Patient Financial Services Director
4. Investment Recommendation - Page 86	For Approval	Tami Love
Finance & Audit Committee Meeting Packet		
meeting book - november 29, 2017 finance & audit committee meeting.pdf - Page 25		
Finance and Audit Comm Draft Minutes October 25 2017.doc - Page 120		
D. Human Resources Committee		Amber Fisk, Human Resources Director
E. Quality Committee		Taylor Jones
11 15 17 Quality Minutes.doc - Page 123		
F. Joint Conference Committee (Strategic Plan Update)		Dr. David Dansie
XI. Contract Review		Richard Mathey
A. Contract Consent Agenda	For Approval	Suzan Campbell
1. STAGO Service Agreement		
STAGO Service Agreement.pdf - Page 125		
2. Education Affiliation Agreement with Laramie Co. CC		
Education Affiliation Agreement with Laramie Co CC.pdf - Page 133		
3. State of Wyoming Victim Service Div. and MHSC SANE		
State of Wyoming Victim Service Div and MHSC SANE.pdf - Page 142		
4. TriZetto		
TriZetto.pdf - Page 160		
XII. Good of the Order (If Time Permits)		Richard Mathey
XIII. Adjourn		Richard Mathey

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
BOARD OF TRUSTEES**

Special Meeting
October 26, 2017
5:30pm Dinner
6:00pm Workshop with Foundation Board
Classrooms 1, 2 & 3

Call to Order

Mr. Mathey called the meeting to order at 6:07pm. He also noted that all MHSC Board of Trustees were present so a quorum was established.

Welcome Hospital Foundation Board Members

Mr. Mathey welcomed the Foundation Board Members to the quarterly meeting.

Foundation Board Update

Mr. Van Over, President of the MHSC Foundation Board, thanked Mr. Mathey and the MHSC Trustees for the quarterly meeting to discuss the hospital and Foundation. Mr. Over reported that the Foundation is gearing up for the Red Tie Gala and will again host the annual CanAm raffle. He invited the Trustees to attend the Red Tie Gala noting that it's a fun event. Mr. Van Over also reported that the Waldner House has new front steps that enables patients with limited mobility more access to enter the home. The Foundation will be honored by the Marine Corps. with a donation at their annual ball that will be held on November 11, 2017; the Foundation is also up for another nomination for donation from another community group; Mr. Van Over will update the board once the decision is made.

Mr. Van Over asked the Trustees if there had been progress in updating the hospital's mission statement or if a strategic plan had been created. Mr. Mathey responded noting that it was at the top of his list of updates.

Foundation Director Update

Ms. Marshall informed the Trustees that Dr. Franks had resigned from the Foundation Board as the required Medical Staff Representative and asked the Trustees to ratify the decision of recruiting Dr. Jake Johnson from Family Practice/Occupational Medicine to fill that role. Mr. Kelsey motioned to approve Dr. Jake Johnson as the new Medical Staff Representative on the Foundation Board of Directors; Mr. Jones second the motion; motion carried.

Ms. Marshall reported that she had begun the planning process for the Red Tie Gala and informed the Trustees that the event would take place on February 3, 2018 at the Sweetwater Events Complex. She also asked the Trustees to consider donating to the auctions and attending the event. She noted that it's the ideal platform to show the community that the Trustees, the Foundation, and the County Commissioners are behind the hospital and support the staff and operations, together.

Mr. Kolb, County Commissioner, told both Boards that he and his fellow Commissioners support the hospital, staff, and board and he would work with his fellow Commissioners in getting an auction item donation and promote their attendance. Ms. Marshall and Mr. Mathey thanked Mr. Kolb for his support and assistance.

Ms. Marshall also reported to the Trustees that while the Waldner House was unoccupied, she had the House Manager working with local vendors to create discounts for MHSC staff as a way to support and thank the staff for their hard work.

Hospital Board Update

Mr. Mathey reported that the Mission/Vision statements as well as a Strategic Plan are important to move forward and that there is a Joint Conference Committee that has been working on these. The committee has invited staff to provide their ideas and suggestions on what the mission, vision, and strategy should look like. Mr. Mathey added that they want to create the proper statements that have substance and meaning; not empty words. Mr. Mathey invited the Foundation Board to participate and to send any suggestions or ideas to himself or Ms. Richardson.

Mr. Mathey discussed the Joint Commission Survey and noted that there have been and will be follow-up visits. He added that some of the issues that were found weren't shocking and have been dealt with and they will continue to learn about regulations and what the hospital needs.

Mr. Mathey noted that the wind against the board is strong and there is still a lot to do moving forward including revisions of policies, improving moral, managing staff, and more which is all a slow process as things don't change overnight. He also address the hospital's reputation and understands the reputation is a concern of the Foundation as it plays a role in collecting donations.

Mr. Mathey discussed working on quality so that the hospital may receive the up to 4% extra in reimbursements; a key to assisting the financials. He noted that there is a lot of work to be done and he's pleased that on a positive note, a lot is getting done at the board and committee level.

Mr. Mathey reported that there are still a few lawsuits going on and that in the upcoming weeks, many hospital representatives will be involved in depositions and that it isn't too pleasant, but necessary in dealing with the past.

Ms. Sugihara asked Mr. Mathey if the hospital conducts staff reviews so that staff can feel supported and involved. Mr. Mathey deferred to Ms. Richardson who noted that there are annual reviews and that's an area to improve on. Mr. Jones added that it the hospital was pretty dark in February and he feels that the staff are turning some corners in some places and celebrating and acknowledging positive things is important. Mr. Von Ahrens added that many times in business, things will get worse before they get better but we'll get there. He encouraged Ms. Richardson and the board to work together with the staff and their teams and talk to them.

Mr. Tardoni discussed staff engagement and noted that once people are engaged and bring their ideas to the table, they tend to care more. He added that it's great when people disagree because it opens up discussion and dialogue and helps resolve issues. Ms. Sugihara agreed and noted that sometimes as leaders, we forget to listen and that's key in improving staff morale.

Mr. Van Over asked Mr. Mathey if there was anything the Foundation could assist in, in helping improve quality so that the hospital may receive the 4% reimbursement. Mr. Mathey thanked Mr. Van Over for the support but responded that the Foundation couldn't really assist in the quality, but if there was anything that the Foundation could do to help assist with staff who meets with the public, or patient facing staff, he would appreciate it.

Ms. Blazovich included that the Foundation wants to support the staff and hospital and it's a privilege to purchase items as needed and requested. She asked that everyone read the thank you card that was given

to the Foundation by the Pharmacy and added that it's those things that help support the staff. It's showing them that we care about them through supporting their departments and the Foundation looks forward to continuing with purchasing items and supporting the staff, their departments, and the hospital.

Ms. Noble asked about the Big Sandy Clinic in Farson. She reported that the community in Farson has been upset that their physician's visits in the Clinic were cut to once a week and they have asked Ms. Noble about it. Ms. Noble told the Trustees that she didn't know what to say when asked because she didn't know why the visits were cut. Ms. Richardson told Ms. Noble that she would look into it to see why visits were cut and discuss with Ms. Noble.

Chief Executive Officer Update

Ms. Richardson reported that there had been several Joint Commission visits and that all of the surveys had gone well. She informed the boards that MHSC was hosting a Halloween stroll on October 31st from 5-7 and would also participate in the lighted parade on December 2nd.

Ms. Richardson reported that October was a busy month because of flu season and that hopefully that would get the hospital's occupancy up.

Ms. Richardson reported that Dr. Sharma, hospitalist, has started and that Dr. Stuart, internal medicine, would be starting in November in the Family Practice/Occupational Medicine Offices.

Ms. Richardson noted that she appreciates all of the feedback she's been receiving as it helps with her goal to get things fixed. She added that she will always make time to meet with anyone who has feedback and wants to talk to her.

Ms. Richardson said that her first goal on her priority list was to get the finances in order. Now that they are improving, the team can start working on patient experience, quality, and other items on her priority list.

Ms. Richardson explained that a barrier they had been facing was that in the previous years, the hospital brought on numerous providers but didn't have the infrastructure to support them so the hospital has been playing catchup. She also noted that MHSC has amazing services and the goal is to grow those services to support the community, and with that, there is a lot of work to be done.

Ms. Richardson was excited to report a \$137k gain in September, the first gain in 17 months. She added that the hospital still has a loss of around \$500k for the year, but the staff is monitoring expenses and evaluating the service line, access to care, and volume. She also reported that expenses were under \$7M for the first time in over a year and the goals are now shifting to quality.

Ms. Blazovich congratulated Ms. Richardson on accepting the CEO position and asked if there had been a new CFO appointed. Ms. Richardson explained that the position has been posted and she will review applicants.

Ms. Richardson finished her report by acknowledging her staff noting she has enjoyed working with them for the past 8 years and added that she wouldn't have been able to step up in the past year to assist and make changes if her staff wouldn't have supported her and stepped up to help with additional duties. Mr. Jones added that Ms. Richardson has done a great job and the Trustees have seen a huge turnaround. He acknowledged the whole MHSC staff for doing a tremendous job.

Executive Session

Mr. Mathey stated that there were no matters to be discussed in Executive Session.

Adjournment

Mr. Mathey adjourned the Trustees at 7:50pm.

Submitted by: Tiffany Marshall

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

November 1, 2017

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on November 1, 2017, at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson, CEO; Dr. David Dansie, Medical Staff President; Mr. Jim Phillips, Legal Counsel; and Mr. John Kolb, Sweetwater Board of County Commissioners.

Mr. Mathey led the audience in the Pledge of Allegiance.

APPROVAL OF MINUTES

The motion to approve the minutes of the October 4, 2017, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

COMMUNITY COMMUNICATION

Mr. Mathey invited members of the community to address the Board. There were no comments.

UNIVERSITY OF UTAH AFFILIATION AGREEMENT:

Mr. Mathey requested that they move the University of Utah contract up next in the agenda, due to the high winds they needed to leave early for their flight back to Utah. The motion to approve the change in the agenda was made by Mr. Jones; second by Dr. Sowada. Motion carried.

Ms. Richardson introduced Mr. Tad Morley, Executive Director of Business and Network Development and Vice President of Outreach and Network Development, Ms. Jann Lefler, Senior Director of Strategic Alliances, and Mr. Benton Lyons, Outreach and Network Development Manager. Mr. Morley stated that they now have 19 affiliations in the western region including our affiliation. He stated that it is the University's goal to help improve patient care in our community. Mr. Morley stated that he appreciated working with MHSC and the relationship between us. He also stated that this affiliation is a two-way street, with the University nurses and physicians also coming away with added knowledge. Mr. Kelsey questioned that the contract can only be terminated for cause and asked if it was possible for the Hospital to add an out clause with say a year's notice. Mr. Morley assured the Trustees that their

commitment to MHSC is long-term and that they invest a lot of time and resources into the affiliation and that is why the contract reads as is. Mr. Morley also stated that their other 19 affiliations have the same wording in their contracts. Dr. Sowada asked if the agreement is quality related. Mr. Morley stated that part of it is but that it is also statement of work. Dr. Sowada asked for an example of statement of work. Ms. Lefler stated that the sepsis project and education for our staff at the University would be an example of statement of work and this is part of the affiliation. She said that we are responsible for travel expenses for this training but that the actual training is usually free to us. Mr. Morley stated that on a rare occasion there may be a charge to us for training if that training was costly to the University and required them to charge us a fee. He stated that some of the services lines they offer to us are the emergency department, cardiology, oncology and maternal fetal medicine. Mr. Mathey stated that currently we have around 12 to 15 individual agreements with the University. Our current contact with the University expired in September and per Ms. Richardson, MHSC and the University are acting on good faith right now. Mr. Mathey stated that the contact has to be first approved by the Board of Trustees and then also approved by the Sweetwater County Commissioners. Mr. Phillips asked Mr. Kolb if he thought the Commissioners could get this agreement added into the agenda for their next meeting on November 7. Mr. Phillips stated that it was in everyone's best interest that we get back on contract. Mr. Kolb stated that he thought it would be possible to get this added into the agenda for the November 7 meeting. He also asked the University if they would be able to attend their November 7 meeting to discuss the affiliation. Mr. Morley stated that they would be pleased to attend and would he would work with Ms. Richardson to get the necessary information. Mr. Kolb also thanked the University for their relationship with MHSC and for attending the board meeting. Mr. Tardoni asked if we were aware that the contract was expired. Ms. Richardson stated that we were aware that the contract was expired in September, but that she had been working with the University and wanted them to be able to be here when the contract was presented to the Board. Mr. Kelsey asked Ms. Suzan Campbell, Chief Legal Executive/General Counsel, if the laws were governed by Utah on this; Mr. Morley stated that they were. Mr. Mathey asked if that was negotiable and Mr. Morley said no. Mr. Mathey requested a motion for the University of Utah Affiliation Agreement subject to the County Commissioner's approval. **The motion to approve as stated was made by Mr. Jones; second by Mr. Kelsey. Motion carried.**

MEDICAL STAFF REPORT

Dr. Dansie reported that the Medical Staff met on October 24. He stated that they are still working on the revision of the bylaws and are about half way done with them. He thanked Ms. Campbell for all her help with this. Dr. Dansie talked about the Joint Conference Committee. He stated that he is the chairman for this committee for two years. He stated they will be meeting again on Friday and that they are working on the mission statement. Mr. Mathey stated that this committee consisted of himself, Mr. Tardoni, Dr. Dansie, and Dr. Jamias. Mr. Mathey stated that they are working on the mission statement, vision, and strategic plan. Mr. Mathey said he feels this is moving in a healthy direction. He asked Dr. Kristy Nielson, Chief Nursing Officer, how the work on the mission statement was going on her end. She stated that there has been discussion with the staff but that the survey has yet to go out.

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

The Board of Trustees reconvened into Regular Session at 4:50 PM.

The motion to approve the October 11, 2017 Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Jones. Motion carried.

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Israel Stewart, Internal Medicine
2. Reappointment to Active Staff (2 years)
 - Dr. Melinda Poyer, Family Practice
3. Reappointment to Consulting Staff (2 Years)
 - Dr. Safdar Ansari, Tele Stroke (U of U)

Mr. Mathey requested a motion on the presentation in Executive Session on Dr. Jad Wakim, Hematology/Oncology pending approval from MEC and the Credentialing Committee. Mr. Mathey stated that Dr. Wakim would like to possibly provide locum coverage for us in the future and would like to remain credentialed with us as to not have to go through the whole credentialing process again when he does cover for us. Mr. Mathey requested a motion on the request by Dr. Wakim. The motion to approve as stated was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

OLD BUSINESS

CEO Contract Update

Mr. Mathey stated that he has not been able to get the contract to Ms. Richardson yet for her review. He apologized to her and stated that he will get the contract to her. Mr. Mathey requested a motion to table the CEO contract. The motion to table the contract as stated was made by Mr. Jones; second by Dr. Sowada. Motion carried.

Strategic Plan Update

Mr. Mathey stated that this was covered in the Medical Staff Report by himself and Dr. Dansie. He stated that they will continue to work on a short and long term plan.

Memorial Hospital Acquisition Update

Mr. Mathey stated that he did not have any information on this. Mr. Jones stated that Building & Grounds were working on this. Mr. Kolb stated that he thought we might be interested in the old hospital location for storage. Mr. Kolb stated that he thought this would be available in January or February 2018. Mr. Kolb stated that if we are interested in this we would need to put in a request to the Commissioners.

Finance & Audit Committee and Spending Authority Matrix

Ms. Richardson and Mr. Jones and Taylor stated that they are still working on this.

Bylaws

Ms. Campbell explained the process with the bylaws with CMS and The Joint Commission. She stated that she didn't feel that she needed to add anything to the bylaws. Mr. Kelsey stated that he thought they looked great. Ms. Campbell distributed an email to the Board from Dr. Sowada with her concerns. Dr. Sowada felt that in Chapter 1 Definitions, Section 2 D that it should also state the Commissioners have the duty to remove members if needed. After discussion it was decided that they would leave this as it, with no changes. Dr. Sowada also had a concern about Chapter 6 Fiscal Control, Section 1 B and if they should add at the end of that sentence that the annual budget shall be reported to the Commissioners in June, prior to the beginning of the new fiscal year. Dr. Sowada stated that she had no idea that the budget needed to go to the Commissioners and felt that this would also be helpful for new board members. Mr. Jones also agreed with Dr. Sowada about this being helpful for the new board members. Mr. Kolb stated that the budget needs to go to the Commissioners minimally once a year but that they can request this information from the Hospital at any time throughout the year. After discussion Mr. Mathey requested a motion to amend the draft of the bylaws to include this statement at the end of Chapter 6 Fiscal Control, Section 1 B. The motion to approve the change as discussed was made by Mr. Jones; second by Dr. Sowada. Motion carried. Ms. Campbell stated that she would make the change to the bylaws. Mr. Mathey then requested a motion on the bylaws. The motion to approve the bylaws was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

NEW BUSINESS

None.

CEO REPORT

Ms. Richardson stated that October has been very busy for the Hospital/Clinic with flu season starting. She thanked the staff and physicians for all their hard work. Ms. Richardson stated that she is working on the strategic plan and that she emailed leadership for their department's top priorities for this. Ms. Richardson thanked the leadership team for all their help with this. She stated that we had a great turnout for the Halloween Extravaganza. She estimated that we had over a thousand children and around three thousand with the adults. She thanked the staff for all their help with this event. Ms. Richardson stated the Lighted Parade will be on December 2 and

that we will have a float with walkers if any of the Board would like to join us. She stated that she has been very busy with litigation. She again thanked the staff and physicians for all their hard work. Mr. Mathey thanked Ms. Robin Fife, Clinical Administrative Assistant, for all her hard work for the Halloween Extravaganza along with the rest of the staff.

COMMITTEE REPORTS

Mr. Mathey opened the discussion on how they should handle the committee reports moving forward. He stated that he prefers committee reports similar to the financial narratives and said this would update the Board on the developments for the month. Mr. Jones stated that he likes hearing from staff and having them here to answer any questions that the Board may have. Mr. Jones stated he likes to see the staff involvement. He requested giving the staff a two minute limit to present updates to the Board. Mr. Mathey suggested that the Board chair for these committees could make the decision on which staff should present. Mr. Tardoni stated that he thinks we should follow Mr. Jones' advice and if the staff needs to be here to present, then they should be here but if not needed then the Board chair can present for the committee. Dr. Sowada stated her concern on receiving the finance committee meeting minutes a month behind and not reflecting the current month to compare. Ms. Love stated that this is because the Finance Committee meets on Wednesday and the board packets are being prepared at that time, not allowing enough time to get this information in the board packet. She stated that she would investigate if this will be possible. Mr. Tardoni also expressed that he would like to have this information be for the month that they are reviewing and not a month behind. Mr. Kelsey said he felt this would be impossible to do with the meeting and deadline for the packet being so close.

BUILDING AND GROUNDS COMMITTEE

Mr. Horan stated that they are working on the laundry issues and have been making some changes that laundry staff has already seen an improvement on. He stated that they are working on the behavioral health rooms and will hopefully have the ligature issues completed this week. He stated that the Board will be receiving information on the number of behavioral health rooms that are recommended for us to have. He stated that the steam pipe is working and that they will also be working on the CT. Mr. Horan stated that the Wyoming Department of Health was here for an inspection and that we will have to make some changes to the air duct system in the medical office building. Mr. Clayton Radakovich, Regulatory Compliance Director, is looking into this and the changes that they are requesting of us. Mr. Horan stated that all but one of The Joint Commission issues have been resolved. He stated that this is an expensive change and has met with Ms. Richardson and is currently getting another bid per her request. Mr. Mathey stated that he wanted Mr. Horan to know that he is aware that the physical plant needs are not falling on deaf ears. The Board is aware of these needs and this will be in the strategic plan to address once finances allow.

FOUNDATION

Ms. Marshall thanked the Board for attending the meeting last week. She stated that she appreciated the Board's help with the Red Tie Gala and will provide the Board with a list of the items that they are lacking for this event. Ms. Marshall reminded the Board about the Can-Am

Defender drawing at the gala and that the tickets are \$100.00 each. Ms. Marshall also stated that her board approved \$300.00 to the Obstetrics Department for baby beds, \$1,000.00 to the Dialysis Department for protein shakes, and \$50,400.00 for a BioFire for the Laboratory Department. Ms. Mary Fisher, Lab Director, said this equipment is used to identify pathogens to rapidly determine whether it's viral, bacterial or a parasite. This equipment will reduce the turnaround time significantly. Ms. Fischer thanked the Foundation for the equipment and stated she is excited to get it. Ms. Marshall stated that a physician had actually brought this request for this piece of equipment to the Foundation and that this equipment will help all specialties. Ms. Marshall stated that her board has also approved \$50,000.00 for the Urology Department for equipment but are still waiting to hear back from this department on what they need. She reminded the Board that the Red Tie Gala is on February 3.

FINANCE AND AUDIT COMMITTEE

Capital Expenditures Requests

Requests FY 18-9 and 18-10 were presented by Mr. Jones. The motion to approve request FY 18-9 as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried. The motion to approve request FY 18-10 as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

Narratives

Ms. Richardson thanked staff and physicians for all their hard work this month. She also wanted to let everyone know that this is the first time since April 2016 that we are reporting a gain. Ms. Richardson stated that she is very happy about this and hopes this trend continues.

Bad Debt

The motion to approve the net potential bad debt for October as presented by Mr. Ron Cheese, Patient Finance Services Director, was made by Mr. Jones; second by Dr. Sowada. Motion carried.

Investment Recommendation

The motion to approve the investment recommendation as requested was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

HUMAN RESOURCES COMMITTEE

Mr. Mathey stated that there was no report for Human Resources and he would update the Board next month.

Mr. Mathey requested a 10 minute break at 6:13 PM. The Board reconvened to regular session at 6:26 PM.

QUALITY COMMITTEE

Ms. Amanda Molski, Quality Director, presented a Power Point on strategic value. Dr. Sowada thanked Ms. Molski and her staff for all that they have done and said she appreciated this overview. Dr. Sowada also let the Board know that this presentation would count as part of the education required of the Board. Mr. Mathey stated that he believes this is our future regarding Ms. Molski's presentation. He said this is what we need to do to survive. Mr. Mathey also stated that Quality has the Board's ear and that they know it is very important. Quality will play a big part in the mission and strategic plan. Mr. Mathey encouraged everyone to keep up the good work and to not lose faith in the Board. Mr. Tardoni stated that Quality is a never ending challenge and there is always a new goal to achieve. He stated that it is very important and Mr. Jones agreed. Mr. Mathey requested a motion on the Quality Assessment Performance Improvement – QAPI – Patient Experience and Safety Plan. The motion to approve the plan as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Campbell presented five contracts to the Board. Mr. Mathey requested a motion to approve the five contracts. The motion to approve the contracts for Ms. Richardson's signature was made by Mr. Taylor; second by Mr. Kelsey. Motion carried.

COMMUNITY COMMUNICATION

Ms. Campbell stated to the Board that with the new process regarding contracts that the five contracts she presented to the Board earlier would not need Board approval and would be information only provided to the Board as none of the five exceeded the \$25,000 limit needing board approval. The Board agreed with Ms. Campbell and stated that is how they wanted to proceed in the future.

GOOD OF THE ORDER

Mr. Jones stated that he had some friends that received excellent care from the Emergency Department though being transferred out. He thanked Ms. Richardson for driving the finances and the great job that she has done. He stated that she is a visionary to us. Mr. Jones also asked the Board for any suggestions for their basket for the Red Tie Gala. Mr. Jones also challenged Mr. Kolb and the other Commissioners on a contest to see who does the best basket.

Mr. Tardoni brought up that the board packet was not available on the website. Richard stated that the board packet must be on the website for the public to access. Ms. Deb Sutton, PR and Marketing Director, stated that she was not aware that the board packet had not loaded correctly but that she has since fixed it and it is now on the website.

Mr. Tardoni brought up some information that he had found on the Hospital and the celebration that they had when the Hospital was first built. He stated that for 117 years we have been the

only hospital here and when people talk about the reputation of the Hospital that we should be proud as for all those years it has been only us providing care to generations of patients.

Mr. Tardoni also stated to Ms. Richardson that she needed to make sure the staff is vigilant on keeping the process for contracts as it is now and for the staff to not get careless with contracts and getting bids, etc. He told Ms. Richardson that she needs to hold the line and make sure the correct process continues. If the staff does not do this, the Board will have no choice but to go back to reviewing each and every contract as they have been doing since February.

Mr. Kolb also thanked Ms. Richardson and the staff for all their hard work. He stated that the change in the Clinic is tremendous. To have half of the loss that we previously have had is a great accomplishment. He feels very positive about the way things are going.

Ms. Richardson again thanked the staff and physicians for all their hard work. Ms. Richardson also wanted to thank Ms. Tami Love, Controller, Mr. Cheese, Mr. Rich Tyler, IT Director, Ms. Angel Bennett, Materials Management Director, and Ms. Brittany Griffin, Health Information Management Director, for everything they have done to make her successful in her position as CFO.

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 7:14 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

Submitted by Ms. Marianne Sanders, Physician Recruitment & Relations Manager



Tuesday - November 14, 2017 Building & Grounds Committee Meeting

MHSC Classrooms 1 & 2

**Memorial Hospital of Sweetwater County
Building & Grounds Committee
Classrooms 1 & 2
5:00 PM**

Tuesday – November 14, 2017

Board Committee Members

**Taylor Jones, Chair
Ed Tardoni**

Staff Committee Members

**Irene Richardson
Jim Horan
Tami Love**

Guests

**Gerry Johnson – *Facilities*
Stevie Nosich - *Facilities*
John Kolb – *Board of Sweetwater County Commissioners***

Agenda

- 1. Approve October 17, 2017 Minutes**
- 2. Project(s) Review**
 - A. Laundry Update**
 - B. CT Project Update**
 - C. Prioritized Projects List**
- 3. Old Business**
 - A. Storage Options**
 - B. The Joint Commission Update**
- 4. New Business**
- 5. Meeting Schedule**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building & Grounds Committee Meeting
October 17, 2017

Trustee Committee Member Present: Mr. Ed Tardoni

Trustee Committee Member Excused: Mr. Taylor Jones

Staff Committee Member Present: Mr. Jim Horan

Staff Committee Member Absent: Ms. Irene Richardson

Guests: Dr. Barbara Sowada, Trustee
Ms. Tami Love
Mr. Gerry Johnston
Ms. Stevie Nosich

Call Meeting to Order

Mr. Tardoni called the meeting to order.

Meeting Minutes

The minutes of the September 12, 2017, regular meeting were reviewed. The motion to approve the minutes as presented was made by Ms. Love; second by Mr. Horan. Motion carried.

Projects Review

Laundry Update

Mr. Horan reported cleaning the ducts helped. They are still pushing ahead with other options we can do at a lower cost.

CT Project Update

Mr. Horan reported as engineers did some preliminary air measurements of the CT room, they found there is very little airflow. The engineer is going to investigate the reasons. The current air flow is not sufficient for the current CT. This unexpected item pushes our schedule out.

Prioritized Projects List

Mr. Horan distributed information and reviewed the items on the list. He said during a recent Wyoming Department of Health licensing survey, they identified a problem with ductwork in the MOB. A survey was completed on floors one and two with sixteen rooms impacted. A suggestion has been made to create a policy to not allow procedures performed in any area but designated procedure rooms. Mr. Horan said that would limit the number of rooms needing work. He said our response with a plan is due to the State by October 26 and then work must be completed by 60 days after their visit date of October 4. He said that once a decision is made, engineering will need to be completed. Mr. Horan said there was also an issue with hand washing sinks. Mr. Tardoni suggested discussing at the October 25 Joint Conference Committee

meeting. The motion to involve the Joint Conference Committee as discussed was made by Mr. Horan; second by Dr. Sowada. Motion carried.

Mr. Horan reported when we had our Joint Commission inspection, the double doors were inspected. CMS has a new requirement that supersedes Joint Commission standards and said they must have positive latches. We are waiting for a proposal for retrofitting. Mr. Horan is expecting the proposal to not be less than \$10,000 and not more than \$20,000.

Mr. Tardoni said the purpose of this committee is to educate on risks. Finance and Audit has to make decisions on choices and money.

Mr. Horan said he has received two engineering proposals on the back retaining wall. Plan One is for \$22,500 and JFC is for \$31,000. Mr. Tardoni suggested limiting parking in that area as well as not allowing walking in that area. Mr. Horan said he would like to move this up on the priority list by spring.

Mr. Horan said several of The Joint Commission citations were ceiling issues. He said it will cost \$28,000 for basement corrections and \$28,000 for first floor corrections. Dr. Sowada shared concerns with the appearance of the ceilings in the radiation area.

Mr. Horan said the MOB mechanical room in the basement had a leak and because the floor is not pitched to the drain, water migrated into adjoining spaces. The cost to repair is \$8,000.

Mr. Horan said the final three items on the list are a break out of different aspects of the laundry work.

Old Business

Storage Options

Mr. Horan said a group will meet to discuss. Mr. Tardoni said the County Commissioners recently offered us the old hospital property for \$1. It cannot be used for healthcare but it might be used for storage. Mr. Tardoni suggested a tour of the area to inspect the site for our use. If we assume responsibility, there are maintenance issues, utilities issues, grounds, etc., and what would the expense be in contrast with storage costs. Mr. Tardoni said Building and Grounds will evaluate the utility, and Finance and Audit will evaluate if we can afford it. The Board will ask Commissioner Kolb about the timing to tour the area.

The Joint Commission Update

Mr. Horan said we had a follow up inspection and it went well. Everything has been resolved and we are expecting another visit. Mr. Horan said we are now doing life safety and environment of care rounding once a month instead of once a quarter. He said Mr. Clayton Radakovich, Regulatory Compliance Director, was very instrumental in getting things in place to not have these fallouts again. Mr. Tardoni said the overwhelming important thing is the response and the group should be commended. Dr. Sowada thanked everyone for all that they do.

New Business

Christmas Lights

Ms. Nosich said she has been asked to get options for Christmas lights. She said she will report information to Ms. Richardson.

The Committee agreed to meet again on Tuesday, November 14 at 5:00 PM.

Submitted by Cindy Nelson.

DRAFT

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
FINANCE & AUDIT COMMITTEE
CAPITAL EXPENDITURE REQUESTS**

WEDNESDAY ~ NOVEMBER 29, 2017

	YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF OCTOBER 2017	148,984.00	-	2,000,000.00	1,851,016.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	AMOUNT REQUESTED	COMMENTS
FY18-11	Glide Scope pediatric baton Melissa Mansfield	6,143.00	

TOTAL AMOUNT REQUESTED

6,143.00

Capital Request

Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

Department: Surgical Services

Submitted by: Melissa Mansfield

Date: 11/10/2017

Provide a detailed description of the capital expenditure requested: GlideScope Pediatric baton

Preferred Vendor: Verathon

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

- | | |
|--------------------------|-----------------------------|
| 1. Renovation | \$Click here to enter text. |
| 2. Equipment | \$6183.00 6143.00 |
| 3. Installation | \$Click here to enter text. |
| 4. Shipping | \$Click here to enter text. |
| 5. Accessories | \$Click here to enter text. |
| 6. Training | \$Click here to enter text. |
| 7. Travel costs | \$Click here to enter text. |
| 8. Other e.g. interfaces | \$Click here to enter text. |

Does the requested item:

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space?

☒ YES ☐ NO

Explain: Click here to enter text.

Attach to a new service?

☐ YES ☒ NO

Explain: Click here to enter text.

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

Infrastructure (I/S cabling, software, etc.)

\$Click here to enter text.

\$Click here to enter text.

\$Click here to enter text.

\$Click here to enter text.

\$Click here to enter text.

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$Click here to enter text.

Projected gross revenue

\$Click here to enter text.

Projected net revenue

\$Click here to enter text.

Projected Additional FTE's

Salaries

\$Click here to enter text.

Benefits

\$Click here to enter text.

Maintenance

\$Click here to enter text.

Supplies

\$Click here to enter text.

Budgeted Item:

☐ YES ☒ NO

Total Annual Expenses

\$Click here to enter text.

Net Income/(loss) from new service

\$Click here to enter text.

Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☒ YES ☐ NO

Vice President of Operations

☒ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

M. Mansfield

Justin Nelson

John

Joe

OTHER CONSIDERATIONS

Currently the surgical department has an adult baton for our GlideScope which is a video intubation system. We do not have a baton for pediatric surgical patients as they have much smaller airways. This baton will allow for improved safety in our pediatric patients and help to improve the care we provide by minimizing airway access issues during intubation and traumas. This scope will serve as a go to for difficult intubations in this population of patients and is an extremely important tool for the anesthesiologists to ensure patient safety. We already have the video system this request is to purchase an additional attachment for it.

Submitted by: Signature

Date

To: Memorial Hospital of Sweetwater County
 Attn: Accounts Payable 1200 College Dr
 Rock Springs, WY 82901-5868

Account Number 1379215
 Quote Number 00076975
 Created Date 11/16/2017
 Expiration Date 11/30/2017

To prevent delays, please do ensure the PO matches this quotation and includes the quotation number when ordering.

Please Email or Fax Purchase Order to:

Monica Winn

monica.winn@verathon.com

Fax: (866) 721-1257

Quantity	Product	Product Code	Sales Price	Total Price
1.00	GS AVL Video Baton 1-2 Kit	0270-0662	USD 6,143.00	USD 6,143.00
Subtotal				USD 6,143.00
Sales Price				USD 6,143.00
Shipping and Handling				USD 40.00
Grand Total				USD 6,183.00

Pediatric Kit Includes:

1 box Stat #1

1 box Stat #2



www.Verathon.com

If applicable, taxes will be included on your invoice, Please do not pay from quote.

Verathon Medical Corporate Headquarters
 20001 North Creek Parkway
 Bothell WA, 98011

Verathon Terms and Conditions shall apply to all orders and can be found at:

<http://verathon.com/download/0003-0625.pdf>



November 29, 2017 Finance & Audit Committee Meeting

November 29, 2017

MHSC Classrooms 1 & 2

Meeting Book - November 29, 2017 Finance & Audit Committee Meeting

Agenda

Agenda

Agenda Finance Comm November 29 2017.docx

I. Call Meeting to Order

Taylor
Jones

II. Approve Meeting Minutes

Taylor
Jones

III. Capital Requests FY18

Taylor
Jones

18 CAPITAL.pdf

IV. Building & Grounds Committee Report

James
Horan

Building & Grounds November 2017.doc

V. IT Report

Rich Tyler

IT Report fo Finance November 2017.docx

VI. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial Statements

Tami Love

FY18 FINANCIALS COMBINED - OCTOBER 2017.pdf

NARRATIVE TO OCTOBER 2017 FINANCIAL
STATEMENT.doc

FY18 Other Operating Revenue Detail.pdf

FY18 FINANCIALS CLINIC - OCTOBER 2017.pdf

CLINIC NARRATIVE TO OCTOBER 2017 FINANCIAL
STATEMENT.doc

FY18 FINANCIALS HOSPITAL ONLY - OCTOBER 2017.pdf

HDRHCD October 2017 Board.pdf

Key Financial Ratios - Definitions.pdf

2. Statistics

Tami Love

18 MHSC STATISTICS October 2017.pdf

18 Board Graphs October.pdf

18 FTE REPORT - 102917.pdf

3. Accounts Receivable report

Tami Love

FY18 DAYS IN AR October 2017.pdf

18 PAYOR MIX October 2017.pdf

4. Department Budget Adherence

Tami Love

B. Approve Investment Report

Tami Love

18 INVESTMENT SUMMARY 10-31-17.pdf

18 DAYS OF CASH ON HAND OCT 17.pdf

C. Other Business

1. Preliminary Bad Debt

Ron
Cheese

FINANCE COMMITTEE BAD DEBT MEMO NOVEMBER.pdf

2. Title 25 County Voucher

Ron
Cheese

FY18 County Maintenance & Title 25 Voucher.pdf

3. Legal Summary

Tami Love

18 BOARD LEGAL October 2017.pdf

4. Cash Disbursements

Tami Love

FY18 CASH DISBURSEMENTS - October 2017.pdf

VII. New Business

A. Financial Forum Discussions

Taylor
Jones

Finance & Audit Committee charter

FA Charter revised 101017.docx

Purchasing and Contract policies

Contracts Requiring Board Approval policy.pdf

Contract Management policy.pdf

Capital Purchases policy.pdf

VIII. Adjournment

Taylor
Jones

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

Wednesday ~ November 29, 2017

4:00 p.m.

Classrooms 1 & 2

Voting Members:

Taylor Jones, Chairman
Marty Kelsey

Non-Voting Members:

Ron Cheese	Irene Richardson
Tami Love	Dr. Larry Lauridsen
Rich Tyler	Dr. Augusto Jamias

Guests:

Angel Bennett
John Kolb, Commission
Melissa Mansfield

Jim Horan
Kari Quickenden

Kristy Nielson
Jenna Riley, CMA

- | | |
|--|----------------------|
| I. Call Meeting to Order | Taylor Jones |
| II. Approve October 25, 2017 Meeting Minutes | Taylor Jones |
| III. Capital Requests FY 18 | Taylor Jones |
| IV. Crimson Market Advantage presentation | Jenna Riley, Crimson |
| V. Building Project Review | Jim Horan |
| VI. IT Report | Rich Tyler |
| VII. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | Tami Love |
| 1. Financial Statements | Tami Love |
| 2. Statistics | Tami Love |
| 3. Accounts Receivable report | Tami Love |
| 4. Department Budget Adherence | Tami Love |
| B. Approve Investment Report | Taylor Jones |
| C. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| 3. Legal Summary | Tami Love |
| 4. Cash Disbursements | Tami Love |
| VIII. Old Business | |
| A. Finance & Audit Charter review | Taylor Jones |
| B. Purchasing and Contract policies | Taylor Jones |
| IX. New Business | |
| A. Financial Forum Discussion | Taylor Jones |
| X. Adjournment | Taylor Jones |

MHSC Capital Budget for FYE 6/30/2018

[illegible]

Capital Expenditure Dollars Authorized

148,984

Net Capital Outlay FYTD 2018

148,984

Remaining Balance FY2018 Capital Budget

1,851,016

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County

11/14/2017

Trustee Committee Members Present: Ed Tardoni, Taylor Jones.

Committee Members Present: Tami Love, Jim Horan

Guests Present: Stevie Nosich, Gerry Johnston, Clayton Radakovich, John Kolb

Minutes taken by: Cindy Nelson

Location: Classroom 2 & 3

Time started: 5:00P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Laundry Upgrade	No new information	J. Horan	1. Improved steam piping and insulation. 2. Construct storage space within Laundry area. 3. Add extra exhaust from space.	Review progress next meeting.
CT Replacement	Air-flow issues resolved. Expect to start construction the first of next year and complete near the end of February 2018	J. Horan	Continue to monitor progress.	Review progress next meeting.
Itemized Maintenance projects.	These projects are to be considered in conjunction with WDH issue listed below. 1. Failed steam expansion joint. 2. Collapsing retaining wall. 3. Replace original ceilings and sprinkler heads. 4. Seal mechanical room floor.	J. Horan	1. Order parts, perform work ASAP 2. Engineers to create design. 3. No discussion. 4. No discussion.	Review progress next meeting.
Behavioral Health rooms	With current data and the renovation of our existing detention rooms, no additional detention rooms are recommended at this time. Current policies and procedures accommodate a surge in behavioral patients.	C. Radakovich	No further action at this time.	Closed.
Wyoming Department of Health (WDH) inspection review of our Medical Office Building (MOB) and 3000 College Hill Building (CH)	Several items will need to be addressed for licensing by WDH: 1. Return-air ducts for invasive procedure rooms. 2. Temp-limiting devices on handwashing faucets. 3. Aerator removal from handwashing faucets. 4. Continuous exhaust in restrooms and soiled/wet areas. 5. Sprinkler remediation and signage at CH	J. Horan/ C. Radakovich	1. MOB – Precise rooms have been defined. Waiting WDH approval CH—apply for variance 2. MOB/ CH--In-house correction. 3. MOB/ CH--In-house correction. 4. MOB/ CH--In-house correction 5. CH-- Contractor to resolve.	Review progress next meeting.
Offsite storage	Suitability and cost-of-ownership surrounding the old hospital. Further information is needed. Discussion regarding maintenance and insurance as well. Brittany Griffin to be invited to next meeting to discuss storage requirements.	J. Horan	Tour of old hospital to be arranged with selected board members, Facilities' personnel and others. Create a cost spreadsheet for Board to review all storage options.	Review progress next meeting.
TJC findings review	One issue remains open from TJC survey. 7 double doors to have positive latching installed.	J. Horan/ C. Radakovich	Work with contractors to install as soon as possible.	Review progress next meeting.
Christmas lights	Reduced holiday lighting has been installed	J. Horan	Illuminated during tree lighting.	FYI
"Thank you" plaque for donated stone.	Obtain commemorative plaque for "Sun-Rock" in appreciation for their donation.	J. Horan/ C. Nelson	Jim to provide Cindy with "Sun-Rock" contact. Cindy will then work with Deb Sutton to obtain plaque.	Before next board meeting.
Time Adjourned: 6:15P				
Next Meeting: December 19, 2017; 5PM				
Respectfully Submitted: Jim Horan				

Finance and Audit Committee

IT report

November 2017

Rich Tyler

1. We are continuing to evaluate costs associated with moving to Pulsecheck ED EMR system or the costs associated with maintaining the current ED EMR of T-Systems. We are finalizing numbers and should have a decision in the next few weeks.
2. We are currently evaluating off-site, cloud-based, data storage options. We currently store data backups on tape media and are looking to start storing the hospital data off-site. It is best practice to store data off-site and encrypted. We hope to have a few proposals for this project in the next month or two. Our insurance company and our third party IT audit firm highly recommends this project. We continue to evaluate different options.
3. The facilities department recently had preventative maintenance done on our data center UPS (battery backup system). We had no downtime during this maintenance and everything went very smoothly.
4. We will be finishing the third party annual IT security audit by the end of December. We are going through all of our current policies and procedures and updating policies as needed.



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

Unaudited Financial Statements

for

Four months ended October 31, 2017

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

CFO

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ROCK SPRINGS, WY	
Four months ended October 31, 2017	

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

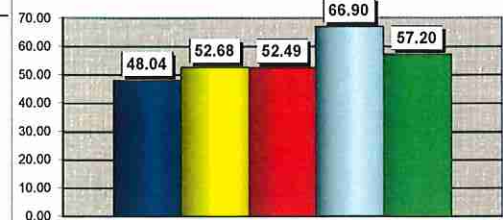
PAGE 2

Four months ended October 31, 2017

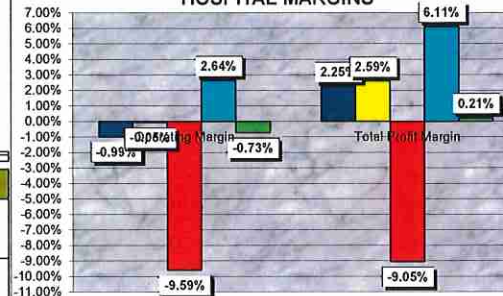
BALANCE SHEET

	YTD 10/31/2017	Prior FYE 6/30/2017
ASSETS		
Current Assets	\$30,524,519	\$28,430,788
Assets Whose Use is Limited	13,578,126	15,912,634
Property, Plant & Equipment (Net)	71,658,131	73,152,948
Other Assets	255,297	259,415
Total Unrestricted Assets	116,016,073	117,755,785
Restricted Assets	403,410	75,515
Total Assets	\$116,419,483	\$117,831,300
LIABILITIES AND NET ASSETS		
Current Liabilities	\$8,955,066	\$9,201,224
Long-Term Debt	27,954,478	30,738,726
Other Long-Term Liabilities	2,100,728	1,122,980
Total Liabilities	39,010,272	41,062,930
Net Assets	77,409,211	76,768,370
Total Liabilities and Net Assets	\$116,419,483	\$117,831,300

NET DAYS IN ACCOUNTS RECEIVABLE



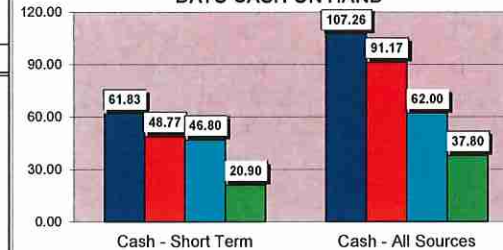
HOSPITAL MARGINS



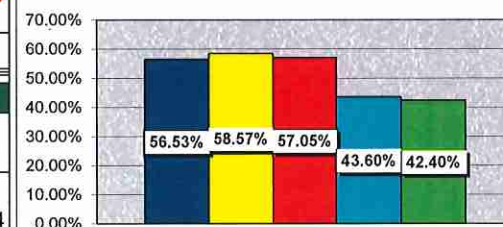
STATEMENT OF REVENUE AND EXPENSES - YTD

	10/31/17 ACTUAL	10/31/17 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$13,976,126	\$13,680,477	\$53,103,258	\$53,672,615
Deductions From Revenue	(6,632,206)	(6,419,481)	(25,276,598)	(24,806,673)
Net Patient Revenues	7,343,920	7,260,995	27,826,660	28,865,942
Other Operating Revenue	226,027	190,349	589,614	641,396
Total Operating Revenues	7,569,947	7,451,344	28,416,274	29,507,338
Expenses:				
Salaries, Benefits & Contract Labor	4,225,387	4,351,848	16,223,714	17,281,433
Purchased Serv. & Physician Fees	600,935	618,339	2,364,517	2,438,302
Supply Expenses	1,087,098	967,172	4,241,372	3,844,871
Other Operating Expenses	639,451	633,387	3,044,790	3,039,649
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	738,261	766,427	2,823,451	2,918,956
Total Expenses	7,291,132	7,337,174	28,697,844	29,523,211
NET OPERATING SURPLUS	278,815	114,170	(281,570)	(15,874)
Non-Operating Revenue/(Exp.)	162,862	195,105	921,366	780,420
TOTAL NET SURPLUS	\$441,677	\$309,275	\$639,797	\$764,546

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	10/31/17 ACTUAL	10/31/17 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	336	545	1,398	2,246
Average Acute Length of Stay	2.7	3.4	2.7	3.4
Total Emergency Room Visits	1,331	1,354	5,408	5,577
Outpatient Visits	6,772	7,094	25,948	27,941
Total Surgeries	204	176	742	716
Total Worked FTE's	416.23	442.90	408.84	442.90
Total Paid FTE's	452.92	486.41	458.02	486.41
Net Revenue Change from Prior Yr	1.31%	-0.27%	-3.30%	0.41%
EBIDA - 12 Month Rolling Average			2.59%	13.13%
Current Ratio			3.41	
Days Expense in Accounts Payable			37.18	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	10/31/17
Prior Fiscal Year End	06/30/17
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - (1.29)	
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

PAGE 3

ROCK SPRINGS, WY

Four months ended October 31, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 10/31/2017	Year to Date 10/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:						
Operating Margin	↑	3.68%	-0.99%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	5.83%	2.25%	-9.05%	6.11%	0.21%
Return on Assets	↑	1.14%	1.65%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		19.95%	23.40%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		69.84%	76.60%	68.92%	64.10%	71.70%
Liquidity:						
Days of Cash on Hand, Short Term	↑	N/A	61.83	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	107.26	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	46.78	48.04	52.49	66.90	57.20
Average Payment Period	↓	42.36	42.28	40.28	44.80	49.20
Current Ratio	↑	3.41	3.41	3.08	3.66	1.74
Capital Structure:						
Average Age of Plant (Annualized)	↓	9.85	9.85	8.42	9.50	12.40
Capital Costs as a % of Total Expense		7.97%	8.21%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	36.11%	36.11%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	26.53%	26.53%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	3.54	1.32	N/A	2.64
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	8.34	8.64	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$86,621	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		57.95%	56.53%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	32.34	32.16	52.24	49.04
		MTD - Actual 10/31/2017	YTD - Actual 10/31/2017	Prior FYE 6/30/2017	YTD - Budget 10/31/2017	
Other Ratios:						
Gross Days in Accounts Receivable	↓	45.67	46.95	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$12,182	\$11,669	\$12,261	\$13,417	
Operating Expenses per Adj. Discharge	↓	\$11,733	\$11,784	\$13,438	\$13,425	

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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.

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 4

ROCK SPRINGS, WY

Four months ended October 31, 2017

	Current Month 10/31/2017	Prior Month 9/30/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$13,006,754	\$12,740,173	\$266,581	2.09%	\$11,368,899
Gross Patient Accounts Receivable	20,588,812	19,884,916	703,896	3.54%	19,972,096
Less: Bad Debt and Allowance Reserves	(9,507,693)	(9,544,623)	36,930	0.39%	(9,329,712)
Net Patient Accounts Receivable	11,081,119	10,340,293	740,826	7.16%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,868,338	1,817,217	51,120	2.81%	1,750,578
Inventories	2,607,608	2,619,621	(12,013)	-0.46%	2,664,302
Prepaid Expenses	1,960,701	2,169,912	(209,212)	-9.64%	2,004,625
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	30,524,519	29,687,216	837,303	2.82%	28,430,788
Assets Whose Use is Limited					
Cash	3,372	(18,776)	22,148	-117.96%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,798,672	2,686,027	112,646	4.19%	3,017,205
Trustee Held Funds - SPT	1,222,650	913,907	308,743	33.78%	3,013,114
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,253,433	8,253,433	0	0.00%	8,253,433
Total Limited Use Assets	13,578,126	13,134,590	443,537	3.38%	15,912,634
Property, Plant, and Equipment					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,033,185	38,033,185	0	0.00%	38,027,734
Equipment	107,141,458	105,900,270	1,241,188	1.17%	105,824,759
Construction In Progress	483,257	483,257	0	0.00%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	148,585,957	147,344,769	1,241,188	0.84%	147,263,807
Less: Accumulated Depreciation	(76,927,826)	(76,189,565)	(738,261)	-0.97%	(74,110,859)
Net Property, Plant, and Equipment	71,658,131	71,155,204	502,927	0.71%	73,152,948
Other Assets					
Unamortized Loan Costs	255,297	256,327	(1,029)	-0.40%	259,415
Other	0	0	0	0.00%	0
Total Other Assets	255,297	256,327	(1,029)	-0.40%	259,415
TOTAL UNRESTRICTED ASSETS	116,016,073	114,233,336	1,782,737	1.56%	117,755,785
Restricted Assets	403,410	403,390	19	0.00%	75,515
TOTAL ASSETS	\$116,419,483	\$114,636,726	\$1,782,757	1.56%	\$117,831,300

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 10/31/2017	Prior Month 9/30/2017	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,017,238	\$4,035,522	\$18,284	0.45%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,824,754	1,638,754	(186,000)	-11.35%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,712,649	1,741,684	29,035	1.67%	2,001,046
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)	1,235,000	1,235,000	0	0.00%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	165,426	53,990	(111,436)	-206.40%	411,236
Total Current Liabilities	8,955,066	8,704,950	(250,116)	-2.87%	9,201,224
Long Term Debt					
Bonds/Mortgages Payable	29,189,478	29,194,290	4,812	0.02%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,235,000	1,235,000	0	0.00%	1,585,000
Total Long Term Debt (Net of Current)	27,954,478	27,959,290	4,812	0.02%	30,738,726
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	2,100,728	1,004,971	(1,095,756)	-109.03%	1,122,980
Total Other Long Term Liabilities	2,100,728	1,004,971	(1,095,756)	-109.03%	1,122,980
TOTAL LIABILITIES	39,010,272	37,669,212	(1,341,061)	-3.56%	41,062,930
Net Assets:					
Unrestricted Fund Balance	74,367,872	74,367,872	0	0.00%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	442,423	442,403	(19)	0.00%	441,378
Net Revenue/(Expenses)	639,797	198,120	N/A	N/A	(7,625,019)
TOTAL NET ASSETS	77,409,211	76,967,514	(441,696)	-0.57%	76,768,370
TOTAL LIABILITIES AND NET ASSETS	\$116,419,483	\$114,636,726	(\$1,782,757)	-1.56%	\$117,831,300

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2017

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CURRENT MONTH

	Actual 10/31/17	Budget 10/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 10/31/16
Gross Patient Revenue					
Inpatient Revenue	\$2,788,873	\$3,982,050	(\$1,193,177)	-29.96%	\$3,857,308
Outpatient Revenue	9,761,390	8,117,802	1,643,589	20.25%	7,815,623
Clinic Revenue	1,220,406	1,275,984	(55,578)	-4.36%	1,471,008
Specialty Clinic Revenue	205,457	304,641	(99,184)	-32.56%	363,024
Total Gross Patient Revenue	13,976,126	13,680,477	295,650	2.16%	13,506,963
Deductions From Revenue					
Discounts and Allowances	(5,490,404)	(5,162,489)	(327,914)	-6.35%	(5,051,678)
Bad Debt Expense (Governmental Providers Only)	(945,198)	(977,660)	32,462	3.32%	(1,155,885)
Charity Care	(196,604)	(279,332)	82,728	29.62%	(48,714)
Total Deductions From Revenue	(6,632,206)	(6,419,481)	(212,724)	-3.31%	(6,256,277)
Net Patient Revenue	7,343,920	7,260,995	82,925	1.14%	7,250,686
Other Operating Revenue	226,027	190,349	35,678	18.74%	221,160
Total Operating Revenue	7,569,947	7,451,344	118,603	1.59%	7,471,846
Operating Expenses					
Salaries and Wages	3,195,966	3,487,956	291,990	8.37%	3,878,876
Fringe Benefits	899,647	778,814	(120,833)	-15.51%	863,461
Contract Labor	129,775	85,078	(44,697)	-52.54%	185,893
Physicians Fees	188,302	205,373	17,070	8.31%	175,688
Purchased Services	412,633	412,966	334	0.08%	472,561
Supply Expense	1,087,098	967,172	(119,926)	-12.40%	1,006,598
Utilities	85,365	102,094	16,729	16.39%	86,726
Repairs and Maintenance	325,228	347,264	22,035	6.35%	307,252
Insurance Expense	63,804	64,714	910	1.41%	81,475
All Other Operating Expenses	215,922	172,645	(43,276)	-25.07%	256,542
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	(50,868)	(53,330)	(2,462)	4.62%	101,517
Depreciation and Amortization	738,261	766,427	28,166	3.67%	750,565
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,291,132	7,337,174	46,041	0.63%	8,167,154
Net Operating Surplus/(Loss)	278,815	114,170	164,644	144.21%	(695,308)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	4,510	7,100	(2,590)	-36.47%	(3,541)
Tax Subsidies (Except for GO Bond Subsidies)	308,743	279,743	29,000	10.37%	281,383
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(170,996)	(111,593)	59,403	-53.23%	(107,775)
Other Non-Operating Revenue/(Expenses)	20,605	19,855	750	3.77%	26,282
Total Non Operating Revenue/(Expense)	162,862	195,105	(32,243)	-16.53%	195,349
Total Net Surplus/(Loss)	\$441,677	\$309,275	\$132,401	42.81%	(\$499,959)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$441,677	\$309,275	\$132,401	42.81%	(\$499,959)
Operating Margin	3.68%	1.53%			-9.31%
Total Profit Margin	5.83%	4.15%			-6.69%
EBIDA	16.83%	15.01%			4.34%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2017

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	YEAR-TO-DATE				Prior Year 10/31/16
	Actual 10/31/17	Budget 10/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$11,382,753	\$15,985,614	(\$4,602,861)	-28.79%	\$15,414,599
Outpatient Revenue	36,396,983	31,761,234	4,635,749	14.60%	30,014,379
Clinic Revenue	4,465,691	4,708,122	(242,431)	-5.15%	5,086,291
Specialty Clinic Revenue	857,831	1,217,645	(359,814)	-29.55%	1,241,281
Total Gross Patient Revenue	53,103,258	53,672,615	(569,357)	-1.06%	51,756,550
Deductions From Revenue					
Discounts and Allowances	(20,850,204)	(19,932,079)	(918,124)	-4.61%	(19,128,722)
Bad Debt Expense (Governmental Providers Only)	(3,687,392)	(3,791,351)	103,959	2.74%	(3,331,872)
Charity Care	(739,002)	(1,083,243)	344,241	31.78%	(536,556)
Total Deductions From Revenue	(25,276,598)	(24,806,673)	(469,924)	-1.89%	(22,997,150)
Net Patient Revenue	27,826,660	28,865,942	(1,039,281)	-3.60%	28,759,400
Other Operating Revenue	589,614	641,396	(51,782)	-8.07%	626,624
Total Operating Revenue	28,416,274	29,507,338	(1,091,063)	-3.70%	29,386,024
Operating Expenses					
Salaries and Wages	12,798,549	13,696,646	898,097	6.56%	14,277,307
Fringe Benefits	2,854,136	3,158,875	304,739	9.65%	3,028,416
Contract Labor	571,030	425,912	(145,118)	-34.07%	933,808
Physicians Fees	666,191	728,916	62,725	8.61%	932,057
Purchased Services	1,698,326	1,709,385	11,060	0.65%	1,982,491
Supply Expense	4,241,372	3,844,871	(396,501)	-10.31%	3,857,321
Utilities	365,847	391,781	25,934	6.62%	385,542
Repairs and Maintenance	1,396,468	1,424,124	27,655	1.94%	1,371,382
Insurance Expense	264,045	259,343	(4,702)	-1.81%	321,033
All Other Operating Expenses	788,552	750,556	(37,995)	-5.06%	953,142
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	229,878	213,845	(16,033)	-7.50%	389,063
Depreciation and Amortization	2,823,451	2,918,956	95,505	3.27%	2,988,574
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	28,697,844	29,523,211	825,367	2.80%	31,420,136
Net Operating Surplus/(Loss)	(281,570)	(15,874)	(265,696)	1673.83%	(2,034,112)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	26,210	28,400	(2,190)	-7.71%	7,267
Tax Subsidies (Except for GO Bond Subsidies)	1,346,651	1,118,972	227,679	20.35%	1,107,506
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(509,493)	(446,372)	(63,121)	14.14%	(433,161)
Other Non-Operating Revenue/(Expense)	57,999	79,420	(21,421)	-26.97%	69,769
Total Non Operating Revenue/(Expense)	921,366	780,420	140,946	18.06%	751,381
Total Net Surplus/(Loss)	\$639,797	\$764,546	(\$124,750)	-16.32%	(\$1,282,731)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$639,797	\$764,546	(\$124,750)	-16.32%	(\$1,282,731)
Operating Margin	-0.99%	-0.05%			-6.92%
Total Profit Margin	2.25%	2.59%			-4.37%
EBIDA	13.07%	13.13%			6.76%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,788,873	\$2,847,824	\$2,623,367	\$3,122,689	\$2,539,451
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,761,390	\$8,831,699	\$9,336,438	\$8,467,456	\$8,682,306
Clinic Revenue	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601
Specialty Clinic Revenue	\$205,457	\$236,113	\$206,155	\$210,106	\$259,241
Total Gross Patient Revenue	\$13,976,126	\$13,019,611	\$13,347,260	\$12,760,261	\$12,850,599
Deductions From Revenue					
Discounts and Allowances	\$5,490,404	\$5,069,104	\$5,202,389	\$5,088,307	\$5,712,822
Bad Debt Expense (Governmental Providers Only)	\$945,198	\$982,992	\$976,726	\$782,476	\$747,176
Charity Care	\$196,604	\$63,706	\$195,376	\$283,316	\$317,868
Total Deductions From Revenue	6,632,206	6,115,802	6,374,491	6,154,099	6,777,866
Net Patient Revenue	\$7,343,920	\$6,903,809	\$6,972,769	\$6,606,162	\$6,072,733
Other Operating Revenue	226,027	132,021	98,430	133,136	137,619
Total Operating Revenue	7,569,947	7,035,830	7,071,199	6,739,298	6,210,352
Operating Expenses					
Salaries and Wages	\$3,195,966	\$2,960,550	\$3,386,967	\$3,255,066	\$3,247,880
Fringe Benefits	\$899,647	\$620,573	\$663,774	\$670,142	\$790,698
Contract Labor	\$129,775	\$137,000	\$102,834	\$201,421	\$119,467
Physicians Fees	\$188,302	\$157,462	\$157,081	\$163,346	\$175,409
Purchased Services	\$412,633	\$480,197	\$404,375	\$401,121	\$406,476
Supply Expense	\$1,087,098	\$1,086,034	\$1,092,210	\$976,030	\$1,471,285
Utilities	\$85,365	\$106,004	\$93,656	\$80,822	\$99,366
Repairs and Maintenance	\$325,228	\$343,702	\$385,354	\$342,184	\$371,836
Insurance Expense	\$63,804	\$66,589	\$66,544	\$67,107	\$67,671
All Other Operating Expenses	\$215,922	\$169,070	\$241,806	\$161,754	\$186,813
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	(\$50,868)	\$89,248	\$119,792	\$71,706	\$82,688
Depreciation and Amortization	\$738,261	\$682,349	\$698,636	\$704,205	\$706,240
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,291,132	\$6,898,778	\$7,413,029	\$7,094,904	\$7,725,829
Net Operating Surplus/(Loss)	\$278,815	\$137,052	(\$341,830)	(\$355,606)	(\$1,515,477)
Non-Operating Revenue:					
Contributions					
Investment Income	4,510	10,888	9,201	1,610	43,218
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	308,743	420,876	310,001	307,031	302,717
Interest Expense (Governmental Providers Only)	(170,996)	(107,709)	(124,049)	(106,739)	(129,860)
Other Non-Operating Revenue/(Expenses)	20,605	1,481	19,418	16,495	(232,314)
Total Non Operating Revenue/(Expense)	\$162,862	\$325,536	\$214,571	\$218,397	(\$46,209)
Total Net Surplus/(Loss)	\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,531,716)
Change in Unrealized Gains/(Losses) on Investments					10,679
Increase/(Decrease in Unrestricted Net Assets	\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,521,037)
Operating Margin	3.68%	1.95%	-4.83%	-5.28%	-24.40%
Total Profit Margin	5.83%	6.57%	-1.80%	-2.04%	-24.66%
EBIDA	13.44%	11.65%	5.05%	5.17%	-13.03%

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Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016
\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308
\$8,442,688	\$7,816,452	\$8,521,842	\$6,666,860	\$8,050,970	\$8,138,470	\$7,666,280	\$7,815,623
\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745	\$1,147,454	\$1,041,095	\$1,471,008
\$217,138	\$244,602	\$386,301	\$281,416	\$391,396	\$426,522	\$320,852	\$363,024
\$13,164,040	\$13,027,934	\$13,131,764	\$11,483,092	\$13,932,592	\$13,918,063	\$12,986,849	\$13,506,963
\$6,333,953	\$5,339,351	\$4,920,041	\$4,084,991	\$5,439,949	\$4,820,602	\$4,777,892	\$5,051,678
\$802,116	\$692,173	\$724,002	\$773,015	\$908,069	\$803,383	\$963,672	\$1,155,885
\$301,201	\$124,361	\$353,391	\$419,538	\$72,253	\$217,146	\$169,916	\$48,714
7,437,270	6,155,885	5,997,435	5,277,544	6,420,271	5,841,131	5,911,480	6,256,277
\$5,726,770	\$6,872,049	\$7,134,330	\$6,205,548	\$7,512,321	\$8,076,932	\$7,075,369	\$7,250,686
491,885	147,263	213,499	76,528	198,334	129,956	229,696	221,160
6,218,655	7,019,312	7,347,829	6,282,076	7,710,655	8,206,888	7,305,065	7,471,846
\$3,364,610	\$3,195,654	\$3,401,381	\$3,501,778	\$3,577,849	\$4,006,063	\$2,927,118	\$3,878,876
\$858,790	\$844,352	\$750,155	\$880,624	\$1,091,981	\$832,529	\$592,913	\$863,461
\$150,585	\$128,602	\$177,922	\$285,056	\$146,994	\$213,207	\$244,925	\$185,893
\$284,816	\$305,224	\$256,701	\$218,016	\$236,151	\$310,896	\$273,414	\$175,688
\$399,760	\$571,988	\$534,922	\$518,367	\$620,997	\$470,839	\$618,814	\$472,561
\$1,063,925	\$982,868	\$953,347	\$808,882	\$1,147,263	\$1,081,417	\$993,972	\$1,006,598
\$93,475	\$89,300	\$60,718	\$127,027	\$95,377	\$111,777	\$93,430	\$86,726
\$386,767	\$342,089	\$341,838	\$385,413	\$304,454	\$328,058	\$376,223	\$307,252
\$67,671	\$74,540	\$79,014	\$81,497	\$81,436	\$81,634	\$80,954	\$81,475
\$171,802	\$162,144	\$232,805	\$209,026	\$249,668	\$181,658	\$290,376	\$256,542
\$92,824	\$85,156	\$84,643	\$82,935	\$92,970	\$94,329	\$93,859	\$101,517
\$718,016	\$728,887	\$727,168	\$730,416	\$733,360	\$743,896	\$747,981	\$750,565
\$7,653,041	\$7,510,804	\$7,600,615	\$7,829,037	\$8,378,500	\$8,456,303	\$7,333,979	\$8,167,154
(\$1,434,386)	(\$491,492)	(\$252,786)	(\$1,546,961)	(\$667,845)	(\$249,415)	(\$28,914)	(\$695,308)
10,494	92,646	4,623	10,327	9,979	(459)	(20,249)	(3,541)
246,405	233,796	232,770	290,366	252,337	273,178	271,533	281,383
(109,196)	(108,951)	(130,517)	(109,112)	(110,073)	(107,795)	(107,795)	(107,775)
(264,249)	(286,531)	(300,886)	(284,874)	(296,160)	21,329	17,712	25,282
(\$116,546)	(\$69,040)	(\$194,010)	(\$93,293)	(\$143,917)	\$186,252	\$161,201	\$195,349
(\$1,550,932)	(\$560,532)	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287	(\$499,959)
97,892							
(\$1,550,932)	(\$462,640)	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287	(\$499,959)
-23.07%	-7.00%	-3.44%	-24.62%	-8.66%	-3.04%	-0.40%	-9.31%
-24.94%	-7.99%	-6.08%	-26.11%	-10.53%	-0.77%	1.81%	-6.69%
-11.52%	3.38%	6.46%	-13.00%	0.85%	6.03%	9.84%	0.74%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Four months ended October 31, 2017

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	CASH FLOW	
	Current Month 10/31/2017	Current Year-To-Date 10/31/2017
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$441,677	\$639,797
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	738,261	2,823,451
(Increase)/Decrease in Net Patient Accounts Receivable	(740,826)	(438,735)
(Increase)/Decrease in Other Receivables	(51,120)	(117,760)
(Increase)/Decrease in Inventories	12,013	56,694
(Increase)/Decrease in Pre-Paid Expenses	209,212	43,924
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(18,284)	(160,201)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	156,965	509,854
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	111,436	(245,810)
Net Cash Provided by Operating Activities:	859,332	3,111,215
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(1,241,188)	(1,328,634)
(Increase)/Decrease in Limited Use Cash and Investments	(421,389)	2,008,997
(Increase)/Decrease in Other Limited Use Assets	(22,148)	325,510
(Increase)/Decrease in Other Assets	1,029	4,118
Net Cash Used by Investing Activities	(1,683,696)	1,009,991
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(3,134,248)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	1,095,756	977,748
Net Cash Used for Financing Activities	1,090,945	(2,156,500)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(326,851)
Net Increase/(Decrease) in Cash	266,581	1,637,855
Cash, Beginning of Period	12,740,173	11,368,899
Cash, End of Period	\$13,006,754	\$13,006,754

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
10/31/17	10/31/17	Variance	Year 10/31/16		10/31/17	10/31/17	Variance	Year 10/31/16
Discharges								
124	158	(34)	158	Acute	522	655	(133)	655
124	158	(34)	158	Total Adult Discharges	522	655	(133)	655
40	43	(3)	43	Newborn	162	188	(26)	188
164	201	(37)	201	Total Discharges	684	843	(159)	843
Patient Days:								
336	545	(209)	545	Acute	1,398	2,246	(848)	2,246
336	545	(209)	545	Total Adult Patient Days	1,398	2,246	(848)	2,246
71	69	2	69	Newborn	288	307	(19)	307
407	614	(207)	614	Total Patient Days	1,686	2,553	(867)	2,553
Average Length of Stay (ALOS)								
2.7	3.4	(0.7)	3.4	Acute	2.7	3.4	(0.8)	3.4
2.7	3.4	(0.7)	3.4	Total Adult ALOS	2.7	3.4	(0.8)	3.4
1.8	1.6	0.2	1.6	Newborn ALOS	1.8	1.6	0.1	1.6
Average Daily Census (ADC)								
10.8	17.6	(6.7)	17.6	Acute	11.4	18.3	(6.9)	18.3
10.8	17.6	(6.7)	17.6	Total Adult ADC	11.4	18.3	(6.9)	18.3
2.3	2.2	0.1	2.2	Newborn	2.3	2.5	(0.2)	2.5
Emergency Room Statistics								
125	138	(13)	138	ER Visits - Admitted	524	571	(47)	571
1,206	1,216	(10)	1,216	ER Visits - Discharged	4,884	5,006	(122)	5,006
1,331	1,354	(23)	1,354	Total ER Visits	5,408	5,577	(169)	5,577
9.39%	10.19%		10.19%	% of ER Visits Admitted	9.69%	10.24%		10.24%
100.81%	87.34%		87.34%	ER Admissions as a % of Total	100.38%	87.18%		87.18%
Outpatient Statistics:								
6,772	7,094	(322)	7,094	Total Outpatients Visits	25,948	27,941	(1,993)	27,941
103	97	6	97	Observation Bed Days	449	369	80	369
4,261	4,520	(259)	4,316	Clinic Visits - Primary Care	16,017	17,100	(1,083)	17,512
457	545	(88)	566	Clinic Visits - Specialty Clinics	1,916	2,183	(267)	2,161
25	40	(15)	40	IP Surgeries	111	163	(52)	163
179	136	43	136	OP Surgeries	631	553	78	553
Productivity Statistics:								
416.23	442.90	(26.67)	457.79	FTE's - Worked	408.84	442.90	(34.06)	447.28
452.92	486.41	(33.49)	494.32	FTE's - Paid	458.02	486.41	(28.39)	492.09
1.3417	1.5439	(0.20)	1.5439	Case Mix Index -Medicare	1.2987	1.0435	0.26	1.4792
0.9207	0.7894	0.13	0.7894	Case Mix Index - All payers	0.8882	0.8446	0.04	0.8443

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
10/31/17

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	46.95	46.55
Net Days in Accounts Receivable	48.04	52.49
Number of Gross Days in Unbilled Revenue	3.77	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	23.88%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.41%	2.04%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.39%	2.02%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.76%	7.15%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.94%	7.06%
Collections as a Percentage of Net Revenue - Current Month	89.03%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	97.37%	100% or >
Percentage of Blue Cross Receivable > 90 Days	13.50%	< 10%
Percentage of Insurance Receivable > 90 Days	11.63%	< 15%
Percentage of Medicaid Receivable > 90 Days	23.59%	< 20%
Percentage of Medicare Receivable > 60 Days	5.05%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2017

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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	%
PROFIT & LOSS STATEMENT				
Gross Patient Revenue	295,650	2.16%	(569,357)	-1.06%

Gross patient revenue is over budget for the month and under budget year to date. Patient statistics under budget include Discharges, Patient Days, Births, ER Visits, Inpatient Surgeries and Clinic and Outpatient visits. Average Daily Census is 10.8 in October which is under budget by 6.7.

Deductions from Revenue	(212,724)	-3.31%	(469,924)	-1.89%
--------------------------------	------------------	---------------	------------------	---------------

Deductions from revenue are over budget for October and over budget year to date. They are currently booked at 47% for October and 47.6% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	32,462	3.32%	103,959	2.74%
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Bad debt expense is booked at 6.8% for October and 7% year to date.

Charity Care	82,728	29.62%	344,241	31.78%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	35,678	18.74%	(51,782)	-8.07%
--------------------------------	---------------	---------------	-----------------	---------------

Other Operating Revenue is over budget for the month and remains under budget year to date.

Salaries and Wages	291,990	8.37%	898,097	6.56%
---------------------------	----------------	--------------	----------------	--------------

Salary and Wages are under budget for October 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 under budget by 33.5 FTEs for the month and 28.4 FTEs year to date.

Fringe Benefits	(120,833)	-15.51%	304,739	9.65%
------------------------	------------------	----------------	----------------	--------------

Fringe benefits are over budget in October and remain under budget year to date. Group Health was over budget in October.

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Contract Labor	(44,697)	-52.54%	(145,118)	-34.07%
-----------------------	-----------------	----------------	------------------	----------------

Contract labor is over budget for October and remains over budget year to date. OB, ICU, Surgery, Emergency Room, Physical Therapy and Ultrasound are over budget for the month.

Physician Fees	17,070	8.31%	62,725	8.61%
-----------------------	---------------	--------------	---------------	--------------

Physician fees are under budget in October and remain under budget year to date. Costs for Radiology are under budget in October.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2017

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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	%
Purchased Services	334	0.08%	11,060	0.65%

Purchased services are under budget for October and remain under budget year to date.
Services over budget include Legal Fees, Laboratory send outs, Pet Scan and Lithotripsy.

Supply Expense	(119,926)	-12.40%	(396,501)	-10.31%
-----------------------	------------------	----------------	------------------	----------------

Supplies are over budget for October and remain over budget year to date. Line items over budget include Med/Surg supplies, Radioactive Materials, Instruments and Drugs.

Repairs & Maintenance	22,035	6.35%	27,655	1.94%
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Repairs and Maintenance are under budget for October and under budget year to date.

All Other Operating Expenses	(43,276)	-25.07%	(37,995)	-5.06%
-------------------------------------	-----------------	----------------	-----------------	---------------

This expense is over budget in October and remains over budget year to date. Other expenses over budget include Hospital memberships, Education and Travel, Freight, Employee recruitment, Pharmacy floor expenses, Computer Software and Physician recruitment.

Leases and Rentals	(2,462)	4.62%	(16,033)	-7.50%
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This expense is over budget for October and remains over budget year to date.

Depreciation and Amortization	28,166	3.67%	95,505	3.27%
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Depreciation is under budget for October and remains under budget year to date.

BALANCE SHEET

Cash and Cash Equivalents	\$266,581	2.09%
----------------------------------	------------------	--------------

Cash increased in October. Cash collections for October were \$6.5 million. Days Cash on Hand increased 1 day to 107 days.

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Gross Patient Accounts Receivable	\$703,896	3.54%
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This receivable increased in October due to the higher revenue.

Bad Debt and Allowance Reserves	36,930	0.39%
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Bad Debt and Allowances decreased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2017

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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	%
Other Receivables increased in October due to the accrual of the QRA receivable.				
Prepaid Expenses	(209,212)	-9.64%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	443,537	3.38%		
These assets increased due to the special purpose tax.				
Plant Property and Equipment	502,927	0.71%		
The increase in these assets is due to the addition of the MRI and the normal increase in accumulated depreciation.				
Accounts Payable	18,284	0.45%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(186,000)	-11.35%		
This liability increased in October. The payroll accrual for October was 16 days.				
Accrued Benefits	29,035	1.67%		
This liability decreased in October with the normal accrual and usage of PTO .				
Other Current Liabilities	(111,436)	-206.40%		
This liability increased due to accrued bond interest.				
Other Long Term Liabilities	(1,095,756)	-109.03%		
This liability increased due to the addition of the MRI lease.				
Total Net Assets	(441,696)	-0.57%		

The net gain from operations for October is \$278,815

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

To: Finance Committee
From: Tami Love, CFO

November 22, 2017

NARRATIVE TO OCTOBER 2017 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for October was a gain of \$278,815, compared to a gain of \$114,170 in the budget. This yields a 3.68% operating margin for the month compared to 1.53% in the budget. The YTD net operating loss is \$281,570, compared to a loss of \$15,874 in the budget. This represents a YTD operating margin of -0.99% compared with -.05% in the budget.

The total net gain for the month was \$441,677, compared to a gain of \$309,275 in the budget. The YTD total net gain is \$639,797, compared to a gain of \$764,546. This represents a YTD total profit margin of 2.25% compared with 2.59% in the budget.

Annual Debt Service Coverage came in at 3.54. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 10.8; under budget by 6.7 under budget prior year by 6.9. YTD average census is 11.4 compared to 18.3 in the budget and 18.3 in the prior year.

Inpatient surgeries were 15 under budget at 25 and outpatient surgeries were over budget by 43 at 179. There were 6,772 outpatient visits, under budget by 322.

Total ER visits were 1,331, which was under budget by 23. There were 40 newborns in October, under budget by 3. Births are under budget by 26 year to date.

REVENUE. Revenue for the month was \$13,976,126, over budget by \$295,650. Inpatient revenue was under budget by \$1,193,177, outpatient revenue was over budget by \$1,643,589 and the employed Provider Clinic was under budget by \$154,762.

YTD total revenue was \$53,103,258, under budget by \$569,357. Inpatient revenue is under budget by \$4,602,861, outpatient revenue is over budget by \$4,635,749 and the Provider Clinic is under budget by \$602,245. We are experiencing a shift from inpatient care to outpatient care. YTD inpatient revenue is 21% of total revenue compared to 30.2% in the prior year.

Net patient revenue for the month was \$7,343,920, over budget by \$82,925. YTD net patient revenue was \$27,826,660, under budget by \$1,039,281.

Deductions from revenue were booked at 47% for October compared to 46.2% in the budget and 42.3% for prior year. YTD deductions from revenue are 47.6%, compared to 46% in the budget and 43.8% for FY 2017.

EXPENSES. Total expenses for the month were \$7,291,132 under budget by \$46,041. Salary & Wage, Physician Fees, Purchased Services, Utilities, Repairs & Maintenance, Insurance Expense and Depreciation were under budget for October. The following categories were over budget for October:

Fringe Benefits-This expenses is over budget by \$120,833. Group Health was over budget by \$159,749

Contract Labor – This expense is over budget by \$44,697. OB, ICU, Surgery, Emergency Room, Ultrasound and Physical Therapy are over budget for the month.

Supplies – This expense is over budget by \$119,926. Oxygen, Instruments, Med/Surg supplies, Radioactive Materials, Drugs and Outdated supplies are over budget for October.

Other Operating Expenses – This expense is over budget by \$43,276. Education & Travel, Freight, Physician and Employee recruitment, Software and Pharmacy floor expenses are over budget for October.

We continue to see the effect of the recent cost savings plan in the new fiscal year. As of October, the daily cash expense is remaining steady at \$210,000, down from a high of \$236,000 in last fiscal year.

BALANCE SHEET. Operating cash at month end was \$13,006,754, up \$266,581 from September. Collections for the month of October were \$6,538,439. The Days of Cash on Hand for October are 107, up 1 day from September due to the decrease in expenses and increased collections. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$20,588,812, up \$703,896 from the prior month. Net patient receivables at month end were \$11,081,119 up \$740,826 from last month. Days in Receivables are 46 for October, up 1 day from September.

OUTLOOK FOR NOVEMBER. Inpatient volumes, including inpatient surgeries, are projecting to come in under budget. We continue to experience a shift from inpatient care to outpatient care with inpatient revenue and patient days, admits and discharges being under budget. Births are coming in right at budget. Outpatient visits, including imaging and lab services, are projecting to be over budget in November. Gross patient

revenue is projecting to come in at \$12.4M, which is under budget with net revenue projecting to \$6.6M. Collections are projecting to come in at \$7.5M, which is over budget.

With the continued decrease in volumes, expenses are also projecting to come in under budget. As we head into our busy season, we hope to sustain this lower level of expenses and be able to achieve regular monthly gains from the increase in revenue. Salaries, benefits, consulting fees, contract labor and physician fees should decrease in fiscal year 2018.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OTHER OPERATING REVENUE - Detail
YEAR TO DATE SEPTEMBER 2017

JULY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,938.82		
Medical Records	919.99		
Document Copy Service	140.25		
Pharmacy sales	14.22		
Prenatal Reimbursement	(31.88)		
HPSA	35,411.30		
PALS Class	110.00		
BLS Classes	279.00		
Vending machine commissions	433.32		
Hampton & Newman Deposition	500.00		
Interlare	1,819.62		
Lifeline reclass	(40.00)		
Reduction SCHHC (from Corrected Reversal)	(1,110.56)		
Pacific Steel	33.21		
Sports Physicals	1,025.00		
County Maintenance Fund	1,187.70		
UOFU Payment - sent to wrong venue	141.55		
Reverse Sw. Peds Dup Inv.	(2,100.00)		
Solvay Occupation Med retainer	900.00		
Castle Rehab Transport	780.00		
Rocky Mountain Home Care	80.00		
Jim Bridger Retainer	800.00		
Foundation Reimbursement Pointer	2,715.00		
Jim Bridger Physician Services	14,875.00		
Mission at Castle Rock Physician Services-Reverse Dup	3,846.00		
Tata Occupation Medicine on site	15,150.00		
Shriners Hospital	346.36		
High Desert Rural Health Clinic District Wamsutter	21,222.87		
Cafeteria sales	23,749.88		
July Totals		133,136.65	133,136.65

AUGUST		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,750.93		
Medical Records	113.20		
Document Copy Service	20.00		
Radiology Film Copies	5.00		
HPSA	604.84		
BLS Classes	155.00		
Black Butte Coal	494.11		
Central Supply	34.29		
Disproportionate Share	179.00		
Pacific Steel	169.02		
BCBS Refund Check	1,774.28		
Sports Physicals	1,300.00		
County Maintenance Fund	512.64		
UOFU Payment - sent to wrong venue will be reversed	206.00		
Solvay Occupation Med retainer	900.00		
Castle Rehab Lab Courier	260.00		
Prenatal Classes	60.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	16,480.00		
Tata Occupation Medicine on site	13,050.00		
High Desert Rural Health Clinic District Wamsutter	18,438.39		
Cafeteria sales	32,323.35		
August Totals		98,430.05	231,566.70

SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	7,161.16		
Medical Records	628.70		
Radiology Film Copies	5.00		
Pharmacy sales	86.05		
ACLS/BLS Classes	555.00		
HEALTH CARE SERVICES	0.03		
Reclass Black Lung/Clinic	(494.11)		
Central Supply	626.68		
Meaningful Use	19,208.52		
Interlare	12,489.95		
BCBS Refund Check	(747.80)		
U OF U Payment - sent to us by mistake.	41.20		
Sports Physicals	100.00		
County Maintenance Fund	10,297.70		
Vending Machine Refunds	158.99		
Shriners	346.36		
Solvay Occupation Med retainer	900.00		
Castle Rock	3,749.85		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,730.00		
Sweetwater Peds	1,280.00		
Tata Occupation Medicine on site	13,050.00		
High Desert Rural Health Clinic District Wamsutter	23,604.96		
Foundation	1,123.66		
Cafeteria sales	25,319.18		
SEPTEMBER Totals		132,021.08	363,587.78

OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	7,266.90		
Medical Records	559.20		
Pharmacy sales	77.98		
ACLS/BLS/PALS Classes	186.00		
Prenatal Classes	99.22		
Cache Valley Oil Rebate	10.00		
Castle Rock Lab Courier	260.00		
Affiliated Insurance Claim	44,949.01		
HPSA	30,730.96		
Law Office Cullmore	25.00		
Interlare	2,714.30		
County Maintenance Fund	43,489.18		
Vending machine commissions	663.13		
Shriners	346.36		
Solvay Occupation Med retainer	900.00		
Jim Bridger Retainer	800.00		
Castle Rock	2,403.95		
Jim Bridger Physician Services	12,230.00		
Tata Occupation Medicine on site	15,150.00		
High Desert Rural Health Clinic District Wamsutter	25,979.19		
Cafeteria sales	37,186.41		
OCTOBER Totals		226,026.79	589,614.57



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Four months ended October 31, 2017

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

CFO

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Key Financial Ratios








MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 10/31/2017	Year to Date 10/31/2017	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
Profitability:					
Operating Margin		-71.82%	-75.19%	-108.66%	-36.58%
Total Profit Margin		-71.82%	-75.19%	-108.66%	-36.58%
Contractual Allowance %		48.60%	43.99%	45.28%	
Liquidity:					
Net Days in Accounts Receivable		46.04	43.61	48.86	39.58
Gross Days in Accounts Receivable		50.88	51.83	50.23	72.82
Productivity and Efficiency:					
Patient Visits Per Day		137.45	130.22	247.20	
Total Net Revenue per FTE		N/A	\$133,586	\$124,265	
Salary Expense per Paid FTE		N/A	\$178,261	\$179,022	
Salary and Benefits as a % of Net Revenue		147.43%	149.87%	164.96%	91.26%
Employee Benefits %		15.30%	12.31%	14.50%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017

	CURRENT MONTH				Prior Year 10/31/16
	Actual 10/31/17	Budget 10/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,220,406	1,275,984	(55,578)	-4.36%	1,471,008
Specialty Clinic Revenue	205,457	304,641	(99,184)	-32.56%	363,025
Total Gross Patient Revenue	1,425,863	1,580,624	(154,762)	-9.79%	1,834,033
Deductions From Revenue					
Discounts and Allowances	(692,936)	(777,268)	84,333	10.85%	(810,611)
Total Deductions From Revenue	(692,936)	(777,268)	84,333	10.85%	(810,611)
Net Patient Revenue	732,927	803,356	(70,429)	-8.77%	1,023,422
Other Operating Revenue	57,810	52,000	5,810	11.17%	92,094
Total Operating Revenue	790,737	855,356	(64,619)	-7.55%	1,115,516
Operating Expenses					
Salaries and Wages	1,011,079	1,134,602	123,523	10.89%	1,579,112
Fringe Benefits	154,715	143,176	(11,538)	-8.06%	188,713
Contract Labor	0	0	0	0.00%	0
Physicians Fees	13,500	5,375	(8,125)	-151.16%	31,685
Purchased Services	14,349	15,525	1,176	7.57%	60,784
Supply Expense	12,143	20,372	8,230	40.40%	25,997
Utilities	1,885	2,535	651	25.66%	2,132
Repairs and Maintenance	25,772	27,301	1,529	5.60%	21,661
Insurance Expense	18,963	20,385	1,422	6.98%	30,567
All Other Operating Expenses	75,621	54,898	(20,724)	-37.75%	106,835
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,831	5,513	682	12.36%	78,608
Depreciation and Amortization	25,820	26,296	477	1.81%	28,053
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,358,677	1,455,978	97,301	6.68%	2,154,146
Net Operating Surplus/(Loss)	(567,940)	(600,622)	32,682	-5.44%	(1,038,630)
Total Net Surplus/(Loss)	(567,940)	(600,622)	\$32,682	-5.44%	(\$1,038,630)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease in Unrestricted Net Assets	(567,940)	(600,622)	\$32,682	-5.44%	(\$1,038,630)
Operating Margin	-71.82%	-70.22%			-93.11%
Total Profit Margin	-71.82%	-70.22%			-93.11%
EBIDA	-68.56%	-67.14%			-90.59%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017

	YEAR-TO-DATE				
	Actual 10/31/17	Budget 10/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 10/31/16
Gross Patient Revenue					
Clinic Revenue	4,465,691	4,708,122	(242,431)	-5.15%	5,086,291
Specialty Clinic Revenue	857,831	1,217,644	(359,813)	-29.55%	1,241,282
Total Gross Patient Revenue	5,323,522	5,925,766	(602,244)	-10.16%	6,327,573
Deductions From Revenue					
Discounts and Allowances	(2,342,059)	(2,719,492)	377,433	13.88%	(2,883,872)
Total Deductions From Revenue	(2,342,059)	(2,719,492)	377,433	13.88%	(2,883,872)
Net Patient Revenue	2,981,463	3,206,274	(224,811)	-7.01%	3,443,701
Other Operating Revenue	218,779	208,000	10,779	5.18%	261,603
Total Operating Revenue	3,200,242	3,414,274	(214,032)	-6.27%	3,705,304
Operating Expenses					
Salaries and Wages	4,270,474	4,696,082	425,607	9.06%	5,445,934
Fringe Benefits	525,801	608,962	83,161	13.66%	641,228
Contract Labor	0	0	0	0.00%	0
Physicians Fees	35,750	27,925	(7,825)	-28.02%	231,275
Purchased Services	57,200	63,470	6,270	9.88%	259,112
Supply Expense	47,136	81,584	34,448	42.22%	110,267
Utilities	6,608	10,140	3,533	34.84%	10,272
Repairs and Maintenance	107,342	109,224	1,882	1.72%	151,079
Insurance Expense	78,402	82,027	3,625	4.42%	120,054
All Other Operating Expenses	352,045	318,432	(33,613)	-10.56%	410,522
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	22,517	21,927	(590)	-2.69%	301,630
Depreciation and Amortization	103,238	105,346	2,108	2.00%	111,803
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,606,513	6,125,119	518,606	8.47%	7,793,176
Net Operating Surplus/(Loss)	(2,406,271)	(2,710,845)	304,575	-11.24%	(4,087,872)
Total Net Surplus/(Loss)	(\$2,406,271)	(\$2,710,845)	\$304,575	-11.24%	(\$4,087,872)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,406,271)	(2,710,845)	\$304,575	-11.24%	(\$4,087,872)
Operating Margin	-75.19%	-79.40%			-110.32%
Total Profit Margin	-75.19%	-79.40%			-110.32%
EBIDA	-71.96%	-76.31%			-107.31%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017
Gross Patient Revenue					
Clinic Revenue	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601
Specialty Clinic Revenue	\$205,457	\$236,113	\$206,155	\$210,106	\$259,241
Total Gross Patient Revenue	\$1,425,863	\$1,340,088	\$1,387,455	\$1,170,116	\$1,628,842
Deductions From Revenue					
Discounts and Allowances	692,936	555,237	608,792	485,094	760,859
Total Deductions From Revenue	692,936	555,237	608,792	485,094	760,859
Net Patient Revenue	\$732,927	\$784,851	\$778,663	\$685,022	\$867,983
Other Operating Revenue	57,810	55,461	50,468	55,040	39,611
Total Operating Revenue	790,737	840,312	829,131	740,062	907,594
Operating Expenses					
Salaries and Wages	\$1,011,079	\$981,413	\$1,231,456	\$1,046,527	\$1,214,764
Fringe Benefits	\$154,715	\$115,658	\$129,549	\$125,879	\$193,095
Contract Labor					
Physicians Fees	\$13,500	\$8,000	\$5,500	\$8,750	\$5,250
Purchased Services	\$14,349	\$14,339	\$13,213	\$15,299	\$30,068
Supply Expense	\$12,143	\$12,121	\$12,785	\$10,087	\$10,932
Utilities	\$1,885	\$1,574	\$1,566	\$1,584	\$1,564
Repairs and Maintenance	\$25,772	\$28,910	\$26,427	\$26,233	\$27,118
Insurance Expense	\$18,963	\$19,406	\$19,406	\$20,627	\$21,360
All Other Operating Expenses	\$75,621	\$65,091	\$137,030	\$74,302	\$56,952
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,831	\$5,018	\$5,391	\$7,277	\$75,265
Depreciation and Amortization	\$25,820	\$25,747	\$25,747	\$25,924	\$27,194
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,358,677	\$1,277,277	\$1,608,070	\$1,362,489	\$1,663,563
Net Operating Surplus/(Loss)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)
Total Net Surplus/(Loss)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)
Operating Margin	-71.82%	-52.00%	-93.95%	-84.10%	-83.29%
Total Profit Margin	-71.82%	-52.00%	-93.95%	-84.10%	-83.29%
EBIDA	-68.56%	-48.94%	-90.84%	-80.60%	-80.30%

Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016
\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745	\$1,147,454	\$1,041,094	\$1,471,008
\$217,138	\$244,602	\$386,301	\$281,416	\$391,396	\$426,522	\$320,852	\$363,025
\$1,385,376	\$1,572,035	\$1,449,397	\$1,225,781	\$1,635,141	\$1,573,976	\$1,361,946	\$1,834,033
633,239	696,587	674,925	530,700	713,716	669,808	659,237	810,611
633,239	696,587	674,925	530,700	713,716	669,808	659,237	810,611
\$752,136	\$875,448	\$774,472	\$695,081	\$921,425	\$904,168	\$702,708	\$1,023,422
56,796	52,177	58,889	33,589	52,780	81,701	25,532	92,094
808,932	927,625	833,362	728,670	974,205	985,868	728,240	1,115,516
\$1,195,299	\$1,111,333	\$1,295,287	\$1,394,959	\$1,163,112	\$1,390,067	\$1,059,816	\$1,579,112
\$181,519	\$200,857	\$203,069	\$224,546	\$282,026	\$178,010	\$110,469	\$188,713
\$37,370	\$36,162	\$33,662	\$32,063	\$53,171	\$93,628	\$82,454	\$31,685
\$16,317	\$60,702	\$85,726	\$49,315	\$75,253	\$67,656	\$76,956	\$60,784
\$15,371	\$13,857	\$28,457	\$16,519	\$32,574	\$29,131	\$36,680	\$25,997
\$1,684	\$780	\$5,604	\$1,982	\$1,779	\$1,952	\$1,395	\$2,132
\$25,153	\$30,199	\$29,953	\$26,846	\$16,474	\$23,559	\$17,915	\$21,661
\$21,360	\$29,117	\$29,788	\$30,034	\$30,068	\$30,016	\$30,567	\$30,567
\$71,115	\$57,325	\$91,004	\$82,429	\$85,900	\$68,371	\$104,896	\$106,835
\$76,910	\$77,311	\$78,130	\$78,112	\$77,521	\$76,523	\$77,459	\$78,608
\$30,719	\$30,719	\$30,392	\$30,392	\$29,970	\$28,053	\$28,053	\$28,053
\$1,672,816	\$1,648,362	\$1,911,070	\$1,967,199	\$1,847,847	\$1,986,965	\$1,626,660	\$2,154,147
(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)
(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)
0	0	0	0	0	0	0	0
(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)
-106.79%	-77.70%	-129.32%	-169.97%	-89.68%	-101.54%	-123.37%	-93.11%
-106.79%	-77.70%	-129.32%	-169.97%	-89.68%	-101.54%	-123.37%	-93.11%
-103.00%	-74.39%	-125.67%	-165.80%	-86.60%	-98.70%	-119.52%	-90.59%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
10/31/17	10/31/17	Variance	Year 10/31/16		10/31/17	10/31/17	Variance	Year 10/31/16
Outpatient Statistics:								
4,261	4,520	(259)	4,316	Clinic Visits - Primary Care	16,017	17,100	(1,083)	17,512
457	545	(88)	566	Clinic Visits - Specialty Clinics	1,916	2,182	(266)	2,161
Productivity Statistics:								
61.08	75.74	(14.66)	80.01	FTE's - Worked	62.29	75.74	(13.45)	78.27
65.51	83.23	(17.72)	88.31	FTE's - Paid	71.09	83.23	(12.14)	87.15

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

To: Finance Committee
From: Tami Love, CFO

November 22, 2017

PROVIDER CLINIC – OCTOBER 2017

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for October was a loss of \$567,940, compared to a loss of \$600,622 in the budget. The YTD net operating loss is \$2,406,271, compared to a loss of \$2,710,845 in the Budget.

VOLUME. Total visits were 4,718 for October, under budget by 347 visits. YTD patient visits are 17,933, under budget by 1,349 visits.

REVENUE. Revenue for the Clinic for October was \$1,425,863, under budget by \$154,762. YTD revenue was \$5,323,522, under budget by \$602,244. The Clinic physicians also generate hospital revenue in addition to their office revenue. This is called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated for October from the Clinic is \$4,213,693. This equates to \$2,233,257 of net enterprise revenue with an impact to the bottom line from enterprise revenue of \$278,934. The gross enterprise revenue represents 30% of the total Hospital revenue for October.

Net patient revenue for the Clinic for October was \$732,927, under budget by \$70,429. YTD net patient revenue was \$2,981,463, which was under budget by \$224,811. YTD net patient revenue is 56% of gross revenue compared with 54.1% in the budget and 54.4% in the prior year.

Deductions from revenue for the Clinic were booked at 44% for October. Historically, the Clinic has a more favorable payor mix than the hospital. The Clinic has a much larger Commercial insurance population than the hospital and a smaller Medicare, Medicaid and Self Pay population than the hospital. In October, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 59.1% of revenue, Medicare and Medicaid consisted of 35.7% of revenue and Self Pay consisted of 4.4% of revenue.

EXPENSES. Total expenses for the month were \$1,358,677, which was under budget by \$97,301. YTD expenses were \$6,606,513, which was under budget by \$518,606. The majority of the expenses consist of Salaries and Benefits; which is about 85.5% of YTD total expenses.

OVERALL ASSESSMENT. The Provider Clinic revenue plus enterprise revenue consists of 40.4% of total hospital gross patient revenue for October.



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

HOSPITAL ONLY

Unaudited Financial Statements

for

Four months ended October 31, 2017

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

CFO

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Four months ended October 31, 2017	

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Key Financial Ratios








MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 10/31/2017	Year to Date 10/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
Profitability:						
Operating Margin		12.49%	8.43%	6.04%	2.64%	-0.73%
Total Profit Margin		14.89%	12.08%	11.04%	6.11%	0.21%
Contractual Allowance %		38.23%	38.74%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		22.22%	23.82%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		77.78%	76.18%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable		46.86	48.58	53.22	66.90	57.20
Gross Days in Accounts Receivable		45.08	46.39	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed		7.94	8.23	7.35	6.60	4.63
Total Net Revenue per FTE		N/A	\$190,640	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$68,792	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		45.13%	45.32%	46.65%	43.60%	42.40%
Employee Benefits %		34.09%	27.30%	30.51%	22.98%	29.27%

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.

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2017

PAGE 3

CURRENT MONTH

	Actual 10/31/17	Budget 10/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 10/31/16
Gross Patient Revenue					
Inpatient Revenue	\$2,788,873	\$3,982,050	(\$1,193,177)	-29.96%	\$3,857,308
Outpatient Revenue	9,761,390	8,117,802	1,643,588	20.25%	7,815,622
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	12,550,263	12,099,852	450,411	3.72%	11,672,930
Deductions From Revenue					
Discounts and Allowances	(4,797,468)	(4,385,221)	(412,247)	-9.40%	(4,241,067)
Bad Debt Expense (Governmental Providers Only)	(945,198)	(977,660)	32,462	3.32%	(1,155,885)
Charity Care	(196,604)	(279,332)	82,728	29.62%	(48,714)
Total Deductions From Revenue	(5,939,270)	(5,642,213)	(297,057)	-5.26%	(5,445,666)
Net Patient Revenue	6,610,993	6,457,639	153,354	2.37%	6,227,265
Other Operating Revenue	168,217	138,349	29,868	21.59%	129,065
Total Operating Revenue	6,779,210	6,595,988	183,222	2.78%	6,356,330
Operating Expenses					
Salaries and Wages	2,184,887	2,353,354	168,467	7.16%	2,299,765
Fringe Benefits	744,932	635,638	(109,294)	-17.19%	674,747
Contract Labor	129,775	85,078	(44,697)	-52.54%	185,893
Physicians Fees	174,802	199,998	25,195	12.60%	144,003
Purchased Services	398,284	397,441	(842)	-0.21%	411,778
Supply Expense	1,074,955	946,800	(128,156)	-13.54%	980,602
Utilities	83,480	99,559	16,079	16.15%	84,594
Repairs and Maintenance	299,456	319,963	20,506	6.41%	285,590
Insurance Expense	44,841	44,329	(512)	-1.15%	50,908
All Other Operating Expenses	140,301	117,748	(22,553)	-19.15%	149,707
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	(55,699)	(58,843)	(3,143)	5.34%	22,909
Depreciation and Amortization	712,442	740,131	27,689	3.74%	722,512
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,932,455	5,881,195	(51,260)	-0.87%	6,013,008
Net Operating Surplus/(Loss)	846,755	714,793	131,963	18.46%	343,323
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	4,510	7,100	(2,590)	-36.47%	(3,541)
Tax Subsidies (Except for GO Bond Subsidies)	308,743	279,743	29,000	10.37%	281,383
Tax Subsidies for GO Bonds	20,605	0	20,605	0.00%	0
Interest Expense (Governmental Providers Only)	(170,996)	(111,593)	59,403	-53.23%	(107,775)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	26,282
Total Non Operating Revenue/(Expense)	162,862	195,105	(32,243)	-16.53%	195,348
Total Net Surplus/(Loss)	\$1,009,617	\$909,898	\$99,720	10.96%	\$538,671
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,009,617	\$909,898	\$99,720	10.96%	\$538,671
Operating Margin	12.49%	10.84%			5.40%
Total Profit Margin	14.89%	13.79%			8.47%
EBIDA	26.35%	25.23%			20.30%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2017

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	YEAR-TO-DATE				Prior Year 10/31/16
	Actual 10/31/17	Budget 10/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$11,382,752	\$15,985,614	(\$4,602,862)	-28.79%	\$15,414,599
Outpatient Revenue	36,396,984	31,761,235	4,635,748	14.60%	30,014,379
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	47,779,735	47,746,849	32,886	0.07%	45,428,978
Deductions From Revenue					
Discounts and Allowances	(18,508,144)	(17,212,587)	(1,295,558)	-7.53%	(16,244,850)
Bad Debt Expense (Governmental Providers Only)	(3,687,392)	(3,791,351)	103,958	2.74%	(3,331,871)
Charity Care	(739,002)	(1,083,243)	344,241	31.78%	(536,556)
Total Deductions From Revenue	(22,934,539)	(22,087,180)	(847,358)	-3.84%	(20,113,278)
Net Patient Revenue	24,845,197	25,659,669	(814,472)	-3.17%	25,315,700
Other Operating Revenue	370,835	433,396	(62,561)	-14.44%	365,020
Total Operating Revenue	25,216,032	26,093,065	(877,033)	-3.36%	25,680,720
Operating Expenses					
Salaries and Wages	8,528,075	9,000,564	472,489	5.25%	8,831,374
Fringe Benefits	2,328,334	2,549,912	221,578	8.69%	2,387,187
Contract Labor	571,030	425,913	(145,118)	-34.07%	933,808
Physicians Fees	630,441	700,991	70,550	10.06%	700,782
Purchased Services	1,641,127	1,645,917	4,790	0.29%	1,723,379
Supply Expense	4,194,236	3,763,287	(430,949)	-11.45%	3,747,056
Utilities	359,240	381,641	22,401	5.87%	375,269
Repairs and Maintenance	1,289,126	1,314,899	25,773	1.96%	1,220,303
Insurance Expense	185,642	177,316	(8,326)	-4.70%	200,978
All Other Operating Expenses	436,507	432,125	(4,382)	-1.01%	542,620
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	207,361	191,919	(15,442)	-8.05%	87,433
Depreciation and Amortization	2,720,213	2,813,610	93,398	3.32%	2,876,770
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	23,091,331	23,398,094	306,763	1.31%	23,626,960
Net Operating Surplus/(Loss)	2,124,701	2,694,971	(570,270)	-21.16%	2,053,760
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	26,209	28,400	(2,191)	-7.72%	7,267
Tax Subsidies (Except for GO Bond Subsidies)	1,346,651	1,118,972	227,679	20.35%	1,107,507
Tax Subsidies for GO Bonds	55,175	0	55,175	0.00%	0
Interest Expense (Governmental Providers Only)	(509,493)	(446,372)	(63,121)	14.14%	(433,162)
Other Non-Operating Revenue/(Expense)	2,824	79,420	(76,596)	-96.44%	69,769
Total Non Operating Revenue/(Expense)	921,366	780,420	140,946	18.06%	751,381
Total Net Surplus/(Loss)	\$3,046,068	\$3,475,391	(\$429,323)	-12.35%	\$2,805,141
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$3,046,068	\$3,475,391	(\$429,323)	-12.35%	\$2,805,141
Operating Margin	8.43%	10.33%			8.00%
Total Profit Margin	12.08%	13.32%			10.92%
EBIDA	23.31%	24.36%			22.54%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

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	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,788,873	\$2,847,823	\$2,623,367	\$3,122,689	\$2,539,451
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	9,761,390	8,831,699	9,336,438	8,467,456	8,682,306
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$12,550,263	\$11,679,522	\$11,959,805	\$11,590,145	\$11,221,757
Deductions From Revenue					
Discounts and Allowances	4,797,468	4,513,867	4,593,597	4,603,213	4,951,964
Bad Debt Expense (Governmental Providers Only)	945,198	982,992	976,726	782,476	747,176
Charity Care	196,604	63,706	195,376	283,316	317,868
Total Deductions From Revenue	5,939,270	5,560,565	5,765,698	5,669,005	6,017,007
Net Patient Revenue	\$6,610,993	\$6,118,958	\$6,194,106	\$5,921,140	\$5,204,749
Other Operating Revenue	168,217	76,560	47,962	78,096	97,919
Total Operating Revenue	6,779,210	6,195,517	6,242,068	5,999,236	5,302,668
Operating Expenses					
Salaries and Wages	\$2,184,887	\$1,979,137	\$2,155,511	\$2,208,539	\$2,033,115
Fringe Benefits	\$744,932	\$504,914	\$534,224	\$544,263	\$597,603
Contract Labor	\$129,775	\$137,000	\$102,834	\$201,421	\$119,467
Physicians Fees	\$174,802	\$149,461	\$151,581	\$154,596	\$170,159
Purchased Services	\$398,284	\$465,859	\$391,162	\$385,822	\$376,408
Supply Expense	\$1,074,955	\$1,073,913	\$1,079,424	\$965,943	\$1,460,352
Utilities	\$83,480	\$104,431	\$92,091	\$79,238	\$97,802
Repairs and Maintenance	\$299,456	\$314,793	\$358,927	\$315,951	\$344,718
Insurance Expense	\$44,841	\$47,183	\$47,137	\$46,481	\$46,311
All Other Operating Expenses	\$140,301	\$103,978	\$104,777	\$87,451	\$129,785
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	(\$55,699)	\$84,230	\$114,401	\$64,429	\$7,423
Depreciation and Amortization	\$712,442	\$656,602	\$672,888	\$678,280	\$679,047
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,932,455	\$5,621,502	\$5,804,959	\$5,732,416	\$6,062,191
Net Operating Surplus/(Loss)	\$846,755	\$574,016	\$437,110	\$266,820	(\$759,522)
Non-Operating Revenue:					
Contributions					
Investment Income	4,510	10,888	9,201	1,610	17,507
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	308,743	420,876	310,001	307,031	302,717
Interest Expense (Governmental Providers Only)	(170,996)	(107,709)	(124,049)	(106,739)	(129,860)
Other Non-Operating Revenue/(Expenses)	20,605	1,481	19,419	16,496	(232,314)
Total Non Operating Revenue/(Expense)	\$162,862	\$325,536	\$214,571	\$218,397	(\$41,950)
Total Net Surplus/(Loss)	\$1,009,617	\$899,552	\$651,681	\$485,217	(\$801,472)
Change in Unrealized Gains/(Losses) on Investments					(10,679)
Increase/(Decrease in Unrestricted Net Assets	\$1,009,617	\$899,552	\$651,681	\$485,217	(\$812,151)
Operating Margin	12.49%	9.27%	7.00%	4.45%	-14.32%
Total Profit Margin	14.89%	14.52%	10.44%	8.09%	-15.11%
EBIDA	23.00%	19.86%	17.78%	15.75%	-1.52%

Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016
\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308
8,442,688	7,816,452	8,521,843	6,666,860	8,050,971	8,138,471	7,666,281	7,815,622
\$11,778,665	\$11,455,900	\$11,682,367	\$10,257,311	\$12,297,452	\$12,344,088	\$11,624,902	\$11,672,930
5,700,714	4,642,764	4,245,116	3,554,291	4,726,233	4,150,794	4,118,654	4,241,067
802,116	692,173	724,002	773,015	908,069	803,383	963,672	1,155,885
301,201	124,361	353,391	419,538	72,253	217,146	169,917	48,714
6,804,031	5,459,298	5,322,510	4,746,845	5,706,555	5,171,323	5,252,243	5,445,666
\$4,974,634	\$5,996,602	\$6,359,857	\$5,510,466	\$6,590,896	\$7,172,764	\$6,372,660	\$6,227,265
435,090	95,086	154,610	42,939	145,554	48,256	204,165	129,065
5,409,723	6,091,688	6,514,467	5,553,405	6,736,450	7,221,020	6,576,825	6,356,330
\$2,169,311	\$2,084,321	\$2,106,094	\$2,106,819	\$2,414,737	\$2,615,996	\$1,867,301	\$2,299,765
\$677,271	\$643,495	\$547,086	\$656,078	\$809,955	\$654,519	\$482,443	\$674,747
\$150,585	\$128,602	\$177,922	\$285,056	\$146,994	\$213,207	\$244,925	\$185,893
\$247,447	\$269,062	\$223,039	\$185,952	\$182,980	\$217,268	\$190,960	\$144,003
\$383,443	\$511,286	\$449,196	\$469,053	\$545,744	\$403,182	\$541,858	\$411,778
\$1,048,554	\$969,012	\$924,890	\$792,364	\$1,114,689	\$1,052,286	\$957,292	\$980,602
\$91,791	\$88,520	\$55,114	\$125,045	\$93,597	\$109,825	\$92,035	\$84,594
\$361,615	\$311,890	\$311,886	\$358,567	\$287,980	\$304,500	\$358,308	\$285,590
\$46,311	\$45,423	\$49,226	\$51,463	\$51,368	\$51,618	\$50,388	\$50,908
\$100,687	\$104,819	\$141,802	\$126,596	\$163,769	\$113,287	\$185,480	\$149,707
\$15,913	\$7,845	\$6,513	\$4,822	\$15,450	\$17,807	\$16,400	\$22,909
\$687,296	\$698,168	\$696,776	\$700,024	\$703,390	\$715,843	\$719,928	\$722,512
\$5,980,224	\$5,862,442	\$5,689,545	\$5,861,838	\$6,530,652	\$6,469,339	\$5,707,319	\$6,013,008
(\$570,501)	\$229,246	\$824,922	(\$308,433)	\$205,798	\$751,681	\$869,506	\$343,323
10,494	92,646	4,623	10,327	9,979	(459)	(20,249)	(3,541)
246,405	233,796	232,770	290,366	252,337	273,178	271,533	281,383
(109,197)	(108,951)	(130,517)	(109,112)	(110,073)	(107,795)	(107,795)	(107,775)
(264,249)	(286,531)	(300,886)	(284,874)	(296,160)	21,329	17,712	25,282
(\$116,546)	(\$69,040)	(\$194,010)	(\$93,292)	(\$143,917)	\$186,252	\$161,201	\$195,348
(\$687,047)	\$160,205	\$630,912	(\$401,726)	\$61,881	\$937,933	\$1,030,706	\$538,671
(97,892)							
(\$687,047)	\$62,313	\$630,912	(\$401,726)	\$61,881	\$937,933	\$1,030,706	\$538,671
-10.55%	3.76%	12.66%	-5.55%	3.05%	10.41%	13.22%	5.40%
-12.70%	2.63%	9.68%	-7.23%	0.92%	12.99%	15.67%	8.47%
2.16%	15.22%	23.36%	7.05%	13.50%	20.32%	24.17%	16.77%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2017

Current Month				Year-To-Date				
Actual 10/31/17	Budget 10/31/17	Positive/ (Negative) Variance	Prior Year 10/31/16					
STATISTICS								
Discharges								
124	158	(34)	158	Acute	522	655	(133)	655
124	158	(34)	158	Total Adult Discharges	522	655	(133)	655
40	43	(3)	63	Newborn	162	188	(26)	272
164	201	(37)	221	Total Discharges	684	843	(159)	927
Patient Days:								
336	545	(209)	545	Acute	1,398	2,246	(848)	2,246
336	545	(209)	545	Total Adult Patient Days	1,398	2,246	(848)	2,246
71	69	2	69	Newborn	288	307	(19)	307
407	614	(207)	614	Total Patient Days	1,686	2,553	(867)	2,553
Average Length of Stay (ALOS)								
2.7	3.4	(0.7)	3.4	Acute	2.7	3.4	(0.8)	3.4
2.7	3.4	(0.7)	3.4	Total Adult ALOS	2.7	3.4	(0.8)	3.4
1.8	1.6	0.2	1.1	Newborn ALOS	1.8	1.6	0.1	1.1
Average Daily Census (ADC)								
10.8	17.6	(6.7)	17.6	Acute	11.4	18.3	(6.9)	18.3
10.8	17.6	(6.7)	17.6	Total Adult ADC	11.4	18.3	(6.9)	18.3
2.3	2.2	0.1	2.2	Newborn	2.3	2.5	(0.2)	2.5
Emergency Room Statistics								
125	138	(13)	138	ER Visits - Admitted	524	571	(47)	571
1,206	1,216	(10)	1,216	ER Visits - Discharged	4,884	5,006	(122)	5,006
1,331	1,354	(23)	1,354	Total ER Visits	5,408	5,577	(169)	5,577
9.39%	10.19%		10.19%	% of ER Visits Admitted	9.69%	10.24%		10.24%
100.81%	87.34%		87.34%	ER Admissions as a % of Total	100.38%	87.18%		87.18%
Outpatient Statistics:								
6,772	7,094	(322)	7,094	Total Outpatients Visits	25,948	27,941	(1,993)	27,941
103	97	6	97	Observation Bed Days	449	369	80	369
25	40	(15)	40	IP Surgeries	111	163	(52)	163
179	136	43	136	OP Surgeries	631	553	78	553
Productivity Statistics:								
355.15	367.16	(12.01)	377.78	FTE's - Worked	347.76	367.16	(19.40)	369.01
387.41	403.18	(15.77)	406.01	FTE's - Paid	392.51	403.18	(10.67)	404.94
1.3417	1.5439	(0.20)	0.7894	Case Mix Index -Medicare	1.2987	0.9600	0.34	0.9706
0.9207	0.7894	0.13	0.7894	Case Mix Index - All payers	0.8882	0.8500	0.04	0.8443

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
WAMSUTTER, WY
NARRATIVE TO THE FINANCIAL STATEMENT**

To: HDRHD Board of Trustees
From: Tami Love, MHSC CFO

November 8, 2017

HIGH DESERT RURAL HEALTHCARE DISTRICT – OCTOBER 2017

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for October was a loss of \$25,979.19, compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$85,195.35 compared with a YTD loss of \$121,664 in the Budget.

REVENUE. Revenue for the Clinic for October was \$1,400.04, under Budget by \$17,100.59. YTD Revenue is \$18,567.75, under Budget by \$55,434.77. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were \$1,137.04 for October. The HDRHD Clinic has a favorable payor mix. In October, the Clinic Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 31.7% of Revenue, Medicare and Medicaid consisted of 47.8%, Self-Pay consisted of 12.2% and Occupational Medicine, which consisted of 8.3%.

EXPENSES. Total Expenses for the month were \$26,242.19, under Budget by \$14,904.18. YTD Expenses were \$98,796.70, under Budget by \$65,788.78. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

VOLUME. The volume for October was 9 patients, compared to 75 patients in September.

HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Four months ended October 31, 2017

STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	1,400.04	18,500.63	18,567.75	74,002.52
Deductions	(1,137.04)	(7,770.26)	(4,966.40)	(31,081.04)
Net Revenue	263.00	10,730.37	13,601.35	42,921.48
Other Operating Revenue				
Total Net Operating Revenue	263.00	10,730.37	13,601.35	42,921.48
Operating Expenses				
Salaries and Wage	19,507.83	32,736.37	73,385.10	130,945.48
Fringe Benefits	3,119.66	2,650.00	10,276.50	10,600.00
Advertising	860.00	2,300.00	3,440.00	9,200.00
Other Purchased Services		50.00	402.00	200.00
Instruments		10.00	-	40.00
Other Med/Surg Supplies	73.06	300.00	347.22	1,200.00
Minor Equipment		300.00	-	1,200.00
Office & Admin Supplies	30.89	50.00	30.89	200.00
Maintenance Supplies		50.00	-	200.00
Outdates Unused Supplies		-	-	-
Other Non Med Supplies	7.20	50.00	19.88	200.00
Telephone	1,129.83	350.00	4,514.95	1,400.00
Cable Television	55.56	50.00	222.24	200.00
Contract Maintenance		100.00	-	400.00
Professional Liability Insurance	194.31	150.00	742.78	600.00
License & Taxes		10.00	-	40.00
Education & Travel		65.00	72.52	260.00
Pharmacy	38.64	500.00	48.45	2,000.00
Equipment Lease		200.00	393.29	800.00
Vehicle Lease	1,225.22	1,225.00	4,900.88	4,900.00
Total Operating Expenses	26,242.19	41,146.37	98,796.70	164,585.48
Total Clinic Gain (Loss)	\$ (25,979.19)	\$ (30,416.00)	\$ (85,195.35)	\$ (121,664.00)

REVENUE DETAIL

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Clinic Patient Revenue				
Dr. Michael Bowers	171.00		6,137.13	
Dr. Larry Lauridsen	693.04		4,233.04	
Dr. Brytton Long	365.00		6,262.01	
PA Melissa Lehman	171.00		1,935.57	
Total Revenue	\$ 1,400.04	\$ 18,500.63	\$ 18,567.75	\$ 74,002.52

HIGH DESERT RURAL HEALTH DISTRICT**MHSC Wamsutter Clinic**

Four months ended October 31, 2017

PAYOR MIX DATA

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	18.7%	26.4%
Blue Cross	13.0%	12.4%
Medicaid	0.0%	0.5%
Medicare	47.8%	32.4%
Self Pay	12.2%	9.6%
Work Comp	0.0%	0.4%
Occ Med	8.3%	18.3%
TOTAL	100%	100%

PATIENT OFFICE VISITS

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	1		53	
Dr. Larry Lauridsen	4		33	
Dr. Brytton Long	2		28	
PA Melissa Lehman	2		42	
Total Clinic Statistics	9	60	156	240

HDRHCD VOUCHERS

	Received	Pending	Total
July	18,438.39		18,438.39
August	23,604.96		23,604.96
September	17,172.80		17,172.80
October		25,979.19	25,979.19
Total Vouchers	\$ 59,216.15	\$ 25,979.19	\$ 85,195.34

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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.

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.

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.

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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.

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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
OCTOBER 2017

STATISTICS	Actual Oct-17	Budget Oct-17	PY Oct-16	YTD Oct-17	YTD Oct-16	YTD Oct-15	YTD Oct-14
Volumes:							
Case Mix							
Medicare	1.3417	1.5439	1.5439	1.2987	1.4792	1.4059	1.2358
All payers	0.9207	0.7894	0.7894	0.8882	0.8443	0.8576	0.8764
Admissions							
Med	55	70	70	239	298	354	344
ICU	26	30	30	95	127	124	145
Surgery	2	10	10	22	36	40	52
OB	42	43	43	167	199	183	203
Newborn	42	43	43	164	191	178	190
Total Admissions	167	196	196	687	851	879	934
Discharges							
Med	62	90	90	271	349	397	331
ICU	14	8	8	51	58	68	109
Surgery	8	15	15	35	53	60	91
OB	40	45	45	165	195	185	204
Newborn	40	43	43	162	188	181	189
Total Discharges	164	201	201	684	843	891	924
Patient Days:							
Med	192	364	364	779	1,476	1,464	1,143
ICU	48	63	63	200	305	333	454
Surgery	29	40	40	133	139	173	231
OB	67	78	78	286	326	298	312
Newborn	71	69	69	288	307	268	284
Total Patient Days	407	614	614	1,686	2,553	2,536	2,424
Observation Bed Days	103	97	97	449	369	295	211
Surgery Statistics:							
IP Surgeries	25	40	40	111	163	132	158
OP Surgeries	179	136	136	631	553	579	562
Outpatient Statistics:							
X-ray	748	677	677	2,865	2,788	2,858	2,842
Mammography	214	218	218	600	578	679	710
Ultrasound	335	297	297	1,190	1,076	1,057	1,073
Cat Scan	411	393	393	1,715	1,591	1,570	1,242
MRI	123	102	102	450	403	445	452
Nuclear Medicine	44	31	31	196	139	155	116
PET Scan	10	12	12	49	44	27	28
Laboratory	2,584	2,974	2,974	10,239	12,059	10,561	9,747
Histology	171	156	156	634	568	519	596
Respiratory Therapy	274	242	242	1,035	977	894	816
Cardiovascular	483	425	425	1,740	1,821	1,851	1,547
Sleep Lab	31	26	26	119	87	78	65
Cardiac Rehab	322	497	497	1,334	1,915	1,707	1,593
Physical Therapy	196	298	298	822	977	1,027	1,145
Dialysis	329	240	240	1,252	952	1,072	1,140
Medical Oncology	179	199	199	662	770	846	425
Radiation Oncology	318	307	307	1,046	1,196	1,333	607
Total Outpatients Visits	6,772	7,094	7,094	25,948	27,941	26,679	24,144
Clinic Visits - Primary Care	4,261	4,520	4,316	16,017	17,512	23,613	19,909
Clinic Visits - Specialty Clinics	457	545	566	1,916	2,161	1,994	2,377
ER visits admitted	125	138	138	524	571	578	577
ER visits Discharged	1,206	1,216	1,216	4,884	5,006	5,207	5,276
Total ER visits	1,331	1,354	1,354	5,408	5,577	5,785	5,853

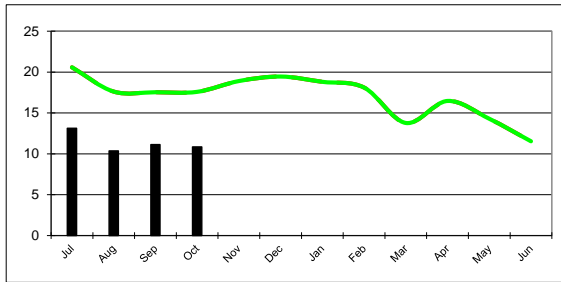
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
OCTOBER 2017**

— FYE 2017 ACTUAL

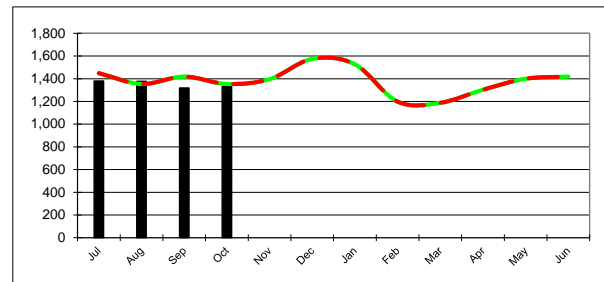
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

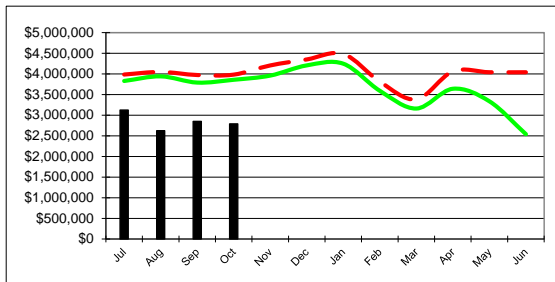
AVERAGE ACUTE CENSUS



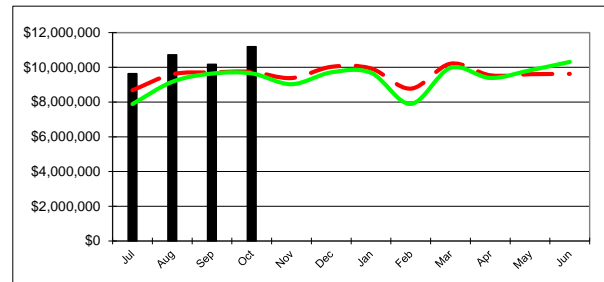
ER IP+OP VISITS



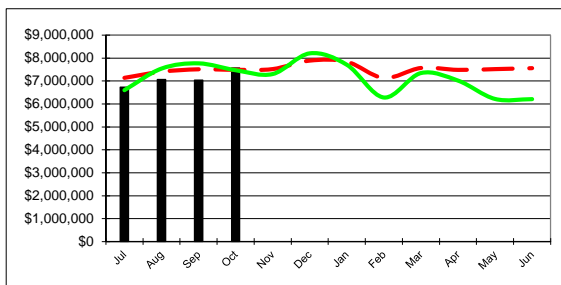
INPATIENT CHARGES



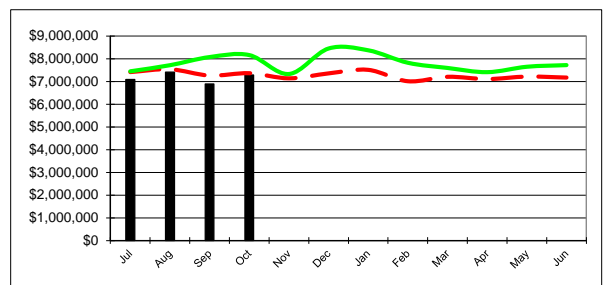
OUTPATIENT CHARGES



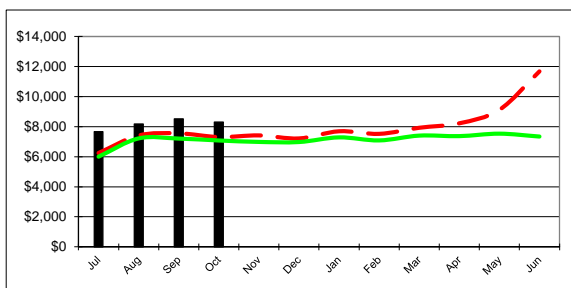
TOTAL NET OPERATING REVENUE



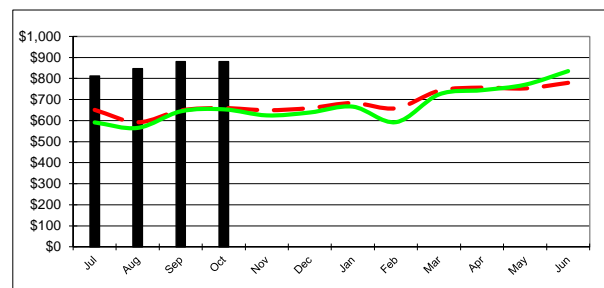
OPERATING EXPENSE



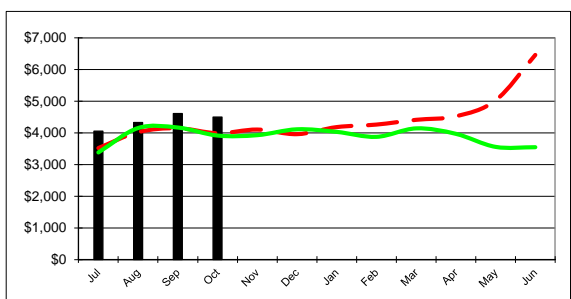
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



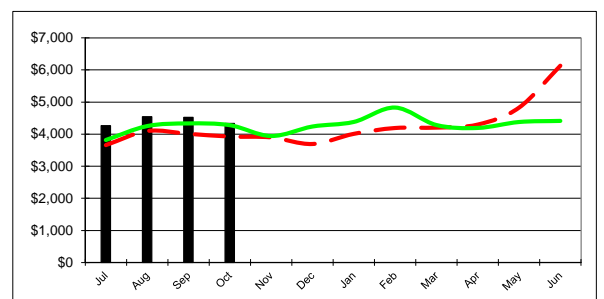
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE	10/1/2017	10/15/2017	10/29/2017	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
BUDGET						Increase	Decrease		
AVG CENSUS	18.00	11.3	9.6	12.1	(5.9)	2.43	-	11.4	(6.6)
ER VISITS (Avg Day)	46	45	43	42	(3.2)	-	0.64	44.0	(1.5)
SURGERIES (IP+OP)	84	88	84	85	0.8	1.00	-	712.0	
BIRTHS	20	10	14	23	3.2	9.00	-	164.0	
CHARGES -IP \$000	1,860	1395	1039	1472	(388.0)	433.00	-	11571.0	
-OP \$000	4,416	5263	4542	5372	956.0	830.00	-	42064.0	
-TOTAL \$000	6,276	6658	5581	6844	568.0	1,263.00	-	53635.0	
Adjusted Patient Days	850	754	725	786	(64.5)	(60.60)	-	6624.3	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	30.8	25.1	21.1	24.4	(6.4)	3.28	-	24.6	(6.1)
605	BEHAVIORAL HEALTH	8.0	4.7	8.9	9.3	1.3	0.41	-	7.0	(1.0)
610	OB FLOOR	5.9	5.1	5.3	5.8	(0.1)	0.49	-	5.6	(0.3)
611	NURSERY	7.3	5.9	6.2	7.8	0.5	1.59	-	6.6	(0.7)
612	LABOR & DELIVERY	6.1	5.3	6.6	5.0	(1.1)	-	1.55	5.8	(0.3)
620	ICU	13.9	14.4	13.4	12.6	(1.3)	-	0.80	13.3	(0.6)
630	OR	13.3	15.6	15.0	14.8	1.5	-	0.29	14.2	0.9
631	SAME DAY SURGERY	7.1	5.7	6.3	6.1	(1.0)	-	0.23	6.1	(1.0)
633	RECOVERY	2.0	1.6	1.7	2.3	0.3	0.53	-	2.7	0.7
634	CENTRAL STERILE	3.1	2.8	3.2	2.8	(0.3)	-	0.32	2.9	(0.2)
640	DIALYSIS	5.0	5.0	4.0	4.0	(1.0)	-	0.01	4.8	(0.2)
650	ER	25.6	23.7	22.5	25.1	(0.5)	2.68	-	24.3	(1.3)
651	TRAUMA	1.0	2.0	1.4	1.9	0.9	0.55	-	1.5	0.5
652	SANE	0.5	1.2	2.5	1.5	1.0	-	1.03	1.2	0.7
660	RADIATION ONC	6.6	6.0	5.9	5.9	(0.7)	-	0.04	6.2	(0.4)
661	MEDICAL ONC	5.5	5.2	4.2	4.3	(1.2)	0.19	-	5.1	(0.4)
700	LABORATORY	29.5	29.4	29.9	29.6	0.1	-	0.38	29.7	0.2
701	HISTOLOGY	2.0	2.0	2.0	1.9	(0.1)	-	0.07	2.0	(0.0)
702	BLOOD BANK	1.0	1.1	1.0	0.7	(0.3)	-	0.28	1.0	(0.0)
710	RADIOLOGY	7.7	9.0	8.9	9.4	1.7	0.51	-	8.7	1.0
711	MAMMOGRPAHY	2.0	1.1	0.9	1.1	(0.9)	0.15	-	1.1	(0.9)
712	ULTRASOUND	3.6	4.6	5.6	3.7	0.1	-	1.94	4.6	1.0
713	NUC MED	1.9	1.7	1.6	1.9	(0.0)	0.25	-	1.7	(0.2)
714	CAT SCAN	5.1	3.9	4.6	4.1	(1.0)	-	0.44	4.7	(0.4)
715	MRI	1.0	1.1	1.0	1.0	(0.0)	-	0.06	1.1	0.1
716	PET SCAN	0.1	0.1	0.2	-	(0.1)	-	0.18	0.1	(0.0)
720	RESPIRATORY	6.1	5.5	4.8	5.6	(0.5)	0.79	-	5.5	(0.6)
721	SLEEP LAB	1.8	1.5	1.9	1.3	(0.5)	-	0.53	1.5	(0.3)
722	CARDIO	2.8	2.8	2.9	2.8	0.0	-	0.10	2.8	(0.0)
723	CARDIAC REHAB	2.4	2.4	2.4	2.4	(0.0)	0.01	-	2.4	(0.0)
730	PHYSICAL THERAPY	4.0	3.7	3.8	3.7	(0.3)	-	0.08	3.7	(0.3)
780	EDUCATION	2.5	2.4	2.5	2.5	0.0	0.08	-	2.5	(0.0)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5.5	5.8	5.7	5.7	0.2	-	0.03	5.3	(0.2)
783	INFECTION CONTROL	1.0	1.5	1.8	1.5	0.5	-	0.33	1.4	0.4
784	ACCREDITATION	2.0	2.0	2.0	2.0	(0.0)	-	0.03	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	0.0	-	0.00	3.0	0.0
790	HEALTH INFORMATION	11.7	12.3	12.5	12.5	0.8	-	0.03	12.4	0.7
791	CASE MANAGEMENT	5.0	4.2	4.2	4.2	(0.8)	0.03	-	4.3	(0.7)
800	MAINTENANCE	11.0	11.0	11.2	11.2	0.2	-	0.03	10.6	(0.4)
801	HOUSEKEEPING	23.5	22.6	22.6	23.6	0.1	0.98	-	23.4	(0.1)
802	LAUNDRY	6.5	6.3	6.4	6.4	(0.1)	0.00	-	5.5	(1.0)
803	BIO MED	2.0	1.0	1.0	1.0	(1.0)	-	0.03	1.0	(1.0)
810	SECURITY	8.1	8.1	7.9	8.1	0.0	0.18	-	7.6	(0.5)
850	PURCHASING	5.0	4.8	5.0	5.0	-	-	-	4.9	(0.1)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	16.4	16.3	16.7	(0.9)	0.39	-	16.9	(0.7)
871	DIETICIANS	1.3	1.4	1.4	1.5	0.2	0.10	-	1.4	0.1
900	ADMINISTRATION	6.0	5.0	8.9	5.0	(1.0)	-	3.93	5.4	(0.6)
901	COMM SVC	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	-	-	0.00	2.0	0.0
903	MHSC FOUNDATION	1.5	1.3	1.4	1.4	(0.2)	-	0.08	1.2	(0.3)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	5.3	4.7	5.0	5.5	0.2	0.52	-	5.6	0.3
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8.0	8.0	8.0	8.0	0.0	0.01	-	8.1	0.1
920	HUMAN RESOURCES	4.7	3.6	3.7	3.7	(1.0)	0.03	-	4.3	(0.4)

	PPE	10/1/2017	10/15/2017	10/29/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
930 FISCAL SERVICES	5.0	4.8	4.8	4.8	(0.2)	-	-	4.8	(0.2)
940 BUSINESS OFFICE	14.8	14.7	14.4	14.6	(0.2)	0.21	-	14.6	(0.2)
941 ADMITTING	13.4	15.2	14.8	14.3	0.9	-	0.53	14.5	1.1
942 COMMUNICATION	2.9	3.1	3.0	2.9	0.1	-	0.07	3.0	0.2
943 CENTRAL SCHEDULING	4.0	4.0	3.7	3.2	(0.8)	-	0.56	3.8	(0.2)
949 DENKER	3.8	2.5	5.8	5.2	1.4	-	0.59	3.5	(0.3)
950 OLIVER	3.7	3.0	3.1	3.2	(0.5)	0.12	-	3.1	(0.6)
951 JOHNSON	4.3	2.5	-	-	(4.3)	-	-	3.2	(1.1)
953 STEWART	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
954 WHEELER	2.0	2.0	1.9	1.9	(0.1)	-	0.07	1.9	(0.1)
955 CHOU	1.0	-	-	-	(1.0)	-	-	0.7	(0.3)
956 KATTAN	2.0	1.7	1.7	1.7	(0.3)	0.02	-	2.3	0.3
958 VERONESE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
959 GREWAL	2.0	2.0	1.4	1.0	(1.0)	-	0.45	1.9	(0.1)
960 SANDERS	2.0	2.2	2.2	2.1	0.1	-	0.14	2.1	0.1
961 DANSIE	1.5	2.1	2.1	2.1	0.6	-	0.05	2.1	0.6
962 BOWERS	1.5	1.6	1.9	1.8	0.3	-	0.07	1.7	0.2
963 LONG	1.5	0.9	0.7	0.8	(0.7)	0.10	-	1.4	(0.1)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
966 OCC MED	2.0	2.1	1.2	1.2	(0.8)	-	0.03	1.9	(0.1)
968 GILMARTIN	2.0	1.5	1.6	-	(2.0)	-	1.63	1.4	(0.6)
969 PAWAR	2.0	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0
970 CROFTS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
971 WAMSUTTER CLINIC	1.5	1.6	1.4	1.5	0.0	0.12	-	1.5	0.0
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.5	0.9	0.9	0.9	(0.6)	-	-	0.9	(0.6)
974 SMG ADMIN/BILLING	24.9	18.8	19.5	19.7	(5.2)	0.20	-	19.6	(5.3)
975 NEUPANE	2.0	2.0	2.0	2.0	0.0	0.04	-	2.0	0.0
976 LEHMAN	1.5	0.8	0.9	0.8	(0.7)	-	0.10	0.8	(0.7)
978 HOSPITALIST	4.2	3.6	4.4	4.2	-	-	0.21	5.1	0.9
981 CROFT	1.0	1.0	1.0	1.0	-	-	-	1.2	0.2
982 CHRISTENSEN	1.0	1.0	1.0	1.0	-	-	-	0.7	(0.3)
983 MACK	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
984 FRANKS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
985 NELSON	-	-	-	-	-	-	-	0.0	0.0
986 BONGIORNO	1.0	-	-	-	(1.0)	-	-	0.7	(0.3)
988 CURRY	3.5	3.8	3.8	3.8	0.3	-	0.05	3.7	0.2
989 SHAMO	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
992 ASPER	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	2.0	2.0	2.0	0.0	-	0.01	2.0	0.0
994 DUCK	1.5	1.5	0.4	1.3	(0.2)	0.90	-	0.9	(0.6)
995 A. BROWN	2.0	2.1	2.0	2.6	0.6	0.54	-	2.2	0.2
996 SARETTE	0.6	-	-	0.5	(0.1)	0.50	-	0.3	(0.3)

TOTAL Paid FTEs	483.4	448.5	453.4	452.5	(30.9)	-	0.88	458.0	(25.4)
TOTAL WORKED FTEs	439.9	417.1	409.5	423.0	(17.0)	13.44	-	408.8	(31.1)

WORKED % Paid	91%	93%	90%	93%	2%	0.03	-	89%	(0.0)
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CONTRACT FTES (Inc above)	3.0	8.8	9.7	8.8	5.8	-	0.88	9.9	6.9
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GROSS EMPLOYEE PAYROLL	1,599,017	1,371,994	1,496,063	1,357,473	(241,545)	-	138,590.89	13,071,989	
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Average Employee Hourly Rate	\$41.35	\$38.24	\$41.25	\$37.50	(\$3.85)	-	3.75	#DIV/0!	#DIV/0!
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Benchmark Paid FTEs	6.63	8.33	8.75	8.06	1.43	-	0.69	4.84	(1.79)
per Adj. Occupied Bed (APD)									

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	23.2	18.0	23.1	(4.9)	5.05	-	22.1	(5.8)
605 BEHAVIORAL HEALTH	7.3	4.7	8.0	9.3	2.0	1.31	-	6.6	(0.7)
610 OB FLOOR	5.4	4.7	4.7	5.6	0.3	0.97	-	5.0	(0.3)

		PPE	10/1/2017	10/15/2017	10/29/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
611	NURSERY	6.6	5.6	5.2	7.6	1.0	2.46	-	6.1	(0.6)
612	LABOR & DELIVERY	5.6	5.0	6.6	4.9	(0.7)	-	1.70	5.4	(0.2)
620	ICU	12.6	13.9	12.0	11.7	(0.9)	-	0.26	11.6	(1.0)
630	OR	12.1	15.2	14.3	13.8	1.7	-	0.47	13.1	1.0
631	SAME DAY SURGERY	6.5	5.1	5.8	5.8	(0.6)	0.01	-	5.6	(0.9)
633	RECOVERY	1.8	1.5	1.7	2.3	0.4	0.53	-	2.1	0.3
634	CENTRAL STERILE	2.8	2.7	2.5	2.7	(0.1)	0.23	-	2.5	(0.3)
640	DIALYSIS	4.6	4.5	3.8	4.0	(0.5)	0.17	-	4.3	(0.2)
650	ER	23.3	22.0	21.6	24.8	1.5	3.22	-	22.2	(1.1)
651	TRAUMA	0.9	1.8	0.7	1.9	1.0	1.20	-	1.3	0.4
652	SANE	0.5	1.2	0.9	1.1	0.7	0.20	-	0.9	0.4
660	RADIATION ONC	6.0	5.1	5.8	5.5	(0.5)	-	0.34	5.4	(0.6)
661	MEDICAL ONC	5.0	5.0	4.0	3.6	(1.4)	-	0.44	4.4	(0.6)
700	LABORATORY	26.8	27.4	25.8	26.4	(0.5)	0.58	-	26.4	(0.5)
701	HISTOLOGY	1.8	1.7	1.8	1.6	(0.2)	-	0.18	1.8	(0.1)
702	BLOOD BANK	0.9	1.1	1.0	0.7	(0.2)	-	0.28	1.0	0.1
710	RADIOLOGY	7.0	8.2	8.1	8.4	1.4	0.28	-	7.7	0.7
711	MAMMOGRPAHY	1.8	1.1	0.9	1.1	(0.7)	0.15	-	1.0	(0.8)
712	ULTRASOUND	3.3	4.3	5.1	3.4	0.1	-	1.70	4.2	0.9
713	NUC MED	1.7	1.7	1.4	1.8	0.1	0.46	-	1.5	(0.2)
714	CAT SCAN	4.6	3.9	4.0	4.0	(0.6)	0.05	-	4.2	(0.4)
715	MRI	0.9	1.1	1.0	1.0	0.1	0.01	-	1.0	0.1
716	PET SCAN	0.1	0.1	0.2	-	(0.1)	-	0.18	0.1	(0.0)
720	RESPIRATORY	5.6	5.2	4.4	5.2	(0.4)	0.78	-	4.8	(0.7)
721	SLEEP LAB	1.6	1.5	1.9	1.2	(0.5)	-	0.68	1.4	(0.3)
722	CARDIO	2.5	2.6	2.8	2.3	(0.2)	-	0.46	2.4	(0.1)
723	CARDIAC REHAB	2.2	2.1	2.3	2.1	(0.0)	-	0.11	2.1	(0.1)
730	PHYSICAL THERAPY	3.6	3.5	3.6	3.2	(0.4)	-	0.33	3.3	(0.3)
780	PATIENT ED	2.3	2.2	2.3	2.5	0.3	0.23	-	2.2	(0.0)
781	SOCIAL SERVICES	0.9	1.0	1.0	1.0	0.1	-	-	1.0	0.1
782	QUALITY & ACCREDIT	5.0	5.0	5.4	5.1	0.1	-	0.28	4.7	(0.3)
783	INFECTION CONTROL	0.9	1.5	1.8	1.5	0.6	-	0.33	1.3	0.4
784	COMPLIANCE	1.8	1.9	1.9	1.7	(0.1)	-	0.18	1.8	(0.0)
786	NURSING INFORMATICS	2.7	3.0	2.9	2.9	0.2	0.06	-	2.7	0.0
790	HEALTH INFORMATION	10.6	11.2	11.2	10.9	0.3	-	0.25	10.9	0.2
791	CASE MANAGEMENT	4.6	3.9	4.0	4.0	(0.5)	0.02	-	3.8	(0.7)
800	MAINTENANCE	10.0	10.7	9.2	10.4	0.4	1.21	-	9.5	(0.5)
801	HOUSEKEEPING	21.4	20.9	21.7	22.5	1.1	0.76	-	21.3	(0.1)
802	LAUNDRY	5.9	6.0	6.0	6.2	0.3	0.17	-	5.2	(0.8)
803	BIO MED	1.8	1.0	0.8	0.9	(0.9)	0.12	-	0.8	(1.0)
810	SECURITY	7.4	7.6	7.4	7.0	(0.3)	-	0.39	6.5	(0.8)
850	PURCHASING	4.6	3.9	4.5	4.9	0.3	0.35	-	4.2	(0.3)
855	CENTRAL SUPPLY	2.7	2.7	2.4	3.0	0.2	0.61	-	2.5	(0.2)
870	DIETARY	16.1	15.9	15.4	16.3	0.2	0.85	-	15.4	(0.6)
871	DIETICIANS	1.2	1.4	1.2	1.5	0.3	0.27	-	1.3	0.1
900	ADMINISTRATION	5.5	4.0	5.0	4.9	(0.6)	-	0.10	4.5	(1.0)
901	COMM SVC	0.9	0.8	1.0	1.0	0.1	-	-	1.0	0.0
902	MED STAFF SVC	1.8	2.0	1.9	1.3	(0.5)	-	0.55	1.7	(0.1)
903	MHSC FOUNDATION	1.4	1.1	1.1	1.4	(0.0)	0.22	-	1.1	(0.3)
904	VOLUNTEER SRV	0.9	0.5	1.0	1.0	0.1	-	-	0.9	(0.0)
905	NURSING ADMIN	4.8	4.4	4.6	4.1	(0.8)	-	0.53	4.9	0.1
907	PHYSICIAN RECRUIT	0.9	0.5	0.9	0.9	(0.0)	-	-	0.9	(0.1)
910	INFORMATION SYSTEMS	7.3	7.8	6.9	7.7	0.5	0.84	-	7.2	(0.1)
920	HUMAN RESOURCES	4.3	3.6	3.7	3.6	(0.6)	-	0.01	3.9	(0.3)
930	FISCAL SERVICES	4.6	4.0	4.6	4.8	0.2	0.21	-	4.3	(0.2)
940	BUSINESS OFFICE	13.5	13.7	12.1	13.1	(0.4)	1.06	-	12.7	(0.7)
941	ADMITTING	12.2	13.5	13.2	13.1	0.9	-	0.07	13.3	1.1
942	COMMUNICATION	2.6	2.8	2.7	2.8	0.3	0.14	-	2.7	0.1
943	CENTRAL SCHEDULING	3.6	3.8	3.3	3.1	(0.6)	-	0.28	3.4	(0.2)
949	DENKER	3.5	2.4	5.5	5.0	1.6	-	0.48	3.0	(0.4)
950	OLIVER	3.4	2.9	2.8	3.1	(0.3)	0.36	-	2.8	(0.6)
951	JOHNSON	3.9	2.4	-	-	(3.9)	-	-	2.9	(1.1)
953	STEWART	0.9	-	-	-	(0.9)	-	-	0.0	(0.9)
954	WHEELER	1.8	1.5	1.9	1.5	(0.3)	-	0.45	1.7	(0.1)
955	CHOU	0.9	-	-	-	(0.9)	-	-	0.6	(0.3)
956	KATTAN	1.8	1.6	1.7	1.7	(0.1)	0.02	-	2.0	0.2
958	VERONESE	1.8	0.6	1.0	1.0	(0.8)	-	-	0.8	(1.0)
959	GREWAL	1.8	1.9	1.4	1.0	(0.8)	-	0.45	1.6	(0.2)
960	SANDERS	1.8	1.7	2.2	1.7	(0.1)	-	0.47	1.9	0.1
961	DANSIE	1.4	2.1	2.1	2.0	0.7	-	0.06	1.9	0.5
962	BOWERS	1.4	1.6	1.3	1.3	(0.0)	-	0.01	1.4	0.0

	PPE	10/1/2017	10/15/2017	10/29/2017	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
963	LONG	1.4	0.9	0.7	0.8	(0.6)	0.10	-	1.1 (0.2)
964	JAKE JOHNSON	0.9	0.9	1.0	1.0	0.1	-	-	0.9 (0.0)
965	DOLCE	0.9	1.0	0.8	1.0	0.1	0.20	-	0.8 (0.1)
966	OCC MED	1.8	1.8	1.2	1.2	(0.6)	-	0.03	1.8 (0.1)
968	GILMARTIN	1.8	1.0	0.5	-	(1.8)	-	0.48	1.1 (0.8)
969	PAWAR	1.8	1.8	2.0	2.0	0.2	0.01	-	1.7 (0.2)
970	CROFTS	1.2	0.9	1.0	0.8	(0.4)	-	0.20	0.8 (0.3)
971	WAMSUTTER CLINIC	1.4	1.5	1.4	1.5	0.2	0.12	-	1.4 0.1
972	FARSON CLINIC	-	-	-	-	-	-	-	0.0 0.0
973	LAURIDSEN	1.4	0.9	0.9	0.8	(0.6)	-	0.13	0.8 (0.5)
974	SMG ADMIN/BILLING	22.7	18.0	19.0	18.5	(4.2)	-	0.51	17.9 (4.8)
975	NEUPANE	1.8	1.6	1.8	2.0	0.2	0.24	-	1.8 (0.1)
976	LEHMAN	1.4	0.8	0.4	0.8	(0.6)	0.40	-	0.7 (0.7)
978	HOSPITALIST	3.8	3.6	4.4	4.2	0.4	-	0.21	4.8 0.9
981	CROFT	0.9	0.8	1.0	1.0	0.1	-	-	0.8 (0.1)
982	CHRISTENSEN	0.9	1.0	0.8	1.0	0.1	0.16	-	0.6 (0.3)
983	MACK	0.9	1.0	0.7	0.9	(0.0)	0.20	-	0.8 (0.2)
984	FRANKS	1.2	1.0	1.0	1.0	(0.2)	-	-	0.9 (0.3)
986	BONGIORNO	0.9	-	-	-	(0.9)	-	-	0.6 (0.3)
988	CURRY	3.2	3.8	3.8	2.8	(0.4)	-	1.04	3.4 0.2
991	JAMIAS	1.2	1.0	1.0	1.0	(0.2)	-	-	0.9 (0.3)
992	ASPER	0.9	0.9	1.0	1.0	0.1	-	-	0.9 (0.0)
993	LIU	1.8	2.0	1.8	2.0	0.1	0.11	-	1.9 0.1
994	DUCK	1.4	1.0	0.4	0.8	(0.6)	0.35	-	0.6 (0.8)
995	A. BROWN	1.8	2.0	2.0	2.6	0.8	0.54	-	1.9 0.1
996	SARETTE	0.6	-	-	0.5	(0.1)	0.50	-	0.3 (0.3)

TOTAL WORKED FTEs	439.9	417.1	409.5	423.0	(16.95)	13.44	-	408.8	(31.1)
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CNTRCT FTEs (Inc above)	3.0	8.8	9.7	8.8	5.83	-	0.88	9.9	6.9
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OVERTIME HOURS

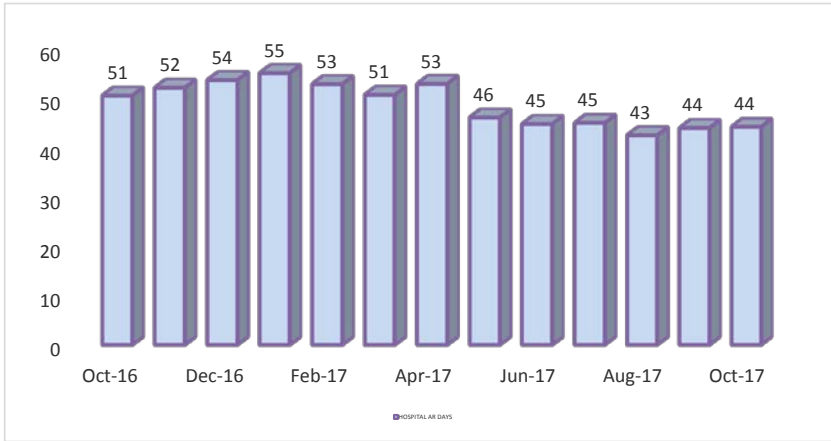
				Current OT			YTD Hours	
				OT Dollars				
600	MEDICAL FLOOR	-	-	4.5	174.59	4.50	-	29.0
605	BEHAVIORAL HEALTH	29.5	68.0	107.8	2,490.08	39.75	-	310.8
610	OB FLOOR	-	-	0.8	33.10	0.75	-	12.5
611	NURSERY	-	4.5	0.3	15.75	-	4.25	16.8
612	LABOR & DELIVERY	3.8	-	1.0	61.41	1.00	-	8.8
620	ICU	20.0	-	11.3	229.05	11.25	-	113.0
630	OR	17.8	2.0	1.8	63.23	-	0.25	80.8
631	SAME DAY SURGERY	9.3	8.3	3.0	122.79	-	5.25	38.8
633	RECOVERY	-	-	1.0	59.72	1.00	-	1.0
634	CENTRAL STERILE	3.5	1.8	2.5	59.03	0.75	-	15.3
640	DIALYSIS	0.8	3.8	1.8	93.06	-	2.00	21.8
650	ER	13.5	5.0	5.8	209.52	0.75	-	181.0
651	TRAUMA	1.5	-	3.5	78.51	3.50	-	8.3
652	SANE	-	-	-	-	-	-	1.3
660	RADIATION ONC	6.5	14.0	15.3	338.70	1.25	-	51.3
661	MEDICAL ONC	-	-	-	-	-	-	2.8
700	LABORATORY	21.5	32.0	15.5	502.64	-	16.50	186.3
701	HISTOLOGY	-	1.8	-	-	-	1.75	8.5
702	BLOOD BANK	-	0.5	0.3	12.28	-	0.25	2.8
710	RADIOLOGY	3.0	6.0	4.0	176.54	-	2.00	20.5
711	MAMMOGRPAHY	-	-	-	-	-	-	1.0
712	ULTRASOUND	6.0	-	4.5	314.23	4.50	-	25.0
713	NUC MED	2.0	-	0.5	30.16	0.50	-	2.8
714	CAT SCAN	1.3	3.5	4.0	136.50	0.50	-	19.0
715	MRI	-	1.5	-	-	-	1.50	2.5
716	PET SCAN	-	-	-	-	-	-	0.3
720	RESPIRATORY	-	1.0	-	-	-	1.00	35.3
721	SLEEP LAB	-	3.0	-	-	-	3.00	6.0
722	CARDIO	1.5	7.8	-	-	-	7.75	10.8
723	CARDIAC REHAB	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-
780	PATIENT ED	-	2.5	7.8	345.67	5.25	-	13.5
781	SOCIAL SERVICES	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	0.5	2.3	3.0	151.64	0.75	-	17.8
783	INFECTION CONTROL	-	4.8	-	-	-	4.75	4.8
784	COMPLIANCE	-	0.5	-	-	-	0.50	0.8
786	NURSING INFORMATICS	-	-	-	-	-	-	-

		PPE	10/1/2017	10/15/2017	10/29/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
790	HEALTH INFORMATION	-	-	0.3	8.40		0.25	-	0.5	
791	CASE MANAGEMENT	16.5	13.5	11.0	663.70		-	2.50	97.0	
800	MAINTENANCE	-	11.8	19.0	688.72		7.25	-	39.8	
801	HOUSEKEEPING	8.3	26.3	22.0	437.71		-	4.25	149.8	
802	LAUNDRY	3.8	3.8	2.5	45.46		-	1.25	55.3	
803	BIO MED	0.8	-	-	-		-	-	2.0	
810	SECURITY	5.0	1.0	1.0	29.58		-	-	91.8	
850	PURCHASING	-	-	-	-		-	-	0.8	
855	CENTRAL SUPPLY	-	-	-	-		-	-	-	
870	DIETARY	50.0	19.0	60.8	1,142.78		41.75	-	390.0	
871	DIETICIANS	-	-	-	-		-	-	-	
900	ADMINISTRATION	-	-	-	-		-	-	-	
901	COMM SVC	-	-	-	-		-	-	-	
902	MED STAFF SVC	-	-	-	-		-	-	-	
903	MHSC FOUNDATION	-	-	-	-		-	-	-	
904	VOLUNTEER SRV	-	-	-	-		-	-	-	
905	NURSING ADMIN	0.3	0.3	14.3	824.22		14.00	-	90.5	
907	PHYSICIAN RECRUIT	-	-	-	-		-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-		-	-	-	
920	HUMAN RESOURCES	-	-	-	-		-	-	-	
930	FISCAL SERVICES	-	-	-	-		-	-	-	
940	BUSINESS OFFICE	2.5	1.8	4.8	207.29		3.00	-	24.5	
941	ADMITTING	51.0	88.0	108.3	2,576.19		20.25	-	708.5	
942	COMMUNICATION	-	8.5	6.0	183.24		-	2.50	20.5	
943	CENTRAL SCHEDULING	1.8	1.3	5.8	120.29		4.50	-	14.8	
949	DENKER	2.2	1.5	2.6	71.72		1.11	-	17.3	
950	OLIVER	2.3	1.5	1.4	35.51		-	0.11	15.3	
951	JOHNSON	2.0	-	-	-		-	-	8.4	
953	STEWART	-	-	-	-		-	-	-	
954	WHEELER	2.0	-	-	-		-	-	2.8	
955	CHOU	-	-	-	-		-	-	-	
956	KATTAN	-	-	-	-		-	-	6.8	
958	VERONESE	-	-	-	-		-	-	-	
959	GREWAL	-	-	-	-		-	-	0.8	
960	SANDERS	12.3	16.5	5.0	157.00		-	11.50	98.8	
961	DANSIE	4.0	4.0	2.0	108.46		-	2.00	21.5	
962	BOWERS	2.5	-	2.5	59.75		2.50	-	14.3	
963	LONG	-	-	-	-		-	-	1.0	
964	JAKE JOHNSON	-	-	-	-		-	-	-	
965	DOLCE	-	-	-	-		-	-	1.0	
966	OCC MED	6.3	19.5	17.3	869.92		-	2.25	121.3	
968	GILMARTIN	2.6	1.9	-	-		-	1.87	10.5	
969	PAWAR	0.3	0.3	0.8	44.10		0.50	-	4.5	
970	CROFTS	-	-	-	-		-	-	-	
971	WAMSUTTER CLINIC	-	-	-	-		-	-	0.3	
972	FARSON CLINIC	-	-	-	-		-	-	-	
973	LAURIDSEN	-	-	-	-		-	-	-	
974	SMG ADMIN/BILLING	44.8	52.8	62.3	1,781.70		9.50	-	295.3	
975	NEUPANE	2.3	0.5	3.8	169.05		3.25	-	9.8	
976	PA LEHMAN	4.0	4.0	2.0	108.46		-	2.00	21.5	
978	HOSPITALIST	-	-	-	-		-	-	-	
981	CROFT	-	-	-	-		-	-	-	
982	CHRISTENSEN	-	-	3.5	98.86		3.50	-	3.5	
983	MACK	-	-	-	-		-	-	-	
984	FRANKS	-	-	-	-		-	-	-	
986	BONGIORNO	-	-	-	-		-	-	-	
988	CURRY	12.8	10.3	3.5	98.87		-	6.75	67.0	
991	JAMIAS	-	-	-	-		-	-	-	
992	ASPER	-	-	-	-		-	-	-	
993	LIU	0.6	0.4	0.3	12.19		-	0.12	2.9	
994	DUCK	0.6	0.4	0.3	12.19		-	0.13	2.9	
995	A. BROWN	2.6	1.9	7.5	351.83		5.62	-	18.0	
996	SARETTE	-	-	-	-		-	-	-	

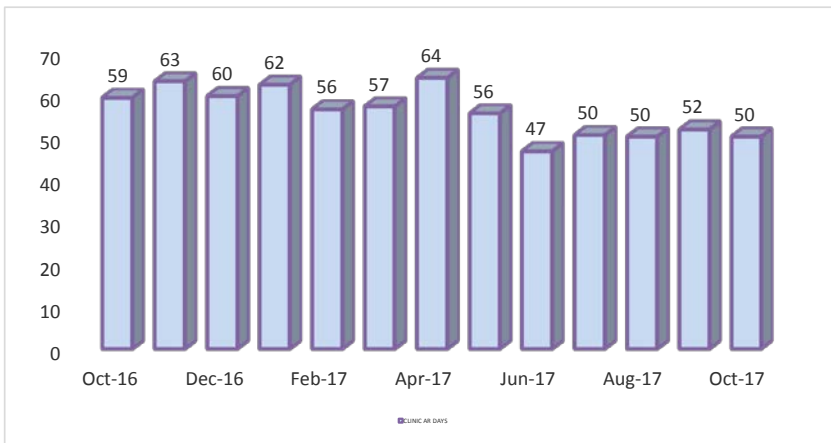
TOTAL OT HOURS	385.5	464.5	569.5	16,605	105.00	-	3,680.6
TOTAL OT FTEs	4.8	5.8	7.1		1.31	-	5.1
OT % WORKED HOURS	1.2%	1.5%	1.7%		0.00	0.0%	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
10/31/17

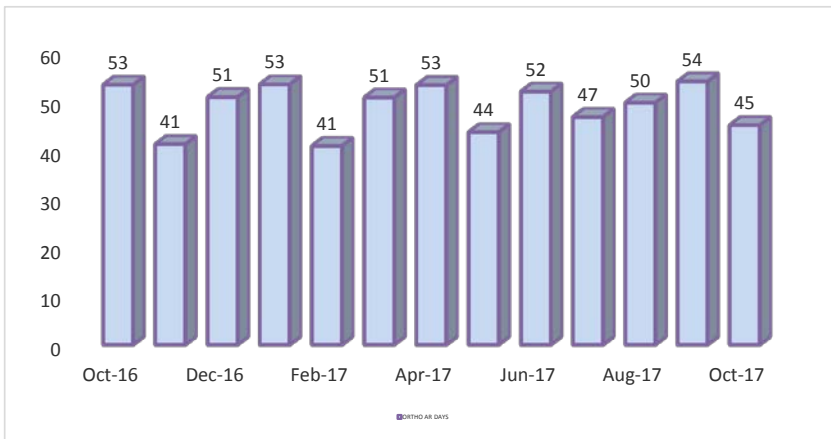
	HOSPITAL AR DAYS
Oct-16	51
Nov-16	52
Dec-16	54
Jan-17	55
Feb-17	53
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44



	CLINIC AR DAYS
Oct-16	59
Nov-16	63
Dec-16	60
Jan-17	62
Feb-17	56
Mar-17	57
Apr-17	64
May-17	56
Jun-17	47
Jul-17	50
Aug-17	50
Sep-17	52
Oct-17	50



	ORTHO AR DAYS
Oct-16	53
Nov-16	41
Dec-16	51
Jan-17	53
Feb-17	41
Mar-17	51
Apr-17	53
May-17	44
Jun-17	52
Jul-17	47
Aug-17	50
Sep-17	54
Oct-17	45



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Three months ended October 31, 2017

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.41%	20.08%	18.37%
Blue Cross	24.66%	22.86%	23.66%
Medicaid	8.13%	8.15%	9.99%
Medicare	39.54%	38.17%	36.77%
Self Pay	6.72%	7.78%	9.42%
Other	2.54%	2.96%	1.79%
TOTAL	100%	100%	100%

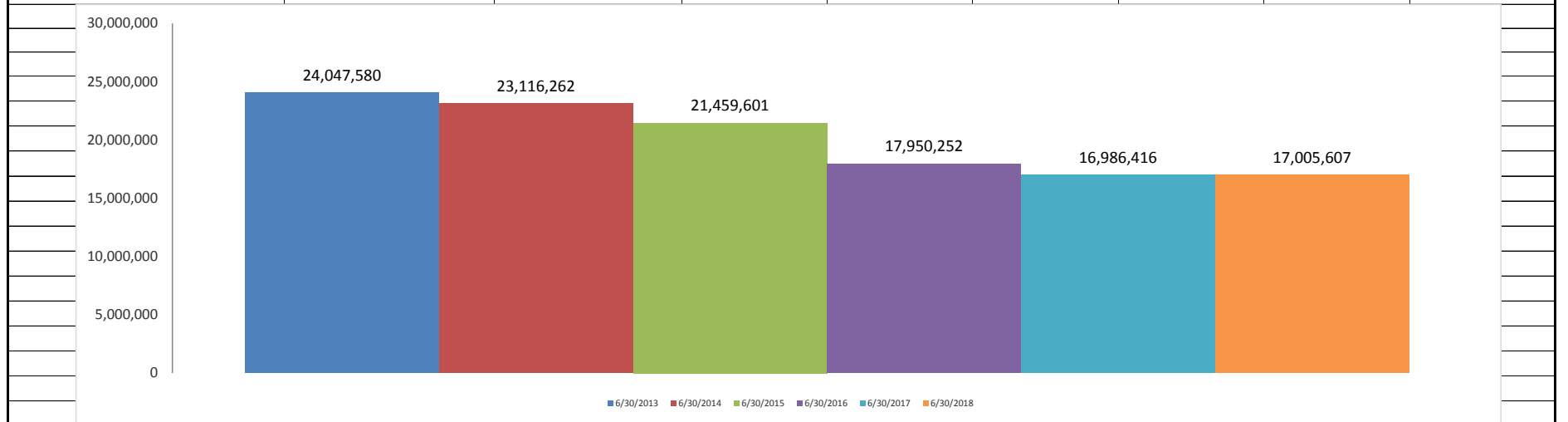
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	27.44%	27.12%	28.94%
Blue Cross	31.65%	30.06%	30.49%
Medicaid	10.68%	12.70%	14.70%
Medicare	25.01%	23.70%	19.07%
Self Pay	4.39%	5.66%	6.18%
Other	0.83%	0.77%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	28.78%	39.60%	39.50%
Blue Cross	46.15%	30.89%	27.91%
Medicaid	3.51%	4.76%	6.32%
Medicare	16.56%	19.47%	23.02%
Self Pay	4.88%	4.06%	2.71%
Other	0.12%	1.22%	0.54%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.36%	20.99%	19.86%
Blue Cross	25.59%	23.61%	24.39%
Medicaid	8.29%	8.48%	10.34%
Medicare	37.92%	36.64%	34.80%
Self Pay	6.49%	7.54%	8.96%
Other	2.36%	2.75%	1.65%
TOTAL	100%	100%	100%

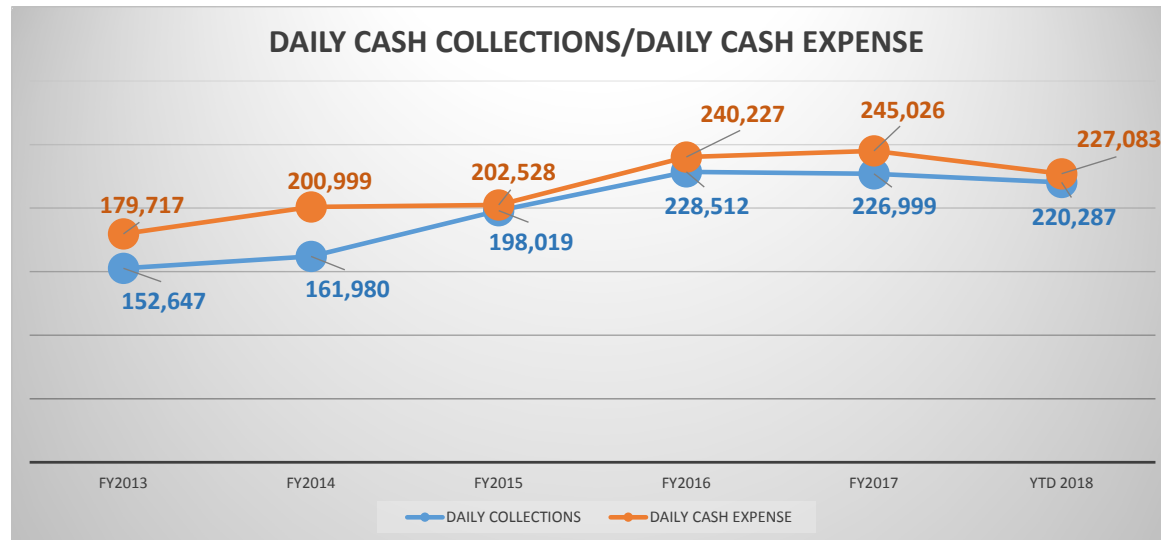
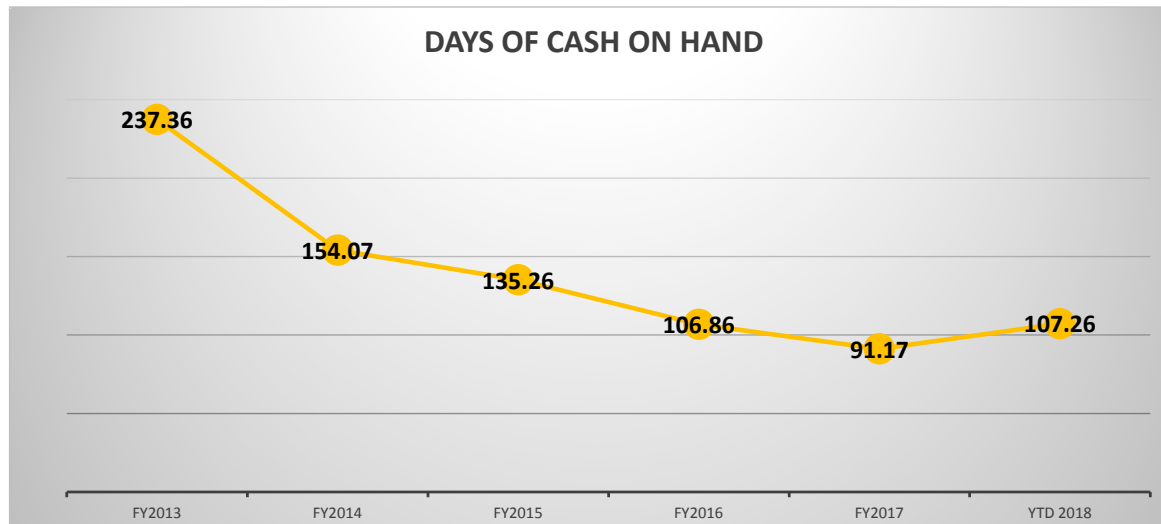
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
10/31/17**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
GENERAL	BANK OF WEST	0.300%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,372,984
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	0.860%			2,460,272	2,983,016	2,964,992	2,973,222
CAPITAL DEVELOPMENT	KEYBANK	1.500%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	1.013%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.013%	104,078	104,294	104,607	104,934	105,575	105,929
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	17,005,607




INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 17,005,607.34						
GENERAL FUND BALANCE AS OF 10/31/17		1,085,750						
REPRESENTING DAYS OF CASH ON HAND		5.2						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO COMPETITIVE INTEREST RATES, AND LIQUIDITY OF FUNDS.								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
10/31/2017



MEMO: November 21, 2017

TO: Finance Committee

FROM: Ronald L. Cheese  Director Patient Financial Services

SUBJECT: Preliminary November, 2017 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 576,074.00	
Hospital Payment Plans	\$ 84,000.00	
Medical Clinic Accounts	\$ 10,426.00	
Ortho Clinic Accounts	\$ 10,000.00	
Total Potential Bad Debt	\$ 680,500.00	
Hospital Accounts Returned	\$ - 55,000.00	
Net Bad Debt Turned		\$ 625,500.00
Hospital Recoveries Collection Agency	\$ 237,688.00	
Hospital Recoveries Payment Plans	\$ 70,000.00	
Medical Clinic Recoveries	\$ 10,994.00	
Ortho Clinic Recoveries	\$ 3,984.00	
Total Bad Debt Recoveries		\$ 322,666.00
Net Bad Debt Less Recoveries		<u>\$ 302,834.00</u>

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending October 31, 2017**

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
County Requested Total Vouchers Submitted as of October 31, 2017	<u>\$87,732.75</u>	
Total Vouchers Submitted FY 2018		\$87,732.75
Less: Total Approved by County and Received by MHSC FY 2018		\$31,782.87
Total Vouchers Pending Approval by County		<u><u>\$55,949.88</u></u>

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	<u>\$31,782.87</u>
FY18 Title 25 Fund Budget Remaining	\$570,137.13
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
	<u>\$55,487.22</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$553,324.78</u></u>

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

FY 2018		
	Dray, Dyekman, Reed & Healey PC	\$1,650.00
	Hirst Applegate, LLP	\$80,618.25
	Jamieson & Robinson, LLC	\$29,046.52
	John H. Robinson, P.C.	\$10,720.57
	Phillips Law, LLC	\$92,010.83
	Settlements	\$50,000.00
	Total FYTD 2018	\$264,046.17

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR OCTOBER 2017**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	715	7,794,962.04
CAPITAL EQUIPMENT (PLANT FUND)	3	23,514.00
CONSTRUCTION IN PROGRESS (BUILDING FUND)	1	111,593.00
PAYROLL OCTOBER 5, 2017	N/A	1,335,969.14
PAYROLL OCTOBER 19, 2017	N/A	1,441,830.17
TOTAL CASH OUTFLOW		\$7,930,069.04
CASH COLLECTIONS		6,538,439.25
INCREASE/DECREASE IN CASH		\$ (1,391,629.79)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2018**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002137	7/13/2017	SYSCO INTERMOUNTAIN FOOD	\$5,617.77	REFRIGERATED UNITS FOR AIDE LINE		
002138	7/27/2017	CDW GOVERNMENT LLC	\$879.39	MOBILE SCAN GUNS FOR MATERIALS AND OR (10)		
002139	7/27/2017	KRONOS INCORPORATED	\$2,145.00	KRONOS SCHEDULER		
JULY TOTALS					8,642.16	8,642.16

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002140	8/3/2017	CACHE VALLEY ELECTRIC CO.	\$3,200.00	FIBER CONDUIT FOR COLLEGE HILL		
002142	8/16/2017	SUPERIOR AUDIOMETRICS, LLC	\$6,313.00	AUDIOLOGY BOOTH FOR 3000 COLLEGE HILL LOCATION		
002142	8/16/2017	SUPERIOR AUDIOMETRICS, LLC	\$8,829.00	AUDIOMETER FOR 3000 COLLEGE HILL LOCATION		
002143	8/30/2017	ALERE NORTH AMERICA, LLC	\$6,506.62	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002144	8/30/2017	KRONOS INCORPORATED	\$1,320.00	KRONOS SCHEDULER		
AUGUST TOTALS					26,168.62	34,810.78

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002145	9/14/2017	PHILIPS HEALTHCARE	\$12,761.60	C10-3V ULTRASOUND TRANSDUCER		
002146	9/14/2017	QUADRAMED CORPORATION	\$7,500.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002147	9/28/2017	ALERE NORTH AMERICA, LLC	\$10,000.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002148	9/28/2017	KRONOS INCORPORATED	\$12,251.25	KRONOS SCHEDULER		
SEPTEMBER TOTALS					42,512.85	77,323.63

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002149	10/5/2017	NANOSONICS, INC	\$17,326.00	TROPHON EPR (2)		
002150	10/25/2017	KRONOS INCORPORATED	\$1,567.50	KRONOS SCHEDULER		
002151	10/26/2017	CATALINA LABORATORY PRODUCTS LLC	\$4,620.50	BIOLOGICAL HOOD		
OCTOBER TOTALS					23,514.00	100,837.63

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2018**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	7/19/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
		JULY TOTALS			111,593.00	111,593.00

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
2141	8/3/2017	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	5451.03	MRI REPLACEMENT PROJECT		
W/T	8/16/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
		AUGUST TOTALS			117,044.03	228,637.03

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	9/18/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
		SEPTEMBER TOTALS			111,593.00	340,230.03

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	10/17/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
		OCTOBER TOTALS			111,593.00	451,823.03

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

Amount	Description
362,249.07	ABG Retirement Total
28,960.50	Advertising Total
60.48	Billing Services Total
19,543.43	Blood Bank Services Total
29,600.00	Building Lease Total
2,021.51	Cellular Telephone Total
47,548.37	Collection Agency Total
39,536.65	Computer Equipment Total
14,462.05	Consulting Fees Total
215,463.89	Contract Maintenance Total
125,020.10	Contract Personnel Total
294.66	Courier Services Total
6,690.28	Credit Card Payment Total
18,676.42	Dental Insurance Total
129.99	Deposit Books Total
4,569.67	Dialysis Supplies Total
9,902.64	Disability Insurance Total
5,160.24	Education & Travel Total
569.50	Education Material Total
12,710.31	Employee Recruitment Total
6,078.62	Employee Vision Plan Total
115,152.94	Equipment Lease Total
30,311.00	Food Total
5,581.04	Freight Total
519.02	Fuel Total
1,721.05	Garbage Collection Total
494,278.73	Group Health Total
180,085.77	Hospital Supplies Total
30.00	Instruments Total
13,744.23	Insurance Refund Total
10.00	Internet Services Total
96,002.16	Laboratory Services Total
103,967.23	Laboratory Supplies Total
5,870.86	Laundry Supplies Total
61,308.38	Legal Fees Total
50.00	Licenses & Taxes Total
10,986.31	Life Insurance Total
226.80	Linen Total
3,100.00	Lithotripsy Service Total
100.00	Locum Tenens Total
18,991.41	Maintenance & Repair Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

10,761.59	Maintenance Supplies Total
30.00	Marketing & Promotional Supplies Total
927.44	MHSC Foundation Total
239.26	Minor Equipment Total
330.00	Monthly Pest Control Total
5,925.31	Non Medical Supplies Total
10,880.94	Office Supplies Total
4,014.99	Other Employee Benefits Total
334.06	Other Expenses Total
1,310.62	Other Med Surg Supplies Total
137.00	Other Purchased Services Total
3,747.59	Oxygen Rental Total
6,102.20	Patient Refund Total
1,161.77	Payroll Deduction Total
4,586.14	Payroll Garnishment Total
4,206,003.26	Payroll Transfer Total
823,890.92	Pharmacy Management Total
50,625.00	Physician Recruitment Total
155,855.13	Physician Services Total
84,362.83	Physician Student Loan Total
53,209.88	Professional Service Total
179.85	Q4 941 Taxes Total
290.85	Radiation Monitoring Total
232.76	Radiology Film Total
32,262.39	Radiology Material Total
128.00	Radiology Supplies Total
14.31	Reimbursement - Badge Balance Total
10,337.83	Reimbursement - CME Total
12,739.34	Reimbursement - Education & Travel Total
730.75	Reimbursement - Employee Recruitment Total
20.78	Reimbursement - Food Total
125.47	Reimbursement - Group Health Total
630.03	Reimbursement - Health Insurance Total
13.24	Reimbursement - Office Supplies Total
460.56	Reimbursement - Other Employee Benefits Total
77.08	Reimbursement - Other Med Surg Supplies Total
1,150.00	Scholarship Total
3,100.00	Sponsorship Total
4,665.22	Surgery Equipment Total
32,106.69	Surgery Supplies Total
12,623.00	Surveys Total
2,374.92	Transcription Services Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

W/T	10/2/2017	ABG 091717	121,242.23	ABG Retirement
W/T	10/18/2017	ABG 100117	122,551.62	ABG Retirement
W/T	10/31/2017	ABG 101517	118,455.22	ABG Retirement
149817	10/5/2017	BRIDGER VALLEY PIONEER	493.50	Advertising
149866	10/5/2017	KEMMERER GAZETTE	390.00	Advertising
149930	10/5/2017	SUBLETTE EXAMINER	279.25	Advertising
150149	10/18/2017	SUBLETTE EXAMINER	259.25	Advertising
149815	10/5/2017	BIG THICKET BROADCASTING	3,200.00	Advertising
149920	10/5/2017	RUMOR ADVERTISING	3,000.00	Advertising
150051	10/12/2017	SWEETWATER NOW, LLC	325.00	Advertising
150153	10/18/2017	SWEETWATER NOW, LLC	2,550.00	Advertising
150055	10/12/2017	THE RADIO NETWORK	4,000.00	Advertising
150346	10/25/2017	RUMOR ADVERTISING	1,500.00	Advertising
EFT000000002909	9/14/2017	AMERICAN YELLOW PAGES SERVICE, INC	6,046.00	Advertising
EFT000000002997	10/5/2017	IN10SITY INTERACTIVE, LLC	2,385.00	Advertising
EFT000000003028	10/12/2017	GREEN RIVER STAR	117.50	Advertising
EFT000000003056	10/18/2017	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000003002	10/5/2017	LAMAR ADVERTISING	860.00	Advertising
EFT000000003031	10/12/2017	LAMAR ADVERTISING	380.00	Advertising
EFT000000003057	10/18/2017	R.S. CHAMBER OF COMMERCE	900.00	Advertising
EFT000000003075	10/25/2017	IN10SITY INTERACTIVE, LLC	500.00	Advertising
EFT000000003078	10/25/2017	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000003085	10/25/2017	ROCKET MINER	295.00	Advertising
149805	10/5/2017	APEX ELECTRONIC DATA INTERCHANGE INC	60.48	Billing Services
149947	10/5/2017	UNITED BLOOD SERVICES	8,485.73	Blood Bank Services
150160	10/18/2017	UNITED BLOOD SERVICES	11,057.70	Blood Bank Services
150289	10/25/2017	BIG SANDY CLINIC	2,200.00	Building Lease
150279	10/25/2017	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
150300	10/25/2017	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
150059	10/12/2017	VERIZON WIRELESS, LLC	2,021.51	Cellular Telephone
149828	10/5/2017	COLLECTION PROFESSIONALS, INC	651.27	Collection Agency
150087	10/18/2017	COLLECTION PROFESSIONALS, INC	534.17	Collection Agency
149919	10/5/2017	ROCKY MOUNTAIN SERVICE BUREAU	46,362.93	Collection Agency
150095	10/18/2017	DELL COMPUTER CORPORATION	139.48	Computer Equipment
149992	10/12/2017	CDW GOVERNMENT LLC	35,842.47	Computer Equipment
150084	10/18/2017	CDW GOVERNMENT LLC	2,857.70	Computer Equipment
150283	10/25/2017	DELL COMPUTER CORPORATION	697.00	Computer Equipment
150142	10/18/2017	ST+B ENGINEERING	4,462.05	Consulting Fees
150056	10/12/2017	TRACY LEE WASSERBURGER	1,000.00	Consulting Fees
EFT000000003015	10/5/2017	THE SHEALY GROUP	9,000.00	Consulting Fees
149826	10/5/2017	CHANGE HEALTHCARE SOLUTIONS, LLC	7,233.40	Contract Maintenance
149829	10/5/2017	COLORADO DOCUMENT SECURITY	2,282.00	Contract Maintenance
150108	10/18/2017	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
150013	10/12/2017	HENRY SCHEIN PRACTICE SOLUTIONS	825.00	Contract Maintenance
149900	10/5/2017	OPTIMIS CORP	200.00	Contract Maintenance
150130	10/18/2017	PEAK 10, INC	8,637.00	Contract Maintenance
149904	10/5/2017	PHILIPS HEALTHCARE	288.68	Contract Maintenance
150033	10/12/2017	PHILIPS HEALTHCARE	10,074.00	Contract Maintenance
150131	10/18/2017	PHILIPS HEALTHCARE	2,066.00	Contract Maintenance
149931	10/5/2017	SUN NUCLEAR CORPORATION	5,190.00	Contract Maintenance
149942	10/5/2017	THOMSON REUTERS	700.09	Contract Maintenance
149944	10/5/2017	TRACTMANAGER INC	950.95	Contract Maintenance
150096	10/18/2017	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
150012	10/12/2017	HEALTHSTREAM INC.	7,224.02	Contract Maintenance
149879	10/5/2017	MEDACIST	449.82	Contract Maintenance
149906	10/5/2017	POLICYSTAT LLC	382.00	Contract Maintenance
150135	10/18/2017	PROVIDER ADVANTAGE NW INC	2,280.00	Contract Maintenance
150271	10/25/2017	CITRIX SYSTEMS, INC.	1,530.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

150303	10/25/2017	IMPRIVATA	9,432.00	Contract Maintenance
150338	10/25/2017	PHILIPS HEALTHCARE	82.91	Contract Maintenance
150343	10/25/2017	REMI CORPORATION	6,118.98	Contract Maintenance
150380	10/25/2017	AMERICAN PHARMA, INC.	5,040.00	Contract Maintenance
149909	10/5/2017	QUADRAMED	76,405.27	Contract Maintenance
150375	10/25/2017	WOLTERS KLUWER LAW & BUSINESS	14,031.00	Contract Maintenance
W/T	10/10/2017	CARECLOUD	349.00	Contract Maintenance
W/T	10/4/2017	ZENITH 10/4/17	107.00	Contract Maintenance
EFT000000002994	10/5/2017	GE HEALTHCARE	26,945.07	Contract Maintenance
EFT000000002998	10/5/2017	INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
EFT000000003014	10/5/2017	STATE FIRE DC SPECIALTIES	1,355.25	Contract Maintenance
EFT000000003016	10/5/2017	T-SYSTEM, INC	8,749.00	Contract Maintenance
EFT000000003027	10/12/2017	GE HEALTHCARE	2,065.71	Contract Maintenance
EFT000000003042	10/18/2017	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000003060	10/18/2017	STATE FIRE DC SPECIALTIES	1,470.00	Contract Maintenance
EFT000000003058	10/18/2017	SOLARWINDS, INC	6,630.00	Contract Maintenance
149810	10/5/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,879.95	Contract Personnel
150075	10/18/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	15,268.80	Contract Personnel
149852	10/5/2017	FOCUSONE SOLUTIONS LLC	26,158.93	Contract Personnel
150006	10/12/2017	FOCUSONE SOLUTIONS LLC	27,264.30	Contract Personnel
150102	10/18/2017	FOCUSONE SOLUTIONS LLC	21,509.83	Contract Personnel
150126	10/18/2017	NURSE ASSIST INC	660.00	Contract Personnel
150255	10/25/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,563.05	Contract Personnel
150295	10/25/2017	FOCUSONE SOLUTIONS LLC	20,715.24	Contract Personnel
150050	10/12/2017	SUSAN K CROFUTT	294.66	Courier Services
W/T	10/31/2017	UMB BANK 10/31/17	6,690.28	Credit Card Payment
149839	10/5/2017	DELTA DENTAL	1,446.70	Dental Insurance
150284	10/25/2017	DELTA DENTAL	17,229.72	Dental Insurance
W/T	10/10/2017	RSNB BANK	129.99	Deposit Books
150007	10/12/2017	FRESENIUS USA MANUFACTURING	605.15	Dialysis Supplies
150103	10/18/2017	FRESENIUS USA MANUFACTURING	3,160.97	Dialysis Supplies
149856	10/5/2017	HACH COMPANY	48.14	Dialysis Supplies
EFT000000002996	10/5/2017	HENRY SCHEIN INC	124.95	Dialysis Supplies
EFT000000003048	10/18/2017	HENRY SCHEIN INC	630.46	Dialysis Supplies
150297	10/25/2017	GARDNER & WHITE	9,902.64	Disability Insurance
149811	10/5/2017	AWHONN	324.00	Education & Travel
150068	10/12/2017	MEDBRIDGE, INC	500.00	Education & Travel
149891	10/5/2017	MONTANA HEALTH NETWORK, INC	300.00	Education & Travel
149896	10/5/2017	NATIONAL FIRE PROTECTION ASSN	1,866.25	Education & Travel
150067	10/12/2017	PROEDTECH LLC	236.99	Education & Travel
149908	10/5/2017	PUBLISHING CONCEPTS, INC.	975.00	Education & Travel
150378	10/25/2017	WYOMING STATE BAR	355.00	Education & Travel
EFT000000003030	10/12/2017	HOLBROOK SERVCO	525.00	Education & Travel
EFT000000003087	10/25/2017	R.S. CHAMBER OF COMMERCE	78.00	Education & Travel
149894	10/5/2017	MY EDUCATIONAL RESOURCES	25.00	Education Material
150085	10/18/2017	CHANNING L BETE CO	544.50	Education Material
149983	10/12/2017	ARTHUR L. DAVIS PUBLISHING AGENCY	701.24	Employee Recruitment
149801	10/5/2017	ASN	4,500.00	Employee Recruitment
149794	10/2/2017	AMERICU CREDIT UNION	932.31	Employee Recruitment
150250	10/25/2017	AMERICU CREDIT UNION	932.31	Employee Recruitment
150344	10/25/2017	BANGOR RENTALS	800.00	Employee Recruitment
149862	10/5/2017	ISABEL LEE	2,307.45	Employee Recruitment
149941	10/5/2017	THE VILLAGE AT SILVER RIDGE	854.00	Employee Recruitment
150358	10/25/2017	THE VILLAGE AT SILVER RIDGE	854.00	Employee Recruitment
EFT000000002999	10/5/2017	INSIGHT INVESTIGATIONS, INC	664.00	Employee Recruitment
EFT000000003012	10/5/2017	SST TESTING +, INC.	165.00	Employee Recruitment
150369	10/25/2017	VISION SERVICE PLAN - WY	6,078.62	Employee Vision Plan
149823	10/5/2017	CAREFUSION SOLUTIONS, LLC	20,375.00	Equipment Lease

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

149850	10/5/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	5,100.00	Equipment Lease
150133	10/18/2017	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	935.76	Equipment Lease
149952	10/5/2017	US BANK EQUIPMENT FINANCE	2,165.00	Equipment Lease
150162	10/18/2017	US BANK EQUIPMENT FINANCE	1,002.25	Equipment Lease
149960	10/5/2017	WYOMING RENTS, LLC	1,172.80	Equipment Lease
149834	10/5/2017	COPIER & SUPPLY COMPANY	11,564.72	Equipment Lease
150104	10/18/2017	GE HEALTHCARE FINANCIAL SERVICES	22,661.09	Equipment Lease
149882	10/5/2017	MED ONE CAPITAL FUNDING LLC	837.98	Equipment Lease
149922	10/5/2017	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
150293	10/25/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	2,244.00	Equipment Lease
150302	10/25/2017	HP FINANCIAL SERVICES	295.11	Equipment Lease
150364	10/25/2017	US BANK EQUIPMENT FINANCE	628.40	Equipment Lease
150270	10/25/2017	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
150277	10/25/2017	COPIER & SUPPLY COMPANY	167.70	Equipment Lease
W/T	10/10/2017	SIEMENS EDI 10/10/17	9,017.12	Equipment Lease
EFT000000003038	10/12/2017	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000003088	10/25/2017	SHADOW MOUNTAIN WATER CO ,WY	475.30	Equipment Lease
149841	10/5/2017	DOMINOS	89.25	Food
150097	10/18/2017	DOMINOS	51.92	Food
149878	10/5/2017	MEADOW GOLD DAIRY	279.46	Food
149847	10/5/2017	F B MCFADDEN WHOLESALE	1,847.26	Food
150003	10/12/2017	F B MCFADDEN WHOLESALE	2,146.01	Food
150099	10/18/2017	F B MCFADDEN WHOLESALE	3,258.01	Food
149897	10/5/2017	NICHOLAS & CO INC	2,983.09	Food
150030	10/12/2017	NICHOLAS & CO INC	2,677.25	Food
150052	10/12/2017	SYSCO INTERMOUNTAIN FOOD	4,575.66	Food
149958	10/5/2017	WESTERN WYOMING BEVERAGES INC	648.79	Food
150316	10/25/2017	MEADOW GOLD DAIRY	801.84	Food
150291	10/25/2017	F B MCFADDEN WHOLESALE	3,107.55	Food
150334	10/25/2017	NICHOLAS & CO INC	4,646.68	Food
150354	10/25/2017	SYSCO INTERMOUNTAIN FOOD	597.26	Food
150373	10/25/2017	WESTERN WYOMING BEVERAGES INC	1,025.20	Food
EFT000000002992	10/5/2017	FARMER BROS CO	590.62	Food
EFT000000003070	10/25/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	566.00	Food
EFT000000003072	10/25/2017	FARMER BROS CO	419.15	Food
149848	10/5/2017	FED EX	23.94	Freight
150004	10/12/2017	FED EX	23.66	Freight
150100	10/18/2017	FED EX	76.92	Freight
149950	10/5/2017	UPS STORE	200.00	Freight
150361	10/25/2017	TRIOSE, INC	5,256.52	Freight
150039	10/12/2017	RED HORSE OIL COMPANIES INC	519.02	Fuel
EFT000000003062	10/18/2017	WWS - ROCK SPRINGS	1,721.05	Garbage Collection
W/T	10/5/2017	UUHP 100417	102,625.12	Group Health
W/T	10/12/2017	UUHP 101017	215,856.14	Group Health
W/T	10/19/2017	UUHP 101817	84,711.57	Group Health
W/T	10/26/2017	UUHP 102417	91,085.90	Group Health
149979	10/12/2017	AMAZON.COM CREDIT PLAN	61.59	Hospital Supplies
150076	10/18/2017	AZTECMED, INC	160.00	Hospital Supplies
149812	10/5/2017	BARD PERIPHERAL VASCULAR INC	120.22	Hospital Supplies
149966	10/6/2017	RANFAC CORPORATION	318.00	Hospital Supplies
150166	10/18/2017	VERATHON INC.	180.00	Hospital Supplies
149797	10/5/2017	ABBOTT LABORATORIES	46.11	Hospital Supplies
150043	10/12/2017	ABBOTT NUTRITION	121.08	Hospital Supplies
150069	10/18/2017	AESCLAP INC	108.05	Hospital Supplies
149806	10/5/2017	APPLIED MEDICAL	480.00	Hospital Supplies
149808	10/5/2017	ARROW INTERNATIONAL, INC.	1,314.00	Hospital Supplies
149982	10/12/2017	ARROW INTERNATIONAL, INC.	1,046.30	Hospital Supplies
149813	10/5/2017	B BRAUN MEDICAL INC.	2,484.68	Hospital Supplies

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149986	10/12/2017	B BRAUN MEDICAL INC.	1,085.28	Hospital Supplies
150079	10/18/2017	B BRAUN MEDICAL INC.	750.00	Hospital Supplies
149985	10/12/2017	BAXTER BIO SCIENCE	1,283.15	Hospital Supplies
150077	10/18/2017	BAXTER BIO SCIENCE	1,451.75	Hospital Supplies
149853	10/5/2017	BAXTER HEALTHCARE CORP	1,397.76	Hospital Supplies
150008	10/12/2017	BAXTER HEALTHCARE CORP	1,756.51	Hospital Supplies
150078	10/18/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
150080	10/18/2017	BOSTON SCIENTIFIC CORP	1,111.80	Hospital Supplies
149836	10/5/2017	C R BARD INC	577.11	Hospital Supplies
150000	10/12/2017	C R BARD INC	722.28	Hospital Supplies
149822	10/5/2017	CARDINAL HEALTH/V. MUELLER	109.93	Hospital Supplies
149990	10/12/2017	CARDINAL HEALTH/V. MUELLER	216.68	Hospital Supplies
150083	10/18/2017	CARDINAL HEALTH/V. MUELLER	256.74	Hospital Supplies
149824	10/5/2017	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
149946	10/5/2017	CENTURION MEDICAL PRODUCTS	684.60	Hospital Supplies
150088	10/18/2017	CONE INSTRUMENTS	338.20	Hospital Supplies
150089	10/18/2017	CONMED CORPORATION	118.25	Hospital Supplies
149832	10/5/2017	COOK MEDICAL INC.	82.49	Hospital Supplies
150090	10/18/2017	COOK MEDICAL INC.	146.15	Hospital Supplies
149833	10/5/2017	COOK MEDICAL INCORPORATED	1,747.40	Hospital Supplies
149999	10/12/2017	COOK MEDICAL INCORPORATED	163.81	Hospital Supplies
150091	10/18/2017	COOK MEDICAL INCORPORATED	467.32	Hospital Supplies
150094	10/18/2017	DATEX-OHMEDA, INC.	140.00	Hospital Supplies
150009	10/12/2017	GENERAL HOSPITAL SUPPLY CORPORATION	516.00	Hospital Supplies
150105	10/18/2017	GENERAL HOSPITAL SUPPLY CORPORATION	737.00	Hospital Supplies
149857	10/5/2017	HEALTHCARE LOGISTICS INC	40.00	Hospital Supplies
150011	10/12/2017	HEALTHCARE LOGISTICS INC	94.10	Hospital Supplies
150109	10/18/2017	HILL-ROM	152.27	Hospital Supplies
150110	10/18/2017	HOLOGIC, INC.	146.25	Hospital Supplies
150113	10/18/2017	HULL ANESTHESIA INC	180.00	Hospital Supplies
150016	10/12/2017	IN PRO CORPORATION	5,135.03	Hospital Supplies
149865	10/5/2017	KCI USA	405.50	Hospital Supplies
150115	10/18/2017	KCI USA	2,984.00	Hospital Supplies
149932	10/5/2017	LEICA BIOSYSTEMS RICHMOND	163.17	Hospital Supplies
150049	10/12/2017	LEICA BIOSYSTEMS RICHMOND	815.39	Hospital Supplies
150029	10/12/2017	M V A P MEDICAL SUPPLIES, INC.	50.00	Hospital Supplies
150023	10/12/2017	MAQUET MEDICAL SYSTEMS USA	630.00	Hospital Supplies
149877	10/5/2017	MCKESSON MEDICAL-SURGICAL	681.93	Hospital Supplies
149888	10/5/2017	MINDRAY DS USA, INC.	142.35	Hospital Supplies
150026	10/12/2017	MINDRAY DS USA, INC.	93.75	Hospital Supplies
150124	10/18/2017	MINDRAY DS USA, INC.	232.50	Hospital Supplies
150125	10/18/2017	NATUS MEDICAL INC	79.03	Hospital Supplies
149901	10/5/2017	OWENS & MINOR 90005430	16,006.83	Hospital Supplies
150032	10/12/2017	OWENS & MINOR 90005430	26,842.32	Hospital Supplies
150128	10/18/2017	OWENS & MINOR 90005430	16,682.88	Hospital Supplies
149914	10/5/2017	RADIOMETER AMERICA INC	714.60	Hospital Supplies
149916	10/5/2017	RESMED CORP	425.00	Hospital Supplies
150040	10/12/2017	RESPIRONICS	89.00	Hospital Supplies
149928	10/5/2017	STERIS CORPORATION	4,848.93	Hospital Supplies
150047	10/12/2017	STERIS CORPORATION	437.21	Hospital Supplies
150146	10/18/2017	STERIS CORPORATION	1,200.27	Hospital Supplies
149938	10/5/2017	TELEFLEX MEDICAL INC.	459.52	Hospital Supplies
150054	10/12/2017	TELEFLEX MEDICAL INC.	383.86	Hospital Supplies
149945	10/5/2017	TRI-ANIM HEALTH SERVICES INC	599.24	Hospital Supplies
150057	10/12/2017	TRI-ANIM HEALTH SERVICES INC	669.96	Hospital Supplies
150157	10/18/2017	TRI-ANIM HEALTH SERVICES INC	288.37	Hospital Supplies
150165	10/18/2017	UTAH MEDICAL PRODUCTS INC	63.24	Hospital Supplies
149956	10/5/2017	WAXIE SANITARY SUPPLY	4,800.38	Hospital Supplies

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150060	10/12/2017	WAXIE SANITARY SUPPLY	916.67	Hospital Supplies
150296	10/25/2017	FSI LABEL	126.00	Hospital Supplies
150311	10/25/2017	LANSINOH LABORATORIES, INC.	685.00	Hospital Supplies
150367	10/25/2017	VAPOTHERM INC.	990.00	Hospital Supplies
150368	10/25/2017	VERATHON INC.	350.00	Hospital Supplies
150345	10/25/2017	ABBOTT NUTRITION	19.70	Hospital Supplies
150248	10/25/2017	ALPHA SOURCE INC	39.34	Hospital Supplies
150253	10/25/2017	APPLIED MEDICAL	3,075.00	Hospital Supplies
150254	10/25/2017	ARTHREX INC.	7,900.00	Hospital Supplies
150257	10/25/2017	BAXTER BIO SCIENCE	1,283.16	Hospital Supplies
150258	10/25/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
150262	10/25/2017	BOSTON SCIENTIFIC CORP	804.30	Hospital Supplies
150362	10/25/2017	CENTURION MEDICAL PRODUCTS	684.60	Hospital Supplies
150274	10/25/2017	COMED MEDICAL SPECIALTIES INC	199.06	Hospital Supplies
150275	10/25/2017	CONE INSTRUMENTS	328.20	Hospital Supplies
150276	10/25/2017	COOK MEDICAL INC.	329.18	Hospital Supplies
150286	10/25/2017	DIAGNOSTIGA STAGO INC	10,145.87	Hospital Supplies
150310	10/25/2017	KCI USA	194.75	Hospital Supplies
150352	10/25/2017	LEICA BIOSYSTEMS RICHMOND	230.04	Hospital Supplies
150314	10/25/2017	MARKET LAB, INC	196.15	Hospital Supplies
150315	10/25/2017	MCKESSON MEDICAL-SURGICAL	310.11	Hospital Supplies
150317	10/25/2017	MEDELA INC	207.20	Hospital Supplies
150323	10/25/2017	MINDRAY DS USA, INC.	187.50	Hospital Supplies
150336	10/25/2017	OWENS & MINOR 90005430	18,882.44	Hospital Supplies
150337	10/25/2017	PERFORMANCE HEALTH SUPPLY INC	58.88	Hospital Supplies
150341	10/25/2017	RADIOMETER AMERICA INC	2,084.39	Hospital Supplies
150350	10/25/2017	STERIS CORPORATION	1,078.60	Hospital Supplies
150356	10/25/2017	TELEFLEX MEDICAL INC.	198.85	Hospital Supplies
150360	10/25/2017	TRI-ANIM HEALTH SERVICES INC	4,517.50	Hospital Supplies
150370	10/25/2017	WAXIE SANITARY SUPPLY	2,319.45	Hospital Supplies
EFT000000003004	10/5/2017	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000003023	10/12/2017	BSN MEDICAL INC	69.35	Hospital Supplies
EFT000000002983	10/5/2017	APPLIED CARDIAC SYSTEM	265.00	Hospital Supplies
EFT000000002986	10/5/2017	BIONIX RADIATION THERAPY	300.00	Hospital Supplies
EFT000000002987	10/5/2017	BREG INC	394.50	Hospital Supplies
EFT000000002991	10/5/2017	DJ ORTHOPEDICS, LLC	20.32	Hospital Supplies
EFT000000002995	10/5/2017	HARDY DIAGNOSTICS	783.77	Hospital Supplies
EFT000000003006	10/5/2017	OVATION MEDICAL	269.70	Hospital Supplies
EFT000000003011	10/5/2017	SPACELABS MEDICAL	104.44	Hospital Supplies
EFT000000003020	10/12/2017	BAXTER HEALTHCARE CORP/IV	1,655.58	Hospital Supplies
EFT000000003022	10/12/2017	BREG INC	536.35	Hospital Supplies
EFT000000003029	10/12/2017	HARDY DIAGNOSTICS	327.87	Hospital Supplies
EFT000000003044	10/18/2017	BREG INC	164.82	Hospital Supplies
EFT000000003047	10/18/2017	HARDY DIAGNOSTICS	750.24	Hospital Supplies
EFT000000003053	10/18/2017	OVATION MEDICAL	269.70	Hospital Supplies
EFT000000003059	10/18/2017	SPACELABS MEDICAL	79.32	Hospital Supplies
EFT000000003067	10/25/2017	BREG INC	219.09	Hospital Supplies
EFT000000003068	10/25/2017	BSN MEDICAL INC	32.90	Hospital Supplies
EFT000000003074	10/25/2017	HARDY DIAGNOSTICS	289.96	Hospital Supplies
EFT000000003090	10/25/2017	SPACELABS MEDICAL	113.81	Hospital Supplies
EFT000000003092	10/25/2017	ZOLL MEDICAL CORPORATION	1,074.40	Hospital Supplies
EFT000000003024	10/12/2017	CIVCO MEDICAL INSTRUMENTS	30.00	Instruments
150205	10/18/2017	INSURANCE REFUND	59.59	Insurance Refund
150214	10/18/2017	INSURANCE REFUND	207.82	Insurance Refund
150183	10/18/2017	INSURANCE REFUND	714.21	Insurance Refund
150233	10/18/2017	INSURANCE REFUND	53.41	Insurance Refund
150212	10/18/2017	INSURANCE REFUND	31.85	Insurance Refund
150178	10/18/2017	INSURANCE REFUND	902.42	Insurance Refund

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150179	10/18/2017	INSURANCE REFUND	43.89	Insurance Refund
150180	10/18/2017	INSURANCE REFUND	235.60	Insurance Refund
150207	10/18/2017	INSURANCE REFUND	601.01	Insurance Refund
150208	10/18/2017	INSURANCE REFUND	592.00	Insurance Refund
150209	10/18/2017	INSURANCE REFUND	4,560.07	Insurance Refund
150201	10/18/2017	INSURANCE REFUND	687.98	Insurance Refund
150235	10/18/2017	INSURANCE REFUND	41.87	Insurance Refund
150210	10/18/2017	INSURANCE REFUND	24.15	Insurance Refund
150185	10/18/2017	INSURANCE REFUND	167.96	Insurance Refund
150188	10/18/2017	INSURANCE REFUND	1,222.35	Insurance Refund
150191	10/18/2017	INSURANCE REFUND	66.37	Insurance Refund
150198	10/18/2017	INSURANCE REFUND	1,583.47	Insurance Refund
150176	10/18/2017	INSURANCE REFUND	379.95	Insurance Refund
150064	10/12/2017	INSURANCE REFUND	211.13	Insurance Refund
150197	10/18/2017	INSURANCE REFUND	73.21	Insurance Refund
150206	10/18/2017	INSURANCE REFUND	24.15	Insurance Refund
150177	10/18/2017	INSURANCE REFUND	1,108.71	Insurance Refund
150182	10/18/2017	INSURANCE REFUND	71.96	Insurance Refund
150193	10/18/2017	INSURANCE REFUND	79.10	Insurance Refund
149962	10/5/2017	WYOMING.COM	10.00	Internet Services
149876	10/5/2017	MAYO COLLABORATIVE SERVICES, INC.	1,595.00	Laboratory Services
150117	10/18/2017	MAYO COLLABORATIVE SERVICES, INC.	1,443.00	Laboratory Services
149885	10/5/2017	METABOLIC NEWBORN SCREENING	2,450.00	Laboratory Services
150121	10/18/2017	METABOLIC NEWBORN SCREENING	5,388.00	Laboratory Services
EFT000000002989	10/5/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	1,110.00	Laboratory Services
EFT000000002985	10/5/2017	ARUP LABORATORIES, INC.	44,464.12	Laboratory Services
EFT000000003065	10/25/2017	ARUP LABORATORIES, INC.	39,552.04	Laboratory Services
150073	10/18/2017	ASSOCIATES OF CAPE COD INC	387.00	Laboratory Supplies
149820	10/5/2017	CANCER DIAGNOSTICS, INC	164.05	Laboratory Supplies
149993	10/12/2017	CEPHEID	4,790.05	Laboratory Supplies
150164	10/18/2017	US LABS	382.35	Laboratory Supplies
149804	10/5/2017	ANAEROBE SYSTEMS	21.25	Laboratory Supplies
149814	10/5/2017	BECKMAN COULTER, INC	312.00	Laboratory Supplies
149987	10/12/2017	BECKMAN COULTER, INC	160.60	Laboratory Supplies
149821	10/5/2017	CARDINAL HEALTH	398.15	Laboratory Supplies
149989	10/12/2017	CARDINAL HEALTH	11,548.61	Laboratory Supplies
150082	10/18/2017	CARDINAL HEALTH	14,193.01	Laboratory Supplies
150066	10/12/2017	FISHER HEALTHCARE	16,423.21	Laboratory Supplies
149881	10/5/2017	MEDIVATORS REPROCESSING SYSTEM	256.00	Laboratory Supplies
150119	10/18/2017	MEDIVATORS REPROCESSING SYSTEM	206.40	Laboratory Supplies
149884	10/5/2017	MESA LABORATORIES	131.34	Laboratory Supplies
149861	10/5/2017	PLATINUM CODE	89.22	Laboratory Supplies
150018	10/12/2017	PLATINUM CODE	92.21	Laboratory Supplies
149923	10/5/2017	SIGMA-ALDRICH INC	338.50	Laboratory Supplies
149951	10/5/2017	UROLITHIASIS LABORATORY	136.00	Laboratory Supplies
150265	10/25/2017	CANCER DIAGNOSTICS, INC	16.08	Laboratory Supplies
150268	10/25/2017	CEPHEID	664.25	Laboratory Supplies
150318	10/25/2017	MEDI BADGE INC.	179.55	Laboratory Supplies
150340	10/25/2017	R&D SYSTEMS INC	66.75	Laboratory Supplies
150252	10/25/2017	ANAEROBE SYSTEMS	133.50	Laboratory Supplies
150259	10/25/2017	BECKMAN COULTER, INC	823.64	Laboratory Supplies
150266	10/25/2017	CARDINAL HEALTH	12,125.57	Laboratory Supplies
150305	10/25/2017	PLATINUM CODE	89.36	Laboratory Supplies
150372	10/25/2017	WESCOR INC	87.15	Laboratory Supplies
150132	10/18/2017	PIPETTE.COM	1,080.62	Laboratory Supplies
EFT000000003001	10/5/2017	LABORATORY SUPPLY COMPANY	1,396.99	Laboratory Supplies
EFT000000002993	10/5/2017	FISHER HEALTHCARE	994.70	Laboratory Supplies
EFT000000003005	10/5/2017	ORTHO-CLINICAL DIAGNOSTICS INC	601.29	Laboratory Supplies

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EFT000000003009	10/5/2017	PDC HEALTHCARE	118.35	Laboratory Supplies
EFT000000003019	10/12/2017	ALLERGY LABORATORIES, INC	1,448.79	Laboratory Supplies
EFT000000003021	10/12/2017	BIO-RAD LABORATORIES	1,136.32	Laboratory Supplies
EFT000000003026	10/12/2017	FISHER HEALTHCARE	3,604.10	Laboratory Supplies
EFT000000003043	10/18/2017	BIO-RAD LABORATORIES	1,235.56	Laboratory Supplies
EFT000000003046	10/18/2017	FISHER HEALTHCARE	14,268.06	Laboratory Supplies
EFT000000003051	10/18/2017	MASTER TECH	480.31	Laboratory Supplies
EFT000000003052	10/18/2017	ORTHO-CLINICAL DIAGNOSTICS INC	422.82	Laboratory Supplies
EFT000000003055	10/18/2017	PDC HEALTHCARE	269.84	Laboratory Supplies
EFT000000003064	10/25/2017	ALLERGY LABORATORIES, INC	203.36	Laboratory Supplies
EFT000000003066	10/25/2017	BIO-RAD LABORATORIES	289.39	Laboratory Supplies
EFT000000003073	10/25/2017	FISHER HEALTHCARE	9,175.46	Laboratory Supplies
EFT000000003077	10/25/2017	LABORATORY SUPPLY COMPANY	2,090.00	Laboratory Supplies
EFT000000003081	10/25/2017	ORTHO-CLINICAL DIAGNOSTICS INC	935.47	Laboratory Supplies
EFT000000003050	10/18/2017	MARTIN-RAY LAUNDRY SYSTEMS	5,870.86	Laundry Supplies
149858	10/5/2017	HIRST APPELATE, LLP	6,752.80	Legal Fees
150014	10/12/2017	HIRST APPELATE, LLP	34,612.00	Legal Fees
149864	10/5/2017	JAMIESON & ROBINSON, LLC	2,225.00	Legal Fees
149905	10/5/2017	PHILLIPS LAW, LLC	17,647.01	Legal Fees
150307	10/25/2017	JOHN H. ROBINSON, P.C.	71.57	Legal Fees
150168	10/18/2017	WYOMING DEPT OF AGRICULTURE	50.00	Licenses & Taxes
149798	10/5/2017	AFLAC	2,108.54	Life Insurance
150333	10/25/2017	NEW YORK LIFE INSURANCE COMPANY	4,583.33	Life Insurance
150312	10/25/2017	THE LINCOLN NATIONAL LIFE INSURANCE COMPANY	4,294.44	Life Insurance
149925	10/5/2017	STANDARD TEXTILE	226.80	Linen
149961	10/5/2017	WYOMING UROLOGICAL SERV. INC	3,100.00	Lithotripsy Service
149957	10/5/2017	WEATHERBY LOCUMS, INC	100.00	Locum Tenens
149809	10/5/2017	AUTOSPA, INC	38.00	Maintenance & Repair
150093	10/18/2017	CUMMINS ROCKY MOUNTAIN, LLC	557.58	Maintenance & Repair
149851	10/5/2017	FLOORING PROFESSIONALS INC	1,139.95	Maintenance & Repair
150112	10/18/2017	HOSE & RUBBER	39.88	Maintenance & Repair
150022	10/12/2017	LIGHTING MAINTENANCE & SERVICE, INC	189.50	Maintenance & Repair
149902	10/5/2017	PACIFIC WATER INC	966.71	Maintenance & Repair
150046	10/12/2017	STEALTH TECHNOLOGIES C.S.	72.00	Maintenance & Repair
150145	10/18/2017	STEALTH TECHNOLOGIES C.S.	288.00	Maintenance & Repair
149921	10/5/2017	SEPPIE TELECOMMUNICATIONS	120.00	Maintenance & Repair
150151	10/18/2017	SWEETWATER PLUMBING & HEATING	18.30	Maintenance & Repair
149954	10/5/2017	VAUGHNS PLUMBING & HEATING	495.00	Maintenance & Repair
150272	10/25/2017	CLARK'S QUALITY ROOFING, INC	484.00	Maintenance & Repair
150349	10/25/2017	STEALTH TECHNOLOGIES C.S.	544.58	Maintenance & Repair
150247	10/25/2017	ALL CLEAN AIR DUCT CLEANING	2,170.00	Maintenance & Repair
149830	10/5/2017	CONCRETE ARTS & DESIGN INC.	5,925.00	Maintenance & Repair
150287	10/25/2017	DIRECT SUPPLY	385.98	Maintenance & Repair
EFT000000003036	10/12/2017	SERVCO	2,295.38	Maintenance & Repair
EFT000000003045	10/18/2017	CARRIER COMMERCIAL SERVICE	846.99	Maintenance & Repair
EFT000000003007	10/5/2017	PARTSSOURCE	188.51	Maintenance & Repair
EFT000000003033	10/12/2017	PARTSSOURCE	82.28	Maintenance & Repair
EFT000000003054	10/18/2017	PARTSSOURCE	88.34	Maintenance & Repair
EFT000000003061	10/18/2017	WHITE MOUNTAIN LUMBER	55.55	Maintenance & Repair
EFT000000003069	10/25/2017	CARRIER COMMERCIAL SERVICE	627.35	Maintenance & Repair
EFT000000003082	10/25/2017	PARTSSOURCE	1,372.53	Maintenance & Repair
149978	10/12/2017	ALLRED'S INC.	638.48	Maintenance Supplies
149995	10/12/2017	MSC INDUSTRIAL SUPPLY CO	219.04	Maintenance Supplies
149827	10/5/2017	CODALE ELECTRIC SUPPLY, INC	20.48	Maintenance Supplies
149997	10/12/2017	CODALE ELECTRIC SUPPLY, INC	19.77	Maintenance Supplies
150086	10/18/2017	CODALE ELECTRIC SUPPLY, INC	234.48	Maintenance Supplies
149854	10/5/2017	GRAINGER	501.53	Maintenance Supplies
150010	10/12/2017	GRAINGER	198.01	Maintenance Supplies

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150106	10/18/2017	GRAINGER	402.51	Maintenance Supplies
150015	10/12/2017	HOME DEPOT	135.28	Maintenance Supplies
150111	10/18/2017	HOME DEPOT	118.77	Maintenance Supplies
150017	10/12/2017	INSULATION INC.	2,320.00	Maintenance Supplies
150020	10/12/2017	KAMAN INDUSTRIAL TECHNOLOGIES	34.29	Maintenance Supplies
150114	10/18/2017	KAMAN INDUSTRIAL TECHNOLOGIES	116.20	Maintenance Supplies
150159	10/18/2017	UNIPOWER	308.07	Maintenance Supplies
150256	10/25/2017	BARD ACCESS SYSTEMS	925.00	Maintenance Supplies
150273	10/25/2017	CODALE ELECTRIC SUPPLY, INC	425.06	Maintenance Supplies
150298	10/25/2017	GRAINGER	585.04	Maintenance Supplies
150301	10/25/2017	HOME DEPOT	541.05	Maintenance Supplies
150309	10/25/2017	KAMAN INDUSTRIAL TECHNOLOGIES	92.18	Maintenance Supplies
149807	10/5/2017	ARMSTRONG MEDICAL INDUSTRIES	135.00	Maintenance Supplies
149892	10/5/2017	MOUNTAIN STATES SUPPLY CO.	45.00	Maintenance Supplies
150134	10/18/2017	PLAN ONE/ARCHITECTS	1,062.50	Maintenance Supplies
EFT00000002982	10/5/2017	ACE HARDWARE	158.52	Maintenance Supplies
EFT00000003017	10/12/2017	ACE HARDWARE	58.92	Maintenance Supplies
EFT00000003039	10/18/2017	ACE HARDWARE	23.98	Maintenance Supplies
EFT00000003041	10/18/2017	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT00000003084	10/25/2017	ROBERT I MERRILL COMPANY	687.00	Maintenance Supplies
EFT00000003086	10/25/2017	ROCK SPRINGS WINNELSON CO	79.23	Maintenance Supplies
150376	10/25/2017	WOOL WAREHOUSE	30.00	Marketing & Promotional Supplies
149886	10/5/2017	MHSC-FOUNDATION	466.22	MHSC Foundation
150122	10/18/2017	MHSC-FOUNDATION	461.22	MHSC Foundation
150167	10/18/2017	THE WASSERSTROM COMPANY	239.26	Minor Equipment
149939	10/5/2017	TERMINIX OF WYOMING	330.00	Monthly Pest Control
149802	10/5/2017	AMERICAN ACADEMY OF PEDIATRICS	49.75	Non Medical Supplies
149994	10/12/2017	CIVCO MEDICAL SOLUTIONS	140.00	Non Medical Supplies
150031	10/12/2017	ORIENTAL TRADING COMPANY	698.77	Non Medical Supplies
150141	10/18/2017	SHARN ANESTHESIA INC	343.35	Non Medical Supplies
150024	10/12/2017	MEDLINE INDUSTRIES INC	772.46	Non Medical Supplies
150120	10/18/2017	MEDLINE INDUSTRIES INC	1,049.38	Non Medical Supplies
150269	10/25/2017	CHANNEL PUBLISHING, LTD	138.90	Non Medical Supplies
150335	10/25/2017	OPTUM360 LLC	1,705.07	Non Medical Supplies
150320	10/25/2017	MEDLINE INDUSTRIES INC	536.46	Non Medical Supplies
EFT00000002988	10/5/2017	CJ'S GRAFFIX'S	145.00	Non Medical Supplies
EFT00000003008	10/5/2017	POSITIVE PROMOTIONS	346.17	Non Medical Supplies
149842	10/5/2017	ENCOMPASS GROUP, LLC	3,049.08	Office Supplies
149859	10/5/2017	IDENTISYS INC	611.00	Office Supplies
150118	10/18/2017	MEDICAL ARTS PRESS	87.98	Office Supplies
149926	10/5/2017	STAPLES BUSINESS ADVANTAGE	2,579.16	Office Supplies
150045	10/12/2017	STAPLES BUSINESS ADVANTAGE	309.48	Office Supplies
150143	10/18/2017	STAPLES BUSINESS ADVANTAGE	603.91	Office Supplies
150058	10/12/2017	UNITED AD LABEL	32.92	Office Supplies
150319	10/25/2017	MEDICAL ARTS PRESS	180.40	Office Supplies
150348	10/25/2017	STAPLES BUSINESS ADVANTAGE	443.31	Office Supplies
150304	10/25/2017	INHEALTH SYSTEMS & SERVICES	465.13	Office Supplies
EFT00000003010	10/5/2017	SMYTH PRINTING	267.44	Office Supplies
EFT00000003013	10/5/2017	STANDARD REGISTER COMPANY	178.59	Office Supplies
EFT00000003037	10/12/2017	STANDARD REGISTER COMPANY	140.00	Office Supplies
EFT00000003089	10/25/2017	SMYTH PRINTING	1,932.54	Office Supplies
150063	10/12/2017	YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00	Other Employee Benefits
150139	10/18/2017	ROSE FLORAL OF GREEN RIVER	74.99	Other Employee Benefits
149998	10/12/2017	COMMUNITY HOME OXYGEN	187.39	Other Expenses
149872	10/5/2017	LINCARE INC	146.67	Other Expenses
150244	10/25/2017	ALERE NORTH AMERICA, LLC	533.62	Other Med Surg Supplies
150260	10/25/2017	BECTON DICKINSON	582.00	Other Med Surg Supplies
150328	10/25/2017	NANOSONICS, INC	195.00	Other Med Surg Supplies

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149845	10/5/2017	EZ-STREET TAXI	28.00	Other Purchased Services
150002	10/12/2017	EZ-STREET TAXI	81.00	Other Purchased Services
150290	10/25/2017	EZ-STREET TAXI	28.00	Other Purchased Services
EFT000000002984	10/5/2017	AIRGAS INTERMOUNTAIN INC	2,569.45	Oxygen Rental
EFT000000003018	10/12/2017	AIRGAS INTERMOUNTAIN INC	665.34	Oxygen Rental
EFT000000003040	10/18/2017	AIRGAS INTERMOUNTAIN INC	113.71	Oxygen Rental
EFT000000003063	10/25/2017	AIRGAS INTERMOUNTAIN INC	399.09	Oxygen Rental
150231	10/18/2017	PATIENT REFUND	28.00	Patient Refund
150170	10/18/2017	PATIENT REFUND	243.00	Patient Refund
150225	10/18/2017	PATIENT REFUND	171.00	Patient Refund
150181	10/18/2017	PATIENT REFUND	49.82	Patient Refund
150184	10/18/2017	PATIENT REFUND	50.00	Patient Refund
150186	10/18/2017	PATIENT REFUND	20.00	Patient Refund
150171	10/18/2017	PATIENT REFUND	241.90	Patient Refund
150187	10/18/2017	PATIENT REFUND	75.00	Patient Refund
150189	10/18/2017	PATIENT REFUND	37.80	Patient Refund
150190	10/18/2017	PATIENT REFUND	38.61	Patient Refund
150192	10/18/2017	PATIENT REFUND	23.88	Patient Refund
150195	10/18/2017	PATIENT REFUND	48.26	Patient Refund
150194	10/18/2017	PATIENT REFUND	50.00	Patient Refund
150196	10/18/2017	PATIENT REFUND	143.10	Patient Refund
150199	10/18/2017	PATIENT REFUND	165.42	Patient Refund
150200	10/18/2017	PATIENT REFUND	25.08	Patient Refund
150172	10/18/2017	PATIENT REFUND	153.97	Patient Refund
150202	10/18/2017	PATIENT REFUND	317.00	Patient Refund
150203	10/18/2017	PATIENT REFUND	19.06	Patient Refund
149963	10/5/2017	PATIENT REFUND	6.75	Patient Refund
150204	10/18/2017	PATIENT REFUND	284.83	Patient Refund
150174	10/18/2017	PATIENT REFUND	711.59	Patient Refund
150173	10/18/2017	PATIENT REFUND	169.02	Patient Refund
150065	10/12/2017	PATIENT REFUND	100.00	Patient Refund
150211	10/18/2017	PATIENT REFUND	93.60	Patient Refund
150213	10/18/2017	PATIENT REFUND	209.60	Patient Refund
150175	10/18/2017	PATIENT REFUND	442.65	Patient Refund
150215	10/18/2017	PATIENT REFUND	18.01	Patient Refund
150216	10/18/2017	PATIENT REFUND	72.74	Patient Refund
150217	10/18/2017	PATIENT REFUND	31.92	Patient Refund
150218	10/18/2017	PATIENT REFUND	242.12	Patient Refund
150219	10/18/2017	PATIENT REFUND	380.65	Patient Refund
150220	10/18/2017	PATIENT REFUND	49.40	Patient Refund
150221	10/18/2017	PATIENT REFUND	16.15	Patient Refund
150222	10/18/2017	PATIENT REFUND	55.94	Patient Refund
150223	10/18/2017	PATIENT REFUND	230.08	Patient Refund
150224	10/18/2017	PATIENT REFUND	9.59	Patient Refund
150226	10/18/2017	PATIENT REFUND	80.00	Patient Refund
150227	10/18/2017	PATIENT REFUND	50.00	Patient Refund
150228	10/18/2017	PATIENT REFUND	136.60	Patient Refund
150229	10/18/2017	PATIENT REFUND	50.00	Patient Refund
150230	10/18/2017	PATIENT REFUND	50.73	Patient Refund
150232	10/18/2017	PATIENT REFUND	24.00	Patient Refund
150234	10/18/2017	PATIENT REFUND	38.91	Patient Refund
150236	10/18/2017	PATIENT REFUND	12.80	Patient Refund
150237	10/18/2017	PATIENT REFUND	512.29	Patient Refund
150238	10/18/2017	PATIENT REFUND	121.33	Patient Refund
149899	10/5/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Deduction
150127	10/18/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Deduction
149948	10/5/2017	UNITED WAY OF SWEETWATER COUNTY	300.00	Payroll Deduction
150161	10/18/2017	UNITED WAY OF SWEETWATER COUNTY	377.15	Payroll Deduction

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150156	10/18/2017	THE LAW OFFICES OF KIRK A. CULLIMORE	159.49	Payroll Garnishment
149846	10/5/2017	FAMILY SUPPORT REGISTRY	912.77	Payroll Garnishment
150098	10/18/2017	FAMILY SUPPORT REGISTRY	912.77	Payroll Garnishment
149855	10/5/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	200.86	Payroll Garnishment
150107	10/18/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	177.27	Payroll Garnishment
149837	10/5/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
150092	10/18/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
149927	10/5/2017	STATE OF WYOMING DFS/CSES	720.14	Payroll Garnishment
150144	10/18/2017	STATE OF WYOMING DFS/CSES	720.14	Payroll Garnishment
149933	10/5/2017	SWEETWATER CIRCUIT COURT	303.76	Payroll Garnishment
150150	10/18/2017	SWEETWATER CIRCUIT COURT	228.94	Payroll Garnishment
W/T	10/3/2017	PAYROLL 20	1,400,000.00	Payroll Transfer
W/T	10/17/2017	PAYROLL 21	1,400,000.00	Payroll Transfer
W/T	10/31/2017	PAYROLL 22	1,400,000.00	Payroll Transfer
W/T	10/25/2017	MFSA DFSA PR 21	2,951.63	Payroll Transfer
W/T	10/11/2017	MFSA DFSA PR20	3,051.63	Payroll Transfer
149991	10/12/2017	CARDINAL HEALTH PHARMACY MGMT	823,890.92	Pharmacy Management
150357	10/25/2017	THE PRESERVE AT ROCK SPRINGS	1,300.00	Physician Recruitment
150381	10/25/2017	THE PRESERVE AT ROCK SPRINGS	1,325.00	Physician Recruitment
150245	10/25/2017	DR. ALICIA GRAY	3,000.00	Physician Recruitment
150261	10/25/2017	DR. BIKRAM SHARMA	20,000.00	Physician Recruitment
149974	10/12/2017	DR. ISRAEL STEWART	9,000.00	Physician Recruitment
149975	10/12/2017	DR. ISRAEL STEWART	9,000.00	Physician Recruitment
149976	10/12/2017	DR. ISRAEL STEWART	7,000.00	Physician Recruitment
149918	10/5/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
150138	10/18/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
149825	10/5/2017	SWEETWATER PEDIATRICS	8,000.00	Physician Services
149940	10/5/2017	THE SLEEP SPECIALISTS	8,750.00	Physician Services
149949	10/5/2017	UNIVERSITY OF UTAH HEALTH CARE	75,666.67	Physician Services
150377	10/25/2017	WYOMING PATHOLOGY	15,000.00	Physician Services
150243	10/25/2017	ADVANCED MEDICAL IMAGING, LLC	36,900.00	Physician Services
149953	10/5/2017	US DEPARTMENT OF EDUCATION	179.25	Physician Student Loan
150163	10/18/2017	US DEPARTMENT OF EDUCATION	153.38	Physician Student Loan
149795	10/2/2017	DEPARTMENT OF EDUCATION	565.51	Physician Student Loan
150241	10/25/2017	ACS	229.50	Physician Student Loan
150288	10/25/2017	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
150294	10/25/2017	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
150299	10/25/2017	GREAT LAKES	6,250.00	Physician Student Loan
150329	10/25/2017	NAVIENT	3,737.02	Physician Student Loan
150332	10/25/2017	NELNET LOAN SERVICES, INC	1,610.85	Physician Student Loan
150365	10/25/2017	US DEPARTMENT OF EDUCATION	7,455.31	Physician Student Loan
150366	10/25/2017	US DEPARTMENT OF EDUCATION	8,307.17	Physician Student Loan
150371	10/25/2017	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
150242	10/25/2017	ACS	2,041.44	Physician Student Loan
150249	10/25/2017	AMERICAN EDUCATION SERVICES	2,163.00	Physician Student Loan
150292	10/25/2017	FEDLOAN SERVICING	11,712.49	Physician Student Loan
150285	10/25/2017	DEPARTMENT OF EDUCATION	7,311.56	Physician Student Loan
150327	10/25/2017	MOHELA-SOFI SERVICING	3,916.67	Physician Student Loan
150330	10/25/2017	NAVIENT	4,722.22	Physician Student Loan
150331	10/25/2017	NAVIENT	6,141.68	Physician Student Loan
150306	10/25/2017	DR. JACQUES DENKER	6,498.33	Physician Student Loan
150158	10/18/2017	TRUE COMMERCE, INC	107.25	Professional Service
150363	10/25/2017	TRUE COMMERCE, INC	101.55	Professional Service
149996	10/12/2017	CLEANIQUE PROFESSIONAL SERVICES	2,700.00	Professional Service
149869	10/5/2017	CLIFTONLARSONALLEN LLP	9,060.70	Professional Service
150239	10/19/2017	JOINT COMMISSION RESOURCES	8,700.00	Professional Service
149843	10/5/2017	TRIBRIDGE HOLDINGS, LLC	48.75	Professional Service
149796	10/5/2017	A+ NETWORK, LLC	90.05	Professional Service

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149844	10/5/2017	CE BROKER	247.30	Professional Service
149880	10/5/2017	MEDICAL PHYSICS CONSULTANTS, INC	1,075.00	Professional Service
150123	10/18/2017	MILE HIGH MOBILE PET	20,495.00	Professional Service
149893	10/5/2017	MOUNTAIN STATES MEDICAL PHYSICS	6,875.00	Professional Service
150129	10/18/2017	P3 CONSULTING LLC	573.75	Professional Service
149955	10/5/2017	VERISYS INC.	43.00	Professional Service
EFT000000003025	10/12/2017	DISASTER PROFESSIONALS, LLC	3,092.53	Professional Service
150240	10/25/2017	UNITED STATES TREASURY	179.85	Q4 941 Taxes
149913	10/5/2017	RADIATION DETECTION COMPANY	6.25	Radiation Monitoring
EFT000000003079	10/25/2017	LANDAUER INC	284.60	Radiation Monitoring
150322	10/25/2017	MERRY X-RAY	232.76	Radiology Film
149816	10/5/2017	BRACCO DIAGNOSTICS INC	127.94	Radiology Material
150081	10/18/2017	BRACCO DIAGNOSTICS INC	1,741.39	Radiology Material
149860	10/5/2017	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	710.00	Radiology Material
149873	10/5/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	656.96	Radiology Material
150116	10/18/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	816.60	Radiology Material
150263	10/25/2017	BRACCO DIAGNOSTICS INC	695.09	Radiology Material
150313	10/25/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	794.10	Radiology Material
EFT000000003034	10/12/2017	PHARMALUCENCE, INC	648.00	Radiology Material
EFT000000003003	10/5/2017	LANTHEUS MEDICAL IMAGING, INC	12,211.22	Radiology Material
EFT000000003032	10/12/2017	LANTHEUS MEDICAL IMAGING, INC	3,809.15	Radiology Material
EFT000000003049	10/18/2017	LANTHEUS MEDICAL IMAGING, INC	2,800.69	Radiology Material
EFT000000003080	10/25/2017	LANTHEUS MEDICAL IMAGING, INC	4,946.25	Radiology Material
EFT000000003083	10/25/2017	PHARMALUCENCE, INC	2,305.00	Radiology Material
150355	10/25/2017	TECHNO-AIDE	128.00	Radiology Supplies
150072	10/18/2017	ANN CLEVINGER	14.31	Reimbursement - Badge Balance
149799	10/5/2017	DR. ALAN BROWN	430.00	Reimbursement - CME
149819	10/5/2017	DR. BRYTTON LONG	4,950.00	Reimbursement - CME
149838	10/5/2017	DR. DAVID LIU	269.70	Reimbursement - CME
149870	10/5/2017	DR. LAWRENCE LAURIDSEN	3,795.78	Reimbursement - CME
149907	10/5/2017	DR. PREETPAL GREWAL	742.35	Reimbursement - CME
149924	10/5/2017	DR. SIGSBEE DUCK	150.00	Reimbursement - CME
149875	10/5/2017	MARY TYLER	36.72	Reimbursement - Education & Travel
149981	10/12/2017	AMY DOLCE	71.40	Reimbursement - Education & Travel
149803	10/5/2017	AMY LUCY	215.22	Reimbursement - Education & Travel
150251	10/25/2017	AMY LUCY	211.14	Reimbursement - Education & Travel
150267	10/25/2017	CAROL J. MACKIE	580.60	Reimbursement - Education & Travel
150280	10/25/2017	DAVID BELTRAN	125.00	Reimbursement - Education & Travel
150281	10/25/2017	DAVID MARTINEZ	43.86	Reimbursement - Education & Travel
149988	10/12/2017	DR. BRYTTON LONG	183.60	Reimbursement - Education & Travel
150264	10/25/2017	DR. BRYTTON LONG	146.88	Reimbursement - Education & Travel
149863	10/5/2017	DR. ISRAEL STEWART	752.98	Reimbursement - Education & Travel
149965	10/5/2017	DR. RAHUL PAWAR	1,770.26	Reimbursement - Education & Travel
150021	10/12/2017	KORI STASSINOS	328.23	Reimbursement - Education & Travel
149871	10/5/2017	LESLIE TAYLOR	212.35	Reimbursement - Education & Travel
149874	10/5/2017	MARY FISCHER	729.22	Reimbursement - Education & Travel
150321	10/25/2017	MEGAN TOZZI	342.13	Reimbursement - Education & Travel
149883	10/5/2017	MELIDA MARIN	8.16	Reimbursement - Education & Travel
150025	10/12/2017	MELISSA LEHMAN	35.94	Reimbursement - Education & Travel
150325	10/25/2017	MINDY AGUIRRE	720.90	Reimbursement - Education & Travel
149889	10/5/2017	MINDY BYRD	28.56	Reimbursement - Education & Travel
150027	10/12/2017	MINDY BYRD	4.08	Reimbursement - Education & Travel
150324	10/25/2017	MINDY BYRD	23.46	Reimbursement - Education & Travel
149895	10/5/2017	NATALIE HARRISON	27.54	Reimbursement - Education & Travel
149903	10/5/2017	PATTY O'LEXY	101.49	Reimbursement - Education & Travel
150034	10/12/2017	PHILLIP FLAKE	330.48	Reimbursement - Education & Travel
150038	10/12/2017	RAMONA K BEACH	3.26	Reimbursement - Education & Travel
150136	10/18/2017	RAMONA K BEACH	6.52	Reimbursement - Education & Travel

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150342	10/25/2017	RAMONA K BEACH	6.52	Reimbursement - Education & Travel
149917	10/5/2017	ROBIN SNOWBERGER	364.44	Reimbursement - Education & Travel
150140	10/18/2017	SARAH ROTH	342.84	Reimbursement - Education & Travel
150347	10/25/2017	SHERIDAN SCHULTZ	445.00	Reimbursement - Education & Travel
149936	10/5/2017	TAMMIE HENDERSON	33.15	Reimbursement - Education & Travel
150053	10/12/2017	TASHA HARRIS	440.15	Reimbursement - Education & Travel
149937	10/5/2017	TAYLOR JONES	379.44	Reimbursement - Education & Travel
150359	10/25/2017	TIFFANY URANKER	730.70	Reimbursement - Education & Travel
149964	10/5/2017	YOUR HOSPITALIST TEAM	2,957.12	Reimbursement - Education & Travel
149818	10/5/2017	BROOKE FORSTER	730.75	Reimbursement - Employee Recruitment
150071	10/18/2017	AMY CHAVEZ	20.78	Reimbursement - Food
150282	10/25/2017	DAWN PIAIA	125.47	Reimbursement - Group Health
150308	10/25/2017	JOSEPH J. OLIVER, M.D.	630.03	Reimbursement - Health Insurance
150005	10/12/2017	FELIPA CHRISTENSEN	13.24	Reimbursement - Office Supplies
150278	10/25/2017	CRYSTAL HAMBLIN	240.00	Reimbursement - Other Employee Benefits
149849	10/5/2017	FELIPA CHRISTENSEN	10.00	Reimbursement - Other Employee Benefits
150001	10/12/2017	EVA WASSEEN	210.56	Reimbursement - Other Employee Benefits
149943	10/5/2017	TRACIE SOLLER	14.90	Reimbursement - Other Med Surg Supplies
150019	10/12/2017	JANAE GALE	46.64	Reimbursement - Other Med Surg Supplies
149898	10/5/2017	NICOLE HALSTEAD	15.54	Reimbursement - Other Med Surg Supplies
149887	10/5/2017	MHSC MEDICAL STAFF	1,150.00	Scholarship
149915	10/5/2017	RED DESERT ROUNDUP RODEO	100.00	Sponsorship
EFT000000003091	10/25/2017	WHITE MOUNTAIN MALL, LLC	2,500.00	Sponsorship
EFT000000003087	10/25/2017	R.S. CHAMBER OF COMMERCE	500.00	Sponsorship
149890	10/5/2017	MOBILE INSTRUMENT SERVICE	255.00	Surgery Equipment
150028	10/12/2017	MOBILE INSTRUMENT SERVICE	2,893.50	Surgery Equipment
150326	10/25/2017	MOBILE INSTRUMENT SERVICE	1,516.72	Surgery Equipment
149800	10/5/2017	ALI MED INC	325.80	Surgery Supplies
149977	10/12/2017	ALI MED INC	95.37	Surgery Supplies
150070	10/18/2017	ALI MED INC	554.28	Surgery Supplies
149835	10/5/2017	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,180.00	Surgery Supplies
149935	10/5/2017	SYNTHES LTD	1,355.20	Surgery Supplies
150154	10/18/2017	SYNTHES LTD	1,318.68	Surgery Supplies
150169	10/18/2017	ZIMMER BIOMET	15,240.00	Surgery Supplies
149831	10/5/2017	CONMED LINVATEC	421.95	Surgery Supplies
150044	10/12/2017	SMITH & NEPHEW INC.	1,550.78	Surgery Supplies
149929	10/5/2017	STRYKER ENDOSCOPY	1,409.04	Surgery Supplies
150048	10/12/2017	STRYKER ENDOSCOPY	968.17	Surgery Supplies
150148	10/18/2017	STRYKER ENDOSCOPY	1,709.12	Surgery Supplies
150246	10/25/2017	ALI MED INC	395.18	Surgery Supplies
150353	10/25/2017	SYNTHES LTD	2,660.24	Surgery Supplies
150379	10/25/2017	ZIMMER BIOMET DENTAL	1,080.30	Surgery Supplies
150351	10/25/2017	STRYKER ENDOSCOPY	939.36	Surgery Supplies
EFT000000002990	10/5/2017	COOPER SURGICAL	282.00	Surgery Supplies
EFT000000003071	10/25/2017	COOPER SURGICAL	621.22	Surgery Supplies
150035	10/12/2017	PROFESSIONAL RESEARCH CONSULTANTS	12,623.00	Surveys
EFT000000003000	10/5/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	1,726.86	Transcription Services
EFT000000003076	10/25/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	648.06	Transcription Services
149868	10/5/2017	LANGUAGE LINE SERVICES	1,492.50	Translation Services
149980	10/12/2017	AMELIA CUEVAS	9.73	Unclaimed Property
150062	10/12/2017	WYOMING STATE TREASURER	253.05	Unclaimed Property
149910	10/5/2017	QUARTERMASTER	24.99	Uniforms
150036	10/12/2017	QUARTERMASTER	331.36	Uniforms
149840	10/5/2017	DISH NETWORK LLC	55.56	Utilities
149984	10/12/2017	AT&T	83.11	Utilities
150074	10/18/2017	AT&T	1,560.91	Utilities
149912	10/5/2017	CENTURY LINK	1,122.28	Utilities
150037	10/12/2017	CENTURY LINK	2,287.66	Utilities

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/17

[illegible]

Board Charter for Finance & Audit Committee

Board of Trustees Orientation Resource Handbook

Category: Finance and Audit Committee

Title: Finance and Audit Committee

Original adoption: June 14, 2010

Revision: 2017

Purpose

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

Responsibilities

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

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

- May meet annually with the external auditors separate from Hospital management to review the annual audit and associated management letter.
- Reviews audit findings and recommends to the Board any action plans that should be taken to strengthen internal controls and to otherwise improve the hospital's accounting and management practices.
- Makes other related recommendations to the Board associated with the auditing function.

Composition

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

Meeting Schedule

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

Reports:

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

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

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



Approved:	N/A
Expiration:	N/A
Policy Area:	Employee Policies
Reg. Standard:	

CONTRACTS REQUIRING BOARD APPROVAL POLICY

CONTRACTS REQUIRING BOARD APPROVAL

PURPOSE:

This Hospital wide policy describes the contracts that require Board approval before they become effective. Once approved the Board may direct the CEO to sign on behalf of the Board.

I. *Agreements requiring County Commission approval* - as defined by Wyoming Statute § 18-8-301. This statute states that a contract in which the county hospital "engages in shared services and other cooperative ventures; enters into partnerships; either alone or in conjunction with any other entity, firm or be an interest owner of corporations, partnership, limited partnership, cooperative... or any other trust or association organized under the laws of this state" must be approved by the Board of Trustees and the County Commissioners before such an agreement is binding on any of the parties. Contracts anticipated by Wyoming Statutes §18-8-108 and 109 can only be negotiated, executed and agreed to by the Board of Trustees in conjunction with the Board of County Commissioners.

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

III. *Physician Contracts*

IV. *Hospital Consultant contracts*

V. *Hospital Management contracts*

VI. *All Real estate transactions and any real property leases over \$2000.00 month.*

VII. *Legal settlements*

VIII. *Any other contract the CEO or In-House Counsel wish to present to the Board for discussion and approval.*

A list of other contracts that have been approved by In-House Counsel and signed by the CEO will be provided to the Board at the Board meeting following internal approval of these contracts.

Process After Contract is Approved and Signed

All executed contracts, excluding Physician Contracts, will be submitted to the Contract Manager when finalized. Physician Contracts are maintained and housed with the Medical Staff Services office. All contracts will be entered into the database and tracked for renewal or expiration dates. Notice of contract renewal or expiration will be provided to the appropriate person and In House Counsel by the Contract Manager at least 90 days prior to the date of auto-renewal and/or termination notice stated in the contract.

Attachments:

No Attachments

DRAFT



Approved: N/A
Expiration: N/A
Policy Area: Risk Management
Reg. Standard: LD.01.03.01 EP 21, LD.04.03.09

CONTRACT MANAGEMENT POLICY

CONTRACTS MANAGEMENT POLICY

This Policy outlines steps for the drafting and approval of MHSC contracts

- In-House Legal Counsel
- All Members of the Senior Executive Leadership Team
- All Directors
- Contract Manager

STATEMENT OF PURPOSE

This policy describes Memorial Hospital of Sweetwater County's (MHSC) requirements to manage its legal agreements and associated risks. This policy shall complete the following objectives:

- To inform authorized staff of responsibilities and legal requirements when drafting contracts.
- To provide clear process of who may and how to enter into contract negotiations.
- To outline when CEO approval is required before contract negotiations can begin.
- To outline process of who can sign and approve contracts.
- To accurately maintain contracts database in a consistent manner.

Contracts: A contract is any legally enforceable agreement whether or not it is titled "contract." A contract includes any procurement or service delivery agreement that commits MHSC legally or financially. Contracts include, but are not limited to, letters of agreement, lecture or teaching agreements, Educational/Clinical Placement Agreements, support/service agreements, leases for property and equipment and Memorandum of Understanding (MOU's). All contracts must be in writing. An agreement may be a binding contract even though one party provides something of value to the other party at no charge. Therefore, the Hospital may have an interest even though there is no financial transaction.

- **Contracts Database.** The electronic contracts management system maintained by the Contracts Manager and viewed by Executive Staff with contract responsibilities.
- **Contracts Filing Unit.** The secure contract database/filing unit.
- **Contract Manager.** The MHSC staff member responsible for maintaining the contracts database and ensuring that those authorized to take part in negotiating, entering into, or maintaining the efficacy of a legal agreement are doing so with the steps announced in this policy.
- **In – House Legal Counsel.** The MHSC staff member responsible for ensuring the organizational obligations and rights under any agreement are being met.

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Authorized persons: Individuals who have the authority to enter into contract negotiations on behalf of the Hospital are 1) Directors 2) Senior Leadership and 3) any person given authority pursuant to a resolution of the Board of Trustees. Entering into a contract on behalf of MHSC has legal implications for the Hospital. Therefore, contracts signed without following the appropriate policy and procedure-- which includes Board approval--may, if the Hospital chooses not to honor the contract, result in personal liability for the person signing the contract and could also result in corrective action of the employee including termination.

Conflicts of Interest: Anyone authorized to enter into contract negotiations must ensure that the Hospital is not being asked to enter into a contract that presents a conflict of interest. If a conflict arises or is learned of during the contract approval process the responsible party shall notify and disclose such conflict to Hospital's In House Counsel so the conflict can be addressed.

The following outlines who and how to begin contract negotiations. If the contract/agreement is for a hospital consultant, hospital management or a real estate lease the contracting process can only begin after CEO has been notified and is involved in the negotiation/drafting process.

TEXT

I. Contracts Negotiation.

- A. Negotiation of a contract are to be conducted by a Director or those above who have an appropriate knowledge of the services, influences, achievable obligations, legal implications, and responsibility for resources and/or finances.
- B. The Director or those above, negotiating any contract, will at all times ensure the proposed services are fit-for-purpose; are within budget for the applicable department and are consistent with the goals of the Chief Executive Officer.
- C. The Director or those above will communicate with appropriate internal parties, prior to entering into a contract, to confirm that 1) at least two (2) bids have been secured (if appropriate) 2) the contract is not a duplication of services 3) the contract will have no negative reflection on the hospital and 4) the contract is part of the relevant departments budget.
- D. Once the Director or those above negotiates a **draft** contract under the requirements of C above, it will be submitted to In-House legal counsel for legal review.
- E. In-house Legal Counsel shall confer with appropriate persons whether or not any changes need to be made to the proposed contract and what, if any, next steps need to take place.
- F. This information will be sent back to the Director or those above who have been negotiating the contact. Once this step occurs and based on In-House Legal Counsels feedback, the proposed contract shall be ready for CEO approval and signature or Board approval. (See Contracts Requiring Board Approval Policy).
- G. A full and proper record must be kept of all contract negotiation and related correspondence by the Director or those above who negotiated the contract. This record should then be added as an appendix to the formal contract when established.

II. Contracts Preparation.

- A. All contracts must be in writing.
- B. All contracts should be drafted clearly, in plain English to avoid ambiguity or misinterpretation.
- C. All contracts should specify an end-date and rights of renewal.

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- D. All contracts should have a clear "termination by either party" provision (if appropriate).
- E. Contracts should not be entered into which are for a term longer than 2 years. If a party requests that the term be for longer than 2 years In House counsel will be contacted and approval requested for the term to extend past 2 years.
- F. Where necessary, the Director or those above are responsible for validating financial accommodation from the relevant budget.

III. Contracts Signing

- A. Only the Chief Executive Officer and/or Board of Directors have authority to sign contracts on behalf of MHSC.
- B. Refer to the Contracts Requiring Board Approval Policy as to the contracts that must be presented to the Board for final approval before they are effective. All other contracts may be signed by the CEO.

IV. Contract Maintenance and Renewal

- I. All contracts, after approval, will be entered into the database and tracked for renewal or expiration dates. Notice of contract renewal or expiration will be provided to the appropriate person and In House Counsel by the Contract Manager at least 90 days prior to the date of auto-renewal and/or termination notice stated in the contract maintenance.

The Director or those above, responsible for the renewal and maintenance of the contract, will be notified by the contract management system and/or by the Contracts Manager when a review or action date is approaching.

The Director or those above must then complete required follow-up action and report back to the Contracts Manager who shall ensure the contracts database is up to date.

If a notification of action is not followed-up in a timely fashion, the contract may expire or not be renewed due to inaction.

- II. A copy of other relevant documents may also be requested by the Contract Manager.
- III. The Contract Manager will arrange an official contract file and may assign a contract number for all new contracts.
- IV. The Contract Manager is responsible for adding the contract to the contracts database.

Attachments:

No Attachments



Approved:
Expiration:
Policy Area:
Reg. Standard:

08/2014
3 years after approval
Fiscal Services

Capital Purchases

STATEMENT OF PURPOSE

To establish a process for procuring capital equipment that ensures accountability.

1. CAPITAL EQUIPMENT

- A. Capital Equipment is an article of non-expendable, tangible personal property with a unit cost of \$5,000 or more, and a useful life (as determined by generally accepted accounting principles and/or HCFA and AHA guidelines) of three years or more. Capital acquisitions shall be budgeted (as outlined in the "Budget Process"). All Capital purchases \geq \$25,000.00 shall be approved by the Memorial Hospital of Sweetwater County (MHSC) Board of Trustees prior to purchase.
- B. When possible, at least two (2) written quotations shall accompany all Capital Equipment acquisitions.
- C. Capital Equipment acquisitions for amounts in excess of \$100,000 shall be advertised for bid in accordance with the procedures set forth in Hospital guidelines.
- D. Purchases from the current group purchasing contract or sole source are exceptions to the above requirements but will still require prior approval by the MHSC Board of Trustees.

2. REQUEST PROCESS

- A. All Capital Equipment requests $<$ \$25,000.00 must be presented to the CEO and CFO for final approval.
- B. All Capital Equipment requests \geq \$25,000.00 must be presented to the CEO and CFO who will recommend presentation to the Finance & Audit Committee for recommendation to the Board of Trustees for final approval.
- C. Capital Equipment requests, with Department Manager and Senior Leader signatures, must be received by the CFO or Controller one week prior to the scheduled Finance & Audit Committee meeting to be included on the agenda.
- D. Capital Equipment requests will be presented to the Finance & Audit Committee and Board of Trustees in the format known as the Capital Request Form (attached).

3. BUDGET PROCESS

- A. During the annual Budget process the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) will prepare a request for approval for total Capital expenditures for the next three (3) financial years (Budget year plus two (2) subsequent years).

- B. The Medical Director of the requesting department will be consulted and engaged in the Capital equipment planning.
- C. Capital Equipment requests will be evaluated and prioritized in alignment with the Strategic Plan.
- D. The Board of Trustees will approve or modify the total dollar amount to be expended in the Budget year.

4. MONITORING AND REPORTING

- A. Each month the Finance & Audit Committee and the Board of Trustees will be provided with a schedule listing the amount spent on Capital Equipment during the month and year to date with comparisons to Budgeted amounts for the same period.

Attachments:

No Attachments

Approval Signatures

Approver	Date
Irene Richardson: CEO	pending
Tami Love: Controller	11/2017

COPY

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
October 25, 2017

Voting Members Present: Mr. Taylor Jones
Mr. Marty Kelsey

Non-Voting Members Present: Mr. Ron Cheese
Dr. Larry Lauridsen
Ms. Tami Love
Ms. Irene Richardson
Mr. Rich Tyler

Non-Voting Member Absent: Dr. Augusto Jamias

Guests: Ms. Angel Bennett
Mr. Jim Horan
Mr. John Kolb, *County Commissioner Liaison*
Dr. Kristy Nielson
Ms. Tracie Soller
Mr. Keith Williams, *Keith Williams & Associates*

Call Meeting to Order

Mr. Jones called the meeting to order. A motion that the meeting adjourn no later than 5:30 P.M. was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Approve Meeting Minutes

A motion to approve the meeting minutes of September 26, 2017, as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Capital Requests FY 18

Ms. Richardson reviewed capital expenditure request FY18-9 for a Goby wireless urodynamics system for the urology clinic. She said the Foundation is looking at buying some things for urology use in the operating room. Ms. Richardson said this is a piece needed in the clinic. She said she would obtain a written explanation from the urologists to add to the request. The motion to approve forwarding FY18-9 for \$20,720 to the full Board for review and consideration as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Ms. Soller reviewed capital expenditure request FY18-10 for an EMC Centera 2 Node Upgrade for the PACS system. She said we are required to store records for ten years and we are running out of space. Ms. Soller said we are taking on a lot of records and we need to upgrade so we can store more. The motion to approve forwarding FY18-10 for \$12,772 to the full Board for review and consideration as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Building and Grounds Committee Report

Mr. Horan reported there are three items in the laundry area to complete. Mr. Kolb suggested putting in a thermometer to assess the accurate temperature in the area. Mr. Horan reported Mr.

Clayton Radakovich, Regulatory Compliance Director, is gathering data related to the behavioral health rooms. Mr. Horan said work related to The Joint Commission and behavioral health rooms continues. We are investigating off-site storage options. Work continues on plans for the tunnel project. The CT replacement project work continues. Mr. Horan said the Wyoming Department of Health was onsite for a medical office building review. Some issues were identified. Mr. Horan reviewed the process during the building project. At that time, the Department of Health said they would not inspect floors one and two because they were not licensing it. Mr. Horan said that because we bill under our Hospital license, the Department of Health has to inspect the area and we have to conform. They want issues resolved within sixty days of their visit on October 4. Mr. Horan said we can submit our actions and request an extension. He said the College Hill location may fit into a variance request. Mr. Horan said The Joint Commission findings have been resolved as far as he is aware. Mr. Horan gave a copy of an itemized maintenance projects list to Mr. Kelsey and Mr. Jones.

IT Report

Mr. Tyler reported a Pulse Check demo was offered earlier in the day. Mr. Tyler said he will meet with Ms. Richardson and review numbers to decide how to move forward. We are participating in an annual IT security audit. We are looking at offsite data storage and backup solutions. Mr. Tyler said we are looking at upcoming QCPR upgrades.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Richardson reviewed the narrative and financial highlights. She announced we had a gain and said the last time we had a gain was April 2016. Volume, surgeries, births and revenue are under budget. Expenses are lower. Mr. Cheese noted the high collections. Mr. Kelsey requested a brief definition of terms outline for upcoming meetings. Ms. Richardson reported a loss in the clinic and noted it was lower than budgeted. We lost an average of \$1M each month last year and the loss for the reporting period was \$436,964. Ms. Richardson said clinic expenses were under budget. Mr. Jones thanked everyone for their hard work on lowering the losses in the clinic and for achieving a gain for the month. Ms. Richardson said we are better-managing patient length of stay. Mr. Kolb asked for more information on the financial strength index. Ms. Richardson and Ms. Love will include information with the definitions outline for the next meeting.

Ms. Richardson reported we are not comparing apples to apples when reviewing the FTE's per adjusted occupied bed number. She said we are working on a productivity model that we may include in upcoming reports. She said we will include clinic numbers. Mr. Kelsey said it is an important metric to get apples to apples as soon as possible.

Ms. Love distributed the confidential budget adherence and clinic statistics information. Ms. Richardson reviewed the information and said the percentage reflects when physicians are in-office for family practice. The presumption is MGMA numbers are based on a forty hour work week.

Approve Investment Report

The motion to approve to forward to the full Board for review and consideration the investment report as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Other Business

Mr. Cheese reported we submitted vouchers to the County. Mr. Kolb suggested contacting Mr. Dale Davis, County Clerk, if we are having any difficulty receiving payments.

Mr. Cheese noted the preliminary bad debt estimate amount of \$1,009,654.

Ms. Richardson noted that without our legal expenses, our bottom line would be much better.

Ms. Richardson said we have less cash going out than coming in and that is a good thing. Mr. Kelsey asked how we determine what we charge for various things and he shared a personal example. Mr. Cheese said in the medical office building we charge 2.5x the Medicare rate. He said that amount can change based on assessment annually. He said we have found most hospitals charge up to 4x so the decision came from an analysis of a study completed. Mr. Cheese said Blue Cross Blue Shield of Wyoming has told us we are actually the lowest price in Wyoming.

Old Business

Finance & Audit Charter and Spending Matrix Review

Ms. Love will send possible meeting date options to Mr. Kelsey and Mr. Jones for review.

New Business

Financial Forum Discussion

Ms. Love distributed information regarding critical access hospitals. Ms. Richardson introduced Mr. Keith Williams and said he has been a wonderful partner for us over the past ten years. Our cost report is due November 30. Mr. Williams said it is like doing a tax return for the hospital but it goes to the Centers for Medicare and Medicaid (CMS) instead of the Internal Revenue Service. He said MHSC has been sole community hospital status and reviewed what would change if MHSC pursued critical access hospital status. He said the estimate for 2016 is a \$2.5M difference. He said he is working on 2017 numbers. Mr. Williams said MHSC would have to change from 99 beds to 25. He said the census average has been 11-13 so that should not present a problem. He said the change would result in a bump of 15% reimbursement for physician clinics. Mr. Williams said there would be no impact to workers compensation and only affects Medicare. The Committee discussed perception. Mr. Williams said quality of care drives everything. Dr. Nielson said we are basically operating as a critical access hospital without the additional money.

With no further business, the meeting was adjourned.

The next meeting is scheduled for Wednesday, November 29 at 4:00 PM.

Submitted by Cindy Nelson

Present: Rich Tyler, Clayton Radakovich, Dr. Christian Theodosios, Kari Quickenden, Jodi Corley, Sarah Roth, Dr. Barbara Sowada, Amanda Molski, Suzan Campbell, Holly Ellison, Dr. David Liu, Melissa Anderson, Kerry Marshall, Kristy Nielson

Absent/Excused: Tracie Soller, Taylor Jones, Irene Richardson

Chair: Dr. Barbara Sowada in absence of Mr. Taylor Jones

Minutes

October 17, 2017 Minutes were presented, motion to approve by Mr. Radakovich, seconded by Dr. Theodosios. Motion carried.

Amendment, add Ms. Corley to list of attendees for last month.

Quality Reports

Ms. Molski gave an overview of the Value Dashboard. Ms. Molski noted this is a high level overview and a constant work in progress that is used to quickly identify our areas for improvement. QAPI Committee is working with the ED on "time stamp" charting for accurate documentation, when drawing cultures and hanging antibiotics. Other opportunities that stood out was CT/MRI charting, met with medical staff last week to streamline the process. Cost measures and denial rates are next on the list for review. Ms. Quickenden noted that our electronic systems can be limiting, but we are working on processes.

Mr. Radakovich reviewed the Safety Profile and RCA – Code Blue. Mr. Radakovich additionally presented the Accreditation Report for TJC, noting we have officially met requirements with no planned return from TJC. Upcoming is the Lab accreditation by TJC and Dialysis certification by CMS.

Patient experience is included, along with Value based purchasing. Ms. Molski spoke to the information included, with a summary for the Board. She noted we always have opportunities for improvement. Dr. Sowada questioned the amount of "red" on the graph, and how we identify the opportunities. Dr. Liu suggested reaching out to consultants to help with the "retraining" of culture – both for staff and the public. Dr. Sowada noted that MHSC does not historically have a "good reputation" in the public. Dr. Sowada asked the team to be thinking of ways to change culture.

Strategic Priorities

Ms. Corley presented the numbers on MIPS, which is showing improvement. Ms. Molski noted they met yesterday to discuss ED throughput and that iPads have been distributed for use in the ED. Mr. Tyler will look into some system ideas for patient updating/notification.

Ms. Molski reviewed the Antimicrobial Stewardship and noted we are focusing on outpatient, and educating the public.

Mr. Radakovich noted Falls is currently sitting at 0.9, consistently low with the plan to review and ensure the trend remains low. It will be revisited in January.

Old Business

Ms. Padilla is working to get the accurate numbers, but currently 489 of the 514 employees have completed paperwork or received their Flu shots.

Future rounding of the Board members will be revisited next month.

New Business

eCQM reporting is the national move from manual reporting to digital extraction. Currently our system cannot provide some of this information until December, which disallows backtracking on statistics. Mr. Tyler will review the contract, and Mr. Radakovich noted that the problems stacking up against QuadraMed are becoming insurmountable. Dr. Sowada recommended this needs to be taken to Finance Committee.

Improvement Win

Done with Surveys!

OB has been working on newborn protocols and we are reporting 95%!

CMS star rating has been at 2 for the past year, and in December they will be updating us to a 3-star rating!

Internal Medicine provider, Dr. Stewart begins seeing patients today.

Adjournment

The meeting adjourned at 09:55 a.m.

Next Meeting

Wednesday, December 20, 2017, 08:30 am, Classroom 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel, and is ready for Board approval.

1. Name of Contract: **STAGO Service Agreement**

Purpose of contract, including scope and description: **Service Agreement for the the Stago Compact MAX analyzer and back up Stago Satellite. These analyzers perform coagulation studies on a daily basis for our patients. Tests include Prottime/INR for warfarin maintenance, Activated Partial Thromboplastin Time for heparin studies, Fibrinogen for patients that may be in Disseminated Intravascular Coagulation states, and D-dimer used to rule in/out Pulmonary Emboli and deep vein thrombosis.**

Without the service agreement, any analyzer malfunction requiring service will include travel expenses, hourly rate and parts. The service agreement allows for maintenance and repairs at a fixed cost and includes preventative maintenance visits.

2. Date of contract execution: **January 5, 2018 to January 4, 2019.**

3. Date of contract expiration: **Three (3) years from effective date**

4. Rights of renewal and termination: **not really applicable as we will pay up front and need the service agreement for the machines.**

5. Monetary costs: **\$12983.33 year for both machines which is Plan B**

7. Included in Department Budget: **yes**

8. Extraneous costs associated with contract: **None**

9. Let for bid, if appropriate:

10. County Attorney reviewed (if applicable):

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



SERVICE CONTRACT QUOTATION

October 17, 2017

Ms. Mary Fischer – Laboratory
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901
mfischer@sweetwatermemorial.com

Reference: **Service Contract Expiration Date – 01/04/18**
Model #: **STA Compact MAX and STA Satellite**
Serial #: **4030596.....and 3121811**
Customer #: **S03254**

Dear Ms. Fischer,

The service coverage on the coagulation instrument mentioned above is nearing expiration. The enclosed comprehensive service agreement program provides continuing service protection benefits directly equivalent to your current level of support and commitment from Diagnostica Stago, Inc.

Plan A - COMPREHENSIVE SERVICE

- Toll free support
- Unlimited service calls with on-site response within 24 hours (7 days a week)
- All parts covered (wearables such as needles, syringes, etc. are not included) *
- Travel and labor included
- Preventive maintenance two times per year for the Compact MAX and one time per year for the Satellite

Vizient Pricing: \$11,132.00 PER YEAR FOR THE COMPACT MAX
Vizient Pricing: \$5,592.00 PER YEAR FOR THE SATELLITE

Cindy Nelson

From: Suzan Campbell
Sent: Tuesday, November 21, 2017 11:37 AM
To: Cindy Nelson
Subject: FW: Stago Service Agreement
Attachments: contract - Memorial Hospital of Sweetwater County 4030596 & 3121811.doc; Memorial Hospital of Sweetwater County 4030596 & 3121811.doc

Cindy, could you print off this email and attachments? Our printer is being weird and won't print my stuff.

From: Mary Fischer
Sent: Tuesday, October 17, 2017 2:22 PM
To: Suzan Campbell <sucampbell@sweetwatermemorial.com>
Subject: FW: Stago Service Agreement

Here is the Stago contract.
It's not due until January.
We should be good to wait till the December meeting.

Mary Fischer, MT(ASCP)

Director of Laboratory Services

Direct 307-352-8364 Laboratory 307-352-8360

mfischer@sweetwatermemorial.com

Main 307-362-3711, Fax 307-352-8171

1200 College Drive, Rock Springs, WY 82901

www.sweetwatermemorial.com



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From: SZKOLA, Mike [<mailto:Mike.Szkola@us.stago.com>]
Sent: Tuesday, October 17, 2017 2:15 PM
To: Mary Fischer
Subject: RE: Stago Service Agreement

Hi Mary,

Thank you for requesting the service contract renewal ahead of time. Attached please find a service contract quotation and agreement for the renewal of coverage. Please contact me with any questions, or if I may be of any assistance.

Thanks,
Mike

Mike Szkola

Senior Service Contract Administrator

Diagnostica Stago Inc., 5 Century Drive, Suite 200, Parsippany, NJ 07054 United States

mike.szkola@us.stago.com - Tel: +1-973-631-1200 ext. 4156 - eFax: +1-973-867-3578

<http://www.stago-us.com>

Avant d'imprimer, ayez une pensée pour notre environnement !
Always think green before printing!

From: Mary Fischer [<mailto:mfischer@sweetwatermemorial.com>]

Sent: Tuesday, October 17, 2017 4:07 PM

To: SZKOLA, Mike <Mike.Szkola@us.stago.com>

Subject: Stago Service Agreement

Hi Mike,
Good afternoon.

I noticed our Stago Service Agreement is up for renewal in early January.

Can you email the service agreement including pricing to me to start the approval process in our facility? Let me know and thanks.

Mary Fischer, MT(ASCP)

Director of Laboratory Services

Direct 307-352-8364 Laboratory 307-352-8360

mfischer@sweetwatermemorial.com

Main 307-362-3711, Fax 307-352-8171

1200 College Drive, Rock Springs, WY 82901

www.sweetwatermemorial.com

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Click [here](#) to report this email as spam.

Plan B - BASIC SERVICE

- Toll free support.
- Unlimited service calls with on-site response within 24 hours (Monday to Friday 8:00 AM to 5:00 PM)
- All parts covered (wearables such as needles, syringes, etc. are not included) *
- Travel and labor included
- Preventive maintenance two times per year for the Compact MAX and one time per year for the Satellite

Vizient Pricing: \$8,016.00 PER YEAR FOR THE COMPACT MAX

Vizient Pricing: \$4,241.50 PER YEAR FOR THE SATELLITE

Plan C - PREVENTIVE MAINTENANCE

- Toll free support
- Preventive maintenance two times per year for the Compact MAX and one time per year for the Satellite

Vizient Pricing: \$4,669.00 PER YEAR FOR THE COMPACT MAX

Vizient Pricing: \$2,380.00 PER YEAR FOR THE SATELLITE

* All replacement parts (excluding wearables) have a 90-day warranty from date of install.

We at Diagnostica Stago firmly believe that through the comprehensive service program, both the productive time and useful life of your instrument will be maximized.

Thank you for your confidence in Diagnostica Stago products and for giving us the opportunity to be of service. Should you have any questions on these or other matters, please contact me at 1-800-222-2624 Ext. 4156.

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Sincerely,

Mike Szkola

Service Contract Administrator

Diagnostica Stago Inc., 5 Century Drive, Parsippany, NJ 07054 United States

mike.szkola@us.stago.com - Tel: +1-973-631-1200 ext. 4156 - eFax: +1-973-867-3578

<http://www.stago-us.com>

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SERVICE AGREEMENT

CUSTOMER:

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

Purchase Order No.

S03254

Customer No.

TYPE OF TRANSACTION

PERIOD OF COVERAGE

SERVICE PLAN AGREEMENT

- ☐ New
☒ Renewal
☐ Other

01/05/18 to 01/04/19

- 1) A - Comprehensive
2) B - Basic
3) C - Preventive Maintenance
4) Peripherals Service Coverage

Post Warranty Service Plans

Diagnostica Stago, Inc. agrees to provide the services specified above subject to the terms and conditions set forth in this Agreement for the Instrumentation listed below.

Item No.	Model No.	Instrument Serial No.	Please choose the plan that best satisfies your needs.			Total Charge
1	STA Compact MAX	4030596	Plan A <input type="checkbox"/>	Plan B <input checked="" type="checkbox"/>	Plan C <input type="checkbox"/>	\$8,657.00
2	STA Satellite	3121811	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$4,326.33
3			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Purchase Order No. Required: COMMENTS:

Please fax back to (973) 631-1617 upon completion.

Grand Total:	\$12,983.33
--------------	--------------------

Peripherals Service Coverage

Diagnostica Stago, Inc. shall troubleshoot incidents pertaining to monitors and printers (hereinafter "Peripherals"). If unsuccessful, Customer will be entitled to a one-time replacement of a monitor or printer during the period of the coverage.

Item No.	Model No.	Instrument Serial No.	Total Charge
1	STA Compact MAX	4030596	Included
2	STA Satellite	3121811	N/A
3			
4			

COMMENTS:

Grand Total:

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Customer has read and understands the general provisions below and agrees that they form an integral part of this Agreement.

Diagnostica Stago, Inc.

Name: _____

Print: _____

Title: Service Contract Administrator

Date: _____

Customer

Name: _____

Print: _____

Title: _____

Date: _____

SERVICE AGREEMENT TERMS AND CONDITIONS

1. SCOPE OF SERVICES

Subject to the terms and conditions of this agreement (hereafter "Agreement"), Diagnostica Stago, Inc. (hereafter "DSI") shall, during the period of coverage indicated on the face hereof (the period of coverage), provide Instrument services included in the Plan(s) selected by Customer on the face hereof.

1.A. DSI's obligations hereunder shall include the performance services required only as a result of the Instrument's wear and tear. DSI may use replacement parts and subassemblies to perform such services, which may be new, repaired, or refurbished by DSI or the original equipment manufacturer ("OEM"). DSI shall not be required to perform service if the Instrument is (a) modified in any way without DSI's prior approval or is subjected to unusual stress, requires service due to accident, acts of God, abuse, misuse or neglect by Customer, the Instrument operator, or any third party or is serviced in any manner other than by DSI's authorized personnel; or (b) is removed from the location specified on the face hereof.

1.B. DSI is not obligated to modify or add to the Instrument as a result of any new developments concerning the Instrument.

1.C. Under all Service Plans, DSI provides 24 Hours / 7 days toll-free STA System Hotline Support by calling **800-725-0607**. In the event of an incident, Customer shall call Hotline Support. A Hotline Agent will be responsible for providing Customer with troubleshooting assistance and determining if field intervention is required. Any unnecessary field dispatches may result in Customer being invoiced DSI's standard rate for field intervention.

1.D. Customer shall provide DSI full and free access to the Instrument when services are to be performed at Customer's location. Any delay in obtaining such access shall be invoiced to Customer at DSI's prevailing rate.

2. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes any and all oral statements, warranties, and representations of any nature and shall be binding unless evidenced by a written amendment executed by both parties hereto.

3. PAYMENT

Customer shall pay full amount invoiced by DSI within thirty (30) days from the date of invoice. A charge of one

and one-half percent per month or the maximum permitted by applicable law, whichever is less, shall be paid on any overdue payments. DSI reserves the right to change the payment terms or to require payment at or prior to the beginning of coverage when DSI's opinion, Customer's financial conditions, Customer's failure to pay any amounts due, or other circumstances so warrant.

4. TAXES

The prices set forth herein does not include sales, excise, use, personal property, or other taxes, duties, or fees now in effect or hereafter levied which DSI may be required to pay or collect in connection with the sale, lease, ownership, possession, or use of the Instrument, with the exception of income taxes. All such taxes, duties, and fees shall be for the account of Customer, who shall promptly pay DSI upon demand.

5. WARRANTY; REMEDIES; LIMITATIONS OF LIABILITY

DSI shall utilize its best efforts in the performance of service hereunder. THE FOREGOING WARRANTY IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

5.A. THE LIABILITY OF DSI HEREUNDER, WHETHER FOR BREACH OF CONTRACT OR WARRANTY, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, SHALL IN NO EVENT EXCEED THE AMOUNT PAID BY CUSTOMER FOR THE SERVICE ALLEGED TO HAVE CAUSED THE DAMAGE. IN NO EVENT SHALL DSI BE LIABLE FOR ANY INCIDENTAL, SPECIAL, OR CONSEQUENTIAL DAMAGES OF ANY NATURE.

5.B. Customer shall indemnify and hold DSI harmless from any injury to persons or damage to property arising as a result of DSI's performance of service at Customer's location.

6. GOVERNING LAW

This Agreement shall not be assigned by the Customer without the prior written consent of DSI. This Agreement shall be governed by the laws of the State of New Jersey without regard to its choice of law practices.

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Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel, and is ready for Board approval.

1. Name of Contract: **Education Affiliation Agreement with Laramie Co. CC**
2. Purpose of contract, including scope and description: **student clinical placements with MHSC for LCCC healthcare/nursing students**
3. Date of contract execution: **when executed by both parties**
4. Date of contract expiration: **Three (3) years from effective date**
5. Rights of renewal and termination: **either party with 180 day s written notice**
6. Monetary costs: **None**
7. Included in Department Budget:
8. Extraneous costs associated with contract: **None**
9. Let for bid, if appropriate:
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **Yes**

EDUCATION AFFILIATION AGREEMENT

Agreement No. **EA-18064**

THIS AGREEMENT, made and entered into as of the date set forth on the signature page below, by and between Laramie County Community College (LCCC), whose address is 1400 East College Drive, Cheyenne WY, 82007, and Memorial Hospital of Sweetwater County (Facility) whose address is 1200 College Dr., Rock Springs, WY 82901. LCCC and Facility shall be referred to individually as "Party" and collectively as "Parties".

WITNESSETH:

WHEREAS, The Parties agree through mutual interest and advantage that selected students of LCCC are to be provided quality clinical health program experiences through the Facility;

WHEREAS, LCCC has an established clinical health programs and offers to its' enrolled students a degree in these fields;

WHEREAS, Facility operates a healthcare facility in proximity to LCCC that are suitable for educational need and the use thereof is mutually beneficial to both Parties and the community;

WHEREAS, LCCC desires to provide its students a hands-on education and clinical learning experience through the application of knowledge and skills in actual patient-centered situations and facilities;

WHEREAS, Facility has agreed and is willing to provide such facilities, and is uniquely qualified to provide such services;

NOW, THEREFORE, The Parties mutually agree to cooperate in the arrangement for the student(s) to acquire clinical experience in the clinical health programs in accordance with the terms and conditions set forth herein:

I. DEFINITIONS

A. "Clinical Experience" means a program of study as part of LCCC's course or degree requirements, conducted in cooperation with the Facility, whereby students receive supervised experience and instruction in a professional setting under the direct supervision of a qualified clinical instructor. Clinical Experience shall be the same as clinical training.

B. "Site Supervisor" means that person qualified, employed or retained by the Facility as responsible for the development and administration of the Clinical Experience affiliation with LCCC, jointly approved by both parties.

C. "Student" means a person enrolled through LCCC and who is to perform the Clinical Experience and registered in the appropriate certification or degreed program.

D. "LCCC Supervisor" means the person employed by LCCC to serve at a qualified clinical facility and is responsible for the development and administration of this Clinical affiliation with the Facility. Said supervisor shall be jointly approved by both parties.

E. "Program" means the course of academic requirements necessary to obtain the appropriate certification or degree.

F. "Program Participant" means a student, staff, faculty or support personnel related to Program.

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II. AGREEMENT DOCUMENTS

The Agreement documents consist of the Agreement between LCCC and Facility (*hereinafter the Agreement*), all attachments, exhibits or other documents hereby incorporated by reference and made a part of this Agreement. Unless specifically identified in the Agreement, the Agreement documents do not include any other documents not described herein, any conversations, other memoranda, or other matter between the parties relating to the subject of this Agreement, oral or written. The Parties agree to comply with the Agreement Documents.

III. TERM OF AGREEMENT

This Agreement shall commence as of the below Execution Date for an initial term of three (3) years and thereafter shall automatically renew for successive one (1) year terms unless otherwise terminated pursuant to the termination provisions of this Agreement. Notwithstanding the above, this Agreement may be terminated by either party, without cause, upon one hundred eighty (180) days prior written notice, but not unreasonably terminated during an academic term so that students presently enrolled will be allowed to complete the educational requirements of the respective program. A student's clinical experience may be suspended immediately in the event of an emergency if the parties believe that the life, health, or safety of any person may be endangered if such action is not taken.

IV. REPRESENTATIONS AND RESPONSIBILITIES OF LCCC

LCCC shall be responsible for the implementation and operation of the clinical component of its' program at the designated facility, which Program shall be pre-approved by Facility. Specific responsibilities shall include:

- A. Provide, implement and maintain the respective program related to the student experience including: (i) establish & evaluate classroom theory and practical instruction; (ii) coordinate placement, assignment and rotation of students; (iii) administer training, education and other information for the students; (iv) provide students with a grade and appropriate credit hours for completing clinical training; (v) maintain ultimate control over academic aspects of clinical experience; and,
- B. Performance of such other duties as may from time to time be agreed to via written instrument between LCCC and Facility; and,
- C. Require each student to sign a "Student Confidentiality & Responsibility Statement" (*Exhibit "A"*).
- D. Maintain sole responsibility for developing and maintaining the educational curriculum, establishing objectives and standards of clinical training experiences, offering programs eligible for accreditation, and all other matters pertaining to acquiring the educational goals and needs of LCCC.
- E. Provide vaccines and documentation (*upon request*) of measles and rubella titer showing immunity or record of MMR vaccine less than ten (10) years old, Hepatitis B vaccine series, a signed declaration statement, or Anti-HBs or HbsAB and PPD (mantoux) less than twelve (12) months old, or an annual Tuberculosis questionnaire.
- F. Inform Program Participants of their responsibility to provide any transportation, meals and lodging related to the Clinical Experience.
- G. Advise faculty and students assigned to Facility's facilities of their responsibility for complying with the policies, rules and regulations of Facility.
- H. Provide general comprehensive liability insurance in the amount of \$1,000,000 and \$3,000,000 (*annual aggregate*) covering bodily injury and property damage liability with a professional liability endorsement which includes professional services coverage for faculty and students of LCCC while students are involved with Facility. In addition, LCCC will provide, if required by applicable State law, Worker's Compensation as required by the respective State law for faculty and students participating in the program.

I. Agrees to conduct a background investigation for its faculty and students participating in the respective Program in a similar manner and in accordance with the policies required of Facility employees. The background check shall include a criminal background check that complies with the federal and state laws and regulations and Facility policy to ensure individuals are suitable for a patient care environment.

J. Agrees to require Program Participants to undergo pre-clinical drug screening and subsequent random screening in a similar manner and under policies similar to those affecting employees of the Facility.

V. REPRESENTATIONS AND RESPONSIBILITIES OF FACILITY

A. Shall provide professional instruction and oversight for appropriate training and clinical experiences at approved and designated facilities.

B. Shall provide necessary physical facilities and clinical equipment to provide the appropriate training, excluding facilities for housing and the cost incurred with room and board (*unless otherwise specified*).

C. Shall provide each student with access to a planned program of hands-on experience, consistent with the educational and accreditation objectives per the respective program established by LCCC.

D. Shall provide a designated staff member by respective department to serve as a liaison with respective LCCC program to observe and assist with various aspects of patient care.

E. Shall provide general comprehensive liability insurance in the amount of \$1,000,000 and \$3,000,000 (*annual aggregate*) covering bodily injury and property damage liability including a professional liability endorsement which includes "malpractice" and other relevant coverage for its officers, agents, volunteers, employees and representatives.

F. Will provide all assigned students with an orientation to Facility's facilities, rules and regulations, confidentiality laws, and procedures with regard to patient and medical records.

G. Facility may immediately remove from the designated facility premises any student(s) who pose an immediate threat or danger to personnel or to the quality of medical services or for unprofessional behavior. Such removal shall be documented via written instrument and be forwarded to LCCC for review.

H. Shall maintain ultimate responsibility for patient care and treatment, and for the safety, health and welfare of Facility's patients.

I. Shall determine whether its physical facilities can be made available for the educational purposes requested by LCCC.

J. Shall determine the number of students that will be allowed to participate in clinical assignment at facility.

K. Shall provide direct clinical supervision of a physical therapist assistant student delegated to a physical therapist or a physical therapist/physical therapist assistant team.

L. Shall provide assessment and evaluation of a physical therapist assistant student delegated to a physical therapist or a physical therapist/physical therapist assistant team.

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VI. MUTUAL REPRESENTATION AND RESPONSIBILITIES

The Parties shall cooperate to fulfill the following mutual representations and responsibilities:

A. Students shall be treated as trainees who have no expectation of receiving compensation or future employment from Facility or its designated facility.

B. Any courtesy appointments to faculty or staff by either Facility or LCCC or a designated facility shall be without entitlement of the individual to compensation or benefits for the appointed party.

C. Reserves the right to withdraw from the Clinical Program any student whose health (*given reasonable accommodation*) or performance is a detriment to patient well-being or to the achievement of the stated objectives of the respective Program and complies with applicable due process per respective Program discipline.

D. Affirms that they have an Exposure Plan Protocol which meets OSHA requirements for an infection control program.

E. Will establish the education objectives for the affiliation, devise methods for their implementation, and evaluate their effectiveness.

F. Will not unlawfully discriminate against any employee, applicant, or student enrolled in their respective program because of race, color, creed, religion, age, handicap, sex, sexual orientation, gender identity, ancestry, veteran's status or national origin.

VII. PAYMENT

No payment shall be made to either party by the other party as a result of this Agreement.

VIII. REPRESENTATIVES

All notices, communications, correspondence and transmittals regarding this Agreement shall be done so via written instrument to the below designated Agreement representatives.

LCCC's representative for legal and contractual matters is Jamie Spezzano whose address is 1400 E. College Dr., Cheyenne, WY 82007, (307) 778-1280 or jspezzano@lccc.wy.edu

LCCC's program representatives are:

- Nursing: Dawn Williams – 307-778-1133 or janderso@lccc.wy.edu
- Surgical Technology: Connie Czarnecki – 307-778-1155 or cczarnec@lccc.wy.edu
- Radiography: Starla Mason – 307-778-1391 or smason@lccc.wy.edu
- Sonography: Adrienne Wade – 307-778-4338 or awade@lccc.wy.edu
- Dental Assistant: Rhonda Priest – 307-778-1681 or rpriest@lccc.wy.edu
- Dental: Caron Shipley – 307-778-1386 or cshipley@lccc.wy.edu
- Clinical Medical Assistant: Jeanine Steel – 307-772-7352 or jsteele@lccc.wy.edu
- Emergency Services: Charlie Retz – 307-778-1149 or cretz@lccc.wy.edu

Facility's representative for this Agreement is _____ (name) whose address is _____, (____) _____ - _____ (phone) or _____ (email).

IX. OTHER PROVISIONS

This Agreement shall include additional provisions as applicable to the specific scope of services and/or work.

A. **Amendments:** Any changes, modifications, revisions, or amendments to this Agreement which are mutually agreed upon by the Parties to this Agreement shall be incorporated by written instrument, executed and signed by all Parties to this Agreement.

B. **Americans with Disabilities Act:** Neither Party shall discriminate against a qualified individual with a disability and shall comply with the Americans with Disabilities Act, P.L. 101-336, 42 U.S.C. 12101 *et seq.*, and any properly promulgated rules. There shall be no discrimination on

the basis of race, national origin, religion, creed, sex, sexual orientation, gender identity, age, veteran status or handicap in either the selection of students for participation in the Program, or as to any respect of the clinical training, provided however, that with respect to the handicap, the handicap must not be such as would, even with reasonable accommodation, in and of itself preclude the student's effective participation in the Program. LCCC assures that, at all times during the performance of any resulting contract, no qualified individual with a disability shall, by reason of that disability, be excluded from participation in, or be denied benefits of, services, programs, or activities performed by LCCC for the benefit of the Facility.

C. **Applicable Law/Venue:** The Parties mutually understand and agree the construction, interpretation, and enforcement of this Agreement shall be governed by the laws of the State of Wyoming. In the event a dispute arises between the parties from or concerning this Agreement or the subject matter hereof, any suit or proceeding at law or inequity shall be brought in Laramie County Wyoming. The foregoing provisions of this paragraph are agreed by the parties to be a material inducement to both Parties in executing this Agreement. This provision is not intended nor shall it be construed to waive LCCC's governmental immunity as provided in WYO. STAT. ANN. § 1-39-101 (2013) *et seq.*, and all other applicable laws.

D. **Assignment:** Neither this Agreement nor any of the rights and obligations of the Facility shall be assigned or transferred in whole or in part without the prior written consent of LCCC.

E. **Compliance of Law:** The Facility and LCCC shall keep informed of and comply with all applicable federal, state and local laws and regulations in the performance of this Agreement.

F. **Confidentiality:** The Parties of this Agreement shall adhere to their respective obligations under the *Standards for Privacy of Individually Identifiable Health Information* and the *Security Standards* ("HIPAA") as required by 45 C.F.R. Parts 160, 162 and 164. The parties understand and agree that HIPAA applies to the use and disclosure of Protected Health Information ("PHI") which may occur in fulfilling the duties and responsibilities delineated in this Agreement. All personnel (*Facility, LCCC and students*) shall protect the confidentiality of the records, including medical records and shall comply with applicable federal, state, and local laws and regulations relating to the records related to this certain Agreement. Each Party and its employees, agents, representatives and students shall keep confidential all knowledge, information and documents entrusted to its care by the other party. Neither Party nor any of its employees, agents, representatives or students shall disclose any knowledge, information or documents entrusted to it or them by the other party to any person, firm or corporation other than the person, firm or corporation designated by the other party. Knowledge, information and documents entrusted by each Party to the other Party may include, but are not limited to, the names of vendors and the terms and conditions (*including financial information*) with vendors, the names of patients and the terms and conditions (*including financial information*) of agreements with, or for the benefit of, patients, medical records and information, trade secrets, proprietary information, non-public information, clinical, marketing, personnel and administrative policies, procedures, manuals and reports, written agreements, contracts, including this Agreement, and other assets of either Party.

G. **Force Majeure:** Neither Party shall be liable for failure to perform under this Agreement if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming Party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the Party failing to perform immediately notifies the other Party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays. This provision shall not be effective unless the failure to perform is beyond the control and without the fault or negligence of the nonperforming Party.

H. **Indemnification:** To the fullest extent permitted by law, each Party to this Agreement shall assume the risk of any liability arising from its own conduct. Neither Party agrees to insure, defend nor indemnify the other from any and all lawsuits, losses, liability for injuries, damages, claims, penalties, actions, demands or attorney fees arising from or in connection with the respective services performed under this Agreement.

I. **Non-Exclusive Agreement:** This Agreement is not exclusive. Accordingly, either Party shall have the right to enter into one or more agreements relating to the same or similar matters as are covered by this certain Agreement, and execution by either party of such agreements shall not constitute a breach of this Agreement.

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J. **Severability:** If any provision of this Agreement is held to be invalid or unenforceable for any reason, this Agreement shall remain in full force and effect in accordance with its' terms disregarding such unenforceable or invalid provision.

L. **Governmental Immunity.** LCCC does not waive its Governmental/Sovereign Immunity by entering into this Agreement and specifically retains all immunities and defenses available to it as a governmental entity pursuant to WYO. STAT. ANN. § 1-39-101 (2013) *et seq.*, and all other applicable laws. LCCC fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this Agreement. Designations of venue, choice of law, enforcement actions, and similar provisions should not be construed as a waiver of sovereign immunity. The parties agree that any ambiguity in this Agreement shall not be strictly construed, either against or for either party, except that any ambiguity as to sovereign immunity shall be construed in favor of sovereign immunity.

M. **Non-Discrimination.** Laramie County Community College is committed to providing a safe and nondiscriminatory educational and employment environment. The college does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, political affiliation, sexual orientation or other status protected by law. Sexual harassment, including sexual violence, is a form of sex discrimination prohibited by Title IX of the Education Amendments of 1972. The college does not discriminate on the basis of sex in its educational, extracurricular, athletic or other programs or in the context of employment.

The College has a designated person to monitor compliance and to answer any questions regarding the college's non-discrimination policies: Please contact: Title IX and ADA Coordinator, Room 117, Student Services Building, 1400 E College Drive, Cheyenne, WY 82007, 307-778-1217, TitleIX_ADA.Coordinator@LCCC.wy.edu

X. TERMINATION

A. **Notice.** This Agreement may be terminated upon six (6) months written notice of either party, but not unreasonably terminated during an academic term so that students presently enrolled will be allowed to complete the educational requirements of the respective program. It is agreed that any and all termination notices by both Parties shall be transmitted via signed written instrument, and shall be deemed given upon the mailing thereof, postage prepaid, by certified or registered mail, return receipt requested, addressed to the other party at the address set forth in Agreement Article VIII, or at such other address as either Party shall designate to the other Party in writing hereafter.

XI. ENTIRE AGREEMENT

This Agreement sets forth the entire agreement between the parties with respect to the subject matter hereof and shall govern the respective duties and obligations of the parties. This Agreement and all incorporated documents by reference contain the entire understanding of the Parties with respect to the subject matter hereof and supersedes all prior agreements, oral or written, and all other communications between the Parties relating to such subject matter.

XII. AGREEMENT ATTACHMENTS AND EXHIBITS

The following Exhibit is incorporated herein by reference and attached hereto and shall become a part of this Agreement for all purposes:

Exhibit "A"

Student Confidentiality & Responsibility Statement

Page 139 of 171

XIII. SIGNATURES

IN WITNESS WHEREOF, the parties hereto have executed this Agreement in triplicate as of the date written below.

Memorial Hospital of Sweetwater County

Facility Name

By: _____
Signature

Name: _____
Printed Name

Title: _____

Date: _____

E-Mail: _____

Laramie County Community College

LCCC

By: _____
Signature

Name: Joe Schaffer, Ed.D.
Printed Name

Title: College President

Date: _____

EXHIBIT "A"

Student Confidentiality & Responsibility Statement

The undersigned hereby acknowledges his/her responsibility under applicable Federal law (HIPAA and FERPA) and the Agreement between Laramie County Community College (LCCC) and the respective clinical facility (Provider) to keep confidential and any information regarding facility patients. The undersigned agrees, under penalty of law, not to reveal or disclose to any person or persons except authorized clinical staff and associated personnel any specific information regarding any patient and further agrees not to reveal or disclose to any third party any confidential information of the respective clinical facility, except as required by law or as authorized via written instrument by same.

During the term of this Agreement, undersigned may have access to and become acquainted with confidential information and trade secrets of a facility, including information and data relating to contracts and accounts, clients, patients, patient groups, billing practices and procedures, business techniques and methods, strategic plans, operations and related data. All trade secrets are the property of the respective facility and used in the course of their business, and shall be proprietary information protected under the applicable law. The undersigned shall not reveal or disclose to any person or entity, directly or indirectly, at any time, any trade secrets, at the designated clinical facility. All documents prepared by the undersigned, or trade secrets that might be given to undersigned in the course of the clinical training experience are the exclusive property of the respective clinical facility, and, without the prior written consent of the respective facility, shall not be removed from their premises.

For and in consideration of the benefit provided to me in the form of experience in the evaluation and treatment of patients through a "clinical learning experience", I agree to assume the risks and to be solely responsible for any injury or loss I sustain while participating in the Program operated by Laramie County Community College at each designated training facility (or facilities) except to the extent such injury or loss is due to the negligence or willful misconduct of others during the clinical experience. While participating in the clinical program, the students:

- A. Shall not drive or operate any Provider vehicle or apparatus; and,
- B. Shall not directly perform or provide any direct emergency medical assistance or services to any person, but may assist Provider personnel in the rendering of such services; and,
- C. Shall be under the direct supervision and control of the Provider; and,
- D. Shall perform only tasks and duties assigned by Provider; and,
- E. Shall wear all appropriate safety gear and equipment as directed by Provider; and,
- F. Shall conform to all policies & Procedures, safety rules, directives, and regulations of the Provider, and all local, state and federal laws and regulations;
- G. Shall be solely responsible for the cost of obtaining current vaccines as required by law and the Provider's Facility regulations, including documentation proof of said vaccines.
- H. Shall not receive any compensation for services rendered during the performance of this clinical experience.

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Program Participant – Printed Name

Program Participant – Signed Name

Dated this ____ day of _____, 20__

[Type text]

Exhibit "A" to Education Affiliation Agreement

Page 1 of 1

[Type text]

Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel, and is ready for Board approval.

1. Name of Contract: **State of Wyoming Victim Service Div. and MHSC SANE**
2. Purpose of contract, including scope and description: **State contract to provide victim service funds to SANE programs.**
3. Date of contract execution: **December 6, 2017**
4. Date of contract expiration: **July 1 2017 to June 30 2018. Year contract and there was a delay on our end getting the budget approved by the state so we haven't lost any funding will be reimbursed for the past 6 months once we get the contract signed.**
5. Rights of renewal and termination: **Ends June 30 2018.**
6. Monetary costs: **State DVS pays us \$10,806.00 annually.**
7. Included in Department Budget: **Yes**
8. Extraneous costs associated with contract: **NO**
9. Let for bid, if appropriate:
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES Attachment B is the list of special conditions attached to the VOCA money that the grant is supported by. The State is fine with us crossing out Deb Gaspar's name and writing in Irene's.**

FISCAL YEAR 2018 CONTRACT

For
Services to Victims of Crime Between
The Office of the Attorney General, Division of Victim Services
And
Memorial Hospital of Sweetwater County SANE Program

1. **Parties.** The parties to this Contract are Memorial Hospital of Sweetwater County SANE Program (Contractor), whose address is 1200 College Dr. Rock Springs, WY 82901, and the Office of the Attorney General, Division of Victim Services (Division), whose address is 320 West 25th Street 2nd Floor, Cheyenne, WY 82002.

2. **Purpose of Contract.** The purpose of this Contract is to provide funds to Wyoming Victim Service Providers.

Provision of Services: The Contractor shall provide services to victims of all crime as defined by and in accordance with applicable federal law, state law, the applicable Rules and Regulations of the Division of Victim Services and the approved strategic plan, grant proposals, and budgets on file at the Division. The Contractor agrees to adhere to all federal grant requirements and the assurances, Attachment B, which is attached and incorporated into this Contract and is being signed simultaneously with this Contract.

3. **Term of Contract.** This Contract is effective when all parties have executed it and all required approvals have been granted (Effective Date). The term of this Contract is from July 1, 2017 to June 30, 2018. All services shall be completed during this term.

4. **Reimbursement.**

A. **Reimbursement.** The Division agrees to reimburse Contractor for services described in this Contract. The total reimbursement under this Contract shall not exceed Ten Thousand Eight Hundred Six Dollars and No Cents (\$10,806.00). No reimbursement shall be made prior to the Effective Date of this Contract. The **MAXIMUM** amount payable under this Contract is Ten Thousand Eight Hundred Six Dollars and No Cents (\$10,806.00) and is allocated as follows:

1. The following federal funds must support the project as outlined in the SFY2017/2018 approved grant proposal:

a. VOCA: \$10,806. Funds will be paid from the 2016-VA-GX-0051 VOCA-Assistance grant, CFDA # 16.575.

B. **Suspension of Reimbursement.**

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1. If the Contractor is not in compliance with the Division's Rules and Regulations (see section 5 (B) and 6 (B) below) the Division may withhold reimbursement for the month following the noncompliance and suspend future reimbursements until the Contractor is in compliance.

5. **Responsibilities of Contractor.**

- A. Performance Accountability. The Contractor's governing body shall be accountable for the performance of this Contract.
- B. Compliance with Rules. The Contractor shall comply with all applicable Rules and Regulations of the Division of Victim Services. In the event the Contractor's monthly statistics, fiscal, progress, or project summary reports are thirty (30) days late, the Division may withhold further reimbursements until all reports are made current.
- C. Management Information System. The Contractor shall submit to the Division by electronic submission, accurate information on each client in the manner required by Division.
- D. Financial Records and Reports. The Contractor shall maintain accounting records and documents in accordance with generally accepted accounting procedures and provide financial reports as may be requested by the Division.
- E. Monitoring and Evaluation. The Contractor agrees to monitoring and evaluation of programs, services, and Contract compliance, to be conducted by staff of the Division in accordance with the applicable Rules and Regulations of the Division of Victim Services.
- F. Corrective Action. The Contractor shall take corrective action in a timely manner to remedy any deficiencies affecting compliance with this Contract and/or to remedy any deficiencies affecting substantial compliance with the applicable Rules and Regulations of the Division of Victim Services.
- G. Minutes. Copies of minutes of board of directors' meetings will be on file at the Contractor's office and made available for review upon request of the Division.
- H. Required Meetings. The Contractor will ensure representation at grantee meetings, and management and program trainings convened by or on behalf of the Division.

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6. **Responsibilities of the Division.**

- A. Consultation. The Division shall consult with and advise the Contractor, as necessary, to enable the Contractor to complete its duties under this Contract.

- B. Withholding Payments. The Division shall reimburse the Contractor, upon receipt of monthly invoices, unless the Contractor has failed to meet the requirements of this Contract, at which time the Division shall notify the applicable president or chairman of the board or administering agency designee of such noncompliance. Failure to take prompt corrective action may result in the Division withholding reimbursements until appropriate corrective action has been taken. If such action is not taken, the Contract may be terminated in accordance with the applicable Rules and Regulations of the Division of Victim Services or Section 8, paragraph T of this Contract.
- C. Monitoring and Evaluation. The Division shall monitor and evaluate the Contractor's compliance with the conditions and provisions set forth in this Contract.

7. **Special Provisions.**

- A. Source of Funds. Funds for this Contract are a combination of federal funds made available by the U.S. Congress and state general funds made available by the Wyoming Legislature. There is no obligation on the part of the State of Wyoming to continue these services with state general funds or with federal funds.
- B. Interest on Funds. The Contractor may not draw interest payments on funds made available through this Contract.
- C. Prohibited Uses of Funds. Funds made available to the Contractor through this Contract shall be used for purposes specified in the Contract and not for any other purpose. Prohibited uses of funds include, but are not limited to:
 - 1. Capital construction projects or the purchase of buildings or other long-term capital investments unless otherwise specifically provided herein;
 - 2. Payment of expenses for lobbying for state and federal funds, including travel, per diem, telephone, printing, or services of a lobbyist.
- D. Services for Full Term of Contract. The Contractor shall comply with all requirements of this Contract and shall provide all contracted services.
- E. Full-time County Offices. The Contractor agrees to maintain a full-time office in Sweetwater County in accordance with the Contractor's application for funding.
- F. Prohibition of Subcontracting. The Contractor shall not subcontract any services purchased under this Contract without prior written approval of the Division. If the Division approves a subcontract arrangement by the Contractor, the Contractor shall retain full program and fiscal responsibility for subcontracted services.

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- G. No Finder's Fees. No finder's fee, employment agency fee, or other such fee related to the procurement of this Contract shall be paid by either party.
- H. Nondiscrimination. The Contractor shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105 et seq.), the Americans with Disabilities Act (ADA), 42 U.S.C. § 12101, et seq., and the Age Discrimination Act of 1975 and/or any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this agreement.
- I. Limitations on Lobbying Activities. By signing this agreement, Contractor certifies and agrees that, in accordance with P.L. 101-121, payments made from a federal grant shall not be utilized by Contractor or its subcontractors in connection with lobbying Congressmen, or any other federal agency in connection with the award of a federal grant, contract, cooperative agreement, or loan.
- J. Publicity. Any publicity given to the program or services provided herein, including, but not limited to, notices, information, pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for Contractor and related to the services and work to be performed under this agreement, shall identify the Office of the Attorney General, Division of Victim Services as the sponsoring agency and shall not be released without prior written approval of Division.
- K. Human Trafficking. As required by 22 U.S.C. 7104(g) and 2 C.F.R. Part 175, this agreement may be terminated without penalty if a private entity that receives funds under this agreement:
1. Engages in severe forms of trafficking in persons during the period of time the award is in effect;
 2. Procures a commercial sex act during the period of time the award is in effect; or
 3. Uses forced labor in the performance of the award or subawards under the award.
- L. Federal Audit Requirements. Contractor agrees that if it expends an aggregate amount of seven hundred fifty thousand dollars (\$750,000) or more in federal funds during its fiscal year, it must undergo an organization-wide financial and compliance single audit. Contractor agrees to comply with the audit requirements of the U.S. General Accounting Office Government Auditing Standards and Audit Requirements of 2 C.F.R Part 200, Subpart F, (Attachment A) which is attached and incorporated into this Contract. If findings are made which cover any part of this Grant, Contractor shall provide one (1) copy of the audit report to Division and require the release of the audit report by its auditor be held until adjusting entries

are disclosed and made to Division's records.

8. **General Provisions.**

- A. Amendments. Any changes, modifications, revisions or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed and signed by all parties to this Contract.
- B. Applicable Law/Venue. The construction, interpretation and enforcement of this Contract shall be governed by the laws of the State of Wyoming. The Courts of the State of Wyoming shall have jurisdiction over this Contract and the parties. The venue shall be the First Judicial District, Laramie County, Wyoming.
- C. Assignment/Contract Not Used as Collateral. Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set forth in this Contract without the prior written consent of the other party. The Contractor shall not use this Contract, or any portion hereof, for collateral for any financial obligation without the prior written permission of the Division.
- D. Assumption of Risk. The Contractor shall be responsible for any loss of state or federal funding either administrative or program dollars, due to the Contractor's failure to comply with state or federal requirements. The Division shall notify the Contractor of any state or federal determination of noncompliance.
- E. Audit/Access to Records. The Division and any of its representatives shall have access to any books, documents, papers, electronic data, and records of the Contractor, which are pertinent to this Contract. The Division may request a standard audit of a Contractor's financial records to be completed at the Contractor's expense. The Contractor shall maintain such records for seven (7) years after termination of the Contract, or for one (1) year after the final resolution of any dispute arising from the Contract, whichever is later.
- F. Availability of Funds. Each payment obligation of the Division is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation. If funds are not allocated or available for the continuance of the services performed by the Contractor, the Contract may be terminated by the Division at the end of the period for which the funds are available. The Division shall notify the Contractor at the earliest possible time of the services which will or may be affected by a shortage of funds. The parties agree that no penalty shall accrue to the Division in the event this provision is exercised, and the Division shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section.
- G. Award of Related Contracts. The Division, under the applicable Rules and

Regulations of the Division of Victim Services, may undertake or award to another contractor successor contracts for work related to this Contract. The Contractor shall cooperate fully with other contractors and the Division in all such cases.

- H. Certificate of Good Standing. Contractor shall provide to the Division a Certificate of Good Standing verifying compliance with the unemployment insurance and workers' compensation programs prior to performing work under this Contract.
- I. Compliance with Law. The Contractor shall keep informed of and comply with all applicable federal and state laws and federal and state rules and regulations in the performance of this Contract, specifically including: Wyo. Stat. § 1-40-118(b), the applicable Rules and Regulations of the Division of Victim Services, and all subsequent amendments which relate to this Contract and the services to be provided.
- J. Entirety of Contract. This Contract, consisting of nine (9) pages, Attachment A, OMB A-133, consisting of one (1) page, Attachment B, Certified Assurances & Special Conditions, consisting of six (6) pages, and the Contractor's approved strategic plan and the grant proposals, which are on file with the Division, represent the entire and integrated Contract between the parties and supersede all prior negotiations, representations and agreements, whether written or oral. In the event of conflict between the language of this contract and any Attachments, this Contract shall control.
- K. Ethics. Contractor shall keep informed of and comply with all applicable federal, state, and local laws and regulations in the performance of this Contract, including Executive Branch Code of Ethics (Executive Order 1997-4), the Wyoming Ethics and Disclosure Act (Wyo. Stat. § 9-13-101, *et seq.*), and any and all ethical standards governing Contractor's profession.
- L. Force Majeure. Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays. This provision shall not be effective unless the failure to perform is beyond the control and without the fault or negligence of the nonperforming party.
- M. Indemnification. Each party to this Contract shall assume the risk of any liability arising from its own conduct. Neither party agrees to insure, defend or indemnify the other.

- N. Kickbacks. The Contractor certifies and warrants that no gratuities, kickbacks or contingency fees were paid in connection with this Contract, nor were any fees, commissions, gifts, or other considerations made contingent upon the award of this Contract. If the Contractor breaches or violates this warranty, the Division may, at its discretion, terminate this Contract without liability to the Division, or deduct from the Contract price or consideration, or otherwise recover, the full amount of any commission, percentage, brokerage, or contingency fee.
- O. Notices. All notices arising out of, or from, the provisions of this Contract shall be in writing and given to the parties at the address provided under this Contract, either by regular mail or delivery in person.
- P. Prior Approval. This Contract shall not be binding upon either party, no services shall be performed under the terms of this Contract, and the Wyoming State Auditor shall not draw warrants for payment on this Contract, until this Contract has been reduced to writing, approved by the Office of the Attorney General, filed with and approved by A&I Procurement, and approved by the Governor of the State of Wyoming or his designee if required by Wyo. Stat. § 9-2-1016(b)(iv)(D).
- Q. Severability. Should any portion of this Contract be judicially determined to be illegal or unenforceable, the remainder of the Contract shall continue in full force and effect, and either party may renegotiate the terms affected by the severance.
- R. Sovereign/Governmental Immunity. The State of Wyoming and the Division do not waive their sovereign immunity nor does the Contractor waive its governmental immunity by entering into the Contract, and each specifically retain immunity and all defenses available to them as sovereigns or as a governmental entity pursuant to Wyo. Stat. § 1-39-104(a) and all other state or federal law. Designations of venue, choice of law, enforcement actions, and similar provisions should not be construed as a waiver of sovereign immunity. The parties agree that any ambiguity in this Contract shall not be strictly construed, either against or for either party, except that any ambiguity as to sovereign immunity shall be construed in favor of sovereign immunity.
- S. Suspension and Debarment. By signing this agreement Contractor certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction nor from federal financial or non-financial assistance, nor are any of the participants involved in the execution of this agreement suspended, debarred, or voluntarily excluded by any federal department or agency in accordance with Executive Order 12549 (Debarment and Suspension) and 44 CFR Part 17 or 2 C.F.R. Part 180, or are on the debarred or otherwise ineligible vendors list maintained by the federal government. Further, Contractor agrees to notify the Division by certified mail should it or of any of its agents become debarred,

suspended, or voluntarily excluded during the term of this agreement.

- T. Termination of Contract. This Contract may be terminated, without cause, by either party upon thirty (30) days written notice of termination to the other party or parties to this Contract. This Contract may be terminated by the Division immediately for cause if the Contractor fails to perform in accordance with the terms and conditions set forth in this Contract.

The Contractor agrees to termination of the Contract in accordance with the applicable Rules and Regulations of the Division of Victim Services after the occurrence of any of the following events unless the deficiency is corrected to the satisfaction of the Division:

1. The Contractor is not using contract funds for contract purposes;
2. The contract program is not providing services to victims of crime consistent with § 1-40-118(b);
3. The program is not of an acceptable standard or quality under the applicable Rules and Regulations of the Division of Victim Services;
4. The Contractor is not complying with the terms of the Contract; or,
5. The Contractor commits an act or omission in violation of federal, state, or local laws or rules of the Division which would affect services to clients served under this Contract.

- U. Third Party Beneficiary Rights. The parties do not intend to create in any other individual or entity the status of third party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties, and obligations contained in this Contract shall operate only between the parties to this Contract, and shall inure solely to the benefit of the parties to this Contract. The provisions of this Contract are intended only to assist the parties in determining and performing their obligations under this Contract.

- V. Waiver. No term or condition of this Contract shall be held to be waived, modified, or deleted except by an instrument, in writing, signed by the parties. The waiver of any breach of any term or condition in this Contract shall not be deemed a waiver of any prior or subsequent breach. Failure to object to a breach shall not constitute a waiver.

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9. **Signatures.** In witness thereof, the parties to this Contract through their duly authorized representatives have executed this Contract on the day and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of the Contract as set forth herein.

This Contract is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).

The Contract Effective Date is the date of the signature last affixed to this page.

CONTRACTOR:

Memorial Hospital of Sweetwater County SANE Program



Deborah Gaspar, Chief Nursing Officer
Memorial Hospital of Sweetwater County SANE Program

Date


DIVISION:

Office of the Attorney General, Division of Victim Services

Cara Boyle Chambers, Director

Date

ATTORNEY GENERAL'S OFFICE APPROVAL AS TO FORM

for  #168518
Kristin M. Nuss
Senior Assistant Attorney General

June 26, 2017

Date

9. **Signatures.** In witness thereof, the parties to this Contract through their duly authorized representatives have executed this Contract on the day and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of the Contract as set forth herein.

This Contract is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).

The Contract Effective Date is the date of the signature last affixed to this page.

CONTRACTOR:

Memorial Hospital of Sweetwater County SANE Program



Deborah Gaspar, Chief Nursing Officer
Memorial Hospital of Sweetwater County SANE Program

Date

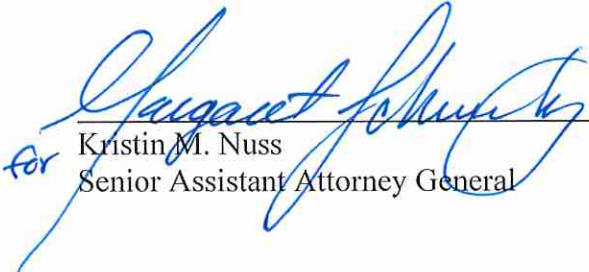
DIVISION:

Office of the Attorney General, Division of Victim Services

Cara Boyle Chambers, Director

Date

ATTORNEY GENERAL'S OFFICE APPROVAL AS TO FORM

for  #168318

Kristin M. Nuss
Senior Assistant Attorney General

June 26, 2017

Date

ATTACHMENT A
Wyoming Office of the Attorney General
Division of Victim Services

Subgrantee Audit Requirements per
OMB Circular A-133/2 CFR Part 200, Appendix XI

Office of Management and Budget (OMB) Circular A-133, Audits of States, Local Governments and Nonprofit Organizations requires the Wyoming Attorney General's Office Division of Victim Services to monitor our subgrantees of federal awards to determine whether they have met the audit requirements of the circular and whether they are in compliance with federal laws and regulations.

Accordingly, we request that you check one of the following and fill in required information.

- 1.____ We have completed our Circular A-133 audit for the fiscal year ended _____.
A copy of the audit report is enclosed.

(If audit findings were noted, enclose a copy of the responses, identify if the response was within 6 months of the findings, explain what management decisions were made to correct the findings.)

- 2.____ We expect our Circular A-133 audit for the fiscal year ended _____ to be completed by _____. A copy of our audit report will be forwarded to the Wyoming Office of the Attorney General Division of Victim Services within 30 days of receipt of the report.

- 3.____ We are not subject to a Circular A-133 audit because:

____ We received less than \$750,000 in federal awards annually.
Total federal awards received for the fiscal year ended _____ was in the amount of \$_____.
(Include total of all federal grants)

____ Other (please explain)_____

Subgrantee Name

Print Name

Title

Signature

Date



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Please provide all appropriate documentation regarding your organization's compliance with audit requirements, sign and date this letter and return it to your Regional Program Manager at the Wyoming Office of the Attorney General Division of Victim Services, 320 West 25th Street 2nd Floor, Cheyenne, WY 82002.

ATTACHMENT B

CERTIFIED ASSURANCES & SPECIAL CONDITIONS

16 VOCA-A:

- **Compliance with DOJ Grants Financial Guide**

The Contractor agrees to comply with the Department of Justice Grants Financial Guide as posted on the OJP website (currently, the "2015 DOJ Grants Financial Guide"), including any updated version that may be posted during the period of performance.

- **Requirements related to System for Award Management and Unique Entity Identifiers**

The Contractor must comply with the applicable requirements regarding the System for Award Management (SAM), currently accessible at <http://www.sam.gov>. This includes applicable requirements regarding registration with SAM, as well as maintaining the currency of information in SAM.

The Contractor also must comply with applicable restrictions on subawards ("subgrants") to first-tier sub-contractors (first-tier "subcontractors"), including restrictions on subawards to entities that do not acquire and provide (to the Division) the unique entity identifier required by SAM registration.

The details of the Contractor's obligations related to SAM and to unique entity identifiers are posted on the OJP website at <http://ojp.gov/funding/Explore/SAM.htm> (Award condition: System for Award Management (SAM) and Universal Identifier Requirements), and are incorporated by reference here.

This special condition does not apply to an award to an individual who received the award as a natural person (i.e., unrelated to any business or non-profit organization that he or she may own or operate in his or her name).

- **Requirement for data on performance and effectiveness under the award**

The Contractor must collect and maintain data that measure the performance and effectiveness of activities under this award. The data must be provided to OJP in the manner (including within timeframes) specified by OJP in the program solicitation or other applicable written guidance. Data collection supports compliance with the Government Performance and Results Act (GPRA) and GPRA Modernization Act, and other applicable laws.

- **Restrictions on "lobbying"**

Federal funds may not be used by the Contractor either directly or indirectly, to support or oppose enactment, repeal, modification or adoption of any law, regulation, or policy, at any level of government.

Attachment B

*To the Contract for Services between
The Office of the Attorney General, Division of Victim Services
and*

Memorial Hospital of Sweetwater County SANE Program

Should any question arise as to whether a particular use of Federal funds by a Contractor would or might fall within the scope of this prohibition, the Contractor is to contact the Division for guidance, and may not proceed without express prior written approval of the Division.

- **Compliance with general appropriations-law restrictions on the use of federal funds (FY2016)**

The Contractor, must comply with all applicable restrictions on the use of federal funds set out in federal appropriation statutes. Pertinent restrictions, including from various “general provisions” in the Consolidated Appropriations Act, 2016, are set out at <http://ojp.gov/funding/Explore/FY2016-AppropriationsLawRestrictions.htm>, and are incorporated by reference here.

Should a question arise to whether a particular use of federal funds by a Contractor would or might fall within the scope of an appropriations-law restriction, the Contractor is to contact the Division or OJP for guidance, and may not proceed without the express prior written approval of the Division or OJP.

- **Reporting Potential Fraud, Waste, and Abuse, and Similar Misconduct**

The Contractor must promptly refer to the DOJ Office of the Inspector General (OIG) any credible evidence that a principal, employee, agent, sub-contractor, contractor, subcontractor, or other person has, in connection with funds under this award—(1) submitted a claim that violates the False Claims Act; or (2) committed a criminal or civil violation of laws pertaining to fraud, conflict of interest, bribery, gratuity, or similar misconduct.

Potential fraud, waste, abuse, or misconduct involving or relating to funds under this award should be reported to the OIG by—(1) mail directed to: Office of the Inspector General, U.S. Department of Justice, Investigations Division, 950 Pennsylvania Avenue, N.W. Room 4706, Washington, DC 20530; (2) email to oig.hotline@usdoj.gov; and/or (3) the DOJ OIG hotline: (contact information in English and Spanish) at (800) 869-4499 (phone) or (202) 616-9881 (fax).

Additional information is available from the DOJ OIG website at <http://www.usdoj.gov/oig>

- **Restrictions and certifications regarding non-disclosure agreements and related matters**

No Contractor under this award, or entity that receives a procurement contract or subcontract with any funds under this award, may require any employee or contractor to sign an internal confidentiality agreement or statement that prohibits or otherwise restricts, or purports to prohibit or restrict, the reporting (in accordance with the law) of waste, fraud, or abuse to an investigative or law enforcement representative of a federal department or agency authorized to receive such information.

Attachment B

*To the Contract for Services between
The Office of the Attorney General, Division of Victim Services
and*

Memorial Hospital of Sweetwater County SANE Program

The foregoing is not intended, and shall not be understood by the agency making this award, to contravene requirements applicable to Standard Form 312 (which relates to classified information), Form 4414 (which relates to sensitive compartmented information), or any other form issued by a federal department or agency governing the nondisclosure of classified information.

1) In accepting this award, the Contractor—

- a. represents that it neither is nor has required internal confidentiality agreements or statements from employees or contractors that currently prohibit or otherwise currently restrict (or purport to prohibit or restrict) employees or contractors from reporting waste, fraud, or abuse as described above; and
- b. certifies that, if it learns or is notified that it is or has been requiring its employees or contractors to execute agreements or statements that prohibit or otherwise restrict (or purport to prohibit or restrict), reporting of waste, fraud, or abuse as described above, it will immediately stop any further obligations of awards funds, will provide prompt written notification to the federal agency making this award, and will resume (or permit resumption of) such obligations only if expressly authorized to do so by that agency.

2) If the Contractor does or is authorized under this award to make subawards (“subgrants”), procurement contracts, or both—

a. it represents that—

- i) it has determined that no other entity that the Contractor’s application proposes may or will receive award funds (whether through a subaward (“subgrant”), procurement contract, or subcontract under a procurement contract) either requires or has required internal confidentiality agreements or statements from employees or contractors that currently prohibit or otherwise currently restrict (or purport to prohibit or restrict) employees or contractors from reporting waste, fraud, or abuse as described above; and
- ii) it has made appropriate inquiry, or otherwise has an adequate factual basis, to support this representation, and

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- b. it certifies that, if it learns or is notified that any sub-contractor entity that receives funds under this award is or has been requiring its employees or contractors to execute agreements or statements that prohibit or otherwise restrict (or purport or restrict), reporting of waste, fraud, or abuse as described above, it will immediately stop any further obligations of award funds to or by that entity, will provide prompt written notification to the federal agency making this award, and will resume (or

Attachment B

*To the Contract for Services between
The Office of the Attorney General, Division of Victim Services
and*

Memorial Hospital of Sweetwater County SANE Program

permit resumption of) such obligations only if expressly authorized to do so by that agency.

- **Compliance with 41 U.S.C. 4712 (including prohibitions on reprisal; notice to employees)**

The Contractor must comply with, and is subject to, all applicable provisions of 41 U.S.C. 4712, including all applicable provisions that prohibit, under specified circumstances, discrimination against an employee as reprisal for the employee's disclosure of information related to gross mismanagement of a federal grant, a gross waste of federal funds, an abuse of authority relating to a federal grant, a substantial and specific danger to public health or safety, or a violation of law, rule, or regulation related to a federal grant.

The Contractor also must inform its employees, in writing (and in the predominant native language of the workforce), of employee rights and remedies under 41 U.S.C. 4712.

Should a question arise as to applicability of the provisions of 41 U.S.C. 4712 to this award, the Contractor is to contact the DOJ awarding agency (OJP or OVW, as appropriate) for guidance.

- **Encouragement of policies to ban text messaging while driving**

Pursuant to Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving," 74 Fed. Reg. 51225 (October 1, 2009), DOJ encourages Contractors and sub-Contractors ("subgrantees") to adopt and enforce policies banning employees from text messaging while driving any vehicle during the course of performing work funded by this award, and to establish workplace safety policies and conduct education, awareness, and other outreach to decrease crashes caused by distracted drivers.

- The Contractor authorizes Office for Victims of Crime (OVC) and/or the Office of the Financial Officer (OCFO), and its representatives, access to and the right to examine all records, books, papers or documents related to the VOCA grant. The State will further ensure that all VOCA subcontractors will authorize representatives of OVC and OCFO access to and the right to examine all records, books, paper or documents related to the VOCA grant.
- The Contractor agrees to submit a Subgrant Award Report (SAR) to OVC within ninety (90) days of awarding funds. States and territories are required to submit this information through the automated system.

- **VOCA Requirements**

The Contractor assures that it will comply with the conditions of the Victims of Crime Act (VOCA) of 1984, sections 1404(a)(2), and 1404(b)(1) and (2), 42 U.S.C. 10603(a)(2) and (b)(1) and (2) (and the applicable program guidelines and regulations), as required. Specifically, the Division certifies that funds under this award will:

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Attachment B

*To the Contract for Services between
The Office of the Attorney General, Division of Victim Services
and*

Memorial Hospital of Sweetwater County SANE Program

- a) be awarded only to eligible victim assistance organizations, 42 U.S.C. 10603(a)(2);
- b) not to be used to supplant State and local public funds that would otherwise be available for crime victim assistance, 42 U.S.C. 10603(a)(2); and
- c) be allocated in accordance with program guidelines or regulations implementing 42 U.S.C. 10603(a)(2)(A) and 42 U.S.C. 10603(a)(2)(B) to, at a minimum, assist victims in the following categories: sexual assault, child abuse, domestic violence, and underserved victims of violent crimes as identified by the State.

The Victims of Crime Act, as amended, 42 U.S.C. § 10604(e), and the Department of Justice implementing regulation at 81 Fed. Reg. 44,515, 44,532 (July 8, 2016) (to be codified at 28 C.F.R. § 94.114), prohibits OVC grantees from discriminating against any person on the basis of race, color, national origin, sex, religion, and disability in the delivery of services and employment practices. The grantee and sub-grantee acknowledges that it will comply with this provision.

The Contractor will comply with any applicable nondiscrimination provisions, which may include the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. § 3789d); the Victims of Crime Act (42 U.S.C. § 10604(e)); the Juvenile Justice and Delinquency Prevention Act of 2002 (42 U.S.C. § 5672(b)); the Violence Against Women Act (42 U.S.C. § 13925(b)(13)); the Civil Rights Act of 1964 (42 U.S.C. § 2000d); the Indian Civil Rights Act (25 U.S.C. §§ 1301-1303); the Rehabilitation Act of 1973 (29 U.S.C. § 794); the Americans with Disabilities Act of 1990 (42 U.S.C. §§ 12131- 34); the Education Amendments of 1972 (20 U.S.C. §§ 1681, 1683, 1685-86); and the Age Discrimination Act of 1975 (42 U.S.C. §§ 6101-07). It will also comply with Ex. Order 13279, Equal Protection of the Laws for Faith Based and Community Organizations; Executive Order 13559, Fundamental Principles and Policymaking Criteria for Partnerships With Faith-Based and Other Neighborhood Organizations; and the DOJ implementing regulations at 28 C.F.R. Part 38.

- **Demographic Data**

The Contractor assures that it will collect and maintain information on race, sex, national origin, age, and disability of victims receiving assistance, where such information is voluntarily furnished by the victim.

- The Contractor agrees to submit quarterly performance reports on the performance metrics identified by OVC, and in the manner required by the Division and OVC. This information on the activities supported by the award funding will assist in assessing the effects that VOCA Victim Assistance funds have had on services to crime victims within the jurisdiction.

Certification:

The undersigned affirms that the information contained in this document is true and accurate to the best of their knowledge.



Signature Chair/Board of Directors Agency Administrator/County Commissioner

Date

Typed or Legibly Printed Name

Address

Phone

Attachment B

Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel, and is ready for Board approval.

1. Name of Contract: **TriZetto**
2. Purpose of contract, including scope and description: **New clearinghouse for clinic billing. Auto posting of payments, real time eligibility for insurance. Will replace Emdeon. TriZetto is preferred and integrated with EMD which is the clinic EMR.**
3. Date of contract execution: **December 6, 2017**
4. Date of contract expiration: Auto renew
5. Rights of renewal and termination: can be terminated by either party with 30 days' notice.
6. Monetary costs: **\$4321.00 month (\$149.00 x 29 providers) no set up fee and free for three months. PaperResolve has a \$1000.00 set up fee and then .35 per remitted claim. PaperResolve is auto posting of payments.**
7. Included in Department Budget: **Yes**
8. Extraneous costs associated with contract: **NO**
9. Let for bid, if appropriate:
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES**



PURCHASE ORDER

CLIENT CONTACT INFORMATION

Company Name: Memorial Hospital of
Sweetwater County
Contact: Jodi Corley
Phone #: (307) 352-8125
Fax #:
Email: jcorley@sweetwatermemorial.com
Address: 1200 College Drive
Rock Springs, WY, 82901

TRIZETTO CONTACT INFORMATION

Sales Rep: Jessica Ramsey
Phone #: (314) 802-6955
Fax #: (314) 802-6822
Email: jessica.ramsey@cognizant.com
Address: 3300 Rider Trail South
Earth City, MO 63045

TERM

Initial Term: 30 days

Renewal Term: 30 days

EDI SERVICE PACKAGES

MONTHLY FEE

Please check the box next to the desired package.

- ☐ **ADVANCED TOTAL OFFICE PACKAGE** includes: **\$169.00 per Provider**
- Unlimited Electronic Claims
 - Unlimited Electronic Remittance Advice
(When available from Payer)
 - Unlimited Paper Claims
 - Unlimited Click 'n Print Secondary Claims
 - Enhanced Reports Bundle
(Safety Net Report, Claim File Reconciliation, Analyze Rejections, and Advanced Claim Status Searches)
 - Online Claim Correction
 - Patient Communications Bundle
(Patient Statements, Recall Letters, Patient Exchange, eStatements)
(Postage to be billed separately – includes up to 300 statements per provider per month. Volume exceeding 300 statements per month will have a \$0.20 processing fee per statement. \$0.16 for each additional page, NCOA fee of \$0.50, and CASS fee of \$0.05 may be incurred.)
 - Analytics Bundle
(Integrated Advanced Reimbursement Manager, Pricer, and Contract Manager)
 - Denial Management Bundle
(Eligibility Inquiries for Participating and Non Participating Payers, Advanced Coding Edits, Claim Status Inquiries, and Timely Filing/Appeal Letters)

☒ **ADVANCED TOTAL OFFICE PACKAGE** includes:

\$149.00 per Provider

- Unlimited Electronic Claims
- Unlimited Electronic Remittance Advice
(When available from Payer)
- Unlimited Paper Claims
- Unlimited Click 'n Print Secondary Claims
- Enhanced Reports Bundle
(Safety Net Report, Claim File Reconciliation, Analyze Rejections, and Advanced Claim Status Searches)
- Online Claim Correction
- Analytics Bundle
(Integrated Advanced Reimbursement Manager, Pricer, and Contract Manager)
- Denial Management Bundle
(Eligibility Inquiries for Participating and Non-Participating Payers, Advanced Coding Edits, Claim Status Inquiries, and Timely Filing/Appeal Letters)

ANCILLARY EDI SERVICES

MONTHLY FEE

Please check the box next to the desired ancillary services below.

☐ **Auto Appeals**

Enables Client to have specified documents printed and mailed to a designated third party as part of the claims process.

- Monthly Minimum Fee **\$20.00 per month**
- Print & Mail (First Page) **\$1.00 per page**
- Print & Mail (Additional Pages) **\$0.07 per page**
- 5 x 10 Envelope (1-7 pages) **One included per appeal**
- Larger Envelope (for larger documents or additional pages) **\$0.35 per envelope**
- Manual Inserting Charge for Larger Envelope **\$0.35 per envelope**
- Postage **Standard USPS rates**

Notes:

**Currently, TriZetto uses envelopes that are 5x10, 6x9 or 9x12, all other envelopes may incur additional fees.*

**At this time TriZetto does not split appeals into multiple envelopes. If one envelope cannot accommodate the appeal TriZetto reserves the right to return the appeal to Client or use non-standard envelopes, which shall be charged at the Larger Envelope fee plus all additional actual costs incurred.*

**These Postage and Special Handling fees may include fees TriZetto is charged by third-parties while performing the additional Services. Consequently, TriZetto reserves the right to modify the fees by providing Client thirty (30) days advance notice of any fee increase.*

☒ **paperResolve™**

\$1000.00 one-time setup fee
\$0.35 per remitted Claim

- An optical character recognition (OCR) product that converts a paper explanation of benefits (EOB) into an ANSI ASC X-12 835 remittance file for the purpose of posting a remittance electronically to a practice management system (PMS).

☐ **paperResolve™: PatientPay**

\$0.21 per check/coupon

- An OCR product that converts paper checks or coupons into an ANSI ASX X-12 remittance file for the purpose of posting a patient payment electronically to a PMS. Fee includes up to five defined fields per item.

☐ **paperResolve™: Correspondence**

\$0.21 per Correspondence

- An OCR product that converts Payer correspondence into an image, which is then indexed and stored electronically in a searchable interface. Fee includes up to five defined fields per item.

☐ **Work Comp/Personal Injury/Auto Accident Claims**

\$0.85 per claim***

***Client will be charged \$0.85 per electronic claim or \$1.25 per Paper Claim.

- Allows Client to submit electronic attachments as additional documentation for workers' compensation, personal injury, and liability claims.

○ ****Estimated Monthly Work Comp/Personal Injury/Auto Accident Claim Volume (Required): _____**

• **Initials: _____**

ADDITIONAL INFORMATION

Please check the box next to the desired information below.

☐ Credit Card Services

- Please check the box if you are interested in receiving more information regarding Credit Card Services from TSYS. Watch the video at <https://lp.tsys.com/trizetto/>

ADDITIONAL FEES

Initial Set-up Fee: \$0

Provider Add On Fee: \$50

Annual Renewal Fee: \$200

NOTES

1. Invoicing shall begin once client submits live claim files
2. **e-MD's conference special includes 3 months free Advanced Total Office Package if Purchase Order is received by 12/26/17 - does not include postage related fees**

ADDITIONAL TERMS

OFFER AND AGREEMENT

This purchase order (the "**Order**") is merely an offer to enter into a contract until signed by Client and, if not signed, will expire 30 days after receipt by Client.

Once signed by Client, this Order, together with the General Terms, Business Associate Agreement and other addenda attached hereto or referenced therein collectively constitute the Agreement, all of which are incorporated herein by reference (the "**Agreement**"), and contain the terms and conditions under which TriZetto Provider Solutions, LLC, ("**TriZetto**") will provide the Services, as defined in the General Terms. The Agreement is effective as of the date as of the date Client signs below (the "**Effective Date**"). The Agreement supersedes any previous agreements and understandings between the Parties regarding the Services.

CLIENT ACCEPTANCE

By signing below, Client agrees that Client has read and agrees to the General Terms found at: <http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/General-Terms-05232017.pdf> and the business associate agreement located at <http://www.trizettoprovider.com/trizettoIntranet/media/TriZetto/Legal Documents/BAA-05232017.pdf>. The person signing below further represents that he/she is duly authorized to execute the Agreement on Client's behalf.

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Please sign below, keeping your signature within the box:

Signature:		Scan, fax, or mail this signed Purchase Order to:
-------------------	--	--

Name:		Attention TPS Sales TriZetto Provider Solutions, LLC 3300 Rider Trail South Earth City, MO 63045 1-800-969-3666 Fax: 314-802-6822 physiciansales@cognizant.com
Title:		
Date:		

AUTOMATIC PAYMENT AUTHORIZATION

TriZetto Provider Solutions, LLC ("TriZetto") offers a **free** automated payment service ("**Automatic Payment**") through an automated clearinghouse ("**ACH**"). With Automatic Payment, Client's monthly invoices will be paid from Client's bank account. Client will continue to receive invoices but instead of writing a check, Automatic Payment deducts the invoiced amount from Client's bank account in order to pay the TriZetto invoiced amount. Client's bank statement will reflect these payments as separate transactions, so Client will have a payment record. There are no late fees or lost checks and Client's payments are made precisely on an agreed upon date. To activate Automatic Payment, complete the information below. For assistance with Automatic Payment, please call **800-969-3666** and ask for **Sales**.

<u>(name of financial institution)</u>	is hereby authorized by Client to charge the following bank account and remit payments monthly for Client's invoices to TriZetto Provider Solutions, LLC. - ACH account as follows:
--	--

- ☐ Monthly (payment to be taken out the 20th of each month)
AND / OR
☐ One-time transaction for payment of Initial Set-up Fee as set forth on the Purchase Order upon receipt by TriZetto.

Bank Account Owner

Bank Account Number

ABA/Routing Number

CREDIT CARD PAYMENT AUTHORIZATION

TriZetto accepts MasterCard, Visa, and American Express cards for payment of the Initial Setup Fee listed on the Purchase Order. To charge Client's credit card for the Initial Setup Fee, TriZetto requires the information below. TriZetto will charge Client's credit card within seven business days of TriZetto's receipt of this Authorization.

Client Name:	Memorial Hospital of Sweetwater County	Site No.:
Name on Credit Card:		Email:
Telephone:		Fax:
Billing Address City/State/Zip:		
Visa / MasterCard #:		Exp. Date:
		CVV# /CVC#:(3 digits on back)
American Express #:		Exp. Date:
		CID#:(4 digits on front)

By signing below, I authorize TriZetto Provider Solutions to charge the credit card listed above for the Initial Setup Fee as set forth on the Purchase Order.

CLIENT ACCEPTANCE

To witness its understanding, the Client has caused its duly authorized representative to sign this Authorization form on its behalf. The individual signing below on behalf of Client personally represents that, to the best of his or her knowledge, he or she has been duly authorized to sign this Authorization form on the Client's behalf.

Signature: _____

Name: _____

Title: _____

Date: _____

Scan, fax, or mail this signed Authorization form to:

SALES REP: Jessica Ramsey

Attention TPS Sales
TriZetto Provider Solutions, LLC
3300 Rider Trail South
Earth City, MO 63045

1-800-969-3666

Fax: 314-802-6822

physiciansales@cognizant.com

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GENERAL TERMS

These general terms and conditions (the "**General Terms**"), by and between TriZetto Provider Solutions, LLC ("**TriZetto**") and the corporation, LLC, partnership, sole proprietorship or other business entity ("**Client**") identified on the purchase order incorporating these General Terms, signed by Client and accepted by TriZetto (the "**Order**"), govern TriZetto's provision of, and Client's use of, the Services. "**Services**" means the Subscription Services and/or the Professional Services. "**Subscription Services**" means TriZetto's online claims processing, revenue cycle management and analytics services comprised of proprietary software, tools, databases and related technology accessed remotely, via the cloud, as described on an Order. "**Professional Services**" means the professional services described on an Order or statement of work ("**SoW**").

1. Agreement Framework. To access and use, or receive, the Services, Client must first execute an Order. An Order, together with these General Terms, constitute an agreement (the "**Agreement**"). All documents attached hereto or referenced herein, including the BAA (defined below), are incorporated into this Agreement. If Client is a service provider to a healthcare provider, and not a healthcare provider itself, Client is a "**Service Provider**" and agrees to be bound by the **Service Provider Terms** located at [\[http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/Service-Provider-Terms-05232017.pdf\]](http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/Service-Provider-Terms-05232017.pdf).

2. Services. Subject to the terms and conditions of the Agreement, TriZetto will provide Client the Services described on an Order. For Subscription Services, the parties agree to be bound by the **Subscription Services Terms**, located at [http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/Subscription-Services-Terms-05232017.pdf\]](http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/Subscription-Services-Terms-05232017.pdf), and for Professional Services, the parties agree to be bound by the **Professional Services Terms**, located at [http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/Professional-Services-Terms-05232017.pdf\]](http://www.trizettoprovider.com/TrizettoIntranet/media/TriZetto/Legal Documents/Professional-Services-Terms-05232017.pdf).

3. Client Data.

3.1. Safeguards; HIPAA Rules. TriZetto will use reasonable and appropriate safeguards as described in the business associate agreement located at <http://www.trizettoprovider.com/trizettoIntranet/media/TriZetto/Legal Documents/BAA-05232017.pdf> (the "**BAA**"). Since this Agreement contemplates the exchange of Protected Health Information between the parties as contemplated by the HIPAA Rules (as defined in the BAA), the parties agree to be bound by the terms of the BAA.

3.2. Use of Client Data. TriZetto will process Client Data in accordance with this Agreement, the Order and/or applicable SoW and the BAA. "**Client Data**" means data that originates from Client and that Client (a) enters, inputs, stores or processes in the Services, or (b) provides to TriZetto to be processed or stored by TriZetto in connection with the performance of the Services, including all of the corrections and updates to the data.

3.3. Data Accuracy. Client is responsible for the completeness and accuracy of all Client Data submitted to TriZetto and TriZetto will have no responsibility or liability for the accuracy of data uploaded to the Services by Client, or otherwise provided to TriZetto for use with the Services.

3.4. Data Analytics. Client hires and authorizes TriZetto to extract Client Data from any existing database and to de-identify Client Data in accordance with the HIPAA Rules (as defined in the BAA) to create a de-identified data set and grants TriZetto a nonexclusive, worldwide, paid-up, royalty-free, perpetual and irrevocable right and license to create derivative works of such data set and to use, copy, process, analyze, execute, reproduce, display, perform, transfer, distribute, and sublicense such data set and such derivative works in any technology now existing or later developed. TriZetto shall own all products, solutions and services that it creates using such data sets, and all of the intellectual property rights embodied in and related to such products, solutions and services.

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4. Client Responsibilities.

4.1. Authorization. Client shall cooperate with TriZetto and shall execute and deliver such documents and take such other actions as TriZetto may reasonably request for the purposes of completing any electronic data interchange ("EDI") insurance plan enrollment and registration forms that may be required by a third party payer. If necessary to provide Services, Client authorizes TriZetto to receive EDI transactions from Client and such EDI transactions will be provided to TriZetto in a mutually acceptable form and manner.

4.2. Compliance with Laws. In its use of the Services, Client will comply with all applicable laws, including without limitation laws governing the protection of personally identifiable information, Protected Health Information, Client Data, and laws applicable to the veracity and truthfulness of claims including but not limited to federal and state False Claims Acts.

4.3. Required Systems; Technical Information. Client is responsible for computer servers, software, workstations, printers, routers, modems and other related communications equipment used by Client to access the Services. TriZetto shall support secure file transfer protocol for website processing of claims. Client shall provide TriZetto with all technical data and all other information TriZetto may reasonably request from time to time to allow TriZetto to provide the Services. Information supplied by Client shall be complete, accurate, and given in good faith.

4.4. Independent Judgment; Medical Disclaimer. Client accepts responsibility for and acknowledges that Client will exercise independent judgment in its use of the Services and shall be solely responsible for such independent judgment. Client acknowledges that the Services are in no way intended to intervene in the rendering of healthcare services. The Services provided under the Agreement are not medical devices and are not intended to be used in the diagnosis or treatment of medical conditions. TriZetto and the Services are not providing medical or legal advice.

5. Confidential Information.

5.1. The term "**Confidential Information**" means the business or technical information disclosed by a party (the "**Discloser**") to the other party (the "**Recipient**") that is identified as being confidential at the time of disclosure or disclosed under circumstances that would lead a reasonable person to believe such information is confidential. Confidential Information does *not* include Protected Health Information, and such information will be handled pursuant to the BAA. The terms of the Agreement and any user identification and password that affects Client's access to or use of the Subscription Services are also considered Confidential Information. Excluded from the definition of Confidential Information is information that: (a) is or becomes generally known or available to the public (unless due to a breach of the Agreement by Recipient); (b) was known by Recipient without restriction as to use or disclosure before receipt of the information from Discloser; (c) is acquired by Recipient from a third party who has the right to disclose it without restriction as to use or disclosure; or (d) is independently developed by Recipient without using any Confidential Information of Discloser or violating Discloser's intellectual property rights.

5.2. Use and Disclosure. The Recipient agrees that Confidential Information is proprietary to the Discloser and shall remain the sole property of the Discloser. Except as expressly permitted by this Article 5, Recipient shall (a) not disclose, except under a binding confidential disclosure agreement as restrictive as the confidentiality terms hereunder, Discloser's Confidential Information or use Discloser's Confidential Information, and then only in performance of this Agreement; (b) use the same level of care to prevent unauthorized disclosure or use of Discloser's Confidential Information as Recipient uses with its own similar information, but no less than a commercially-reasonable level of care; (c) use Confidential Information only for the purposes permitted in the Agreement; and (d) promptly notify Discloser upon discovery of any loss or unauthorized disclosure of the Discloser's Confidential Information. Notwithstanding the foregoing, the Recipient shall be allowed to disclose Confidential Information of the Discloser to the extent that such disclosure is required by law or by the order of a court or similar judicial or administrative body.

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5.3. Injunction. The parties agree that breach of this Article 5 would cause irreparable injury, for which monetary damages would not provide adequate compensation, and that in addition to any other remedy, a party will be entitled to injunctive relief against such breach or threatened breach, without proving actual

damage or posting a bond or other security.

5.4. Termination and Return. With respect to each item of Confidential Information, the obligations of Section 5.2 above (*Use and Disclosure*) will survive for so long as Discloser's Confidential Information is retained; provided that such obligations related to Confidential Information constituting Discloser's trade secrets will continue so long as such information remains subject to trade secret protection pursuant to applicable law. Upon termination or expiration of the Agreement, Recipient shall return or destroy all originals and copies of Confidential Information. The obligation to return or destroy Confidential Information shall not apply to archival copies of Client Data that TriZetto creates in the performance of the Services if the copies are maintained at a secure TriZetto facility or the secure facility of a reputable third party data backup services provider, provided TriZetto does not access such Client Data for any unauthorized purpose. If requested by Discloser, Recipient shall certify that it has met its obligations under this Section 5.4.

6. Payment Terms.

6.1. Fees. Client agrees to pay TriZetto all charges specified in each Order, and, if applicable, any SoW or Change Order, charges for use in excess of authorizations, any customs or other duty, tax, levy or fee imposed by any authority resulting from Client's purchases under the Agreement, and any late payment fees. Pricing listed on an Order is valid only for the initial term of the Services and may be changed for any renewal term.

6.2. Invoicing. Except as provided on an Order, all invoices shall be due upon receipt and payable within fifteen (15) days of the invoice date without withholding, deduction or set-off of any amount for any reason. Any overdue invoices will bear interest at a rate equal to the lesser of (i) one and a half percent (1.5%) per month or (ii) the maximum rate allowed under applicable law, until the overdue invoice and accrued interest are fully paid. TriZetto may suspend or terminate the Services based on overdue invoices by providing thirty (30) days advance written notice, *provided* such overdue payment is not made within such thirty (30) day period. Client shall reimburse TriZetto for any expenses incurred by TriZetto in pursuing collection of overdue invoices.

7. Representations and Warranties.

7.1. From TriZetto. TriZetto represents and warrants to Client that it provides each Service using commercially reasonable care and skill in conformance in all material respects with the Agreement and any applicable SOW. If a Service task fails to conform to this warranty, TriZetto shall exercise commercially reasonable efforts at its expense to re-perform the task in compliance with the Services warranty described above.

7.2. From Client. Client represents and warrants that: (a) it has the full right and authority to enter into, execute, and perform its obligations under this Agreement and to use and disclose Client Data; (b) all claims and transactions submitted are accurate, complete and truthful representations of the services provided and comply with applicable Medicaid and Medicare program standards and federal and state False Claims Act requirements; and (c) it will obey all applicable laws, rules and regulations regarding use of the Services.

7.3. Warranty Disclaimers. Except to the extent set forth in Section 7.1 above, CLIENT ACCEPTS THE SERVICES "AS IS" AND AS AVAILABLE. And except as set forth in this Article 7, TRIZETTO PROVIDES NO REPRESENTATION OR WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE, OR NON-INFRINGEMENT OR ANY IMPLIED WARRANTY ARISING FROM STATUTE, COURSE OF DEALING, COURSE OF PERFORMANCE, OR USAGE OF TRADE. WITHOUT LIMITING THE GENERALITY OF THE FOREGOING, TRIZETTO DOES NOT REPRESENT OR WARRANT THAT THE SERVICES WILL PERFORM WITHOUT INTERRUPTION OR ERROR.

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8. Indemnification.

8.1. From TriZetto. TriZetto will defend and indemnify Client and Client's Associates (as defined below in Section 8.3) against any "**Indemnified Claim**," meaning any unaffiliated third party claim, suit, or proceeding arising out of, related to, or alleging infringement of any patent, copyright, trade secret, or other intellectual property right by the Subscription Services. TriZetto's obligations set forth in this Section 8.1 do not apply to

the extent that an Indemnified Claim arises out of: (a) Client's breach of this Agreement; (b) third party software; (c) Client's failure to incorporate updates or upgrades that would have avoided the alleged infringement, provided TriZetto offered such updates or upgrades without charges not otherwise required pursuant to this Agreement; (d) TriZetto's modifications made in compliance with specifications provided by Client, including without limitation deliverables to the extent created based on such specifications; (e) any deliverable, if the SoW or a disclosure provided at or before delivery states that such deliverable incorporates third party software or other assets; or (f) use of the Subscription Services in combination with hardware or software not provided by TriZetto.

8.2. From Client. Client will indemnify and defend TriZetto and TriZetto's Associates (as defined below in Section 8.3) against any "**Indemnified Claim**," meaning any unaffiliated third party claim, suit, or proceeding arising out of or related to Client's alleged or actual use of, misuse of, or failure to use the Services, including without limitation: (a) claims by Client's customers or employees; (b) claims related to the submission of false, misleading or fraudulent enrollment forms and/or claims for payment or reimbursement related to a healthcare transaction; and (c) violations of law.

8.3. Litigation and Additional Terms. The obligations of the indemnifying party ("**Indemnitor**") pursuant to Section 8.1 or 8.2 above: (a) include retention and payment of attorneys and payment of court costs, as well as settlement at Indemnitor's expense and payment of judgments; and (b) will be excused to the extent that the Indemnified party's or any of such indemnified party's Associates' failure to provide prompt notice of the Indemnified Claim or reasonably cooperate materially prejudices the defense. Indemnitor will control the defense of any Indemnified Claim, including appeals, negotiations, and any settlement or compromise thereof; provided the indemnified party will have the right, not to be exercised unreasonably, to reject any settlement or compromise that requires that it admit wrongdoing or liability or subjects it to any ongoing affirmative obligations. (A party's "**Associates**" are its officers, directors, shareholders, parents, subsidiaries, agents, successors, and assigns.)

9. Limitation of Liability.

9.1. Exclusion of Consequential Damages. EXCEPT FOR A PARTY'S INDEMNIFICATION OBLIGATION UNDER ARTICLE 8, IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER FOR ANY CONSEQUENTIAL, INDIRECT, SPECIAL, INCIDENTAL, OR PUNITIVE DAMAGES ARISING OUT OF OR RELATED TO THIS AGREEMENT.

9.2. Dollar Cap. EXCEPT FOR A PARTY'S INDEMNIFICATION OBLIGATION UNDER ARTICLE 8, PAYMENT OBLIGATIONS UNDER ARTICLE 6, CLAIMS BY EITHER PARTY AGAINST THE OTHER PARTY FOR INFRINGEMENT OR MISAPPROPRIATION OF THE CLAIMING PARTY'S INTELLECTUAL PROPERTY RIGHTS, OR CLAIMS FOR BREACH OF ARTICLE 5 (CONFIDENTIAL INFORMATION), NEITHER PARTY'S AGGREGATE LIABILITY ARISING OUT OF OR RELATED TO THIS AGREEMENT WILL EXCEED AN AMOUNT EQUAL TO THE FEES PAID OR PAYABLE BY CLIENT TO TRIZETTO DURING THE TWELVE MONTH PERIOD IMMEDIATELY PRECEDING THE DATE OF THE CLAIM.

9.3. Clarifications & Disclaimers. THE LIABILITIES LIMITED BY THIS ARTICLE 9 APPLY: (a) TO LIABILITY FOR NEGLIGENCE; (b) REGARDLESS OF THE FORM OF ACTION, WHETHER IN CONTRACT, TORT, STRICT PRODUCT LIABILITY, OR OTHERWISE; (c) TO OBLIGATIONS UNDER THE BAA; (d) EVEN IF TRIZETTO IS ADVISED IN ADVANCE OF THE POSSIBILITY OF THE DAMAGES IN QUESTION AND EVEN IF SUCH DAMAGES WERE FORESEEABLE; AND (d) EVEN IF CLIENT'S REMEDIES FAIL OF THEIR ESSENTIAL PURPOSE. If applicable law limits the application of this Article 9, TriZetto's liability will be limited to the maximum extent permissible.

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10. Term and Termination.

10.1. Term. The term of this Agreement will commence on the Effective Date of the first Order and continue until the expiration or termination of all Orders or SoWs, unless terminated earlier as provided herein. The term, including renewal term(s), for a Service is described on an Order. Except as provided on an Order, terms for a Service renew automatically unless either party notifies the other of its intent not to renew thirty (30) or more days before any renewal date, and such renewal terms for a Service may be terminated without cause by

providing written notice, effective thirty (30) days after the date of notice.

10.2. Termination for Cause. Either party may terminate this Agreement for the other's material breach by written notice, effective in thirty (30) days unless the other party first cures such breach. Without limiting TriZetto's other rights and remedies, TriZetto may suspend or terminate a Client's access to the Subscription Services at any time, without advanced notice, if TriZetto reasonably concludes Client has violated the acceptable use policy or the other requirements of this Agreement in a way that subjects TriZetto to potential liability.

10.3. Effects of Termination. Upon termination of this Agreement, all Orders and SOWs terminate, Client shall cease all use of the Services and delete, destroy, or return all copies of TriZetto Confidential Information in its possession or control. The following provisions will survive termination or expiration of this Agreement: (a) any obligation of Client to pay fees incurred before termination; (b) Articles and Sections 5 (*Confidential Information*), 7.3 (*Warranty Disclaimers*), 8 (*Indemnification*), 9 (*Limitation of Liability*), 11 (*Feedback*), 12 (*Dispute Resolution*) and 13 (*Miscellaneous*); and (c) any other provision of this Agreement that must survive to fulfill its essential purpose.

11. Feedback. TriZetto does not agree to treat as confidential any Feedback (as defined below) that Client or its authorized users provide to TriZetto, and nothing in this Agreement or in the parties' dealings arising out of or related to this Agreement will restrict TriZetto's right to use, profit from, disclose, publish, keep secret, or otherwise exploit Feedback, without compensating or crediting Client or an authorized user in question. Client hereby grants TriZetto a perpetual, irrevocable right and license to exploit Feedback in any and every way. "**Feedback**" means any suggestion or idea for improving or otherwise modifying any of TriZetto's products or services.

12. Dispute Resolution. Subject to each party's right to seek injunctive or equitable relief for any default under the Agreement, in the event of any dispute or cause of action that arises under the Agreement ("**Dispute**"), the parties shall follow the procedures in this Article 12. Either party shall notify the other party in writing of the Dispute ("**Dispute Notice**"). Within ten (10) business days after receiving a Dispute Notice, each party's designated representatives shall meet (in person, telephonically, or by video conference) and shall attempt to negotiate a resolution within ten (10) business days. If the representatives are unable to resolve the Dispute within such period, or any additional extension of time that is mutually agreed upon in writing, such Dispute shall be settled by binding arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules. Any actions taken under this Article 12 shall remain confidential and be treated as compromise and settlement negotiations for purposes of Rule 408 of the Federal Rules of Evidence and any comparable state provision.

13. Miscellaneous.

13.1. Relationship of the Parties. The parties are independent contractors. The Agreement does not establish any relationship of partnership, joint venture, or agency between the parties. Personnel of each party and their affiliates shall not be deemed employees or agents of the other party. Except as provided otherwise in the Agreement, neither Party has the power to bind the other or to incur obligations on behalf of the other.

13.2. Notices. Each party's address for receiving notices is set forth on the Order. Either party may change its address for notice by notifying the other party in writing of the new address. Notices are effective (a) on the date of actual delivery if the notice is delivered personally by a party, if the notice is delivered by a nationally recognized delivery service that can confirm the date of delivery, or if the delivery is made by the U.S. Postal Service as certified or registered mail and the return receipt confirms the date of delivery; or (b) when the receiving party confirms receipt if the notice is delivered electronically by facsimile or e-mail.

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13.3. Subcontractors. TriZetto may subcontract the performance of all or any part of a Service to a subcontractor or an affiliate of TriZetto, provided TriZetto shall remain liable to Client for the performance of such Services. Client is not a party to TriZetto's subcontractor agreements. TriZetto shall include provisions in its subcontractor agreements sufficient to protect Client Data and Client's Confidential Information in a manner consistent with the terms of the Agreement.

13.4. Force Majeure. No delay, failure, or default, other than a failure to pay fees when due, will constitute a breach of this Agreement to the extent caused by acts of war, terrorism, hurricanes, earthquakes, other acts of God or of nature, strikes or other labor disputes, riots or other acts of civil disorder, embargoes, or other causes beyond the performing party's reasonable control.

13.5. Assignment and Successors. Client may not assign this Agreement or any of its rights or obligations hereunder without TriZetto's express written consent. Any attempted assignment without this consent is void. Except to the extent forbidden in this Section 13.5, this Agreement will be binding upon and inure to the benefit of the parties' respective successors and assigns.

13.6. Validity. If any court or arbitrator finds a provision of the Agreement invalid or unenforceable, that provision shall be enforced to the maximum extent permissible, the other provisions of the Agreement shall remain in full force and effect, and the invalid or unenforceable provision shall be revised by the arbitrator or court to render the provision legal and enforceable and consistent with the original intention of the parties.

13.7. Publicity. Either party may publicly disclose the existence of the Agreement and accurately describe the parties' relationship under it, provided the terms of the Agreement are not disclosed. Client may use TriZetto's primary corporate logo on its website to identify TriZetto as a solution provider and TriZetto may use Client's primary corporate logo on its website and in its marketing materials to identify Client as a customer. Each party's use of the other's logo shall be subject to any usage guidelines provided by the owner of the logo and to any review requested by the owner of the logo. This right to use the other party's logo may be withdrawn at any time with reasonable notice from the party that owns the logo.

13.8. Governing Law. This Agreement will be governed solely by the internal laws of the State of New York, including without limitation applicable federal law, without reference to any conflicts of law principle that would apply the substantive laws of another jurisdiction to the parties' rights or duties.

13.9. Precedence. In the event of any conflict among the attachments to this Agreement and these General Terms, the following order of precedence will govern, with lower numbers governing over higher ones: (1) Business Associate Agreement; (2) an Order; (3) these General Terms; (4) the Subscription Services Terms; (5) the Professional Services Terms; (6) any SoW, with more recent Statements of Work taking precedence over prior ones; and (7) any other attachments. No Order, SoW or other attachment incorporated into this Agreement will be construed to amend these General Terms or any earlier attachment unless it specifically states its intent to do so and cites the section or sections amended.

13.10. Construction. The parties agree that the terms of this Agreement result from negotiations between them. This Agreement will not be construed in favor of or against either party by reason of authorship.

13.11. Export. The parties acknowledge that certain software and technical data exchanged under the Agreement may be subject to import or export controls under the laws of the United States and other countries. Each party shall refrain from importing, exporting or re-exporting any such items, any direct product of such items, or any technical data, in violation of applicable import or export control laws. Client warrants and covenants to TriZetto that it is not and shall not become a person to whom TriZetto is prohibited from providing products and services under law.

13.12. Entire Agreement. This Agreement sets forth the entire agreement of the parties and supersedes all prior or contemporaneous writings, negotiations, and discussions with respect to its subject matter. Neither party has relied upon any such prior or contemporaneous communications.

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13.13. Amendment. This Agreement may not be amended except through a written agreement by authorized representatives of each party.