



# Memorial Hospital of Sweetwater County

## Board of Trustees Regular Meeting

Wednesday - February 7, 2018

2:00 PM

Classrooms 1, 2 & 3

# Meeting Book - Wednesday - February 7, 2018 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
Minutes for January 10 2018.docx - Page 4		
III. Community Communication		Richard Mathey
IV. Medical Staff Report		Dr. David Dansie, Medical Staff President
No report included in the meeting packet.		
V. Executive Session (W.S. 16-4-405(a)(ii & iii))		Richard Mathey
VI. Credentials	For Approval	Richard Mathey
Confidential information available for review in the Board Portal.		
VII. Old Business		Richard Mathey
A. Mission and Vision Statements		Kristy Nielson, Chief Nursing Officer
VIII. New Business		Richard Mathey
IX. Chief Executive Officer Report		Irene Richardson, Chief Executive Officer
X. Committee Reports		Richard Mathey
A. Building & Grounds Committee		Taylor Jones
meeting book - tuesday - january 16, 2018 building & grounds committee meeting.pdf - Page 9		
B. Foundation Board		Marty Kelsey
C. Finance and Audit Committee		Taylor Jones
1. Capital Expenditures - Page 22	For Approval	Taylor Jones
2. Narratives - Pages 34, 56 & 73		Tami Love, Chief Financial Officer
3. Investment Recommendation - Page 90	For Approval	Tami Love
4. Bad Debt	For Approval	Ron Cheese, Patient Financial Services Director
Final numbers distributed near or on meeting date.		
meeting book january finance & audit committee meeting.pdf - Page 14		
D. Quality Committee		Taylor Jones

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XI. Contract Review

Suzan  
Campbell,  
Chief Legal  
Executive/General  
Counsel

A. Contract Consent Agenda

For Approval

1. Fibertech

Fibertech 2018.pdf - Page 109

2. Facility Use Agreement Between U of U and MHSC

Facility Use Agreement Between U of U and MHSC.pdf -  
Page 112

B. Contracts Approved by CEO Since Last Board Meeting

For Your Information

1. Vertiv

2. T Systems

3. Martin-Ray Laundry Systems

4. Lamar Signs

5. WorldWash

6. Mirth

7. ABMS Certification Service Agreement

8. Educational Placement Agreement with Independence  
University

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XII. Good of the Order

Richard  
Mathey

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XIII. Adjourn

Richard  
Mathey

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

**January 10, 2018**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on January 10, 2018, at 2:00 PM with Dr. Barbara Sowada, Vice President, presiding.

**CALL TO ORDER**

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

Officially present: Ms. Irene Richardson, CEO; Dr. David Dansie, Medical Staff President; Mr. John Kolb, Sweetwater Board of County Commissioners; and Mr. Jim Phillips, Legal Counsel (*via telephone for Executive Session*).

Dr. Sowada led the audience in the Pledge of Allegiance.

**APPROVAL OF MINUTES**

The motion to approve the minutes of the November 28, 2017, special meeting with the General Medical Staff as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried. The motion to approve the minutes of the December 6, 2017, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

**COMMUNITY COMMUNICATION**

Dr. Sowada invited members of the community to address the Board. There were no comments.

**MEDICAL STAFF REPORT**

Dr. Dansie reported the General Medical Staff and the Medical Executive Committee did not meet in December. The General Services and Infection Control Committees met. Dr. Dansie said he will forward committee membership information to the Board when complete. He said the bylaws work continues.

**EXECUTIVE SESSION**

Dr. Sowada said there would be an Executive Session and referenced Wyoming Statute 16-4-405 (a)(ii & iii) for discussion of contracts and legal issues. The motion to go into Executive Session was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

**RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 3:34 PM.



## **EXECUTIVE SESSION**

Dr. Sowada said there would be an Executive Session to review credentials recommendations. The motion to go into Executive Session was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

## **RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 3:37 PM.

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

1. Initial Appointment to Locum Tenens Staff (1 year)
  - Dr. Clinton Merrill, Oncology
2. Initial Appointment to Active Staff ( 2 years)
  - Dr. Allison Mulcahy, Emergency Medicine
3. Initial Appointment to Consulting Staff (1 year)
  - Dr. Brigham Smith, Cardiology (U of U)
4. Reappointment to Active Staff (2 years)
  - Dr. Wallace Curry, Urology
  - Dr. Scott Sulentic, Plastic Surgery
  - Dr. Frederick Matti, Radiology
5. Reappointment to AHP Staff (2 years)
  - Mark Sanders PA-C, Family Practice/Occupational Medicine
  - Starla Leete, Midwife
6. Reappointment to Locum Tenens Staff (1 year)
  - Dr. Jonathan Roddy, Emergency Medicine

## **OLD BUSINESS**

### Mission and Vision Statements

Dr. Kristy Nielson, Chief Nursing Officer, reminded everyone she sent out a survey to gather input and received sixty-four responses. The Executive Leaders met to review and develop statements. She said the group wanted to honor ideas in statements that were memorable. Dr. Nielson said we are not ready to present at this time. We will have a strategic planning retreat. Dr. Sowada thanked everyone involved in that work.

## **NEW BUSINESS**

None.

## **CEO REPORT**

Ms. Richardson wished everyone a happy new year. She said the start of the year has been very busy. Our team received third place in the lighted parade. The Foundation had a holiday lighting

and Santa party for the community. We hosted a nice Christmas party for employees. Ms. Richardson was asked to speak on December 20 to the Green River Chamber of Commerce and on January 8 to the Rock Springs Chamber of Commerce at their luncheon events. She said the information she presented was well-received. Ms. Richardson and Ms. Tami Love, Chief Financial Officer, are gathering requested data in preparation for the Standard and Poor's credit rating review on February 1. The results will be presented to the Board. Ms. Richardson said we continue to look at ways to save on costs and commends everyone on their efforts. We are getting ready to move into the budget cycle for next fiscal year. Ms. Richardson said she appreciates everyone for their hard work and appreciates the Board's support. Dr. Sowada thanked Ms. Richardson.

## **COMMITTEE REPORTS**

### **Building and Grounds Committee**

Mr. Jones asked Mr. Jim Horan, Facilities Director, to provide a brief report. Mr. Horan reported a group toured the old hospital site and discussed the visit at the Committee meeting. He said the property is more than what we really need for storage purposes. The Committee is looking at other possible uses. He said we want to look at other buildings again in the spring. We have an agreement in place for current storage. Mr. Horan said we will continue to look at storage options. He offered to invite interested Trustees to the next tour of the property. Mr. Horan reported there is nothing new to report with the laundry project. He said the bid opening for the CT project was December 21. He said that information will be presented at the next Building and Grounds Committee meeting. Mr. Horan said the steam expansion joint in the tunnel work is being done now. He said we have received a variance from the Wyoming Department of Health for an extension to complete the return air duct work in the medical office building. We have identified the rooms needing the work. A proposal for engineering will be presented to the Building and Grounds Committee. Mr. Horan said he believes all other issues have been resolved. Regarding The Joint Commission findings, the work to correct the positive latching doors is still outstanding but we have a plan to complete. Mr. Horan said a recognition and appreciation plaque is ready for the landscaping rock donation. We continue to reach out to coordinate a time to make the presentation.

### **Foundation Board**

Ms. Tiffany Marshall, Foundation Director, reported the Marine Ball donated \$2,500 to the Waldner House. We received a Wyoming Community Foundation grant for \$5,000 to assist with breast cancer efforts. The grant was 100% spearheaded by our Cancer Center. We are working on another grant to bring education to the community. Ms. Marshall said she thinks Wyoming is 49<sup>th</sup> in our country for cancer prevention programs. She said we have a joint meeting for the Foundation Board and Board of Trustees later in the month. Ms. Marshall said the Red Tie Gala is set for February 3. She said Ms. Robin Fife, Clinical Administrative Assistant, is in charge of the department baskets challenge. The theme is "time" and many departments are participating.

## Finance and Audit Committee

*Capital Expenditures Requests:* Ms. Love requested tabling the capital request in the packet at this time because Mr. Rich Tyler, IT Director, said he thinks we can do some of that work on our own.

*Narratives:* Ms. Love introduced Ms. Jan Layne, Controller. Ms. Love reviewed the narratives included in the packet. She announced a year-to-date gain and compared it to a \$2M loss at this same time last year. Expenses were under for the month. We had \$2.9M more in expenses at this time last year. Days in A/R were down three days to 43. The annual debt service is at 3.84. For December's outlook, she said we continue to see volume shift from inpatient to outpatient. Ms. Love said we are focusing on increasing revenue as well as decreasing expenses. She said we have been forced to stop billing for the Wamsutter Clinic because there are issues with the building. Patients are being seen and we are holding the bills to process when updates to the building are made. We are able to bill for occupational medicine visits. Ms. Love said we are reimbursed by the health district for our losses. Mr. Clayton Radakovich, Director of Accreditation, is working to resolve the issues with the State. Ms. Richardson said the health district is willing to pay for improvements to the building. We are working through the process. We hope to resolve in time to bill. She feels the obligation is on us for the updates to the area. Ms. Love said our typical revenue when billing is \$3,000/month. Mr. Jones thanked everyone who is pitching in to improve the finances at the Hospital. He said we have notable differences from a year ago. There are great ideas and we have had great collections. Mr. Jones said things are falling into place.

*Investment Recommendation:* The motion to approve the investment recommendation of \$17,005,720.89 as requested was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

*Bad Debt:* The motion to approve the net potential bad debt for \$595,089.52 as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

## Quality Committee

Mr. Jones pointed out the narrative now included in the meeting packet. He said the Committee is focusing on Emergency Department thru-put time and the Patient Experience. We are making some progress in both areas. Ms. Richardson said she is excited about the work being done and she likes the way the Committee is moving forward. Dr. Sowada said these accomplishments come from the staff and are definitely appreciated.

## Joint Conference Committee

Dr. Dansie said the group met December 19. They reviewed rough concepts from the Executive Leaders and gave a direction for some goals. The Committee decided to wait to meet again until some additional information is provided by the Exec group. Mr. Tardoni said we want something more than just a poster on the wall. Ms. Richardson said we want to create the mission, vision, and values and then have a Strategic Planning Retreat to come up with our pillars so we all have input. We would like to have the retreat at the end of February.

## **CONTRACT REVIEW**

### Contract Consent Agenda

The motion to approve the CEO signing both agreements under the consent agenda on behalf of the Hospital was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

### Contracts Approved by CEO Since Last Board Meeting

Dr. Sowada asked if anyone had any questions on any of the agreements signed by the CEO. Ms. Suzan Campbell, Chief Legal Executive/General Counsel, said the Jim Bridger agreement was a renewal and the Grand Canyon agreement is for education. There were no questions.

## **COMMUNITY COMMUNICATION**

Dr. Sowada invited members of the community to address the Board. There were no comments.

## **GOOD OF THE ORDER**

Dr. Sowada noted a December 29 Rocket-Miner article about Dr. Sigsbee Duck receiving the Physician of the Year Award for Wyoming. She congratulated Dr. Duck for the wonderful recognition. Ms. Richardson said we are very proud of him and we are so fortunate to have him here. She offered to forward an article about him from the Wyoming Medical Society to the Trustees for their review.

Mr. Jones said he has diligently been working on the Board auction item for the Gala. He noted he appreciates the good competition and said the goal is to have fun raising funds for the Foundation. Ms. Marshall reported the special traveling trophy is being prepared.

## **ADJOURNMENT**

Dr. Sowada noted the next meeting of the Board of Trustees will be with the Foundation Board on January 25 with dinner at 5:30 PM. The next regular meeting of the Board of Trustees will be February 7 at 2:00 PM.

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 4:20 PM.

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Mr. Richard Mathey, President

Attest:

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Mr. Marty Kelsey, Secretary



# Memorial Hospital of Sweetwater County Board of Trustees

## Building & Grounds Committee Meeting

Tuesday - January 16, 2018

5:00 PM

Classrooms 1 & 2

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

**Tuesday – January 16, 2018**

**Board Committee Members**

**Taylor Jones, Chair  
Ed Tardoni**

**Staff Committee Members**

**Irene Richardson  
Jim Horan  
Tami Love**

**Guests**

**Gerry Johnson – *Facilities*  
Stevie Nosich – *Facilities*  
Clayton Radakovich - *Compliance*  
John Kolb – *Board of Sweetwater County Commissioners*  
Britt Morgan – *Plan One Architects***

**Agenda**

- 1. Approve December 19, 2017 Minutes**
- 2. Project(s) Review**
  - A. Laundry Update**
  - B. CT Project Update**
  - C. Prioritized Projects List**
- 3. Old Business**
- 4. New Business**
- 5. Meeting Schedule**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Building & Grounds Committee Meeting**  
**December 19, 2017**

Trustee Committee Member Present:      Mr. Taylor Jones  
   Mr. Ed Tardoni

Staff Committee Member Present:      Mr. Jim Horan  
   Ms. Tami Love  
   Ms. Irene Richardson

Guests:      Mr. Bill Current  
   Ms. Brittany Griffin  
   Mr. Gerry Johnston  
   Mr. John Kolb, *County Commissioner Liaison*

**Call Meeting to Order**

Mr. Tardoni called the meeting to order.

**Meeting Minutes**

The motion to approve the minutes of the November 14, 2017, regular meeting as presented was made by Mr. Horan; second by Ms. Love. Motion carried.

**Projects Review**

**CT Project Update**

Mr. Horan reported the bid opening will be December 21. He will report more as we move forward.

**Prioritized Projects List**

Steam Expansion Joint: Mr. Horan reported Mr. Johnston is working on it and it is moving along.

Collapsing Retaining Wall: Mr. Horan said he has received engineering proposals. He asked two local companies for engineering work bids and they came in at \$22,500 and \$35,000. Mr. Horan said the companies are not willing to work on concrete without engineering plans. Mr. Jones suggested Mr. Horan contact Western Engineers and Geologists to see if they are interested. Mr. Kolb said the City has a set of engineering plans that we can follow. Ms. Richardson asked if the County Engineer staff could review and assist since the Hospital is a County building. Mr. Kolb said he will ask if anyone can assist.

Return Air Ducts in Medical Office Building: Mr. Horan said a meeting is scheduled December 20 to define the exact rooms in need for return air.

Latching Doors: Mr. Horan reported the parts have not all arrived yet. We expect to complete the work in January.

Patient Care Areas: Mr. Horan said Ms. Richardson asked him to look at work needed in patient care areas. He said she told him we need a good plan and know where we are headed.

### **Old Business**

#### **Appreciation Plaque**

Mr. Horan reported the plaque to thank Sunroc has been ordered.

### **New Business**

Mr. Horan reported we received a check for \$17,000 for converting the MRI to a different chiller.

The Committee agreed to meet again on Tuesday, January 16 at 5:00 PM.

*Submitted by Cindy Nelson.*



## STORAGE BUILDINGS (comparison of costs to operate)

Description	Old Hospital building	Auxiliary building at old hospital	Current Storage Building
Annual rent	\$0.00	\$0.00	\$42,000.00
~Annual utilities	\$64,000.00	\$9,000.00	\$5,000.00
Annual elevator	\$5,800.00	\$5,800.00	\$0.00
Annual fire alarm	\$700.00	\$0.00	\$0.00
Annual alarm monitoring	\$605.00	\$0.00	\$0.00
Annual generator	\$1,700.00	\$0.00	\$0.00
~Building /Grounds maint.	\$20,000.00	\$10,000.00	\$0.00
~Total	\$92,805.00	\$24,800.00	\$47,000.00



# January Finance & Audit Committee meeting

January 24, 2018

Classrooms 1 & 2

## January Finance & Audit Committee meeting

### Agenda

#### Agenda

Agenda Finance Comm January 31, 2018.docx

#### I. Call Meeting to Order

Taylor  
Jones  
Taylor  
Jones

#### II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes November 29 2017.doc

#### III. Capital Requests FY18

Taylor  
Jones

CAPITAL REQUESTS January 24 2018.xls

FY18-15.pdf

18 CAPITAL.xlsx

#### IV. Building & Grounds Committee Report

James  
Horan

Building & Grounds January 2018.doc

#### V. IT Report

Rich Tyler

IT Report fo Finance Jan 2018.docx

#### VI. Financial Report

##### A. Monthly Financial Statements & Statistical Data

Tami Love

##### 1. Financial Statements

Tami Love

NARRATIVE TO DECEMBER 2017 FINANCIAL  
STATEMENT.doc

FY18 FINANCIALS COMBINED - DECEMBER 2017.pdf

FY18 Other Operating Revenue Detail.xlsx

CLINIC NARRATIVE TO DECEMBER 2017 FINANCIAL  
STATEMENT.doc

FY18 FINANCIALS CLINIC - DECEMBER 2017.pdf

FY18 FINANCIALS HOSPITAL ONLY - DECEMBER  
2017.pdf

HDRHCD December 2017 Board.pdf

Key Financial Ratios - Definitions.pdf

##### 2. Statistics

Tami Love

18 Board Graphs December.pdf

18 MHSC STATISTICS December 2017.pdf

18 FTE REPORT - 122417.pdf

##### 3. Accounts Receivable report

Tami Love

18 PAYOR MIX.pdf

FY18 DAYS IN AR December 2017.pdf

4. Budget Adherence

Tami Love

B. Approve Investment Report

Tami Love

18 INVESTMENT SUMMARY 12-31-17.pdf

18 DAYS OF CASH ON HAND December 17.pdf

C. Other Business

1. Preliminary Bad Debt

Ron  
Cheese  
Ron  
Cheese

2. Title 25 County Voucher

FY18 County Maintenance & Title 25 Voucher.pdf

3. Legal Summary

Tami Love

18 BOARD LEGAL December 2017.pdf

4. Cash Disbursements

Tami Love

FY18 CASH DISBURSEMENTS - December 2017.pdf

VII. New Business

A. Financial Forum Discussions

Taylor  
Jones  
Taylor  
Jones

VIII. Adjournment

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

**Wednesday ~ January 24, 2018**

**4:00 p.m.**

**Classrooms 1 & 2**

**Voting Members:**

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

**Non-Voting Members:**

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

**Guests:**

John Kolb, Commission

Jim Horan

Leslie Taylor

- |   |              |
|---|--------------|
| I. Call Meeting to Order                              | Taylor Jones |
| II. Approve November 29 <sup>th</sup> Meeting Minutes | Taylor Jones |
| III. Capital Requests FY 18                           | Taylor Jones |
| IV. Building Project Review                           | Jim Horan    |
| V. IT Report  | Rich Tyler   |
| VI. 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    |
| VII. New Business                                     |              |
| A. Financial Forum Discussion                         | Taylor Jones |
| VIII. Adjournment                                     | Taylor Jones |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Finance & Audit Committee Meeting  
November 29, 2017

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

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

Non-Voting Member Absent:     Mr. Ron Cheese  
  Dr. Augusto Jamias

Guests:                               Mr. Jim Horan  
  Ms. Kari Quickenden  
  Mr. John Kolb, *County Commissioner Liaison*  
  Ms. Jenna Riley, *Crimson Market Advantage*

**Call Meeting to Order**

Mr. Jones called the meeting to order.

**Approve Meeting Minutes**

A motion to approve the meeting minutes of October 25, 2017, as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

**Capital Requests FY 18**

Mr. Kelsey commented that he had reviewed capital request FY18-11 for a Pediatric Glide Scope baton. The motion to approve forwarding FY18-11 for \$6,143.00 to the full Board for review and consideration was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

**Crimson Market Advantage Presentation**

Ms. Jenna Riley from Crimson Market Advantage made a presentation on the product we are presently using. She presented a power point of the product and talked about how we have used it in the past and how other hospitals are using the product. Our contract is coming up for renewal in March 2018.

**Building and Grounds Committee Report**

Mr. Horan updated the committee on ongoing projects. Mr. Horan reported Mr. Clayton Radakovich, Compliance Director, presented updated information on the usage of the behavioral health rooms. Mr. Horan said the Committee approved the recommendation to stay with the two BH rooms at this time. Mr. Horan reached out to Chuck Radosevich with the County to set up times for our group to tour the old hospital buildings. Mr. Horan said we have returned our plan of action to the Wyoming Department of Health and have asked for an extension to have the

work completed. Mr. Horan commented that he would be coming to this committee to request Capital funds to complete the project. Mr. Horan said they are working on the last item from The Joint Commission findings. The doors have been approved and will be completed soon. The Christmas lights have been scaled down this year and have been completed. Mr. Taylor asked about the plaque recognition for the donation made by Sun Rock. Mr. Horan said they are having trouble coordinating with their representative but are still working on it.

### **IT Report**

Mr. Tyler reported they are hoping to make a decision on Pulse Check versus T-System in the next two weeks. He has been looking into costs for offsite storage backups and will be requesting Capital funds for this project in the near future. We are finishing up the annual IT security audit.

### **Financial Report**

#### Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative and financial highlights. She announced we had a gain for the second month in a row. Volume, including inpatient surgeries, births, ER visits and outpatient visits are under budget. Expenses continue to be lower and collections were very good in October. Ms. Love reported a loss in the clinic and noted it was lower than budgeted. Mr. Jones commented on the improvement in the Clinic. Mr. Kelsey asked about the “cost savings plan” mentioned in the narrative. Ms. Love said it actually refers to the fiscal year budget and the cost savings plan from last year continuing into the new year.

Ms. Love distributed the confidential budget adherence and clinic provider statistics information.

Ms. Love mentioned that we are still working on a productivity report to be included in the financial packet. We want to make sure all of the departments are using the correct metrics and that it makes sense to everyone involved.

Mr. Kolb said that it is likely that the sixth cent tax will be over collected due to the timing of the notice. He is approximating we will receive an additional \$600,000 to be used on a similar project.

Ms. Richardson pointed out the year to date losses are 10 times less than the losses for the same period last year. Mr. Jones asked about two of the graphs on the dashboard worksheet and why they are so high. Ms. Love will look into the calculations and report back to the committee.

#### 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

Ms. Love noted the preliminary bad debt estimate amount of \$302,834. She read the explanation prepared by Mr. Cheese in his absence. A motion to approve the preliminary bad debt report was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Ms. Love reported on the submitted vouchers to the County. She asked Mr. Kolb about the process for receiving maintenance fund distributions as we had just received a fairly large amount not related to the last submitted voucher. He said he would meet with Mr. Robb Slaughter about the process.

### **Old Business**

#### **Finance & Audit Charter and Spending Matrix Review**

Mr. Jones reviewed the completed Finance and Audit Committee charter and thanked the committee for all their work on finishing the charter and spending policies. A motion to approve the newly revised charter was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Mr. Jones and Mr. Kelsey reviewed the Contracts Requiring Board Approval policy. It was noted that service contracts that are attached to previously approved capital purchases will not need to be approved separately. Ms. Richardson added that all contracts and capital purchases not needing Board approval will be included in the Board packet for information purposes. Two other policies, Contract Management policy and Capital Purchases policy, were included in the packet for information only. These two policies will be approved internally through Policy Stat.

### **New Business**

#### **Financial Forum Discussion**

Ms. Love said it was agreed that the December meeting would be cancelled due to the Holidays. The November financial packet will be completed and included in the January board packet for review and approval.

With no further business, the meeting was adjourned.

The next meeting is scheduled for Wednesday, January 31 at 4:00 PM.

*Submitted by Tami Love*



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

WEDNESDAY ~ JANUARY 24, 2018

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF DECEMBER 2017		180,125.00	-	2,000,000.00	1,819,875.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	AMOUNT REQUESTED	COMMENTS
FY18-15	MOB return air duct engineering James Horan	24,900.00	

TOTAL AMOUNT REQUESTED	24,900.00	-	-
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# Assigned: FY 18 - 15

### 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:** 800

**Submitted by:** JH

**Date:** 1/8/2018

**Provide a detailed description of the capital expenditure requested:** Engineering to provide return-air ducting in specified exam/procedure rooms on the first and second floors of our MOB.

#### Preferred Vendor:

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

1. Renovation	\$ _____
2. Equipment	\$ _____
3. Installation	\$ _____
4. Shipping	\$ _____
5. Accessories	\$ _____
6. Training	\$ _____
7. Travel costs	\$ _____
8. Other e.g. interfaces	\$ _____
<b>Total Costs (add 1-8) \$ 24,900</b>	

#### Does the requested item:

Require annual contract renewal? ☐ YES ☐ NO

Fit into existing space?

☐ YES ☐ NO

Explain:

Attach to a new service:

☐ YES ☐ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☐ NO

Electrical

HVAC

Safety

Plumbing

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

Engineering

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

#### Annualized impact on operations (if applicable):

##### Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure \$ \_\_\_\_\_

Projected gross revenue \$ \_\_\_\_\_

Projected net revenue \$ \_\_\_\_\_

Projected Additional FTE's \_\_\_\_\_

Salaries \$ \_\_\_\_\_

Benefits \$ \_\_\_\_\_

Maintenance \$ \_\_\_\_\_

Supplies \$ \_\_\_\_\_

**Total Annual Expenses** \$ \_\_\_\_\_

**Net Income/(loss) from new service** \$ \_\_\_\_\_

##### Budgeted Item?

☐ YES ☐ NO

#### 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

## OTHER CONSIDERATIONS

This is the first cost to remedy the absence of proper return-air ducts in our MOB. According to the "State of Wyoming Department of Health Healthcare Licensing and Surveys", exam/ procedure rooms where invasive procedures are performed must have ducted returns. This engineering will provide us with plans for this correction. Plans that can be used to acquire competitive bids for the work to be done. Once those bids are received, we will know precisely the cost to make those engineered changes.

Submitted by: Signature

Date

January 4, 2018

Mr. James Horan  
Memorial Hospital of Sweetwater County  
1200 College Drive  
Rock Springs, WY 82901

Re: Memorial Hospital of Sweetwater County Medical Office Building Ductwork  
Renovation Professional Services Proposal

Dear Mr. Horan,

Thank you for allowing Plan One/Architects to propose professional design services for your Medical Office Building Ductwork Renovation. The intent of this letter is to outline the scope of work for the project, the design services we propose to provide, and the associated professional design fees.

**Project Description:** This proposal is for professional design services related to the following scope of work:

- Provide design for return air ducts and to extend walls to structure in the 11 rooms identified in attached drawing. The return ducts shall comply with WDH Chapter 3 Construction Rules and Regulations for Healthcare Facilities.

**Professional Design Services:** Plan One/Architects will provide professional design services for your project. This fee proposal includes:

1. Phase One: Design Services

- Field visit and document existing conditions including identification of existing conditions related to the scope of work.
- Conduct design meetings with Owner during design stage.
- Produce final project plans. The plans will include all necessary architectural, structural, mechanical, and electrical related scope of work to complete the projects.
- Generate incremental progress sets of construction documents that will allow the following Owner reviews:

- 65% Construction Document Review.

2. Phase Two: Bidding Services

- Submit drawings to City of Rock Springs Building Department and OHLS. Make any required revisions requested.
- Costs for final plans are included in the proposal.
- Answer questions during the bid process.
- Produce addenda as necessary.

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3. Phase Three: Construction Administration Services

- Perform contractor pay application reviews and approvals.
- Answer questions during construction and provide clarifications.
- Submittal and shop drawing reviews.
- Regular site visits and construction observation reports.

4. Phase Four: Project Close Out

- Review contractor provided record drawings.
- Perform final punch list inspection for the project.
- Prepare the final 41-Day Advertisement.
- Perform an 11 Month Walk-through of the Project.

**Fee Proposal:** Based on the scope of work as described above, we are providing the following fee proposal for the MOB Ductwork Renovation Project:

Total fee proposal	=	\$23,400
<u>Estimated Reimbursables</u>	=	<u>\$ 1,500</u>
Total Project Cost	=	\$24,900

Base professional design fees will be considered a lump sum and be billed on a percentage complete of the services provided. Reimbursable costs include post construction trips by mechanical and electrical engineers as well as project engineering and architectural costs such as printing.

If this proposal is acceptable to you, please sign both copies of this agreement, and return one signed copy to Plan One/Architects.

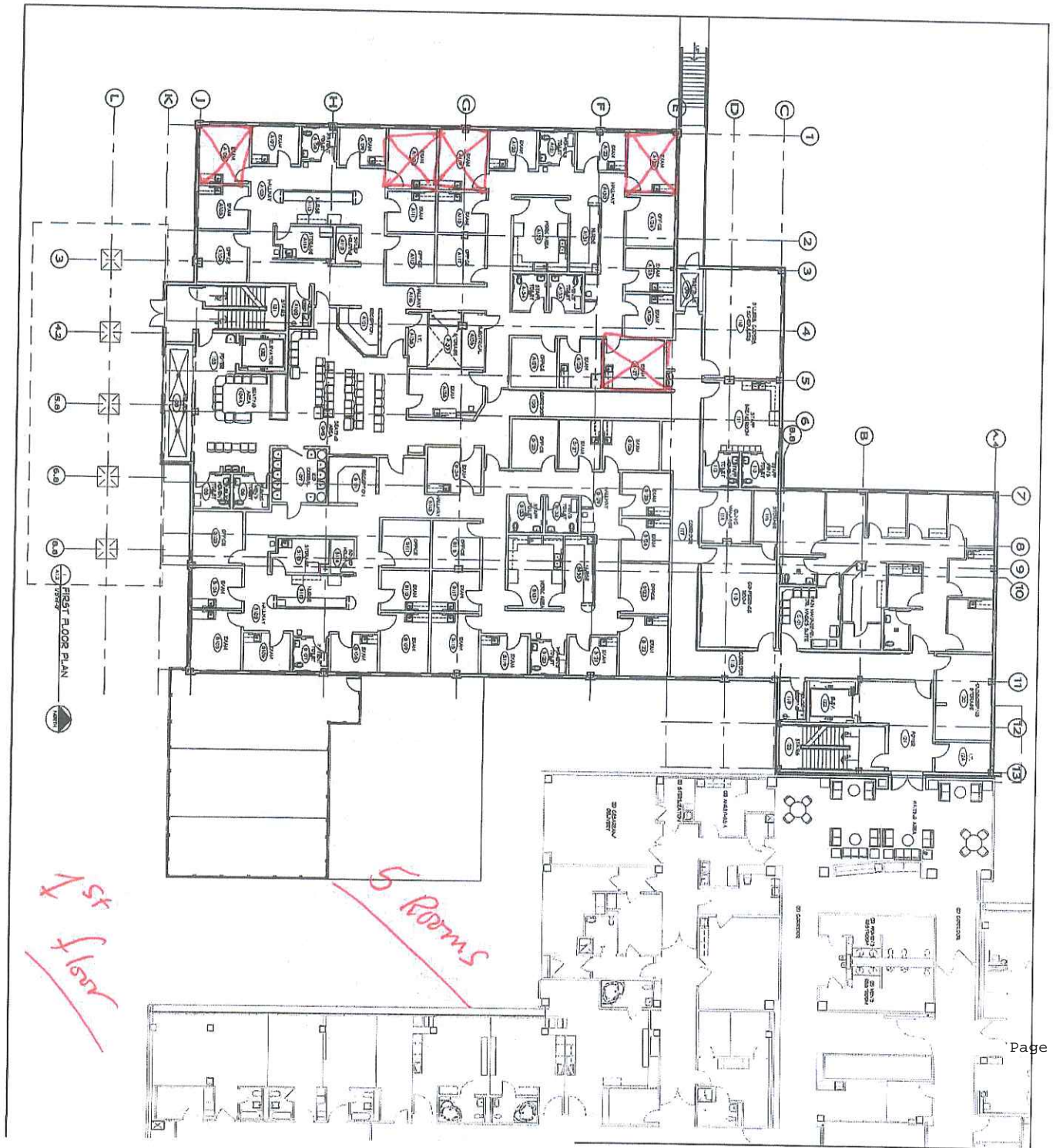
Sincerely,



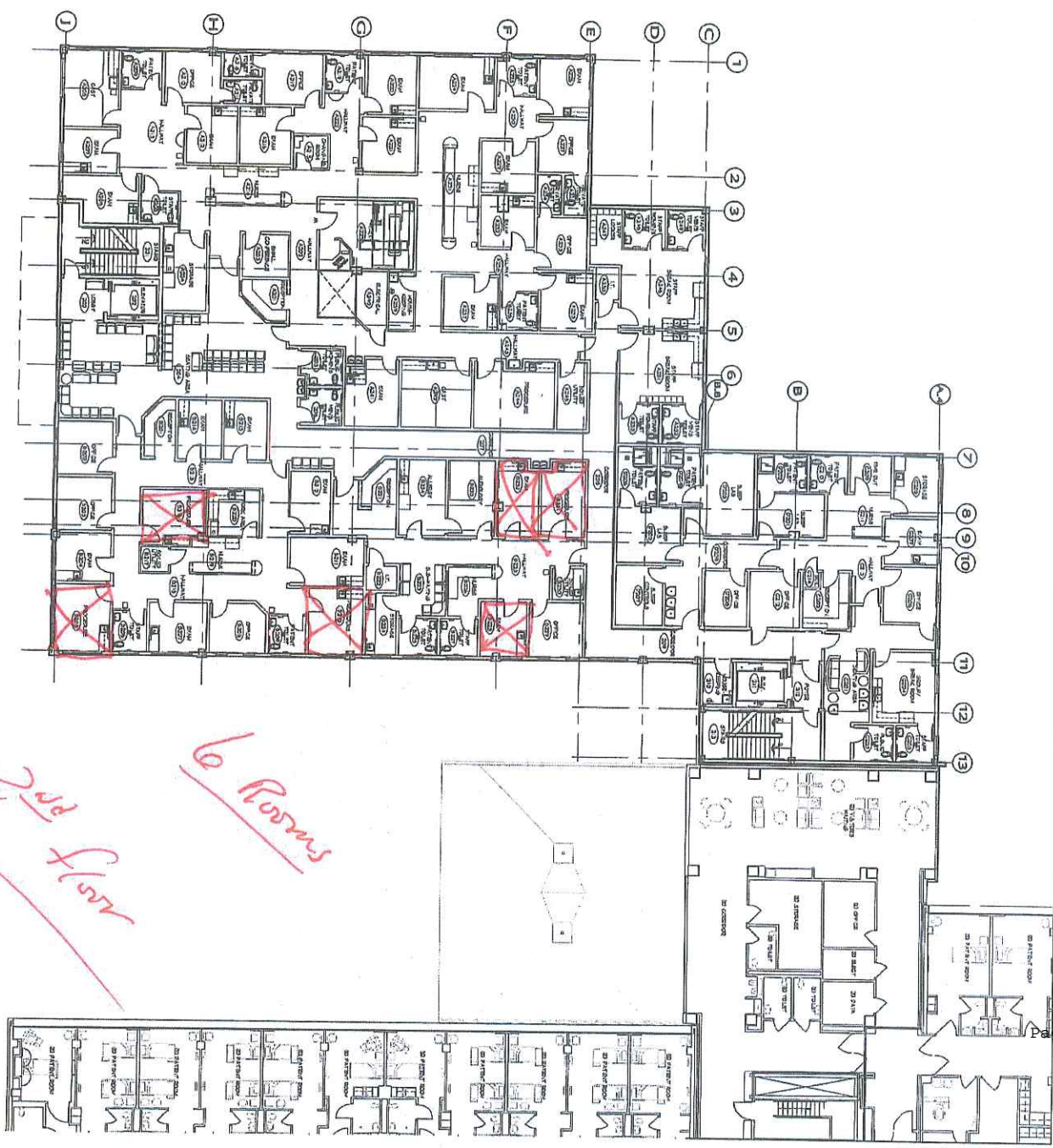
Dan Odasz AIA  
President

-----  
Mr. James Horan  
Facilities Support Services

Attachments: Return Air Rooms Drawing







SECOND FLOOR PLAN

6 Rooms  
2nd floor

## James Horan

---

**From:** Britt Morgan <bmorgan@planone.com>  
**Sent:** Monday, January 08, 2018 9:19 AM  
**To:** James Horan  
**Subject:** RE: Return ducts for MOB 1st and 2nd floors  
**Attachments:** Fee Proposal 01.04.18.pdf

Jim,

Please see the attached fee proposal to make the changes to the return ducts as requested. This includes ACE's fee proposal. Let me know if you have any questions. Thanks,

Britt Morgan, NCARB, AIA  
Associate Principal

**plan one | architects**

4020 Dewar Drive, Suite A  
Rock Springs, WY 82901

P: 307.352.2954

F: 307.352.2956

W: [www.planone.com](http://www.planone.com)

[TO VIEW OUR ACTIVELY BIDDING PROJECTS CLICK HERE](#)

[CLICK HERE TO SEND ME A SECURE FILE](#)

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---

**From:** James Horan [mailto:jhoran@sweetwatermemorial.com]

**Sent:** Friday, December 29, 2017 10:56 AM

**To:** Britt Swanson (bswanson@planone.com) <bswanson@planone.com>

**Cc:** Stevie Nosich <snosich@sweetwatermemorial.com>; Gerry Johnston <gjohnston@sweetwatermemorial.com>; Clayton Radakovich <clradakovich@sweetwatermemorial.com>; Irene Richardson <irichardson@sweetwatermemorial.com>; Tami Love <tlove@sweetwatermemorial.com>

**Subject:** Return ducts for MOB 1st and 2nd floors

Britt,

Here are the plans showing the defined rooms to have ducted returns. Can you work with the original design team to provide a proposal to provide contractor-ready plans and to provide your regular support for this renovation project? This would include:

- Design formulation in collaboration with MEP engineers.
- Preliminary design review with WDH and local AHJ.
- Final project plans suitable for contractor bidding and construction.
- Construction Administration including:
  - Contract development.
  - Collaboration with State and local AHJ.
  - Advertising.
  - Pre-bid observation.
  - Choice of contractors.
  - Construction observation.
  - Review submittals/ respond to requests.
  - Change orders.

Page 28 of 117



- Liaison with Owner and Engineer(s).
- Acquire all close-out documents.
- Handle any "as-built" adjustments.
- Pay-application approvals.
- Typical Construction Administration management.
- Perform final punch-list inspection.
- Validate conformance specifications.
- Prepare the final 41-day advertisement.
- Perform 11-month walk-through.

I understand that you have incurred some expense to date in support of this request. Please assure that any such expenses are compensated properly in this proposal. If your proposal is not accepted, please bill us for the expenses to date as a separate stand-alone charge.

Thanks, Britt.

Jim

**James Horan, Director**

Facilities Support Services

Direct 307-352-8239

[jhoran@sweetwatermemorial.com](mailto:jhoran@sweetwatermemorial.com)

Main 307-362-3711, Fax 307-352-8504

1200 College Drive, Rock Springs, WY 82901

[www.sweetwatermemorial.com](http://www.sweetwatermemorial.com)



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## MHSC Capital Budget for FYE 6/30/2018

Department	ITEM	Approved	Purch/Amt	Variance	FY#
MEDICAL IMAGING	C10-3V ULTRASOUND TRANSDUCER	12,762	12,762	-	FY18-2
RESPIRATORY	PURITAN BENNETT 980 VENTILATOR	TABLED 3 MOS		-	FY18-3
RESPIRATORY	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER	31,500	31,920	420	FY18-4
INFORMATION SERVICES	VIRTUAL SERVER EXPANSION	39,281	39,281	-	FY18-5
INFECTION CONTROL	TROPHON EPR (2)	19,526	17,326	(2,200)	FY18-6
LABORATORY	BIOLOGICAL HOOD	9,566	9,241	(325)	FY18-7
LABORATORY	PLASMA THAWER	2,858	2,857	(1)	FY18-8
UROLOGY CLINIC	GOBY WIRELESS URODYNAMICS SYSTEM	20,720	20,720	-	FY18-9
MEDICAL IMAGING	EMC CENTERA 2 NODE UPGRADE	12,772	12,773	1	FY18-10
SURGERY	GLIDE SCOPE PEDIATRIC BATON	6,143	6,143	-	FY18-11
INFORMATION SERVICES	T-SYSTEM SERVER UPGRADE	TABLED			FY18-12
LABORATORY	BLOOD CULTURE SYSTEM	12,499		(12,499)	FY18-13
LABORATORY	BLOOD CULTURE SYSTEM	12,499		(12,499)	FY18-14
				-	
				-	
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				-	
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				-	
				-	
				-	
Total Budgeted	2,000,000	180,125	153,022	(27,103)	

### Capital Expenditure Dollars Authorized

**180,125**

### Net Capital Outlay FYTD 2018

**180,125**

### Remaining Balance FY2018 Capital Budget

**1,819,875**

**BUILDING AND GROUNDS COMMITTEE**  
**Memorial Hospital of Sweetwater County**

1/16/2018

**Trustee Committee Members Present:** Ed Tardoni, Taylor Jones.

**Committee Members Present:** Irene Richardson, Tami Love, Jim Horan

**Guests Present:** Gerry Johnston, Clayton Radakovich, Britt Morgan

**Minutes taken by:** Cindy Nelson

**Location:** Classrooms 1 & 2

**Time started:** 5:00P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Offsite storage	No discussion	J. Horan	Schedule a second trip to the old hospital auxiliary buildings to further assess suitability for storage.	Spring 2018
Laundry Upgrade	Temperature in Laundry seems to have returned to its former excess. Measures to reduce temperatures and provide cooling to be implemented as soon as feasible.	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	Involved discussion regarding strategies to reduce construction bid received from lowest bidder (bid differs greatly from architectural/engineering estimate). B. Morgan to work with J. Horan to negotiate with contractor. Eliminating some contracted services and deferring to FSS to perform may return favorable results. If so, Board approval will be sought at 2/7/2018 Board of Trustees meeting. This will shift the timeline for the project into March/ April.	J. Horan/ B. Morgan	Collaborate to seek more favorable cost. Use change-orders to shift some bid-work away from contractor to FSS. If favorable results are obtained, reducing lowest bid closer to estimate, then J. Horan to present to Board at their 2/7/2018 meeting for approval to proceed.	Report progress next meeting.
Itemized Maintenance projects.	These projects are to be considered in conjunction with WDH issue listed below. (No discussion) 1. Failed steam expansion joint 2. Collapsing retaining wall. 3. Replace original ceilings and sprinkler heads. 4. Seal mechanical room floor.	J. Horan	1. Work in progress 2. More engineering proposals. 3. No discussion. 4. No discussion.	Review progress next meeting.
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. Discussed revised room list to receive ducting. Total of 11 rooms instead of the original 50 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 – Rooms defined. Capital request for design to be submitted for approval CH—variance approved 2. Completed 3. Completed 4. MOB completed/ CH in progress 5. In progress	Review progress next meeting.
TJC findings review	One issue remains open from TJC survey. 7 double doors to have positive latching installed. Parts are ordered.(No discussion)	J. Horan	Work with contractors to install as soon as possible.	Review progress next meeting.
"Thank you" plaque for donated stone.	Obtain commemorative plaque for "Sun-Rock" in appreciation for their donation and for formal presentation. (No Discussion).	J. Horan/ C. Nelson	Plaque has been ordered. Contact with contractor in progress.	Date/ time for presentation TBD.

**Time Adjourned:** 6:00P

**Next Meeting:** February 20, 2018; 5PM

**Respectfully Submitted:** Jim Horan



Finance and Audit Committee

IT report

January 2018

Rich Tyler

1. We will be building new T-system servers within the next month. These will replace our current appliances. We decided to use our own hardware for this upgrade instead of purchasing their appliances which should save us quite a bit of money.
2. We completed our annual IT security audit. There were no major findings, just a few small ones. We will need to change some verbiage in some of our current policies. Also we will need to implement off-site storage as soon as possible.
3. We recently watched a demo on some products for off-site data storage. We are working with a vendor to get some quotes for this. We are trying to find three different vendors/products as to make sure we get the best deal.

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

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

**January 15, 2018**

**NARRATIVE TO DECEMBER 2017 FINANCIAL STATEMENT**

**THE BOTTOM LINE.** The bottom line from operations for December was a gain of \$168,734, compared to a gain of \$466,056 in the budget. This yields a 2.31% operating margin for the month compared to 5.91% in the budget. The YTD net operating gain is \$294,931, compared to a gain of \$889,983 in the budget. This represents a YTD operating margin of 0.68% compared with 1.98% in the budget.

The total net gain for the month was \$395,702, compared to a gain of \$661,161 in the budget. The YTD total net gain is \$1,699,695, compared to a gain of \$2,060,613. This represents a YTD total profit margin of 3.93% compared with 4.58% in the budget.

Annual Debt Service Coverage came in at 3.93. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

**VOLUME.** Average inpatient census for the month was 9.7; under budget by 9.8. YTD average census is 10.9 compared to 18.6 in the budget and 18.6 in the prior year.

Inpatient surgeries were 5 under budget at 30 and outpatient surgeries were under budget by 55 at 173. There were 6,051 outpatient visits, under budget by 1,009.

Total ER visits were 1,431, which was under budget by 144. There were 46 newborns in December, over budget by 7. Births are under budget by 14 year to date.

**REVENUE.** Revenue for the month was \$12,943,679, under budget by \$1,431,314. Inpatient revenue was under budget by \$1,977,711, outpatient revenue was over budget by \$848,920 and the employed Provider Clinic was under budget by \$301,894.

YTD total revenue was \$79,083,830, under budget by \$2,599,584. Inpatient revenue is under budget by \$8,227,995, outpatient revenue is over budget by \$6,640,038 and the Provider Clinic is under budget by \$1,011,627. We are experiencing a shift from inpatient care to outpatient care. YTD inpatient revenue is 21% of total revenue compared to 30% in the prior year.

Net patient revenue for the month was \$7,098,399, under budget by \$638,865. YTD net patient revenue was \$42,075,929, under budget by \$1,945,712.

Deductions from revenue were booked at 45.2% for December compared to 46.2% in the budget. YTD deductions from revenue are 46.8%, compared to 46.1% in the budget and 44.2% for the same period in FY 2017.

**EXPENSES.** Total expenses for the month were \$7,149,507 under budget by \$272,050. Salary & Wage, Purchased Services, Utilities, Insurance Expense, Other Operating Expenses, Leases and Rentals and Depreciation were under budget for December. The following categories were over budget for December:

**Fringe Benefits**-This expenses is over budget by \$77,674. Group Health was over budget by \$122,512.

**Contract Labor** – This expense is over budget by \$52,088. OB, Surgery, Dialysis and Emergency Room are over budget for the month.

**Physician Fees** – This expense is over budget by \$73,594. Locum tenens fees for Oncology and Pediatrics are over budget.

**Supplies** – This expense is over budget by \$61,180. Drugs, Outdates and Other Non-Med/Surg supplies are over budget for December.

**Repairs & Maintenance** - This expense is over budget by \$22,017. Maintenance & Repair service and Bio Med Maintenance are both over budget for the month.

Our monthly expenses continue to stay around the \$7 million mark. As of December, the daily cash expense is steady at \$211,000, down from a high of \$236,000 in last fiscal year.

**BALANCE SHEET.** Operating cash at month end was \$13,376,122, up \$196,456 from November. Collections for the month of December were \$7,185,167. The Days of Cash on Hand for December are 108, up one day from November. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$19,523,673, down \$94,461 from the prior month. Net patient receivables at month end were \$10,133,655, down \$110,796 from last month. Days in Receivables are 42 for December, down 1 day from November.

**OUTLOOK FOR JANUARY.** Inpatient volumes continue to be low and 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 projecting to come in over budget. ER visits are projecting to be under budget. Outpatient visits, including imaging and lab services, are projecting to come in over budget January. Gross patient revenue is projecting to come in at \$13.6M, which is under budget with net revenue projecting to \$7.4M. Collections are projecting to come in at \$6.4M, which is under budget.

With the continued decrease in volumes, expenses are also projecting to come in under budget. As we continue in our busy season, we hope to sustain the 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  
ROCK SPRINGS, WY**

**Unaudited Financial Statements**

**for**

**Six months ended December 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.

Page 37 of 117

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

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**ROCK SPRINGS, WY**

**Six months ended December 31, 2017**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

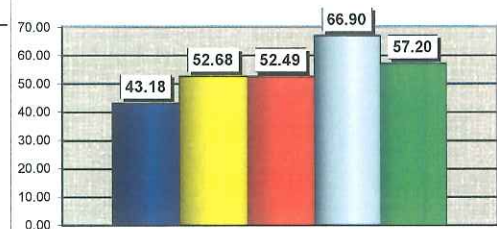
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Six months ended December 31, 2017

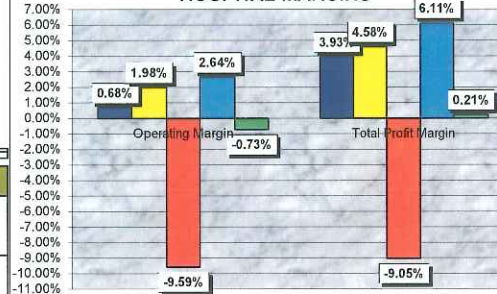
### BALANCE SHEET

	YTD 12/31/2017	Prior FYE 6/30/2017
<b>ASSETS</b>		
Current Assets	\$31,202,070	\$28,430,788
Assets Whose Use is Limited	14,477,006	15,912,634
Property, Plant & Equipment (Net)	70,556,941	73,152,948
Other Assets	253,238	259,415
<b>Total Unrestricted Assets</b>	<b>116,489,256</b>	<b>117,755,785</b>
Restricted Assets	409,261	75,515
<b>Total Assets</b>	<b>\$116,898,517</b>	<b>\$117,831,300</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$9,190,907	\$9,201,224
Long-Term Debt	27,944,854	30,738,726
Other Long-Term Liabilities	1,287,796	1,122,980
<b>Total Liabilities</b>	<b>38,423,557</b>	<b>41,062,930</b>
Net Assets	78,474,960	76,768,370
<b>Total Liabilities and Net Assets</b>	<b>\$116,898,517</b>	<b>\$117,831,300</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



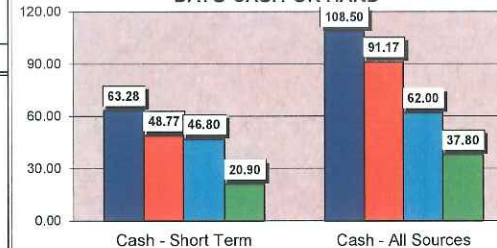
### HOSPITAL MARGINS



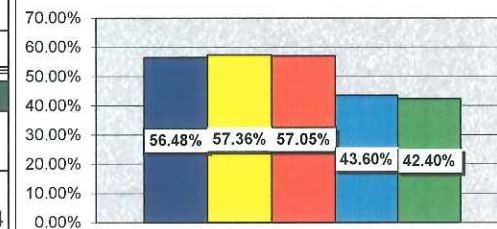
### STATEMENT OF REVENUE AND EXPENSES - YTD

	12/31/17 ACTUAL	12/31/17 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$12,943,679	\$14,374,993	\$79,083,831	\$81,683,413
Deductions From Revenue	(5,845,280)	(6,637,729)	(37,007,901)	(37,661,773)
Net Patient Revenues	7,098,399	7,737,264	42,075,929	44,021,640
Other Operating Revenue	219,842	150,349	1,170,330	942,094
<b>Total Operating Revenues</b>	<b>7,318,241</b>	<b>7,887,613</b>	<b>43,246,260</b>	<b>44,963,734</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	4,111,975	4,341,608	24,260,342	25,791,409
Purchased Serv. & Physician Fees	657,699	715,265	3,738,595	3,756,494
Supply Expenses	1,032,955	971,775	6,362,715	5,773,121
Other Operating Expenses	729,552	749,270	4,530,274	4,546,115
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	617,326	643,639	4,059,403	4,206,611
<b>Total Expenses</b>	<b>7,149,507</b>	<b>7,421,558</b>	<b>42,951,329</b>	<b>44,073,750</b>
<b>NET OPERATING SURPLUS</b>	<b>168,734</b>	<b>466,056</b>	<b>294,931</b>	<b>889,985</b>
Non-Operating Revenue/(Exp.)	226,968	195,105	1,404,764	1,170,630
<b>TOTAL NET SURPLUS</b>	<b>\$395,702</b>	<b>\$661,161</b>	<b>\$1,699,695</b>	<b>\$2,060,615</b>

### DAYS CASH ON HAND



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



### KEY STATISTICS AND RATIOS

	12/31/17 ACTUAL	12/31/17 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	300	603	1,997	3,416
Average Acute Length of Stay	2.6	3.1	2.6	3.4
Total Emergency Room Visits	1,431	1,575	8,223	8,548
Outpatient Visits	6,051	7,060	38,674	41,899
Total Surgeries	203	263	1,135	1,167
Total Worked FTE's	416.24	442.90	408.32	442.90
Total Paid FTE's	447.40	486.41	454.75	486.41
Net Revenue Change from Prior Yr	-10.83%	-3.89%	-3.68%	0.15%
EBIDA - 12 Month Rolling Average			3.32%	14.53%
Current Ratio			3.39	
Days Expense in Accounts Payable			38.55	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	12/31/17
Prior Fiscal Year End	06/30/17
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

<b>FINANCIAL STRENGTH INDEX - (0.99)</b>			
Excellent -	Greater than 3.0	Good -	3.0 to 0.0
Fair -	0.0 to (2.0)	Poor -	Less than (2.0)



## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

### ROCK SPRINGS, WY

Six months ended December 31, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 12/31/2017	Year to Date 12/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>						
Operating Margin	↑	2.31%	0.68%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	5.41%	3.93%	-9.05%	6.11%	0.21%
Return on Assets	↑	0.68%	2.91%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		18.33%	22.54%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		72.10%	77.46%	68.92%	64.10%	71.70%
<b>Liquidity:</b>						
Days of Cash on Hand, Short Term	↑	N/A	63.28	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	108.50	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	44.26	43.18	52.49	66.90	57.20
Average Payment Period	↓	43.62	43.21	40.28	44.80	49.20
Current Ratio	↑	3.39	3.39	3.08	3.66	1.74
<b>Capital Structure:</b>						
Average Age of Plant (Annualized)	↓	10.20	10.20	8.42	9.50	12.40
Capital Costs as a % of Total Expense		7.07%	7.87%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	35.61%	35.61%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	26.26%	26.26%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	3.93	1.32	N/A	2.64
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	↓	8.47	8.64	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$85,872	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		57.51%	56.48%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	32.46	32.16	52.24	49.04
		MTD - Actual 12/31/2017	YTD - Actual 12/31/2017	Prior FYE 6/30/2017	YTD - Budget 12/31/2017	
<b>Other Ratios:</b>						
Gross Days in Accounts Receivable	↓	46.76	44.95	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$11,562	\$11,784	\$12,261	\$13,322	
Operating Expenses per Adj. Discharge	↓	\$11,296	\$11,703	\$13,438	\$13,058	

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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 ROCK SPRINGS, WY

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Six months ended December 31, 2017

	Current Month 12/31/2017	Prior Month 11/30/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
<b>Current Assets</b>					
Cash and Cash Equivalents	\$13,376,122	\$13,179,667	\$196,456	1.49%	\$11,368,899
Gross Patient Accounts Receivable	19,523,673	19,618,134	(94,461)	-0.48%	19,972,096
Less: Bad Debt and Allowance Reserves	(9,390,018)	(9,373,682)	(16,335)	-0.17%	(9,329,712)
Net Patient Accounts Receivable	10,133,655	10,244,451	(110,796)	-1.08%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,122,356	1,879,899	1,242,457	66.09%	1,750,578
Inventories	2,643,112	2,609,662	33,451	1.28%	2,664,302
Prepaid Expenses	1,926,825	1,812,846	113,979	6.29%	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
<b>Total Current Assets</b>	<b>31,202,070</b>	<b>29,726,524</b>	<b>1,475,546</b>	<b>4.96%</b>	<b>28,430,788</b>
<b>Assets Whose Use is Limited</b>					
Cash	3,675	(1,898)	5,573	-293.65%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,024,354	2,918,079	106,274	3.64%	3,017,205
Trustee Held Funds - SPT	1,895,545	1,554,581	340,965	21.93%	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
<b>Total Limited Use Assets</b>	<b>14,477,006</b>	<b>14,024,195</b>	<b>452,812</b>	<b>3.23%</b>	<b>15,912,634</b>
<b>Property, Plant, and Equipment</b>					
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	107,238,930	107,148,457	90,473	0.08%	105,824,759
Construction In Progress	520,546	492,505	28,042	5.69%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	148,720,718	148,602,204	118,514	0.08%	147,263,807
Less: Accumulated Depreciation	(78,163,777)	(77,546,451)	(617,326)	-0.80%	(74,110,859)
<b>Net Property, Plant, and Equipment</b>	<b>70,556,941</b>	<b>71,055,753</b>	<b>(498,812)</b>	<b>-0.70%</b>	<b>73,152,948</b>
<b>Other Assets</b>					
Unamortized Loan Costs	253,238	254,268	(1,029)	-0.40%	259,415
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>253,238</b>	<b>254,268</b>	<b>(1,029)</b>	<b>-0.40%</b>	<b>259,415</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>116,489,256</b>	<b>115,060,740</b>	<b>1,428,517</b>	<b>1.24%</b>	<b>117,755,785</b>
<b>Restricted Assets</b>	<b>409,261</b>	<b>409,233</b>	<b>28</b>	<b>0.01%</b>	<b>75,515</b>
<b>TOTAL ASSETS</b>	<b>\$116,898,517</b>	<b>\$115,469,972</b>	<b>\$1,428,545</b>	<b>1.24%</b>	<b>\$117,831,300</b>



# Balance Sheet - Liabilities and Net Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Six months ended December 31, 2017

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 12/31/2017	Prior Month 11/30/2017	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,338,036	\$3,601,145	(\$736,890)	-20.46%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	944,447	744,999	(199,447)	-26.77%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,580,810	1,548,582	(32,228)	-2.08%	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)	1,939,318	1,235,000	(704,318)	-57.03%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	388,297	276,861	(111,436)	-40.25%	411,236
<b>Total Current Liabilities</b>	<b>9,190,907</b>	<b>7,406,588</b>	<b>(1,784,319)</b>	<b>-24.09%</b>	<b>9,201,224</b>
Long Term Debt					
Bonds/Mortgages Payable	29,884,172	29,184,666	(699,506)	-2.40%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,939,318	1,235,000	(704,318)	-57.03%	1,585,000
<b>Total Long Term Debt (Net of Current)</b>	<b>27,944,854</b>	<b>27,949,666</b>	<b>4,812</b>	<b>0.02%</b>	<b>30,738,726</b>
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	1,287,796	2,034,489	746,693	36.70%	1,122,980
<b>Total Other Long Term Liabilities</b>	<b>1,287,796</b>	<b>2,034,489</b>	<b>746,693</b>	<b>36.70%</b>	<b>1,122,980</b>
<b>TOTAL LIABILITIES</b>	<b>38,423,557</b>	<b>37,390,743</b>	<b>(1,032,814)</b>	<b>-2.76%</b>	<b>41,062,930</b>
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	448,274	448,246	(28)	-0.01%	441,378
Net Revenue/(Expenses)	1,699,695	1,303,992	N/A	N/A	(7,625,019)
<b>TOTAL NET ASSETS</b>	<b>78,474,960</b>	<b>78,079,229</b>	<b>(395,731)</b>	<b>-0.51%</b>	<b>76,768,370</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$116,898,517</b>	<b>\$115,469,972</b>	<b>(\$1,428,545)</b>	<b>-1.24%</b>	<b>\$117,831,300</b>

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Six months ended December 31, 2017

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#### CURRENT MONTH

	Actual 12/31/17	Budget 12/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 12/31/16
Gross Patient Revenue					
Inpatient Revenue	\$2,372,167	\$4,349,877	(\$1,977,711)	-45.47%	\$4,205,617
Outpatient Revenue	9,332,424	8,484,134	848,290	10.00%	8,138,470
Clinic Revenue	1,048,027	1,222,341	(174,314)	-14.26%	1,147,454
Specialty Clinic Revenue	191,061	318,641	(127,580)	-40.04%	426,522
Total Gross Patient Revenue	12,943,679	14,374,993	(1,431,314)	-9.96%	13,918,063
Deductions From Revenue					
Discounts and Allowances	(4,987,914)	(5,353,430)	365,516	6.83%	(4,820,602)
Bad Debt Expense (Governmental Providers Only)	(595,394)	(998,899)	403,505	40.40%	(803,383)
Charity Care	(261,972)	(285,400)	23,428	8.21%	(217,146)
Total Deductions From Revenue	(5,845,280)	(6,637,729)	792,450	11.94%	(5,841,131)
Net Patient Revenue	7,098,399	7,737,264	(638,865)	-8.26%	8,076,932
Other Operating Revenue	219,842	150,349	69,493	46.22%	129,956
Total Operating Revenue	7,318,241	7,887,613	(569,372)	-7.22%	8,206,888
Operating Expenses					
Salaries and Wages	3,145,250	3,504,646	359,396	10.25%	4,006,063
Fringe Benefits	854,959	777,285	(77,674)	-9.99%	832,529
Contract Labor	111,766	59,678	(52,088)	-87.28%	213,207
Physicians Fees	292,891	219,298	(73,594)	-33.56%	310,896
Purchased Services	364,808	495,967	131,160	26.45%	470,839
Supply Expense	1,032,955	971,775	(61,180)	-6.30%	1,081,417
Utilities	94,092	100,044	5,952	5.95%	111,777
Repairs and Maintenance	368,249	346,232	(22,017)	-6.36%	328,058
Insurance Expense	58,919	65,472	6,553	10.01%	81,634
All Other Operating Expenses	139,568	166,702	27,135	16.28%	181,658
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	68,724	70,820	2,096	2.96%	94,329
Depreciation and Amortization	617,326	643,639	26,313	4.09%	743,896
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,149,507	7,421,558	272,050	3.67%	8,456,303
Net Operating Surplus/(Loss)	168,734	466,056	(297,322)	-63.80%	(249,415)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	1,833	7,100	(5,267)	-74.19%	(459)
Tax Subsidies (Except for GO Bond Subsidies)	334,349	279,743	54,606	19.52%	273,178
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(120,482)	(111,593)	8,889	-7.97%	(107,795)
Other Non-Operating Revenue/(Expenses)	11,269	19,855	(8,586)	-43.24%	24,629
Total Non Operating Revenue/(Expense)	226,968	195,105	31,863	16.33%	186,252
Total Net Surplus/(Loss)	\$395,702	\$661,161	(\$265,458)	-40.15%	(\$63,163)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$395,702	\$661,161	(\$265,458)	-40.15%	(\$63,163)
Operating Margin	2.31%	5.91%			-3.04%
Total Profit Margin	5.41%	8.38%			-0.77%
EBIDA	14.64%	17.01%			9.05%

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# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Six months ended December 31, 2017

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	YEAR-TO-DATE				Prior Year 12/31/16
	Actual 12/31/17	Budget 12/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$16,312,141	\$24,540,135	(\$8,227,993)	-33.53%	\$23,578,838
Outpatient Revenue	54,820,409	48,180,371	6,640,038	13.78%	45,819,129
Clinic Revenue	6,725,807	7,121,981	(396,174)	-5.56%	7,274,840
Specialty Clinic Revenue	1,225,473	1,840,927	(615,454)	-33.43%	1,988,655
Total Gross Patient Revenue	<u>79,083,831</u>	<u>81,683,413</u>	<u>(2,599,583)</u>	<u>-3.18%</u>	<u>78,661,462</u>
Deductions From Revenue					
Discounts and Allowances	(31,237,165)	(30,287,085)	(950,080)	-3.14%	(28,727,216)
Bad Debt Expense (Governmental Providers Only)	(4,581,342)	(5,735,869)	1,154,527	20.13%	(5,098,927)
Charity Care	(1,189,395)	(1,638,820)	449,425	27.42%	(923,618)
Total Deductions From Revenue	<u>(37,007,901)</u>	<u>(37,661,773)</u>	<u>653,872</u>	<u>1.74%</u>	<u>(34,749,761)</u>
Net Patient Revenue	<u>42,075,929</u>	<u>44,021,640</u>	<u>(1,945,711)</u>	<u>-4.42%</u>	<u>43,911,701</u>
Other Operating Revenue	<u>1,170,330</u>	<u>942,094</u>	<u>228,236</u>	<u>24.23%</u>	<u>986,276</u>
Total Operating Revenue	<u>43,246,260</u>	<u>44,963,734</u>	<u>(1,717,475)</u>	<u>-3.82%</u>	<u>44,897,977</u>
Operating Expenses					
Salaries and Wages	18,819,182	20,471,372	1,652,190	8.07%	21,210,488
Fringe Benefits	4,574,808	4,774,768	199,961	4.19%	4,453,858
Contract Labor	866,353	545,268	(321,085)	-58.89%	1,391,940
Physicians Fees	1,169,614	1,159,355	(10,258)	-0.88%	1,516,367
Purchased Services	2,568,981	2,597,138	28,157	1.08%	3,072,144
Supply Expense	6,362,715	5,773,121	(589,594)	-10.21%	5,932,710
Utilities	551,328	592,219	40,891	6.90%	590,749
Repairs and Maintenance	2,123,173	2,123,693	519	0.02%	2,075,663
Insurance Expense	383,983	390,287	6,304	1.62%	483,621
All Other Operating Expenses	1,100,566	1,084,430	(16,136)	-1.49%	1,425,176
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	371,224	355,486	(15,738)	-4.43%	577,251
Depreciation and Amortization	4,059,403	4,206,611	147,208	3.50%	4,480,451
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>42,951,329</u>	<u>44,073,750</u>	<u>1,122,421</u>	<u>2.55%</u>	<u>47,210,418</u>
Net Operating Surplus/(Loss)	<u>294,931</u>	<u>889,985</u>	<u>(595,054)</u>	<u>-66.86%</u>	<u>(2,312,442)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	28,944	42,600	(13,656)	-32.06%	(13,441)
Tax Subsidies (Except for GO Bond Subsidies)	2,019,547	1,678,458	341,089	20.32%	1,652,217
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(736,273)	(669,558)	(66,715)	9.96%	(648,751)
Other Non-Operating Revenue/(Expense)	92,546	119,130	(26,584)	-22.31%	108,810
Total Non Operating Revenue/(Expense)	<u>1,404,764</u>	<u>1,170,630</u>	<u>234,134</u>	<u>20.00%</u>	<u>1,096,834</u>
Total Net Surplus/(Loss)	<u>\$1,699,695</u>	<u>\$2,060,615</u>	<u>(\$360,920)</u>	<u>-17.52%</u>	<u>(\$1,213,607)</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	<u>\$1,699,695</u>	<u>\$2,060,615</u>	<u>(\$360,920)</u>	<u>-17.52%</u>	<u>(\$1,213,607)</u>
Operating Margin	0.68%	1.98%			-5.15%
Total Profit Margin	3.93%	4.58%			-2.70%
EBIDA	14.08%	14.53%			8.21%

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

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	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,824	\$2,623,367
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,332,424	\$9,091,002	\$9,761,390	\$8,831,699	\$9,336,438
Clinic Revenue	\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300
Specialty Clinic Revenue	\$191,061	\$176,581	\$205,457	\$236,113	\$206,155
Total Gross Patient Revenue	\$12,943,679	\$13,036,894	\$13,976,126	\$13,019,611	\$13,347,260
Deductions From Revenue					
Discounts and Allowances	\$4,987,914	\$5,399,047	\$5,490,404	\$5,069,104	\$5,202,389
Bad Debt Expense (Governmental Providers Only)	\$595,394	\$298,556	\$945,198	\$982,992	\$976,726
Charity Care	\$261,972	\$188,422	\$196,604	\$63,706	\$195,376
Total Deductions From Revenue	5,845,280	5,886,024	6,632,206	6,115,802	6,374,491
Net Patient Revenue	\$7,098,399	\$7,150,870	\$7,343,920	\$6,903,809	\$6,972,769
Other Operating Revenue	219,842	360,875	226,027	132,021	98,430
Total Operating Revenue	7,318,241	7,511,744	7,569,947	7,035,830	7,071,199
Operating Expenses					
Salaries and Wages	\$3,145,250	\$2,875,383	\$3,195,966	\$2,960,550	\$3,386,967
Fringe Benefits	\$854,959	\$865,713	\$899,647	\$620,573	\$663,774
Contract Labor	\$111,766	\$183,557	\$129,775	\$137,000	\$102,834
Physicians Fees	\$292,891	\$210,531	\$188,302	\$157,462	\$157,081
Purchased Services	\$364,808	\$505,848	\$412,633	\$480,197	\$404,375
Supply Expense	\$1,032,955	\$1,088,388	\$1,087,098	\$1,086,034	\$1,092,210
Utilities	\$94,092	\$91,389	\$85,365	\$106,004	\$93,656
Repairs and Maintenance	\$368,249	\$358,456	\$325,228	\$343,702	\$385,354
Insurance Expense	\$58,919	\$61,018	\$63,804	\$66,589	\$66,544
All Other Operating Expenses	\$139,568	\$172,447	\$215,922	\$169,070	\$241,806
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$68,724	\$72,622	(\$50,868)	\$89,248	\$119,792
Depreciation and Amortization	\$617,326	\$618,625	\$738,261	\$682,349	\$698,636
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,149,507	\$7,103,978	\$7,291,132	\$6,898,778	\$7,413,029
<b>Net Operating Surplus/(Loss)</b>	<b>\$168,734</b>	<b>\$407,767</b>	<b>\$278,815</b>	<b>\$137,052</b>	<b>(\$341,830)</b>
Non-Operating Revenue:					
Contributions					
Investment Income	1,833	902	4,510	10,888	9,201
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	334,349	338,547	308,743	420,876	310,001
Interest Expense (Governmental Providers Only)	(120,482)	(106,298)	(170,996)	(107,709)	(124,049)
Other Non-Operating Revenue/(Expenses)	11,269	23,279	20,605	1,481	19,418
Total Non Operating Revenue/(Expense)	\$226,968	\$256,429	\$162,862	\$325,536	\$294,571
<b>Total Net Surplus/(Loss)</b>	<b>\$395,702</b>	<b>\$664,196</b>	<b>\$441,677</b>	<b>\$462,588</b>	<b>(\$127,259)</b>
Change in Unrealized Gains/(Losses) on Investments					
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>\$395,702</b>	<b>\$664,196</b>	<b>\$441,677</b>	<b>\$462,588</b>	<b>(\$127,259)</b>
Operating Margin	2.31%	5.43%	3.68%	1.95%	-4.83%
Total Profit Margin	5.41%	8.84%	5.83%	6.57%	-1.80%
EBIDA	10.74%	13.66%	13.44%	11.65%	5.05%

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Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016
\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617
\$8,467,456	\$8,682,306	\$8,442,688	\$7,816,452	\$8,521,842	\$6,666,860	\$8,050,970	\$8,138,470
\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745	\$1,147,454
\$210,106	\$259,241	\$217,138	\$244,602	\$386,301	\$281,416	\$391,396	\$426,522
\$12,760,261	\$12,850,599	\$13,164,040	\$13,027,934	\$13,131,764	\$11,483,092	\$13,932,592	\$13,918,063
\$5,088,307	\$5,712,822	\$6,333,953	\$5,339,351	\$4,920,041	\$4,084,991	\$5,439,949	\$4,820,602
\$782,476	\$747,176	\$802,116	\$692,173	\$724,002	\$773,015	\$908,069	\$803,383
\$283,316	\$317,868	\$301,201	\$124,361	\$353,391	\$419,538	\$72,253	\$217,146
6,154,099	6,777,866	7,437,270	6,155,885	5,997,435	5,277,544	6,420,271	5,841,131
\$6,606,162	\$6,072,733	\$5,726,770	\$6,872,049	\$7,134,330	\$6,205,548	\$7,512,321	\$8,076,932
133,136	137,619	491,885	147,263	213,499	76,528	198,334	129,956
6,739,298	6,210,352	6,218,655	7,019,312	7,347,829	6,282,076	7,710,655	8,206,888
\$3,255,066	\$3,247,880	\$3,364,610	\$3,195,654	\$3,401,381	\$3,501,778	\$3,577,849	\$4,006,063
\$670,142	\$790,698	\$858,790	\$844,352	\$750,155	\$880,624	\$1,091,981	\$832,529
\$201,421	\$119,467	\$150,585	\$128,602	\$177,922	\$285,056	\$146,994	\$213,207
\$163,346	\$175,409	\$284,816	\$305,224	\$256,701	\$218,016	\$236,151	\$310,896
\$401,121	\$406,476	\$399,760	\$571,988	\$534,922	\$518,367	\$620,997	\$470,839
\$976,030	\$1,471,285	\$1,063,925	\$982,868	\$953,347	\$808,882	\$1,147,263	\$1,081,417
\$80,822	\$99,366	\$93,475	\$89,300	\$60,718	\$127,027	\$95,377	\$111,777
\$342,184	\$371,836	\$386,767	\$342,089	\$341,838	\$385,413	\$304,454	\$328,058
\$67,107	\$67,671	\$67,671	\$74,540	\$79,014	\$81,497	\$81,436	\$81,634
\$161,754	\$186,813	\$171,802	\$162,144	\$232,805	\$209,026	\$249,668	\$181,658
\$71,706	\$82,688	\$92,824	\$85,156	\$84,643	\$82,935	\$92,970	\$94,329
\$704,205	\$706,240	\$718,016	\$728,887	\$727,168	\$730,416	\$733,360	\$743,896
\$7,094,904	\$7,725,829	\$7,653,041	\$7,510,804	\$7,600,615	\$7,829,037	\$8,378,500	\$8,456,303
(\$355,606)	(\$1,515,477)	(\$1,434,386)	(\$491,492)	(\$252,786)	(\$1,546,961)	(\$667,845)	(\$249,415)
1,610	43,218	10,494	92,646	4,623	10,327	9,979	(459)
307,031	302,717	246,405	233,796	232,770	290,366	252,337	273,178
(106,739)	(129,860)	(109,196)	(108,951)	(130,517)	(109,112)	(110,073)	(107,795)
16,495	(232,314)	(264,249)	(286,531)	(300,886)	(284,874)	(296,160)	21,329
\$218,397	(\$16,239)	(\$116,546)	(\$69,040)	(\$194,010)	(\$93,293)	(\$143,917)	\$186,252
(\$137,209)	(\$1,531,716)	(\$1,550,932)	(\$560,532)	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)
10,679			97,892				
(\$137,209)	(\$1,521,037)	(\$1,550,932)	(\$462,640)	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)
-5.28%	-24.40%	-23.07%	-7.00%	-3.44%	-24.62%	-8.66%	-3.04%
-2.04%	-24.66%	-24.94%	-7.99%	-6.08%	-26.11%	-10.53%	-0.77%
5.17%	-13.03%	-11.52%	3.38%	6.46%	-13.00%	0.85%	6.03%



Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2017

	CASH FLOW	
	Current Month 12/31/2017	Current Year-To-Date 12/31/2017
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$395,702	\$1,699,695
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	617,326	4,059,403
(Increase)/Decrease in Net Patient Accounts Receivable	110,796	508,729
(Increase)/Decrease in Other Receivables	(1,242,457)	(1,371,778)
(Increase)/Decrease in Inventories	(33,451)	21,190
(Increase)/Decrease in Pre-Paid Expenses	(113,979)	77,800
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	736,890	160,597
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	231,675	(502,292)
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	(22,939)
<b>Net Cash Provided by Operating Activities:</b>	<b>813,939</b>	<b>4,630,403</b>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(118,514)	(1,463,396)
(Increase)/Decrease in Limited Use Cash and Investments	(447,239)	1,110,420
(Increase)/Decrease in Other Limited Use Assets	(5,573)	325,207
(Increase)/Decrease in Other Assets	1,029	6,177
<b>Net Cash Used by Investing Activities</b>	<b>(570,297)</b>	<b>(21,591)</b>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	699,506	(2,439,554)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(746,693)	164,816
<b>Net Cash Used for Financing Activities</b>	<b>(47,187)</b>	<b>(2,274,738)</b>
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(326,851)
<b>Net Increase/(Decrease) in Cash</b>	<b>196,456</b>	<b>2,007,223</b>
Cash, Beginning of Period	13,179,667	11,368,899
<b>Cash, End of Period</b>	<b>\$13,376,122</b>	<b>\$13,376,122</b>

# Patient Statistics

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Six months ended December 31, 2017

Current Month				Year-To-Date				
Actual 12/31/17	Budget 12/31/17	Positive/ (Negative) Variance	Prior Year 12/31/16					
STATISTICS				Actual 12/31/17	Budget 12/31/17	Positive/ (Negative) Variance	Prior Year 12/31/16	
Discharges								
116	195	(79)	195	Acute	757	1,014	(257)	1,014
116	195	(79)	195	Total Adult Discharges	757	1,014	(257)	1,014
46	39	7	39	Newborn	253	267	(14)	267
162	234	(72)	234	Total Discharges	1,010	1,281	(271)	1,281
Patient Days:								
300	603	(303)	603	Acute	1,997	3,416	(1,419)	3,416
300	603	(303)	603	Total Adult Patient Days	1,997	3,416	(1,419)	3,416
77	65	12	65	Newborn	433	432	1	432
377	668	(291)	668	Total Patient Days	2,430	3,848	(1,418)	3,848
Average Length of Stay (ALOS)								
2.6	3.1	(0.5)	3.1	Acute	2.6	3.4	(0.7)	3.4
2.6	3.1	(0.5)	3.1	Total Adult ALOS	2.6	3.4	(0.7)	3.4
1.7	1.7	0.0	1.7	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
9.7	19.5	(9.8)	19.5	Acute	10.9	18.6	(7.7)	18.6
9.7	19.5	(9.8)	19.5	Total Adult ADC	10.9	18.6	(7.7)	18.6
2.5	2.1	0.4	2.1	Newborn	2.4	2.3	0.0	2.3
Emergency Room Statistics								
134	168	(34)	168	ER Visits - Admitted	796	899	(103)	899
1,297	1,407	(110)	1,407	ER Visits - Discharged	7,427	7,649	(222)	7,649
1,431	1,575	(144)	1,575	Total ER Visits	8,223	8,548	(325)	8,548
9.36%	10.67%		10.67%	% of ER Visits Admitted	9.68%	10.52%		10.52%
115.52%	86.15%		86.15%	ER Admissions as a % of Total	105.15%	88.66%		88.66%
Outpatient Statistics:								
6,051	7,060	(1,009)	7,060	Total Outpatients Visits	38,674	41,899	(3,225)	41,899
120	110	10	110	Observation Bed Days	722	580	142	580
3,540	4,372	(832)	4,344	Clinic Visits - Primary Care	23,898	25,813	(1,915)	26,671
366	578	(212)	648	Clinic Visits - Specialty Clinics	2,711	3,190	(479)	3,375
30	35	(5)	35	IP Surgeries	176	237	(61)	237
173	228	(55)	228	OP Surgeries	959	930	29	930
Productivity Statistics:								
416.24	442.90	(26.66)	460.44	FTE's - Worked	408.32	442.90	(34.58)	448.38
447.40	486.41	(39.01)	494.46	FTE's - Paid	454.75	486.41	(31.66)	470.54
1.3476	1.3123	0.04	1.3123	Case Mix Index -Medicare	1.3261	1.0435	0.28	1.4649
0.8638	0.8769	(0.01)	0.8769	Case Mix Index - All payers	0.8762	0.8446	0.03	0.8626



## Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**12/31/17**

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	<b>Current Month <u>Actual</u></b>	<b>Current Month <u>Target</u></b>
Gross Days in Accounts Receivable - All Services	44.95	46.55
Net Days in Accounts Receivable	43.18	52.49
Number of Gross Days in Unbilled Revenue	4.76	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.05%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	2.02%	1.99%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.50%	2.01%
Bad Debts as a % of Gross Patient Revenue - Current Month	4.60%	6.95%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.79%	7.02%
Collections as a Percentage of Net Revenue - Current Month	101.22%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	100.22%	100% or >
Percentage of Blue Cross Receivable > 90 Days	10.78%	< 10%
Percentage of Insurance Receivable > 90 Days	10.21%	< 15%
Percentage of Medicaid Receivable > 90 Days	25.79%	< 20%
Percentage of Medicare Receivable > 60 Days	9.53%	< 6%

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ended December 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	%
<b>PROFIT &amp; LOSS STATEMENT</b>				
<b>Gross Patient Revenue</b>	(1,431,314)	-9.96%	(2,599,583)	-3.18%
Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include Discharges, Patient Days, ER Visits, Surgeries and Clinic Outpatient visits. Average Daily Census is 9.7 in December which is under budget by 9.8.				
<b>Deductions from Revenue</b>	792,450	11.94%	653,872	1.74%
Deductions from revenue are under budget for December and under budget year to date. They are currently booked at 45% for December and 47.0% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
<b>Bad Debt Expense</b>	403,505	40.40%	1,154,527	20.13%
Bad debt expense is booked at 5% for December and 6% year to date.				
<b>Charity Care</b>	23,428	8.21%	449,425	27.42%
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.				
<b>Other Operating Revenue</b>	69,493	46.22%	228,236	24.23%
Other Operating Revenue is over budget for the month and is over budget year to date.				
<b>Salaries and Wages</b>	359,396	10.25%	1,652,190	8.07%
Salary and Wages are under budget for December 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 39.01 FTEs for the month and 31.66 FTEs year to date.				
<b>Fringe Benefits</b>	(77,674)	-9.99%	199,961	4.19%
Fringe benefits are over budget in December but remain under budget year to date. Group Health was over budget in December.				
<b>Contract Labor</b>	(52,088)	-87.28%	(321,085)	-58.89%
Contract labor is over budget for December and remains over budget year to date. OB, Surgery, Dialysis, and Emergency Room are over budget for the month.				
<b>Physician Fees</b>	(73,594)	-33.56%	(10,258)	-0.88%
Physician fees are over budget in December and remain under budget year to date. Costs for Radiology are under budget in December and costs for locum medical oncology are over budget.				

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ended December 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	%
<b>Purchased Services</b>	131,160	26.45%	28,157	1.08%

Purchased services are under budget for December and under budget year to date.

Services over budget include Bank Card fees and Pharmacy management.

<b>Supply Expense</b>	(61,180)	-6.30%	(589,594)	-10.21%
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Supplies are over budget for December and remain over budget year to date. Line items over budget include Drugs and Outdated and Unused Supplies.

<b>Repairs &amp; Maintenance</b>	(22,017)	-6.36%	519	0.02%
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Repairs and Maintenance are over budget for December and under budget year to date.

<b>All Other Operating Expenses</b>	27,135	16.28%	(16,136)	-1.49%
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This expense is under budget in December and over budget year to date. Other expenses under budget include Education and travel, Freight, and Physician Recruitment.

<b>Leases and Rentals</b>	2,096	2.96%	(15,738)	-4.43%
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This expense is under budget for December and remains over budget year to date.

<b>Depreciation and Amortization</b>	26,313	4.09%	147,208	3.50%
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Depreciation is under budget for December and remains under budget year to date.

#### BALANCE SHEET

<b>Cash and Cash Equivalents</b>	\$196,456	1.49%
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Cash increased in December. Cash collections for December were \$7.2 million. Days Cash on Hand increased to 108.5 days.

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<b>Gross Patient Accounts Receivable</b>	(\$94,461)	-0.48%
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This receivable decreased in December due to the higher collections.

<b>Bad Debt and Allowance Reserves</b>	(16,335)	-0.17%
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Bad Debt and Allowances increased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.

<b>Other Receivables</b>	1,242,457	66.09%
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## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Six months ended December 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 December due to the accrual of the QRA receivable.				
Prepaid Expenses	113,979	6.29%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	452,812	3.23%		
These assets increased due to the special purpose tax.				
Plant Property and Equipment	(498,812)	-0.70%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(736,890)	-20.46%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(199,447)	-26.77%		
This liability decreased in December. The payroll accrual for December was 7 days.				
Accrued Benefits	(32,228)	-2.08%		
This liability decreased in December with the normal accrual and usage of PTO .				
Other Current Liabilities	(111,436)	-40.25%		
This liability increased due to accrued bond interest.				
Other Long Term Liabilities	746,693	36.70%		
This liability decreased due to the current portion of LT Liabilities being moved.				
Total Net Assets	(395,731)	-0.51%		

The net gain from operations for December is \$168,734



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## OTHER OPERATING REVENUE - Detail

YEAR TO DATE NOVEMBER 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		
<b>July Totals</b>		<b>133,136.65</b>	<b>133,136.65</b>

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		
<b>August Totals</b>		<b>98,430.05</b>	<b>231,566.70</b>

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		
<b>SEPTEMBER Totals</b>		<b>132,021.08</b>	<b>363,587.78</b>

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		
<b>OCTOBER Totals</b>		<b>226,026.79</b>	<b>589,614.57</b>

NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,110.32		
Medical Records	80.85		
Prenatal Classes	136.10		
Castle Rock Lab Courier	260.00		
BCBS take back	(206.00)		
Inmar Rebates	127.29		
Red Tie Gala	2,300.00		
Supplies	3.72		
Copies	40.00		
Grants	(393.81)		

Rocky Mountain Home Care	480.00		
HPSA	335.04		
County Maintenance Fund	269,311.46		
Jim Bridger Retainer	1,600.00		
Castle Rock	2,980.65		
Jim Bridger Physician Services	10,412.50		
Tata Occupation Medicine on site	15,150.00		
High Desert Rural Health Clinic District Wamsutter	17,172.80		
Cafeteria sales	26,973.80		
<b>NOVEMBER Totals</b>		<b>360,874.72</b>	<b>950,489.29</b>
<b>DECEMBER</b>		<b>MONTHLY</b>	<b>FYTD</b>
<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>	<b>TOTAL</b>
Collection Agency interest income	9,195.29		
Medical Records	487.70		
Pharmacy sales	36.24		
BLS Classes	159.00		
Cache Valley Oil Rebate	10.00		
Pacific Steel	37.79		
WWB Comission	158.14		
BCBS	333.40		
Disproportionate share	46,082.11		
Grants	(180.89)		
Pacificorp Rebate	16,997.90		
Murance & Bostwock	320.36		
Red Tie Gala	2,918.00		
Foundation - Tree of Light	20.00		
County Maintenance Fund	2,352.82		
County Maintenance Fund	43,000.00		
Rocky Mountain Home Care	400.00		
Shriners	346.36		
Solvay	1,800.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	9,860.00		
Tata Occupation Medicine on site	9,000.00		
Castle Rock	2,211.45		
High Desert Rural Health Clinic District Wamsutter-November	24,407.63		
High Desert Rural Health Clinic District Wamsutter-December	27,000.00		
Cafeteria sales	22,088.27		
<b>DECEMBER Totals</b>		<b>219,841.57</b>	<b>1,170,330.86</b>

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

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

**January 15, 2018**

**PROVIDER CLINIC – DECEMBER 2017**

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for December was a loss of \$659,824, compared to a loss of \$584,098 in the budget. The YTD net operating loss is \$3,467,134, compared to a loss of \$3,763,662 in the budget.

**VOLUME.** Total visits were 3,906 for December, under budget by 1,044 visits. YTD patient visits are 26,609, under budget by 2,486 visits.

**REVENUE.** Revenue for the Clinic for December was \$1,239,088, under budget by \$301,894. YTD revenue was \$7,951,281, under budget by \$1,011,627. 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 December from the Clinic is \$3,937,806. This equates to \$2,165,794 of net enterprise revenue with an impact to the bottom line from enterprise revenue of \$261,844. The gross enterprise revenue represents 30% of the total Hospital revenue for December.

Net patient revenue for the Clinic for December was \$695,783, under budget by \$203,015. YTD net patient revenue was \$4,453,041, which was under budget by \$528,529.

Deductions from revenue for the Clinic were booked at 44% for December. 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 December, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 57.5% of revenue, Medicare and Medicaid consisted of 36.1% of revenue and Self Pay consisted of 5.81% of revenue.

**EXPENSES.** Total expenses for the month were \$1,431,033, which was under budget by \$103,864. YTD expenses were \$8,261,696, which was under budget by \$795,537. The majority of the expenses consist of Salaries and Benefits; which are about 85.6% of YTD total expenses.

**OVERALL ASSESSMENT.** The Provider Clinic revenue plus enterprise revenue makes up 40% of total hospital gross patient revenue for December.



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

PHYSICIAN CLINICS

**Unaudited Financial Statements**

**for**

**Six months ended December 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**

**Chief Financial Officer**

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

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**Six months ended December 31, 2017**

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## Key Financial Ratios








### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Six months ended December 31, 2017


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 12/31/2017	Year to Date 12/31/2017	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin		-85.56%	-72.31%	-108.66%	-36.58%
Total Profit Margin		-85.56%	-72.31%	-108.66%	-36.58%
Contractual Allowance %		43.85%	44.00%	45.28%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable		49.20	46.08	48.86	39.58
Gross Days in Accounts Receivable		60.60	54.98	50.23	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day		114.19	129.88	247.20	
Total Net Revenue per FTE		N/A	\$137,382	\$124,265	
Salary Expense per Paid FTE		N/A	\$179,274	\$179,022	
Salary and Benefits as a % of Net Revenue		158.85%	147.55%	164.96%	91.26%
Employee Benefits %		14.01%	13.07%	14.50%	6.10%



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Six months ended December 31, 2017

PAGE 3

	CURRENT MONTH				Prior Year 12/31/16
	Actual 12/31/17	Budget 12/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,048,027	1,222,341	(174,314)	-14.26%	1,147,454
Specialty Clinic Revenue	191,061	318,641	(127,580)	-40.04%	426,522
Total Gross Patient Revenue	1,239,088	1,540,982	(301,894)	-19.59%	1,573,976
Deductions From Revenue					
Discounts and Allowances	(543,305)	(642,184)	98,879	15.40%	(669,808)
Total Deductions From Revenue	(543,305)	(642,184)	98,879	15.40%	(669,808)
Net Patient Revenue	695,783	898,798	(203,015)	-22.59%	904,168
Other Operating Revenue	75,425	52,000	23,425	45.05%	81,701
Total Operating Revenue	771,208	950,798	(179,590)	-18.89%	985,868
Operating Expenses					
Salaries and Wages	1,074,475	1,199,235	124,760	10.40%	1,390,067
Fringe Benefits	150,556	144,353	(6,204)	-4.30%	178,010
Contract Labor	0	0	0	0.00%	0
Physicians Fees	27,509	11,800	(15,709)	-133.13%	93,628
Purchased Services	3,674	16,895	13,221	78.25%	67,656
Supply Expense	13,090	20,112	7,022	34.92%	29,131
Utilities	1,576	2,535	959	37.85%	1,952
Repairs and Maintenance	44,360	28,356	(16,004)	-56.44%	23,559
Insurance Expense	17,762	21,143	3,381	15.99%	30,016
All Other Operating Expenses	67,389	58,509	(8,881)	-15.18%	68,371
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,823	5,663	840	14.84%	76,523
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	1,431,033	1,534,896	103,864	6.77%	1,986,965
Net Operating Surplus/(Loss)	(659,824)	(584,098)	(75,726)	12.96%	(1,001,096)
Total Net Surplus/(Loss)	(\$659,824)	(\$584,098)	(\$75,726)	12.96%	(\$1,001,096)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(659,824)	(584,098)	(75,726)	12.96%	(1,001,096)
Operating Margin	-85.56%	-61.43%			-101.54%
Total Profit Margin	-85.56%	-61.43%			-101.54%
EBIDA	-82.21%	-58.67%			-98.70%



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Six months ended December 31, 2017

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	YEAR-TO-DATE				Prior Year 12/31/16
	Actual 12/31/17	Budget 12/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	6,725,808	7,121,981	(396,174)	-5.56%	7,274,839
Specialty Clinic Revenue	1,225,473	1,840,926	(615,453)	-33.43%	1,988,655
Total Gross Patient Revenue	7,951,281	8,962,907	(1,011,627)	-11.29%	9,263,494
Deductions From Revenue					
Discounts and Allowances	(3,498,240)	(3,981,337)	483,097	12.13%	(4,212,917)
Total Deductions From Revenue	(3,498,240)	(3,981,337)	483,097	12.13%	(4,212,917)
Net Patient Revenue	4,453,041	4,981,570	(528,529)	-10.61%	5,050,577
Other Operating Revenue	341,520	312,000	29,520	9.46%	368,836
Total Operating Revenue	4,794,561	5,293,570	(499,009)	-9.43%	5,419,413
Operating Expenses					
Salaries and Wages	6,256,569	6,951,178	694,609	9.99%	7,895,817
Fringe Benefits	817,787	908,883	91,096	10.02%	929,707
Contract Labor	0	0	0	0.00%	0
Physicians Fees	72,009	45,100	(26,909)	-59.66%	407,357
Purchased Services	76,934	96,585	19,651	20.35%	403,724
Supply Expense	66,898	122,868	55,970	45.55%	176,077
Utilities	9,476	15,210	5,735	37.70%	13,619
Repairs and Maintenance	179,374	165,936	(13,438)	-8.10%	192,553
Insurance Expense	115,517	124,313	8,796	7.08%	180,637
All Other Operating Expenses	479,913	435,967	(43,945)	-10.08%	583,789
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	32,342	33,253	911	2.74%	455,612
Depreciation and Amortization	154,877	157,938	3,061	1.94%	167,910
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	8,261,696	9,057,233	795,537	8.78%	11,406,801
Net Operating Surplus/(Loss)	(3,467,134)	(3,763,662)	296,528	-7.88%	(5,987,388)
Total Net Surplus/(Loss)	(3,467,134)	(3,763,662)	\$296,528	-7.88%	(5,987,388)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease) in Unrestricted Net Assets	(3,467,134)	(3,763,662)	\$296,528	-7.88%	(5,987,388)
Operating Margin	-72.31%	-71.10%			-110.48%
Total Profit Margin	-72.31%	-71.10%			-110.48%
EBIDA	-69.08%	-68.12%			-107.38%

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

**PAGE 5**

	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017
Gross Patient Revenue					
Clinic Revenue	\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300
Specialty Clinic Revenue	\$191,061	\$176,581	\$205,457	\$236,113	\$206,155
Total Gross Patient Revenue	\$1,239,088	\$1,388,670	\$1,425,863	\$1,340,088	\$1,387,455
Deductions From Revenue					
Discounts and Allowances	543,305	612,876	692,936	555,237	608,792
Total Deductions From Revenue	543,305	612,876	692,936	555,237	608,792
Net Patient Revenue	\$695,783	\$775,795	\$732,927	\$784,851	\$778,663
Other Operating Revenue	75,425	47,316	57,810	55,461	50,468
Total Operating Revenue	771,208	823,111	790,737	840,312	829,131
Operating Expenses					
Salaries and Wages	\$1,074,475	\$911,619	\$1,011,079	\$981,413	\$1,231,456
Fringe Benefits	\$150,556	\$141,429	\$154,715	\$115,658	\$129,549
Contract Labor	\$0	\$0			
Physicians Fees	\$27,509	\$8,750	\$13,500	\$8,000	\$5,500
Purchased Services	\$3,674	\$16,060	\$14,349	\$14,339	\$13,213
Supply Expense	\$13,090	\$6,673	\$12,143	\$12,121	\$12,785
Utilities	\$1,576	\$1,293	\$1,885	\$1,574	\$1,566
Repairs and Maintenance	\$44,360	\$27,672	\$25,772	\$28,910	\$26,427
Insurance Expense	\$17,762	\$19,353	\$18,963	\$19,406	\$19,406
All Other Operating Expenses	\$67,389	\$60,479	\$75,621	\$65,091	\$137,030
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,823	\$5,002	\$4,831	\$5,018	\$5,391
Depreciation and Amortization	\$25,820	\$25,820	\$25,820	\$25,747	\$25,747
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,431,033	\$1,224,150	\$1,358,677	\$1,277,277	\$1,608,070
<b>Net Operating Surplus/(Loss)</b>	<b>(\$659,824)</b>	<b>(\$401,039)</b>	<b>(\$567,940)</b>	<b>(\$436,964)</b>	<b>(\$778,939)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$659,824)</b>	<b>(\$401,039)</b>	<b>(\$567,940)</b>	<b>(\$436,964)</b>	<b>(\$778,939)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>(\$659,824)</b>	<b>(\$401,039)</b>	<b>(\$567,940)</b>	<b>(\$436,964)</b>	<b>(\$778,939)</b>
Operating Margin	-85.56%	-48.72%	-71.82%	-52.00%	-93.95%
Total Profit Margin	-85.56%	-48.72%	-71.82%	-52.00%	-93.95%
EBIDA	-82.21%	-45.59%	-68.56%	-48.94%	-90.84%



Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016
\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745	\$1,147,454
\$210,106	\$259,241	\$217,138	\$244,602	\$386,301	\$281,416	\$391,396	\$426,522
\$1,170,116	\$1,628,842	\$1,385,376	\$1,572,035	\$1,449,397	\$1,225,781	\$1,635,141	\$1,573,976
485,094	760,859	633,239	696,587	674,925	530,700	713,716	669,808
485,094	760,859	633,239	696,587	674,925	530,700	713,716	669,808
\$685,022	\$867,983	\$752,136	\$875,448	\$774,472	\$695,081	\$921,425	\$904,168
55,040	39,611	56,796	52,177	58,889	33,589	52,780	81,701
740,062	907,594	808,932	927,625	833,362	728,670	974,205	985,868
\$1,046,527	\$1,214,764	\$1,195,299	\$1,111,333	\$1,295,287	\$1,394,959	\$1,163,112	\$1,390,067
\$125,879	\$193,095	\$181,519	\$200,857	\$203,069	\$224,546	\$282,026	\$178,010
\$8,750	\$5,250	\$37,370	\$36,162	\$33,662	\$32,063	\$53,171	\$93,628
\$15,299	\$30,068	\$16,317	\$60,702	\$85,726	\$49,315	\$75,253	\$67,656
\$10,087	\$10,932	\$15,371	\$13,857	\$28,457	\$16,519	\$32,574	\$29,131
\$1,584	\$1,564	\$1,684	\$780	\$5,604	\$1,982	\$1,779	\$1,952
\$26,233	\$27,118	\$25,153	\$30,199	\$29,953	\$26,846	\$16,474	\$23,559
\$20,627	\$21,360	\$21,360	\$29,117	\$29,788	\$30,034	\$30,068	\$30,016
\$74,302	\$56,952	\$71,115	\$57,325	\$91,004	\$82,429	\$85,900	\$68,371
\$7,277	\$75,265	\$76,910	\$77,311	\$78,130	\$78,112	\$77,521	\$76,523
\$25,924	\$27,194	\$30,719	\$30,719	\$30,392	\$30,392	\$29,970	\$28,053
\$1,362,489	\$1,663,563	\$1,672,816	\$1,648,362	\$1,911,070	\$1,967,199	\$1,847,847	\$1,986,965
(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)
0	0	0	0	0	0	0	0
(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)
(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)
-84.10%	-83.29%	-106.79%	-77.70%	-129.32%	-169.97%	-89.68%	-101.54%
-84.10%	-83.29%	-106.79%	-77.70%	-129.32%	-169.97%	-89.68%	-101.54%
-80.60%	-80.30%	-103.00%	-74.39%	-125.67%	-165.80%	-86.60%	-98.70%

# Patient Statistics

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Six months ended December 31, 2017**

**PAGE 7**

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
12/31/17	12/31/17	Variance	Year 12/31/16		12/31/17	12/31/17	Variance	Year 12/31/16
Outpatient Statistics:								
3,540	4,372	(832)	4,344	Clinic Visits - Primary Care	23,898	25,790	(1,892)	26,671
366	578	(212)	648	Clinic Visits - Specialty Clinics	2,711	3,305	(594)	3,375
Productivity Statistics:								
61.59	75.74	(14.15)	81.03	FTE's - Worked	61.36	75.74	(14.38)	78.08
66.92	83.23	(16.31)	86.21	FTE's - Paid	69.23	83.23	(14.00)	86.51



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

HOSPITAL ONLY

**Unaudited Financial Statements**

**for**

**Six months ended December 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**

**Chief Financial Officer**

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**ROCK SPRINGS, WY**

**Six months ended December 31, 2017**

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## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Six months ended December 31, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 12/31/2017	Year to Date 12/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
<b>Profitability:</b>						
Operating Margin	↑	12.66%	9.78%	6.04%	2.64%	-0.73%
Total Profit Margin	↑	16.12%	13.44%	11.04%	6.11%	0.21%
Contractual Allowance %	↓	37.97%	39.00%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		20.27%	22.93%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		79.73%	77.07%	65.49%	64.10%	71.70%
<b>Liquidity:</b>						
Net Days in Accounts Receivable	↓	43.72	42.85	53.22	66.90	57.20
Gross Days in Accounts Receivable	↓	45.29	43.82	52.36		
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	↓	7.97	8.15	7.35	6.60	4.63
Total Net Revenue per FTE	↑	N/A	\$197,853	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$69,099	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		44.10%	44.70%	46.65%	43.60%	42.40%
Employee Benefits %		34.02%	29.91%	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

Six months ended December 31, 2017

PAGE 3

#### CURRENT MONTH

	Actual 12/31/17	Budget 12/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 12/31/16
Gross Patient Revenue					
Inpatient Revenue	\$2,372,167	\$4,349,877	(\$1,977,711)	-45.47%	\$4,205,617
Outpatient Revenue	9,332,424	8,484,134	848,290	10.00%	8,138,471
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,704,591	12,834,011	(1,129,421)	-8.80%	12,344,088
Deductions From Revenue					
Discounts and Allowances	(4,444,609)	(4,711,246)	266,637	5.66%	(4,150,794)
Bad Debt Expense (Governmental Providers Only)	(595,394)	(998,899)	403,505	40.40%	(803,383)
Charity Care	(261,972)	(285,400)	23,428	8.21%	(217,146)
Total Deductions From Revenue	(5,301,974)	(5,995,545)	693,571	11.57%	(5,171,323)
Net Patient Revenue	6,402,616	6,838,466	(435,850)	-6.37%	7,172,764
Other Operating Revenue	144,416	98,349	46,067	46.84%	48,256
Total Operating Revenue	6,547,032	6,936,815	(389,783)	-5.62%	7,221,020
Operating Expenses					
Salaries and Wages	2,070,775	2,305,411	234,636	10.18%	2,615,996
Fringe Benefits	704,402	632,932	(71,470)	-11.29%	654,519
Contract Labor	111,766	59,678	(52,088)	-87.28%	213,207
Physicians Fees	265,382	207,498	(57,885)	-27.90%	217,268
Purchased Services	361,134	479,072	117,938	24.62%	403,182
Supply Expense	1,019,865	951,663	(68,202)	-7.17%	1,052,286
Utilities	92,517	97,509	4,992	5.12%	109,825
Repairs and Maintenance	323,889	317,876	(6,014)	-1.89%	304,500
Insurance Expense	41,157	44,329	3,172	7.15%	51,618
All Other Operating Expenses	72,178	108,194	36,015	33.29%	113,287
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	63,901	65,157	1,256	1.93%	17,807
Depreciation and Amortization	591,507	617,343	25,836	4.19%	715,843
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,718,475	5,886,661	168,187	2.86%	6,469,339
Net Operating Surplus/(Loss)	828,558	1,050,154	(221,596)	-21.10%	751,681
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	1,833	7,100	(5,267)	-74.19%	(459)
Tax Subsidies (Except for GO Bond Subsidies)	334,349	279,743	54,606	19.52%	273,178
Tax Subsidies for GO Bonds	11,269	0	11,269	0.00%	0
Interest Expense (Governmental Providers Only)	(120,482)	(111,593)	8,889	-7.97%	(107,795)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	23,828
Total Non Operating Revenue/(Expense)	226,968	195,105	31,863	16.33%	186,252
Total Net Surplus/(Loss)	\$1,055,526	\$1,245,259	(\$189,733)	-15.24%	\$937,933
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,055,526	\$1,245,259	(\$189,733)	-15.24%	\$937,933
Operating Margin	12.66%	15.14%			10.41%
Total Profit Margin	16.12%	17.95%			12.99%
EBIDA	25.50%	26.98%			23.23%

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# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Six months ended December 31, 2017

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	YEAR-TO-DATE				Prior Year 12/31/16
	Actual 12/31/17	Budget 12/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$16,312,141	\$24,540,135	(\$8,227,995)	-33.53%	\$23,578,837
Outpatient Revenue	54,820,409	48,180,372	6,640,037	13.78%	45,819,131
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>71,132,550</u>	<u>72,720,507</u>	<u>(1,587,957)</u>	<u>-2.18%</u>	<u>69,397,968</u>
Deductions From Revenue					
Discounts and Allowances	(27,738,925)	(26,305,748)	(1,433,177)	-5.45%	(24,514,299)
Bad Debt Expense (Governmental Providers Only)	(4,581,342)	(5,735,869)	1,154,527	20.13%	(5,098,926)
Charity Care	(1,189,395)	(1,638,820)	449,425	27.42%	(923,619)
Total Deductions From Revenue	<u>(33,509,662)</u>	<u>(33,680,436)</u>	<u>170,774</u>	<u>0.51%</u>	<u>(30,536,844)</u>
Net Patient Revenue	<u>37,622,888</u>	<u>39,040,071</u>	<u>(1,417,183)</u>	<u>-3.63%</u>	<u>38,861,124</u>
Other Operating Revenue	<u>828,810</u>	<u>630,094</u>	<u>198,716</u>	<u>31.54%</u>	<u>617,440</u>
Total Operating Revenue	<u><u>38,451,698</u></u>	<u><u>39,670,165</u></u>	<u><u>(1,218,467)</u></u>	<u><u>-3.07%</u></u>	<u><u>39,478,564</u></u>
Operating Expenses					
Salaries and Wages	12,562,614	13,520,194	957,581	7.08%	13,314,672
Fringe Benefits	3,757,020	3,865,884	108,865	2.82%	3,524,150
Contract Labor	866,353	545,269	(321,085)	-58.89%	1,391,941
Physicians Fees	1,097,605	1,114,255	16,651	1.49%	1,109,010
Purchased Services	2,492,049	2,500,555	8,506	0.34%	2,668,420
Supply Expense	6,295,816	5,650,253	(645,563)	-11.43%	5,756,635
Utilities	541,852	577,009	35,156	6.09%	577,129
Repairs and Maintenance	1,943,799	1,957,757	13,957	0.71%	1,883,111
Insurance Expense	268,466	265,974	(2,492)	-0.94%	302,984
All Other Operating Expenses	620,653	648,463	27,810	4.29%	841,387
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	338,882	322,234	(16,648)	-5.17%	121,639
Depreciation and Amortization	3,904,525	4,048,673	144,148	3.56%	4,312,541
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>34,689,633</u>	<u>35,016,520</u>	<u>326,886</u>	<u>0.93%</u>	<u>35,803,618</u>
Net Operating Surplus/(Loss)	<u>3,762,065</u>	<u>4,653,646</u>	<u>(891,581)</u>	<u>-19.16%</u>	<u>3,674,946</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	28,944	42,600	(13,656)	-32.06%	(13,441)
Tax Subsidies (Except for GO Bond Subsidies)	2,019,546	1,678,458	341,088	20.32%	1,652,217
Tax Subsidies for GO Bonds	88,790	0	88,790	0.00%	0
Interest Expense (Governmental Providers Only)	(736,273)	(669,558)	(66,715)	9.96%	(648,752)
Other Non-Operating Revenue/(Expense)	3,757	119,130	(115,373)	-96.85%	108,810
Total Non Operating Revenue/(Expense)	<u>1,404,764</u>	<u>1,170,630</u>	<u>234,134</u>	<u>20.00%</u>	<u>1,098,838</u>
Total Net Surplus/(Loss)	<u>\$5,166,829</u>	<u>\$5,824,276</u>	<u>(\$657,447)</u>	<u>-11.29%</u>	<u>\$4,773,780</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	<u>\$5,166,829</u>	<u>\$5,824,276</u>	<u>(\$657,447)</u>	<u>-11.29%</u>	<u>\$4,773,780</u>
Operating Margin	9.78%	11.73%			9.31%
Total Profit Margin	13.44%	14.68%			12.09%
EBIDA	23.93%	25.11%			23.44%

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

**PAGE 5**

	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,823	\$2,623,367
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	9,332,424	9,091,002	9,761,390	8,831,699	9,336,438
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$11,704,591	\$11,648,224	\$12,550,263	\$11,679,522	\$11,959,805
Deductions From Revenue					
Discounts and Allowances	4,444,609	4,786,171	4,797,468	4,513,867	4,593,597
Bad Debt Expense (Governmental Providers Only)	595,394	298,556	945,198	982,992	976,726
Charity Care	261,972	188,422	196,604	63,706	195,376
Total Deductions From Revenue	5,301,974	5,273,149	5,939,270	5,560,565	5,765,698
Net Patient Revenue	\$6,402,616	\$6,375,075	\$6,610,993	\$6,118,958	\$6,194,106
Other Operating Revenue	144,416	313,559	168,217	76,560	47,962
Total Operating Revenue	6,547,032	6,688,634	6,779,210	6,195,517	6,242,068
Operating Expenses					
Salaries and Wages	\$2,070,775	\$1,963,764	\$2,184,887	\$1,979,137	\$2,155,511
Fringe Benefits	\$704,402	\$724,284	\$744,932	\$504,914	\$534,224
Contract Labor	\$111,766	\$183,557	\$129,775	\$137,000	\$102,834
Physicians Fees	\$265,382	\$201,781	\$174,802	\$149,461	\$151,581
Purchased Services	\$361,134	\$489,788	\$398,284	\$465,859	\$391,162
Supply Expense	\$1,019,865	\$1,081,715	\$1,074,955	\$1,073,913	\$1,079,424
Utilities	\$92,517	\$90,096	\$83,480	\$104,431	\$92,091
Repairs and Maintenance	\$323,889	\$330,784	\$299,456	\$314,793	\$358,927
Insurance Expense	\$41,157	\$41,666	\$44,841	\$47,183	\$47,137
All Other Operating Expenses	\$72,178	\$111,968	\$140,301	\$103,978	\$104,777
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$63,901	\$67,620	(\$55,699)	\$84,230	\$114,401
Depreciation and Amortization	\$591,507	\$592,805	\$712,442	\$656,602	\$672,888
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,718,475	\$5,879,828	\$5,932,455	\$5,621,502	\$5,804,959
Net Operating Surplus/(Loss)	\$828,558	\$808,806	\$846,755	\$574,016	\$437,110
Non-Operating Revenue:					
Contributions					
Investment Income	1,833	902	4,510	10,888	9,201
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	334,349	338,547	308,743	420,876	310,001
Interest Expense (Governmental Providers Only)	(120,482)	(106,298)	(170,996)	(107,709)	(124,049)
Other Non-Operating Revenue/(Expenses)	11,269	23,279	20,605	1,481	19,419
Total Non Operating Revenue/(Expense)	\$226,968	\$256,429	\$162,862	\$325,536	\$244,571
Total Net Surplus/(Loss)	\$1,055,526	\$1,065,235	\$1,009,617	\$899,552	\$651,681
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$1,055,526	\$1,065,235	\$1,009,617	\$899,552	\$651,681
Operating Margin	12.66%	12.09%	12.49%	9.27%	7.00%
Total Profit Margin	16.12%	15.93%	14.89%	14.52%	10.44%
EBIDA	21.69%	20.96%	23.00%	19.86%	17.78%



Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016
\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617
8,467,456	8,682,306	8,442,688	7,816,452	8,521,843	6,666,860	8,050,971	8,138,471
\$11,590,145	\$11,221,757	\$11,778,665	\$11,455,900	\$11,682,367	\$10,257,311	\$12,297,452	\$12,344,088
4,603,213	4,951,964	5,700,714	4,642,764	4,245,116	3,554,291	4,726,233	4,150,794
782,476	747,176	802,116	692,173	724,002	773,015	908,069	803,383
283,316	317,868	301,201	124,361	353,391	419,538	72,253	217,146
5,669,005	6,017,007	6,804,031	5,459,298	5,322,510	4,746,845	5,706,555	5,171,323
\$5,921,140	\$5,204,749	\$4,974,634	\$5,996,602	\$6,359,857	\$5,510,466	\$6,590,896	\$7,172,764
78,096	97,919	435,090	95,086	154,610	42,939	145,554	48,256
5,999,236	5,302,668	5,409,723	6,091,688	6,514,467	5,553,405	6,736,450	7,221,020
\$2,208,539	\$2,033,115	\$2,169,311	\$2,084,321	\$2,106,094	\$2,106,819	\$2,414,737	\$2,615,996
\$544,263	\$597,603	\$677,271	\$643,495	\$547,086	\$656,078	\$809,955	\$654,519
\$201,421	\$119,467	\$150,585	\$128,602	\$177,922	\$285,056	\$146,994	\$213,207
\$154,596	\$170,159	\$247,447	\$269,062	\$223,039	\$185,952	\$182,980	\$217,268
\$385,822	\$376,408	\$383,443	\$511,286	\$449,196	\$469,053	\$545,744	\$403,182
\$965,943	\$1,460,352	\$1,048,554	\$969,012	\$924,890	\$792,364	\$1,114,689	\$1,052,286
\$79,238	\$97,802	\$91,791	\$88,520	\$55,114	\$125,045	\$93,597	\$109,825
\$315,951	\$344,718	\$361,615	\$311,890	\$311,886	\$358,567	\$287,980	\$304,500
\$46,481	\$46,311	\$46,311	\$45,423	\$49,226	\$51,463	\$51,368	\$51,618
\$87,451	\$129,785	\$100,687	\$104,819	\$141,802	\$126,596	\$163,769	\$113,287
\$64,429	\$7,423	\$15,913	\$7,845	\$6,513	\$4,822	\$15,450	\$17,807
\$678,280	\$679,047	\$687,296	\$698,168	\$696,776	\$700,024	\$703,390	\$715,843
\$5,732,416	\$6,062,191	\$5,980,224	\$5,862,442	\$5,689,545	\$5,861,838	\$6,530,652	\$6,469,339
\$266,820	(\$759,522)	(\$570,501)	\$229,246	\$824,922	(\$308,433)	\$205,798	\$751,681
1,610	17,507	10,494	92,646	4,623	10,327	9,979	(459)
307,031	302,717	246,405	233,796	232,770	290,366	252,337	273,178
(106,739)	(129,860)	(109,197)	(108,951)	(130,517)	(109,112)	(110,073)	(107,795)
16,496	(232,314)	(264,249)	(286,531)	(300,886)	(284,874)	(296,160)	21,329
\$218,397	(\$41,950)	(\$116,546)	(\$69,040)	(\$194,010)	(\$93,292)	(\$143,917)	\$186,252
\$485,217	(\$801,472)	(\$687,047)	\$160,205	\$630,912	(\$401,726)	\$61,881	\$937,933
	(10,679)		(97,892)				
\$485,217	(\$812,151)	(\$687,047)	\$62,313	\$630,912	(\$401,726)	\$61,881	\$937,933
4.45%	-14.32%	-10.55%	3.76%	12.66%	-5.55%	3.05%	10.41%
8.09%	-15.11%	-12.70%	2.63%	9.68%	-7.23%	0.92%	12.99%
15.75%	-1.52%	2.16%	15.22%	23.36%	7.05%	13.50%	20.32%

# Patient Statistics

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Six months ended December 31, 2017

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Current Month				Year-To-Date				
Actual 12/31/17	Budget 12/31/17	Positive/ (Negative) Variance	Prior Year 12/31/16	STATISTICS	Actual 12/31/17	Budget 12/31/17	Positive/ (Negative) Variance	Prior Year 12/31/16
<b>Discharges</b>								
116	195	(79)	195	Acute	757	1,014	(257)	1,014
116	195	(79)	195	Total Adult Discharges	757	1,014	(257)	1,014
46	39	7	80	Newborn	253	267	(14)	428
162	234	(72)	275	Total Discharges	1,010	1,281	(271)	1,442
<b>Patient Days:</b>								
300	603	(303)	603	Acute	1,997	3,416	(1,419)	3,416
300	603	(303)	603	Total Adult Patient Days	1,997	3,416	(1,419)	3,416
77	65	12	65	Newborn	433	432	1	432
377	668	(291)	668	Total Patient Days	2,430	3,848	(1,418)	3,848
<b>Average Length of Stay (ALOS)</b>								
2.6	3.1	(0.5)	3.1	Acute	2.6	3.4	(0.7)	3.4
2.6	3.1	(0.5)	3.1	Total Adult ALOS	2.6	3.4	(0.7)	3.4
1.7	1.7	0.0	0.8	Newborn ALOS	1.7	1.6	0.1	1.0
<b>Average Daily Census (ADC)</b>								
9.7	19.5	(9.8)	19.5	Acute	10.9	18.6	(7.7)	18.6
9.7	19.5	(9.8)	19.5	Total Adult ADC	10.9	18.6	(7.7)	18.6
2.5	2.1	0.4	2.1	Newborn	2.4	2.3	0.0	2.3
<b>Emergency Room Statistics</b>								
134	168	(34)	168	ER Visits - Admitted	796	899	(103)	899
1,297	1,407	(110)	1,407	ER Visits - Discharged	7,427	7,649	(222)	7,649
1,431	1,575	(144)	1,575	Total ER Visits	8,223	8,548	(325)	8,548
9.36%	10.67%		10.67%	% of ER Visits Admitted	9.68%	10.52%		10.52%
115.52%	86.15%		86.15%	ER Admissions as a % of Total	105.15%	88.66%		88.66%
<b>Outpatient Statistics:</b>								
6,051	7,060	(1,009)	7,060	Total Outpatients Visits	38,674	41,899	(3,225)	41,899
120	110	10	110	Observation Bed Days	722	580	142	580
30	35	(5)	35	IP Surgeries	176	237	(61)	237
173	228	(55)	228	OP Surgeries	959	930	29	930
<b>Productivity Statistics:</b>								
354.65	367.16	(12.51)	379.41	FTE's - Worked	346.96	367.16	(20.20)	370.30
380.48	403.18	(22.70)	408.25	FTE's - Paid	385.52	403.18	(17.66)	384.03
1.3476	1.3123	0.04	0.8769	Case Mix Index - Medicare	1.3261	0.9600	0.37	0.9468
0.8638	0.8769	(0.01)	0.8769	Case Mix Index - All payers	0.8762	0.8500	0.03	0.8626

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

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

**January 11, 2018**

**HIGH DESERT RURAL HEALTHCARE DISTRICT – DECEMBER 2017**

**THE HDRHD BOTTOM LINE.** The bottom line for the HDRHD Clinic for December was a loss of \$27,229.15, compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$136,832.14 compared with a YTD loss of \$182,496.00 in the Budget.

**REVENUE.** Revenue for the Clinic for December was \$424.00, under Budget by \$18,076.63. YTD Revenue is \$19,487.75, under Budget by \$91,516.03. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were \$671.57 for December. The HDRHD Clinic has a favorable payor mix. In December, the Clinic Payor Mix was 78.8% Medicare and 21.2% Occupational Medicine.

**EXPENSES.** Total Expenses for the month were \$26,981.58 under Budget by \$14,164.79. YTD Expenses were \$150,714.98 under Budget by \$96,163.24. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

**VOLUME.** The volume for December was 20 patients, compared to 24 patients in November.





# HIGH DESERT RURAL HEALTH DISTRICT

## MHSC Wamsutter Clinic

Six months ended December 31, 2017

### STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	424.00	18,500.63	19,487.75	111,003.78
Deductions	(671.57)	(7,770.26)	(5,604.91)	(46,621.56)
Net Revenue	(247.57)	10,730.37	13,882.84	64,382.22
Other Operating Revenue				
Total Net Operating Revenue	(247.57)	10,730.37	13,882.84	64,382.22
Operating Expenses				
Salaries and Wage	20,088.83	32,736.37	111,513.76	196,418.22
Fringe Benefits	3,839.46	2,650.00	17,477.60	15,900.00
Advertising	860.00	2,300.00	5,160.00	13,800.00
Other Purchased Services		50.00	402.00	300.00
Instruments		10.00	-	60.00
Other Med/Surg Supplies	(15.83)	300.00	331.39	1,800.00
Minor Equipment		300.00	-	1,800.00
Office & Admin Supplies		50.00	145.27	300.00
Maintenance Supplies		50.00	-	300.00
Outdates Unused Supplies	47.60	-	47.60	-
Other Non Med Supplies		50.00	19.88	300.00
Telephone	840.00	350.00	6,485.30	2,100.00
Cable Television	55.56	50.00	333.36	300.00
Contract Maintenance		100.00	-	600.00
Professional Liability Insurance		150.00	892.50	900.00
License & Taxes		10.00	-	60.00
Education & Travel		65.00	72.52	390.00
Pharmacy		500.00	48.45	3,000.00
Equipment Lease	40.74	200.00	434.03	1,200.00
Vehicle Lease	1,225.22	1,225.00	7,351.32	7,350.00
Total Operating Expenses	26,981.58	41,146.37	150,714.98	246,878.22
Total Clinic Gain (Loss)	\$ (27,229.15)	\$ (30,416.00)	\$ (136,832.14)	\$ (182,496.00)

### REVENUE DETAIL

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Clinic Patient Revenue				
Dr. Michael Bowers			6,208.13	
Dr. Larry Lauridsen			4,388.04	
Dr. Brytton Long			6,492.01	
PA Melissa Lehman	424.00		2,399.57	
Total Revenue	\$ 424.00	\$ 18,500.63	\$ 19,487.75	\$ 111,003.78

# **HIGH DESERT RURAL HEALTH DISTRICT**

## **MHSC Wamsutter Clinic**

Six months ended December 31, 2017

### **PAYOR MIX DATA**

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	0.0%	6.6%
Blue Cross	0.0%	3.1%
Medicaid	0.0%	0.1%
Medicare	78.8%	47.5%
Self Pay	0.0%	2.4%
Work Comp	0.0%	0.1%
Occ Med	21.2%	40.2%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

### **PATIENT OFFICE VISITS**

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	8		69	
Dr. Larry Lauridsen	3		41	
Dr. Brytton Long	5		40	
PA Melissa Lehman	4		50	
<b>Total Clinic Statistics</b>	<b>20</b>	<b>60</b>	<b>200</b>	<b>360</b>

### **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
November	24,407.63		24,407.63
December		27,229.15	27,229.15
<b>Total Vouchers</b>	<b>\$ 109,602.97</b>	<b>\$ 27,229.15</b>	<b>\$ 136,832.12</b>



## 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.

### Net Operating Gain/Loss

Higher Values are Favorable

Formula:  $\text{Total Operating Revenue} - \text{Total Operating Expenses}$

Purpose: A measure of excess revenue over expenses (Gain) or excess expenses over revenue (Loss) with respect to patient care and hospital operations.

### Total Net Gain/Loss

Higher Values are Favorable

Formula:  $\text{Total Operating Revenue} - \text{Total Operating Expenses} + \text{Total Non Operating Revenue \& Expense}$

Purpose: A measure of excess revenue over expenses (Gain) or excess expenses over revenue (Loss) including revenue and expenses not related to patient care.

### Operating Margin

Higher Values are Favorable

Formula:  $\text{Net Operating Surplus or Loss} / \text{Total Operating Revenue}$

Purpose: A measure of the hospital's profitability with respect to patient care and hospital operations.

### Total Profit Margin

Higher Values are Favorable

Formula:  $\text{Total Net Surplus or Loss} / \text{Total Operating Revenue}$

Purpose: Measures overall profitability from all sources, including revenue and expenses not related to patient care.

### Return on Assets

Higher Values are Favorable

Formula:  $\text{Total Net Surplus or Loss} / \text{Total Unrestricted Assets}$

Purpose: A measure of excess revenue over expenses in relation to the overall assets controlled by the hospital.

### Contractual Allowance Percentage

Lower Values are Favorable

Formula:  $\text{Total Deductions From Revenue} / \text{Total Gross Patient Revenue}$

Purpose: Represents the percentage of gross charges that are uncollectible due to mandated or voluntary contractual discounts.

## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

### Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

### Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

### Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

### Net Days in Accounts Receivable

Lower Values are Favorable

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

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

### Average Payment Period

Lower Values are Favorable

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

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

### Current Ratio

Higher Values are Favorable

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

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

### Average Age of Plant

Lower Values are Favorable

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

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

### Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

### **Long Term Debt to Equity**

**Lower Values are Favorable**

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

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

### **Long Term Debt to Capitalization**

**Lower Values are Favorable**

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

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

### **Debt Service Coverage Ratio**

**Higher Values are Favorable**

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

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

### **Salary Expense per Paid FTE**

**Lower Values are Favorable**

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

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

### **Paid FTE's per Adjusted Occupied Bed**

**Lower Values are Favorable**

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

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

### **Net Revenue per Adjusted Discharge**

**Higher Values are Favorable**

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

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

### **Operating Expenses per Adjusted Discharge**

**Lower Values are Favorable**

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

## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

### **Financial Strength Index**

**Higher Values are Favorable**

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

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

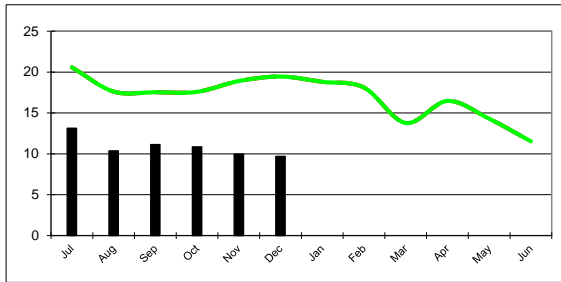
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
"DASHBOARD" GRAPHS  
DECEMBER 2017**

— FYE 2017 ACTUAL

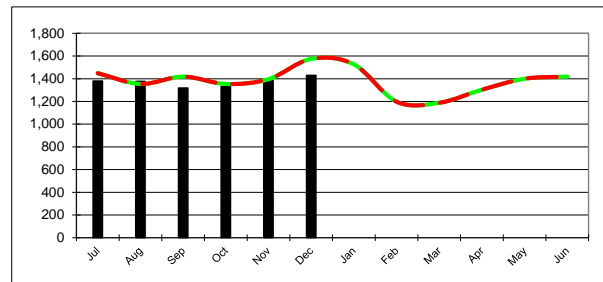
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

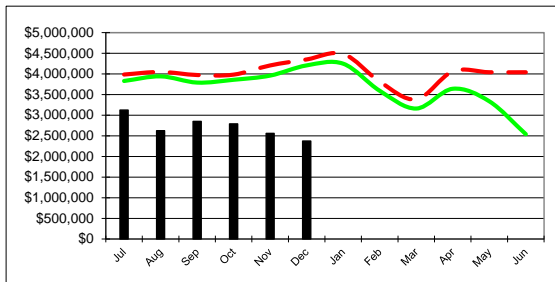
**AVERAGE ACUTE CENSUS**



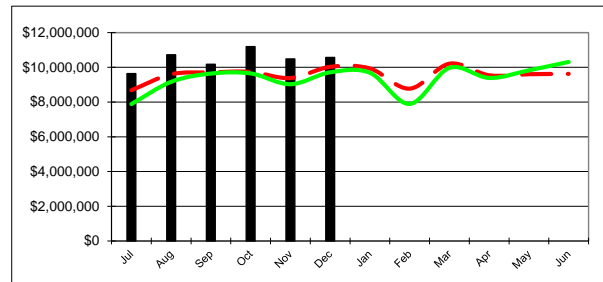
**ER IP+OP VISITS**



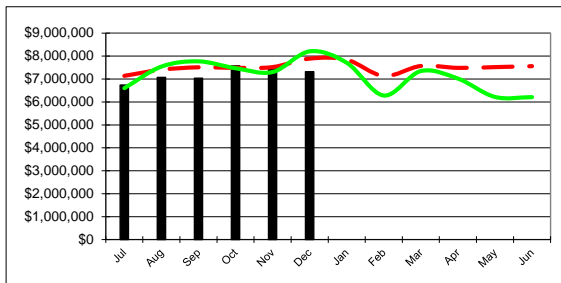
**INPATIENT CHARGES**



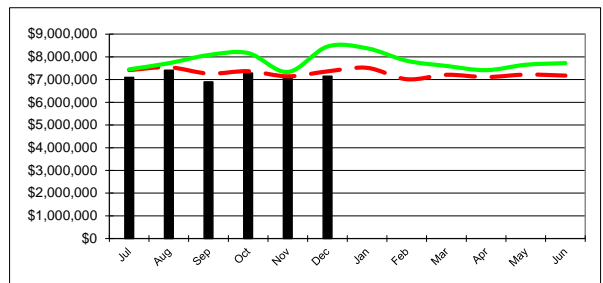
**OUTPATIENT CHARGES**



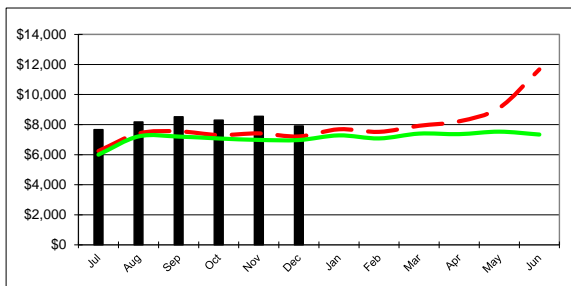
**TOTAL NET OPERATING REVENUE**



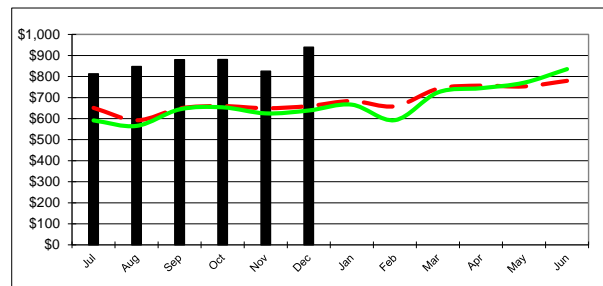
**OPERATING EXPENSE**



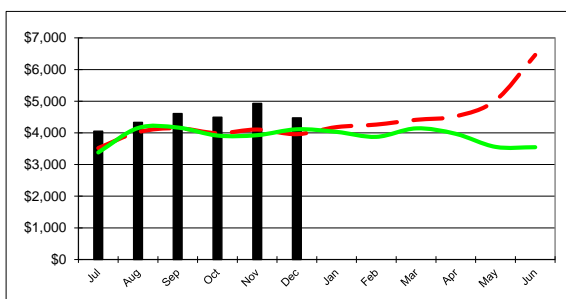
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



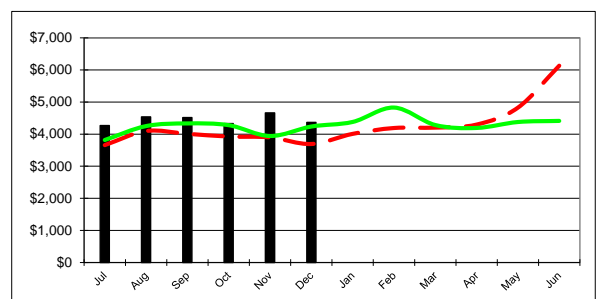
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



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



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**





STATISTICS		Actual Dec-17	Budget Dec-17	PY Dec-16	YTD Dec-17	YTD Dec-16	YTD Dec-15	YTD Dec-14
<b>Volumes:</b>								
<b>Case Mix</b>								
Medicare		1.3476	1.3123	1.3123	1.3021	1.4411	1.3653	1.2386
All payers		0.8638	0.8769	0.8769	0.8761	0.8633	0.8379	0.9223
<b>Admissions</b>								
Med		39	104	104	319	489	523	551
ICU		24	35	35	147	196	179	215
Surgery		6	11	11	34	59	64	70
OB		43	37	37	256	275	284	281
Newborn		43	37	37	252	268	277	260
Total Admissions		155	224	224	1,008	1,287	1,327	1,377
<b>Discharges</b>								
Med		52	120	120	378	570	571	539
ICU		10	17	17	73	87	110	161
Surgery		7	19	19	49	84	88	129
OB		47	39	39	257	273	285	274
Newborn		46	39	39	253	267	278	254
Total Discharges		162	234	234	1,010	1,281	1,332	1,357
<b>Patient Days:</b>								
Med		160	395	395	1,098	2,231	2,044	1,826
ICU		38	80	80	284	461	493	682
Surgery		28	51	51	187	254	249	305
OB		74	77	77	428	470	455	423
Newborn		77	65	65	433	432	419	389
Total Patient Days		377	668	668	2,430	3,848	3,660	3,625
Observation Bed Days		120	110	110	722	580	475	347
<b>Surgery Statistics:</b>								
IP Surgeries		30	35	35	176	237	199	216
OP Surgeries		173	228	228	959	930	919	875
<b>Outpatient Statistics:</b>								
X-ray		773	747	747	4,523	4,252	4,319	4,268
Mammography		136	142	142	927	901	1,030	1,047
Ultrasound		231	276	276	1,749	1,623	1,567	1,567
Cat Scan		420	397	397	2,568	2,368	2,381	1,920
MRI		107	103	103	643	570	658	642
Nuclear Medicine		54	36	36	301	212	210	180
PET Scan		14	9	9	65	61	39	35
Laboratory		2,285	3,226	3,226	15,102	18,193	15,844	14,969
Histology		153	174	174	963	887	799	863
Respiratory Therapy		281	315	315	1,641	1,561	1,364	1,214
Cardiovascular		414	455	455	2,635	2,754	2,790	2,361
Sleep Lab		34	32	32	181	157	116	101
Cardiac Rehab		301	299	299	1,961	2,626	2,508	2,395
Physical Therapy		133	217	217	1,075	1,469	1,471	1,794
Dialysis		315	258	258	1,872	1,445	1,606	1,642
Medical Oncology		166	144	144	987	1,101	1,196	690
Radiation Oncology		234	230	230	1,481	1,719	1,914	1,070
Total Outpatients Visits		6,051	7,060	7,060	38,674	41,899	39,812	36,758
Clinic Visits - Primary Care		3,540	4,372	4,344	23,898	26,671	36,550	30,140
Clinic Visits - Specialty Clinics		366	578	648	2,711	3,375	3,057	3,074
ER visits admitted		134	168	168	796	899	868	889
ER visits Discharged		1,297	1,407	1,407	7,427	7,649	7,668	7,810
Total ER visits		1,431	1,575	1,575	8,223	8,548	8,536	8,699

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

	PPE	11/12/2017	11/26/2017	12/10/2017	12/24/2017	Variance	CHANGE FROM LAST PAY PERIOD		YTD	Variance
BUDGET						from Bud	Increase	Decrease		from budget
AVG CENSUS	18.00	9.3	9.9	10.4	9.0	(9.0)	-	1.36	10.8	(7.2)
ER VISITS (Avg Day)	46	42.2	47.9	42.3	47.9	2.3	5.57	-	44.3	(1.2)
SURGERIES (IP+OP)	84	88	70	96	96	11.9	-	-	1062.0	
BIRTHS	20	22	20	20	18	(1.9)	-	2.00	244.0	
CHARGES -IP \$000	1,860	989	1275	1261	991	(869.0)	-	270.00	16087.0	
-OP \$000	4,416	4402	4712	4838	5086	670.0	248.00	-	61102.0	
-TOTAL \$000	6,276	5391	5987	6099	6077	(199.0)	-	22.00	77189.0	
Adjusted Patient Days	850	709	648	701	773	(77.6)	(71.34)	-	9454.9	

**Paid FTEs (Including Contract)**

600	MEDICAL FLOOR	30.8	23.3	23.6	23.1	21.4	(9.4)	-	1.74	24.1	(6.7)
605	BEHAVIORAL HEALTH	8.0	7.1	3.1	3.1	10.2	2.2	7.14	-	6.7	(1.3)
610	OB FLOOR	5.9	5.6	5.6	5.7	5.7	(0.2)	0.03	-	5.6	(0.3)
611	NURSERY	7.3	7.5	7.0	7.5	6.7	(0.6)	-	0.77	6.8	(0.5)
612	LABOR & DELIVERY	6.1	6.2	6.1	5.7	5.6	(0.5)	-	0.05	5.8	(0.3)
620	ICU	13.9	12.0	14.1	14.2	11.2	(2.7)	-	3.02	13.2	(0.7)
630	OR	13.3	15.8	15.3	14.2	14.3	1.0	0.11	-	14.4	1.1
631	SAME DAY SURGERY	7.1	6.5	5.8	6.7	6.5	(0.6)	-	0.18	6.2	(0.9)
633	RECOVERY	2.0	3.4	2.7	3.9	2.9	0.9	-	0.99	2.8	0.8
634	CENTRAL STERILE	3.1	2.9	3.0	3.0	3.2	0.1	0.14	-	2.9	(0.2)
640	DIALYSIS	5.0	4.0	4.5	5.0	5.2	0.2	0.22	-	4.7	(0.3)
650	ER	25.6	25.0	29.6	24.9	24.5	(1.1)	-	0.38	24.8	(0.8)
651	TRAUMA	1.0	2.0	2.1	1.9	1.7	0.7	-	0.20	1.7	0.7
652	SANE	0.5	1.2	1.0	1.2	1.0	0.5	-	0.18	1.2	0.7
660	RADIATION QNC	6.6	5.9	5.8	6.1	6.0	(0.6)	-	0.06	6.1	(0.5)
661	MEDICAL QNC	5.5	4.0	4.1	4.2	4.3	(1.2)	0.11	-	4.8	(0.7)
700	LABORATORY	29.5	29.2	29.5	29.3	29.4	(0.1)	0.04	-	29.6	0.1
701	HISTOLOGY	2.0	2.1	2.0	2.0	1.9	(0.1)	-	0.06	2.0	(0.0)
702	BLOOD BANK	1.0	1.2	1.0	1.2	1.1	0.1	-	0.06	1.0	0.0
710	RADIOLOGY	7.7	9.6	9.9	9.6	9.3	1.6	-	0.28	9.0	1.3
711	MAMMOGRAPHY	2.0	1.2	1.0	1.2	1.2	(0.8)	0.00	-	1.1	(0.9)
712	ULTRASOUND	3.6	3.5	3.3	3.2	4.3	0.7	1.05	-	4.3	0.7
713	NUC MED	1.9	1.8	1.6	2.0	1.8	(0.1)	-	0.18	1.8	(0.1)
714	CAT SCAN	5.1	3.8	4.3	4.1	5.1	(0.0)	1.00	-	4.6	(0.5)
715	MRI	1.0	1.1	1.0	1.1	1.2	0.2	0.09	-	1.1	0.1
716	PET SCAN	0.1	0.1	-	-	0.1	-	0.10	-	0.1	(0.0)
720	RESPIRATORY	6.1	5.0	6.0	5.5	5.8	(0.3)	0.29	-	5.5	(0.6)
721	SLEEP LAB	1.8	1.9	1.1	1.8	1.7	(0.1)	-	0.15	1.5	(0.3)
722	CARDIO	2.8	2.8	2.8	2.9	2.8	-	-	0.06	2.8	(0.0)
723	CARDIAC REHAB	2.4	2.3	2.2	2.3	2.3	(0.1)	-	-	2.3	(0.1)
730	PHYSICAL THERAPY	4.0	4.2	3.1	3.5	3.5	(0.5)	-	0.02	3.6	(0.4)
780	EDUCATION	2.5	2.5	1.8	2.0	1.5	(1.0)	-	0.54	2.3	(0.2)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5.5	5.5	4.0	3.2	3.5	(2.0)	0.36	-	4.9	(0.6)
783	INFECTION CONTROL	1.0	1.7	1.7	1.9	1.4	0.4	-	0.42	1.5	0.5
784	ACCREDITATION	2.0	2.0	2.0	2.0	2.0	(0.0)	-	0.01	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	2.9	3.0	0.0	0.12	-	3.0	0.0
790	HEALTH INFORMATION	11.7	12.7	12.3	12.2	12.6	0.9	0.48	-	12.4	0.7
791	CASE MANAGEMENT	5.0	4.1	4.0	4.3	4.2	(0.8)	-	0.14	4.3	(0.7)
800	MAINTENANCE	11.0	10.9	10.6	10.9	11.4	0.4	0.46	-	10.7	(0.3)
801	HOUSEKEEPING	23.5	23.4	24.0	24.2	23.7	0.2	-	0.54	23.6	0.1
802	LAUNDRY	6.5	6.3	5.9	5.7	5.7	(0.8)	0.03	-	5.6	(0.9)
803	BIO MED	2.0	1.0	1.0	1.0	1.0	(1.0)	-	0.00	1.0	(1.0)
810	SECURITY	8.1	8.2	8.1	7.5	7.0	(1.1)	-	0.54	7.6	(0.5)
850	PURCHASING	5.0	5.0	5.0	5.0	5.0	-	-	-	5.0	(0.0)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	16.4	16.9	17.3	16.8	(0.9)	-	0.48	16.9	(0.8)
871	DIETICIANS	1.3	1.4	1.4	1.4	1.4	0.1	-	0.06	1.4	0.1
900	ADMINISTRATION	6.0	5.0	6.0	5.5	6.0	-	0.50	-	5.5	(0.5)
901	COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
903	MHSC FOUNDATION	1.5	1.3	1.3	1.3	1.5	-	0.25	-	1.2	(0.3)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	5.3	5.0	4.9	5.0	5.0	(0.3)	0.08	-	5.4	0.1
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8.0	8.1	7.1	7.0	7.1	(0.9)	0.08	-	7.8	(0.2)
920	HUMAN RESOURCES	4.7	3.7	3.7	4.7	4.2	(0.5)	-	0.48	4.2	(0.5)
930	FISCAL SERVICES	5.0	4.8	3.8	4.3	3.8	(1.2)	-	0.51	4.6	(0.4)
940	BUSINESS OFFICE	14.8	14.5	13.8	14.7	14.8	(0.0)	0.08	-	14.5	(0.3)
941	ADMITTING	13.4	13.8	13.8	14.1	14.3	0.9	0.16	-	14.4	1.0
942	COMMUNICATION	2.9	2.9	2.4	2.3	2.4	(0.5)	0.06	-	2.9	0.0
943	CENTRAL SCHEDULING	4.0	3.1	3.9	4.0	3.9	(0.1)	-	0.05	3.8	(0.2)

	PPE	11/12/2017	11/26/2017	12/10/2017	12/24/2017	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET							Increase	Decrease		
949 DENKER	3.8	5.0	5.6	4.0	4.0	0.2	0.03	-	3.9	0.1
950 OLIVER	3.7	3.2	2.9	3.0	2.9	(0.8)	-	0.15	3.0	(0.7)
951 JOHNSON	4.3	-	-	-	-	(4.3)	-	-	2.2	(2.1)
953 STEWART	1.0	-	1.0	1.0	1.0	-	-	-	0.2	(0.8)
954 WHEELER	2.0	2.0	1.9	1.9	1.9	(0.1)	0.03	-	1.9	(0.1)
955 CHOU	1.0	-	-	-	-	(1.0)	-	-	0.5	(0.5)
956 KATTAN	2.0	1.7	1.7	1.6	1.6	(0.4)	-	-	2.1	0.1
958 VERONESE	2.0	1.0	1.0	1.5	1.3	(0.7)	-	0.16	1.1	(0.9)
959 GREWAL	2.0	1.3	2.0	2.2	2.0	0.0	-	0.12	1.9	(0.1)
960 SANDERS	2.0	2.2	2.1	2.1	2.2	0.2	0.08	-	2.1	0.1
961 DANSIE	1.5	2.1	2.0	2.1	2.0	0.5	-	0.14	2.1	0.6
962 BOWERS	1.5	1.6	1.7	1.6	1.6	0.1	-	0.00	1.7	0.2
963 LONG	1.5	0.9	0.9	0.9	0.9	(0.6)	-	-	1.2	(0.3)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	0.9	0.9	1.0	1.0	-	-	-	1.0	(0.0)
966 OCC MED	2.0	1.3	1.2	1.3	1.2	(0.8)	-	0.07	1.7	(0.3)
968 GILMARTIN	2.0	-	-	-	-	(2.0)	-	-	0.9	(1.1)
969 PAWAR	2.0	2.0	2.0	2.0	2.0	0.0	0.00	-	2.0	0.0
970 CROFTS	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
971 WAMSUTTER CLINIC	1.5	1.8	1.6	1.7	2.0	0.5	0.28	-	1.6	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.5	0.9	0.9	2.6	0.9	(0.6)	-	1.68	1.0	(0.5)
974 SMG ADMIN/BILLING	24.9	18.5	19.6	19.6	22.5	(2.4)	2.89	-	19.8	(5.1)
975 NEUPANE	2.0	2.0	2.0	1.8	1.0	(1.0)	-	0.82	1.9	(0.1)
976 LEHMAN	1.5	0.8	0.8	0.8	0.8	(0.7)	-	-	0.8	(0.7)
978 HOSPITALIST	4.2	4.2	4.2	3.6	4.2	-	0.60	-	4.8	0.6
981 CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.2	0.2
982 CHRISTENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	0.8	(0.2)
983 MACK	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
984 FRANKS	1.3	1.0	1.0	0.3	-	(1.3)	-	0.25	0.9	(0.4)
985 NELSON	-	-	-	-	-	-	-	-	0.0	0.0
986 BONGIORNO	1.0	-	-	-	-	(1.0)	-	-	0.5	(0.5)
988 CURRY	3.5	3.8	3.7	3.9	3.7	0.2	-	0.23	3.7	0.2
989 SHAMO	-	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1.3	1.2	1.6	1.7	1.6	0.3	-	0.08	1.2	(0.1)
992 ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	2.0	2.0	2.0	2.0	0.0	-	0.01	2.0	0.0
994 DUCK	1.5	0.5	0.5	1.5	0.4	(1.1)	-	1.17	0.8	(0.7)
995 A. BROWN	2.0	2.3	2.8	2.1	2.3	0.3	0.14	-	2.2	0.2
996 SARETTE	0.6	0.6	-	0.9	-	(0.6)	-	0.90	0.3	(0.3)

TOTAL Paid FTEs	483.4	447.9	446.9	447.8	446.9	(36.5)	-	0.89	454.8	(28.7)
TOTAL WORKED FTEs	439.9	420.2	376.0	417.7	414.8	(25.1)	-	2.89	408.3	(31.6)

WORKED % Paid	91%	94%	84%	93%	93%	2%	-	0.00	90%	(0.0)
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CONTRACT FTES (Inc above)	3.0	11.4	12.1	12.8	11.5	8.5	-	1.26	10.5	7.5
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GROSS EMPLOYEE PAYROLL	1,599,017	1,453,260	1,317,912	1,424,990	1,300,730	(298,287)	-	124,259.75	18,568,881	
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Average Employee Hourly Rate	\$41.35	\$40.56	\$36.86	\$39.77	\$36.38	(\$4.97)	-	3.40	#DIV/0!	#DIV/0!
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Benchmark Paid FTEs	6.63	8.85	9.66	8.94	8.10	1.47	-	0.84	6.73	0.10
per Adj. Occupied Bed (APD)										

#### WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	20.6	20.8	20.8	20.0	(8.0)	-	0.78	21.6	(6.3)
605 BEHAVIORAL HEALTH	7.3	6.4	3.0	2.9	10.2	2.9	7.22	-	6.3	(1.0)
610 OB FLOOR	5.4	5.2	5.0	5.2	4.6	(0.8)	-	0.63	5.0	(0.4)
611 NURSERY	6.6	6.2	6.2	7.0	6.2	(0.4)	-	0.81	6.2	(0.5)
612 LABOR & DELIVERY	5.6	5.9	5.3	5.4	5.3	(0.2)	-	0.03	5.4	(0.2)
620 ICU	12.6	10.6	12.5	12.7	10.3	(2.3)	-	2.33	11.6	(1.1)
630 OR	12.1	14.7	13.4	13.4	13.5	1.4	0.10	-	13.3	1.2
631 SAME DAY SURGERY	6.5	5.8	4.1	6.2	6.2	(0.2)	0.06	-	5.6	(0.9)
633 RECOVERY	1.8	4.3	2.1	2.8	2.9	1.1	0.08	-	2.4	0.6
634 CENTRAL STERILE	2.8	2.7	2.4	2.9	2.9	0.0	-	0.03	2.6	(0.3)
640 DIALYSIS	4.6	4.0	4.4	4.8	5.2	0.7	0.36	-	4.4	(0.1)
650 ER	23.3	23.6	25.0	23.3	23.4	0.1	0.04	-	22.7	(0.6)

		PPE	11/12/2017	11/26/2017	12/10/2017	12/24/2017	Variance	LAST PAY PERIOD		YTD	from budget
		BUDGET					from Bud	Increase	Decrease		
651	TRAUMA	0.9	1.9	1.4	1.9	1.6	0.7	-	0.32	1.5	0.5
652	SANE	0.5	1.2	0.9	1.2	1.0	0.6	-	0.18	0.9	0.5
660	RADIATION ONC	6.0	5.9	4.3	5.5	5.3	(0.7)	-	0.23	5.4	(0.6)
661	MEDICAL ONC	5.0	3.9	3.7	4.1	3.8	(1.2)	-	0.36	4.3	(0.8)
700	LABORATORY	26.8	26.6	24.2	27.1	26.3	(0.6)	-	0.79	26.3	(0.6)
701	HISTOLOGY	1.8	2.0	1.5	2.0	1.9	0.0	-	0.13	1.8	(0.0)
702	BLOOD BANK	0.9	1.2	1.0	1.2	1.1	0.2	-	0.06	1.0	0.1
710	RADIOLOGY	7.0	9.3	8.7	8.6	8.4	1.4	-	0.21	8.0	1.0
711	MAMMOGRPAHY	1.8	1.2	0.9	1.1	1.2	(0.7)	0.12	-	1.0	(0.8)
712	ULTRASOUND	3.3	3.5	3.1	3.1	3.9	0.6	0.83	-	3.9	0.6
713	NUC MED	1.7	1.7	1.2	2.0	1.6	(0.1)	-	0.38	1.6	(0.2)
714	CAT SCAN	4.6	3.8	3.5	3.9	4.8	0.1	0.86	-	4.1	(0.5)
715	MRI	0.9	1.0	0.8	1.1	1.1	0.2	0.03	-	1.0	0.1
716	PET SCAN	0.1	0.1	-	-	0.1	0.0	0.10	-	0.1	(0.0)
720	RESPIRATORY	5.6	5.0	5.2	5.1	4.7	(0.8)	-	0.35	4.9	(0.7)
721	SLEEP LAB	1.6	1.9	0.7	1.7	1.7	0.0	-	0.07	1.4	(0.2)
722	CARDIO	2.5	2.6	2.4	2.6	2.4	(0.2)	-	0.27	2.5	(0.1)
723	CARDIAC REHAB	2.2	2.3	1.9	2.2	2.1	(0.1)	-	0.02	2.1	(0.1)
730	PHYSICAL THERAPY	3.6	2.8	2.5	3.3	3.4	(0.2)	0.08	-	3.2	(0.4)
780	PATIENT ED	2.3	2.3	1.6	2.0	1.3	(1.0)	-	0.71	2.1	(0.2)
781	SOCIAL SERVICES	0.9	0.6	0.6	1.0	1.0	0.1	-	-	0.9	0.0
782	QUALITY & ACCREDIT	5.0	5.1	3.2	3.0	2.8	(2.2)	-	0.17	4.4	(0.6)
783	INFECTION CONTROL	0.9	1.7	1.6	1.9	1.4	0.5	-	0.42	1.4	0.5
784	COMPLIANCE	1.8	1.8	1.3	2.0	1.8	(0.0)	-	0.13	1.8	(0.0)
786	NURSING INFORMATICS	2.7	2.2	2.6	2.8	2.8	0.1	0.04	-	2.7	(0.0)
790	HEALTH INFORMATION	10.6	12.2	10.1	11.4	11.4	0.8	0.01	-	11.0	0.3
791	CASE MANAGEMENT	4.6	4.1	3.4	4.3	3.8	(0.8)	-	0.53	3.9	(0.7)
800	MAINTENANCE	10.0	9.9	9.0	10.5	11.0	1.0	0.54	-	9.7	(0.3)
801	HOUSEKEEPING	21.4	21.9	20.8	22.8	22.2	0.8	-	0.63	21.5	0.1
802	LAUNDRY	5.9	6.2	5.2	5.3	5.3	(0.6)	-	0.05	5.3	(0.6)
803	BIO MED	1.8	1.0	0.8	1.0	1.0	(0.9)	-	0.02	0.9	(0.9)
810	SECURITY	7.4	7.3	6.7	6.9	6.5	(0.8)	-	0.39	6.6	(0.7)
850	PURCHASING	4.6	4.6	3.8	4.6	4.9	0.3	0.26	-	4.3	(0.2)
855	CENTRAL SUPPLY	2.7	2.7	2.5	3.0	2.6	(0.1)	-	0.36	2.6	(0.1)
870	DIETARY	16.1	15.7	15.2	15.1	15.9	(0.1)	0.80	-	15.4	(0.6)
871	DIETICIANS	1.2	1.3	1.1	1.4	1.2	0.0	-	0.23	1.3	0.1
900	ADMINISTRATION	5.5	4.3	4.4	5.1	5.8	0.3	0.70	-	4.6	(0.9)
901	COMM SVC	0.9	1.0	0.8	1.0	1.0	0.1	-	-	1.0	0.0
902	MED STAFF SVC	1.8	1.9	1.5	2.0	1.8	0.0	-	0.16	1.8	(0.1)
903	MHSC FOUNDATION	1.4	1.2	1.2	1.3	1.3	(0.1)	0.05	-	1.2	(0.2)
904	VOLUNTEER SRV	0.9	1.0	0.9	1.0	1.0	0.1	-	-	0.9	(0.0)
905	NURSING ADMIN	4.8	4.7	4.3	4.7	4.5	(0.3)	-	0.13	4.8	(0.0)
907	PHYSICIAN RECRUIT	0.9	1.0	0.9	1.0	0.8	(0.1)	-	0.20	0.9	(0.0)
910	INFORMATION SYSTEMS	7.3	7.7	5.9	7.0	6.8	(0.5)	-	0.22	7.1	(0.2)
920	HUMAN RESOURCES	4.3	3.7	3.2	4.7	4.2	(0.1)	-	0.48	3.9	(0.3)
930	FISCAL SERVICES	4.6	4.7	2.5	3.9	3.3	(1.3)	-	0.63	4.1	(0.5)
940	BUSINESS OFFICE	13.5	13.0	10.9	13.7	12.7	(0.8)	-	1.01	12.7	(0.8)
941	ADMITTING	12.2	13.3	12.3	13.1	13.7	1.5	0.56	-	13.2	1.0
942	COMMUNICATION	2.6	2.8	2.4	2.2	2.4	(0.2)	0.14	-	2.6	0.0
943	CENTRAL SCHEDULING	3.6	3.0	3.5	3.9	3.8	0.1	-	0.13	3.4	(0.2)
949	DENKER	3.5	5.0	4.2	3.8	3.8	0.4	0.07	-	3.4	(0.1)
950	OLIVER	3.4	3.2	2.2	3.0	2.5	(0.9)	-	0.51	2.8	(0.6)
951	JOHNSON	3.9	-	-	-	-	(3.9)	-	-	2.0	(1.9)
953	STEWART	0.9	-	0.8	1.0	1.0	0.1	-	-	0.2	(0.7)
954	WHEELER	1.8	2.0	1.7	1.8	1.8	(0.0)	0.03	-	1.7	(0.1)
955	CHOU	0.9	-	-	-	-	(0.9)	-	-	0.4	(0.5)
956	KATTAN	1.8	1.7	1.6	1.0	1.0	(0.8)	-	-	1.8	(0.0)
958	VERONESE	1.8	1.0	0.9	1.0	0.8	(1.0)	-	0.16	0.8	(1.0)
959	GREWAL	1.8	1.2	1.7	2.1	1.5	(0.3)	-	0.54	1.6	(0.2)
960	SANDERS	1.8	2.0	2.0	2.1	2.2	0.4	0.09	-	1.9	0.1
961	DANSIE	1.4	2.1	1.7	2.1	2.0	0.6	-	0.14	1.9	0.5
962	BOWERS	1.4	1.5	1.4	1.5	1.6	0.2	0.11	-	1.4	0.0
963	LONG	1.4	0.9	0.7	0.9	0.9	(0.5)	-	-	1.1	(0.3)
964	JAKE JOHNSON	0.9	1.0	0.9	1.0	0.6	(0.3)	-	0.41	0.9	(0.0)
965	DOLCE	0.9	0.9	0.7	1.0	1.0	0.1	-	-	0.9	(0.1)
966	OCC MED	1.8	1.3	1.1	1.3	1.2	(0.6)	-	0.07	1.6	(0.2)
968	GILMARTIN	1.8	-	-	-	-	(1.8)	-	-	0.7	(1.1)
969	PAWAR	1.8	1.9	1.7	1.9	1.8	(0.0)	-	0.12	1.7	(0.1)
970	CROFTS	1.2	1.0	0.7	1.0	0.8	(0.4)	-	0.20	0.8	(0.3)
971	WAMSUTTER CLINIC	1.4	1.8	1.5	1.6	1.3	(0.0)	-	0.26	1.5	0.1
972	FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1.4	0.9	0.7	0.9	0.8	(0.6)	-	0.10	0.8	(0.5)
974	SMG ADMIN/BILLING	22.7	17.4	16.0	19.1	21.4	(1.2)	2.36	-	18.1	(4.6)
975	NEUPANE	1.8	1.9	1.5	1.7	1.0	(0.8)	-	0.66	1.7	(0.1)
976	LEHMAN	1.4	0.8	0.7	0.7	0.8	(0.6)	0.13	-	0.7	(0.7)
978	HOSPITALIST	3.8	4.2	4.2	3.6	4.2	0.4	0.60	-	4.5	0.7

		PPE	11/12/2017	11/26/2017	12/10/2017	12/24/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET							from Bud	Increase	Decrease		
981	CROFT	0.9	1.0	0.8	1.0	0.9	(0.0)	-	0.10	0.9	(0.0)
982	CHRISTENSEN	0.9	1.0	0.5	1.0	1.0	0.1	0.05	-	0.7	(0.2)
983	MACK	0.9	1.0	0.8	1.0	0.8	(0.1)	-	0.20	0.8	(0.1)
984	FRANKS	1.2	1.0	0.7	-	-	(1.2)	-	-	0.8	(0.4)
986	BONGIORNO	0.9	-	-	-	-	(0.9)	-	-	0.4	(0.5)
988	CURRY	3.2	3.6	2.6	3.3	3.6	0.4	0.30	-	3.3	0.2
991	JAMIAS	1.2	1.2	1.4	1.7	1.6	0.4	-	0.08	1.1	(0.1)
992	ASPER	0.9	1.0	0.5	0.9	1.0	0.1	0.10	-	0.9	(0.0)
993	LIU	1.8	2.0	1.7	2.0	2.0	0.2	-	0.01	1.9	0.1
994	DUCK	1.4	0.5	0.3	1.1	0.4	(1.0)	-	0.77	0.6	(0.8)
995	A. BROWN	1.8	2.2	2.3	2.1	2.3	0.4	0.14	-	2.0	0.2
996	SARETTE	0.6	0.6	-	0.9	-	(0.6)	-	0.90	0.3	(0.2)
<b>TOTAL WORKED FTEs</b>		<b>439.9</b>	<b>420.2</b>	<b>376.0</b>	<b>417.7</b>	<b>414.8</b>	<b>(25.11)</b>	<b>-</b>	<b>2.89</b>	<b>408.3</b>	<b>(31.6)</b>
<b>CNTRCT FTEs (Inc above)</b>		<b>3.0</b>	<b>11.4</b>	<b>12.1</b>	<b>12.8</b>	<b>11.5</b>	<b>8.54</b>	<b>-</b>	<b>1.26</b>	<b>10.5</b>	<b>7.5</b>

#### OVERTIME HOURS

						Current OT			YTD Hours	
						OT Dollars				
600	MEDICAL FLOOR	32.0	2.5	-	18.5	405.13	18.50	-	82.0	
605	BEHAVIORAL HEALTH	55.5	-	15.8	138.8	3,210.87	123.00	-	520.8	
610	OB FLOOR	8.8	-	-	0.5	12.40	0.50	-	21.8	
611	NURSERY	-	-	-	-	-	-	-	16.8	
612	LABOR & DELIVERY	-	-	-	-	-	-	-	8.8	
620	ICU	5.8	-	-	-	-	-	-	118.8	
630	OR	55.8	2.5	20.0	14.0	621.12	-	6.00	173.0	
631	SAME DAY SURGERY	20.5	2.0	0.8	8.8	339.43	8.00	-	70.8	
633	RECOVERY	12.5	-	-	-	-	-	-	13.5	
634	CENTRAL STERILE	0.8	0.5	2.8	3.3	75.82	0.50	-	22.5	
640	DIALYSIS	0.5	1.5	-	18.5	1,178.09	18.50	-	42.3	
650	ER	1.8	21.8	2.3	2.3	87.70	-	-	209.0	
651	TRAUMA	0.5	-	1.0	-	-	-	1.00	9.8	
652	SANE	0.8	-	2.5	2.0	87.58	-	0.50	6.5	
660	RADIATION ONC	2.8	2.8	5.3	6.5	438.62	1.25	-	68.5	
661	MEDICAL ONC	0.8	-	0.5	0.1	3.48	-	0.42	4.2	
700	LABORATORY	26.5	22.5	20.8	19.5	573.67	-	1.25	275.5	
701	HISTOLOGY	4.5	-	3.5	-	-	-	3.50	16.5	
702	BLOOD BANK	0.3	1.5	-	-	-	-	-	4.5	
710	RADIOLOGY	0.5	2.3	0.5	1.5	49.51	1.00	-	25.3	
711	MAMMOGRPAHY	-	-	-	-	-	-	-	1.0	
712	ULTRASOUND	0.5	0.8	0.3	1.3	84.06	1.00	-	27.8	
713	NUC MED	-	0.8	3.5	-	-	-	3.50	7.0	
714	CAT SCAN	0.8	-	2.8	2.0	79.65	-	0.75	24.5	
715	MRI	-	-	-	2.3	120.09	2.25	-	4.8	
716	PET SCAN	-	-	-	0.8	45.24	0.75	-	1.0	
720	RESPIRATORY	-	-	-	12.0	570.59	12.00	-	47.3	
721	SLEEP LAB	3.3	-	10.0	13.8	608.09	3.75	-	33.0	
722	CARDIO	-	-	3.8	-	-	-	3.75	14.5	
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-	
780	PATIENT ED	5.5	2.5	1.8	-	-	-	1.75	23.3	
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	
782	QUALITY & ACCREDIT	7.3	-	-	-	-	-	-	25.0	
783	INFECTION CONTROL	-	-	-	-	-	-	-	4.8	
784	COMPLIANCE	-	-	-	-	-	-	-	0.8	
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	
790	HEALTH INFORMATION	-	0.3	-	-	-	-	-	0.8	
791	CASE MANAGEMENT	10.0	4.8	25.8	10.5	552.03	-	15.25	148.0	
800	MAINTENANCE	11.8	0.8	1.3	30.0	973.31	28.75	-	83.5	
801	HOUSEKEEPING	21.3	25.8	9.8	24.0	543.30	14.25	-	230.5	
802	LAUNDRY	2.0	1.0	2.5	12.5	197.49	10.00	-	73.3	
803	BIO MED	-	-	0.3	-	-	-	0.25	2.3	
810	SECURITY	21.5	1.5	8.3	1.8	54.27	-	6.50	124.8	
850	PURCHASING	-	0.3	-	-	-	-	-	1.0	
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-	
870	DIETARY	26.5	30.0	45.0	58.8	1,129.67	13.75	-	550.3	
871	DIETICIANS	-	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	-	-	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	
905	NURSING ADMIN	0.8	7.3	-	1.3	42.68	1.25	-	99.8	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-	



		PPE	11/12/2017	11/26/2017	12/10/2017	12/24/2017	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET								Increase	Decrease		
920	HUMAN RESOURCES	-	-	-	-	1.5	43.23	1.50	-	1.5	
930	FISCAL SERVICES	-	-	-	-	-	-	-	-	-	
940	BUSINESS OFFICE	1.3	4.5	4.5	1.0	25.46	-	-	3.50	35.8	
941	ADMITTING	107.5	143.5	233.0	181.3	4,514.89	-	-	51.75	1,373.8	
942	COMMUNICATION	-	17.5	21.0	40.0	826.68	19.00	-	-	99.0	
943	CENTRAL SCHEDULING	6.5	2.5	1.5	0.5	10.77	-	-	1.00	25.8	
949	DENKER	1.4	-	2.8	0.5	14.76	-	-	2.25	21.9	
950	OLIVER	2.9	0.5	2.5	0.5	14.76	-	-	2.00	21.7	
951	JOHNSON	-	-	-	-	-	-	-	-	8.4	
953	STEWART	-	-	-	-	-	-	-	-	-	
954	WHEELER	-	-	-	-	-	-	-	-	2.8	
955	CHOU	-	-	-	-	-	-	-	-	-	
956	KATTAN	-	-	-	-	-	-	-	-	6.8	
958	VERONESE	-	-	-	-	-	-	-	-	-	
959	GREWAL	-	2.3	3.3	2.8	87.62	-	-	0.50	9.0	
960	SANDERS	13.5	7.3	7.8	13.8	432.71	6.00	-	-	141.0	
961	DANSIE	2.5	1.9	5.9	1.6	87.85	-	-	4.25	33.3	
962	BOWERS	2.5	-	3.8	4.5	107.55	0.75	-	-	25.0	
963	LONG	-	-	-	-	-	-	-	-	1.0	
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-	
965	DOLCE	-	-	-	-	-	-	-	-	1.0	
966	OCC MED	21.3	14.3	22.0	16.3	819.00	-	-	5.75	195.0	
968	GILMARTIN	-	-	-	-	-	-	-	-	10.5	
969	PAWAR	0.3	-	0.3	-	-	-	-	0.25	5.0	
970	CROFTS	-	-	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	0.3	
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	26.8	8.0	39.5	32.0	879.33	-	-	7.50	401.5	
975	NEUPANE	2.8	0.8	3.8	-	-	-	-	3.75	17.0	
976	PA LEHMAN	2.5	1.9	5.9	1.6	88.39	-	-	4.25	33.4	
978	HOSPITALIST	-	-	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	-	-	
982	CHRISTENSEN	4.9	3.1	6.6	4.2	121.25	-	-	2.38	22.4	
983	MACK	-	-	-	-	-	-	-	-	-	
984	FRANKS	-	-	-	-	-	-	-	-	-	
986	BONGIORNO	-	-	-	-	-	-	-	-	-	
988	CURRY	4.9	3.1	6.6	4.3	121.81	-	-	2.37	85.9	
991	JAMIAS	-	-	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	-	-	
993	LIU	0.6	-	0.4	0.1	5.85	-	-	0.25	4.0	
994	DUCK	0.6	-	0.4	0.1	6.34	-	-	0.25	4.0	
995	A. BROWN	7.3	3.3	9.5	10.5	10.50	1.00	-	-	48.5	
996	SARETTE	-	-	-	-	-	-	-	-	-	

<b>TOTAL OT HOURS</b>	<b>551.0</b>	<b>349.5</b>	<b>571.0</b>	<b>721.8</b>	<b>20,303</b>	<b>150.83</b>	<b>-</b>	<b>5,873.9</b>
<b>TOTAL OT FTEs</b>	<b>6.9</b>	<b>4.4</b>	<b>7.1</b>	<b>9.0</b>		<b>1.89</b>	<b>-</b>	<b>5.6</b>
<b>OT % WORKED HOURS</b>	<b>1.7%</b>	<b>1.2%</b>	<b>1.8%</b>	<b>2.2%</b>		<b>0.00</b>	<b>0.0%</b>	

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Six months ended December 31, 2017

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	21.54%	20.34%	18.37%
Blue Cross	26.22%	23.84%	23.66%
Medicaid	6.75%	7.99%	9.99%
Medicare	34.67%	36.93%	36.77%
Self Pay	9.11%	8.17%	9.42%
Other	1.71%	2.73%	1.79%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

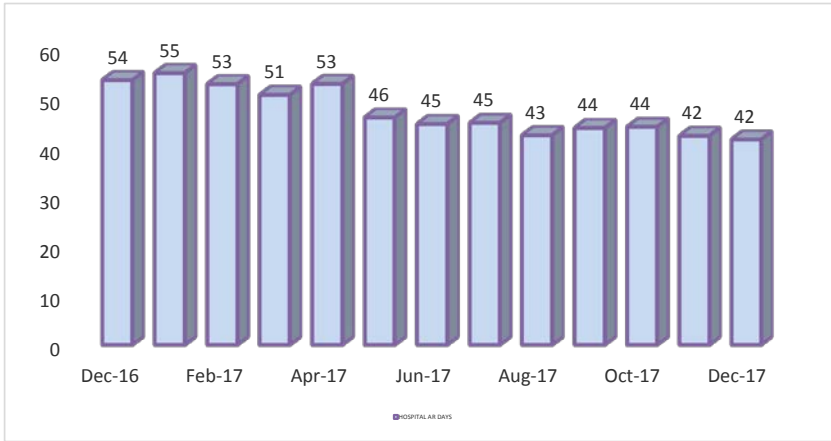
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	30.07%	28.02%	28.94%
Blue Cross	27.95%	29.45%	30.49%
Medicaid	11.81%	12.52%	14.70%
Medicare	23.82%	23.53%	19.07%
Self Pay	5.99%	5.81%	6.18%
Other	0.36%	0.67%	0.62%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	45.17%	39.20%	39.50%
Blue Cross	26.90%	32.19%	27.91%
Medicaid	2.55%	4.78%	6.32%
Medicare	17.85%	18.50%	23.02%
Self Pay	7.53%	4.45%	2.71%
Other	0.00%	0.88%	0.54%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

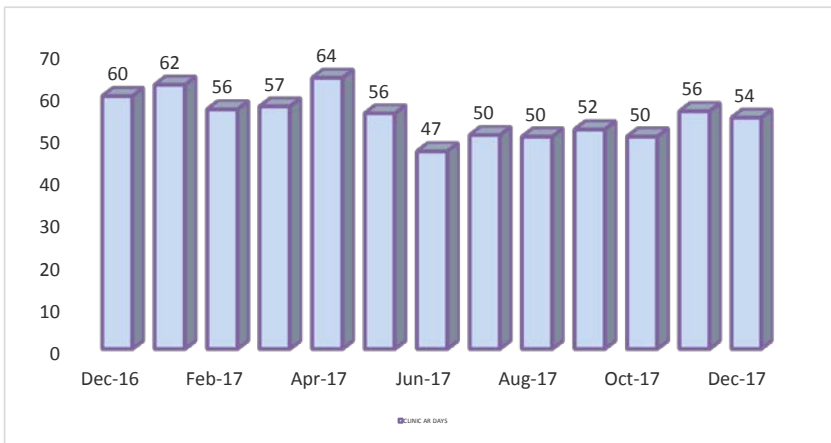
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	22.43%	21.27%	19.86%
Blue Cross	26.53%	24.48%	24.39%
Medicaid	7.10%	8.33%	10.34%
Medicare	33.53%	35.49%	34.80%
Self Pay	8.83%	7.91%	8.96%
Other	1.58%	2.52%	1.65%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**12/31/17**

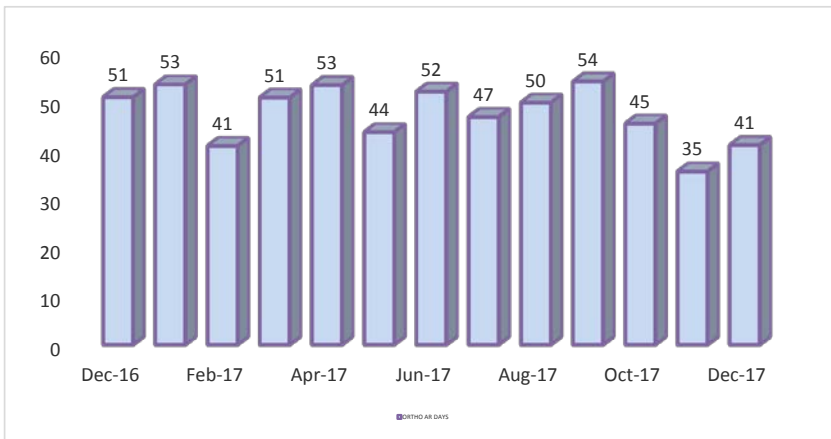
	<b>HOSPITAL AR DAYS</b>
Dec-16	54
Jan-17	55
Feb-17	53
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44
Nov-17	42
Dec-17	42



	<b>CLINIC AR DAYS</b>
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
Nov-17	56
Dec-17	54

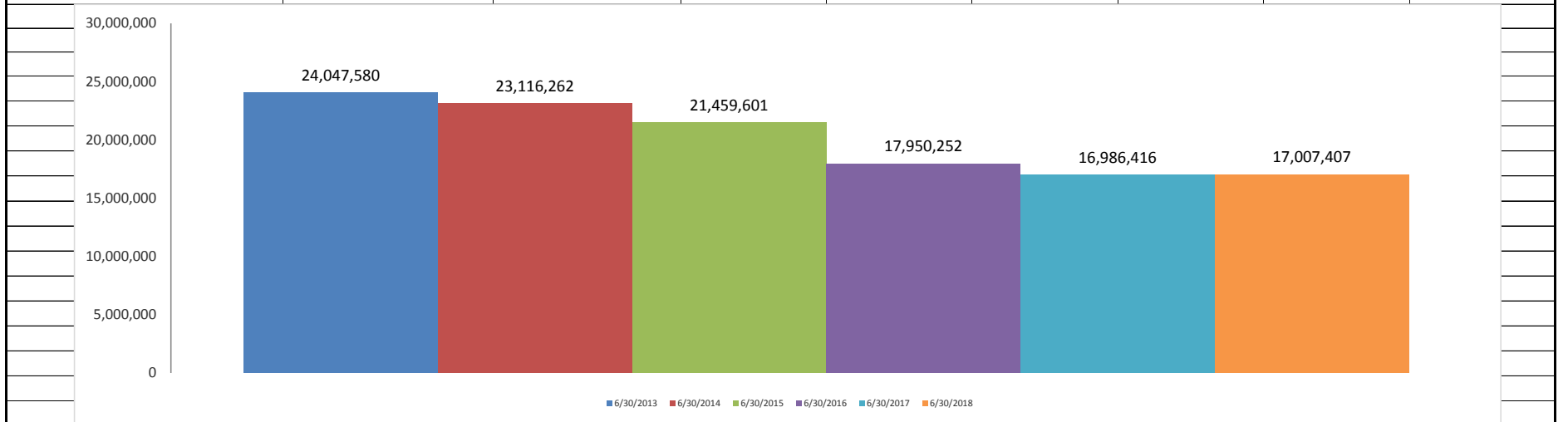


	<b>ORTHO AR DAYS</b>
Dec-16	51
Jan-17	53
Feb-17	41
Mar-17	51
Apr-17	53
May-17	44
Jun-17	52
Jul-17	47
Aug-17	50
Sep-17	54
Oct-17	45
Nov-17	35
Dec-17	41



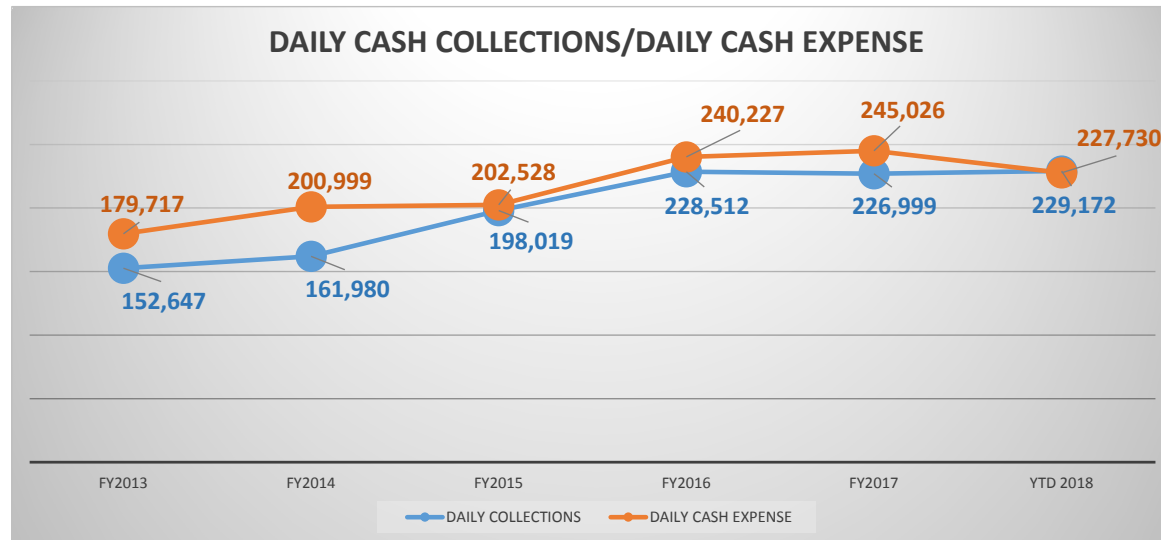
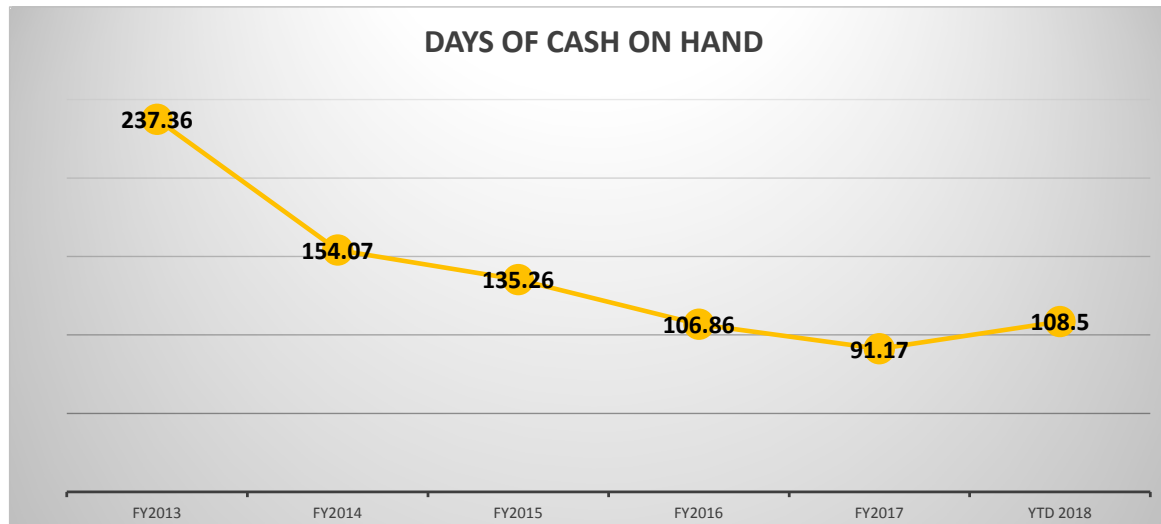
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
OPEN BID INVESTMENT SUMMARY REPORT  
12/31/17**

		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	4,378,329
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	2,969,512
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	1.016%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.016%	104,078	104,294	104,607	104,934	105,575	106,093
<b>TOTAL</b>			<b>24,047,580</b>	<b>23,116,262</b>	<b>21,459,601</b>	<b>17,950,252</b>	<b>16,986,416</b>	<b>17,007,407</b>



<b>INFORMATION:</b>								
<b>CURRENT INVESTMENT BALANCE:</b>		<b>\$ 17,007,406.85</b>						
<b>GENERAL FUND BALANCE AS OF 12/31/17</b>		<b>2,343,028</b>						
<b>REPRESENTING DAYS OF CASH ON HAND</b>		<b>11.1</b>						
<b>RECOMMENDATION:</b>								
<b>MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO COMPETITIVE INTEREST RATES, AND LIQUIDITY OF FUNDS.</b>								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Days of Cash on Hand  
12/31/2017





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

<b>Vouchers Submitted by MHSC at agreed discounted rate</b>		
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	
November 2017	\$4,335.89	
December 2017	\$28,319.19	
County Requested Total Vouchers Submitted as of December 31, 2017	<u>\$120,387.83</u>	
Total Vouchers Submitted FY 2018		\$120,387.83
Less: Total Approved by County and Received by MHSC FY 2018		\$87,732.75
Total Vouchers Pending Approval by County		<u><u>\$32,655.08</u></u>

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	<u>\$87,732.75</u>
FY18 Title 25 Fund Budget Remaining	\$514,187.25
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
County Maintenance FY18 - November	\$269,311.46
County Maintenance FY18 - December	\$2,352.82
	<u>\$327,151.50</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$281,660.50</u></u>

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

**FY 2018**

<b>Dray, Dyekman, Reed &amp; Healey PC</b>	<b>\$2,585.00</b>
<b>EDWARDS LAW OFFICE, P.C.</b>	<b>\$94,665.00</b>
<b>Hirst Applegate, LLP</b>	<b>\$94,187.75</b>
<b>Jamieson &amp; Robinson, LLC</b>	<b>\$29,046.52</b>
<b>John H. Robinson, P.C.</b>	<b>\$53,276.64</b>
<b>Phillips Law, LLC</b>	<b>\$151,278.71</b>
<b>Settlements</b>	<b>\$50,000.00</b>
<b>SUNDAHL, POWERS, KAPP &amp; MARTIN, LLC</b>	<b>\$1,820.00</b>
<b>Total FYTD 2018</b>	<b>\$476,859.62</b>

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	507	6,695,238.55
CAPITAL EQUIPMENT (PLANT FUND)	3	23,548.75
CONSTRUCTION IN PROGRESS (BUILDING FUND)	3	125,505.65
PAYROLL DECEMBER 14, 2017	N/A	1,391,556.98
PAYROLL DECEMBER 28, 2017	N/A	1,271,127.14
	N/A	
TOTAL CASH OUTFLOW		<u>\$6,844,292.95</u>
CASH COLLECTIONS		7,185,167.24
INCREASE/DECREASE IN CASH		\$ 340,874.29

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2018**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002137	7/13/2017	SYSO 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		
<b>JULY TOTALS</b>					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		
<b>AUGUST TOTALS</b>					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		
<b>SEPTEMBER TOTALS</b>					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		
<b>OCTOBER TOTALS</b>					23,514.00	100,837.63

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002152	11/1/2017	QUADRAMED CORPORATION	\$6,250.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002153	11/22/2017	KRONOS INCORPORATED	\$2,227.50	KRONOS SCHEDULER		
002154	11/30/2017	CATALINA LABORATORY PRODUCTS LLC	\$4,988.88	BIOLOGICAL HOOD		
<b>NOVEMBER TOTALS</b>					13,466.38	114,304.01

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002155	12/14/2017	QUADRAMED CORPORATION	\$1,250.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002156	12/20/2017	KRONOS INCORPORATED	\$4,578.75	KRONOS SCHEDULER		
002157	12/20/2017	LABORIE MEDICAL TECHNOLOGIES CORP	\$17,720.00	GOBY WIRELESS URODYNAMICS SYSTEM		
<b>DECEMBER TOTALS</b>					23,548.75	137,852.76

**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		
<b>JULY TOTALS</b>					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	5,451.03	MRI REPLACEMENT PROJECT		
W/T	8/16/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
<b>AUGUST TOTALS</b>					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		
<b>SEPTEMBER TOTALS</b>					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		
<b>OCTOBER TOTALS</b>					111,593.00	451,823.03

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	11/20/2017	WELLS FARGO	111,435.65	WF DEBT SERVICE		
000989	11/30/2017	INSULATION INC.	605.00	CT REPLACEMENT		
<b>NOVEMBER TOTALS</b>					112,040.65	563,863.68

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000990	12/14/2017	PLAN ONE/ARCHITECTS	8643.00	CT REPLACEMENT		
W/T	12/19/2017	WELLS FARGO	111,435.65	WF DEBT SERVICE		
000992	12/20/2017	PLAN ONE/ARCHITECTS	5427.00	CT REPLACEMENT		
<b>DECEMBER TOTALS</b>					125,505.65	689,369.33



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
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Amount	Description
232,692.42	<b>ABG Retirement Total</b>
25,277.16	<b>Advertising Total</b>
2,087.34	<b>Billing Services Total</b>
4,753.32	<b>Blood Bank Services Total</b>
29,600.00	<b>Building Lease Total</b>
1,759.79	<b>Cellular Telephone Total</b>
49,401.21	<b>Collection Agency Total</b>
113,734.74	<b>Computer Equipment Total</b>
550.00	<b>Consulting Fees Total</b>
71,235.00	<b>Contract Maintenance Total</b>
148,639.56	<b>Contract Personnel Total</b>
294.66	<b>Courier Services Total</b>
4,775.83	<b>Credit Card Payment Total</b>
23,442.74	<b>Dental Insurance Total</b>
598.77	<b>Dialysis Supplies Total</b>
10,052.85	<b>Disability Insurance Total</b>
1,371.59	<b>Education &amp; Travel Total</b>
25,000.00	<b>Unemployment Total</b>
6,772.31	<b>Employee Recruitment Total</b>
5,984.58	<b>Employee Vision Plan Total</b>
57,492.44	<b>Equipment Lease Total</b>
26,392.48	<b>Food Total</b>
5,333.63	<b>Freight Total</b>
583.47	<b>Fuel Total</b>
1,889.92	<b>Garbage Collection Total</b>
498,656.25	<b>Group Health Total</b>
1,088.00	<b>Guest Relations Total</b>
188,671.90	<b>Hospital Supplies Total</b>
1,123.05	<b>Insurance Refund Total</b>
10.00	<b>Internet Services Total</b>
4,588.00	<b>Laboratory Services Total</b>
121,407.34	<b>Laboratory Supplies Total</b>
100.93	<b>Laundry Supplies Total</b>
19,825.42	<b>Legal Fees Total</b>
260.00	<b>Licenses &amp; Taxes Total</b>
19,311.02	<b>Life Insurance Total</b>
96,075.27	<b>Locum Tenens Total</b>
29,909.74	<b>Maintenance &amp; Repair Total</b>
15,081.92	<b>Maintenance Supplies Total</b>
1,310.44	<b>Marketing &amp; Promotional Supplies Total</b>
48.00	<b>Membership Fee Total</b>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
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978.44	<b>MHSC Foundation Total</b>
6,300.00	<b>Minor Equipment Total</b>
237.00	<b>Monthly Pest Control Total</b>
2,282.76	<b>Non Medical Supplies Total</b>
100.00	<b>Notary Bond Total</b>
6,883.16	<b>Office Supplies Total</b>
4,053.00	<b>Other Employee Benefits Total</b>
1,084.00	<b>Hospital Supplies Total</b>
8,041.85	<b>Locum Tenens Total</b>
9,000.00	<b>Physician Services Total</b>
459.00	<b>Other Purchased Services Total</b>
30.00	<b>Notary Bond Total</b>
4,538.77	<b>Oxygen Rental Total</b>
1,285.03	<b>Patient Refund Total</b>
687.15	<b>Payroll Deduction Total</b>
3,740.87	<b>Payroll Garnishment Total</b>
5,716.60	<b>Payroll Transfer Total</b>
18.00	<b>Petty Cash Total</b>
720,234.00	<b>Pharmacy Management Total</b>
5,740.00	<b>Physician Recruitment Total</b>
83,519.22	<b>Physician Services Total</b>
93,765.79	<b>Physician Student Loan Total</b>
414.00	<b>Postage Total</b>
1,200,000.00	<b>PAYROLL 25 Total</b>
1,300,000.00	<b>PAYROLL 26 Total</b>
2,585.00	<b>Re Total</b>
1,125,394.25	<b>Professional Service Total</b>
35,000.00	<b>Quarterly Non Compete Total</b>
535.75	<b>Radiation Monitoring Total</b>
1,724.00	<b>Radioactive Material Total</b>
275.04	<b>Radiology Film Total</b>
20,448.48	<b>Radiology Material Total</b>
2,542.29	<b>Red Tie Gala Total</b>
173.98	<b>Reimbursement - Supplies Total</b>
19,353.96	<b>Reimbursement - CME Total</b>
50.00	<b>Reimbursement - Credit Union Deduction Total</b>
13,509.89	<b>Reimbursement - Education &amp; Travel Total</b>
17,167.29	<b>Reimbursement - Employee Recruitment Total</b>
158.15	<b>Reimbursement - Supplies Total</b>
98.99	<b>Reimbursement - Uniforms Total</b>
1,373.51	<b>Sales Tax Payment Total</b>
25,000.00	<b>Physician Recruitment Total</b>

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W/T	12/11/2017	ABG PPE112617	116,023.73	ABG Retirement
W/T	12/26/2017	ABG PPE121017	116,668.69	ABG Retirement
EFT000000003239	12/5/2017	LAMAR ADVERTISING	380.00	Advertising
151145	12/14/2017	ALL WORLD PROMOTIONS	734.65	Advertising
151243	12/14/2017	THE RADIO NETWORK	4,000.00	Advertising
EFT000000003263	12/14/2017	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
151288	12/20/2017	BIGHORN DESIGN STUDIO, LLC	1,252.00	Advertising
151407	12/20/2017	SWEETWATER NOW, LLC	2,675.00	Advertising
EFT000000003287	12/21/2017	LAMAR ADVERTISING	2,060.00	Advertising
EFT000000003295	12/21/2017	ROCKET MINER	4,775.51	Advertising
EFT000000003303	12/21/2017	SWEETWATER PAGES	9,120.00	Advertising
W/T	12/13/2017	RSNB Bank	20.00	Bank Card Fees
151179	12/14/2017	EXPRESS MEDICAID BILLING SERV	893.92	Billing Services
151263	12/14/2017	EXPRESS MEDICAID BILLING SERV	1,193.42	Billing Services
151416	12/20/2017	UNITED BLOOD SERVICES	4,753.32	Blood Bank Services
151309	12/20/2017	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
151321	12/20/2017	BIG SANDY CLINIC	2,200.00	Building Lease
151340	12/20/2017	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
151129	12/5/2017	VERIZON WIRELESS, LLC	1,759.79	Cellular Telephone
151110	12/5/2017	ROCKY MOUNTAIN SERVICE BUREAU	49,401.21	Collection Agency
151161	12/14/2017	CDW GOVERNMENT LLC	457.63	Computer Equipment
151171	12/14/2017	DELL COMPUTER CORPORATION	103,647.14	Computer Equipment
151296	12/20/2017	CDW GOVERNMENT LLC	9,000.00	Computer Equipment
151312	12/20/2017	DELL COMPUTER CORPORATION	629.97	Computer Equipment
151219	12/14/2017	PLAN ONE/ARCHITECTS	550.00	Consulting Fees
151083	12/5/2017	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
151114	12/5/2017	SOFTWARE INFORMATION SYSTEMS, LLC	5,344.99	Contract Maintenance
151115	12/5/2017	SOUTHWESTERN BIOMEDICAL ELECT.	800.00	Contract Maintenance
EFT000000003249	12/5/2017	T-SYSTEM, INC	8,249.00	Contract Maintenance
W/T	12/5/2017	ZENITH 12/5/17	107.00	Contract Maintenance
W/T	12/8/2017	CARECLOUD - DEC	349.00	Contract Maintenance
151165	12/14/2017	CLEARDATA NETWORKS, INC	10,500.00	Contract Maintenance
151176	12/14/2017	DFM	3,064.00	Contract Maintenance
151218	12/14/2017	PHILIPS HEALTHCARE	10,430.59	Contract Maintenance
151313	12/20/2017	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
151338	12/20/2017	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
151377	12/20/2017	PEAK 10, INC	8,637.00	Contract Maintenance
151379	12/20/2017	PHILIPS HEALTHCARE	4,930.00	Contract Maintenance
151383	12/20/2017	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
151384	12/20/2017	QUADRAMED	13,489.82	Contract Maintenance
151060	12/5/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,554.79	Contract Personnel
151080	12/5/2017	FOCUSONE SOLUTIONS LLC	21,679.21	Contract Personnel
151153	12/14/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,598.68	Contract Personnel
151184	12/14/2017	FOCUSONE SOLUTIONS LLC	25,500.12	Contract Personnel
151281	12/20/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	15,982.50	Contract Personnel
151329	12/20/2017	FOCUSONE SOLUTIONS LLC	72,324.26	Contract Personnel
151233	12/14/2017	SUSAN K CROFUTT	294.66	Courier Services
W/T	12/28/2017	UMB BANK CARD 12/28	4,775.83	Credit Card Payment
151173	12/14/2017	DELTA DENTAL	1,446.70	Dental Insurance
151314	12/20/2017	DELTA DENTAL	21,996.04	Dental Insurance
151186	12/14/2017	FRESENIUS USA MANUFACTURING	473.82	Dialysis Supplies
EFT000000003284	12/21/2017	HENRY SCHEIN INC	124.95	Dialysis Supplies
151331	12/20/2017	GARDNER & WHITE	10,052.85	Disability Insurance
151094	12/5/2017	MHSC MEDICAL STAFF	150.00	Education & Travel
151097	12/5/2017	NATIONAL FIRE PROTECTION ASSN	301.59	Education & Travel
151113	12/5/2017	SOCIETY FOR HUMAN RES. MANAGE.	820.00	Education & Travel
151137	12/5/2017	WYAMSS	100.00	Education & Travel
151240	12/14/2017	TAVCOM, INC	4,500.00	Employee Recruitment

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EFT000000003266	12/14/2017	SST TESTING +, INC.	540.00	Employee Recruitment
151274	12/20/2017	AMERICU CREDIT UNION	932.31	Employee Recruitment
151392	12/20/2017	BANGOR RENTALS	800.00	Employee Recruitment
151423	12/20/2017	VISION SERVICE PLAN - WY	5,984.58	Employee Vision Plan
151069	12/5/2017	CAREFUSION SOLUTIONS, LLC	20,375.00	Equipment Lease
151074	12/5/2017	COPIER & SUPPLY COMPANY	111.60	Equipment Lease
151125	12/5/2017	US BANK EQUIPMENT FINANCE	565.50	Equipment Lease
W/T	12/8/2017	SIEMENS EDI 12/8/17	9,017.12	Equipment Lease
151187	12/14/2017	GE HEALTHCARE FINANCIAL SERVICES	9,580.00	Equipment Lease
151249	12/14/2017	US BANK EQUIPMENT FINANCE	1,302.50	Equipment Lease
EFT000000003267	12/14/2017	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000003265	12/14/2017	SHADOW MOUNTAIN WATER CO ,WY	353.75	Equipment Lease
151307	12/20/2017	COPIER & SUPPLY COMPANY	56.70	Equipment Lease
151332	12/20/2017	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
151342	12/20/2017	HP FINANCIAL SERVICES	295.11	Equipment Lease
151417	12/20/2017	US BANK EQUIPMENT FINANCE	281.07	Equipment Lease
EFT000000003297	12/21/2017	SHADOW MOUNTAIN WATER CO ,WY	523.00	Equipment Lease
151079	12/5/2017	F B MCFADDEN WHOLESALE	2,278.05	Food
151091	12/5/2017	MEADOW GOLD DAIRY	796.57	Food
151098	12/5/2017	NICHOLAS & CO INC	3,424.00	Food
151133	12/5/2017	WESTERN WYOMING BEVERAGES INC	1,123.05	Food
EFT000000003232	12/5/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	536.50	Food
EFT000000003235	12/5/2017	FARMER BROS CO	763.81	Food
151177	12/14/2017	DOMINOS	59.12	Food
151182	12/14/2017	F B MCFADDEN WHOLESALE	2,291.27	Food
151201	12/14/2017	MEADOW GOLD DAIRY	213.62	Food
151212	12/14/2017	NICHOLAS & CO INC	3,795.24	Food
151238	12/14/2017	SYSCO INTERMOUNTAIN FOOD	5,551.03	Food
151254	12/14/2017	WESTERN WYOMING BEVERAGES INC	688.60	Food
151325	12/20/2017	F B MCFADDEN WHOLESALE	4,871.62	Food
151183	12/14/2017	FED EX	97.97	Freight
151326	12/20/2017	FED EX	58.78	Freight
151413	12/20/2017	TRIOSE, INC	5,176.88	Freight
151107	12/5/2017	RED HORSE OIL COMPANIES INC	583.47	Fuel
EFT000000003306	12/21/2017	WWS - ROCK SPRINGS	1,889.92	Garbage Collection
W/T	12/7/2017	UUHP 120517	62,209.84	Group Health
151156	12/14/2017	BLUE CROSS BLUE SHIELD OF WYOM	234.00	Group Health
W/T	12/14/2017	UUHP 121317	187,890.47	Group Health
W/T	12/21/2017	UUHP 122117	110,116.75	Group Health
W/T	12/28/2017	UUHP 122717	138,205.19	Group Health
151318	12/20/2017	PATIENT REFUND	1,000.00	Guest Relations
151357	12/20/2017	LINCARE INC	88.00	Guest Relations
151052	12/5/2017	ABBOTT LABORATORIES	1,268.17	Hospital Supplies
151057	12/5/2017	APPLIED MEDICAL	720.00	Hospital Supplies
151058	12/5/2017	ARROW INTERNATIONAL, INC.	470.30	Hospital Supplies
151061	12/5/2017	BARD PERIPHERAL VASCULAR INC	2,088.00	Hospital Supplies
151062	12/5/2017	B BRAUN MEDICAL INC.	765.44	Hospital Supplies
151064	12/5/2017	BECTON DICKINSON	1,583.00	Hospital Supplies
151068	12/5/2017	CARDINAL HEALTH/V. MUELLER	295.20	Hospital Supplies
151072	12/5/2017	COOK MEDICAL INC.	480.00	Hospital Supplies
151073	12/5/2017	COOK MEDICAL INCORPORATED	665.32	Hospital Supplies
151087	12/5/2017	KCI USA	1,494.00	Hospital Supplies
151099	12/5/2017	OLYMPUS AMERICA INC	46.77	Hospital Supplies
151100	12/5/2017	OWENS & MINOR 90005430	36,515.65	Hospital Supplies
151101	12/5/2017	PERFORMANCE HEALTH SUPPLY INC	57.75	Hospital Supplies
151105	12/5/2017	RADIOMETER AMERICA INC	313.86	Hospital Supplies
151108	12/5/2017	RESPIRONICS	205.00	Hospital Supplies
151118	12/5/2017	STERIS CORPORATION	5,477.41	Hospital Supplies

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151120	12/5/2017	LEICA BIOSYSTEMS RICHMOND	116.07	Hospital Supplies
151123	12/5/2017	TRI-ANIM HEALTH SERVICES INC	326.86	Hospital Supplies
151124	12/5/2017	CENTURION MEDICAL PRODUCTS	44.22	Hospital Supplies
151127	12/5/2017	VERATHON INC.	180.00	Hospital Supplies
151131	12/5/2017	WAXIE SANITARY SUPPLY	4,814.47	Hospital Supplies
EFT000000003230	12/5/2017	BSN MEDICAL INC	56.36	Hospital Supplies
EFT000000003229	12/5/2017	BREG INC	263.90	Hospital Supplies
EFT000000003237	12/5/2017	HARDY DIAGNOSTICS	1,272.28	Hospital Supplies
EFT000000003247	12/5/2017	SPACELABS MEDICAL	79.32	Hospital Supplies
EFT000000003248	12/5/2017	STRYKER INSTRUMENTS	365.65	Hospital Supplies
151142	12/14/2017	AESULAP INC	70.38	Hospital Supplies
151146	12/14/2017	AMAZON.COM CREDIT PLAN	350.09	Hospital Supplies
151149	12/14/2017	APPLIED MEDICAL	395.00	Hospital Supplies
151150	12/14/2017	ARROW INTERNATIONAL, INC.	1,971.00	Hospital Supplies
151151	12/14/2017	ARTHREX INC.	4,528.00	Hospital Supplies
151154	12/14/2017	B BRAUN MEDICAL INC.	574.08	Hospital Supplies
151157	12/14/2017	BOSTON SCIENTIFIC CORP	800.00	Hospital Supplies
151167	12/14/2017	CONMED CORPORATION	236.50	Hospital Supplies
151168	12/14/2017	COOK MEDICAL INCORPORATED	912.82	Hospital Supplies
151191	12/14/2017	HEALTHCARE LOGISTICS INC	123.10	Hospital Supplies
151193	12/14/2017	HILL-ROM	152.27	Hospital Supplies
151200	12/14/2017	MARKET LAB, INC	237.38	Hospital Supplies
151209	12/14/2017	MINDRAY DS USA, INC.	41.25	Hospital Supplies
151211	12/14/2017	M V A P MEDICAL SUPPLIES, INC.	290.25	Hospital Supplies
151214	12/14/2017	OLYMPUS AMERICA INC	243.95	Hospital Supplies
151215	12/14/2017	OWENS & MINOR 90005430	10,322.77	Hospital Supplies
151221	12/14/2017	RADIOMETER AMERICA INC	783.54	Hospital Supplies
151222	12/14/2017	RESPIRONICS	284.40	Hospital Supplies
151228	12/14/2017	STERIS CORPORATION	461.48	Hospital Supplies
151232	12/14/2017	LEICA BIOSYSTEMS RICHMOND	144.92	Hospital Supplies
151242	12/14/2017	TELEFLEX MEDICAL INC.	705.00	Hospital Supplies
151244	12/14/2017	TRAIL RIDGE PRODUCTS INC	301.16	Hospital Supplies
151245	12/14/2017	TRI-ANIM HEALTH SERVICES INC	468.95	Hospital Supplies
151246	12/14/2017	CENTURION MEDICAL PRODUCTS	270.16	Hospital Supplies
151252	12/14/2017	VERATHON INC.	360.00	Hospital Supplies
EFT000000003252	12/14/2017	BEEKLEY CORPORATION	480.00	Hospital Supplies
EFT000000003254	12/14/2017	CLINICAL CHOICE	1,044.48	Hospital Supplies
EFT000000003251	12/14/2017	BAXTER HEALTHCARE CORP/IV	1,811.16	Hospital Supplies
EFT000000003253	12/14/2017	BREG INC	202.43	Hospital Supplies
EFT000000003256	12/14/2017	HARDY DIAGNOSTICS	174.79	Hospital Supplies
EFT000000003268	12/14/2017	ZOLL MEDICAL CORPORATION	349.67	Hospital Supplies
151264	12/15/2017	APPLIED CARDIAC SYSTEM	300.00	Hospital Supplies
151267	12/20/2017	AESULAP INC	2,438.09	Hospital Supplies
151271	12/20/2017	ALLERGAN	14,384.40	Hospital Supplies
151272	12/20/2017	ALPHA SOURCE INC	930.00	Hospital Supplies
151277	12/20/2017	APPLIED MEDICAL	2,620.00	Hospital Supplies
151278	12/20/2017	ARROW INTERNATIONAL, INC.	1,314.00	Hospital Supplies
151279	12/20/2017	ARTHREX INC.	716.00	Hospital Supplies
151284	12/20/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
151285	12/20/2017	B BRAUN MEDICAL INC.	989.60	Hospital Supplies
151286	12/20/2017	BD DIAGNOSTICS	236.49	Hospital Supplies
151289	12/20/2017	BOSTON SCIENTIFIC CORP	2,488.35	Hospital Supplies
151299	12/20/2017	GI SUPPLY, INC	313.75	Hospital Supplies
151302	12/20/2017	COASTAL LIFE SYSTEMS, INC.	425.25	Hospital Supplies
151304	12/20/2017	CONMED CORPORATION	479.20	Hospital Supplies
151306	12/20/2017	COOK MEDICAL INCORPORATED	2,971.15	Hospital Supplies
151308	12/20/2017	C R BARD INC	490.00	Hospital Supplies
151330	12/20/2017	BAXTER HEALTHCARE CORP	1,747.20	Hospital Supplies



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151333	12/20/2017	GENERAL HOSPITAL SUPPLY CORPORATION	221.00	Hospital Supplies
151341	12/20/2017	HOLOGIC, INC.	2,317.50	Hospital Supplies
151343	12/20/2017	HULL ANESTHESIA INC	201.15	Hospital Supplies
151344	12/20/2017	INNOVATIVE PRODUCTS INC.	112.00	Hospital Supplies
151353	12/20/2017	KCI USA	1,476.84	Hospital Supplies
151375	12/20/2017	OLYMPUS AMERICA INC	102.71	Hospital Supplies
151376	12/20/2017	OWENS & MINOR 90005430	36,181.41	Hospital Supplies
151378	12/20/2017	PERFORMANCE HEALTH SUPPLY INC	176.97	Hospital Supplies
151393	12/20/2017	ABBOTT NUTRITION	129.38	Hospital Supplies
151397	12/20/2017	SMITHS MEDICAL ASD INC	434.41	Hospital Supplies
151401	12/20/2017	STERIS CORPORATION	1,167.25	Hospital Supplies
151403	12/20/2017	SUREMARK CO	200.00	Hospital Supplies
151404	12/20/2017	LEICA BIOSYSTEMS RICHMOND	262.27	Hospital Supplies
151410	12/20/2017	TELEFLEX MEDICAL INC.	881.05	Hospital Supplies
151412	12/20/2017	TRI-ANIM HEALTH SERVICES INC	2,080.82	Hospital Supplies
151414	12/20/2017	CENTURION MEDICAL PRODUCTS	824.60	Hospital Supplies
151415	12/20/2017	ULTRA CHEM, INC	128.88	Hospital Supplies
151420	12/20/2017	UTAH MEDICAL PRODUCTS INC	612.00	Hospital Supplies
151421	12/20/2017	VERATHON INC.	193.88	Hospital Supplies
151424	12/20/2017	WAXIE SANITARY SUPPLY	468.05	Hospital Supplies
EFT000000003276	12/21/2017	BSN MEDICAL INC	133.38	Hospital Supplies
EFT000000003291	12/21/2017	PACIFIC MEDICAL LLC	250.00	Hospital Supplies
EFT000000003273	12/21/2017	BAXTER HEALTHCARE CORP/IV	1,500.00	Hospital Supplies
EFT000000003275	12/21/2017	BREG INC	129.52	Hospital Supplies
EFT000000003283	12/21/2017	HARDY DIAGNOSTICS	2,585.65	Hospital Supplies
EFT000000003290	12/21/2017	OVATION MEDICAL	359.60	Hospital Supplies
EFT000000003301	12/21/2017	SPACELABS MEDICAL	10,624.24	Hospital Supplies
EFT000000003302	12/21/2017	STRYKER INSTRUMENTS	37.73	Hospital Supplies
EFT000000003307	12/27/2017	CLINICAL CHOICE	48.93	Hospital Supplies
EFT000000003309	12/27/2017	ZOLL MEDICAL CORPORATION	1,074.40	Hospital Supplies
EFT000000003299	12/21/2017	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,084.00	Hospital Supplies
151433	12/20/2017	INSURANCE REFUND	425.58	Insurance Refund
151435	12/20/2017	INSURANCE REFUND	97.85	Insurance Refund
151436	12/20/2017	INSURANCE REFUND	599.62	Insurance Refund
151256	12/14/2017	WYOMING.COM	10.00	Internet Services
151261	12/14/2017	METABOLIC NEWBORN SCREENING	2,156.00	Laboratory Services
151359	12/20/2017	MAYO COLLABORATIVE SERVICES, INC.	567.00	Laboratory Services
EFT000000003279	12/21/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	1,865.00	Laboratory Services
151051	12/1/2017	FISHER HEALTHCARE	8,818.59	Laboratory Supplies
151056	12/5/2017	ANAEROBE SYSTEMS	79.70	Laboratory Supplies
151063	12/5/2017	BECKMAN COULTER, INC	379.41	Laboratory Supplies
151067	12/5/2017	CARDINAL HEALTH	6,481.24	Laboratory Supplies
151070	12/5/2017	CEPHEID	1,028.50	Laboratory Supplies
151092	12/5/2017	MEDIVATORS REPROCESSING SYSTEM	314.00	Laboratory Supplies
EFT000000003238	12/5/2017	LABORATORY SUPPLY COMPANY	74.16	Laboratory Supplies
EFT000000003228	12/5/2017	BIO-RAD LABORATORIES	968.76	Laboratory Supplies
EFT000000003236	12/5/2017	FISHER HEALTHCARE	6,403.22	Laboratory Supplies
EFT000000003241	12/5/2017	MASTER TECH	318.62	Laboratory Supplies
EFT000000003242	12/5/2017	ORTHO-CLINICAL DIAGNOSTICS INC	601.29	Laboratory Supplies
EFT000000003244	12/5/2017	PDC HEALTHCARE	858.00	Laboratory Supplies
151155	12/14/2017	BECKMAN COULTER, INC	79.44	Laboratory Supplies
151159	12/14/2017	CARDINAL HEALTH	9,899.21	Laboratory Supplies
151162	12/14/2017	CEPHEID	11,600.00	Laboratory Supplies
151196	12/14/2017	PLATINUM CODE	203.79	Laboratory Supplies
151205	12/14/2017	MERCEDES MEDICAL	57.81	Laboratory Supplies
151247	12/14/2017	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
EFT000000003255	12/14/2017	FISHER HEALTHCARE	6,995.64	Laboratory Supplies
EFT000000003260	12/14/2017	ORTHO-CLINICAL DIAGNOSTICS INC	158.32	Laboratory Supplies

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EFT000000003262	12/14/2017	PDC HEALTHCARE	68.34	Laboratory Supplies
151275	12/20/2017	ANAEROBE SYSTEMS	80.15	Laboratory Supplies
151287	12/20/2017	BECKMAN COULTER, INC	592.28	Laboratory Supplies
151295	12/20/2017	CARDINAL HEALTH	41,575.11	Laboratory Supplies
151297	12/20/2017	CEPHEID	227.00	Laboratory Supplies
151319	12/20/2017	DOUG BROWN & ASSOCIATES	125.00	Laboratory Supplies
151345	12/20/2017	PLATINUM CODE	89.54	Laboratory Supplies
151346	12/20/2017	INTERNATIONAL MED EQUIP BROKER	212.81	Laboratory Supplies
151360	12/20/2017	MEDIVATORS REPROCESSING SYSTEM	194.00	Laboratory Supplies
151437	12/20/2017	ORASURE TECHNOLOGIES INC	1,250.00	Laboratory Supplies
EFT000000003286	12/21/2017	LABORATORY SUPPLY COMPANY	2,108.79	Laboratory Supplies
EFT000000003271	12/21/2017	ALLERGY LABORATORIES, INC	312.51	Laboratory Supplies
EFT000000003274	12/21/2017	BIO-RAD LABORATORIES	6,753.39	Laboratory Supplies
EFT000000003281	12/21/2017	FISHER HEALTHCARE	10,931.28	Laboratory Supplies
EFT000000003289	12/21/2017	ORTHO-CLINICAL DIAGNOSTICS INC	1,101.29	Laboratory Supplies
EFT000000003294	12/21/2017	PDC HEALTHCARE	276.15	Laboratory Supplies
EFT000000003258	12/14/2017	MARTIN-RAY LAUNDRY SYSTEMS	100.93	Laundry Supplies
EFT000000003226	12/5/2017	BARRY J. WALKER	2,000.00	Legal Fees
151231	12/14/2017	SUNDAHL, POWERS, KAPP & MARTIN, LLC	962.50	Legal Fees
151381	12/20/2017	PHILLIPS LAW, LLC	16,862.92	Legal Fees
151136	12/5/2017	WYOMING SECRETARY OF STATE	60.00	Licenses & Taxes
151428	12/20/2017	WY DEPT OF ENVIRONMENT QUALITY	200.00	Licenses & Taxes
151143	12/14/2017	AFLAC	386.64	Life Insurance
151198	12/14/2017	THE LINCOLN NATIONAL LIFE INSURANCE COMPANY	2,435.66	Life Insurance
151268	12/20/2017	AFLAC	2,776.17	Life Insurance
151358	12/20/2017	THE LINCOLN NATIONAL LIFE INSURANCE COMPANY	4,350.39	Life Insurance
151373	12/20/2017	NEW YORK LIFE INSURANCE COMPANY	9,362.16	Life Insurance
151132	12/5/2017	WEATHERBY LOCUMS, INC	47,295.00	Locum Tenens
EFT000000003227	12/5/2017	BARTON ASSOCIATES	79.18	Locum Tenens
151425	12/20/2017	WEATHERBY LOCUMS, INC	29,942.31	Locum Tenens
EFT000000003272	12/21/2017	BARTON ASSOCIATES	18,758.78	Locum Tenens
151282	12/20/2017	DR. BANU SYMINGTON	8,041.85	Locum Tenens
151081	12/5/2017	FREMONT MOTORS	1,073.94	Maintenance & Repair
151117	12/5/2017	STEALTH TECHNOLOGIES C.S.	360.00	Maintenance & Repair
EFT000000003231	12/5/2017	CARRIER COMMERCIAL SERVICE	1,380.00	Maintenance & Repair
151185	12/14/2017	FREMONT MOTORS	129.12	Maintenance & Repair
151192	12/14/2017	HIGH SECURITY LOCK & ALARM	13.50	Maintenance & Repair
151235	12/14/2017	SWEETWATER PLUMBING & HEATING	240.00	Maintenance & Repair
151251	12/14/2017	VAUGHNS PLUMBING & HEATING	300.00	Maintenance & Repair
EFT000000003264	12/14/2017	SERVCO	3,158.07	Maintenance & Repair
EFT000000003261	12/14/2017	PARTSSOURCE	1,494.59	Maintenance & Repair
151300	12/20/2017	CITY OF ROCK SPRINGS	379.00	Maintenance & Repair
151339	12/20/2017	HIGH SECURITY LOCK & ALARM	13.50	Maintenance & Repair
151356	12/20/2017	LIGHTING MAINTENANCE & SERVICE, INC	486.00	Maintenance & Repair
151389	12/20/2017	ROCK SPRINGS HONDA-TOYOTA	790.98	Maintenance & Repair
151400	12/20/2017	STEALTH TECHNOLOGIES C.S.	72.00	Maintenance & Repair
151406	12/20/2017	SWEETWATER PLUMBING & HEATING	196.10	Maintenance & Repair
151422	12/20/2017	VERTIV SERVICES, INC.	13,705.00	Maintenance & Repair
151430	12/20/2017	WYOMING TRUCKS AND CARS INC	65.00	Maintenance & Repair
EFT000000003277	12/21/2017	CARRIER COMMERCIAL SERVICE	470.00	Maintenance & Repair
EFT000000003292	12/21/2017	PARTSSOURCE	502.94	Maintenance & Repair
EFT000000003282	12/21/2017	GROUNDTECH TECHNOLOGIES	5,080.00	Maintenance & Repair
151071	12/5/2017	CODALE ELECTRIC SUPPLY, INC	84.36	Maintenance Supplies
151082	12/5/2017	GRAINGER	161.58	Maintenance Supplies
151084	12/5/2017	HOME DEPOT	191.58	Maintenance Supplies
151126	12/5/2017	US PLASTIC PALLETS & HANDLING, INC	700.40	Maintenance Supplies
EFT000000003223	12/5/2017	ACE HARDWARE	36.18	Maintenance Supplies
EFT000000003225	12/5/2017	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies

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EFT000000003245	12/5/2017	ROCK SPRINGS WINNELSON CO	4,831.29	Maintenance Supplies
EFT000000003246	12/5/2017	SHERWIN WILLIAMS CO	187.46	Maintenance Supplies
151140	12/14/2017	ACCURATE ENTERPRISES	600.00	Maintenance Supplies
151164	12/14/2017	MSC INDUSTRIAL SUPPLY CO	360.51	Maintenance Supplies
151166	12/14/2017	CODALE ELECTRIC SUPPLY, INC	1,045.68	Maintenance Supplies
151189	12/14/2017	GRAINGER	173.14	Maintenance Supplies
151194	12/14/2017	HOME DEPOT	89.75	Maintenance Supplies
151283	12/20/2017	BARD ACCESS SYSTEMS	1,279.26	Maintenance Supplies
151303	12/20/2017	CODALE ELECTRIC SUPPLY, INC	218.44	Maintenance Supplies
151334	12/20/2017	GRAINGER	424.42	Maintenance Supplies
151350	12/20/2017	KAMAN INDUSTRIAL TECHNOLOGIES	27.36	Maintenance Supplies
EFT000000003304	12/21/2017	ULINE, INC	1,528.50	Maintenance Supplies
EFT000000003269	12/21/2017	ACE HARDWARE	38.98	Maintenance Supplies
EFT000000003296	12/21/2017	ROCK SPRINGS WINNELSON CO	2,303.84	Maintenance Supplies
EFT000000003298	12/21/2017	SHERWIN WILLIAMS CO	122.99	Maintenance Supplies
151175	12/14/2017	DESKTOP DESIGN	85.00	Marketing & Promotional Supplies
151290	12/20/2017	BOTTOM LINE MARKETING	1,225.44	Marketing & Promotional Supplies
151337	12/20/2017	GREEN RIVER CHAMBER OF COMMERCE	48.00	Membership Fee
151207	12/14/2017	MHSC-FOUNDATION	491.19	MHSC Foundation
151450	12/26/2017	MHSC-FOUNDATION	487.25	MHSC Foundation
151147	12/14/2017	AMERICAN PHARMA, INC.	6,300.00	Minor Equipment
151122	12/5/2017	TERMINIX OF WYOMING	237.00	Monthly Pest Control
151093	12/5/2017	MEDLINE INDUSTRIES INC	1,077.25	Non Medical Supplies
151202	12/14/2017	MEDLINE INDUSTRIES INC	393.57	Non Medical Supplies
151361	12/20/2017	MEDLINE INDUSTRIES INC	561.94	Non Medical Supplies
EFT000000003278	12/21/2017	CJ'S GRAFFIX'S	250.00	Non Medical Supplies
151409	12/20/2017	TEGELER & ASSOCIATES-RS	100.00	Notary Bond
151394	12/20/2017	SECRETARY OF STATE	30.00	Notary Bond
151116	12/5/2017	STAPLES BUSINESS ADVANTAGE	250.37	Office Supplies
151178	12/14/2017	ENCOMPASS GROUP, LLC	2,643.46	Office Supplies
151226	12/14/2017	STAPLES BUSINESS ADVANTAGE	2,924.04	Office Supplies
151398	12/20/2017	STAPLES BUSINESS ADVANTAGE	771.35	Office Supplies
EFT000000003300	12/21/2017	SMYTH PRINTING	293.94	Office Supplies
151280	12/20/2017	A TOUCH OF CLASS	113.00	Other Employee Benefits
151431	12/20/2017	YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00	Other Employee Benefits
151078	12/5/2017	EZ-STREET TAXI	28.00	Other Purchased Services
151180	12/14/2017	EZ-STREET TAXI	225.00	Other Purchased Services
151276	12/20/2017	ANNA CRAWFORD	150.00	Other Purchased Services
151324	12/20/2017	EZ-STREET TAXI	56.00	Other Purchased Services
EFT000000003224	12/5/2017	AIRGAS INTERMOUNTAIN INC	3,716.90	Oxygen Rental
EFT000000003250	12/14/2017	AIRGAS INTERMOUNTAIN INC	154.60	Oxygen Rental
EFT000000003270	12/21/2017	AIRGAS INTERMOUNTAIN INC	667.27	Oxygen Rental
151257	12/14/2017	PATIENT REFUND	300.00	Patient Refund
151258	12/14/2017	PATIENT REFUND	83.00	Patient Refund
151259	12/14/2017	PATIENT REFUND	180.00	Patient Refund
151260	12/14/2017	PATIENT REFUND	280.20	Patient Refund
151434	12/20/2017	PATIENT REFUND	97.02	Patient Refund
151438	12/21/2017	PATIENT REFUND	50.00	Patient Refund
151439	12/21/2017	PATIENT REFUND	115.00	Patient Refund
151440	12/21/2017	PATIENT REFUND	20.70	Patient Refund
151441	12/21/2017	PATIENT REFUND	76.00	Patient Refund
151442	12/21/2017	PATIENT REFUND	20.91	Patient Refund
151443	12/21/2017	PATIENT REFUND	15.00	Patient Refund
151444	12/21/2017	PATIENT REFUND	47.20	Patient Refund
W/T	12/12/2017	XFR000004755	1,200,000.00	PAYROLL 25
W/T	12/21/2017	XFR000004774	1,300,000.00	PAYROLL 26
151248	12/14/2017	UNITED WAY OF SWEETWATER COUNTY	275.00	Payroll Deduction
151455	12/26/2017	UNITED WAY OF SWEETWATER COUNTY	412.15	Payroll Deduction

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151170	12/14/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
151181	12/14/2017	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
151190	12/14/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	166.24	Payroll Garnishment
151213	12/14/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
151227	12/14/2017	STATE OF WYOMING DFS/CSES	581.68	Payroll Garnishment
151234	12/14/2017	SWEETWATER CIRCUIT COURT	449.91	Payroll Garnishment
151447	12/26/2017	STATE OF WYOMING DFS/CSES	581.68	Payroll Garnishment
151448	12/26/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
151449	12/26/2017	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
151451	12/26/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	189.43	Payroll Garnishment
151452	12/26/2017	SWEETWATER CIRCUIT COURT	61.77	Payroll Garnishment
151453	12/26/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
W/T	12/15/2017	MFSA DFSA PR 25	2,933.30	Payroll Transfer
W/T	12/29/2017	DFSA PR26	250.00	Payroll Transfer
W/T	12/29/2017	MFSA PR26	2,533.30	Payroll Transfer
151208	12/14/2017	MHSC - PETTY CASH	18.00	Petty Cash
151160	12/14/2017	CARDINAL HEALTH PHARMACY MGMT	720,234.00	Pharmacy Management
151269	12/20/2017	DR. ALICIA GRAY	3,000.00	Physician Recruitment
151445	12/21/2017	THE PRESERVE AT ROCK SPRINGS	1,300.00	Physician Recruitment
151446	12/21/2017	THE PRESERVE AT ROCK SPRINGS	1,440.00	Physician Recruitment
151282	12/20/2017	DR. BANU SYMINGTON	25,000.00	Physician Recruitment
151456	12/27/2017	JOHN A. ILIYA. M.D.	9,000.00	Physician Services
151141	12/14/2017	ADVANCED MEDICAL IMAGING, LLC	366.00	Physician Services
151163	12/14/2017	SWEETWATER PEDIATRICS	8,750.00	Physician Services
151223	12/14/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
151262	12/14/2017	UNIVERSITY OF UTAH	25,964.76	Physician Services
151266	12/20/2017	ADVANCED MEDICAL IMAGING, LLC	36,900.00	Physician Services
151390	12/20/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
151250	12/14/2017	US DEPARTMENT OF EDUCATION	179.18	Physician Student Loan
151265	12/20/2017	ACS	2,041.44	Physician Student Loan
151273	12/20/2017	AMERICAN EDUCATION SERVICES	2,163.00	Physician Student Loan
151315	12/20/2017	DEPARTMENT OF EDUCATION	7,311.56	Physician Student Loan
151317	12/20/2017	DISCOVER STUDENT LOANS	140.67	Physician Student Loan
151320	12/20/2017	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
151327	12/20/2017	FEDLOAN SERVICING	11,712.49	Physician Student Loan
151328	12/20/2017	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
151335	12/20/2017	GREAT LAKES	6,250.00	Physician Student Loan
151336	12/20/2017	GREAT LAKES	378.97	Physician Student Loan
151349	12/20/2017	DR. JACQUES DENKER	6,498.33	Physician Student Loan
151367	12/20/2017	MOHELA-SOFI SERVICING	3,916.67	Physician Student Loan
151368	12/20/2017	NAVIENT	10,000.00	Physician Student Loan
151369	12/20/2017	NAVIENT	5,869.25	Physician Student Loan
151370	12/20/2017	NAVIENT	6,141.68	Physician Student Loan
151371	12/20/2017	NAVIENT	1,500.00	Physician Student Loan
151372	12/20/2017	NELNET LOAN SERVICES, INC	2,330.74	Physician Student Loan
151418	12/20/2017	US DEPARTMENT OF EDUCATION	7,455.31	Physician Student Loan
151419	12/20/2017	US DEPARTMENT OF EDUCATION	8,307.17	Physician Student Loan
151426	12/20/2017	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
151454	12/26/2017	US DEPARTMENT OF EDUCATION	201.88	Physician Student Loan
151382	12/20/2017	POSTMASTER	414.00	Postage
151096	12/5/2017	MOUNTAIN STATES MEDICAL PHYSICS	6,875.00	Professional Service
151128	12/5/2017	VERISYS INC.	44.00	Professional Service
151135	12/5/2017	WYOMING DEPARTMENT OF HEALTH	48.00	Professional Service
151216	12/14/2017	P3 CONSULTING LLC	135.00	Professional Service
151301	12/20/2017	CLEANIQUE PROFESSIONAL SERVICES	1,050.00	Professional Service
151322	12/20/2017	TRIBRIDGE HOLDINGS, LLC	341.25	Professional Service
151323	12/20/2017	CE BROKER	249.00	Professional Service
151364	12/20/2017	MILE HIGH MOBILE PET	2,790.00	Professional Service

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151429	12/20/2017	WYOMING DEPARTMENT OF HEALTH	1,113,862.00	Professional Service
151139	12/5/2017	DR. SIGSBEE DUCK	35,000.00	Quarterly Non Compete
151104	12/5/2017	RADIATION DETECTION COMPANY	535.75	Radiation Monitoring
151241	12/14/2017	TECHNOLOGY IMAGING SERVICES	1,724.00	Radioactive Material
151363	12/20/2017	MERRY X-RAY	275.04	Radiology Film
151065	12/5/2017	BRACCO DIAGNOSTICS INC	1,759.90	Radiology Material
EFT000000003243	12/5/2017	PHARMALUCENCE, INC	2,275.00	Radiology Material
EFT000000003240	12/5/2017	LANTHEUS MEDICAL IMAGING, INC	3,769.33	Radiology Material
151158	12/14/2017	BRACCO DIAGNOSTICS INC	820.09	Radiology Material
151199	12/14/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	328.48	Radiology Material
EFT000000003257	12/14/2017	LANTHEUS MEDICAL IMAGING, INC	2,800.69	Radiology Material
151292	12/20/2017	BRACCO DIAGNOSTICS INC	1,890.38	Radiology Material
EFT000000003293	12/21/2017	PHARMALUCENCE, INC	1,987.00	Radiology Material
EFT000000003288	12/21/2017	LANTHEUS MEDICAL IMAGING, INC	4,817.61	Radiology Material
151085	12/5/2017	IMAGE WORKS	2,585.00	Re
EFT000000003234	12/5/2017	DANIEL'S JEWELRY, INC	2,542.29	Red Tie Gala
151053	12/5/2017	DR. ALAN BROWN	81.85	Reimbursement - CME
151055	12/5/2017	AMY DOLCE	100.00	Reimbursement - CME
151066	12/5/2017	BRIANNE CROFTS	706.00	Reimbursement - CME
151077	12/5/2017	DR. DAVID DANSIE	395.00	Reimbursement - CME
151089	12/5/2017	DR. LAWRENCE LAURIDSEN	995.00	Reimbursement - CME
151106	12/5/2017	DR. RAHUL PAWAR	7,034.58	Reimbursement - CME
151130	12/5/2017	DR. WAGNER VERONESE	642.64	Reimbursement - CME
151134	12/5/2017	DR. WILLIAM SARETTE	560.00	Reimbursement - CME
151138	12/5/2017	DR. SIGSBEE DUCK	1,206.41	Reimbursement - CME
151293	12/20/2017	BRANDON MACK MD	1,528.22	Reimbursement - CME
151294	12/20/2017	BRIANNE CROFTS	1,447.00	Reimbursement - CME
151347	12/20/2017	DR. ISRAEL STEWART	195.00	Reimbursement - CME
151362	12/20/2017	MELISSA LEHMAN	100.00	Reimbursement - CME
151395	12/20/2017	DR. SIGSBEE DUCK	2,317.00	Reimbursement - CME
151427	12/20/2017	DR. WILLIAM SARETTE	325.00	Reimbursement - CME
151432	12/20/2017	DR. ZACHARY NICHOLAS	1,720.26	Reimbursement - CME
151086	12/5/2017	JANET BISHOP	50.00	Reimbursement - Credit Union Deduction
151088	12/5/2017	YOUR HOSPITALIST TEAM	2,752.10	Reimbursement - Education & Travel
151090	12/5/2017	MARY TYLER	36.72	Reimbursement - Education & Travel
151095	12/5/2017	MINDY BYRD	10.71	Reimbursement - Education & Travel
151148	12/14/2017	AMY DOLCE	71.40	Reimbursement - Education & Travel
151172	12/14/2017	DELLENE GILLINS	188.70	Reimbursement - Education & Travel
151174	12/14/2017	DESERIEE PADILLA	182.58	Reimbursement - Education & Travel
151203	12/14/2017	MELIDA MARIN	13.26	Reimbursement - Education & Travel
151204	12/14/2017	MELISSA MANSFIELD	85.17	Reimbursement - Education & Travel
151210	12/14/2017	MINDY BYRD	31.62	Reimbursement - Education & Travel
151217	12/14/2017	PATTY O'LEKEY	201.96	Reimbursement - Education & Travel
151239	12/14/2017	TAMI LOVE	104.00	Reimbursement - Education & Travel
151298	12/20/2017	DR. CHARLES KNIGHT	1,588.14	Reimbursement - Education & Travel
151311	12/20/2017	DEB SUTTON	159.00	Reimbursement - Education & Travel
151316	12/20/2017	DESERIEE PADILLA	232.82	Reimbursement - Education & Travel
151348	12/20/2017	DR. JACOB JOHNSON	1,548.36	Reimbursement - Education & Travel
151351	12/20/2017	KAREN VESCO	15.00	Reimbursement - Education & Travel
151352	12/20/2017	KAREN MEESE	15.00	Reimbursement - Education & Travel
151355	12/20/2017	YOUR HOSPITALIST TEAM	2,162.00	Reimbursement - Education & Travel
151365	12/20/2017	MINDY BYRD	15.30	Reimbursement - Education & Travel
151374	12/20/2017	NICOLE HALSTEAD	549.00	Reimbursement - Education & Travel
151380	12/20/2017	PHILLIP FLAKE	308.04	Reimbursement - Education & Travel
151387	12/20/2017	DR. RAHUL PAWAR	2,882.01	Reimbursement - Education & Travel
151388	12/20/2017	ROB FAIR	357.00	Reimbursement - Education & Travel
151048	12/1/2017	DR. ISRAEL STEWART	13,667.29	Reimbursement - Employee Recruitment
151049	12/1/2017	ADAM PINEGAR	3,500.00	Reimbursement - Employee Recruitment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
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[illegible]



## 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 the CEO. Needs Board approval as is over \$25,000.00.

1. Name of Contract: **FIBERTECH**
2. Purpose of contract, including scope and description: **Window washing for hospital.**
3. Date of contract execution: **1/17/2018**
4. Date of contract expiration: **one (1) year**
5. Rights of renewal and termination: **YES**
6. Monetary costs: **Total annual cost is \$25,590.00 Breakdown of cost for each cleaning is on agreement.**
7. Included in Department Budget: **YES**
8. Extraneous costs associated with contract: **NO**
9. Let for bid, if appropriate: **Was let for bid last year**
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES**

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

January 17, 2018

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

ATTENTION CORINNA ROGERS

Gentlemen:

Please accept this letter as **FIBERTECH's** contract for performing window-cleaning services at your facility located at 1200 College Hill Drive for next fiscal year July 1, 2018 through June 30, 2019.

The window cleaning scheduling and pricing will be as follows:

Front, Back, and Southwest Side exterior windows, including Dialysis and Ambulance;  
and MOB ground level exterior windows—  
scheduled in September 2018, January 2019, and May 2019 . . . . \$1,742 per cleaning

Emergency Room, Front Entrance, and MOB ground level exterior windows—  
scheduled in August 2018, October 2018, December 2018, February 2019,  
April 2019, and June 2019 . . . . . 1,939 per cleaning

Emergency Room and Front Entrance Skylights interior windows,  
including high dusting, light fixtures, and vent cleaning—  
scheduled in August 2018 and March 2019 . . . . . 1,215 per cleaning

All levels MOB building exterior windows—  
scheduled in July 2018, November 2018, and March 2019 . . . . . 2,100 per cleaning

Our total annual fee for these services will be \$25,590.

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

Very truly yours,

Marcus B. Petersen

Marcus B. Petersen  
Owner, **FIBERTECH**

Signed \_\_\_\_\_

Date \_\_\_\_\_

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

January 17, 2018

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

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Marcus B. Petersen  
Owner, **FIBERTECH**

Date \_\_\_\_\_

## 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: **FACILITY USE AGREEMENT BETWEEN U OF U AND MHSC**
2. Purpose of contract, including scope and description: **U of U will rent 3-4 medical exam rooms from MHSC for its Cardiovascular Department visits to MHSC. Will also compensate MHSC for use of Medical Assistant. Rent and supplies used will be billed to U of U monthly.**
3. Date of contract execution: **February 1, 2018**
4. Date of contract expiration: **February 1, 2021**
5. Rights of renewal and termination: **Terminated by either party with written 30 day notice.**
6. Monetary costs: **No cost to MHSC. U of U will pay MHSC \$100.00 per room per clinic day and compensate MHSC for the use of Medical Assistant at rate of \$16.00 per hour when the parties agree that MHSC will provide an Assistant.**
7. Included in Department Budget: **NA**
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**

## FACILITY USE AGREEMENT

This Facility Use Agreement (the "Agreement") is entered into this \_\_ day of \_\_\_\_, 2018 by and between Memorial Hospital of Sweetwater County ("Facility") and the University of Utah, a body politic and corporate of the State of Utah, on behalf of its University of Utah School of Medicine, Division of Cardiovascular ("University").

### RECITALS

- A. Facility is a provider of health care services to patients in the area of Sweetwater County Wyoming and wishes to improve the availability of Cardiovascular services in the area; and
- B. University is an academic medical center located in Salt Lake City, Utah and, in furtherance of its academic and health care missions, wishes to provide Cardiovascular services to patients in the Sweetwater County area; and
- C. University wishes to contract with Facility for the use of clinic space.

### AGREEMENT

NOW, THEREFORE, in consideration of the foregoing, and mutual agreements set for below, the parties agree as follows:

1. Use of Premises: Facility grants to University the right to use 3 – 4 medical exam room(s) and associated common areas (the "Premises") located within Facility's office space at 1180 College Dr., Rock Springs, WY 82901 (the "Clinic") on a timeshare basis. The Premises shall be available for exclusive use by University a minimum of five (5) day per month during such days the parties may mutually agree upon. University may use the Premises for purposes of providing patient consultations and exams, and related health care services to patients of University (the "Cardiovascular Services"). The parties may, by mutual agreement adjust the scope of Cardiovascular Services, number of hours and/or days of use of the Premises as necessary to meet patient demand for Cardiovascular Services at the Clinic.
2. Facility Services and Supplies:
  - 2.1 Support Staff Services. Facility shall use best efforts to provide one (1) Medical Assistant as requested by University in advance and confirmed in writing by Facility, to provide Cardiovascular Services while University is providing care at the Facility.
  - 2.2 Scheduling Cardiovascular Services. University shall be responsible for scheduling patients, including obtaining patient demographics and insurance information.
  - 2.3 Supplies. Facility shall provide standard exam room furnishings with exam table and applicable basic exam supplies (i.e. exam table paper, paper towels, pillows, warm blankets, rubber gloves, hand sanitizer, etc.)
3. University Responsibilities and Services.
  - 3.1 Rent. University agrees to compensate Facility for the use of the Premises and standard supplies provided hereunder (the "Rent") in the amount of One Hundred Dollars (\$100)

per exam room per clinic day during the term of this Agreement. University also agrees to compensate Facility for the use of the Medical Assistant at the rate of Sixteen Dollars (\$16) per hour when the University and Facility agree the Facility will provide a Medical Assistant for clinic days. For purposes of this Agreement the Clinic shall be available for use by University between the hours of 8 am to 5 pm on each clinic day. Wound care supplies or other non-standard exam supplies shall be paid by University at Facility's cost. Facility shall invoice University monthly for all Rent and wound care or other supplies accrued during the preceding month. Invoices shall be paid by University within thirty (30) days of receipt. All Rent shall be paid by University and shall be paid by check payable to "Memorial Hospital of Sweetwater County" and shall be delivered or mailed to Facility at 1200 College Drive, Rock Springs, WY 82901.

- 3.2 Billing and Collections. University shall be solely responsible for all billing and collections for all Cardiovascular Services provided by University at the Clinic (as a site of service 11 clinic), including professional fees and associated supplies. University patient payments, including co-payments, coinsurance and deductibles, received by Facility are the property of University. If Facility collects any payments for Cardiovascular Services provided by University they shall all be delivered to University on at least a monthly basis.

4. Term and Termination. The term of this Agreement shall commence on the effective date and continue through Feb 1<sup>st</sup> 2021. Either party may terminate this Agreement, with or without cause, upon thirty (30) days written notice to the other.

5. Indemnification.

5.1 Indemnification by Facility. Facility shall defend, indemnify and hold harmless University, its officers, employees and agents, from and against all liability, damages, judgments, expenses, losses or costs incurred, including reasonable attorneys' fees, to the extent caused by any negligent error, act or omission of Facility, or any breach of this Agreement by Facility.

5.2 Indemnification by University. University is a governmental entity and is subject to the Utah Governmental Immunity Act, Section 63G-7-101 et seq. Utah Code Ann., as amended (the "Act"). Subject to the Act, University shall defend, indemnify and hold harmless Facility from and against all expenses, losses or costs incurred, including reasonable attorneys' fees, to the extent caused by any negligent error, act or omission of University, or any breach of this Agreement by University. Nothing in this Agreement shall be construed as a waiver of any rights or defenses applicable to University under the Act, including without limitation, the provisions of Section 63G-7-604 regarding limitation of judgments.

6. Insurance.

6.1 Professional Liability Insurance. University and Facility shall each maintain at all times during the term of this Agreement, professional liability insurance in the minimum amount of \$1,000,000.00 for each occurrence, and \$3,000,000.00 in the annual aggregate covering their respective employees, agents, and representatives against any



claim or claims for damages arising by reason of personal injuries or death occasioned directly or indirectly in connection with professional services provided by their respective employees. Upon request, each party shall provide the other with evidence of such coverage.

- 6.2 General Liability Insurance. Facility shall also maintain Commercial General Liability insurance with per occurrence limits of at least \$1,000,000.00 and general aggregate limits of at least \$2,000,000.00. Such insurance policies shall be endorsed to be primary and not contributing to any other insurance maintained by the University.

7. Authorization to Grant Use of Premises. Facility represents and warrants to University that Facility has obtained all necessary approvals from any owner, landlord, lessor, lessee, lender or other person with any rights in the Premises or the Clinic which may be necessary to authorize Facility to grant to University the rights granted herein.
8. Patient Records. All patient medical records shall be confidential and neither party shall disclose any such records to any person except as permitted by law. The parties acknowledge that each is a "covered entity" under the Health Insurance Portability and Accountability Act ("HIPAA"). Each party represents and warrants to the other that it is in compliance with privacy provisions of HIPAA as found under 45 CFR, parts 160 and 164: Standards of Privacy or Individually Identifiable Health Information, commonly known as the "Final Privacy Rule". Each party shall indemnify and hold the other party harmless from any liability, costs, awards, judgments, penalties or fees (including reasonable attorney's fees) arising out of a breach of its confidentiality to other obligations under this Section 10. The University shall own and retain all medical records.
9. Health and Human Services Records. Pursuant to 42 U.S.C. Section 1395x (V) (1) (I), with respect to any services furnished under the terms of this agreement the value or cost of which is Ten Thousand Dollars (\$10,000.00) or more over a twelve-month period, until the expiration four (4) years after termination of this agreement, University and Facility shall each make available upon request to the United States Department of Health and Human Services, the United States Comptroller General, and their representatives, a copy of this Agreement and such other books, documents and records as are necessary to certify the nature and extent of the costs of the services provided under this Agreement.
10. Miscellaneous.
- 10.1 Relationship of the Parties. In assuming and performing the obligations of this Agreement, Facility and University are each acting as independent parties and neither shall be considered or represent itself as a joint venture, partner, or employee of the other. Neither Facility nor University shall use the name or any trademark of the other in any advertising, letterhead, sales promotion or other publicity matter without the prior written approval of the other.
- 10.2 Entire Agreement. This Agreement constitutes the entire agreement between the parties regarding the subject matter hereof and supersedes any other written or oral understanding of the parties. This Agreement may not be modified except by written instrument executed by both parties.

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

In the case of University:

University of Utah School of Medicine  
Division of Cardiovascular Medicine

30 North 1900 E, 4A100  
Salt Lake City, UT 84132  
Attn: Chief, Division of Cardiovascular Medicine

In the case of Facility:

Memorial Hospital of Sweetwater County  
1200 College Drive  
Rock Springs, WY 82901  
Attn: Chief Executive Officer

- 10.4 Governing Law. This Agreement shall be interpreted and construed in accordance with the laws of the state in which the Premises are located, without application of any principles of choice of laws. Notwithstanding the application of the laws of another state, University does not waive any rights or defenses available to it under the laws of the State of Utah, including without limitation, the Utah Governmental Immunity Act.

- 10.5 Compliance.

10.5.1 The parties agree that it is not the purpose of this Agreement to exert any influence over the reason or judgment of any party with respect to the referral of patients or other business between the Facility and University, but that it is the parties' expectation that any referrals which may be made between the parties shall be and are based solely upon the medical judgment and discretion of the patient's physician. The parties further agree and acknowledge that the Rent is (i) set forth in advance; (ii) consistent with fair market value in an arms-length transaction; (iii) does not take into account the volume or value of any referrals or other business generated between the parties; and (iv) would be reasonable even if no referrals were made between the parties. Facility and University enter into this Agreement with the intent of conducting their relationship and implementing the Agreement in full compliance with applicable federal, state and local law.

10.5.2 Each party warrants and represents that such party, its officers, directors, and any employees or subcontractors providing goods or services under this Agreement are not currently excluded, debarred, or otherwise ineligible to participate in federal health care programs as

defined in 42 U.S.C. § 1320a-7b(f) or to provide goods to or perform services on behalf of the federal government as either a contractor or subcontractor. This shall be an ongoing representation and warranty during the term of this Agreement and each party shall immediately notify the other of any change in the status of the representation and warranty. Either party may immediately terminate this Agreement for cause in the event of a breach of this section or as a result of any material change in status of the representation and warranty.

- 10.6 Counterparts; Electronic & Facsimile Execution. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute but one and the same instrument. The exchange of copies of this Agreement and of signature pages by facsimile transmission or in PDF format via email shall constitute effective execution and delivery of this Agreement as to the parties and may be used in lieu of the original Agreement for all purposes. Signatures of the parties transmitted by facsimile or in PDF format via email shall be deemed to be their original signatures for all purposes.

IN WITNESS WHEREOF, Facility and University have executed this Agreement effective as of the day and year first written above.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

By: \_\_\_\_\_  
Name: Irene Richardson  
Title: Chief Executive Officer

UNIVERSITY OF UTAH

By: \_\_\_\_\_  
Name: Edward Clark, MD  
Title: President, University of Utah Medical Group  
Vice President for Clinical Affairs

By: \_\_\_\_\_  
Name: James Fang, MD  
Title: Chief, Division of Cardiovascular Medicine