



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - January 10, 2018

2:00 PM

MHSC Classrooms 1, 2 & 3

Meeting Book - Wednesday - January 10, 2018 Board of Trustees Regular Meeting

Board Meeting Agenda

I. Call to Order		Barbara Sowada
A. Pledge of Allegiance		Barbara Sowada
II. Minutes	For Approval	Barbara Sowada
Minutes for November 28 2017 Special Joint Meeting with General Medical Staff.docx - Page 4		
Minutes for December 6 2017.docx - Page 7		
III. Community Communication		Barbara Sowada
IV. Medical Staff Report		Dr. David Dansie, Medical Staff President
V. Executive Session (W.S. 16-4-405(a)(ii), (a)(iii))		Barbara Sowada
VI. Credentials	For Approval	Barbara Sowada
Confidential information available for review in the Board Portal.		
VII. Old Business		Barbara Sowada
A. Mission and Vision Statements		Kristy Nielson, Chief Nursing Officer
VIII. New Business		Barbara Sowada
IX. Chief Executive Officer Report		Irene Richardson, Chief Executive Officer
X. Committee Reports		Barbara Sowada
A. Building & Grounds Committee		Taylor Jones
meeting book - tuesday - december 19, 2017 building & grounds committee meeting.pdf - Page 13		
B. Foundation Board		Marty Kelsey
C. Finance and Audit Committee		Taylor Jones
1. Capital Expenditure	For Approval	Taylor Jones
Capital Expenditure Request FY18_12.pdf - Page 17		
2. Narratives - Pages 33, 55 & 72		Tami Love, Chief Financial Officer
3. Bad Debt	For Approval	Ron Cheese, Patient Financial Services Director
Final numbers distributed near or on meeting date.		
4. Investment Recommendation - Page 85	For Approval	Tami Love

D. Quality Committee

Taylor Jones

Quality Committee Summary Report December 2017.docx - Page 109

12 20 17 Quality Minutes.doc - Page 113

E. Joint Conference Committee (Strategic Plan Update)

Ed Tardoni &
Dr. David
Dansie
Barbara
Sowada

XI. Contract Review

A. Contract Consent Agenda

For Approval

Suzan
Campbell,
Chief Legal
Executive/General
Counsel

1. Rocky Mountain Oncology

Rocky Mountain Oncology Contract Check List Suzan
Campbell 2018.pdf - Page 115

Rocky Mountain Oncology Email Chain Kerry Downs.pdf -
Page 116

Rocky Mountain Oncology.pdf - Page 119

2. Supero Credentialing Services

Supero Contract Check List Suzan Campbell 2018.pdf -
Page 126

Supero Credentialing Services.pdf - Page 127

B. Contracts Approved by CEO Since Last Board Meeting

For Review

1. Jim Bridger Power Plant

Jim Bridger Power Plant Occupational Medicine Services
2017.pdf - Page 132

2. Grand Canyon University

Grand Canyon University Agreement 2017.pdf - Page 157

XII. Community Communication

Barbara
Sowada

XIII. Good of the Order

Barbara
Sowada

XIV. Executive Session (if needed)

Barbara
Sowada

XV. Adjourn

Barbara
Sowada

**MINUTES FROM THE SPECIAL MEETING
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
BOARD OF TRUSTEES
AND GENERAL MEDICAL STAFF**

November 28, 2017

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the General Medical Staff on November 28, 2017, at 6:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

Mr. Mathey called the meeting to order, led the audience in the Pledge of Allegiance, and confirmed that there was a quorum present. The following members were present: Mr. Taylor Jones, Mr. Marty Kelsey, Mr. Richard Mathey, Dr. Barbara Sowada, and Mr. Ed Tardoni.

Officially present: Mr. Irene Richardson, CEO; Dr. David Dansie, Medical Staff President; Mr. John Kolb, Sweetwater County Board of County Commissioners.

WELCOME MEDICAL STAFF

Mr. Mathey said the Board conducts a special meeting with the Medical Staff four times annually. He welcomed the Medical Staff and said the meetings are a good forum for exchange between the two groups. Mr. Mathey welcomed Dr. Israel Stewart, Internal Medicine.

MEDICAL STAFF UPDATE

Dr. Dansie also welcomed Dr. Stewart and welcomed Dr. Bikram Sharma, Hospitalist. Dr. Dansie announced the outcome of recent elections of officers as follows:

Medicine Department

Dr. Charles Knight – Chairman

Dr. Zachary Nicholas – Vice Chairman

Surgery Department

Dr. Steven Croft – Chairman

Dr. Jacques Denker – Vice Chairman

General Services Department

Dr. Christian Theodosios – Chairman

Dr. Cielette Karn – Vice Chairman

Dr. Dansie reported Dr. Chad Franks and Dr. Alan Brown have moved on to pursue other opportunities.

The Bylaws Committee met November 27. They spoke with a legal consultant via telephone. Dr. Dansie feels they are about halfway through the items for review. They will meet again in December and hope to have a visit from the consultant in January. They are hoping to be through

by January and then the changes will go to the Medical Staff to vote. It will be March or April for completion.

HOSPITAL BOARD UPDATE

Mr. Mathey said as of February 7, MHSC was in turmoil. The rumors at the time were the Medical Staff was going to walk out en masse. There were rumors the Medical Staff would be subject to heavy layoffs. The Board of Trustees assured the Medical Staff at that time that was not the plan. As of today, twelve doctors have left since February 7. Eleven resigned or chose not to renew. One terminated for cause. Two positions have been filled with new hires, we are recruiting for two, and eight positions are left vacant. There have been no reductions in force initiated by management or the Board. Mr. Mathey referenced some other rumors that were present and may still be now and he wanted to refute them:

1. No one on the Board owns an interest in Aspen Mountain.
2. No one on the Board is working on behalf of Aspen or other providers.
3. John Kolb does not have an interest in Aspen Mountain.
4. The County Commissioners do not directly manage the Hospital through the Board. The Board is not an agent of the Board of County Commissioners. Trustees are appointed by them to serve this Hospital. The Trustees' responsibilities and duties are to the Hospital and the people that comprise this institution.

Mr. Mathey said a topic of interest is terms and contracts of employment. The Board found some surprises when reviewing contracts. Mr. Mathey said they struggle with some of the information. Many have been resolved with time. He said his understanding is that physicians with contracts that have expired have maintained the same compensation. He doesn't think that will change. Mr. Mathey said he understands people look out for their best interests. The Board does not fault individuals for working the best deal. Mr. Mathey said the Board sees greater cooperation and greater performance. Between the institution and each doctor there is a contract and an economical equation and we must see results. We are no longer losing ground; we are gaining ground slowly. The facility is in need of improvements and his personal plan is to find those needed changes. Mr. Mathey said the Board of County Commissioners offers the Hospital Board their help when and if needed. Hopefully we can pay our own way. Hopefully we don't go to them for more assistance than they are already providing. Mr. Tardoni said he sees this as a responsibility he volunteered to take on. It's a big responsibility with a big learning curve. He said this Board really thought about their actions and when looking for a CEO, listened, watched, and decided to hire Ms. Richardson. When looking at contracts, they asked Dr. Melinda Poyer, Chief Medical Officer, and others to help on a committee. They looked at options of consultants and after discussion, decided to go with what we have. Mr. Tardoni said the Board takes this very seriously and wants to hear from the Medical Staff. Mr. Jones thanked everyone involved in helping start the turnaround of the finances. He said that without the providers pitching in and doing their part, it doesn't matter what the Board does. We had the first positive bottom line in 17 months and it's due to what the providers are doing to help. Dr. Steven Croft asked if contracts will continue as-is or will they be renegotiated? Mr. Mathey said he does not see substantial changes in contract terms. He does not see changes in compensation terms of contracts. He stressed that all negotiations are with the CEO, Ms. Richardson, and all physician contracts are subject to approval by the Board of Trustees. Dr. Matti said he appreciated the synopsis provided by the Trustees and said it is good information. He said it is good to hear we are making progress. Dr. Matti said there are plenty of things the providers can do to help. Mr. Mathey said it is gratifying to hear if the fear is behind us. Dr. Bill Sarrette said he has always

enjoyed working at MHSC because of the camaraderie of the physicians. He said the lunch time was always a good time for discussions and working with colleagues. Structure in their schedules would help make that happen. Camaraderie is a strength. Ms. Richardson said lunches will begin again in the physician lounge on December 4. We are working out the specifics. She said it would help the nutrition staff to start lunch at 11:45 and they would like to get an idea of a head count. We all need to work together so we can keep moving forward. Ms. Richardson said we appreciate the providers. She said Clinic financials have improved significantly and she appreciates efforts with getting patients in and improving the volume. Ms. Richardson asked that we please keep working together. Dr. Matti mentioned the aesthetics in the medical imaging area. He said it is not a good perception to patients and asked if there are any plans for improvements. Mr. Mathey said there is a prioritized list reviewed by the Building and Grounds Committee. Until we have money, it's a wish list. Mr. Mathey said great medical service can be impacted by a poor appearance in the facility and feels it is important to address. Mr. Jones said he and Mr. Tardoni serve on Building and Grounds and it all comes down to funds and we have to prioritize what is done first.

CEO UPDATE

Ms. Richardson said we have added to our Executive Leadership group. Ms. Tami Love is the new Chief Financial Officer, and Ms. Suzan Campbell is Chief Legal Executive/General Counsel. Ms. Richardson welcomed Dr. Stewart. Ms. Richardson said she serves on the Joint Conference Committee with Dr. Augusto Jamias, Dr. Dansie, Mr. Tardoni, and Mr. Mathey. They are talking about operational analysis. They asked the Hospital Leadership Team to come up with perspectives. Dr. Kristy Nielson, Chief Nursing Officer, has been tasked with gathering mission and vision statement ideas. This process involves everyone. Ms. Richardson invited the Medical Staff to offer challenges and suggestions and forward them to Dr. Dansie. The Committee is meeting again in early December. Ms. Richardson reported work continues on the Finance and Audit Committee Charter and Contract Policy. We are working through some of the legal claims out there but hope to have them resolved soon and focus on what we are here to do.

Mr. Mathey said the next regular meeting is December 6 which is also the same day as the Christmas festivities for the community. He is considering starting the meeting at 1:00 PM instead of 2:00 PM. Regarding the January meeting, it is scheduled January 3. He said his preference would be to have the meeting on January 10 instead. The motion to make those two changes as discussed was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 6:45 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

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

December 6, 2017

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on December 6, 2017, at 1:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

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

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

APPROVAL OF MINUTES

The motion to approve the minutes of the October 26, 2017, special meeting with the Foundation Board as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried. The motion to approve the minutes of the November 1, 2017, regular meeting as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

COMMUNITY COMMUNICATION

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

MEDICAL STAFF REPORT

Dr. Dansie reported the Medical Staff met with the Board November 28. No committee meetings have been held since that time. The Medical Staff has been discussing Policy Stat. Dr. Dansie said just because the Medical Executive Committee may approve something, it is not effective until the entire process is complete. Dr. Dansie said an election of officers was held. Dr. Dansie was elected to continue as President for the next year. Dr. Samer Kattan will serve as Vice President and Dr. Lawrence Lauridsen will serve as Secretary/Treasurer. Dr. Dansie said the Joint Conference Committee will meet next week The Bylaws Committee meets December 19. The bylaws revision work continues.

EXECUTIVE SESSION

Mr. Mathey said there would be an Executive Session and referenced Wyoming Statute 16-4-405 (a)(ii, iii, ix, and x). 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 3:45 PM.

The motion to approve the November 20, 2017 Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Banu Symington, Oncology
2. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Stacy Steans, Pediatrics
 - Dr. Jad Wakim, Hematology/Oncology
3. Reappointment to Active Staff (2 years)
 - Dr. Pritam Neupane, Pulmonary Medicine
 - Dr. John Iliya, General Surgery
4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Philip Najm, Emergency Medicine
5. Reappointment to Consulting Staff (2 Years)
 - Dr. Jade Nunez, Tele Burn (U of U)
 - Dr. Jason Young, Tele Burn (U of U)
 - Dr. Kevin Whitehead, Cardiology (U of U)
 - Dr. Michael Allen, Tele Radiology (VRC)
 - Dr. Douglas Belton, Tele Radiology (VRC)
 - Dr. Lawrence Briggs, Tele Radiology (VRC)
 - Dr. Naomi Saenz, Tele Radiology (VRC)

OLD BUSINESS

CEO Contract Update

Mr. Mathey said terms have been negotiated and agreed upon. The motion to authorize the President of the Board of Trustees to execute the contract was made by Mr. Jones; second by Dr. Sowada. Motion carried.

Mission and Vision Statements

Dr. Kristy Nielson, Chief Nursing Officer, said she sent out a survey to gather input and received sixty-four insightful replies. The responses were compiled and key words were identified.

Executive Leaders will put together some options and bring to the Board for review. Dr. Nielson said they plan to present information at the January Board meeting.

Committee Charters

Mr. Kelsey reported a subcommittee of the Finance and Audit Committee met and through a lengthy process worked on the charter. He reviewed the highlights. The proposal is for anything under \$25,000 to be given to the Board for review following approval by the Chief Executive Officer. Anything over \$25,000 would go to the Board for approval. It was clarified the amount for review and approval is the total dollar amount involved, not the yearly amount if broken out. Mr. Kelsey said if we find this isn't working, we will make adjustments. He said the Committee number of voting members was expanded and said the term "hospital" includes the clinics when appropriate. Mr. Kelsey said with the approval of the charter and with approval of the contracts policy, the group feels we don't need a spending matrix. Mr. Jones said this makes it more timely to get the things needed to move forward. He thanked everyone involved in the process. The motion to approve the Finance and Audit Committee Charter as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Contract Policy

Mr. Kelsey said the Finance and Audit Committee reviewed the proposed policy carefully. It spells out the types of contracts involved in detail and references agreements requiring the Board of County Commissioners' approval. Regarding the section referencing service agreements associated with contracts for \$25,000 or more, Mr. Kelsey requested a spelling correction to read this excludes service agreements of Board approved capital equipment. Dr. Sowada commended the group for blending contracts and spending authority into one item. The motion to approve the contract policy as presented was made by Dr. Sowada; second by Mr. Jones. Motion carried.

University of Utah Affiliation Agreement

Mr. Mathey said representatives from the Hospital and the University of Utah (U of U) came before the Board of County Commissioners (BOCC) November 21 and the affiliation agreement was approved by the BOCC at that time. Mr. Mathey said the BOCC appreciated that the U of U reps appeared and took questions. It was a good example of how business should be conducted with a public entity. Mr. Mathey said we are waiting to receive the official, fully-executed original.

NEW BUSINESS

None.

CEO REPORT

Ms. Richardson announced Ms. Tami Love has been appointed Chief Financial Officer. Ms. Suzan Campbell, Chief Legal Executive/General Counsel, has been added to the Executive Leadership team. Ms. Leslie Taylor has been appointed as the Interim Clinic Operations

Manager. Ms. Richardson said the Executive Leaders have been working on updates to the organization chart and it will be presented to the Board for approval. The Green River and Rock Springs Chambers of Commerce have invited Ms. Richardson to speak in December and January. She has been asked to speak to a local Girl Scouts troop this month. Ms. Richardson said we had limited space in the Rock Springs holiday parade and were pleased to receive third runner-up honors. Ms. Richardson said she feels our efforts were well-received by the community. The Standard and Poor's credit review will happen in January or February. Ms. Richardson said we hope to have six months of financial information to present. She said everyone has been working very hard and we have been very busy. We keep moving forward.

COMMITTEE REPORTS

Building and Grounds Committee

Mr. Jones asked Mr. Jim Horan, Facilities Director, to provide a brief report. Mr. Horan said the CT project is going out to bid this month. Work should begin in early January. The recommendation at this time is that two behavioral health rooms are sufficient for now. We sent plans to the Wyoming Department of Health regarding the medical office building inspection work. We expect no problem obtaining an extension. We are still looking at storage options including the old hospital buildings owned by the County. Mr. Horan said we heard from The Joint Commission that all issues were resolved. The hospital holiday outdoors lighting will be lit later in the evening. Ms. Richardson said we wanted to have the lights but wanted to go with about 50% of the prior cost. Mr. Horan noted his appreciation to the Board for the Building and Grounds Committee and the attention they give to infrastructure.

Foundation Board

Mr. Kelsey said there was no information to report at this time.

Finance and Audit Committee

Capital Expenditures Requests: Request FY 18-11 was presented and the motion to approve \$6,143 for a glide scope was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

Narratives: Ms. Love announced Ms. Jan Layne is the new Controller. Ms. Love reviewed the narratives included in the packet. She reported a gain of \$278,815 for October and said revenue was over budget, expenses were under budget, collections were \$6.5M and days of cash on hand went up by one day to 107. Ms. Love said Mr. Ron Cheese, Patient Financial Director, is anticipating \$7.9M in collections for November. Mr. Kelsey thanked Ms. Love for adding the financial key terms on pages 75 and 76 of the packet. He requested the addition of "gain", "total net gain", and "net operating loss" to the listing. Mr. Jones said he knows we still have work to do but he thinks there is reason to celebrate. He thanked everyone involved in the progress.

Bad Debt: The motion to approve the net potential bad debt for \$289,151.37 as presented by Mr. Cheese was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

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

Human Resources Committee

Mr. Mathey said the Committee worked on selection of an administrator of employee benefits, made a decision, and the company was scheduled to be on-site. He said the Hospital decides which businesses we will do payroll deductions for. Ms. Campbell provided information from Ms. Amber Fisk, Human Resources Director, as follows:

- Orientation of 8 new employees in November
- Upcoming orientation in December for 9 employees
- Critical Job Analysis completed on 8 different positions
- Turnover is 20% as of October 31, 2017
- Moratorium on updating employee policies per CEO

Quality Committee

Dr. Sowada reported draft minutes of the last meeting are included in the packet. The Board also received additional information from Ms. Amanda Molski, Quality Director, in narrative form. She said that information will be included in future Board meeting packets. Dr. Sowada said we are still working on Emergency Department thru-put. There have been significant improvements in times. She said we are still working on it and thanked the staff. She noted the fun changes on the wall decorations in the Ortho area.

Joint Conference Committee

Dr. Dansie said the group will meet again December 12. Mr. Mathey said they will continue work on the strategic plan.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Campbell said this item is removed from the agenda following approval of the contract policy. Dr. Sowada asked for additional information on the TriZetto agreement. Mr. Cheese reviewed the automatic cash adjustment and posting services provided and our need. He said it should help on the front-end in the Clinic. His opinion is it is a great contract for the Clinic. Mr. Tardoni said TriZetto does fall in the Board's approval purview due to the annual cost. The motion to approve the CEO signing the TriZetto agreement as presented on behalf of the Hospital was made by Mr. Jones; second by Dr. Sowada. Motion carried.

GOOD OF THE ORDER

Mr. Jones said the Board is putting together a basket for the Red Tie Gala. He asked Trustees to let him know by the end of the week if they wanted to participate. He said the Board has

challenged the BOCC with a prize at the end of the evening for the basket that brings in the most funds between the two.

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 4:55 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary



Memorial Hospital of Sweetwater County Board of Trustees

Building & Grounds Committee Meeting

Tuesday - December 19, 2017

5:00 PM

Medical Office Building Conference Room

**Memorial Hospital of Sweetwater County
Building & Grounds Committee
Medical Office Building Conference Room
5:00 PM**

Tuesday – December 19, 2017

Board Committee Members

**Taylor Jones, Chair
Ed Tardoni**

Staff Committee Members

**Irene Richardson
Jim Horan
Tami Love**

Guests

Gerry Johnson – *Facilities*

Stevie Nosich - *Facilities*

John Kolb – *Board of Sweetwater County Commissioners*

Agenda

- 1. Approve November 14, 2017 Minutes**
- 2. Project(s) Review**
 - A. Laundry Update**
 - B. CT Project Update**
 - C. Prioritized Projects List**
- 3. Old Business**
 - A. Storage Options**
- 4. New Business**
- 5. Meeting Schedule**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building & Grounds Committee Meeting
November 14, 2017

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

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

Staff Committee Member Absent: Ms. Irene Richardson

Guests: Mr. Gerry Johnston
 Ms. Stevie Nosich
 Mr. Clayton Radakovich
 Mr. John Kolb, *County Commissioner Liaison*

Call Meeting to Order

Mr. Jones called the meeting to order.

Meeting Minutes

The motion to approve the minutes of the October 17, 2017, regular meeting as presented was made by Mr. Tardoni; second by Mr. Jones. Motion carried.

Projects Review

Laundry Update

Mr. Horan said he had nothing new to report.

CT Project Update

Mr. Horan reported things are moving along. The design drawings were recently reviewed and we resolved some of the mechanical issues. He said the construction cost estimate is approximately \$385,000. Mr. Horan said it looks like we are on schedule to ramp up at the first of the year and finish by the end of February 2018.

Prioritized Projects List

Mr. Horan reported on items on the prioritized list as well as new items following the Wyoming Department of Health visit to the Medical Office Building (MOB). Mr. Radakovich reviewed licensing, regulations, and request for variance in the MOB. He said he feels confident the process will move forward if we follow the process they have set for us. Mr. Radakovich explained all of the options regarding licensing we investigated that are not feasible. Mr. Kolb asked if there is any way the County can assist and thanked Mr. Radakovich for the information. Mr. Jones expressed concern with putting important things off. Mr. Kolb added that it is important our hospital is still operating.

Mr. Radakovich reviewed behavioral health rooms. He said the bottom line is he thinks putting in another room at this time should be back-burnered. He said if there are changes at Southwest Counseling, that could have an impact. He believes we are providing an incredibly safe environment for our patients at this time. Mr. Radakovich said we are creating a risk assessment for every room to be covered every time.

Mr. Radakovich provided a Joint Commission update. He said all physical environment items are complete with the exception of positive latching doors and we are working on that item. He said we have increased environmental rounding to every month instead of every three months.

Old Business

Storage Options

Mr. Horan reviewed costs provided associated with the former hospital property. He said he is going to contact Mr. Chuck Radosevich with the County to schedule a tour of the area. The Committee discussed potential uses of the buildings. Mr. Tardoni said we need to keep our minds open.

New Business

Mr. Kolb suggested Mr. Horan contact Mr. Radosevich to see if the County can partner with the County for generator testing requirements.

The Committee agreed to meet again on Tuesday, December 19 at 5:00 PM.

Submitted by Cindy Nelson.



Assigned: FY / 8 - 12

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: Emergency Dept

Submitted by: Rich Tyler

Date: 01/04/18

Provide a detailed description of the capital expenditure requested: T-System EV Appliance Solution

Preferred Vendor: T-System

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

1. Renovation	\$ _____
2. Equipment	\$ 37993
3. Installation	\$ _____
4. Shipping	\$ _____
5. Accessories	\$ _____
6. Training	\$ _____
7. Travel costs	\$ _____
8. Other e.g. interfaces	\$ 10000
Total Costs (add 1-8)	\$ 47993

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

Budgeted Item?

Projected Annual Procedures (NEW not existing)

☐ YES ☐ NO

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

\$

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

Clarifine

OTHER CONSIDERATIONS

We have chosen to upgrade our existing emergency department medical record instead of purchasing a new system. We had looked at Pulse Check as an option that would interface with the Hospital medical record. The cost of Pulse Check would have been \$480,550 for the software, installation and migration.

Our current Tsystem hardware appliances have reached end-of-life and will soon be no longer supported. In order to maintain and support Tsystems going forward, we need to upgrade our Tsystem appliances.

Submitted by: Signature

Date



T SystemEV Appliance Solution Quote

Memorial Hospital of Sweetwater County
85 devices
1 Physical Server

Date of Quote: 12/7/2017

Quote Expires: 1/8/2018

One-Time License Fee*	\$37,993
Annual Maintenance	\$8,250
One-time Migration Fee	\$10,000
Business Continuity Annual Fee** (optional)	\$2,500

T-System's appliance solution offers a highly tuned hardware/software system in a rack mountable profile that alleviates the concerns for right sizing existing infrastructure. Using T-System best practices for server, RAID, memory, operating system, antivirus, internal firewall, and SQL Server configuration ensures the client that performance will be appropriate for this mission critical application.

T-System's Advanced Technology Group (ATG) provides system administration, database administration, remote monitoring, reporting and more. These services are included in the maintenance fee. 24x7 support is included with *mission critical onsite hardware repair*.

* One time License fee Includes:

- System is delivered ready to rack (onsite installation available at additional cost)
- Topology Type: Shared SQL/Middle Tier
- Physical Servers: Quantity 1, includes test environment
 - 1 - SQL / Middle Tier/Terminal Server – EV Intelligence SQL
- Required Prerequisite Microsoft products and Licensees:
 - Microsoft 2012 x64 Server licensing for all servers
 - Microsoft 2014 x64 SQL Server: device licenses, including 3 instances for production, test and EV Intelligence
 - Microsoft 2012 Remote Desktop Services: device licenses
 - Microsoft 2012 Server: device licenses

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****Business Continuity Detail**

Business Continuity Process Flow

1. The Production EV System is installed at the client site.
2. The EV Storage System is allocated at the T-System Data Center.
3. A B2B VPN connection is configured between the client site and the T-System Data Center.
4. The client site goes live and starts charting using the Production EV System.
5. Once a day the Full or Differential backups are copied from the Production EV System to the EV Storage System.
6. The Full or Differential backups are copied from the EV Storage System to the T-System Disaster Recovery Site.

Verification

Once a year a full set of backups from the EV Storage System will be restored to a Virtual Server and brought online. Then a select group of users from the client site will be able to login and verify the TEV configuration and data. After the verification process is complete the Virtual Server is reset and remote access is removed.

Disaster Declaration Action Plan

1. The client site notifies T-System of a disaster event.
2. T-System acquires a Standby EV System (if needed) at the clients cost.
3. T-System staff members work with the client site to recover the most up to date data from the Production EV System.
4. The Standby EV System is prepped with the latest data possible, using database backups.
5. The Standby EV System is packed and shipped next day to where the client request.
6. The Standby EV System is installed at the client site.
7. The Standby EV System is brought online as the Production EV System.
8. The Business Continuity Process Flow begins again.

January 3, 2018

Mr. Rich Tyler
IT Director
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901-5868

SEVENTH AMENDMENT

Re: T-System^{EV} License Agreement (the "License Agreement"), dated December 13, 2011, between Memorial Hospital of Sweetwater County (the "Licensee") and T-System, Inc. ("TSI").

Dear Mr. Tyler:

On December 13, 2011, Licensee and TSI entered in the License Agreement in which certain modules of the Software were licensed for use at Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, WY 82901 (the "Site"). On March 30, 2012, the parties amended the License Agreement to remove the hardware installation services. On September 14, 2012, the parties amended the License Agreement to add the Bed Status/Discharge Event. On September 14, 2012, the parties amended the License Agreement to add PEPID for use at the Site. On July 24, 2013, the parties amended the License Agreement to install the Software on the Appliance purchased from TSI and implement the Base Upgrade Bundle. On February 4, 2016, the parties amended the License Agreement to acknowledge Licensee is providing its own virus protection and back-up solution. On May 4, 2016, the parties amended the License Agreement to extend the term by two (2) years. Licensee has since informed TSI that it wishes to migrate from an existing TSI Appliance to a new TSI Appliance on premise.

The parties now wish to use this letter ("Seventh Amendment"), to amend certain sections of the License Agreement as set forth below. While preserving all other obligations under the License Agreement and in consideration of the mutual promises and covenants and agreements hereinafter set forth, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto mutually agree to amend the License Agreement as follows:

1. TSI Appliance Solution.

- a. The TSI Appliance Solution means the server(s) purchased through TSI, shipped to the Licensee's location, and from which the Software will run. The TSI Appliance Solution includes eighty-five (85) device Client Access Licenses ("CALs"). Licensee may purchase additional CALs at TSI's then current pricing.
- b. Licensee shall pay the one-time fee of \$37,993 for the server(s) upon the Effective Date of this Seventh Amendment.
- c. Beginning on Live Day for the server(s) and annually thereafter, Licensee shall pay the Appliance Annual Support and Maintenance Fee of \$10,750 (Appliance \$8,250; and Business Continuity \$2,500).

Page 21 of 164



2. SQL2014 Platform Change and Migration

- a. TSI shall perform the migration services ("Migration Services") to the SQL2014 Platform as set forth in Exhibit 1 of this Seventh Amendment.
- b. Licensee shall pay the Migration Services fee of \$10,000 upon the Effective Date of this Seventh Amendment.

No other change is made to the License Agreement by this Seventh Amendment.

To the extent of any conflict between the provisions of the License Agreement and this Seventh Amendment, the terms of this Seventh Amendment will control. Please confirm the Licensee's agreement to this Seventh Amendment by signing in the space provided below. The Effective Date of this Seventh Amendment is the date last signed below. The terms and discounts set forth herein will expire if this Seventh Amendment is not signed and returned by January 31, 2018.

ACCEPTED AND AGREED BY:

Memorial Hospital of Sweetwater County
a Wyoming non-profit corporation

By: _____
Name: _____
Title: _____
Date: _____

T-System, Inc.
a Texas corporation

By: _____
Name: Tim Swango
Title: EVP & Chief Operating Officer
Date: _____

Exhibit 1

Project Scope for Migration to Windows Server 2012 R2 and SQL Server 2014

Project Objective & Scope

The objective and scope of this project is to migrate the current T System environment to new server(s) running Windows Server 2012 R2 and SQL Server 2014.

Current Hardware	New Hardware
TSI Appliance on Premise (Client Data Center)	New TSI Appliance on Premise (Client Data Center)

Deliverables

TSI is responsible for delivering the following:

- Ship new Appliance with environment for Windows Server 2012 R2 and SQL Server 2014
- Perform VPN connectivity and validation with Licensee IT.
- Perform hardware and OS validation to ensure the servers are compliant with all the Software minimum requirements on all provisioned servers for this project.
- Install the base Software and hotfixes to the same version as the current Software environment.
- Install printer drivers and validate connectivity.
- Perform testing and validation of the Software on the new environment.
- Provide licensee with connection method to new servers.
- Perform mock database migration from current Software environment to new environment to validate the process and determine downtime.
- Perform production database migration from current Software environment to new environment. (Downtime required).

Licensee is responsible for the following:

- Perform VPN connectivity and validation with T-System VPN engineer.
- Licensee shall perform testing and validation of the Software on the new servers before data migration and the new Software environment becomes the new Production environment.
- Work with TSI Technical team member to verify the final deliverable

Assumptions

This Project Scope is predicated upon the following assumptions:

- Licensee will provide appropriate resources to allow for timely completion of Licensee deliverables.
- Licensee will provide appropriate documentation and follow relevant standards as they pertain to this project.
- TSI will perform development testing and go-live services during normal business hours, Monday through Friday, excluding holidays. If Licensee requests that work be performed outside of these hours, special arrangements will be made for a mutually agreed upon time and additional fees will apply.
- Project Go-Live may occur outside of normal business hours at a mutually agreed upon time, excluding holidays. If Licensee requests Project Go Live to occur on a public holiday, special arrangements will be made for a mutually agreed upon time and holiday rates will apply.
- TSI resources will perform the work associated with this Project Plan from TSI offices and will not travel to Licensee's Site.

Estimated Project Timelines

- Work will be scheduled in the TSI work queue within ten (10) business days of Project Scope execution and an implementation schedule will be provided with the project start date.
- Estimated Project Duration: will take approximately eight (8) to twelve (12) weeks to complete from project start date.
- The Upgrade and Migration Slot is scheduled on a first-come first serve basis and dependent upon TSI upgrade/migration availability.

Fee and Payment Terms

TSI's performance of its obligations is contingent upon Licensee's timely and effective performance of its responsibilities, decisions, and approvals. In the event TSI is delayed in, or otherwise unable to complete, performance of its obligations due to the actions or inactions of any other party (including Licensee but not including TSI or TSI's agent), TSI will invoice Licensee for fees due (including for services performed and deliverables completed), and Licensee agrees to make timely payment to TSI of such fees.

Modification to Project Scope

Any amendment or change to this Project Scope must be in writing and signed by both parties. Significant change to this Project Scope, as determined by TSI, may result in additional fees.



December 27, 2017 Finance & Audit Committee Meeting

12/27/17

MHSC Classrooms 1 & 2

Meeting Book - December 27, 2017 Finance & Audit Committee Meeting

Agenda

Agenda

I. Call Meeting to Order	Taylor Jones
II. Approve Meeting Minutes	Taylor Jones
Finance and Audit Comm Draft Minutes November 29 2017.doc	
III. Capital Requests FY18	Taylor Jones
18 CAPITAL.xlsx	
IV. Building & Grounds Committee Report	James Horan Jim Horan
Building & Grounds December 2017.doc	
V. IT Report	Rich Tyler
IT Report fo Finance December 2017.docx	Rich Tyler
VI. Financial Report	
A. Monthly Financial Statements & Statistical Data	Tami Love
1. Financial Statements	Tami Love
NARRATIVE TO NOVEMBER 2017 FINANCIAL STATEMENT.doc	
FY18 FINANCIALS COMBINED - NOVEMBER 2017.pdf	
FY18 Other Operating Revenue Detail.xlsx	
CLINIC NARRATIVE TO NOVEMBER 2017 FINANCIAL STATEMENT.doc	
FY18 FINANCIALS CLINIC - NOVEMBER 2017.pdf	
FY18 FINANCIALS HOSPITAL ONLY - NOVEMBER 2017.pdf	
HDRHCD November 2017 Board.pdf	
2. Statistics	Tami Love
18 MHSC STATISTICS November 2017.pdf	
18 Board Graphs November 2017.pdf	
18 FTE REPORT - 121017.pdf	
3. Accounts Receivable report	Tami Love
FY18 DAYS IN AR November 2017.pdf	
18 PAYOR MIX November 2017.pdf	
4. Budget Adherence	Tami Love
B. Approve Investment Report	Tami Love

18 INVESTMENT SUMMARY 11-30-17.pdf

18 DAYS OF CASH ON HAND NOV 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 November 2017.pdf

4. Cash Disbursements

Tami Love

FY18 CASH DISBURSEMENTS - November 2017.pdf

VII. New Business

A. Financial Forum Discussions

Taylor
Jones
Taylor
Jones

VIII. Adjournment

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

Mr. 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.

Mr. 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

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
INFECTON CONTROL	TROPION 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	GOPY 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
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
Total Budgeted	2,000,000	155,127	153,022	(2,105)	

Capital Expenditure Dollars Authorized

155,127

Net Capital Outlay FYTD 2018

155,127

Remaining Balance FY2018 Capital Budget

1,844,873

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County

12/19/2017

Trustee Committee Members Present: Ed Tardoni, Taylor Jones.

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

Guests Present: John Kolb, Gerry Johnston, Brittany Griffin, Bill Current

Minutes taken by: Cindy Nelson

Location: MOB meeting room

Time started: 5:00P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Offsite storage	B. Griffin discussed environmental concerns and guidelines for record storage. Conex containers are not viable. Much purging of records has been done to reduce storage needs. If annual purging takes place, little additional storage space will be needed. Also discussed suitability and cost of old hospital for storage as well as other options including maintaining the status quo.	J. Horan	Schedule a second trip to the old hospital auxiliary buildings to further assess suitability for storage.	Spring 2018
Laundry Upgrade	No new information	J. Horan	1. Improved steam piping and insulation. 2. Construct storage space within Laundry area. 3. Add extra exhaust from space.	Review progress next meeting.
CT Replacement	A "Call-for-bid" has been advertised and a pre-bid conference for all interested contractors has been held on December 14. Bid opening is scheduled for December 21.	J. Horan	Continue to monitor progress.	Report progress next meeting.
Itemized Maintenance projects.	These projects are to be considered in conjunction with WDH issue listed below. 1. Failed steam expansion joint (update given) 2. Collapsing retaining wall (discussion including request for additional engineering by outside firm or by using the County Engineer). 3. Replace original ceilings and sprinkler heads. 4. Seal mechanical room floor.	1. J. Horan 2. J. Horan to contact private firm J.Kolb to contact County PE. 3. J. Horan 4. 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. 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. Proceed to gaining engineering design. CH—apply for variance 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.	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.	J. Horan/ C. Nelson	Plaque has been ordered. Contact with contractor in progress.	Date/ time for presentation TBD.
Time Adjourned: 5:50P				
Next Meeting: January 16, 2018; 5PM				
Respectfully Submitted: Jim Horan				

Finance and Audit Committee

IT report

December 2017

Rich Tyler

1. We have decided not to move forward with PulseCheck at this time. (We will continue to utilize Tsystems, and we expect to start the appliance upgrade process in the next few weeks)
2. We are currently evaluating off-site, cloud-based, data storage options. We currently store data backups on tape media, and are looking to start storing the hospital data off-site. It is best practice to store data off-site and encrypted. We hope to have a few proposals for this project in the next month or two. Our insurance company, and our third party IT audit firm highly recommends this project. We continue to evaluate different options.

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

To: Finance Committee
From: Tami Love, CFO

December 26, 2017

NARRATIVE TO NOVEMBER 2017 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for November was a gain of \$407,767, compared to a gain of \$439,803 in the budget. This yields a 5.43% operating margin for the month compared to 5.81% in the budget. The YTD net operating gain is \$126,197, compared to a gain of \$423,929 in the budget. This represents a YTD operating margin of 0.35% compared with 1.14% in the budget.

The total net gain for the month was \$664,196, compared to a gain of \$634,908 in the budget. The YTD total net gain is \$1,303,992, compared to a gain of \$1,399,454. This represents a YTD total profit margin of 3.63% compared with 3.77% in the budget.

Annual Debt Service Coverage came in at 3.84. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 10; under budget by 8.9. YTD average census is 11.1 compared to 18.4 in the budget and 18.4 in the prior year.

Inpatient surgeries were 4 under budget at 35 and outpatient surgeries were over budget by 7 at 156. There were 6,675 outpatient visits, under budget by 223.

Total ER visits were 1,384, which was under budget by 12. There were 45 newborns in November, over budget by 5. Births are under budget by 21 year to date.

REVENUE. Revenue for the month was \$13,036,894, under budget by \$598,911. Inpatient revenue was under budget by \$1,647,422, outpatient revenue was over budget by \$1,155,999 and the employed Provider Clinic was under budget by \$107,489.

YTD total revenue was \$66,140,152, under budget by \$1,168,268. Inpatient revenue is under budget by \$6,250,283, outpatient revenue is over budget by \$4,791,748 and the Provider Clinic is under budget by \$709,734. 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 \$7,150,870, under budget by \$267,565. YTD net patient revenue was \$34,977,530, under budget by \$1,306,846.

Deductions from revenue were booked at 45.1% for November compared to 46% in the budget and 45.5% for prior year. YTD deductions from revenue are 47.1%, compared to 46.1% in the budget and 44.7% for the same period in FY 2017.

EXPENSES. Total expenses for the month were \$7,103,978 under budget by \$25,003. Salary & Wage, Physician Fees, Utilities, Insurance Expense and Depreciation were under budget for November. The following categories were over budget for November:

Fringe Benefits-This expenses is over budget by \$27,105. Group Health was over budget by \$43,752 and Unemployment was over by \$20,000.

Contract Labor – This expense is over budget by \$123,879. OB, ICU, Surgery, Emergency Room and Ultrasound are over budget for the month.

Purchased Services – This expense is over budget by \$114,062. Consulting fees, Advertising, Legal fees and Pharmacy Management fees are all over for the month.

Supplies – This expense is over budget by \$131,912. Oxygen, Blood, Drugs, Maintenance supplies and Other Non-Med/Surg supplies are over budget for November.

Repairs & Maintenance - This expense is over budget by \$5,118. Contract Maintenance and Maintenance & Repair service are both over budget for the month.

Other Operating Expenses – This expense is over budget by \$5,276. Freight and Physician and Employee recruitment are over budget for November.

Leases and Rentals – This expense is over budget by \$1,802.

Our monthly expenses continue to stay around the \$7 million mark. As of November, 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 \$13,179,667, up \$172,912 from October. Collections for the month of November were \$7,887,063, one of our highest collection months ever. The Days of Cash on Hand for November are 107, the same as October. The Days were not affected by the high collection month due to the 3-payroll month in November. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$19,618,134, down \$970,678 from the prior month. Net patient receivables at month end were \$10,244,451, down \$836,668 from last month. Days in Receivables are 43 for November, down 3 days from October.

OUTLOOK FOR DECEMBER. Inpatient volumes, including inpatient surgeries, are projecting to come in under budget. We continue to experience a shift from inpatient care to outpatient care with inpatient revenue and patient days, admits and discharges being under budget. Births are projecting to come in over budget. ER visits are projecting to be under budget. Outpatient visits, including imaging and lab services, are coming in right at budget in December. Gross patient revenue is projecting to come in at \$12.5M, which is under budget with net revenue projecting to \$6.6M. Collections are projecting to come in at \$6.7M, 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

Five months ended November 30, 2017

Certification Statement:

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

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Certified by:

Tami Love

CFO

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

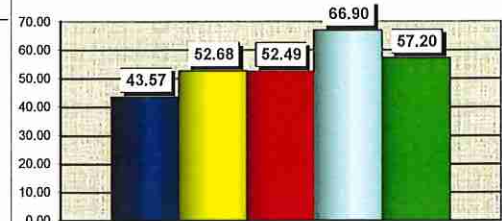
PAGE 2

Five months ended November 30, 2017

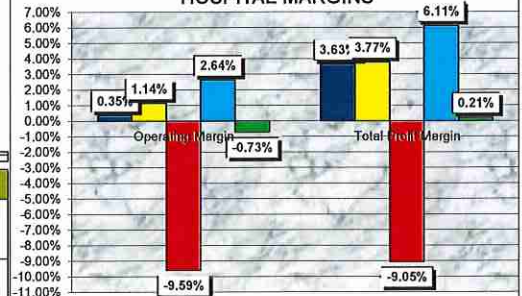
BALANCE SHEET

	YTD 11/30/2017	Prior FYE 6/30/2017
ASSETS		
Current Assets	\$29,726,524	\$28,430,788
Assets Whose Use is Limited	14,024,195	15,912,634
Property, Plant & Equipment (Net)	71,055,753	73,152,948
Other Assets	254,268	259,415
Total Unrestricted Assets	115,060,740	117,755,785
Restricted Assets	409,233	75,515
Total Assets	\$115,469,972	\$117,831,300
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,406,588	\$9,201,224
Long-Term Debt	27,949,666	30,738,726
Other Long-Term Liabilities	2,034,489	1,122,980
Total Liabilities	37,390,743	41,062,930
Net Assets	78,079,229	76,768,370
Total Liabilities and Net Assets	\$115,469,972	\$117,831,300

NET DAYS IN ACCOUNTS RECEIVABLE



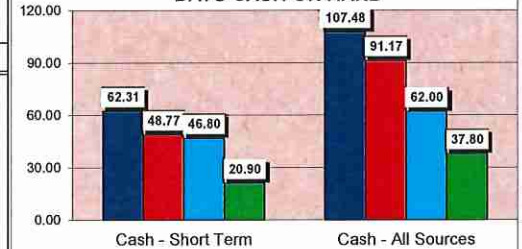
HOSPITAL MARGINS



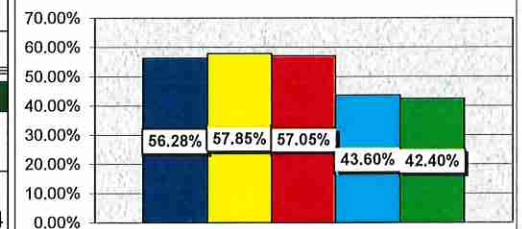
STATEMENT OF REVENUE AND EXPENSES - YTD

	11/30/17 ACTUAL	11/30/17 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$13,036,894	\$13,635,805	\$66,140,152	\$67,308,420
Deductions From Revenue	(5,886,024)	(6,217,371)	(31,162,622)	(31,024,044)
Net Patient Revenues	7,150,870	7,418,435	34,977,530	36,284,376
Other Operating Revenue	360,875	150,349	950,489	791,745
Total Operating Revenues	7,511,744	7,568,784	35,928,018	37,076,121
Expenses:				
Salaries, Benefits & Contract Labor	3,924,653	4,168,367	20,148,367	21,449,800
Purchased Serv. & Physician Fees	716,379	602,927	3,080,896	3,041,229
Supply Expenses	1,088,388	956,476	5,329,760	4,801,346
Other Operating Expenses	755,932	757,195	3,800,722	3,796,845
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	618,625	644,016	3,442,076	3,562,972
Total Expenses	7,103,978	7,128,981	35,801,822	36,652,192
NET OPERATING SURPLUS	407,767	439,803	126,197	423,929
Non-Operating Revenue/(Exp.)	256,429	195,105	1,177,796	975,525
TOTAL NET SURPLUS	\$664,196	\$634,908	\$1,303,992	\$1,399,454

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	11/30/17 ACTUAL	11/30/17 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	299	567	1,697	2,813
Average Acute Length of Stay	2.5	3.5	2.6	3.4
Total Emergency Room Visits	1,384	1,396	6,792	6,973
Outpatient Visits	6,675	6,898	32,623	34,839
Total Surgeries	191	188	932	904
Total Worked FTE's	398.11	442.90	406.89	442.90
Total Paid FTE's	447.42	486.41	456.09	486.41
Net Revenue Change from Prior Yr	2.83%	3.61%	-2.08%	1.05%
EBIDA - 12 Month Rolling Average			2.94%	14.00%
Current Ratio			4.01	
Days Expense in Accounts Payable			32.06	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	11/30/17
Prior Fiscal Year End	06/30/17
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - (1.11)

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

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ROCK SPRINGS, WY

Five months ended November 30, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 11/30/2017	Year to Date 11/30/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:						
Operating Margin	↑	5.43%	0.35%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	8.84%	3.63%	-9.05%	6.11%	0.21%
Return on Assets	↑	1.38%	2.71%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		19.62%	23.06%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		69.73%	76.94%	68.92%	64.10%	71.70%
Liquidity:						
Days of Cash on Hand, Short Term	↑	N/A	62.31	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	107.48	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	42.98	43.57	52.49	66.90	57.20
Average Payment Period	↓	34.26	35.00	40.28	44.80	49.20
Current Ratio	↑	4.01	4.01	3.08	3.66	1.74
Capital Structure:						
Average Age of Plant (Annualized)	↓	10.03	10.03	8.42	9.50	12.40
Capital Costs as a % of Total Expense		7.32%	8.03%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	35.80%	35.80%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	26.36%	26.36%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	3.84	1.32	N/A	2.64
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	8.81	8.67	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$85,931	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.25%	56.28%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	32.84	32.16	52.24	49.04
		MTD - Actual 11/30/2017	YTD - Actual 11/30/2017	Prior FYE 6/30/2017	YTD - Budget 11/30/2017	
Other Ratios:						
Gross Days in Accounts Receivable	↓	45.14	44.59	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$12,382	\$11,813	\$12,261	\$13,579	
Operating Expenses per Adj. Discharge	↓	\$11,710	\$11,772	\$13,438	\$13,424	

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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

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ROCK SPRINGS, WY

Five months ended November 30, 2017

	Current Month 11/30/2017	Prior Month 10/31/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$13,179,667	\$13,006,754	\$172,912	1.33%	\$11,368,899
Gross Patient Accounts Receivable	19,618,134	20,588,812	(970,678)	-4.71%	19,972,096
Less: Bad Debt and Allowance Reserves	(9,373,682)	(9,507,693)	134,011	1.41%	(9,329,712)
Net Patient Accounts Receivable	10,244,451	11,081,119	(836,668)	-7.55%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,879,899	1,868,338	11,561	0.62%	1,750,578
Inventories	2,609,662	2,607,608	2,054	0.08%	2,664,302
Prepaid Expenses	1,812,846	1,960,701	(147,854)	-7.54%	2,004,625
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	29,726,524	30,524,519	(797,995)	-2.61%	28,430,788
Assets Whose Use is Limited					
Cash	(1,898)	3,372	(5,269)	-156.29%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,918,079	2,798,672	119,407	4.27%	3,017,205
Trustee Held Funds - SPT	1,554,581	1,222,650	331,931	27.15%	3,013,114
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,253,433	8,253,433	0	0.00%	8,253,433
Total Limited Use Assets	14,024,195	13,578,126	446,068	3.29%	15,912,634
Property, Plant, and Equipment					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,033,185	38,033,185	0	0.00%	38,027,734
Equipment	107,148,457	107,141,458	6,999	0.01%	105,824,759
Construction In Progress	492,505	483,257	9,248	1.91%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	148,602,204	148,585,957	16,247	0.01%	147,263,807
Less: Accumulated Depreciation	(77,546,451)	(76,927,826)	(618,625)	-0.80%	(74,110,859)
Net Property, Plant, and Equipment	71,055,753	71,658,131	(602,378)	-0.84%	73,152,948
Other Assets					
Unamortized Loan Costs	254,268	255,297	(1,029)	-0.40%	259,415
Other	0	0	0	0.00%	0
Total Other Assets	254,268	255,297	(1,029)	-0.40%	259,415
TOTAL UNRESTRICTED ASSETS	115,060,740	116,016,073	(955,334)	-0.82%	117,755,785
Restricted Assets	409,233	403,410	5,823	1.44%	75,515
TOTAL ASSETS	\$115,469,972	\$116,419,483	(\$949,511)	-0.82%	\$117,831,300

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 11/30/2017	Prior Month 10/31/2017	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,601,145	\$4,017,238	\$416,093	10.36%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	744,999	1,824,754	1,079,754	59.17%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,548,582	1,712,649	164,067	9.58%	2,001,046
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	1,235,000	1,235,000	0	0.00%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	276,861	165,426	(111,436)	-67.36%	411,236
Total Current Liabilities	7,406,588	8,955,066	1,548,479	17.29%	9,201,224
Long Term Debt					
Bonds/Mortgages Payable	29,184,666	29,189,478	4,812	0.02%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,235,000	1,235,000	0	0.00%	1,585,000
Total Long Term Debt (Net of Current)	27,949,666	27,954,478	4,812	0.02%	30,738,726
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	2,034,489	2,100,728	66,239	3.15%	1,122,980
Total Other Long Term Liabilities	2,034,489	2,100,728	66,239	3.15%	1,122,980
TOTAL LIABILITIES	37,390,743	39,010,272	1,619,529	4.15%	41,062,930
Net Assets:					
Unrestricted Fund Balance	74,367,872	74,367,872	0	0.00%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	448,246	442,423	(5,823)	-1.32%	441,378
Net Revenue/(Expenses)	1,303,992	639,797	N/A	N/A	(7,625,019)
TOTAL NET ASSETS	78,079,229	77,409,211	(670,019)	-0.87%	76,768,370
TOTAL LIABILITIES AND NET ASSETS	\$115,469,972	\$116,419,483	\$949,511	0.82%	\$117,831,300

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2017

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	CURRENT MONTH				Prior Year 11/30/16
	Actual 11/30/17	Budget 11/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,557,222	\$4,204,644	(\$1,647,422)	-39.18%	\$3,958,622
Outpatient Revenue	9,091,002	7,935,003	1,155,999	14.57%	7,666,280
Clinic Revenue	1,212,089	1,191,518	20,571	1.73%	1,041,095
Specialty Clinic Revenue	176,581	304,641	(128,060)	-42.04%	320,852
Total Gross Patient Revenue	13,036,894	13,635,805	(598,911)	-4.39%	12,986,849
Deductions From Revenue					
Discounts and Allowances	(5,399,047)	(5,001,576)	(397,471)	-7.95%	(4,777,892)
Bad Debt Expense (Governmental Providers Only)	(298,556)	(945,618)	647,063	68.43%	(963,672)
Charity Care	(188,422)	(270,177)	81,755	30.26%	(169,916)
Total Deductions From Revenue	(5,886,024)	(6,217,371)	331,346	5.33%	(5,911,480)
Net Patient Revenue	7,150,870	7,418,435	(267,565)	-3.61%	7,075,369
Other Operating Revenue	360,875	150,349	210,526	140.02%	229,696
Total Operating Revenue	7,511,744	7,568,784	(57,039)	-0.75%	7,305,065
Operating Expenses					
Salaries and Wages	2,875,383	3,270,081	394,697	12.07%	2,927,118
Fringe Benefits	865,713	838,608	(27,105)	-3.23%	592,913
Contract Labor	183,557	59,678	(123,879)	-207.58%	244,925
Physicians Fees	210,531	211,142	610	0.29%	273,414
Purchased Services	505,848	391,785	(114,062)	-29.11%	618,814
Supply Expense	1,088,388	956,476	(131,912)	-13.79%	993,972
Utilities	91,389	100,394	9,005	8.97%	93,430
Repairs and Maintenance	358,456	353,338	(5,118)	-1.45%	376,223
Insurance Expense	61,018	65,472	4,454	6.80%	80,954
All Other Operating Expenses	172,447	167,171	(5,276)	-3.16%	290,376
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	72,622	70,820	(1,802)	-2.54%	93,859
Depreciation and Amortization	618,625	644,016	25,391	3.94%	747,981
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,103,978	7,128,981	25,003	0.35%	7,333,979
Net Operating Surplus/(Loss)	407,767	439,803	(32,036)	-7.28%	(28,914)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	902	7,100	(6,198)	-87.30%	(20,249)
Tax Subsidies (Except for GO Bond Subsidies)	338,547	279,743	58,804	21.02%	271,533
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(106,298)	(111,593)	(5,295)	4.74%	(107,795)
Other Non-Operating Revenue/(Expenses)	23,279	19,855	3,424	17.24%	17,742
Total Non Operating Revenue/(Expense)	256,429	195,105	61,324	31.43%	161,201
Total Net Surplus/(Loss)	\$664,196	\$634,908	\$29,288	4.61%	\$132,287
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$664,196	\$634,908	\$29,288	4.61%	\$132,287
Operating Margin	5.43%	5.81%			-0.40%
Total Profit Margin	8.84%	8.39%			1.81%
EBIDA	17.39%	17.37%			13.07%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Five months ended November 30, 2017

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	YEAR-TO-DATE				Prior Year 11/30/16
	Actual 11/30/17	Budget 11/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$13,939,975	\$20,190,258	(\$6,250,283)	-30.96%	\$19,373,221
Outpatient Revenue	45,487,985	39,696,237	5,791,748	14.59%	37,680,659
Clinic Revenue	5,677,780	5,899,640	(221,860)	-3.76%	6,127,386
Specialty Clinic Revenue	1,034,412	1,522,286	(487,874)	-32.05%	1,562,133
Total Gross Patient Revenue	66,140,152	67,308,420	(1,168,268)	-1.74%	64,743,399
Deductions From Revenue					
Discounts and Allowances	(26,249,251)	(24,933,655)	(1,315,596)	-5.28%	(23,906,614)
Bad Debt Expense (Governmental Providers Only)	(3,985,948)	(4,736,969)	751,021	15.85%	(4,295,544)
Charity Care	(927,423)	(1,353,420)	425,996	31.48%	(706,472)
Total Deductions From Revenue	(31,162,622)	(31,024,044)	(138,578)	-0.45%	(28,908,630)
Net Patient Revenue	34,977,530	36,284,376	(1,306,846)	-3.60%	35,834,769
Other Operating Revenue	950,489	791,745	158,744	20.05%	856,320
Total Operating Revenue	35,928,018	37,076,121	(1,148,103)	-3.10%	36,691,089
Operating Expenses					
Salaries and Wages	15,673,932	16,966,727	1,292,795	7.62%	17,204,425
Fringe Benefits	3,719,849	3,997,484	277,635	6.95%	3,621,329
Contract Labor	754,587	485,590	(268,997)	-55.40%	1,178,733
Physicians Fees	876,722	940,058	63,335	6.74%	1,205,471
Purchased Services	2,204,174	2,101,171	(103,003)	-4.90%	2,601,305
Supply Expense	5,329,760	4,801,346	(528,414)	-11.01%	4,851,293
Utilities	457,236	492,175	34,940	7.10%	478,972
Repairs and Maintenance	1,754,924	1,777,461	22,537	1.27%	1,747,605
Insurance Expense	325,063	324,815	(248)	-0.08%	401,987
All Other Operating Expenses	960,999	917,728	(43,271)	-4.72%	1,243,518
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	302,500	284,666	(17,834)	-6.26%	482,922
Depreciation and Amortization	3,442,076	3,562,972	120,896	3.39%	3,736,555
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	35,801,822	36,652,192	850,370	2.32%	38,754,115
Net Operating Surplus/(Loss)	126,197	423,929	(297,732)	-70.23%	(2,063,026)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	27,112	35,500	(8,388)	-23.63%	(12,982)
Tax Subsidies (Except for GO Bond Subsidies)	1,685,198	1,398,715	286,483	20.48%	1,379,039
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(615,791)	(557,965)	(57,826)	10.36%	(540,956)
Other Non-Operating Revenue/(Expense)	81,277	99,275	(17,998)	-18.13%	87,481
Total Non Operating Revenue/(Expense)	1,177,796	975,525	202,271	20.73%	942,582
Total Net Surplus/(Loss)	\$1,303,992	\$1,399,454	(\$95,462)	-6.82%	(\$1,150,444)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,303,992	\$1,399,454	(\$95,462)	-6.82%	(\$1,150,444)
Operating Margin	0.35%	1.14%			-5.62%
Total Profit Margin	3.63%	3.77%			-3.14%
EBIDA	13.97%	14.00%			8.02%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,557,222	\$2,788,873	\$2,847,824	\$2,623,367	\$3,122,689
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,091,002	\$9,761,390	\$8,831,699	\$9,336,438	\$8,467,456
Clinic Revenue	\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010
Specialty Clinic Revenue	\$176,581	\$205,457	\$236,113	\$206,155	\$210,106
Total Gross Patient Revenue	\$13,036,894	\$13,976,126	\$13,019,611	\$13,347,260	\$12,760,261
Deductions From Revenue					
Discounts and Allowances	\$5,399,047	\$5,490,404	\$5,069,104	\$5,202,389	\$5,088,307
Bad Debt Expense (Governmental Providers Only)	\$298,556	\$945,198	\$982,992	\$976,726	\$782,476
Charity Care	\$188,422	\$196,604	\$63,706	\$195,376	\$283,316
Total Deductions From Revenue	5,886,024	6,632,206	6,115,802	6,374,491	6,154,099
Net Patient Revenue	\$7,150,870	\$7,343,920	\$6,903,809	\$6,972,769	\$6,606,162
Other Operating Revenue	360,875	226,027	132,021	98,430	133,136
Total Operating Revenue	7,511,744	7,569,947	7,035,830	7,071,199	6,739,298
Operating Expenses					
Salaries and Wages	\$2,875,383	\$3,195,966	\$2,960,550	\$3,386,967	\$3,255,066
Fringe Benefits	\$865,713	\$899,647	\$620,573	\$663,774	\$670,142
Contract Labor	\$183,557	\$129,775	\$137,000	\$102,834	\$201,421
Physicians Fees	\$210,531	\$188,302	\$157,462	\$157,081	\$163,346
Purchased Services	\$505,848	\$412,633	\$480,197	\$404,375	\$401,121
Supply Expense	\$1,088,388	\$1,087,098	\$1,086,034	\$1,092,210	\$976,030
Utilities	\$91,389	\$85,365	\$106,004	\$93,656	\$80,822
Repairs and Maintenance	\$358,456	\$325,228	\$343,702	\$385,354	\$342,184
Insurance Expense	\$61,018	\$63,804	\$66,589	\$66,544	\$67,107
All Other Operating Expenses	\$172,447	\$215,922	\$169,070	\$241,806	\$161,754
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$72,622	(\$50,868)	\$89,248	\$119,792	\$71,706
Depreciation and Amortization	\$618,625	\$738,261	\$682,349	\$698,636	\$704,205
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,103,978	\$7,291,132	\$6,898,778	\$7,413,029	\$7,094,904
Net Operating Surplus/(Loss)	\$407,767	\$278,815	\$137,052	(\$341,830)	(\$355,606)
Non-Operating Revenue:					
Contributions					
Investment Income	902	4,510	10,888	9,201	1,610
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	338,547	308,743	420,876	310,001	307,031
Interest Expense (Governmental Providers Only)	(106,298)	(170,996)	(107,709)	(124,049)	(106,739)
Other Non-Operating Revenue/(Expenses)	23,279	20,605	1,481	19,418	16,495
Total Non Operating Revenue/(Expense)	\$256,429	\$162,862	\$325,536	\$214,571	\$218,397
Total Net Surplus/(Loss)	\$664,196	\$441,677	\$462,588	(\$127,259)	(\$137,209)
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$664,196	\$441,677	\$462,588	(\$127,259)	(\$137,209)
Operating Margin	5.43%	3.68%	1.95%	-4.83%	-5.28%
Total Profit Margin	8.84%	5.83%	6.57%	-1.80%	-2.04%
EBIDA	13.66%	13.44%	11.65%	5.05%	5.17%

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	Actual 11/30/2016
\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622
\$8,682,306	\$8,442,688	\$7,816,452	\$8,521,842	\$6,666,860	\$8,050,970	\$8,138,470	\$7,666,280
\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745	\$1,147,454	\$1,041,095
\$259,241	\$217,138	\$244,602	\$386,301	\$281,416	\$391,396	\$426,522	\$320,852
\$12,850,599	\$13,164,040	\$13,027,934	\$13,131,764	\$11,483,092	\$13,932,592	\$13,918,063	\$12,986,849
\$5,712,822	\$6,333,953	\$5,339,351	\$4,920,041	\$4,084,991	\$5,439,949	\$4,820,602	\$4,777,892
\$747,176	\$802,116	\$692,173	\$724,002	\$773,015	\$908,069	\$803,383	\$963,672
\$317,868	\$301,201	\$124,361	\$353,391	\$419,538	\$72,253	\$217,146	\$169,916
6,777,866	7,437,270	6,155,885	5,997,435	5,277,544	6,420,271	5,841,131	5,911,480
\$6,072,733	\$5,726,770	\$6,872,049	\$7,134,330	\$6,205,548	\$7,512,321	\$8,076,932	\$7,075,369
137,619	491,885	147,263	213,499	76,528	198,334	129,956	229,696
6,210,352	6,218,655	7,019,312	7,347,829	6,282,076	7,710,655	8,206,888	7,305,065
\$3,247,880	\$3,364,610	\$3,195,654	\$3,401,381	\$3,501,778	\$3,577,849	\$4,006,063	\$2,927,118
\$790,698	\$858,790	\$844,352	\$750,155	\$880,624	\$1,091,981	\$832,529	\$592,913
\$119,467	\$150,585	\$128,602	\$177,922	\$285,056	\$146,994	\$213,207	\$244,925
\$175,409	\$284,816	\$305,224	\$256,701	\$218,016	\$236,151	\$310,896	\$273,414
\$406,476	\$399,760	\$571,988	\$534,922	\$518,367	\$620,997	\$470,839	\$618,814
\$1,471,285	\$1,063,925	\$982,868	\$953,347	\$808,882	\$1,147,263	\$1,081,417	\$993,972
\$99,366	\$93,475	\$89,300	\$60,718	\$127,027	\$95,377	\$111,777	\$93,430
\$371,836	\$386,767	\$342,089	\$341,838	\$385,413	\$304,454	\$328,058	\$376,223
\$67,671	\$67,671	\$74,540	\$79,014	\$81,497	\$81,436	\$81,634	\$80,954
\$186,813	\$171,802	\$162,144	\$232,805	\$209,026	\$249,668	\$181,658	\$290,376
\$82,688	\$92,824	\$85,156	\$84,643	\$82,935	\$92,970	\$94,329	\$93,859
\$706,240	\$718,016	\$728,887	\$727,168	\$730,416	\$733,360	\$743,896	\$747,981
\$7,725,829	\$7,653,041	\$7,510,804	\$7,600,615	\$7,829,037	\$8,378,500	\$8,456,303	\$7,333,979
(\$1,515,477)	(\$1,434,386)	(\$491,492)	(\$252,786)	(\$1,546,961)	(\$667,845)	(\$249,415)	(\$28,914)
43,218	10,494	92,646	4,623	10,327	9,979	(459)	(20,249)
302,717	246,405	233,796	232,770	290,366	252,337	273,178	271,533
(129,860)	(109,196)	(108,951)	(130,517)	(109,112)	(110,073)	(107,795)	(107,795)
(232,314)	(264,249)	(286,531)	(300,886)	(284,874)	(296,160)	21,329	125
(\$16,239)	(\$116,546)	(\$69,040)	(\$194,010)	(\$93,293)	(\$143,917)	\$186,252	\$161,201
(\$1,531,716)	(\$1,550,932)	(\$560,532)	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287
10,679		97,892					
(\$1,521,037)	(\$1,550,932)	(\$462,640)	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287
-24.40%	-23.07%	-7.00%	-3.44%	-24.62%	-8.66%	-3.04%	-0.40%
-24.66%	-24.94%	-7.99%	-6.08%	-26.11%	-10.53%	-0.77%	1.81%
-13.03%	-11.52%	3.38%	6.46%	-13.00%	0.85%	6.03%	9.84%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Five months ended November 30, 2017
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	CASH FLOW	
	Current Month 11/30/2017	Current Year-To-Date 11/30/2017
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$664,196	\$1,303,992
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	618,625	3,442,076
(Increase)/Decrease in Net Patient Accounts Receivable	836,668	397,933
(Increase)/Decrease in Other Receivables	(11,561)	(129,321)
(Increase)/Decrease in Inventories	(2,054)	54,640
(Increase)/Decrease in Pre-Paid Expenses	147,854	191,779
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(416,093)	(576,294)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,243,821)	(733,968)
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	(134,375)
Net Cash Provided by Operating Activities:	705,249	3,816,464
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(16,247)	(1,344,881)
(Increase)/Decrease in Limited Use Cash and Investments	(451,338)	1,557,660
(Increase)/Decrease in Other Limited Use Assets	5,269	330,780
(Increase)/Decrease in Other Assets	1,029	5,147
Net Cash Used by Investing Activities	(461,286)	548,705
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(3,139,060)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(66,239)	911,509
Net Cash Used for Financing Activities	(71,051)	(2,227,551)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(326,851)
Net Increase/(Decrease) in Cash	172,912	1,810,768
Cash, Beginning of Period	13,006,754	11,368,899
Cash, End of Period	\$13,179,667	\$13,179,667

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

Current Month				Year-To-Date				
Actual	Budget	Positive/ (Negative)	Prior	STATISTICS	Actual	Budget	Positive/ (Negative)	Prior
11/30/17	11/30/17	Variance	Year 11/30/16		11/30/17	11/30/17	Variance	Year 11/30/16
Discharges								
119	164	(45)	164	Acute	641	819	(178)	819
119	164	(45)	164	Total Adult Discharges	641	819	(178)	819
45	40	5	40	Newborn	207	228	(21)	228
164	204	(40)	204	Total Discharges	848	1,047	(199)	1,047
Patient Days:								
299	567	(268)	567	Acute	1,697	2,813	(1,116)	2,813
299	567	(268)	567	Total Adult Patient Days	1,697	2,813	(1,116)	2,813
68	60	8	60	Newborn	356	367	(11)	367
367	627	(260)	627	Total Patient Days	2,053	3,180	(1,127)	3,180
Average Length of Stay (ALOS)								
2.5	3.5	(0.9)	3.5	Acute	2.6	3.4	(0.8)	3.4
2.5	3.5	(0.9)	3.5	Total Adult ALOS	2.6	3.4	(0.8)	3.4
1.5	1.5	0.0	1.5	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
10.0	18.9	(8.9)	18.9	Acute	11.1	18.4	(7.3)	18.4
10.0	18.9	(8.9)	18.9	Total Adult ADC	11.1	18.4	(7.3)	18.4
2.3	2.0	0.3	2.0	Newborn	2.3	2.4	(0.1)	2.4
Emergency Room Statistics								
138	160	(22)	160	ER Visits - Admitted	662	731	(69)	731
1,246	1,236	10	1,236	ER Visits - Discharged	6,130	6,242	(112)	6,242
1,384	1,396	(12)	1,396	Total ER Visits	6,792	6,973	(181)	6,973
9.97%	11.46%		11.46%	% of ER Visits Admitted	9.75%	10.48%		10.48%
115.97%	97.56%		97.56%	ER Admissions as a % of Total	103.28%	89.26%		89.26%
Outpatient Statistics:								
6,675	6,898	(223)	6,898	Total Outpatients Visits	32,623	34,839	(2,216)	34,839
153	101	52	101	Observation Bed Days	602	470	132	470
4,341	4,341	0	4,815	Clinic Visits - Primary Care	20,358	21,441	(1,083)	22,327
429	429	0	566	Clinic Visits - Specialty Clinics	2,345	2,612	(267)	2,727
35	39	(4)	39	IP Surgeries	146	202	(56)	202
156	149	7	149	OP Surgeries	786	702	84	702
Productivity Statistics:								
398.11	442.90	(44.79)	441.01	FTE's - Worked	406.89	442.90	(36.01)	446.18
447.42	486.41	(38.99)	491.29	FTE's - Paid	456.09	486.41	(30.32)	466.08
1.4142	1.5606	(0.15)	1.5606	Case Mix Index -Medicare	1.3218	1.0435	0.28	1.4954
0.8402	0.9215	(0.08)	0.9215	Case Mix Index - All payers	0.8786	0.8446	0.03	0.8597

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
11/30/17

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	44.59	46.55
Net Days in Accounts Receivable	43.57	52.49
Number of Gross Days in Unbilled Revenue	3.76	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	28.10%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.45%	1.98%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.40%	2.01%
Bad Debts as a % of Gross Patient Revenue - Current Month	2.29%	6.93%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.03%	7.04%
Collections as a Percentage of Net Revenue - Current Month	110.30%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	100.01%	100% or >
Percentage of Blue Cross Receivable > 90 Days	13.24%	< 10%
Percentage of Insurance Receivable > 90 Days	13.15%	< 15%
Percentage of Medicaid Receivable > 90 Days	21.68%	< 20%
Percentage of Medicare Receivable > 60 Days	5.40%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Five months ended November 30, 2017

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
PROFIT & LOSS STATEMENT				
Gross Patient Revenue	(598,911)	-4.39%	(1,168,268)	-1.74%

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, Inpatient Surgeries and Clinic and Outpatient visits. Average Daily Census is 10.0 in November which is under budget by 8.9.

Deductions from Revenue	331,346	5.33%	(138,578)	-0.45%
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Deductions from revenue are under budget for November and over budget year to date. They are currently booked at 45% for November and 47.0% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	647,063	68.43%	751,021	15.85%
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Bad debt expense is booked at 2.3% for November and 6% year to date.

Charity Care	81,755	30.26%	425,996	31.48%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	210,526	140.02%	158,744	20.05%
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Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	394,697	12.07%	1,292,795	7.62%
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Salary and Wages are under budget for November 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 39.0 FTEs for the month and 30.32 FTEs year to date.

Fringe Benefits	(27,105)	-3.23%	277,635	6.95%
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Fringe benefits are over budget in November but remain under budget year to date. Group Health and Unemployment were over budget in November.

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Contract Labor	(123,879)	-207.58%	(268,997)	-55.40%
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Contract labor is over budget for November and remains over budget year to date. OB, ICU, Surgery, Emergency Room and Ultrasound are over budget for the month.

Physician Fees	610	0.29%	63,335	6.74%
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Physician fees are under budget in November and remain under budget year to date. Costs for Radiology are under budget in November and costs for locum medical oncology are over budget.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Five months ended November 30, 2017

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Purchased Services	(114,062)	-29.11%	(103,003)	-4.90%
Purchased services are over budget for November and remain over budget year to date. Services over budget include Consulting fees, Advertising, Legal fees and Pharmacy management.				
Supply Expense	(131,912)	-13.79%	(528,414)	-11.01%
Supplies are over budget for November and remain over budget year to date. Line items over budget include Oxygen, Blood, Maintenance Supplies and Drugs.				
Repairs & Maintenance	(5,118)	-1.45%	22,537	1.27%
Repairs and Maintenance are over budget for November and under budget year to date.				
All Other Operating Expenses	(5,276)	-3.16%	(43,271)	-4.72%
This expense is over budget in November and remains over budget year to date. Other expenses over budget include Freight, Employee recruitment and Physician recruitment.				
Leases and Rentals	(1,802)	-2.54%	(17,834)	-6.26%
This expense is over budget for November and remains over budget year to date.				
Depreciation and Amortization	25,391	3.94%	120,896	3.39%
Depreciation is under budget for November and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$172,912	1.33%		
Cash increased in November. Cash collections for November were \$7.8 million. Days Cash on Hand remained at 107 days.				
Gross Patient Accounts Receivable	(\$970,678)	-4.71%		
This receivable decreased in November due to the higher collections.				
Bad Debt and Allowance Reserves	134,011	1.41%		
Bad Debt and Allowances decreased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	11,561	0.62%		

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Five months ended November 30, 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 November due to the accrual of the QRA receivable.				
Prepaid Expenses	(147,854)	-7.54%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	446,068	3.29%		
These assets increased due to the special purpose tax.				
Plant Property and Equipment	(602,378)	-0.84%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	416,093	10.36%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	1,079,754	59.17%		
This liability decreased in November. The payroll accrual for November was 4 days.				
Accrued Benefits	164,067	9.58%		
This liability decreased in November with the normal accrual and usage of PTO .				
Other Current Liabilities	(111,436)	-67.36%		
This liability increased due to accrued bond interest.				
Other Long Term Liabilities	66,239	3.15%		
This liability decreased due to the normal monthly captital lease payments.				
Total Net Assets	(670,019)	-0.87%		

The net gain from operations for November is \$407,767.

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		
July Totals		133,136.65	133,136.65

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

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

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

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		
NOVEMBER Totals		360,874.72	360,874.72

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

To: Finance Committee
From: Tami Love, CFO

December 26, 2017

PROVIDER CLINIC – NOVEMBER 2017

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for November was a loss of \$401,039, compared to a loss of \$468,718 in the budget. The YTD net operating loss is \$2,807,310, compared to a loss of \$3,179,564 in the budget.

VOLUME. Total visits were 4,770 for November, under budget by 93 visits. YTD patient visits are 22,703, under budget by 1,442 visits.

REVENUE. Revenue for the Clinic for November was \$1,388,670, under budget by \$107,489. YTD revenue was \$6,712,192, under budget by \$709,733. 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 November from the Clinic is \$3,640,953. This equates to \$2,002,524 of net enterprise revenue with an impact to the bottom line from enterprise revenue of \$242,105. The gross enterprise revenue represents 28% of the total Hospital revenue for November.

Net patient revenue for the Clinic for November was \$775,795, under budget by \$100,704. YTD net patient revenue was \$3,757,258, which was under budget by \$325,515.

Deductions from revenue for the Clinic were booked at 44% for November. 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 November, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 57.4% of revenue, Medicare and Medicaid consisted of 36.1% of revenue and Self Pay consisted of 5.78% of revenue.

EXPENSES. Total expenses for the month were \$1,224,150, which was under budget by \$173,067. YTD expenses were \$6,830,663, which was under budget by \$691,673. 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 consists of 39% of total hospital gross patient revenue for November.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Five months ended November 30, 2017

Certification Statement:

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

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Certified by:

Tami Love

CFO

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ROCK SPRINGS, WY

Five months ended November 30, 2017

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ROCK SPRINGS, WY

Five months ended November 30, 2017

⬇ ⬆ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 11/30/2017	Year to Date 11/30/2017	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	⬆	-48.72%	-69.78%	-108.66%	-36.58%
Total Profit Margin	⬆	-48.72%	-69.78%	-108.66%	-36.58%
Contractual Allowance %	⬇	44.13%	44.02%	45.28%	
Liquidity:					
Net Days in Accounts Receivable	⬇	44.28	45.43	48.86	39.58
Gross Days in Accounts Receivable	⬇	53.50	54.24	50.23	72.82
Productivity and Efficiency:					
Patient Visits Per Day	⬇	144.70	133.06	247.20	
Total Net Revenue per FTE	⬆	N/A	\$137,806	\$124,265	
Salary Expense per Paid FTE		N/A	\$177,495	\$179,022	
Salary and Benefits as a % of Net Revenue		127.94%	145.38%	164.96%	91.26%
Employee Benefits %		15.51%	12.88%	14.50%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

	CURRENT MONTH				Prior Year 11/30/16
	Actual 11/30/17	Budget 11/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,212,089	1,191,518	20,571	1.73%	1,041,094
Specialty Clinic Revenue	176,581	304,641	(128,060)	-42.04%	320,852
Total Gross Patient Revenue	1,388,670	1,496,159	(107,489)	-7.18%	1,361,946
Deductions From Revenue					
Discounts and Allowances	(612,876)	(619,660)	6,785	1.09%	(659,237)
Total Deductions From Revenue	(612,876)	(619,660)	6,785	1.09%	(659,237)
Net Patient Revenue	775,795	876,499	(100,704)	-11.49%	702,708
Other Operating Revenue	47,316	52,000	(4,684)	-9.01%	25,532
Total Operating Revenue	823,111	928,499	(105,388)	-11.35%	728,240
Operating Expenses					
Salaries and Wages	911,619	1,055,862	144,242	13.66%	1,059,816
Fringe Benefits	141,429	155,568	14,139	9.09%	110,469
Contract Labor	0	0	0	0.00%	0
Physicians Fees	8,750	5,375	(3,375)	-62.79%	82,454
Purchased Services	16,060	16,220	160	0.99%	76,956
Supply Expense	6,673	21,172	14,499	68.48%	36,680
Utilities	1,293	2,535	1,242	49.00%	1,395
Repairs and Maintenance	27,672	28,356	684	2.41%	17,915
Insurance Expense	19,353	21,143	1,790	8.47%	30,567
All Other Operating Expenses	60,479	59,027	(1,452)	-2.46%	104,896
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,002	5,663	661	11.67%	77,459
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	1,224,150	1,397,217	173,067	12.39%	1,626,660
Net Operating Surplus/(Loss)	(401,039)	(468,718)	67,679	-14.44%	(898,420)
Total Net Surplus/(Loss)	(\$401,039)	(\$468,718)	\$67,679	-14.44%	(\$898,420)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$401,039)	(468,718)	\$67,679	-14.44%	(898,420)
Operating Margin	-48.72%	-50.48%			-123.37%
Total Profit Margin	-48.72%	-50.48%			-123.37%
EBIDA	-45.59%	-47.65%			-119.52%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2017

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	YEAR-TO-DATE				Prior Year 11/30/16
	Actual 11/30/17	Budget 11/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	5,677,780	5,899,640	(221,860)	-3.76%	6,127,385
Specialty Clinic Revenue	1,034,412	1,522,285	(487,873)	-32.05%	1,562,133
Total Gross Patient Revenue	6,712,192	7,421,925	(709,733)	-9.56%	7,689,518
Deductions From Revenue					
Discounts and Allowances	(2,954,934)	(3,339,153)	384,218	11.51%	(3,543,109)
Total Deductions From Revenue	(2,954,934)	(3,339,153)	384,218	11.51%	(3,543,109)
Net Patient Revenue	3,757,258	4,082,773	(325,515)	-7.97%	4,146,409
Other Operating Revenue	266,095	260,000	6,095	2.34%	287,135
Total Operating Revenue	4,023,353	4,342,773	(319,420)	-7.36%	4,433,544
Operating Expenses					
Salaries and Wages	5,182,094	5,751,943	569,850	9.91%	6,505,750
Fringe Benefits	667,230	764,531	97,300	12.73%	751,697
Contract Labor	0	0	0	0.00%	0
Physicians Fees	44,500	33,300	(11,200)	-33.63%	313,729
Purchased Services	73,260	79,690	6,430	8.07%	336,067
Supply Expense	53,809	102,756	48,947	47.63%	146,947
Utilities	7,900	12,675	4,775	37.67%	11,668
Repairs and Maintenance	135,015	137,580	2,565	1.86%	168,994
Insurance Expense	97,755	103,170	5,415	5.25%	150,621
All Other Operating Expenses	412,524	377,459	(35,065)	-9.29%	515,417
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	27,519	27,590	71	0.26%	379,090
Depreciation and Amortization	129,058	131,642	2,584	1.96%	139,857
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,830,663	7,522,336	691,673	9.19%	9,419,836
Net Operating Surplus/(Loss)	(2,807,310)	(3,179,564)	372,254	-11.71%	(4,986,292)
Total Net Surplus/(Loss)	(2,807,310)	(3,179,564)	\$372,254	-11.71%	(4,986,292)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease) in Unrestricted Net Assets	(2,807,310)	(3,179,564)	\$372,254	-11.71%	(4,986,292)
Operating Margin	-69.78%	-73.22%			-112.47%
Total Profit Margin	-69.78%	-73.22%			-112.47%
EBIDA	-66.57%	-70.18%			-109.31%

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

PAGE 5

	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017
Gross Patient Revenue					
Clinic Revenue	\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010
Specialty Clinic Revenue	\$176,581	\$205,457	\$236,113	\$206,155	\$210,106
Total Gross Patient Revenue	\$1,388,670	\$1,425,863	\$1,340,088	\$1,387,455	\$1,170,116
Deductions From Revenue					
Discounts and Allowances	612,876	692,936	555,237	608,792	485,094
Total Deductions From Revenue	612,876	692,936	555,237	608,792	485,094
Net Patient Revenue	\$775,795	\$732,927	\$784,851	\$778,663	\$685,022
Other Operating Revenue	47,316	57,810	55,461	50,468	55,040
Total Operating Revenue	823,111	790,737	840,312	829,131	740,062
Operating Expenses					
Salaries and Wages	\$911,619	\$1,011,079	\$981,413	\$1,231,456	\$1,046,527
Fringe Benefits	\$141,429	\$154,715	\$115,658	\$129,549	\$125,879
Contract Labor	\$0				
Physicians Fees	\$8,750	\$13,500	\$8,000	\$5,500	\$8,750
Purchased Services	\$16,060	\$14,349	\$14,339	\$13,213	\$15,299
Supply Expense	\$6,673	\$12,143	\$12,121	\$12,785	\$10,087
Utilities	\$1,293	\$1,885	\$1,574	\$1,566	\$1,584
Repairs and Maintenance	\$27,672	\$25,772	\$28,910	\$26,427	\$26,233
Insurance Expense	\$19,353	\$18,963	\$19,406	\$19,406	\$20,627
All Other Operating Expenses	\$60,479	\$75,621	\$65,091	\$137,030	\$74,302
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,002	\$4,831	\$5,018	\$5,391	\$7,277
Depreciation and Amortization	\$25,820	\$25,820	\$25,747	\$25,747	\$25,924
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,224,150	\$1,358,677	\$1,277,277	\$1,608,070	\$1,362,489
Net Operating Surplus/(Loss)	(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)
Total Net Surplus/(Loss)	(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)
Operating Margin	-48.72%	-71.82%	-52.00%	-93.95%	-84.10%
Total Profit Margin	-48.72%	-71.82%	-52.00%	-93.95%	-84.10%
EBIDA	-45.59%	-68.56%	-48.94%	-90.84%	-80.60%

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	Actual 11/30/2016
\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745	\$1,147,454	\$1,041,094
\$259,241	\$217,138	\$244,602	\$386,301	\$281,416	\$391,396	\$426,522	\$320,852
\$1,628,842	\$1,385,376	\$1,572,035	\$1,449,397	\$1,225,781	\$1,635,141	\$1,573,976	\$1,361,946
760,859	633,239	696,587	674,925	530,700	713,716	669,808	659,237
760,859	633,239	696,587	674,925	530,700	713,716	669,808	659,237
\$867,983	\$752,136	\$875,448	\$774,472	\$695,081	\$921,425	\$904,168	\$702,708
39,611	56,796	52,177	58,889	33,589	52,780	81,701	25,532
907,594	808,932	927,625	833,362	728,670	974,205	985,868	728,240
\$1,214,764	\$1,195,299	\$1,111,333	\$1,295,287	\$1,394,959	\$1,163,112	\$1,390,067	\$1,059,816
\$193,095	\$181,519	\$200,857	\$203,069	\$224,546	\$282,026	\$178,010	\$110,469
\$5,250	\$37,370	\$36,162	\$33,662	\$32,063	\$53,171	\$93,628	\$82,454
\$30,068	\$16,317	\$60,702	\$85,726	\$49,315	\$75,253	\$67,656	\$76,956
\$10,932	\$15,371	\$13,857	\$28,457	\$16,519	\$32,574	\$29,131	\$36,680
\$1,564	\$1,684	\$780	\$5,604	\$1,982	\$1,779	\$1,952	\$1,395
\$27,118	\$25,153	\$30,199	\$29,953	\$26,846	\$16,474	\$23,559	\$17,915
\$21,360	\$21,360	\$29,117	\$29,788	\$30,034	\$30,068	\$30,016	\$30,567
\$56,952	\$71,115	\$57,325	\$91,004	\$82,429	\$85,900	\$68,371	\$104,896
\$75,265	\$76,910	\$77,311	\$78,130	\$78,112	\$77,521	\$76,523	\$77,459
\$27,194	\$30,719	\$30,719	\$30,392	\$30,392	\$29,970	\$28,053	\$28,053
\$1,663,563	\$1,672,816	\$1,648,362	\$1,911,070	\$1,967,199	\$1,847,847	\$1,986,965	\$1,626,660
(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)
0	0	0	0	0	0	0	0
(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)
-83.29%	-106.79%	-77.70%	-129.32%	-169.97%	-89.68%	-101.54%	-123.37%
-83.29%	-106.79%	-77.70%	-129.32%	-169.97%	-89.68%	-101.54%	-123.37%
-80.30%	-103.00%	-74.39%	-125.67%	-165.80%	-86.60%	-98.70%	-119.52%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

Current Month				STATISTICS	Year-To-Date			
Actual 11/30/17	Budget 11/30/17	Positive/ (Negative) Variance	Prior Year 11/30/16		Actual 11/30/17	Budget 11/30/17	Positive/ (Negative) Variance	Prior Year 11/30/16
Outpatient Statistics:								
4,341	4,318	23	4,815	Clinic Visits - Primary Care	20,358	21,418	(1,060)	22,327
429	545	(116)	566	Clinic Visits - Specialty Clinics	2,345	2,727	(382)	2,727
Productivity Statistics:								
60.93	75.74	(14.81)	74.22	FTE's - Worked	61.32	75.74	(14.42)	77.54
64.25	83.23	(18.98)	83.90	FTE's - Paid	69.65	83.23	(13.58)	86.56



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

HOSPITAL ONLY

Unaudited Financial Statements

for

Five months ended November 30, 2017

Certification Statement:

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

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Certified by:

Tami Love

CFO

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Five months ended November 30, 2017

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 11/30/2017	Year to Date 11/30/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
Profitability:						
Operating Margin	↑	12.09%	9.19%	6.04%	2.64%	-0.73%
Total Profit Margin	↑	15.93%	12.89%	11.04%	6.11%	0.21%
Contractual Allowance %	↓	41.09%	39.20%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		21.95%	23.46%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		78.05%	76.54%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable	↓	42.82	43.34	53.22	66.90	57.20
Gross Days in Accounts Receivable	↓	44.15	43.48	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	8.44	8.17	7.35	6.60	4.63
Total Net Revenue per FTE	↑	N/A	\$196,958	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$69,428	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		42.93%	44.82%	46.65%	43.60%	42.40%
Employee Benefits %		36.88%	29.10%	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

Five months ended November 30, 2017

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	CURRENT MONTH				Prior Year 11/30/16
	Actual 11/30/17	Budget 11/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,557,222	\$4,204,644	(\$1,647,422)	-39.18%	\$3,958,622
Outpatient Revenue	9,091,002	7,935,003	1,155,999	14.57%	7,666,281
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,648,224	12,139,646	(491,423)	-4.05%	11,624,902
Deductions From Revenue					
Discounts and Allowances	(4,786,171)	(4,381,915)	(404,256)	-9.23%	(4,118,654)
Bad Debt Expense (Governmental Providers Only)	(298,556)	(945,618)	647,063	68.43%	(963,672)
Charity Care	(188,422)	(270,177)	81,755	30.26%	(169,917)
Total Deductions From Revenue	(5,273,149)	(5,597,710)	324,562	5.80%	(5,252,243)
Net Patient Revenue	6,375,075	6,541,936	(166,861)	-2.55%	6,372,660
Other Operating Revenue	313,559	98,349	215,210	218.82%	204,165
Total Operating Revenue	6,688,634	6,640,285	48,349	0.73%	6,576,825
Operating Expenses					
Salaries and Wages	1,963,764	2,214,219	250,455	11.31%	1,867,301
Fringe Benefits	724,284	683,040	(41,244)	-6.04%	482,443
Contract Labor	183,557	59,678	(123,879)	-207.58%	244,925
Physicians Fees	201,781	205,767	3,985	1.94%	190,960
Purchased Services	489,788	375,565	(114,222)	-30.41%	541,858
Supply Expense	1,081,715	935,304	(146,411)	-15.65%	957,292
Utilities	90,096	97,859	7,763	7.93%	92,035
Repairs and Maintenance	330,784	324,982	(5,802)	-1.79%	358,308
Insurance Expense	41,666	44,329	2,663	6.01%	50,388
All Other Operating Expenses	111,968	108,145	(3,824)	-3.54%	185,480
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	67,620	65,157	(2,462)	-3.78%	16,400
Depreciation and Amortization	592,805	617,719	24,914	4.03%	719,928
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,879,828	5,731,764	(148,064)	-2.58%	5,707,319
Net Operating Surplus/(Loss)	808,806	908,521	(99,715)	-10.98%	869,506
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	902	7,100	(6,198)	-87.30%	(20,249)
Tax Subsidies (Except for GO Bond Subsidies)	338,547	279,743	58,804	21.02%	271,533
Tax Subsidies for GO Bonds	22,346	0	22,346	0.00%	0
Interest Expense (Governmental Providers Only)	(106,298)	(111,593)	(5,295)	4.74%	(107,795)
Other Non-Operating Revenue/(Expenses)	933	19,855	(18,922)	-95.30%	7,712
Total Non Operating Revenue/(Expense)	256,429	195,105	61,324	31.43%	161,201
Total Net Surplus/(Loss)	\$1,065,235	\$1,103,626	(\$38,391)	-3.48%	\$1,030,706
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,065,235	\$1,103,626	(\$38,391)	-3.48%	\$1,030,706
Operating Margin	12.09%	13.68%			13.22%
Total Profit Margin	15.93%	16.62%			15.67%
EBIDA	24.76%	26.10%			27.17%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2017

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	YEAR-TO-DATE				Prior Year 11/30/16
	Actual 11/30/17	Budget 11/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$13,939,974	\$20,190,258	(\$6,250,284)	-30.96%	\$19,373,220
Outpatient Revenue	45,487,985	39,696,238	5,791,747	14.59%	37,680,660
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	59,427,959	59,886,496	(458,537)	-0.77%	57,053,880
Deductions From Revenue					
Discounts and Allowances	(23,294,316)	(21,594,502)	(1,699,814)	-7.87%	(20,363,504)
Bad Debt Expense (Governmental Providers Only)	(3,985,948)	(4,736,969)	751,021	15.85%	(4,295,543)
Charity Care	(927,423)	(1,353,420)	425,996	31.48%	(706,473)
Total Deductions From Revenue	(28,207,687)	(27,684,891)	(522,796)	-1.89%	(25,365,520)
Net Patient Revenue	31,220,272	32,201,605	(981,333)	-3.05%	31,688,360
Other Operating Revenue	684,394	531,745	152,649	28.71%	569,185
Total Operating Revenue	31,904,666	32,733,350	(828,684)	-2.53%	32,257,545
Operating Expenses					
Salaries and Wages	10,491,839	11,214,783	722,945	6.45%	10,698,675
Fringe Benefits	3,052,618	3,232,952	180,335	5.58%	2,869,631
Contract Labor	754,587	485,591	(268,997)	-55.40%	1,178,733
Physicians Fees	832,222	906,757	74,535	8.22%	891,742
Purchased Services	2,130,915	2,021,482	(109,432)	-5.41%	2,265,238
Supply Expense	5,275,951	4,698,590	(577,361)	-12.29%	4,704,348
Utilities	449,336	479,500	30,164	6.29%	467,304
Repairs and Maintenance	1,619,910	1,639,881	19,971	1.22%	1,578,611
Insurance Expense	227,308	221,645	(5,663)	-2.56%	251,366
All Other Operating Expenses	548,475	540,270	(8,205)	-1.52%	728,100
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	274,981	257,077	(17,904)	-6.96%	103,833
Depreciation and Amortization	3,313,018	3,431,330	118,312	3.45%	3,596,698
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	28,971,159	29,129,858	158,699	0.54%	29,334,279
Net Operating Surplus/(Loss)	2,933,507	3,603,492	(669,985)	-18.59%	2,923,266
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	27,111	35,500	(8,389)	-23.63%	(12,982)
Tax Subsidies (Except for GO Bond Subsidies)	1,685,198	1,398,715	286,483	20.48%	1,379,040
Tax Subsidies for GO Bonds	77,521	0	77,521	0.00%	0
Interest Expense (Governmental Providers Only)	(615,791)	(557,965)	(57,826)	10.36%	(540,957)
Other Non-Operating Revenue/(Expense)	3,757	99,275	(95,518)	-96.22%	87,481
Total Non Operating Revenue/(Expense)	1,177,796	975,525	202,271	20.73%	912,581
Total Net Surplus/(Loss)	\$4,111,303	\$4,579,017	(\$467,714)	-10.21%	\$3,835,847
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$4,111,303	\$4,579,017	(\$467,714)	-10.21%	\$3,835,847
Operating Margin	9.19%	11.01%			9.06%
Total Profit Margin	12.89%	13.99%			11.89%
EBIDA	23.61%	24.71%			23.48%

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

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	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,557,222	\$2,788,873	\$2,847,823	\$2,623,367	\$3,122,689
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	9,091,002	9,761,390	8,831,699	9,336,438	8,467,456
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$11,648,224	\$12,550,263	\$11,679,522	\$11,959,805	\$11,590,145
Deductions From Revenue					
Discounts and Allowances	4,786,171	4,797,468	4,513,867	4,593,597	4,603,213
Bad Debt Expense (Governmental Providers Only)	298,556	945,198	982,992	976,726	782,476
Charity Care	188,422	196,604	63,706	195,376	283,316
Total Deductions From Revenue	5,273,149	5,939,270	5,560,565	5,765,698	5,669,005
Net Patient Revenue	\$6,375,075	\$6,610,993	\$6,118,958	\$6,194,106	\$5,921,140
Other Operating Revenue	313,559	168,217	76,560	47,962	78,096
Total Operating Revenue	6,688,634	6,779,210	6,195,517	6,242,068	5,999,236
Operating Expenses					
Salaries and Wages	\$1,963,764	\$2,184,887	\$1,979,137	\$2,155,511	\$2,208,539
Fringe Benefits	\$724,284	\$744,932	\$504,914	\$534,224	\$544,263
Contract Labor	\$183,557	\$129,775	\$137,000	\$102,834	\$201,421
Physicians Fees	\$201,781	\$174,802	\$149,461	\$151,581	\$154,596
Purchased Services	\$489,788	\$398,284	\$465,859	\$391,162	\$385,822
Supply Expense	\$1,081,715	\$1,074,955	\$1,073,913	\$1,079,424	\$965,943
Utilities	\$90,096	\$83,480	\$104,431	\$92,091	\$79,238
Repairs and Maintenance	\$330,784	\$299,456	\$314,793	\$358,927	\$315,951
Insurance Expense	\$41,666	\$44,841	\$47,183	\$47,137	\$46,481
All Other Operating Expenses	\$111,968	\$140,301	\$103,978	\$104,777	\$87,451
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$67,620	(\$55,699)	\$84,230	\$114,401	\$64,429
Depreciation and Amortization	\$592,805	\$712,442	\$656,602	\$672,888	\$678,280
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,879,828	\$5,932,455	\$5,621,502	\$5,804,959	\$5,732,416
Net Operating Surplus/(Loss)	\$808,806	\$846,755	\$574,016	\$437,110	\$266,820
Non-Operating Revenue:					
Contributions					
Investment Income	902	4,510	10,888	9,201	1,610
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	338,547	308,743	420,876	310,001	307,031
Interest Expense (Governmental Providers Only)	(106,298)	(170,996)	(107,709)	(124,049)	(106,739)
Other Non-Operating Revenue/(Expenses)	23,279	20,605	1,481	19,419	16,496
Total Non Operating Revenue/(Expense)	\$256,429	\$162,862	\$325,536	\$214,571	\$218,397
Total Net Surplus/(Loss)	\$1,065,235	\$1,009,617	\$899,552	\$651,681	\$485,217
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$1,065,235	\$1,009,617	\$899,552	\$651,681	\$485,217
Operating Margin	12.09%	12.49%	9.27%	7.00%	4.45%
Total Profit Margin	15.93%	14.89%	14.52%	10.44%	8.09%
EBIDA	20.96%	23.00%	19.86%	17.78%	15.75%

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	Actual 11/30/2016
\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622
8,682,306	8,442,688	7,816,452	8,521,843	6,666,860	8,050,971	8,138,471	7,666,281
\$11,221,757	\$11,778,665	\$11,455,900	\$11,682,367	\$10,257,311	\$12,297,452	\$12,344,088	\$11,624,902
4,951,964	5,700,714	4,642,764	4,245,116	3,554,291	4,726,233	4,150,794	4,118,654
747,176	802,116	692,173	724,002	773,015	908,069	803,383	963,672
317,868	301,201	124,361	353,391	419,538	72,253	217,146	169,917
6,017,007	6,804,031	5,459,298	5,322,510	4,746,845	5,706,555	5,171,323	5,252,243
\$5,204,749	\$4,974,634	\$5,996,602	\$6,359,857	\$5,510,466	\$6,590,896	\$7,172,764	\$6,372,660
97,919	435,090	95,086	154,610	42,939	145,554	48,256	204,165
5,302,668	5,409,723	6,091,688	6,514,467	5,553,405	6,736,450	7,221,020	6,576,825
\$2,033,115	\$2,169,311	\$2,084,321	\$2,106,094	\$2,106,819	\$2,414,737	\$2,615,996	\$1,867,301
\$597,603	\$677,271	\$643,495	\$547,086	\$656,078	\$809,955	\$654,519	\$482,443
\$119,467	\$150,585	\$128,602	\$177,922	\$285,056	\$146,994	\$213,207	\$244,925
\$170,159	\$247,447	\$269,062	\$223,039	\$185,952	\$182,980	\$217,268	\$190,960
\$376,408	\$383,443	\$511,286	\$449,196	\$469,053	\$545,744	\$403,182	\$541,858
\$1,460,352	\$1,048,554	\$969,012	\$924,890	\$792,364	\$1,114,689	\$1,052,286	\$957,292
\$97,802	\$91,791	\$88,520	\$55,114	\$125,045	\$93,597	\$109,825	\$92,035
\$344,718	\$361,615	\$311,890	\$311,886	\$358,567	\$287,980	\$304,500	\$358,308
\$46,311	\$46,311	\$45,423	\$49,226	\$51,463	\$51,368	\$51,618	\$50,388
\$129,785	\$100,687	\$104,819	\$141,802	\$126,596	\$163,769	\$113,287	\$185,480
\$7,423	\$15,913	\$7,845	\$6,513	\$4,822	\$15,450	\$17,807	\$16,400
\$679,047	\$687,296	\$698,168	\$696,776	\$700,024	\$703,390	\$715,843	\$719,928
\$6,062,191	\$5,980,224	\$5,862,442	\$5,689,545	\$5,861,838	\$6,530,652	\$6,469,339	\$5,707,319
(\$759,522)	(\$570,501)	\$229,246	\$824,922	(\$308,433)	\$205,798	\$751,681	\$869,506
17,507	10,494	92,646	4,623	10,327	9,979	(459)	(20,249)
302,717	246,405	233,796	232,770	290,366	252,337	273,178	271,533
(129,860)	(109,197)	(108,951)	(130,517)	(109,112)	(110,073)	(107,795)	(107,795)
(232,314)	(264,249)	(286,531)	(300,886)	(284,874)	(296,160)	21,329	17,712
(\$41,950)	(\$116,546)	(\$69,040)	(\$194,010)	(\$93,292)	(\$143,917)	\$186,252	\$161,201
(\$801,472)	(\$687,047)	\$160,205	\$630,912	(\$401,726)	\$61,881	\$937,933	\$1,030,706
(10,679)		(97,892)					
(\$812,151)	(\$687,047)	\$62,313	\$630,912	(\$401,726)	\$61,881	\$937,933	\$1,030,706
-14.32%	-10.55%	3.76%	12.66%	-5.55%	3.05%	10.41%	13.22%
-15.11%	-12.70%	2.63%	9.68%	-7.23%	0.92%	12.99%	15.67%
-1.52%	2.16%	15.22%	23.36%	7.05%	13.50%	20.32%	24.17%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2017

Current Month									Year-To-Date			
Actual 11/30/17	Budget 11/30/17	Positive/ (Negative) Variance	Prior Year 11/30/16	STATISTICS		Actual 11/30/17	Budget 11/30/17	Positive/ (Negative) Variance	Prior Year 11/30/16			
Discharges												
119	164	(45)	164	Acute		641	819	(178)	819			
119	164	(45)	164	Total Adult Discharges		641	819	(178)	819			
45	40	5	76	Newborn		207	228	(21)	348			
164	204	(40)	240	Total Discharges		848	1,047	(199)	1,167			
Patient Days:												
299	567	(268)	567	Acute		1,697	2,813	(1,116)	2,813			
299	567	(268)	567	Total Adult Patient Days		1,697	2,813	(1,116)	2,813			
68	60	8	60	Newborn		356	367	(11)	367			
367	627	(260)	627	Total Patient Days		2,053	3,180	(1,127)	3,180			
Average Length of Stay (ALOS)												
2.5	3.5	(0.9)	3.5	Acute		2.6	3.4	(0.8)	3.4			
2.5	3.5	(0.9)	3.5	Total Adult ALOS		2.6	3.4	(0.8)	3.4			
1.5	1.5	0.0	0.8	Newborn ALOS		1.7	1.6	0.1	1.1			
Average Daily Census (ADC)												
10.0	18.9	(8.9)	18.9	Acute		11.1	18.4	(7.3)	18.4			
10.0	18.9	(8.9)	18.9	Total Adult ADC		11.1	18.4	(7.3)	18.4			
2.3	2.0	0.3	2.0	Newborn		2.3	2.4	(0.1)	2.4			
Emergency Room Statistics												
138	160	(22)	160	ER Visits - Admitted		662	731	(69)	731			
1,246	1,236	10	1,236	ER Visits - Discharged		6,130	6,242	(112)	6,242			
1,384	1,396	(12)	1,396	Total ER Visits		6,792	6,973	(181)	6,973			
9.97%	11.46%		11.46%	% of ER Visits Admitted		9.75%	10.48%		10.48%			
115.97%	97.56%		97.56%	ER Admissions as a % of Total		103.28%	89.26%		89.26%			
Outpatient Statistics:												
6,675	6,898	(223)	6,898	Total Outpatients Visits		32,623	34,839	(2,216)	34,839			
153	101	52	101	Observation Bed Days		602	470	132	470			
35	39	(4)	39	IP Surgeries		146	202	(56)	202			
156	149	7	149	OP Surgeries		786	702	84	702			
Productivity Statistics:												
337.18	367.16	(29.98)	366.79	FTE's - Worked		345.57	367.16	(21.59)	368.64			
383.17	403.18	(20.01)	366.79	FTE's - Paid		386.44	403.18	(16.74)	379.63			
1.4142	1.5606	(0.15)	0.9215	Case Mix Index -Medicare		1.3218	0.9600	0.36	0.9608			
0.8402	0.9215	(0.08)	0.9215	Case Mix Index - All payers		0.8786	0.8500	0.03	0.8597			

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

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

December 12, 2017

HIGH DESERT RURAL HEALTHCARE DISTRICT – NOVEMBER 2017

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for November was a loss of \$24,407.63, compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$109,602.99 compared with a YTD loss of \$152,080.00 in the Budget.

REVENUE. Revenue for the Clinic for November was \$496.00, under Budget by \$18,004.63. YTD Revenue is \$19,063.75, under Budget by \$73,439.40. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were a positive \$33.06 for November. The HDRHD Clinic has a favorable payor mix. In November, the Clinic Payor Mix was 100% Occupational Medicine.

EXPENSES. Total Expenses for the month were \$24,936.69 under Budget by \$16,209.68. YTD Expenses were \$123,733.40 under Budget by \$81,998.45. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

VOLUME. The volume for November was 24 patients, compared to 9 patients in October.

WAMSUTTER, WYOMING 82336-0338

Date :

TIN - 83-6000295

Signature of Claimant

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HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Five months ended November 30, 2017

STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	496.00	18,500.63	19,063.75	92,503.15
Deductions	33.06	(7,770.26)	(4,933.34)	(38,851.30)
Net Revenue	529.06	10,730.37	14,130.41	53,651.85
Other Operating Revenue				
Total Net Operating Revenue	529.06	10,730.37	14,130.41	53,651.85
Operating Expenses				
Salaries and Wage	18,039.83	32,736.37	91,424.93	163,681.85
Fringe Benefits	3,361.64	2,650.00	13,638.14	13,250.00
Advertising	860.00	2,300.00	4,300.00	11,500.00
Other Purchased Services		50.00	402.00	250.00
Instruments		10.00	-	50.00
Other Med/Surg Supplies		300.00	347.22	1,500.00
Minor Equipment		300.00	-	1,500.00
Office & Admin Supplies	114.38	50.00	145.27	250.00
Maintenance Supplies		50.00	-	250.00
Outdates Unused Supplies		-	-	-
Other Non Med Supplies		50.00	19.88	250.00
Telephone	1,130.35	350.00	5,645.30	1,750.00
Cable Television	55.56	50.00	277.80	250.00
Contract Maintenance		100.00	-	500.00
Professional Liability Insurance	149.72	150.00	892.50	750.00
License & Taxes		10.00	-	50.00
Education & Travel		65.00	72.52	325.00
Pharmacy		500.00	48.45	2,500.00
Equipment Lease		200.00	393.29	1,000.00
Vehicle Lease	1,225.22	1,225.00	6,126.10	6,125.00
Total Operating Expenses	24,936.69	41,146.37	123,733.40	205,731.85
Total Clinic Gain (Loss)	\$ (24,407.63)	\$ (30,416.00)	\$ (109,602.99)	\$ (152,080.00)

REVENUE DETAIL

Gross Clinic Patient Revenue	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	71.00		6,208.13	
Dr. Larry Lauridsen	155.00		4,388.04	
Dr. Brytton Long	230.00		6,492.01	
PA Melissa Lehman	40.00		1,975.57	
Total Revenue	\$ 496.00	\$ 18,500.63	\$ 19,063.75	\$ 92,503.15

HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Five months ended November 30, 2017

PAYOR MIX DATA

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	0.0%	13.2%
Blue Cross	0.0%	6.2%
Medicaid	0.0%	0.3%
Medicare	0.0%	16.2%
Self Pay	0.0%	4.8%
Work Comp	0.0%	0.2%
Occ Med	100.0%	59.1%
TOTAL	100%	100%

PATIENT OFFICE VISITS

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	8		61	
Dr. Larry Lauridsen	5		38	
Dr. Brytton Long	7		35	
PA Melissa Lehman	4		46	
Total Clinic Statistics	24	60	180	300

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
Total Vouchers	\$ 85,195.34	\$ 24,407.63	\$ 109,602.97

STATISTICS		Actual Nov-17	Budget Nov-17	PY Nov-16	YTD Nov-17	YTD Nov-16	YTD Nov-15	YTD Nov-14
Volumes:								
Case Mix								
	Medicare	1.4142	1.5606	1.5606	1.3132	1.4825	1.3947	1.2378
	All payers	0.8402	0.9215	0.9215	0.8721	0.8707	0.8457	0.8985
Admissions								
	Med	41	87	87	280	385	439	438
	ICU	28	34	34	123	161	149	180
	Surgery	6	12	12	28	48	51	64
	OB	46	39	39	213	238	230	241
	Newborn	45	40	40	209	231	225	226
	Total Admissions	166	212	212	853	1,063	1,094	1,149
Discharges								
	Med	55	101	101	326	450	481	424
	ICU	12	12	12	63	70	89	136
	Surgery	7	12	12	42	65	72	110
	OB	45	39	39	210	234	231	239
	Newborn	45	40	40	207	228	226	223
	Total Discharges	164	204	204	848	1,047	1,099	1,132
Patient Days:								
	Med	159	360	360	938	1,836	1,758	1,474
	ICU	46	76	76	246	381	410	570
	Surgery	26	64	64	159	203	209	278
	OB	68	67	67	354	393	371	362
	Newborn	68	60	60	356	367	335	334
	Total Patient Days	367	627	627	2,053	3,180	3,083	3,018
	Observation Bed Days	153	101	101	602	470	378	275
Surgery Statistics:								
	IP Surgeries	35	39	39	146	202	161	186
	OP Surgeries	156	149	149	786	702	728	704
Outpatient Statistics:								
	X-ray	885	717	717	3,750	3,505	3,549	3,501
	Mammography	191	181	181	791	759	875	871
	Ultrasound	328	271	271	1,518	1,347	1,323	1,302
	Cat Scan	433	380	380	2,148	1,971	1,988	1,531
	MRI	86	64	64	536	467	548	536
	Nuclear Medicine	51	37	37	247	176	186	150
	PET Scan	2	8	8	51	52	29	28
	Laboratory	2,578	2,908	2,908	12,817	14,967	13,131	12,133
	Histology	176	145	145	810	713	629	727
	Respiratory Therapy	325	269	269	1,360	1,246	1,120	992
	Cardiovascular	481	478	478	2,221	2,299	2,314	1,931
	Sleep Lab	28	38	38	147	125	96	85
	Cardiac Rehab	326	412	412	1,660	2,327	2,139	1,970
	Physical Therapy	120	275	275	942	1,252	1,254	1,434
	Dialysis	305	235	235	1,557	1,187	1,333	1,398
	Medical Oncology	159	187	187	821	957	1,021	539
	Radiation Oncology	201	293	293	1,247	1,489	1,638	833
	Total Outpatients Visits	6,675	6,898	6,898	32,623	34,839	33,173	29,961
	Clinic Visits - Primary Care	4,341	4,318	4,815	20,358	22,327	28,826	25,122
	Clinic Visits - Specialty Clinics	429	545	566	2,345	2,727	2,603	2,565
	ER visits admitted	138	160	160	662	731	719	721
	ER visits Discharged	1,246	1,236	1,236	6,130	6,242	6,462	6,464
	Total ER visits	1,384	1,396	1,396	6,792	6,973	7,181	7,185

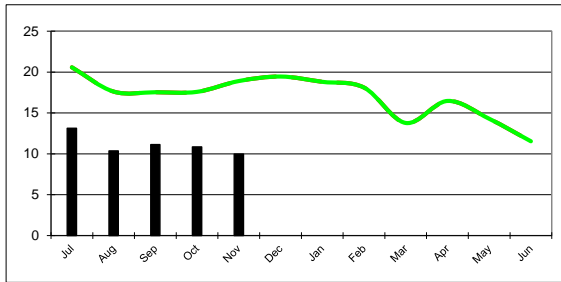
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
NOVEMBER 2017**

— FYE 2017 ACTUAL

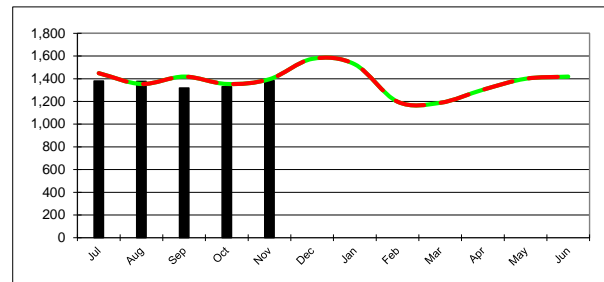
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

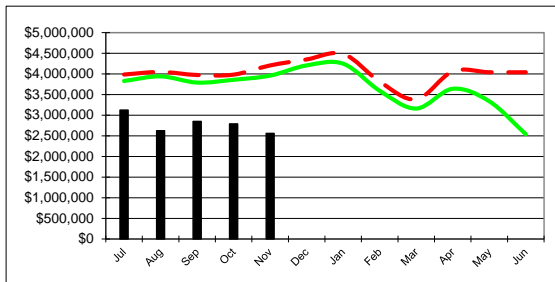
AVERAGE ACUTE CENSUS



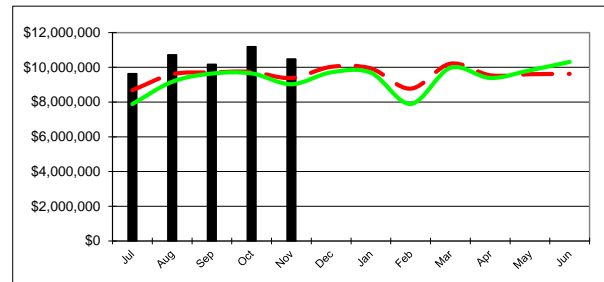
ER IP+OP VISITS



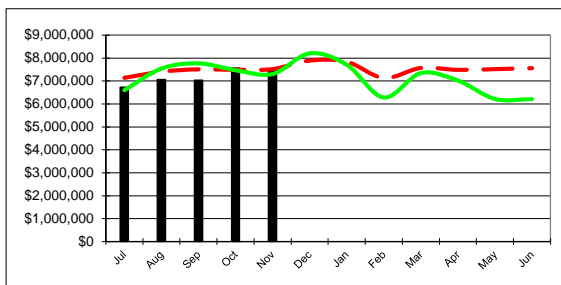
INPATIENT CHARGES



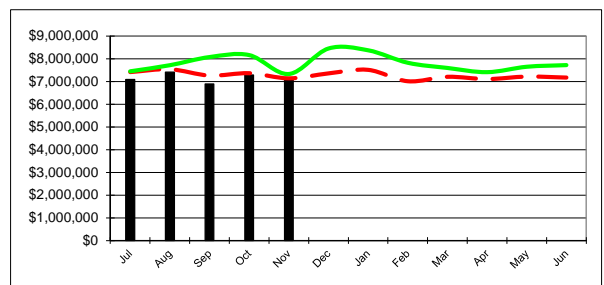
OUTPATIENT CHARGES



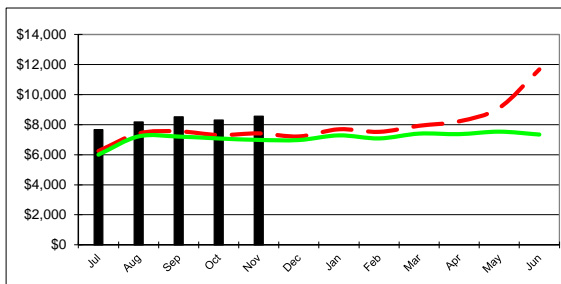
TOTAL NET OPERATING REVENUE



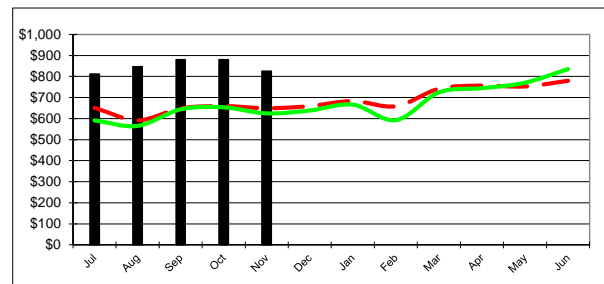
OPERATING EXPENSE



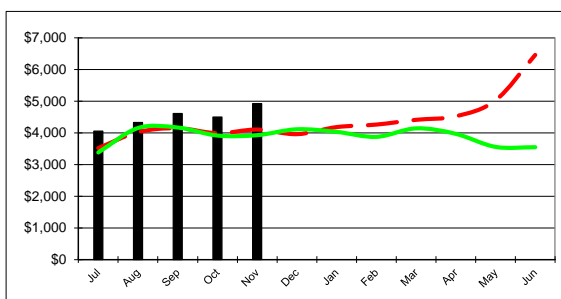
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



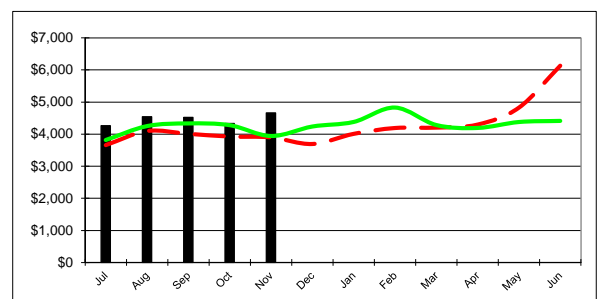
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE	10/29/2017	11/12/2017	11/26/2017	12/10/2017	Variance	CHANGE FROM		YTD	Variance
BUDGET						from Bud	LAST PAY PERIOD			from budget
							Increase	Decrease		
AVG CENSUS	18.00	12.1	9.3	9.9	10.4	(7.6)	0.50	-	11.0	(7.0)
ER VISITS (Avg Day)	46	42.4	42.2	47.9	42.3	(3.2)	-	5.64	44.0	(1.5)
SURGERIES (IP+OP)	84	85	88	70	96	11.9	26.00	-	966.0	
BIRTHS	20	23	22	20	20	0.1	-	-	226.0	
CHARGES -IP \$000	1,860	1472	989	1275	1261	(599.0)	-	14.00	15096.0	
-OP \$000	4,416	5372	4402	4712	4838	422.0	126.00	-	56016.0	
-TOTAL \$000	6,276	6844	5391	5987	6099	(177.0)	112.00	-	71112.0	
Adjusted Patient Days	850	786	709	648	701	(149.0)	(53.31)	-	8682.2	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	30.8	24.4	23.3	23.6	23.1	(7.6)	-	0.45	24.3	(6.4)
605	BEHAVIORAL HEALTH	8.0	9.3	7.1	3.1	3.1	(4.9)	-	0.05	6.4	(1.6)
610	OB FLOOR	5.9	5.8	5.6	5.6	5.7	(0.2)	0.13	-	5.6	(0.3)
611	NURSERY	7.3	7.8	7.5	7.0	7.5	0.2	0.44	-	6.8	(0.5)
612	LABOR & DELIVERY	6.1	5.0	6.2	6.1	5.7	(0.5)	-	0.40	5.9	(0.3)
620	ICU	13.9	12.6	12.0	14.1	14.2	0.3	0.10	-	13.4	(0.5)
630	OR	13.3	14.8	15.8	15.3	14.2	0.9	-	1.13	14.4	1.1
631	SAME DAY SURGERY	7.1	6.1	6.5	5.8	6.7	(0.4)	0.84	-	6.1	(1.0)
633	RECOVERY	2.0	2.3	3.4	2.7	3.9	1.9	1.17	-	2.8	0.8
634	CENTRAL STERILE	3.1	2.8	2.9	3.0	3.0	(0.1)	0.01	-	2.9	(0.2)
640	DIALYSIS	5.0	4.0	4.0	4.5	5.0	(0.0)	0.47	-	4.7	(0.3)
650	ER	25.6	25.1	25.0	29.6	24.9	(0.7)	-	4.68	24.8	(0.8)
651	TRAUMA	1.0	1.9	2.0	2.1	1.9	0.9	-	0.16	1.6	0.6
652	SANE	0.5	1.5	1.2	1.0	1.2	0.7	0.21	-	1.2	0.7
660	RADIATION QNC	6.6	5.9	5.9	5.8	6.1	(0.6)	0.25	-	6.1	(0.5)
661	MEDICAL QNC	5.5	4.3	4.0	4.1	4.2	(1.3)	0.08	-	4.8	(0.7)
700	LABORATORY	29.5	29.6	29.2	29.5	29.3	(0.2)	-	0.18	29.6	0.1
701	HISTOLOGY	2.0	1.9	2.1	2.0	2.0	(0.0)	0.04	-	2.0	(0.0)
702	BLOOD BANK	1.0	0.7	1.2	1.0	1.2	0.2	0.15	-	1.0	0.0
710	RADIOLOGY	7.7	9.4	9.6	9.9	9.6	1.9	-	0.23	8.9	1.2
711	MAMMOGRAPHY	2.0	1.1	1.2	1.0	1.2	(0.8)	0.12	-	1.1	(0.9)
712	ULTRASOUND	3.6	3.7	3.5	3.3	3.2	(0.4)	-	0.03	4.3	0.7
713	NUC MED	1.9	1.9	1.8	1.6	2.0	0.1	0.40	-	1.7	(0.2)
714	CAT SCAN	5.1	4.1	3.8	4.3	4.1	(1.0)	-	0.20	4.5	(0.6)
715	MRI	1.0	1.0	1.1	1.0	1.1	0.1	0.10	-	1.1	0.1
716	PET SCAN	0.1	-	0.1	-	-	(0.1)	-	-	0.1	(0.0)
720	RESPIRATORY	6.1	5.6	5.0	6.0	5.5	(0.6)	-	0.46	5.5	(0.6)
721	SLEEP LAB	1.8	1.3	1.9	1.1	1.8	0.0	0.69	-	1.5	(0.3)
722	CARDIO	2.8	2.8	2.8	2.8	2.9	0.1	0.05	-	2.8	(0.0)
723	CARDIAC REHAB	2.4	2.4	2.3	2.2	2.3	(0.1)	0.14	-	2.3	(0.1)
730	PHYSICAL THERAPY	4.0	3.7	4.2	3.1	3.5	(0.5)	0.38	-	3.6	(0.4)
780	EDUCATION	2.5	2.5	2.5	1.8	2.0	(0.5)	0.23	-	2.4	(0.1)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5.5	5.7	5.5	4.0	3.2	(2.3)	-	0.81	5.0	(0.5)
783	INFECTION CONTROL	1.0	1.5	1.7	1.7	1.9	0.9	0.18	-	1.5	0.5
784	ACCREDITATION	2.0	2.0	2.0	2.0	2.0	(0.0)	-	0.02	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	2.9	(0.1)	-	0.13	3.0	0.0
790	HEALTH INFORMATION	11.7	12.5	12.7	12.3	12.2	0.5	-	0.10	12.4	0.7
791	CASE MANAGEMENT	5.0	4.2	4.1	4.0	4.3	(0.7)	0.31	-	4.3	(0.7)
800	MAINTENANCE	11.0	11.2	10.9	10.6	10.9	(0.1)	0.28	-	10.6	(0.4)
801	HOUSEKEEPING	23.5	23.6	23.4	24.0	24.2	0.7	0.16	-	23.5	0.0
802	LAUNDRY	6.5	6.4	6.3	5.9	5.7	(0.8)	-	0.20	5.6	(0.9)
803	BIO MED	2.0	1.0	1.0	1.0	1.0	(1.0)	-	0.03	1.0	(1.0)
810	SECURITY	8.1	8.1	8.2	8.1	7.5	(0.6)	-	0.63	7.7	(0.4)
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	16.7	16.4	16.9	17.3	(0.4)	0.34	-	16.9	(0.8)
871	DIETICIANS	1.3	1.5	1.4	1.4	1.4	0.1	0.07	-	1.4	0.1
900	ADMINISTRATION	6.0	5.0	5.0	6.0	5.5	(0.5)	-	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	1.4	1.3	1.3	1.3	(0.2)	-	0.04	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	5.5	5.0	4.9	5.0	(0.3)	0.04	-	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	8.0	8.1	7.1	7.0	(1.0)	-	0.03	7.9	(0.1)
920	HUMAN RESOURCES	4.7	3.7	3.7	3.7	4.7	0.0	1.01	-	4.2	(0.5)
930	FISCAL SERVICES	5.0	4.8	4.8	3.8	4.3	(0.7)	0.51	-	4.7	(0.3)
940	BUSINESS OFFICE	14.8	14.6	14.5	13.8	14.7	(0.1)	0.89	-	14.5	(0.3)
941	ADMITTING	13.4	14.3	13.8	13.8	14.1	0.7	0.34	-	14.4	1.0
942	COMMUNICATION	2.9	2.9	2.9	2.4	2.3	(0.5)	-	0.13	2.9	0.1
943	CENTRAL SCHEDULING	4.0	3.2	3.1	3.9	4.0	(0.0)	0.10	-	3.8	(0.2)

	PPE	10/29/2017	11/12/2017	11/26/2017	12/10/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
949 DENKER	3.8	5.2	5.0	5.6	4.0	0.2	-	1.57	3.9	0.1
950 OLIVER	3.7	3.2	3.2	2.9	3.0	(0.7)	0.10	-	3.1	(0.6)
951 JOHNSON	4.3	-	-	-	-	(4.3)	-	-	2.4	(1.9)
953 STEWART	1.0	-	-	1.0	1.0	-	-	-	0.2	(0.8)
954 WHEELER	2.0	1.9	2.0	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	1.7	1.6	(0.4)	-	0.08	2.1	0.1
958 VERONESE	2.0	1.0	1.0	1.0	1.5	(0.5)	0.50	-	1.1	(0.9)
959 GREWAL	2.0	1.0	1.3	2.0	2.2	0.2	0.13	-	1.9	(0.1)
960 SANDERS	2.0	2.1	2.2	2.1	2.1	0.1	0.01	-	2.1	0.1
961 DANSIE	1.5	2.1	2.1	2.0	2.1	0.6	0.10	-	2.1	0.6
962 BOWERS	1.5	1.8	1.6	1.7	1.6	0.1	-	0.05	1.7	0.2
963 LONG	1.5	0.8	0.9	0.9	0.9	(0.6)	-	-	1.3	(0.2)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	1.0	0.9	0.9	1.0	-	0.15	-	1.0	(0.0)
966 OCC MED	2.0	1.2	1.3	1.2	1.3	(0.7)	0.10	-	1.8	(0.2)
968 GILMARTIN	2.0	-	-	-	-	(2.0)	-	-	1.0	(1.0)
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	1.5	1.8	1.6	1.7	0.2	0.13	-	1.6	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.5	0.9	0.9	0.9	2.6	1.1	1.68	-	1.0	(0.5)
974 SMG ADMIN/BILLING	24.9	19.7	18.5	19.6	19.6	(5.3)	0.02	-	19.5	(5.4)
975 NEUPANE	2.0	2.0	2.0	2.0	1.8	(0.2)	-	0.18	2.0	0.0
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	4.2	3.6	(0.6)	-	0.60	4.9	0.7
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	(0.3)
983 MACK	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
984 FRANKS	1.3	1.0	1.0	1.0	0.3	(1.1)	-	0.75	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	3.8	3.7	3.9	0.4	0.23	-	3.7	0.2
989 SHAMO	-	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1.3	1.0	1.2	1.6	1.7	0.4	0.06	-	1.1	(0.2)
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	1.3	0.5	0.5	1.5	0.0	1.08	-	0.9	(0.6)
995 A. BROWN	2.0	2.6	2.3	2.8	2.1	0.1	-	0.66	2.2	0.2
996 SARETTE	0.6	0.5	0.6	-	0.9	0.3	0.90	-	0.4	(0.3)

TOTAL Paid FTEs	483.4	452.5	447.9	446.9	447.8	(35.6)	0.92	-	455.4	(28.0)
TOTAL WORKED FTEs	439.9	423.0	420.2	376.0	417.7	(22.2)	41.64	-	407.8	(32.1)

WORKED % Paid	91%	93%	94%	84%	93%	2%	0.09	-	90%	(0.0)
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CONTRACT FTES (Inc above)	3.0	8.8	11.4	12.1	12.8	9.8	0.71	-	10.4	7.4
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GROSS EMPLOYEE PAYROLL	1,599,017	1,357,473	1,453,260	1,317,912	1,424,990	(174,028)	107,078.09	-	17,268,151	
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Average Employee Hourly Rate	\$41.35	\$37.50	\$40.56	\$36.86	\$39.77	(\$1.57)	2.91	-	#DIV/0!	#DIV/0!
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Benchmark Paid FTEs	6.63	8.06	8.85	9.66	8.94	2.31	-	0.72	7.34	0.71
per Adj. Occupied Bed (APD)										

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	23.1	20.6	20.8	20.8	(7.2)	-	0.04	21.8	(6.2)
605 BEHAVIORAL HEALTH	7.3	9.3	6.4	3.0	2.9	(4.3)	-	0.09	6.0	(1.3)
610 OB FLOOR	5.4	5.6	5.2	5.0	5.2	(0.1)	0.24	-	5.1	(0.3)
611 NURSERY	6.6	7.6	6.2	6.2	7.0	0.4	0.78	-	6.2	(0.5)
612 LABOR & DELIVERY	5.6	4.9	5.9	5.3	5.4	(0.2)	0.03	-	5.4	(0.1)
620 ICU	12.6	11.7	10.6	12.5	12.7	0.0	0.20	-	11.7	(1.0)
630 OR	12.1	13.8	14.7	13.4	13.4	1.3	0.02	-	13.3	1.2
631 SAME DAY SURGERY	6.5	5.8	5.8	4.1	6.2	(0.3)	2.05	-	5.5	(0.9)
633 RECOVERY	1.8	2.3	4.3	2.1	2.8	1.0	0.66	-	2.4	0.5
634 CENTRAL STERILE	2.8	2.7	2.7	2.4	2.9	0.1	0.48	-	2.5	(0.3)
640 DIALYSIS	4.6	4.0	4.0	4.4	4.8	0.3	0.48	-	4.4	(0.2)
650 ER	23.3	24.8	23.6	25.0	23.3	0.0	-	1.63	22.7	(0.6)

		PPE	10/29/2017	11/12/2017	11/26/2017	12/10/2017	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET								Increase	Decrease		
651	TRAUMA	0.9	1.9	1.9	1.4	1.9	1.0	0.47	-	1.4	0.5
652	SANE	0.5	1.1	1.2	0.9	1.2	0.8	0.37	-	0.9	0.5
660	RADIATION ONC	6.0	5.5	5.9	4.3	5.5	(0.5)	1.28	-	5.4	(0.6)
661	MEDICAL ONC	5.0	3.6	3.9	3.7	4.1	(0.9)	0.47	-	4.3	(0.7)
700	LABORATORY	26.8	26.4	26.6	24.2	27.1	0.2	2.88	-	26.3	(0.6)
701	HISTOLOGY	1.8	1.6	2.0	1.5	2.0	0.2	0.46	-	1.8	(0.0)
702	BLOOD BANK	0.9	0.7	1.2	1.0	1.2	0.3	0.15	-	1.0	0.1
710	RADIOLOGY	7.0	8.4	9.3	8.7	8.6	1.6	-	0.08	8.0	1.0
711	MAMMOGRPAHY	1.8	1.1	1.2	0.9	1.1	(0.8)	0.10	-	1.0	(0.8)
712	ULTRASOUND	3.3	3.4	3.5	3.1	3.1	(0.2)	-	0.00	3.9	0.6
713	NUC MED	1.7	1.8	1.7	1.2	2.0	0.3	0.80	-	1.5	(0.2)
714	CAT SCAN	4.6	4.0	3.8	3.5	3.9	(0.7)	0.37	-	4.1	(0.5)
715	MRI	0.9	1.0	1.0	0.8	1.1	0.2	0.25	-	1.0	0.1
716	PET SCAN	0.1	-	0.1	-	-	(0.1)	-	-	0.1	(0.0)
720	RESPIRATORY	5.6	5.2	5.0	5.2	5.1	(0.5)	-	0.13	4.9	(0.7)
721	SLEEP LAB	1.6	1.2	1.9	0.7	1.7	0.1	1.05	-	1.4	(0.3)
722	CARDIO	2.5	2.3	2.6	2.4	2.6	0.1	0.20	-	2.5	(0.1)
723	CARDIAC REHAB	2.2	2.1	2.3	1.9	2.2	(0.0)	0.30	-	2.1	(0.1)
730	PHYSICAL THERAPY	3.6	3.2	2.8	2.5	3.3	(0.3)	0.88	-	3.2	(0.4)
780	PATIENT ED	2.3	2.5	2.3	1.6	2.0	(0.3)	0.43	-	2.2	(0.1)
781	SOCIAL SERVICES	0.9	1.0	0.6	0.6	1.0	0.1	0.38	-	0.9	(0.0)
782	QUALITY & ACCREDIT	5.0	5.1	5.1	3.2	3.0	(2.0)	-	0.23	4.5	(0.5)
783	INFECTION CONTROL	0.9	1.5	1.7	1.6	1.9	0.9	0.28	-	1.4	0.5
784	COMPLIANCE	1.8	1.7	1.8	1.3	2.0	0.1	0.65	-	1.8	(0.0)
786	NURSING INFORMATICS	2.7	2.9	2.2	2.6	2.8	0.0	0.17	-	2.7	(0.0)
790	HEALTH INFORMATION	10.6	10.9	12.2	10.1	11.4	0.8	1.38	-	10.9	0.3
791	CASE MANAGEMENT	4.6	4.0	4.1	3.4	4.3	(0.2)	0.90	-	3.9	(0.7)
800	MAINTENANCE	10.0	10.4	9.9	9.0	10.5	0.5	1.45	-	9.6	(0.4)
801	HOUSEKEEPING	21.4	22.5	21.9	20.8	22.8	1.4	1.97	-	21.4	0.0
802	LAUNDRY	5.9	6.2	6.2	5.2	5.3	(0.6)	0.11	-	5.3	(0.7)
803	BIO MED	1.8	0.9	1.0	0.8	1.0	(0.8)	0.15	-	0.9	(1.0)
810	SECURITY	7.4	7.0	7.3	6.7	6.9	(0.4)	0.27	-	6.7	(0.7)
850	PURCHASING	4.6	4.9	4.6	3.8	4.6	0.1	0.80	-	4.3	(0.3)
855	CENTRAL SUPPLY	2.7	3.0	2.7	2.5	3.0	0.2	0.52	-	2.6	(0.1)
870	DIETARY	16.1	16.3	15.7	15.2	15.1	(0.9)	-	0.04	15.4	(0.6)
871	DIETICIANS	1.2	1.5	1.3	1.1	1.4	0.2	0.33	-	1.3	0.1
900	ADMINISTRATION	5.5	4.9	4.3	4.4	5.1	(0.4)	0.75	-	4.5	(1.0)
901	COMM SVC	0.9	1.0	1.0	0.8	1.0	0.1	0.20	-	1.0	0.0
902	MED STAFF SVC	1.8	1.3	1.9	1.5	2.0	0.2	0.51	-	1.7	(0.1)
903	MHSC FOUNDATION	1.4	1.4	1.2	1.2	1.3	(0.1)	0.06	-	1.1	(0.2)
904	VOLUNTEER SRV	0.9	1.0	1.0	0.9	1.0	0.1	0.10	-	0.9	(0.0)
905	NURSING ADMIN	4.8	4.1	4.7	4.3	4.7	(0.2)	0.39	-	4.8	(0.0)
907	PHYSICIAN RECRUIT	0.9	0.9	1.0	0.9	1.0	0.1	0.10	-	0.9	(0.0)
910	INFORMATION SYSTEMS	7.3	7.7	7.7	5.9	7.0	(0.2)	1.12	-	7.1	(0.1)
920	HUMAN RESOURCES	4.3	3.6	3.7	3.2	4.7	0.4	1.53	-	3.9	(0.4)
930	FISCAL SERVICES	4.6	4.8	4.7	2.5	3.9	(0.6)	1.42	-	4.2	(0.4)
940	BUSINESS OFFICE	13.5	13.1	13.0	10.9	13.7	0.2	2.79	-	12.7	(0.8)
941	ADMITTING	12.2	13.1	13.3	12.3	13.1	0.9	0.79	-	13.2	1.0
942	COMMUNICATION	2.6	2.8	2.8	2.4	2.2	(0.4)	-	0.13	2.7	0.1
943	CENTRAL SCHEDULING	3.6	3.1	3.0	3.5	3.9	0.3	0.36	-	3.4	(0.2)
949	DENKER	3.5	5.0	5.0	4.2	3.8	0.3	-	0.43	3.4	(0.1)
950	OLIVER	3.4	3.1	3.2	2.2	3.0	(0.4)	0.80	-	2.8	(0.6)
951	JOHNSON	3.9	-	-	-	-	(3.9)	-	-	2.1	(1.8)
953	STEWART	0.9	-	-	0.8	1.0	0.1	0.20	-	0.2	(0.8)
954	WHEELER	1.8	1.5	2.0	1.7	1.8	(0.1)	0.10	-	1.7	(0.1)
955	CHOU	0.9	-	-	-	-	(0.9)	-	-	0.4	(0.5)
956	KATTAN	1.8	1.7	1.7	1.6	1.0	(0.8)	-	0.56	1.8	0.0
958	VERONESE	1.8	1.0	1.0	0.9	1.0	(0.8)	0.13	-	0.8	(1.0)
959	GREWAL	1.8	1.0	1.2	1.7	2.1	0.3	0.37	-	1.6	(0.2)
960	SANDERS	1.8	1.7	2.0	2.0	2.1	0.3	0.13	-	1.9	0.1
961	DANSIE	1.4	2.0	2.1	1.7	2.1	0.8	0.44	-	1.9	0.5
962	BOWERS	1.4	1.3	1.5	1.4	1.5	0.1	0.14	-	1.4	0.0
963	LONG	1.4	0.8	0.9	0.7	0.9	(0.5)	0.25	-	1.1	(0.3)
964	JAKE JOHNSON	0.9	1.0	1.0	0.9	1.0	0.1	0.13	-	0.9	(0.0)
965	DOLCE	0.9	1.0	0.9	0.7	1.0	0.1	0.35	-	0.8	(0.1)
966	OCC MED	1.8	1.2	1.3	1.1	1.3	(0.5)	0.18	-	1.6	(0.2)
968	GILMARTIN	1.8	-	-	-	-	(1.8)	-	-	0.8	(1.0)
969	PAWAR	1.8	2.0	1.9	1.7	1.9	0.1	0.22	-	1.7	(0.1)
970	CROFTS	1.2	0.8	1.0	0.7	1.0	(0.2)	0.30	-	0.9	(0.3)
971	WAMSUTTER CLINIC	1.4	1.5	1.8	1.5	1.6	0.2	0.13	-	1.5	0.1
972	FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1.4	0.8	0.9	0.7	0.9	(0.5)	0.20	-	0.8	(0.5)
974	SMG ADMIN/BILLING	22.7	18.5	17.4	16.0	19.1	(3.6)	3.11	-	17.8	(4.9)
975	NEUPANE	1.8	2.0	1.9	1.5	1.7	(0.2)	0.15	-	1.7	(0.1)
976	LEHMAN	1.4	0.8	0.8	0.7	0.7	(0.7)	-	-	0.7	(0.7)
978	HOSPITALIST	3.8	4.2	4.2	4.2	3.6	(0.2)	-	0.60	4.6	0.7

		PPE	10/29/2017	11/12/2017	11/26/2017	12/10/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET							from Bud	Increase	Decrease		
981	CROFT	0.9	1.0	1.0	0.8	1.0	0.1	0.20	-	0.9	(0.0)
982	CHRISTENSEN	0.9	1.0	1.0	0.5	1.0	0.0	0.50	-	0.7	(0.2)
983	MACK	0.9	0.9	1.0	0.8	1.0	0.1	0.20	-	0.8	(0.1)
984	FRANKS	1.2	1.0	1.0	0.7	-	(1.2)	-	0.70	0.8	(0.4)
986	BONGIORNO	0.9	-	-	-	-	(0.9)	-	-	0.4	(0.5)
988	CURRY	3.2	2.8	3.6	2.6	3.3	0.1	0.73	-	3.3	0.1
991	JAMIAS	1.2	1.0	1.2	1.4	1.7	0.5	0.26	-	1.0	(0.2)
992	ASPER	0.9	1.0	1.0	0.5	0.9	(0.0)	0.40	-	0.9	(0.1)
993	LIU	1.8	2.0	2.0	1.7	2.0	0.2	0.28	-	1.9	0.1
994	DUCK	1.4	0.8	0.5	0.3	1.1	(0.2)	0.88	-	0.6	(0.8)
995	A. BROWN	1.8	2.6	2.2	2.3	2.1	0.3	-	0.22	2.0	0.1
996	SARETTE	0.6	0.5	0.6	-	0.9	0.3	0.90	-	0.4	(0.2)
TOTAL WORKED FTEs		439.9	423.0	420.2	376.0	417.7	(22.23)	41.64	-	407.8	(32.1)
CNTRCT FTEs (Inc above)		3.0	8.8	11.4	12.1	12.8	9.80	0.71	-	10.4	7.4

OVERTIME HOURS

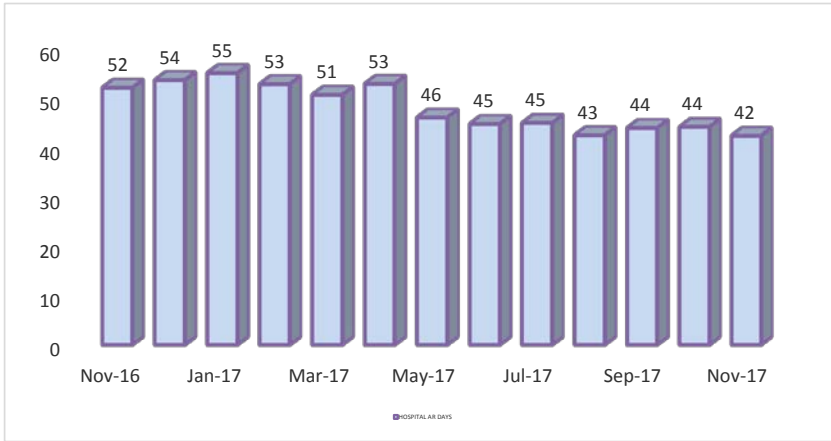
						Current OT			YTD Hours	
						OT Dollars				
600	MEDICAL FLOOR	4.5	32.0	2.5	-	-	-	2.50	63.5	
605	BEHAVIORAL HEALTH	107.8	55.5	-	15.8	362.88	15.75	-	382.0	
610	OB FLOOR	0.8	8.8	-	-	-	-	-	21.3	
611	NURSERY	0.3	-	-	-	-	-	-	16.8	
612	LABOR & DELIVERY	1.0	-	-	-	-	-	-	8.8	
620	ICU	11.3	5.8	-	-	-	-	-	118.8	
630	OR	1.8	55.8	2.5	20.0	859.22	17.50	-	159.0	
631	SAME DAY SURGERY	3.0	20.5	2.0	0.8	30.69	-	1.25	62.0	
633	RECOVERY	1.0	12.5	-	-	-	-	-	13.5	
634	CENTRAL STERILE	2.5	0.8	0.5	2.8	60.85	2.25	-	19.3	
640	DIALYSIS	1.8	0.5	1.5	-	-	-	1.50	23.8	
650	ER	5.8	1.8	21.8	2.3	82.48	-	19.50	206.8	
651	TRAUMA	3.5	0.5	-	1.0	22.37	1.00	-	9.8	
652	SANE	-	0.8	-	2.5	127.38	2.50	-	4.5	
660	RADIATION ONC	15.3	2.8	2.8	5.3	403.58	2.50	-	62.0	
661	MEDICAL ONC	-	0.8	-	0.5	14.25	0.50	-	4.1	
700	LABORATORY	15.5	26.5	22.5	20.8	531.23	-	1.75	256.0	
701	HISTOLOGY	-	4.5	-	3.5	110.40	3.50	-	16.5	
702	BLOOD BANK	0.3	0.3	1.5	-	-	-	1.50	4.5	
710	RADIOLOGY	4.0	0.5	2.3	0.5	19.57	-	1.75	23.8	
711	MAMMOGRAPHY	-	-	-	-	-	-	-	1.0	
712	ULTRASOUND	4.5	0.5	0.8	0.3	17.99	-	0.50	26.5	
713	NUC MED	0.5	-	0.8	3.5	150.90	2.75	-	7.0	
714	CAT SCAN	4.0	0.8	-	2.8	93.21	2.75	-	22.5	
715	MRI	-	-	-	-	-	-	-	2.5	
716	PET SCAN	-	-	-	-	-	-	-	0.3	
720	RESPIRATORY	-	-	-	-	-	-	-	35.3	
721	SLEEP LAB	-	3.3	-	10.0	466.60	10.00	-	19.3	
722	CARDIO	-	-	-	3.8	90.23	3.75	-	14.5	
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-	
780	PATIENT ED	7.8	5.5	2.5	1.8	82.06	-	0.75	23.3	
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	
782	QUALITY & ACCREDIT	3.0	7.3	-	-	-	-	-	25.0	
783	INFECTION CONTROL	-	-	-	-	-	-	-	4.8	
784	COMPLIANCE	-	-	-	-	-	-	-	0.8	
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	
790	HEALTH INFORMATION	0.3	-	0.3	-	-	-	0.25	0.8	
791	CASE MANAGEMENT	11.0	10.0	4.8	25.8	1,589.37	21.00	-	137.5	
800	MAINTENANCE	19.0	11.8	0.8	1.3	73.88	0.50	-	53.5	
801	HOUSEKEEPING	22.0	21.3	25.8	9.8	219.53	-	16.00	206.5	
802	LAUNDRY	2.5	2.0	1.0	2.5	58.06	1.50	-	60.8	
803	BIO MED	-	-	-	0.3	14.97	0.25	-	2.3	
810	SECURITY	1.0	21.5	1.5	8.3	248.15	6.75	-	123.0	
850	PURCHASING	-	-	0.3	-	-	-	0.25	1.0	
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-	
870	DIETARY	60.8	26.5	30.0	45.0	795.16	15.00	-	491.5	
871	DIETICIANS	-	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	-	-	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	
905	NURSING ADMIN	14.3	0.8	7.3	-	-	-	7.25	98.5	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-	

PPE		10/29/2017	11/12/2017	11/26/2017	12/10/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-	
930	FISCAL SERVICES	-	-	-	-	-	-	-	-	
940	BUSINESS OFFICE	4.8	1.3	4.5	4.5	134.82	-	-	34.8	
941	ADMITTING	108.3	107.5	143.5	233.0	5,582.65	89.50	-	1,192.5	
942	COMMUNICATION	6.0	-	17.5	21.0	471.07	3.50	-	59.0	
943	CENTRAL SCHEDULING	5.8	6.5	2.5	1.5	31.05	-	1.00	25.3	
949	DENKER	2.6	1.4	-	2.8	81.46	2.75	-	21.4	
950	OLIVER	1.4	2.9	0.5	2.5	79.24	2.00	-	21.2	
951	JOHNSON	-	-	-	-	-	-	-	8.4	
953	STEWART	-	-	-	-	-	-	-	-	
954	WHEELER	-	-	-	-	-	-	-	2.8	
955	CHOU	-	-	-	-	-	-	-	-	
956	KATTAN	-	-	-	-	-	-	-	6.8	
958	VERONESE	-	-	-	-	-	-	-	-	
959	GREWAL	-	-	2.3	3.3	103.55	1.00	-	6.3	
960	SANDERS	5.0	13.5	7.3	7.8	244.28	0.50	-	127.3	
961	DANSIE	2.0	2.5	1.9	5.9	318.33	4.00	-	31.7	
962	BOWERS	2.5	2.5	-	3.8	89.63	3.75	-	20.5	
963	LONG	-	-	-	-	-	-	-	1.0	
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	
965	DOLCE	-	-	-	-	-	-	-	1.0	
966	OCC MED	17.3	21.3	14.3	22.0	1,111.22	7.75	-	178.8	
968	GILMARTIN	-	-	-	-	-	-	-	10.5	
969	PAWAR	0.8	0.3	-	0.3	14.70	0.25	-	5.0	
970	CROFTS	-	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	0.3	
972	FARSON CLINIC	-	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	62.3	26.8	8.0	39.5	1,118.24	31.50	-	369.5	
975	NEUPANE	3.8	2.8	0.8	3.8	169.05	3.00	-	17.0	
976	PA LEHMAN	2.0	2.5	1.9	5.9	318.87	4.00	-	31.8	
978	HOSPITALIST	-	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	-	
982	CHRISTENSEN	3.5	4.9	3.1	6.6	188.98	3.50	-	18.1	
983	MACK	-	-	-	-	-	-	-	-	
984	FRANKS	-	-	-	-	-	-	-	-	
986	BONGIORNO	-	-	-	-	-	-	-	-	
988	CURRY	3.5	4.9	3.1	6.6	189.27	3.50	-	81.6	
991	JAMIAS	-	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	-	
993	LIU	0.3	0.6	-	0.4	18.03	0.37	-	3.9	
994	DUCK	0.3	0.6	-	0.4	18.52	0.38	-	3.9	
995	A. BROWN	7.5	7.3	3.3	9.5	445.65	6.25	-	38.0	
996	SARETTE	-	-	-	-	-	-	-	-	

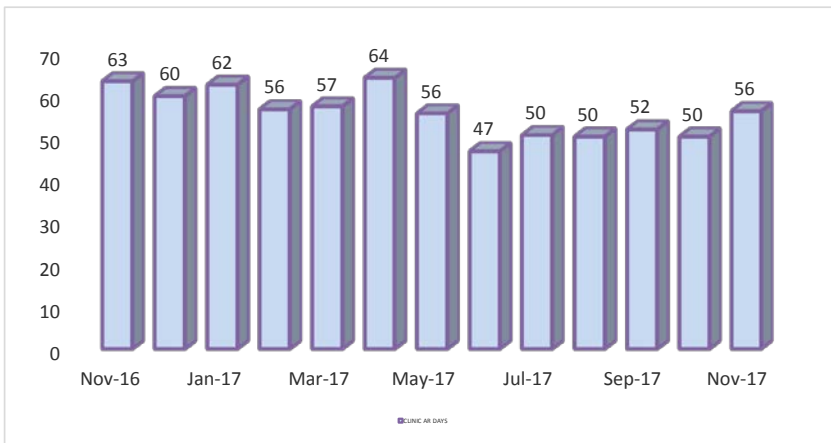
TOTAL OT HOURS	569.5	551.0	349.5	571.0	17,254	221.50	-	5,152.1
TOTAL OT FTEs	7.1	6.9	4.4	7.1		2.77	-	5.4
OT % WORKED HOURS	1.7%	1.7%	1.2%	1.8%		0.01	0.0%	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
11/30/17

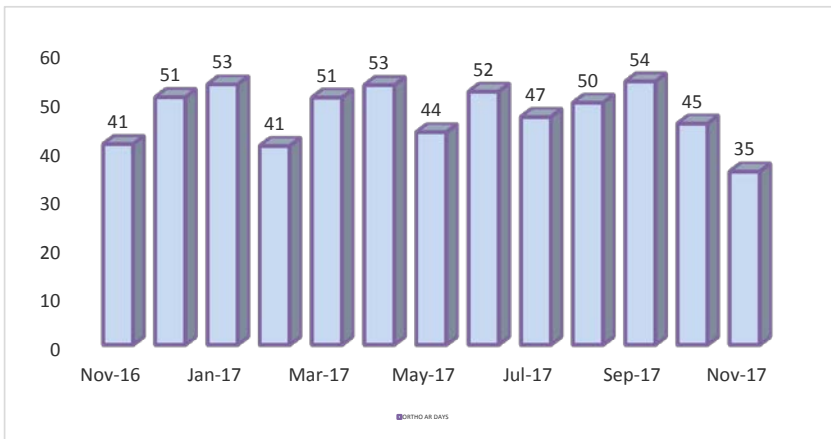
	HOSPITAL AR DAYS
Nov-16	52
Dec-16	54
Jan-17	55
Feb-17	53
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44
Nov-17	42



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



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



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Five months ended November 30, 2017

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	20.21%	20.10%	18.37%
Blue Cross	25.43%	23.37%	23.66%
Medicaid	8.62%	8.24%	9.99%
Medicare	34.10%	37.37%	36.77%
Self Pay	8.84%	7.99%	9.42%
Other	2.80%	2.93%	1.79%
TOTAL	100%	100%	100%

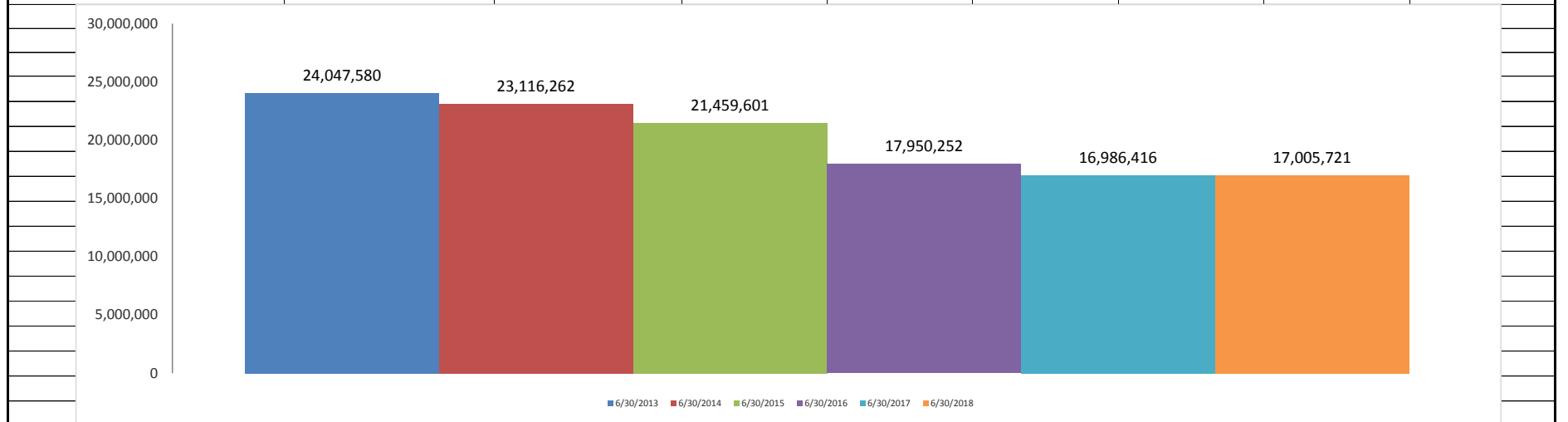
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	31.22%	28.00%	28.94%
Blue Cross	26.87%	29.37%	30.49%
Medicaid	12.46%	12.65%	14.70%
Medicare	22.65%	23.47%	19.07%
Self Pay	6.21%	5.78%	6.18%
Other	0.59%	0.73%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	30.35%	38.00%	39.50%
Blue Cross	44.06%	33.16%	27.91%
Medicaid	7.27%	5.19%	6.32%
Medicare	14.53%	18.62%	23.02%
Self Pay	3.62%	3.99%	2.71%
Other	0.16%	1.04%	0.54%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	21.39%	21.07%	19.86%
Blue Cross	25.82%	24.04%	24.39%
Medicaid	8.97%	8.58%	10.34%
Medicare	32.75%	35.87%	34.80%
Self Pay	8.52%	7.73%	8.96%
Other	2.71%	2.71%	1.65%
TOTAL	100%	100%	100%

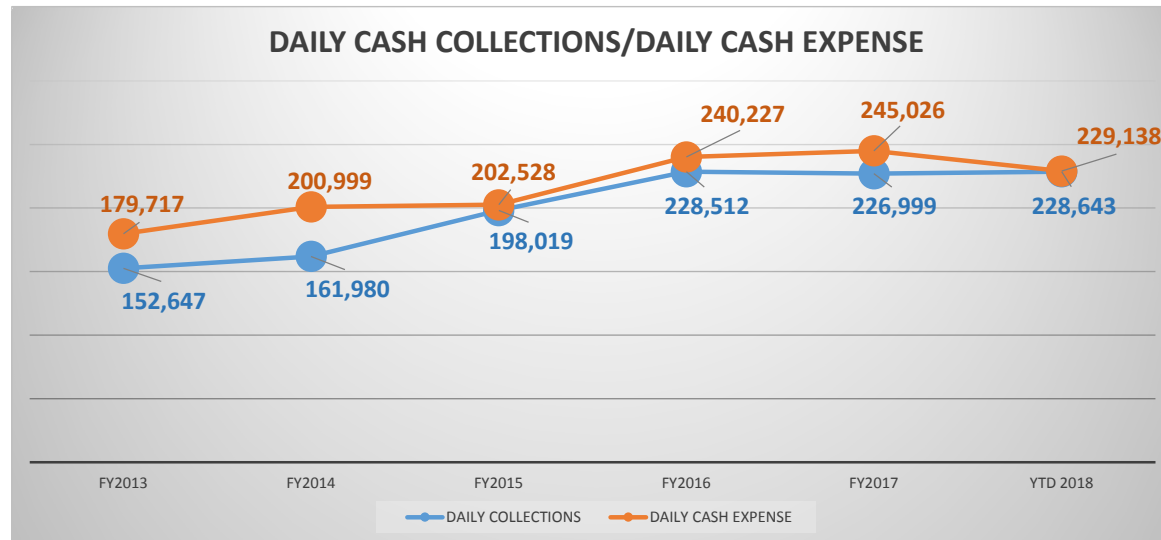
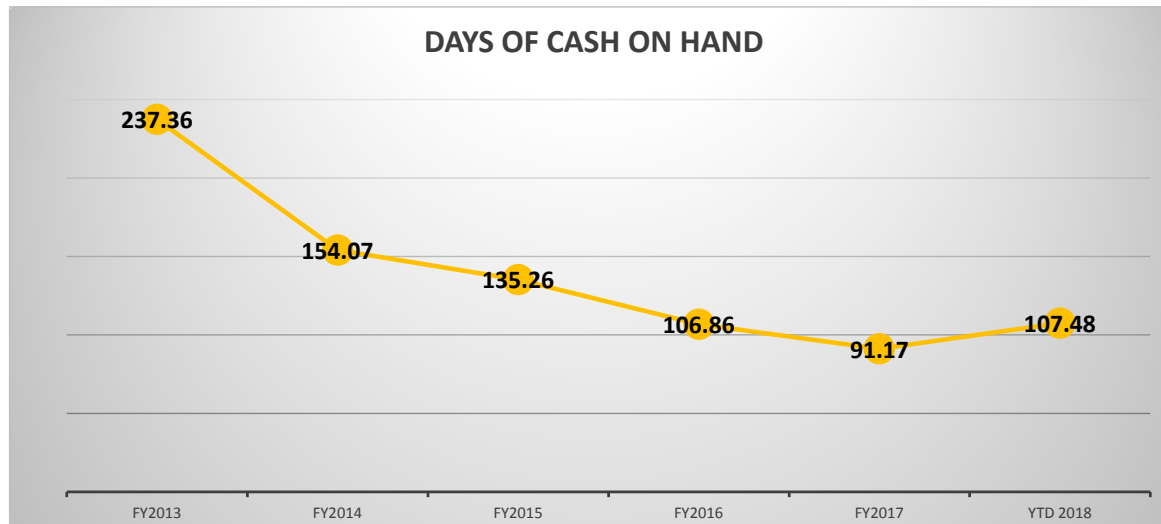
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
11/30/17**

		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	4,376,883
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	2,969,344
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	106,021
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	17,005,721



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 17,005,720.89						
GENERAL FUND BALANCE AS OF 11/30/17		2,166,209						
REPRESENTING DAYS OF CASH ON HAND		10.2						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO COMPETITIVE INTEREST RATES, AND LIQUIDITY OF FUNDS.								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
11/30/2017



**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending November 30, 2017**

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
November 2017	\$4,335.89	
County Requested Total Vouchers Submitted as of November 30, 2017	\$92,068.64	
Total Vouchers Submitted FY 2018		\$92,068.64
Less: Total Approved by County and Received by MHSC FY 2018		\$87,732.75
Total Vouchers Pending Approval by County		\$4,335.89

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	\$87,732.75
FY18 Title 25 Fund Budget Remaining	\$514,187.25
Total Budgeted Vouchers Pending Submittal to County	\$0.00

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
	\$324,798.68
FY18 Maintenance Fund Budget Remaining	\$284,013.32

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

FY 2018

Dray, Dyekman, Reed & Healey PC	\$1,650.00
Edwards Law Office, P.C.	\$94,665.00
Hirst Applegate, LLP	\$94,187.75
Jamieson & Robinson, LLC	\$29,046.52
John H. Robinson, P.C.	\$17,120.57
Phillips Law, LLC	\$128,873.75
Settlements	\$50,000.00
Sundahl, Powers, Kapp & Martin, LLC	\$962.50
Total FYTD 2018	\$416,506.09

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	812	7,001,284.20
CAPITAL EQUIPMENT (PLANT FUND)	3	13,466.38
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2	112,040.65
PAYROLL NOVEMBER 2, 2017	N/A	1,330,137.32
PAYROLL NOVEMBER 16, 2017	N/A	1,414,531.52
PAYROLL NOVEMBER 30, 2017	N/A	1,312,632.24
TOTAL CASH OUTFLOW		<u>\$7,126,791.23</u>
CASH COLLECTIONS		7,887,063.18
INCREASE/DECREASE IN CASH		\$ 760,271.95

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2018**

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

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

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

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

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		
NOVEMBER TOTALS					13,466.38	114,304.01

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
2141	8/3/2017	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	5,451.03	MRI REPLACEMENT PROJECT		
W/T	8/16/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
AUGUST TOTALS					117,044.03	228,637.03

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

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

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		
NOVEMBER TOTALS					112,040.65	563,863.68

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/17

Amount	Description
250,923.42	ABG Retirement Total
60,224.07	Advertising Total
45.00	Bank Fees Total
13,633.16	Billing Services Total
18,198.30	Blood Bank Services Total
29,600.00	Building Lease Total
1,694.58	Cellular Telephone Total
54,172.55	Collection Agency Total
4,233.70	Computer Equipment Total
37,834.96	Consulting Fees Total
236,237.96	Contract Maintenance Total
153,143.83	Contract Personnel Total
27,446.00	Cost Report Settlement Total
294.66	Courier Services Total
5,618.76	Credit Card Payment Total
23,092.24	Dental Insurance Total
1,340.20	Diabetes Education Program Total
5,062.41	Dialysis Supplies Total
9,684.28	Disability Insurance Total
12,363.48	Education & Travel Total
24,596.31	Employee Recruitment Total
6,123.06	Employee Vision Plan Total
154,176.29	Equipment Lease Total
46,131.85	Food Total
5,040.22	Freight Total
629.79	Fuel Total
2,032.46	Garbage Collection Total
614,530.82	Group Health Total
930.57	Guest Relations Total
262,745.72	Hospital Supplies Total
686.00	Instruments Total
13,767.01	Insurance Refund Total
10.00	Internet Services Total
33,587.83	Laboratory Services Total
118,255.38	Laboratory Supplies Total
12,739.34	Laundry Supplies Total
374,016.98	Legal Fees Total
7,536.35	Life Insurance Total
6,200.00	Lithotripsy Service Total
24,120.41	Locum Tenens Total
14,332.48	Maintenance & Repair Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/17

15,462.80	Maintenance Supplies Total
1,013.00	Marketing & Promotional Supplies Total
2,178.60	MHSC Foundation Total
200.50	Minor Equipment Total
637.00	Monthly Pest Control Total
11,620.82	Non Medical Supplies Total
12,909.93	Office Supplies Total
11,685.00	Other Employee Benefits Total
7,141.64	Other Med Surg Supplies Total
291.02	Other Non Med Supplies Total
936.60	Other Purchased Services Total
8,063.37	Oxygen Rental Total
8,516.27	Patient Refund Total
1,400,000.00	Payroll 23 Total
1,400,000.00	Payroll 24 Total
712.15	Payroll Deduction Total
5,347.23	Payroll Garnishment Total
5,666.60	Payroll Transfer Total
227.50	Petty Cash Total
807,466.62	Pharmacy Management Total
7,305.67	Physician Recruitment Total
240,791.03	Physician Services Total
94,442.44	Physician Student Loan Total
71,365.92	Professional Service Total
110.00	Radiation Monitoring Total
954.04	Radiology Film Total
28,699.69	Radiology Material Total
11,881.83	Reimbursement - CME Total
100.00	Reimbursement - Credit Union Deduction Total
12,059.45	Reimbursement - Education & Travel Total
3,520.73	Reimbursement - Employee Recruitment Total
43.90	Reimbursement - Food Total
182.33	Reimbursement - Garnishment Total
277.74	Reimbursement - Insurance Total
18.00	Reimbursement - Other Employee Benefits Total
660.00	Reimbursement - Other Physician Fees Total
130.18	Reimbursement - Supplies Total
137.79	Reimbursement - Uniforms Total
15.00	Reimbursement - Education & Travel Total
105.82	Reimbursement - Supplies Total
2,568.34	Sales Tax Payment Total
3,498.02	Scrub Sale deductions Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/17

2,500.00	Sponsorship Total
8,266.07	Surgery Equipment Total
48,639.90	Surgery Supplies Total
1,964.01	Transcription Services Total
786.87	Translation Services Total
560.00	Uniforms Total
85,422.18	Utilities Total
1,159.59	Waste Disposal Total
2,176.00	Window Cleaning Total
3,832.58	Workman's Comp Total
7,001,284.20	Grand Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/17

W/T	11/14/2017	ABG 102917	129,073.53	ABG Retirement
W/T	11/22/2017	ABG 111217	121,849.89	ABG Retirement
149817	10/5/2017	BRIDGER VALLEY PIONEER	493.50	Advertising
149866	10/5/2017	KEMMERER GAZETTE	390.00	Advertising
149930	10/5/2017	SUBLETTE EXAMINER	279.25	Advertising
150390	11/1/2017	ALL WORLD PROMOTIONS	2,057.14	Advertising
150457	11/1/2017	KEMMERER GAZETTE	230.00	Advertising
150787	11/22/2017	KEMMERER GAZETTE	175.00	Advertising
150822	11/22/2017	SUBLETTE EXAMINER	279.25	Advertising
150408	11/1/2017	BIG THICKET BROADCASTING	3,000.00	Advertising
150741	11/22/2017	BIG THICKET BROADCASTING	3,250.00	Advertising
150813	11/22/2017	RUMOR ADVERTISING	1,500.00	Advertising
150694	11/15/2017	SWEETWATER NOW, LLC	4,025.00	Advertising
150699	11/15/2017	THE RADIO NETWORK	4,000.00	Advertising
150766	11/22/2017	FOTOS BY JENNI	238.50	Advertising
150907	11/30/2017	ALL WORLD PROMOTIONS	378.21	Advertising
151000	11/30/2017	SWEETWATER NOW, LLC	1,350.00	Advertising
150807	11/22/2017	PINEDALE ROUNDUP	186.50	Advertising
150719	11/15/2017	R.S. CHAMBER OF COMMERCE	35.00	Advertising
EFT000000003132	11/8/2017	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000003144	11/8/2017	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000003150	11/15/2017	AMERICAN YELLOW PAGES SERVICE, INC	13,763.75	Advertising
EFT000000003160	11/15/2017	GREEN RIVER STAR	945.00	Advertising
EFT000000003187	11/22/2017	IN10SITY INTERACTIVE, LLC	2,970.00	Advertising
EFT000000002909	9/14/2017	AMERICAN YELLOW PAGES SERVICE, INC	6,046.00	Advertising
EFT000000002997	10/5/2017	IN10SITY INTERACTIVE, LLC	2,385.00	Advertising
EFT000000003111	11/1/2017	LAMAR ADVERTISING	860.00	Advertising
EFT000000003116	11/1/2017	ROCKET MINER	29.51	Advertising
EFT000000003137	11/8/2017	LAMAR ADVERTISING	380.00	Advertising
EFT000000003188	11/22/2017	JOURNAL COMMUNICATIONS	5,050.00	Advertising
EFT000000003190	11/22/2017	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000003194	11/22/2017	ROCKET MINER	1,877.46	Advertising
EFT000000003216	11/30/2017	LAMAR ADVERTISING	860.00	Advertising
150986	11/30/2017	RSNB BANK	45.00	Bank Fees
150396	11/1/2017	APEX ELECTRONIC DATA INTERCHANGE INC	120.96	Billing Services
150588	11/15/2017	APEX ELECTRONIC DATA INTERCHANGE INC	127.48	Billing Services
150432	11/1/2017	EXPRESS MEDICAID BILLING SERV	634.72	Billing Services
150495	11/1/2017	RECONDO TECHNOLOGY, INC	8,500.00	Billing Services
150984	11/30/2017	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
150522	11/1/2017	UNITED BLOOD SERVICES	9,139.83	Blood Bank Services
150706	11/15/2017	UNITED BLOOD SERVICES	3,311.52	Blood Bank Services
151007	11/30/2017	UNITED BLOOD SERVICES	5,746.95	Blood Bank Services
150758	11/22/2017	BIG SANDY CLINIC	2,200.00	Building Lease
150754	11/22/2017	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
150775	11/22/2017	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
150530	11/1/2017	VERIZON WIRELESS, LLC	1,694.58	Cellular Telephone
150750	11/22/2017	COLLECTION PROFESSIONALS, INC	486.29	Collection Agency
150570	11/8/2017	ROCKY MOUNTAIN SERVICE BUREAU	53,686.26	Collection Agency
150419	11/1/2017	CDW GOVERNMENT LLC	351.02	Computer Equipment
150746	11/22/2017	CDW GOVERNMENT LLC	438.20	Computer Equipment
150917	11/30/2017	CDW GOVERNMENT LLC	3,444.48	Computer Equipment
150823	11/22/2017	SURGICAL DIRECTIONS	19,195.59	Consulting Fees
150839	11/22/2017	WOODARD & CURRAN INC.	260.59	Consulting Fees
150574	11/8/2017	TRACY LEE WASSERBURGER	378.78	Consulting Fees
EFT000000003120	11/1/2017	THE SHEALY GROUP	9,000.00	Consulting Fees
EFT000000003174	11/15/2017	THE SHEALY GROUP	9,000.00	Consulting Fees
150421	11/1/2017	CHANGE HEALTHCARE SOLUTIONS, LLC	4,080.06	Contract Maintenance
150424	11/1/2017	COLORADO DOCUMENT SECURITY	2,258.00	Contract Maintenance

150633	11/15/2017	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
150454	11/1/2017	ISC, INC dba VENTURE TECHNOLOGIES	2,503.82	Contract Maintenance
150477	11/1/2017	NUANCE COMMUNICATIONS, INC	3,909.00	Contract Maintenance
150480	11/1/2017	OPTIMIS CORP	200.00	Contract Maintenance
150805	11/22/2017	PEAK 10, INC	8,637.00	Contract Maintenance
150484	11/1/2017	PHILIPS HEALTHCARE	3,152.68	Contract Maintenance
150665	11/15/2017	PHILIPS HEALTHCARE	11,089.91	Contract Maintenance
150806	11/22/2017	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
150672	11/15/2017	REMI CORPORATION	3,557.77	Contract Maintenance
150535	11/1/2017	SENCORP WHITE, INC	4,617.00	Contract Maintenance
150680	11/15/2017	SOFTWARE INFORMATION SYSTEMS, LLC	23,662.34	Contract Maintenance
150516	11/1/2017	THOMSON REUTERS	700.09	Contract Maintenance
150517	11/1/2017	TRACTMANAGER INC	950.95	Contract Maintenance
150576	11/8/2017	VARIAN MEDICAL SYSTEMS, INC	24,639.00	Contract Maintenance
150531	11/1/2017	WASATCH CONTROLS	5,737.00	Contract Maintenance
150598	11/15/2017	BD DIAGNOSTICS	2,100.00	Contract Maintenance
150613	11/15/2017	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
150443	11/1/2017	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
150774	11/22/2017	HEALTHSTREAM INC.	1,263.85	Contract Maintenance
150464	11/1/2017	MEDACIST	449.82	Contract Maintenance
150483	11/1/2017	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
150487	11/1/2017	POLICYSTAT LLC	382.00	Contract Maintenance
150808	11/22/2017	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
150681	11/15/2017	SOUTHWESTERN BIOMEDICAL ELECT.	1,490.00	Contract Maintenance
150422	11/1/2017	CLEARDATA NETWORKS, INC	10,500.00	Contract Maintenance
150919	11/30/2017	CHANGE HEALTHCARE SOLUTIONS, LLC	4,141.25	Contract Maintenance
150926	11/30/2017	COLORADO DOCUMENT SECURITY	3,733.00	Contract Maintenance
150949	11/30/2017	ISC, INC dba VENTURE TECHNOLOGIES	319.80	Contract Maintenance
150976	11/30/2017	OPTIMIS CORP	200.00	Contract Maintenance
150979	11/30/2017	PHILIPS HEALTHCARE	3,933.49	Contract Maintenance
151003	11/30/2017	THOMSON REUTERS	700.09	Contract Maintenance
151004	11/30/2017	TRACTMANAGER INC	950.95	Contract Maintenance
150978	11/30/2017	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
150982	11/30/2017	POLICYSTAT LLC	382.00	Contract Maintenance
150817	11/22/2017	SOLERAN INC	4,188.00	Contract Maintenance
150520	11/1/2017	TRUE COMMERCE, INC	3,106.31	Contract Maintenance
W/T	11/21/2017	CARECLOUD 11/21/17	349.00	Contract Maintenance
W/T	11/3/2017	ZENITH 11/3/17	107.00	Contract Maintenance
EFT000000003106	11/1/2017	GE HEALTHCARE	27,036.11	Contract Maintenance
EFT000000003109	11/1/2017	INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
EFT000000003119	11/1/2017	STATE FIRE DC SPECIALTIES	2,484.65	Contract Maintenance
EFT000000003121	11/1/2017	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000003133	11/8/2017	INDUSTRIAL SOLUTIONS, INC	126.31	Contract Maintenance
EFT000000003145	11/8/2017	STATE FIRE DC SPECIALTIES	75.00	Contract Maintenance
EFT000000003151	11/15/2017	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000003169	11/15/2017	QUINTECH, INC.	7,426.81	Contract Maintenance
EFT000000003196	11/22/2017	STATE FIRE DC SPECIALTIES	10,191.25	Contract Maintenance
EFT000000003212	11/30/2017	GE HEALTHCARE	27,107.55	Contract Maintenance
EFT000000003214	11/30/2017	INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
EFT000000003221	11/30/2017	STATE FIRE DC SPECIALTIES	170.00	Contract Maintenance
150402	11/1/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	14,274.83	Contract Personnel
150595	11/15/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,723.30	Contract Personnel
150733	11/22/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,689.30	Contract Personnel
150437	11/1/2017	FOCUSONE SOLUTIONS LLC	47,316.91	Contract Personnel
150623	11/15/2017	FOCUSONE SOLUTIONS LLC	25,445.16	Contract Personnel
150765	11/22/2017	FOCUSONE SOLUTIONS LLC	24,986.93	Contract Personnel
150911	11/30/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	6,660.51	Contract Personnel
150938	11/30/2017	FOCUSONE SOLUTIONS LLC	21,046.89	Contract Personnel

150721	11/20/2017	NORIDIAN ADMINISTRATIVE SERVICES	27,446.00	Cost Report Settlement
150692	11/15/2017	SUSAN K CROFUTT	294.66	Courier Services
W/T	11/28/2017	UMB 11/28/17	5,618.76	Credit Card Payment
150614	11/15/2017	DELTA DENTAL	23,092.24	Dental Insurance
150509	11/1/2017	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	1,340.20	Diabetes Education Program
150438	11/1/2017	FRESENIUS USA MANUFACTURING	399.51	Dialysis Supplies
150624	11/15/2017	FRESENIUS USA MANUFACTURING	2,978.40	Dialysis Supplies
150939	11/30/2017	FRESENIUS USA MANUFACTURING	1,051.38	Dialysis Supplies
EFT000000003108	11/1/2017	HENRY SCHEIN INC	69.37	Dialysis Supplies
EFT000000003162	11/15/2017	HENRY SCHEIN INC	343.75	Dialysis Supplies
EFT000000003186	11/22/2017	HENRY SCHEIN INC	220.00	Dialysis Supplies
150551	11/8/2017	GARDNER & WHITE	9,684.28	Disability Insurance
150558	11/8/2017	KRISTINA CONSULTING GROUP	106.95	Education & Travel
150394	11/1/2017	AMERICAN ACADEMY OF SLEEP MEDICINE	1,565.00	Education & Travel
150954	11/30/2017	KRISTINA CONSULTING GROUP	205.53	Education & Travel
150933	11/30/2017	CRISIS PREVENTION INSTITUTE, INC.	2,850.00	Education & Travel
150577	11/8/2017	WOLTERS KLUWER LAW & BUSINESS	6,959.00	Education & Travel
150552	11/8/2017	WYOMING HFMA	605.00	Education & Travel
150605	11/15/2017	CHANNING L BETE CO	22.00	Education & Travel
150471	11/1/2017	MHSC MEDICAL STAFF	50.00	Education & Travel
150389	11/1/2017	ASN	12,500.00	Employee Recruitment
150542	11/8/2017	ASN	8,000.00	Employee Recruitment
150729	11/22/2017	AMERICU CREDIT UNION	932.31	Employee Recruitment
150812	11/22/2017	BANGOR RENTALS	800.00	Employee Recruitment
150828	11/22/2017	THE VILLAGE AT SILVER RIDGE	854.00	Employee Recruitment
EFT000000003134	11/8/2017	INSIGHT INVESTIGATIONS, INC	730.00	Employee Recruitment
EFT000000003172	11/15/2017	SST TESTING +, INC.	780.00	Employee Recruitment
150711	11/15/2017	VISION SERVICE PLAN - WY	6,123.06	Employee Vision Plan
150417	11/1/2017	CAREFUSION SOLUTIONS, LLC	20,375.00	Equipment Lease
150436	11/1/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00	Equipment Lease
150635	11/15/2017	HP FINANCIAL SERVICES	295.11	Equipment Lease
150527	11/1/2017	US BANK EQUIPMENT FINANCE	1,366.72	Equipment Lease
150575	11/8/2017	US BANK EQUIPMENT FINANCE	251.28	Equipment Lease
150708	11/15/2017	US BANK EQUIPMENT FINANCE	744.89	Equipment Lease
150833	11/22/2017	US BANK EQUIPMENT FINANCE	331.53	Equipment Lease
150714	11/15/2017	WYOMING RENTS, LLC	642.28	Equipment Lease
150426	11/1/2017	COPIER & SUPPLY COMPANY	10,158.17	Equipment Lease
150626	11/15/2017	GE HEALTHCARE FINANCIAL SERVICES	16,733.86	Equipment Lease
150768	11/22/2017	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
150498	11/1/2017	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
150937	11/30/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00	Equipment Lease
151010	11/30/2017	US BANK EQUIPMENT FINANCE	1,093.29	Equipment Lease
150921	11/30/2017	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
150931	11/30/2017	COPIER & SUPPLY COMPANY	9,217.86	Equipment Lease
150990	11/30/2017	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
W/T	11/8/2017	SIEMENS EDI 11/5/17	9,017.12	Equipment Lease
EFT000000003175	11/15/2017	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000003170	11/15/2017	SHADOW MOUNTAIN WATER CO ,WY	617.00	Equipment Lease
EFT000000003220	11/30/2017	SHADOW MOUNTAIN WATER CO ,WY	622.75	Equipment Lease
150460	11/1/2017	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	113.70	Food
150463	11/1/2017	MEADOW GOLD DAIRY	939.83	Food
150644	11/15/2017	MEADOW GOLD DAIRY	792.99	Food
150434	11/1/2017	F B MCFADDEN WHOLESale	4,613.23	Food
150620	11/15/2017	F B MCFADDEN WHOLESale	2,441.15	Food
150761	11/22/2017	F B MCFADDEN WHOLESale	1,888.28	Food
150476	11/1/2017	NICHOLAS & CO INC	6,864.31	Food
150659	11/15/2017	NICHOLAS & CO INC	3,578.04	Food
150803	11/22/2017	NICHOLAS & CO INC	2,777.40	Food

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150511	11/1/2017	SYSCO INTERMOUNTAIN FOOD	8,634.09	Food
150696	11/15/2017	SYSCO INTERMOUNTAIN FOOD	4,559.38	Food
150534	11/1/2017	WESTERN WYOMING BEVERAGES INC	1,330.19	Food
150713	11/15/2017	WESTERN WYOMING BEVERAGES INC	1,135.24	Food
150935	11/30/2017	F B MCFADDEN WHOLESALE	2,889.59	Food
150972	11/30/2017	NICHOLAS & CO INC	1,534.65	Food
EFT000000003101	11/1/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	246.50	Food
EFT000000003104	11/1/2017	FARMER BROS CO	689.12	Food
EFT000000003156	11/15/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	652.50	Food
EFT000000003158	11/15/2017	FARMER BROS CO	451.66	Food
150830	11/22/2017	TRIOSE, INC	3,920.08	Freight
150435	11/1/2017	FED EX	170.12	Freight
150621	11/15/2017	FED EX	161.08	Freight
150762	11/22/2017	FED EX	220.34	Freight
150832	11/22/2017	UPS STORE	245.62	Freight
150936	11/30/2017	FED EX	322.98	Freight
150569	11/8/2017	RED HORSE OIL COMPANIES INC	629.79	Fuel
EFT000000003177	11/15/2017	VWS - ROCK SPRINGS	2,032.46	Garbage Collection
150411	11/1/2017	BLUE CROSS BLUE SHIELD OF WYOM	252.00	Group Health
150600	11/15/2017	BLUE CROSS BLUE SHIELD OF WYOM	240.00	Group Health
150655	11/15/2017	MUNICH RE STOP LOSS, INC	63,793.23	Group Health
W/T	11/2/2017	UUHP 103117	105,008.30	Group Health
W/T	11/10/2017	UUHP 111017	87,333.97	Group Health
W/T	11/16/2017	UUHP 111417	183,252.06	Group Health
W/T	11/22/2017	UUHP 112217	131,759.02	Group Health
W/T	11/30/2017	UUHP 112817	42,892.24	Group Health
150760	11/22/2017	FAMILY VISION CLINIC, PC	737.00	Guest Relations
150789	11/22/2017	LINCARE INC	193.57	Guest Relations
150392	11/1/2017	AMAZON.COM CREDIT PLAN	2,260.80	Hospital Supplies
150727	11/22/2017	AMAZON.COM CREDIT PLAN	27.15	Hospital Supplies
150398	11/1/2017	ARGON MEDICAL	295.06	Hospital Supplies
150590	11/15/2017	ARGON MEDICAL	432.81	Hospital Supplies
150403	11/1/2017	AZTECMED, INC	240.00	Hospital Supplies
150734	11/22/2017	BARD PERIPHERAL VASCULAR INC	1,066.20	Hospital Supplies
150611	11/15/2017	CREST HEALTHCARE SUUPPLY	149.20	Hospital Supplies
150441	11/1/2017	GYNEX CORP	167.40	Hospital Supplies
150631	11/15/2017	GYNEX CORP	57.45	Hospital Supplies
150772	11/22/2017	GYNEX CORP	193.45	Hospital Supplies
150658	11/15/2017	NEOTECH PRODUCTS, INC	100.00	Hospital Supplies
150508	11/1/2017	SUREMARK CO	270.00	Hospital Supplies
150836	11/22/2017	VERATHON INC.	180.00	Hospital Supplies
150383	11/1/2017	ABBOTT LABORATORIES	1,268.17	Hospital Supplies
150497	11/1/2017	ABBOTT NUTRITION	203.64	Hospital Supplies
150384	11/1/2017	AESCULAP INC	640.35	Hospital Supplies
150388	11/1/2017	ALLEN MEDICAL SYSTEMS INC	470.41	Hospital Supplies
150391	11/1/2017	ALPHA SOURCE INC	1,957.40	Hospital Supplies
150397	11/1/2017	APPLIED MEDICAL	1,560.00	Hospital Supplies
150589	11/15/2017	APPLIED MEDICAL	1,260.00	Hospital Supplies
150732	11/22/2017	APPLIED MEDICAL	1,080.00	Hospital Supplies
150400	11/1/2017	ARROW INTERNATIONAL, INC.	1,436.00	Hospital Supplies
150591	11/15/2017	ARROW INTERNATIONAL, INC.	1,172.00	Hospital Supplies
150401	11/1/2017	ARTHREX INC.	950.00	Hospital Supplies
150592	11/15/2017	ARTHREX INC.	480.00	Hospital Supplies
150405	11/1/2017	B BRAUN MEDICAL INC.	148.30	Hospital Supplies
150597	11/15/2017	B BRAUN MEDICAL INC.	854.46	Hospital Supplies
150736	11/22/2017	B BRAUN MEDICAL INC.	1,275.20	Hospital Supplies
150596	11/15/2017	BAXTER BIO SCIENCE	2,516.31	Hospital Supplies
150625	11/15/2017	BAXTER HEALTHCARE CORP	1,747.20	Hospital Supplies

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150767	11/22/2017	BAXTER HEALTHCARE CORP	1,747.20	Hospital Supplies
150404	11/1/2017	BAYER HEALTHCARE LLC	1,547.35	Hospital Supplies
150735	11/22/2017	BAYER HEALTHCARE LLC	292.80	Hospital Supplies
150740	11/22/2017	BG MEDICAL LLC	1,700.00	Hospital Supplies
150410	11/1/2017	BIOMET SPORTS MEDICINE	1,070.39	Hospital Supplies
150601	11/15/2017	BOSTON SCIENTIFIC CORP	804.30	Hospital Supplies
150416	11/1/2017	CARDINAL HEALTH/V. MUELLER	173.27	Hospital Supplies
150604	11/15/2017	CARDINAL HEALTH/V. MUELLER	45.02	Hospital Supplies
150418	11/1/2017	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
150519	11/1/2017	CENTURION MEDICAL PRODUCTS	388.05	Hospital Supplies
150704	11/15/2017	CENTURION MEDICAL PRODUCTS	182.40	Hospital Supplies
150831	11/22/2017	CENTURION MEDICAL PRODUCTS	1,077.80	Hospital Supplies
150607	11/15/2017	CONMED CORPORATION	118.25	Hospital Supplies
150546	11/8/2017	COOK MEDICAL INC.	700.98	Hospital Supplies
150751	11/22/2017	COOK MEDICAL INC.	345.75	Hospital Supplies
150425	11/1/2017	COOK MEDICAL INCORPORATED	3,061.80	Hospital Supplies
150547	11/8/2017	COOK MEDICAL INCORPORATED	6,692.85	Hospital Supplies
150608	11/15/2017	COOK MEDICAL INCORPORATED	3,467.40	Hospital Supplies
150752	11/22/2017	COOK MEDICAL INCORPORATED	3,045.26	Hospital Supplies
150627	11/15/2017	GENERAL HOSPITAL SUPPLY CORPORATION	247.00	Hospital Supplies
150632	11/15/2017	HEALTHCARE LOGISTICS INC	379.74	Hospital Supplies
150773	11/22/2017	HEALTHCARE LOGISTICS INC	95.00	Hospital Supplies
150445	11/1/2017	HOLOGIC, INC.	11,208.00	Hospital Supplies
150777	11/22/2017	HOLOGIC, INC.	3,715.00	Hospital Supplies
150447	11/1/2017	HULL ANESTHESIA INC	180.00	Hospital Supplies
150779	11/22/2017	IN PRO CORPORATION	430.22	Hospital Supplies
150450	11/1/2017	INNOVATIVE PRODUCTS INC.	124.50	Hospital Supplies
150691	11/15/2017	LEICA BIOSYSTEMS RICHMOND	541.17	Hospital Supplies
150656	11/15/2017	M V A P MEDICAL SUPPLIES, INC.	92.00	Hospital Supplies
150461	11/1/2017	MARKET LAB, INC	130.78	Hospital Supplies
150643	11/15/2017	MCKESSON MEDICAL-SURGICAL	681.46	Hospital Supplies
150645	11/15/2017	MEAD JOHNSON NUTRITION	281.16	Hospital Supplies
150465	11/1/2017	MEDELA INC	654.22	Hospital Supplies
150649	11/15/2017	MEDTRONIC USA INC	2,437.00	Hospital Supplies
150472	11/1/2017	MINDRAY DS USA, INC.	1,245.00	Hospital Supplies
150797	11/22/2017	NATUS MEDICAL INC	253.92	Hospital Supplies
150479	11/1/2017	OLYMPUS AMERICA INC	333.07	Hospital Supplies
150661	11/15/2017	OLYMPUS AMERICA INC	351.00	Hospital Supplies
150481	11/1/2017	OWENS & MINOR 90005430	42,935.36	Hospital Supplies
150564	11/8/2017	OWENS & MINOR 90005430	23,632.83	Hospital Supplies
150662	11/15/2017	OWENS & MINOR 90005430	21,894.39	Hospital Supplies
150804	11/22/2017	OWENS & MINOR 90005430	27,310.56	Hospital Supplies
150482	11/1/2017	PERFORMANCE HEALTH SUPPLY INC	160.42	Hospital Supplies
150664	11/15/2017	PERFORMANCE HEALTH SUPPLY INC	96.02	Hospital Supplies
150491	11/1/2017	QUESET MEDICAL	71.52	Hospital Supplies
150493	11/1/2017	RADIOMETER AMERICA INC	658.50	Hospital Supplies
150670	11/15/2017	RADIOMETER AMERICA INC	5,396.00	Hospital Supplies
150673	11/15/2017	RESMED CORP	170.00	Hospital Supplies
150674	11/15/2017	RESPIRONICS	485.88	Hospital Supplies
150814	11/22/2017	S & W HEALTHCARE CORPORATION	197.00	Hospital Supplies
150816	11/22/2017	SMITHS MEDICAL ASD INC	827.61	Hospital Supplies
150505	11/1/2017	STERIS CORPORATION	6,083.26	Hospital Supplies
150820	11/22/2017	STERIS CORPORATION	1,868.82	Hospital Supplies
150512	11/1/2017	TELEFLEX MEDICAL INC.	559.15	Hospital Supplies
150698	11/15/2017	TELEFLEX MEDICAL INC.	29.10	Hospital Supplies
150518	11/1/2017	TRI-ANIM HEALTH SERVICES INC	616.95	Hospital Supplies
150703	11/15/2017	TRI-ANIM HEALTH SERVICES INC	11.09	Hospital Supplies
150829	11/22/2017	TRI-ANIM HEALTH SERVICES INC	375.86	Hospital Supplies

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150710	11/15/2017	UTAH MEDICAL PRODUCTS INC	71.40	Hospital Supplies
150532	11/1/2017	WAXIE SANITARY SUPPLY	6,049.51	Hospital Supplies
150712	11/15/2017	WAXIE SANITARY SUPPLY	1,026.62	Hospital Supplies
150908	11/30/2017	AMAZON.COM CREDIT PLAN	905.20	Hospital Supplies
150951	11/30/2017	KARL STORZ ENDOSCOPY-AMERICA	9,994.95	Hospital Supplies
150966	11/30/2017	MES	83.30	Hospital Supplies
150910	11/30/2017	APPLIED MEDICAL	1,035.00	Hospital Supplies
150940	11/30/2017	BAXTER HEALTHCARE CORP	2,096.64	Hospital Supplies
150912	11/30/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
150913	11/30/2017	BIOMET SPORTS MEDICINE	1,070.41	Hospital Supplies
150916	11/30/2017	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
151006	11/30/2017	CENTURION MEDICAL PRODUCTS	148.45	Hospital Supplies
REMIT000000000000	11/30/2017	CONE INSTRUMENTS	0.00	Hospital Supplies
150929	11/30/2017	COOK MEDICAL INC.	787.64	Hospital Supplies
150930	11/30/2017	COOK MEDICAL INCORPORATED	2,108.27	Hospital Supplies
150941	11/30/2017	GEM MEDICAL SUPPLIES, LLC	488.42	Hospital Supplies
150945	11/30/2017	HEALTHCARE LOGISTICS INC	123.10	Hospital Supplies
150947	11/30/2017	INNOVATIVE PRODUCTS INC.	124.50	Hospital Supplies
150997	11/30/2017	LEICA BIOSYSTEMS RICHMOND	296.86	Hospital Supplies
150958	11/30/2017	MAQUET MEDICAL SYSTEMS USA	276.24	Hospital Supplies
150959	11/30/2017	MARKET LAB, INC	194.11	Hospital Supplies
150965	11/30/2017	MEDTRONIC USA INC	378.00	Hospital Supplies
150964	11/30/2017	MEDTRONIC, USA	103.75	Hospital Supplies
150975	11/30/2017	OLYMPUS AMERICA INC	352.88	Hospital Supplies
151045	11/30/2017	OWENS & MINOR 90005430	8,599.46	Hospital Supplies
150983	11/30/2017	PREFERRED MEDICAL PRODUCTS	74.00	Hospital Supplies
150985	11/30/2017	RESPIRONICS	89.00	Hospital Supplies
150996	11/30/2017	STERIS CORPORATION	425.88	Hospital Supplies
151002	11/30/2017	TELEFLEX MEDICAL INC.	63.16	Hospital Supplies
151005	11/30/2017	TRI-ANIM HEALTH SERVICES INC	1,008.88	Hospital Supplies
EFT000000003113	11/1/2017	PACIFIC MEDICAL LLC	940.00	Hospital Supplies
EFT000000003129	11/8/2017	BSN MEDICAL INC	50.24	Hospital Supplies
EFT000000003155	11/15/2017	BSN MEDICAL INC	500.59	Hospital Supplies
EFT000000003094	11/1/2017	APPLIED CARDIAC SYSTEM	229.50	Hospital Supplies
EFT000000003099	11/1/2017	BREG INC	150.09	Hospital Supplies
EFT000000003107	11/1/2017	HARDY DIAGNOSTICS	368.81	Hospital Supplies
EFT000000003118	11/1/2017	SPACELABS MEDICAL	79.32	Hospital Supplies
EFT000000003127	11/8/2017	BAXTER HEALTHCARE CORP/IV	905.58	Hospital Supplies
EFT000000003128	11/8/2017	BREG INC	520.74	Hospital Supplies
EFT000000003131	11/8/2017	HARDY DIAGNOSTICS	872.28	Hospital Supplies
EFT000000003146	11/8/2017	ZOLL MEDICAL CORPORATION	58.40	Hospital Supplies
EFT000000003154	11/15/2017	BREG INC	125.38	Hospital Supplies
EFT000000003161	11/15/2017	HARDY DIAGNOSTICS	657.42	Hospital Supplies
EFT000000003171	11/15/2017	SPACELABS MEDICAL	105.76	Hospital Supplies
EFT000000003173	11/15/2017	STRYKER INSTRUMENTS	124.20	Hospital Supplies
EFT000000003181	11/22/2017	BAXTER HEALTHCARE CORP/IV	2,405.58	Hospital Supplies
EFT000000003182	11/22/2017	BREG INC	479.47	Hospital Supplies
EFT000000003185	11/22/2017	HARDY DIAGNOSTICS	539.13	Hospital Supplies
EFT000000003195	11/22/2017	SPACELABS MEDICAL	36.57	Hospital Supplies
EFT000000003207	11/30/2017	BSN MEDICAL INC	22.06	Hospital Supplies
EFT000000003203	11/30/2017	BAXTER HEALTHCARE CORP/IV	1,811.16	Hospital Supplies
EFT000000003204	11/30/2017	BIONIX RADIATION THERAPY	398.00	Hospital Supplies
EFT000000003206	11/30/2017	BREG INC	385.84	Hospital Supplies
EFT000000003213	11/30/2017	HARDY DIAGNOSTICS	794.99	Hospital Supplies
EFT000000003222	11/30/2017	ZOLL MEDICAL CORPORATION	181.77	Hospital Supplies
150399	11/1/2017	ARMSTRONG MEDICAL INDUSTRIES	90.00	Hospital Supplies
EFT000000003100	11/1/2017	CIVCO MEDICAL INSTRUMENTS	686.00	Instruments
150874	11/29/2017	INSURANCE REFUND	48.85	Insurance Refund

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150876	11/29/2017	INSURANCE REFUND	96.32	Insurance Refund
150897	11/29/2017	INSURANCE REFUND	46.36	Insurance Refund
150898	11/29/2017	INSURANCE REFUND	24.15	Insurance Refund
150902	11/29/2017	INSURANCE REFUND	243.96	Insurance Refund
150887	11/29/2017	INSURANCE REFUND	4,239.99	Insurance Refund
150857	11/29/2017	INSURANCE REFUND	455.50	Insurance Refund
150864	11/29/2017	INSURANCE REFUND	150.10	Insurance Refund
150848	11/29/2017	INSURANCE REFUND	28.50	Insurance Refund
150858	11/29/2017	INSURANCE REFUND	525.30	Insurance Refund
150893	11/29/2017	INSURANCE REFUND	143.64	Insurance Refund
150900	11/29/2017	INSURANCE REFUND	1,007.06	Insurance Refund
150850	11/29/2017	INSURANCE REFUND	41.05	Insurance Refund
150860	11/29/2017	INSURANCE REFUND	1,105.51	Insurance Refund
150855	11/29/2017	INSURANCE REFUND	11.40	Insurance Refund
150849	11/29/2017	INSURANCE REFUND	132.85	Insurance Refund
150903	11/29/2017	INSURANCE REFUND	145.16	Insurance Refund
150851	11/29/2017	INSURANCE REFUND	49.77	Insurance Refund
150854	11/29/2017	INSURANCE REFUND	479.89	Insurance Refund
150868	11/29/2017	INSURANCE REFUND	1,596.00	Insurance Refund
150878	11/29/2017	INSURANCE REFUND	78.00	Insurance Refund
150883	11/29/2017	INSURANCE REFUND	675.25	Insurance Refund
150886	11/29/2017	INSURANCE REFUND	220.59	Insurance Refund
150843	11/29/2017	INSURANCE REFUND	1,018.51	Insurance Refund
150899	11/29/2017	INSURANCE REFUND	1,000.00	Insurance Refund
150861	11/29/2017	INSURANCE REFUND	203.30	Insurance Refund
150578	11/8/2017	WYOMING.COM	10.00	Internet Services
150793	11/22/2017	METABOLIC NEWBORN SCREENING	1,300.00	Laboratory Services
150967	11/30/2017	METABOLIC NEWBORN SCREENING	2,464.00	Laboratory Services
EFT000000003102	11/1/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	200.00	Laboratory Services
EFT000000003157	11/15/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	400.00	Laboratory Services
EFT000000003209	11/30/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	200.00	Laboratory Services
EFT000000003201	11/30/2017	ARUP LABORATORIES, INC.	29,023.83	Laboratory Services
150737	11/22/2017	BDI PHARMA INC	2,120.00	Laboratory Supplies
150420	11/1/2017	CEPHEID	1,210.50	Laboratory Supplies
150747	11/22/2017	CEPHEID	4,240.80	Laboratory Supplies
150616	11/15/2017	DOUG BROWN & ASSOCIATES	55.85	Laboratory Supplies
150688	11/15/2017	STRECK LABORATORIES INC	228.70	Laboratory Supplies
150395	11/1/2017	ANAEROBE SYSTEMS	137.60	Laboratory Supplies
150731	11/22/2017	ANAEROBE SYSTEMS	109.80	Laboratory Supplies
150407	11/1/2017	BECKMAN COULTER, INC	7,826.77	Laboratory Supplies
150738	11/22/2017	BECKMAN COULTER, INC	405.66	Laboratory Supplies
150415	11/1/2017	CARDINAL HEALTH	26,851.83	Laboratory Supplies
150603	11/15/2017	CARDINAL HEALTH	7,682.83	Laboratory Supplies
150744	11/22/2017	CARDINAL HEALTH	902.06	Laboratory Supplies
150539	11/1/2017	FISHER HEALTHCARE	8,391.35	Laboratory Supplies
150467	11/1/2017	MEDIVATORS REPROCESSING SYSTEM	194.00	Laboratory Supplies
150560	11/8/2017	MEDIVATORS REPROCESSING SYSTEM	480.60	Laboratory Supplies
150647	11/15/2017	MEDIVATORS REPROCESSING SYSTEM	207.00	Laboratory Supplies
150790	11/22/2017	MEDIVATORS REPROCESSING SYSTEM	140.00	Laboratory Supplies
150453	11/1/2017	PLATINUM CODE	205.71	Laboratory Supplies
150780	11/22/2017	PLATINUM CODE	89.50	Laboratory Supplies
150526	11/1/2017	UROLITHIASIS LABORATORY	272.00	Laboratory Supplies
150918	11/30/2017	CEPHEID	4,322.50	Laboratory Supplies
150953	11/30/2017	KENTEC MEDICAL INC	1,770.96	Laboratory Supplies
150915	11/30/2017	CARDINAL HEALTH	22,918.10	Laboratory Supplies
150957	11/30/2017	LIFELOC TECHNOLOGIES	91.95	Laboratory Supplies
150962	11/30/2017	MEDIVATORS REPROCESSING SYSTEM	314.00	Laboratory Supplies
150980	11/30/2017	PIPETTE.COM	180.00	Laboratory Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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151009	11/30/2017	UROLITHIASIS LABORATORY	442.00	Laboratory Supplies
150515	11/1/2017	THERMCO PRODUCTS, INC	62.00	Laboratory Supplies
150521	11/1/2017	TTE LABORATORIES	635.24	Laboratory Supplies
EFT000000003110	11/1/2017	LABORATORY SUPPLY COMPANY	955.77	Laboratory Supplies
EFT000000003136	11/8/2017	LABORATORY SUPPLY COMPANY	13.64	Laboratory Supplies
EFT000000003096	11/1/2017	ALLERGY LABORATORIES, INC	711.09	Laboratory Supplies
EFT000000003098	11/1/2017	BIO-RAD LABORATORIES	1,193.64	Laboratory Supplies
EFT000000003105	11/1/2017	FISHER HEALTHCARE	3,682.35	Laboratory Supplies
EFT000000003125	11/8/2017	ALLERGY LABORATORIES, INC	590.69	Laboratory Supplies
EFT000000003130	11/8/2017	FISHER HEALTHCARE	4,709.87	Laboratory Supplies
EFT000000003140	11/8/2017	MASTER TECH	822.88	Laboratory Supplies
EFT000000003142	11/8/2017	PDC HEALTHCARE	580.40	Laboratory Supplies
EFT000000003149	11/15/2017	ALLERGY LABORATORIES, INC	221.68	Laboratory Supplies
EFT000000003153	11/15/2017	BIO-RAD LABORATORIES	814.40	Laboratory Supplies
EFT000000003159	11/15/2017	FISHER HEALTHCARE	6,371.03	Laboratory Supplies
EFT000000003164	11/15/2017	MASTER TECH	673.70	Laboratory Supplies
EFT000000003165	11/15/2017	ORTHO-CLINICAL DIAGNOSTICS INC	433.54	Laboratory Supplies
EFT000000003168	11/15/2017	PDC HEALTHCARE	166.47	Laboratory Supplies
EFT000000003184	11/22/2017	FISHER HEALTHCARE	2,891.91	Laboratory Supplies
EFT000000003193	11/22/2017	PDC HEALTHCARE	429.00	Laboratory Supplies
EFT000000003215	11/30/2017	LABORATORY SUPPLY COMPANY	298.41	Laboratory Supplies
EFT000000003205	11/30/2017	BIO-RAD LABORATORIES	205.60	Laboratory Supplies
EFT000000003112	11/1/2017	MARTIN-RAY LAUNDRY SYSTEMS	115.77	Laundry Supplies
EFT000000003139	11/8/2017	MARTIN-RAY LAUNDRY SYSTEMS	9,628.57	Laundry Supplies
EFT000000003192	11/22/2017	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00	Laundry Supplies
150776	11/22/2017	HIRST APPLGATE, LLP	13,569.50	Legal Fees
150429	11/1/2017	DRAY, DYKMAN, REED & HEALEY PC	495.00	Legal Fees
150617	11/15/2017	DRAY, DYKMAN, REED & HEALEY PC	825.00	Legal Fees
150720	11/20/2017	IOLTA ACCOUNT OF EDWARDS LAW OFFICE, P.C.	300,000.00	Legal Fees
150639	11/15/2017	JOHN H. ROBINSON, P.C.	10,649.00	Legal Fees
150783	11/22/2017	JOHN H. ROBINSON, P.C.	6,400.00	Legal Fees
150485	11/1/2017	PHILLIPS LAW, LLC	18,513.12	Legal Fees
150666	11/15/2017	PHILLIPS LAW, LLC	23,565.36	Legal Fees
150584	11/15/2017	AFLAC	2,108.54	Life Insurance
150642	11/15/2017	THE LINCOLN NATIONAL LIFE INSURANCE COMPANY	5,427.81	Life Insurance
150537	11/1/2017	WYOMING UROLOGICAL SERV. INC	6,200.00	Lithotripsy Service
150533	11/1/2017	WEATHERBY LOCUMS, INC	10,400.00	Locum Tenens
EFT000000003097	11/1/2017	BARTON ASSOCIATES	13,720.41	Locum Tenens
150599	11/15/2017	BIO-MED ENGINEERING INC	1,479.00	Maintenance & Repair
150743	11/22/2017	BUILDING SPECIALTIES INC	456.00	Maintenance & Repair
150753	11/22/2017	COUNTERWISE	222.50	Maintenance & Repair
150612	11/15/2017	CUMMINS ROCKY MOUNTAIN, LLC	3,775.36	Maintenance & Repair
150459	11/1/2017	LIGHTING MAINTENANCE & SERVICE, INC	296.37	Maintenance & Repair
150504	11/1/2017	STEALTH TECHNOLOGIES C.S.	568.23	Maintenance & Repair
150685	11/15/2017	STEALTH TECHNOLOGIES C.S.	451.95	Maintenance & Repair
150690	11/15/2017	SURFACES	20.00	Maintenance & Repair
150927	11/30/2017	COMPLETE CARPET CARE	626.72	Maintenance & Repair
150981	11/30/2017	P M AUTO GLASS, INC.	30.00	Maintenance & Repair
150995	11/30/2017	STEALTH TECHNOLOGIES C.S.	150.00	Maintenance & Repair
150999	11/30/2017	SWEETWATER PLUMBING & HEATING	41.43	Maintenance & Repair
EFT000000003183	11/22/2017	CARRIER COMMERCIAL SERVICE	2,580.39	Maintenance & Repair
EFT000000003114	11/1/2017	PARTSSOURCE	1,302.74	Maintenance & Repair
EFT000000003141	11/8/2017	PARTSSOURCE	974.96	Maintenance & Repair
EFT000000003218	11/30/2017	PARTSSOURCE	547.08	Maintenance & Repair
EFT000000003202	11/30/2017	AUDIOLOGY SYSTEMS INC	809.75	Maintenance & Repair
150423	11/1/2017	CODALE ELECTRIC SUPPLY, INC	185.12	Maintenance Supplies
150606	11/15/2017	CODALE ELECTRIC SUPPLY, INC	294.04	Maintenance Supplies
150749	11/22/2017	CODALE ELECTRIC SUPPLY, INC	592.28	Maintenance Supplies

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150439	11/1/2017	GRAINGER	348.14	Maintenance Supplies
150629	11/15/2017	GRAINGER	548.05	Maintenance Supplies
150770	11/22/2017	GRAINGER	466.14	Maintenance Supplies
150446	11/1/2017	HOME DEPOT	498.48	Maintenance Supplies
150634	11/15/2017	HOME DEPOT	45.34	Maintenance Supplies
150778	11/22/2017	HOME DEPOT	495.49	Maintenance Supplies
150786	11/22/2017	KAMAN INDUSTRIAL TECHNOLOGIES	499.30	Maintenance Supplies
150385	11/1/2017	UNISAN PRODUCTS	102.84	Maintenance Supplies
150548	11/8/2017	DIRECT SUPPLY	385.98	Maintenance Supplies
150922	11/30/2017	MSC INDUSTRIAL SUPPLY CO	405.56	Maintenance Supplies
150924	11/30/2017	CODALE ELECTRIC SUPPLY, INC	685.24	Maintenance Supplies
150943	11/30/2017	GRAINGER	902.21	Maintenance Supplies
150950	11/30/2017	KAMAN INDUSTRIAL TECHNOLOGIES	28.59	Maintenance Supplies
150971	11/30/2017	NAPA AUTO PARTS	92.44	Maintenance Supplies
EFT000000003122	11/1/2017	ULINE, INC	178.50	Maintenance Supplies
EFT000000003093	11/1/2017	ACE HARDWARE	75.95	Maintenance Supplies
EFT000000003123	11/8/2017	ACE HARDWARE	51.31	Maintenance Supplies
EFT000000003126	11/8/2017	ALPINE PURE SOFT WATER	705.60	Maintenance Supplies
EFT000000003143	11/8/2017	ROCK SPRINGS WINNELSON CO	4,739.23	Maintenance Supplies
EFT000000003147	11/15/2017	ACE HARDWARE	197.86	Maintenance Supplies
EFT000000003152	11/15/2017	BENNETT'S	205.80	Maintenance Supplies
EFT000000003179	11/22/2017	ACE HARDWARE	65.94	Maintenance Supplies
EFT000000003198	11/30/2017	ACE HARDWARE	20.97	Maintenance Supplies
EFT000000003200	11/30/2017	ALPINE PURE SOFT WATER	365.40	Maintenance Supplies
EFT000000003219	11/30/2017	ROCK SPRINGS WINNELSON CO	2,281.00	Maintenance Supplies
150702	11/15/2017	TIP TOP CLEANERS & EMBROIDERY	1,013.00	Marketing & Promotional Supplies
150470	11/1/2017	MHSC-FOUNDATION	441.22	MHSC Foundation
150651	11/15/2017	MHSC-FOUNDATION	1,241.19	MHSC Foundation
150968	11/30/2017	MHSC-FOUNDATION	496.19	MHSC Foundation
150925	11/30/2017	COLORID, LLC	200.50	Minor Equipment
150513	11/1/2017	TERMINIX OF WYOMING	637.00	Monthly Pest Control
150393	11/1/2017	AMERICAN ACADEMY OF PEDIATRICS	3,713.85	Non Medical Supplies
150748	11/22/2017	CIVCO MEDICAL SOLUTIONS	386.00	Non Medical Supplies
150769	11/22/2017	GLOBAL EQUIPMENT COMPANY	973.70	Non Medical Supplies
150444	11/1/2017	HITACHI HEALTHCARE AMERICAS CORPORATION	600.00	Non Medical Supplies
150455	11/1/2017	J.J. KELLER & ASSOCIATES, INC.	160.45	Non Medical Supplies
150474	11/1/2017	MODEL SERVICE INC.	232.00	Non Medical Supplies
150500	11/1/2017	SMILEMAKERS	58.97	Non Medical Supplies
150679	11/15/2017	SMILEMAKERS	253.85	Non Medical Supplies
150386	11/1/2017	ALADDIN TEMP-RITE LLC	148.80	Non Medical Supplies
150468	11/1/2017	MEDLINE INDUSTRIES INC	1,503.59	Non Medical Supplies
150648	11/15/2017	MEDLINE INDUSTRIES INC	524.96	Non Medical Supplies
150791	11/22/2017	MEDLINE INDUSTRIES INC	356.37	Non Medical Supplies
150920	11/30/2017	CHANNEL PUBLISHING, LTD	138.90	Non Medical Supplies
150942	11/30/2017	GLOBAL EQUIPMENT COMPANY	804.46	Non Medical Supplies
150960	11/30/2017	MEDIBADGE INC	155.63	Non Medical Supplies
150977	11/30/2017	OPTUM360 LLC	231.42	Non Medical Supplies
150905	11/30/2017	ALADDIN TEMP-RITE LLC	57.65	Non Medical Supplies
150963	11/30/2017	MEDLINE INDUSTRIES INC	661.70	Non Medical Supplies
EFT000000003167	11/15/2017	POSITIVE PROMOTIONS	388.52	Non Medical Supplies
EFT000000003208	11/30/2017	CJ'S GRAFFIX'S	270.00	Non Medical Supplies
150430	11/1/2017	ENCOMPASS GROUP, LLC	2,789.16	Office Supplies
150549	11/8/2017	ENCOMPASS GROUP, LLC	1,954.58	Office Supplies
150618	11/15/2017	ENCOMPASS GROUP, LLC	398.50	Office Supplies
150448	11/1/2017	IDENTISYS INC	157.50	Office Supplies
150785	11/22/2017	KAISER AND BLAIR INC.	463.01	Office Supplies
150682	11/15/2017	STANDARD REGISTER COMPANY	244.72	Office Supplies
150818	11/22/2017	STANDARD REGISTER COMPANY	152.00	Office Supplies

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150501	11/1/2017	STAPLES BUSINESS ADVANTAGE	957.32	Office Supplies
150683	11/15/2017	STAPLES BUSINESS ADVANTAGE	2,884.78	Office Supplies
150819	11/22/2017	STAPLES BUSINESS ADVANTAGE	1,312.93	Office Supplies
150523	11/1/2017	UNITED AD LABEL	32.92	Office Supplies
150449	11/1/2017	INHEALTH SYSTEMS & SERVICES	460.13	Office Supplies
150565	11/8/2017	PACIFIC IMAGING SERVICES INC	499.25	Office Supplies
150991	11/30/2017	STANDARD REGISTER COMPANY	203.67	Office Supplies
150992	11/30/2017	STAPLES BUSINESS ADVANTAGE	399.46	Office Supplies
150718	11/15/2017	R.S. CHAMBER OF COMMERCE	11,685.00	Other Employee Benefits
150406	11/1/2017	BD DIAGNOSTICS	1,114.00	Other Med Surg Supplies
150586	11/15/2017	ALERE NORTH AMERICA, LLC	2,662.36	Other Med Surg Supplies
150723	11/22/2017	ALERE NORTH AMERICA, LLC	593.28	Other Med Surg Supplies
150739	11/22/2017	BECTON DICKINSON	898.00	Other Med Surg Supplies
150475	11/1/2017	NANOSONICS, INC	1,356.00	Other Med Surg Supplies
150970	11/30/2017	NANOSONICS, INC	518.00	Other Med Surg Supplies
150486	11/1/2017	PLAK SMACKER	291.02	Other Non Med Supplies
150489	11/1/2017	QUADRAMED	146.25	Other Purchased Services
150841	11/22/2017	QUADRAMED	682.50	Other Purchased Services
150705	11/15/2017	TRUE COMMERCE, INC	107.85	Other Purchased Services
EFT000000003095	11/1/2017	AIRGAS INTERMOUNTAIN INC	2,516.59	Oxygen Rental
EFT000000003124	11/8/2017	AIRGAS INTERMOUNTAIN INC	221.78	Oxygen Rental
EFT000000003148	11/15/2017	AIRGAS INTERMOUNTAIN INC	628.99	Oxygen Rental
EFT000000003180	11/22/2017	AIRGAS INTERMOUNTAIN INC	271.35	Oxygen Rental
EFT000000003199	11/30/2017	AIRGAS INTERMOUNTAIN INC	4,424.66	Oxygen Rental
151012	11/30/2017	PATIENT REFUND	100.00	Patient Refund
151013	11/30/2017	PATIENT REFUND	50.00	Patient Refund
150845	11/29/2017	PATIENT REFUND	400.00	Patient Refund
150844	11/29/2017	PATIENT REFUND	106.44	Patient Refund
150871	11/29/2017	PATIENT REFUND	87.73	Patient Refund
151014	11/30/2017	PATIENT REFUND	182.60	Patient Refund
150847	11/29/2017	PATIENT REFUND	13.42	Patient Refund
150846	11/29/2017	PATIENT REFUND	223.44	Patient Refund
150852	11/29/2017	PATIENT REFUND	150.00	Patient Refund
151015	11/30/2017	PATIENT REFUND	80.00	Patient Refund
150853	11/29/2017	PATIENT REFUND	63.24	Patient Refund
151016	11/30/2017	PATIENT REFUND	40.00	Patient Refund
151017	11/30/2017	PATIENT REFUND	20.00	Patient Refund
151018	11/30/2017	PATIENT REFUND	12.31	Patient Refund
151020	11/30/2017	PATIENT REFUND	35.00	Patient Refund
151019	11/30/2017	PATIENT REFUND	30.00	Patient Refund
150859	11/29/2017	PATIENT REFUND	420.28	Patient Refund
151021	11/30/2017	PATIENT REFUND	40.00	Patient Refund
150862	11/29/2017	PATIENT REFUND	5.51	Patient Refund
150863	11/29/2017	PATIENT REFUND	183.22	Patient Refund
150865	11/29/2017	PATIENT REFUND	9.50	Patient Refund
150866	11/29/2017	PATIENT REFUND	27.05	Patient Refund
151022	11/30/2017	PATIENT REFUND	35.00	Patient Refund
150867	11/29/2017	PATIENT REFUND	97.70	Patient Refund
151023	11/30/2017	PATIENT REFUND	33.80	Patient Refund
150869	11/29/2017	PATIENT REFUND	18.45	Patient Refund
150895	11/29/2017	PATIENT REFUND	63.00	Patient Refund
150870	11/29/2017	PATIENT REFUND	80.00	Patient Refund
150872	11/29/2017	PATIENT REFUND	5.84	Patient Refund
150873	11/29/2017	PATIENT REFUND	996.21	Patient Refund
150904	11/29/2017	PATIENT REFUND	25.08	Patient Refund
151024	11/30/2017	PATIENT REFUND	40.00	Patient Refund
151025	11/30/2017	PATIENT REFUND	20.00	Patient Refund
151026	11/30/2017	PATIENT REFUND	34.23	Patient Refund

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151027	11/30/2017	PATIENT REFUND	50.00	Patient Refund
151028	11/30/2017	PATIENT REFUND	50.00	Patient Refund
150875	11/29/2017	PATIENT REFUND	139.64	Patient Refund
151046	11/30/2017	PATIENT REFUND	313.97	Patient Refund
151047	11/30/2017	PATIENT REFUND	631.00	Patient Refund
151030	11/30/2017	PATIENT REFUND	18.62	Patient Refund
151031	11/30/2017	PATIENT REFUND	90.00	Patient Refund
150877	11/29/2017	PATIENT REFUND	417.87	Patient Refund
151032	11/30/2017	PATIENT REFUND	40.00	Patient Refund
150879	11/29/2017	PATIENT REFUND	77.95	Patient Refund
151034	11/30/2017	PATIENT REFUND	40.00	Patient Refund
151033	11/30/2017	PATIENT REFUND	27.40	Patient Refund
150881	11/29/2017	PATIENT REFUND	261.44	Patient Refund
150880	11/29/2017	PATIENT REFUND	182.40	Patient Refund
150882	11/29/2017	PATIENT REFUND	20.34	Patient Refund
150884	11/29/2017	PATIENT REFUND	8.95	Patient Refund
151035	11/30/2017	PATIENT REFUND	30.00	Patient Refund
150885	11/29/2017	PATIENT REFUND	27.13	Patient Refund
151036	11/30/2017	PATIENT REFUND	100.00	Patient Refund
150888	11/29/2017	PATIENT REFUND	40.00	Patient Refund
151037	11/30/2017	PATIENT REFUND	15.00	Patient Refund
150889	11/29/2017	PATIENT REFUND	94.86	Patient Refund
150890	11/29/2017	PATIENT REFUND	64.31	Patient Refund
150891	11/29/2017	PATIENT REFUND	1,070.28	Patient Refund
150892	11/29/2017	PATIENT REFUND	82.93	Patient Refund
150894	11/29/2017	PATIENT REFUND	15.39	Patient Refund
151038	11/30/2017	PATIENT REFUND	40.00	Patient Refund
151039	11/30/2017	PATIENT REFUND	50.00	Patient Refund
150896	11/29/2017	PATIENT REFUND	264.38	Patient Refund
151040	11/30/2017	PATIENT REFUND	230.36	Patient Refund
151041	11/30/2017	PATIENT REFUND	40.00	Patient Refund
151042	11/30/2017	PATIENT REFUND	130.00	Patient Refund
151043	11/30/2017	PATIENT REFUND	36.20	Patient Refund
150856	11/29/2017	PATIENT REFUND	10.00	Patient Refund
150901	11/29/2017	PATIENT REFUND	41.80	Patient Refund
151044	11/30/2017	PATIENT REFUND	35.00	Patient Refund
W/T	11/14/2017	PAYROLL 23	1,400,000.00	Payroll 23
W/T	11/29/2017	PAYROLL 24	1,400,000.00	Payroll 24
150524	11/1/2017	UNITED WAY OF SWEETWATER COUNTY	300.00	Payroll Deduction
150707	11/15/2017	UNITED WAY OF SWEETWATER COUNTY	412.15	Payroll Deduction
150478	11/1/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
150680	11/15/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
150974	11/30/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
150433	11/1/2017	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
150619	11/15/2017	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
150440	11/1/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	171.22	Payroll Garnishment
150630	11/15/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	166.51	Payroll Garnishment
150428	11/1/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
150610	11/15/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
150503	11/1/2017	STATE OF WYOMING DFS/CSES	720.14	Payroll Garnishment
150684	11/15/2017	STATE OF WYOMING DFS/CSES	720.14	Payroll Garnishment
150944	11/30/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	191.88	Payroll Garnishment
150932	11/30/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
150994	11/30/2017	STATE OF WYOMING DFS/CSES	581.68	Payroll Garnishment
150998	11/30/2017	SWEETWATER CIRCUIT COURT	718.19	Payroll Garnishment
W/T	11/7/2017	MFSA DFSA PR22	2,883.30	Payroll Transfer
W/T	11/22/2017	MFSA DFSA PR23	2,783.30	Payroll Transfer
150580	11/9/2017	MHSC - PETTY CASH	200.00	Petty Cash

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150794	11/22/2017	MHSC - PETTY CASH	27.50	Petty Cash
150544	11/8/2017	CARDINAL HEALTH PHARMACY MGMT	807,466.62	Pharmacy Management
150579	11/9/2017	THE PRESERVE AT ROCK SPRINGS	1,213.33	Physician Recruitment
150700	11/15/2017	THE PRESERVE AT ROCK SPRINGS	352.34	Physician Recruitment
150827	11/22/2017	THE PRESERVE AT ROCK SPRINGS	1,440.00	Physician Recruitment
150842	11/22/2017	THE PRESERVE AT ROCK SPRINGS	1,300.00	Physician Recruitment
150724	11/22/2017	DR. ALICIA GRAY	3,000.00	Physician Recruitment
150496	11/1/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
150677	11/15/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
150545	11/8/2017	SWEETWATER PEDIATRICS	13,500.00	Physician Services
150701	11/15/2017	THE SLEEP SPECIALISTS	8,000.00	Physician Services
150525	11/1/2017	UNIVERSITY OF UTAH HEALTH CARE	74,666.67	Physician Services
150840	11/22/2017	WYOMING PATHOLOGY	15,000.00	Physician Services
150583	11/15/2017	ADVANCED MEDICAL IMAGING, LLC	36,900.00	Physician Services
150987	11/30/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
151008	11/30/2017	UNIVERSITY OF UTAH HEALTH CARE	75,416.67	Physician Services
150757	11/22/2017	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
150764	11/22/2017	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
150771	11/22/2017	GREAT LAKES	6,250.00	Physician Student Loan
150798	11/22/2017	NAVIENT	10,000.00	Physician Student Loan
150802	11/22/2017	NELNET LOAN SERVICES, INC	3,050.63	Physician Student Loan
150528	11/1/2017	US DEPARTMENT OF EDUCATION	178.59	Physician Student Loan
150709	11/15/2017	US DEPARTMENT OF EDUCATION	159.25	Physician Student Loan
150834	11/22/2017	US DEPARTMENT OF EDUCATION	7,455.31	Physician Student Loan
150835	11/22/2017	US DEPARTMENT OF EDUCATION	8,307.17	Physician Student Loan
150837	11/22/2017	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
150722	11/22/2017	ACS	2,041.44	Physician Student Loan
150728	11/22/2017	AMERICAN EDUCATION SERVICES	2,163.00	Physician Student Loan
150763	11/22/2017	FEDLOAN SERVICING	11,712.49	Physician Student Loan
150755	11/22/2017	DEPARTMENT OF EDUCATION	7,311.56	Physician Student Loan
150796	11/22/2017	MOHELA-SOFI SERVICING	3,916.67	Physician Student Loan
150799	11/22/2017	NAVIENT	4,722.22	Physician Student Loan
150800	11/22/2017	NAVIENT	6,141.68	Physician Student Loan
150801	11/22/2017	NAVIENT	3,000.00	Physician Student Loan
151011	11/30/2017	US DEPARTMENT OF EDUCATION	166.65	Physician Student Loan
150781	11/22/2017	DR. JACQUES DENKER	6,498.33	Physician Student Loan
150745	11/22/2017	CARDINAL HEALTH PHARMACY MGMT	15,174.30	Professional Service
150559	11/8/2017	CLIFTONLARSONALLEN LLP	5,038.11	Professional Service
150556	11/8/2017	JOINT COMMISSION RESOURCES	2,600.00	Professional Service
150784	11/22/2017	JOINT COMMISSION RESOURCES	3,965.00	Professional Service
150536	11/1/2017	WYOMING DEPARTMENT OF HEALTH	126.00	Professional Service
150550	11/8/2017	TRIBRIDGE HOLDINGS, LLC	1,218.75	Professional Service
150431	11/1/2017	CE BROKER	261.50	Professional Service
150641	11/15/2017	KEITH WILLIAMS & ASSOCIATES, INC.	5,699.38	Professional Service
150466	11/1/2017	MEDICAL PHYSICS CONSULTANTS, INC	3,000.00	Professional Service
150646	11/15/2017	MEDICAL PHYSICS CONSULTANTS, INC	2,300.00	Professional Service
150652	11/15/2017	MILE HIGH MOBILE PET	10,615.00	Professional Service
150563	11/8/2017	MOUNTAIN STATES MEDICAL PHYSICS	6,875.00	Professional Service
150663	11/15/2017	P3 CONSULTING LLC	3,785.77	Professional Service
150529	11/1/2017	VERISYS INC.	17.00	Professional Service
150923	11/30/2017	CLEANIQUE PROFESSIONAL SERVICES	1,800.00	Professional Service
150934	11/30/2017	CE BROKER	265.60	Professional Service
150952	11/30/2017	KEITH WILLIAMS & ASSOCIATES, INC.	3,000.00	Professional Service
150961	11/30/2017	MEDICAL PHYSICS CONSULTANTS, INC	3,170.00	Professional Service
EFT000000003176	11/15/2017	WESTERN STAR COMMUNICATIONS	2,464.51	Professional Service
150568	11/8/2017	RADIATION DETECTION COMPANY	110.00	Radiation Monitoring
150469	11/1/2017	MERRY X-RAY	470.34	Radiology Film
150650	11/15/2017	MERRY X-RAY	483.70	Radiology Film

150413	11/1/2017	BRACCO DIAGNOSTICS INC	4,671.92	Radiology Material
150602	11/15/2017	BRACCO DIAGNOSTICS INC	1,387.40	Radiology Material
150742	11/22/2017	BRACCO DIAGNOSTICS INC	139.06	Radiology Material
150452	11/1/2017	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	4,485.00	Radiology Material
150914	11/30/2017	BRACCO DIAGNOSTICS INC	127.94	Radiology Material
150948	11/30/2017	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	355.00	Radiology Material
EFT000000003115	11/1/2017	PHARMALUCENCE, INC	348.00	Radiology Material
EFT000000003166	11/15/2017	PHARMALUCENCE, INC	325.00	Radiology Material
EFT000000003138	11/8/2017	LANTHEUS MEDICAL IMAGING, INC	5,601.38	Radiology Material
EFT000000003163	11/15/2017	LANTHEUS MEDICAL IMAGING, INC	4,817.61	Radiology Material
EFT000000003191	11/22/2017	LANTHEUS MEDICAL IMAGING, INC	840.00	Radiology Material
EFT000000003217	11/30/2017	LANTHEUS MEDICAL IMAGING, INC	5,601.38	Radiology Material
150414	11/1/2017	BRIANNE CROFTS	885.00	Reimbursement - CME
150409	11/1/2017	DR. BIKRAM SHARMA	2,280.00	Reimbursement - CME
150488	11/1/2017	DR. PRITAM NEUPANE	5,000.00	Reimbursement - CME
150499	11/1/2017	DR. SIGSBEE DUCK	1,131.40	Reimbursement - CME
150538	11/1/2017	DR. ZACHARY NICHOLAS	1,452.49	Reimbursement - CME
150456	11/1/2017	JOSEPH J. OLIVER, M.D.	1,132.94	Reimbursement - CME
150540	11/3/2017	JANET BISHOP	100.00	Reimbursement - Credit Union Deduction
150462	11/1/2017	MARY TYLER	58.61	Reimbursement - Education & Travel
150582	11/15/2017	ADAM PINEGAR	234.60	Reimbursement - Education & Travel
150726	11/22/2017	ALYSSA MCCLELLAN	1,532.74	Reimbursement - Education & Travel
150543	11/8/2017	AMY DOLCE	107.10	Reimbursement - Education & Travel
150730	11/22/2017	AMY DOLCE	71.40	Reimbursement - Education & Travel
150494	11/1/2017	DR. RAHUL PAWAR	2,729.76	Reimbursement - Education & Travel
150759	11/22/2017	ERIKA TAYLOR	384.20	Reimbursement - Education & Travel
150628	11/15/2017	GERRY JOHNSTON	202.48	Reimbursement - Education & Travel
150553	11/8/2017	HOLLY ELLISON	169.55	Reimbursement - Education & Travel
150554	11/8/2017	IRENE RICHARDSON	133.08	Reimbursement - Education & Travel
150636	11/15/2017	JACQUELINE DEWITT	8.36	Reimbursement - Education & Travel
150782	11/22/2017	JAN LAYNE	200.60	Reimbursement - Education & Travel
150638	11/15/2017	JENNA JOO	490.66	Reimbursement - Education & Travel
150640	11/15/2017	JONCI LISON	200.00	Reimbursement - Education & Travel
150561	11/8/2017	MINDY BYRD	22.44	Reimbursement - Education & Travel
150653	11/15/2017	MINDY BYRD	16.32	Reimbursement - Education & Travel
150795	11/22/2017	MINDY BYRD	15.30	Reimbursement - Education & Travel
150657	11/15/2017	NATALIE HARRISON	30.60	Reimbursement - Education & Travel
150566	11/8/2017	PATTY O'LEXY	172.38	Reimbursement - Education & Travel
150567	11/8/2017	PHILLIP FLAKE	426.36	Reimbursement - Education & Travel
150956	11/30/2017	DR. LAWRENCE LAURIDSEN	406.16	Reimbursement - Education & Travel
150946	11/30/2017	HOLLY KOFOED	15.00	Reimbursement - Education & Travel
150671	11/15/2017	RAMONA K BEACH	2.56	Reimbursement - Education & Travel
150811	11/22/2017	ROBIN SNOWBERGER	10.20	Reimbursement - Education & Travel
150988	11/30/2017	RONALD L. CHEESE	195.80	Reimbursement - Education & Travel
150989	11/30/2017	SHANTEL GUERRERO	15.00	Reimbursement - Education & Travel
150693	11/15/2017	SUZAN CAMPBELL	937.00	Reimbursement - Education & Travel
150824	11/22/2017	SUZAN CAMPBELL	362.00	Reimbursement - Education & Travel
150826	11/22/2017	TAMI LOVE	314.10	Reimbursement - Education & Travel
150697	11/15/2017	TAMMIE HENDERSON	32.64	Reimbursement - Education & Travel
150573	11/8/2017	TASHA HARRIS	2,562.45	Reimbursement - Education & Travel
150585	11/15/2017	AFTON KOZAK	3,520.73	Reimbursement - Employee Recruitment
150909	11/30/2017	AMY CHAVEZ	43.90	Reimbursement - Food
150541	11/8/2017	ABBY POMRENKE	182.33	Reimbursement - Garnishment
150555	11/8/2017	JENNA JOO	277.74	Reimbursement - Insurance
150581	11/10/2017	FELIPA CHRISTENSEN	18.00	Reimbursement - Other Employee Benefits
150442	11/1/2017	DR. HAITHAM AL-OKK	660.00	Reimbursement - Other Physician Fees
150557	11/8/2017	KERRY SEMON	19.08	Reimbursement - Supplies
150571	11/8/2017	SHAWNA WELTER	39.30	Reimbursement - Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/17

150637	11/15/2017	JANAE GALE	48.00	Reimbursement - Supplies
150792	11/22/2017	MELISSA MANSFIELD	23.80	Reimbursement - Supplies
150687	11/15/2017	STEVEN SKORCZ, JR	137.79	Reimbursement - Uniforms
150973	11/30/2017	NICOLE NORTON	15.00	Reimbursement - Education & Travel
150675	11/15/2017	RICH TYLER	105.82	Reimbursement - Supplies
150502	11/1/2017	STATE OF WYO.DEPT.OF REVENUE	1,220.47	Sales Tax Payment
150993	11/30/2017	STATE OF WYO.DEPT.OF REVENUE	1,347.87	Sales Tax Payment
150412	11/1/2017	BOOKCLIFF SALES INC	3,498.02	Scrub Sale deductions
EFT000000003197	11/22/2017	WHITE MOUNTAIN MALL, LLC	2,500.00	Sponsorship
150473	11/1/2017	MOBILE INSTRUMENT SERVICE	4,760.50	Surgery Equipment
150562	11/8/2017	MOBILE INSTRUMENT SERVICE	890.00	Surgery Equipment
150654	11/15/2017	MOBILE INSTRUMENT SERVICE	1,737.70	Surgery Equipment
150969	11/30/2017	MOBILE INSTRUMENT SERVICE	877.87	Surgery Equipment
150451	11/1/2017	INTEGRA SURGICAL	562.61	Surgery Supplies
150788	11/22/2017	KEY SURGICAL INC	23.00	Surgery Supplies
150387	11/1/2017	ALI MED INC	411.82	Surgery Supplies
150587	11/15/2017	ALI MED INC	221.08	Surgery Supplies
150725	11/22/2017	ALI MED INC	464.13	Surgery Supplies
150427	11/1/2017	COVIDIEN SALES LLC, DBA GIVEN IMAGING	825.00	Surgery Supplies
150815	11/22/2017	SMITH & NEPHEW ENDOSCOPY INC	2,170.00	Surgery Supplies
150510	11/1/2017	SYNTHES LTD	3,517.36	Surgery Supplies
150695	11/15/2017	SYNTHES LTD	11,060.06	Surgery Supplies
150825	11/22/2017	SYNTHES LTD	8,152.54	Surgery Supplies
150609	11/15/2017	CR BARD INC	280.45	Surgery Supplies
150507	11/1/2017	STRYKER ENDOSCOPY	4,910.49	Surgery Supplies
150689	11/15/2017	STRYKER ENDOSCOPY	3,926.31	Surgery Supplies
150821	11/22/2017	STRYKER ENDOSCOPY	1,327.62	Surgery Supplies
150906	11/30/2017	ALI MED INC	95.15	Surgery Supplies
151001	11/30/2017	SYNTHES LTD	7,601.44	Surgery Supplies
150928	11/30/2017	CONMED LINVATEC	1,204.00	Surgery Supplies
EFT000000003103	11/1/2017	COOPER SURGICAL	282.00	Surgery Supplies
EFT000000003178	11/15/2017	ZIMMER	80.00	Surgery Supplies
EFT000000003210	11/30/2017	COOPER SURGICAL	1,524.84	Surgery Supplies
EFT000000003135	11/8/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	922.87	Transcription Services
EFT000000003189	11/22/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	1,041.14	Transcription Services
150458	11/1/2017	LANGUAGE LINE SERVICES	413.79	Translation Services
150955	11/30/2017	LANGUAGE LINE SERVICES	373.08	Translation Services
150490	11/1/2017	QUARTERMASTER	490.23	Uniforms
150667	11/15/2017	QUARTERMASTER	69.77	Uniforms
150615	11/15/2017	DISH NETWORK LLC	62.56	Utilities
150756	11/22/2017	DISH NETWORK LLC	62.56	Utilities
150593	11/15/2017	AT&T	1,524.84	Utilities
150594	11/15/2017	AT&T	82.29	Utilities
150492	11/1/2017	CENTURY LINK	324.15	Utilities
150669	11/15/2017	CENTURY LINK	5,533.25	Utilities
150810	11/22/2017	CENTURY LINK	301.94	Utilities
150668	11/15/2017	DOMINION ENERGY WYOMING	119.80	Utilities
150809	11/22/2017	DOMINION ENERGY WYOMING	23,158.38	Utilities
150676	11/15/2017	ROCK SPRINGS MUNICIPAL UTILITY	10,432.11	Utilities
150678	11/15/2017	ROCKY MOUNTAIN POWER	39,961.34	Utilities
150572	11/8/2017	SWEETWATER TELEVISION	3,801.46	Utilities
150838	11/22/2017	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
150506	11/1/2017	STERICYCLE, INC.	7.22	Waste Disposal
150686	11/15/2017	STERICYCLE, INC.	1,152.37	Waste Disposal
150622	11/15/2017	FIBERTECH	2,176.00	Window Cleaning
150715	11/15/2017	WYOMING DEPT WORKFORCE SERVICES	3,832.58	Workman's Comp
			7,001,284.20	

VALUE DASHBOARD

The Value Dashboard serves as a means to provide a snapshot of our data and progress of goals as outlined in MHSC's organizational QAPI, Patient Experience, and Safety Plan. The dashboard remains a work in progress as we define how to measure each goal and develop meaningful data and information that can be used for improvement initiatives. Plans to include color coding and arrows to know direction of ideal trends will be included in future versions of the dashboard. The dashboard is not all-encompassing of data and metrics measured at MHSC, but rather, an overview of the QAPI aims for improvement. The goal is to provide a quick snapshot of where we stand with our organizational goals and strategies towards value at MHSC. Quarter 4 2017 data has been provided for your review. Please note that Q4 ends on December 31st and therefore the data is not complete and could change.

Infection Prevention. We had 0 CAUTIs for quarter 3 (7/1-9/30). There were a total of 58 inpatients that had Foleys, and a total of 140 Foley days for this quarter. Our average patient days with a foley was 2.4.

We had 0 CLABSI this quarter. We had 18 patients with central lines, for a total of 41 days. The average days a patient had a central line in place was 2.3

We had 0 VAE/VAP events this quarter. We had 6 patients on ventilators, for a total of 10 ventilator days. The average days any patient was on a vent was 1.7.

We had 0 hospital acquired MRSA or CDI occurrences for this quarter, 0 MRSA BSIs from the community, and 6 C.Diff infections from the community.

Quality. Adherence to the Sepsis early management bundle measure continues to fluctuate. Our goal is to see trends increasing. We have not yet achieved this goal. Continuing education (via HLC which begins in January) and adding emphasis on sepsis screens during daily multidisciplinary rounding by adding to whiteboards were identified as opportunities for improvement.

October influenza screening and administration rate for inpatients was 94% for Q3 2017, with November's rate at 94%. The goal is to sustain this level of adherence in screening and administration throughout Q1 2018.

Opportunities for improvement exist in head CT/MRI results for stroke patients within 45 minutes of arrival, with small denominator values each month. Improvement opportunities addressed and new process for alerts and communication being put in place through the electronic health record to streamline communication of urgent necessity for this patient population. Work group meets this month and will provide further updates at meeting in January.

ED Throughput *average (mean)* time for admitted patients at 317 minutes for Q4 2017. Interventions for improvement continue to occur in ED and Inpatient setting.

ED admit decision time to admit departure time remains above national benchmark at 149 mins for Q4 2017. This measure will correlate to the overall ED throughput time for admitted patients.

ED throughout time for patients discharged from ED at 173.64 min for Q4 2017 with national benchmarks at 134 minutes.

Cost. Average length of stay for acute care inpatients for Q4 2017 is at 3.14 days with average case mix index at 1.37.

We are unable to obtain data and information on our denial rate process at this time. The denial process is being brought up through the Utilization Management committee.

PATIENT SAFETY

The number of reports is remaining steady, which is good. There were no new serious safety events in November reported. Significant medication errors remain low, and new reporting intervals have been discussed with the P&T committee of the Medical Staff. Falls rates are discussed below. Safety events are being discussed daily (Monday-Friday) at a leadership huddle to facilitate reporting and resolution of errors. A new report of occurrence report types was shared at the meeting.

The Pain Task Force continues to meet monthly to improve pain assessment, treatment, and proper opioid prescription. The committee is currently performing gap analyses using federal guidelines, as well as new Joint Commission standards to identify areas of most need.

Patient Grievances data was shared with the committee. "Appropriateness of Care" was the most common event type noted.

PATIENT EXPERIENCE

The ED CAHPS data profile reflects patient experience data collected from the ED population setting. This information is randomly sampled and surveyed via telephone by a third party vendor. This data does not affect our payment programs and is not publicly reported. The report provided is of the "key driver" questions. Our third party vendor has analyzed the data and provided the top 3 "key drivers" that are statistically show to "drive" the patient's overall perceptions and overall quality of care. The dark blue bars in each graph represent the percentage of patients who answered the question with "excellent". The black line is our "% Excellent Rank", meaning our rank compared to other users of our third party vendor.

Opportunities for improvement are identified in our overall quality of care, likelihood of recommending to friends/relatives, overall teamwork between doctors, nurses, and staff and instructions for care at home/discharge instructions.

Overall opportunities for improvement exist in MHSC's culture towards patient and family centeredness and enhancing the patient experience across all spectrums (hospital, clinic, and outpatient settings). The data is further broken out by individual department for reference. Clinic patient experience data will be shared next month, followed by Inpatient HCAHPS patient experience data. This data will rotate through each month from hospital, ED, and clinic.

ACCREDITATION

The hospital finished their surveys and submissions. We have been awarded full accreditation with a required follow-up survey. This is the best outcome that we could have received given the course of events. The follow-up survey window begins on March 1st. It is unknown if this survey will be a full survey or only regarding the findings from the original survey. Updated standards effective January 1st, 2018 have been provided to the departments for preparation and proactive compliance.

The Laboratory survey took place 12/5-12/7. The Lab performed in an exemplary fashion, only receiving a small number of findings (9). The surveyor stated that the average number of findings is around 20, which we were well under. The official report is not yet available. When it becomes available, we will begin the process of responding to the findings as required.

MERIT-BASED INCENTIVE PROGRAM (MIPS)

For this month there is not much change for the overall MIPS score. We are still expecting to score around 90 out of 100 points which will qualify us for the additional positive incentive. We won't have a final number until the dashboard gets updated with the fourth quarter data in the beginning of 2018.

The final rule has been released for the 2018 MIPS reporting year and I wanted to highlight a few changes for next year. The minimum score to avoid a negative penalty has been raised from 3 points to 15 points and the minimum score to qualify for an additional positive incentive will remain at 70 points. I fully expect to score above 70 points again next year. The Advancing Care Information (ACI) category will still be weighted at 25% of the final score and the Clinical Practice Improvement Activities (CPIA) will continue to be weighted at 15% of the final score. The Quality category will go from 60% of our final score to 50% and the Cost category will be added in and will count for 10% of the final score. We will not have to submit any data for the Cost category. Medicare will calculate our score based on the Medicare Spending Per Beneficiary (MSPB) and total per capita cost measures. The rest of the measures will continue to be submitted in the same way we are submitting for 2017.

TIMELINESS OF CARE/ED THROUGHPUT

Median time from ED arrival to ED departure for admitted patients is 265* minutes for the month of November. This data is not yet complete for the month and can still change based on additional cases that are loaded into the system on the 10th of every month, although changes are anticipated to be minimal. November shows an improvement from baseline by 110 minutes decreased in throughput time, although our data continues to fluctuate from month to month. The data trends are still within anticipated ranges per control chart. The goal is to see a consistent decreasing trend from baseline and to maintain ED throughput times below 300 minutes and continually work towards national averages of 214 minutes and state averages of 176 minutes. ED teams continue to work on interventions. Addition of Ipads and ED wait time board for the public continue to be helpful per staff. Bedside shift report, triage in room as volume and acuity allow, and discussion of improved use of fast track are currently being worked on. Patient experience data dropped in August as a result of updating the comparison data benchmarks from 2016 to 2017. October data saw improvement and November patient experience data is not yet complete, with only 60% of surveys completed. This is an example of the continuously moving targets. As MHSC is improving, so are other hospitals. Our goal is to find ways to consistently exceed what other hospitals are doing and continuously evaluate the moving target.

Evaluation of the inpatient status has recently been added to the ED throughput data to monitor for unintended consequences of reducing throughput times that could potentially impact wrong initial status for admitted. We are currently in the process of evaluating how to best capture this information electronically within our systems.

ANTIMICROBIAL STEWARDSHIP

Antibiotic stewardship efforts continue in the organization's goals to reduce the amount of antibiotics prescribed and evaluate necessity for antibiotics used. Much of the efforts currently reside in public awareness and importance of antibiotic stewardship along with physician understanding of importance. Limitations exist within data means of effective data collection and measurement to assess the impacts. Teams are continuously working and meeting to address these gaps and identify ways to obtain meaningful and actionable data and measurements that are electronically and easily obtained with our current data systems.

FALLS

The fall rate continues to decrease favorably. The fall rate is currently the lowest it has been since 2012. New efforts to shore up the system will begin at the start of the New Year.

Present: Holly Ellison, Melissa Anderson, Dr. Kristy Nielson, Renee Petty, Clayton Radakovich, Kathy Kiesel, Sarah Roth, Jodi Corley, Melissa Mansfield, Suzan Campbell, Taylor Jones, Dr. Barbara Sowada, Irene Richardson, Kari Quickenden,

Absent/Excused: Tracie Soller, Kerry Downs, Amanda Molski, Dr. David Liu, Dr. Christian Theodosios,

Chair: Taylor Jones

Minutes

November 15, 2017 Minutes were presented, motion to approve by Dr. Sowada, seconded by Mr. Radakovich. Motion carried.

Quality Reports

Mr. Radakovich reported in Ms. Molski's absence. Mr. Radakovich asked for questions on the Safety & Quality Dashboard and reminded that a easier to read version will be upcoming. Ms. Roth reported no CAUTI for 3rd qtr., only one for the 2nd qtr.

Dr. Sowada questioned the statistics on Core OP -18b HOP Mean Time ED Arrival to ED Departure, and what "is" the barrier to time. Ms. Anderson spoke to time for tests, putting in orders, transport communication issues as all being a piece to the time issue. It is a "cultural norm" to do the rule out tests before sending to floor as this may determine a transfer need. Dr. Sowada questioned whether with focus "could we and how long would it take to reduce that time?" Mr. Radakovich noted we have been working with the providers and placing orders and we would expect to see some changes and time improvement sooner. We are not telling the providers what to do; we are working with them to help them make the decision how to proceed.

Mr. Radakovich stated our goals appear sustainable based on the current and consistent down trending in statistics. He also explained about a "Poster challenge" sponsored by the WHA, where statistics are shared and based on best statistics could be forwarded to the Western conferences to highlight our improvements.

Dr. Sowada further questioned the HCAPS Overall Quality of Care statistics. The numbers are low in comparison to the % Excellent rate. Mr. Radakovich stated that the 2016 statistics were consistently in the "0" percentile, so coming of the line is definitely an improvement for 2017. Ms. Anderson noted that communication and how we present information and education is something we could work on. Dr. Sowada noted meeting the psychosocial needs is the mind set we need and training could be beneficial, it is not always just about fixing what is "broken". Mr. Jones stated he felt training wasn't need so much as reminding what we learned as children – "Be nice to people". Mr. Jones also reiterated that he has complete confidence in our hospital care and intention to treat people well. Ms. Petty noted we need to work on our bedside rounding to be sure to introduce ourselves, ask questions, draw pictures and include the patient in the conversation, not "talk around" them. Ms. Petty also noted we are sometimes "shy" in introducing ourselves; we need to own it, introduce ourselves with confidence. We have come a long way in past 2 ½ years from the team discussing the patient in a room that did not include

the patient, to rounding a bedside. The momentum is there, we just need to continue to improve.

Mr. Radakovich presented information (see attached) that we are being upgraded from a 2-star rating to a 3-star rating.

Strategic Priorities

We ran out of time, no discussion: Patient Experience, MIPS, Timeliness of Care/ED Throughput, Antimicrobial Stewardship, and Falls.

Old Business

We ran out of time, no discussion culture Analysis, eCQM Reporting, and Future Rounding Plan/Value Briefs.

New Business

No new business was brought forth for discussion.

Improvement Win

Mr. Radakovich discussed his recent experience as a patient and how well everyone interacted with both him and his wife.

Dr. Sowada brought in a "Cold and Flu" bag; perhaps this is something we as a facility could provide to patients, it could include hand wipes, mouth wash, chap stick, Tylenol, etc., items that could prevent a run to the store for parents/patients of flu, cold or RSV diagnosis's.

Adjournment

The meeting adjourned at 10:00 a.m.

Next Meeting

Wednesday, January 17, 2018, 08:30 am, Classroom 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

Contract Check List

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

1. **Name of Contract:** Rocky Mountain Oncology
2. **Purpose of contract, including scope and description:** Locums contracts for the Hematologist/Oncologist. Had to replace another Dr. who was not performing quickly and this contract covers our current locums provider-Dr. Merrill.
3. **Date of contract execution:** January 10, 2018.
4. **Date of contract expiration:** Entering into this contract to cover Dr. Merrill but once we have it in place could use it for other locums if needed.
5. **Rights of renewal and termination:** Not really applicable here as this is a contract to provide a locums until we don't need the doctor anymore. So probably will not use services after Dr. Symington starts in February.
6. **Monetary costs:** \$2000.00 a day plus \$250.00 per hour for on-call. Hospital provides housing.
7. **Included in Department Budget:** Yes
8. **Extraneous costs associated with contract:** No. The service agreement covers everything parts, travel, time, shipping etc.
9. **Let for bid, if appropriate:** Not applicable
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** Yes

Cindy Nelson

From: Kerry Downs
Sent: Wednesday, January 03, 2018 2:12 PM
To: Cindy Nelson
Cc: Kari Quickenden; Suzan Campbell
Subject: FW: PSA [WARNING - EXTERNAL EMAIL]
Attachments: e+_Rocky Mountain_PSA with Memorial Hospital of Sweetwater County_v1.4.pdf

Cindy,
Hi! Here is the contract. I just got it back from Rocky Mountain Oncology. I'm sorry for the delay.

Please note – Suzan asked that we change the date to January 10th, but since Dr. Merrill has been working since November, they are unable to make that change.

They did make the other changes she requested, though.

(There is an email chain below that might be helpful to include with the contract.)

Let me know if you have any questions.
Thank you!

Kerry (Thielbar) Downs
Medical Staff Services Supervisor

Direct 307-352-8334, Fax 307-352-8502
kdowns@sweetwatermemorial.com

Main 307-362-3711, Fax 307-352-8180
1200 College Drive, Rock Springs, WY 82901
www.sweetwatermemorial.com

 [Connect with us on Facebook!](#)



From: Eve Stahl [<mailto:estahl@rockymountainoncology.com>]
Sent: Wednesday, January 03, 2018 2:09 PM
To: Kerry Downs
Subject: RE: PSA [WARNING - EXTERNAL EMAIL]

Hi Kerry,

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I hope you had a wonderful holiday season and 2018 is starting off well for you.

Good catch in section 3.2. Those updates have been made and are included in the attachment. Regarding the effective date on page 2, because we began offering services in November and have billed for Dr. Merrill's time, I won't be able to modify the date to January 10th.

Please let me know if you have any questions that I can help with. Have a great week.

Kind Regards,

Eve Stahl
Regional Vice President of Operations



From: Kerry Downs [<mailto:kdowns@sweetwatermemorial.com>]
Sent: Wednesday, December 27, 2017 11:29 AM
To: Eve Stahl <estahl@rockymountainoncology.com>
Subject: PSA [WARNING - EXTERNAL EMAIL]

*****CAUTION! This email came from outside e+CancerCare. Do not open attachments or click links if you do not recognize the sender. If in doubt, contact ext.1250.*****

Eve,
Hi! I sent the PSA to our attorney, again. I was hoping that we could just have our CEO sign it, but she said that it does need to go to our board of trustees at their meeting on January 10th. I apologize – sometimes the wheels turn very slowly. . .

Anyway, our legal counsel asked if you could make the following changes:

“Since we do have to take it to them I would suggest changing the effective date to January 10th. Also in section 3.2 the word “for” needs to be deleted. And same section does it spell out somewhere else in the contract what the \$221.00 for travel reimbursement is for? If not we need to add it to that section. They will ask.”

Can you make those minor changes and then send it back to me? I will make sure that the board sees it and then the CEO signs it on January 10th. I am so sorry for the delay!!

Kerry (Thielbar) Downs
Medical Staff Services Supervisor

Direct 307-352-8334, Fax 307-352-8502
kdowns@sweetwatermemorial.com
Main 307-362-3711, Fax 307-352-8180
1200 College Drive, Rock Springs, WY 82901
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Eve Stahl
Regional Vice President of Operations

Casper
6501 East 2nd Street
Casper, WY 82609
Tel: (307) 233-4786
Mobile: (307) 258-6906

estahl@rockymountainoncology.com
www.rockymountainoncology.com

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PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into by and between Memorial Hospital of Sweetwater County, (hereinafter “Hospital”) and Rocky Mountain Oncology Center, LLC (hereinafter “Contractor”).

WITNESSETH:

WHEREAS, the Hospital operates an acute care general hospital located at 1200 College Drive, Rock Springs, Wyoming 82901 and is accredited by the Joint Commission; and

WHEREAS, the Hospital provides various health care and medical services to the residents of Rock Springs, Sweetwater County, and surrounding communities (“the Community”); and

WHEREAS, the Hospital desires to engage Contractor to provide physicians to be available and on-call to provide professional medical oncology services for Hospital patients, including uninsured and indigent patients (“Services”); and

WHEREAS, Contractor employs physicians (each a “Physician” and together, the “Physicians” who have the training, experience and qualifications necessary to provide the Services; and

WHEREAS, Contractor shall provide Services in accordance with the provisions of the Agreement for as long as this Agreement remains in effect; and

WHEREAS, Hospital and Contractor, as parties to this Agreement, wish to establish a relationship, as herein after described, to ensure their mutual success and define their respective rights and responsibilities each to the other.

NOW, THEREFORE, in consideration of the premises set forth above and the mutual benefits, covenants, and agreements set forth below, the parties agree as follows:

1. SERVICES

1.1 Services. The Hospital hereby engages Contractor to provide Services, and Contractor accepts such engagement, as an independent contractor and not as the employee, agent, partner or joint venturer of the Hospital, on the terms and conditions set forth in this Agreement. Contractor shall arrange for the Physicians to be on-call to provide medical oncology services to Hospital patients, including uninsured and indigent patients, as requested by the Hospital on a locum schedule. As appropriate, Contractor shall arrange for the treatment of patients requiring medical oncology services within Hospital’s system unless (a) the patient expresses a preference for a different provider; (b) the patient’s insurer determines the provider; or (c) Contractor believes that the referral is in the patient’s best medical interests.

2. TERM

2.1 Term. The term of this Agreement shall begin November 9, 2017 (the “Effective Date”) and shall remain in full force and effect for a period of one (1) year. This Agreement shall thereafter automatically renew for additional one (1) year terms, unless terminated by either party upon written notice at least thirty (30) days prior to the anniversary date of the initial or any renewal term. The word “Term” as used in this Agreement means the initial term and any renewal term.

2.2 Termination Without Cause. This Agreement may be terminated by either party without cause by delivering a thirty (30) day written notice of termination to the other party. Should the agreement be terminated within the first year of the Term, the parties shall not enter into another agreement with the same or similar provisions until the end of the first year of the original term of the Agreement.

2.3 Termination for Cause. This Agreement may be immediately terminated by the Hospital at any time upon the occurrence of any of the following events listed in subsections (a) through (d) below, and by either party upon the occurrence of any of the events listed in subsections (e) or (f) below:

a. Personal misconduct or any breach by Contractor or any Physician, actual or reasonably anticipated by the Hospital, of any provision of this Agreement which Contractor or such Physician fails to cure within thirty (30) days after written notice.

b. Failure of Contractor or any Physician to comply with any of the requirements set forth in Section 4.

c. Upon Contractor or any Physician being charged, indicted, or convicted of any crime punishable as a felony involving moral turpitude, immoral conduct or professional misconduct or negligence, including, but not limited to, fraud against federal or state government.

d. Upon Contractor or Physician causing any Serious Reportable Event or Never Event as defined in Ardent Health Services’ Clinical Quality Program.

e. Any change in state or federal laws or regulations, or the interpretation thereof, that adversely changes the duties or responsibilities of either party under this Agreement, unless the Hospital and Contractor agree on a mutually acceptable amendment to this Agreement.

f. Upon closure of the Hospital for any reason.

3. COMPENSATION

3.1 Compensation. Hospital agrees to pay Contractor a daily rate of Two Thousand Dollars (\$2,000.00). Additionally, Hospital agrees to pay Contractor an Overtime Rate and On-Call Rate of Two Hundred and Fifty Dollars (\$250.00) per hour for phone calls, emails, and text messages, and for non-clinic days, Hospital agrees to pay Contractor an On-Call rate of Four Hundred and Fifty Dollars (\$450.00) per day. The parties agree that the daily and hourly rates described in this paragraph represent fair market value for the Services in the region and

Community. Such fees will be the sole source of compensation *from the Hospital* for Services provided by Contractor and each Physician under this Agreement. However, Contractor may bill patients or their third-party payors directly for professional services provided by Contractor or any Physician to Hospital patients while on call under this Agreement.

3.2 Travel Expense Reimbursement. The Contractor shall be reimbursed at Two Hundred and Twenty-One Dollars (\$221.00) per hour for travel time spent traveling to and from the Hospital for purposes of the professional services provided by Contractor while under this agreement, within fifteen days of submission of reimbursement request via vouchers prescribed by the Hospital. Hospital shall also provide Contractor with housing.

3.3 Contemporaneous Time Logs. Contractor shall maintain a contemporaneous time log or time sheet in a form prescribed by the Hospital documenting the Services provided by the Contractor, and such documentation shall be provided to Hospital prior to payment by the Hospital.

4. CONTRACTOR RESPONSIBILITIES

4.1 Professional Standards. Contractor and each Physician shall perform all duties under this Agreement in strict compliance with federal, state and local law, rules and regulations, including without limitation all laws relating to the practice of medicine in the state in which the Hospital is located (and all rules and regulations of the State's medical board, the prevailing community standard of care in the community served by the Hospital, the bylaws of the medical staff of the Hospital (the "Medical Staff"), the policies, procedures, rules, and regulations of the Hospital, and applicable standards of the Hospital's accreditation agency.

4.2 License. Each Physician is, and for the Term will remain, fully licensed to practice such Physician's profession in the State of Wyoming, without restriction or subject to any disciplinary or corrective action.

4.3 Participation in Federal Health Care Programs. As of the Effective Date and throughout the Term, none of Contractor, any Physician, any of Contractor's employees, owners and affiliates, or any individuals or entities subcontracted by Contractor or any Physician to render services in connection with this Agreement is an Ineligible Person. As used herein, "Ineligible Person" means an individual or entity who (i) is currently excluded, debarred, suspended, or otherwise ineligible to participate in the Federal Health Care Programs or in federal procurement or non-procurement programs; or (ii) has been convicted of a criminal offense that falls within the scope of 42 USC § 1320a-7(a) but has not yet been excluded, debarred, suspended or otherwise declared ineligible. Contractor has screened, and will screen on at least an annual basis, Physician, all of Contractor's employees, owners and affiliates, and any individuals or entities subcontracted by Contractor or any Physician to render services in connection with this Agreement against the Department of Health and Human Services Office of the Inspector General (the "OIG") List of Excluded Individuals/Entities and the System for Award Management's excluded parties data [see <http://exclusions.oig.hhs.gov/> and <http://sam.gov/>].

4.4 Narcotics License. Each Physician has, and for the Term will maintain, all customary state and federal narcotics and controlled substances numbers and licenses, without restriction or subject to any disciplinary or corrective action.

4.5 Medical Staff. Each Physician is, and for the Term will remain, a member in good standing of the Medical Staff, with privileges to perform the Specialty services as required under this Agreement, pursuant to the Medical Staff bylaws in effect as of the date of this Agreement and as they may be modified from time to time.

4.6 Insurance. Contractor shall procure and maintain in full force and effect during the term of this Agreement professional liability insurance covering Contractor against errors and omissions arising from the rendering or failure to render professional services by Provider or Provider Physicians pursuant to this Agreement. Contractor shall pay all premiums, costs and expenses associated with such liability insurance. At Hospital's request, Contractor shall provide proof of such insurance within ten (10) days of such request.

5. HOSPITAL RESPONSIBILITIES

5.1 Limits of Authority. The Hospital retains all authority and control over the business, policies, operation and assets of the Hospital. The Hospital may at any time restrict the authority of Contractor or any Physician if necessary for the successful operation of the Hospital. Each Physician shall follow all directions regarding the business administration of the Hospital given by the Hospital. Contractor and each Physician shall retain responsibility for all medical care provided to Hospital patients by Contractor or Physician under this Agreement. Nothing herein shall be construed as giving the Hospital control over, or the right to control, the professional judgment of, treatment by, or medical actions of any Physician with respect to professional services rendered by any Physician as it relates to medical/patient care decisions.

5.2 Equipment and Staff. Hospital shall provide office and clinical space and support staff required by Contractor to perform the Services under this Agreement.

5.3 Billing. Hospital shall perform billing and collection functions for all professional services provided by Contractor pursuant to this agreement. All payments generated from professional services provided by Contractor will remain the property of the hospital. Contractor acknowledges the Hospital has the right to endorse, cash, or deposit all payments for services rendered.

6. ADDITIONAL PROVISIONS

6.1 Compliance with Law. The parties shall comply with all applicable statutes, laws, rules, regulations, licenses, certificates, and authorization of any governmental body or authority in the performance or carrying out of its obligations under this Agreement.

6.2 Independent Entities. This Agreement does not constitute the hiring of Contractor by Hospital as an employee.

6.3 Severability. If any provision of this Agreement is declared illegal or unenforceable the other provisions of this Agreement shall remain in full force and effect.

6.4 Governing Law. This Agreement shall be construed in accordance with and governed by the laws of the State of Wyoming with jurisdiction and venue in Sweetwater County, Wyoming.

6.5 Third Party Beneficiary: Nothing in this Agreement shall give rise to any rights in any person not a party to this Agreement. Nothing herein shall be construed to create a third party relationship with any person or entity not a party to this Agreement.

6.6 Change of Law. In the event that any federal or state legislative or regulatory authority adopts any law or regulations which (a) renders this Agreement illegal or prohibited by applicable law or regulations; (b) establishes a material adverse change in the method or amount of reimbursement or payment for services under this Agreement; or (c) imposes requirements which require a material adverse change in the manner of either party's operations under this Agreement, then, upon the request of either party, the parties shall enter into good faith negotiations for the purpose of establishing such amendments or modifications as may be appropriate in order to accommodate the change in law or regulations while preserving the original intent of this Agreement to the greatest extent possible. If, after sixty (60) days of such good faith negotiations, the parties are unable to reach an agreement as to how this Agreement will continue, then either party may terminate this Agreement upon thirty (30) days written notice.

6.7 No Inducement to Refer. The parties enter into this Agreement with the intent of conducting their relationship in full compliance with applicable federal, state and local law, including the Medicare/Medicaid Anti-fraud and Abuse Amendments and federal and state physician self-referral laws. Notwithstanding any unanticipated effect of any of the provisions herein, neither party will intentionally conduct itself under the terms of this Agreement in a manner to constitute a violation of these provisions.

6.8 Entire Agreement. This Agreement contains the whole understanding of the parties and supersedes all prior oral or written representations and statements between the parties.

6.9 Status of the Parties. In performing the Services as contemplated hereunder, the Hospital and Contractor agree that each is acting as an independent contractor and not as the agent or employee of the other. Each party agrees to pay, as they become due, all federal and state income taxes, as well as other taxes, including self-employment taxes due and payable on the compensation earned by each party and each party agrees to indemnify and hold the other harmless from any and all taxes, penalties or interest which might arise by its failure to do so. This provision shall survive the termination of this Agreement.

6.10 Indemnification. Contractor agrees to indemnify and hold harmless the Hospital, its officers, agents and employees from any loss, cost, damage, expense, attorney's fees and liability by reason of personal injury, property damage or both, of whatsoever nature of kind, arising out of or as a result of the sole negligent act or negligent failure to act of the Contractor or any of its agents or employees; and Hospital agrees to indemnify and hold harmless the Contractor, its officers, agents and employees from any loss, cost, damage, expense, attorney's fees, and liability by reason of personal injury, property damage or both, of whatsoever nature of kind, arising out of or as a result of the sole negligent act or negligent failure to act of the Hospital.

6.11 Notices. Notices or communications herein required or permitted shall be given to the respective parties by registered or certified mail, (said notice being deemed given as of the date of mailing) or by hand delivery at the following addresses unless either party shall otherwise designate its new address by written notice:

CONTRACTOR

Regional Vice President
Eve Stahl
Rocky Mountain Oncology Center, LLC
6501 East 2nd Street
Casper, WY 82609

HOSPITAL

Medical Staff Services Supervisor
Kerry Downs
Memorial Hospital of Sweetwater County
1200 College Dr.
Rock Springs, WY 82901

6.12 Assignment. Assignments of this Agreement or the rights or obligations hereunder shall be invalid without the specific written consent of the other party herein, except that this Agreement may be assigned by the either party without the written approval of the other party to any successor entity or to a related or affiliated organization.

6.13 Entire Agreement. This Agreement supersedes all previous contracts or agreements between the parties with respect to the same subject matter and does constitute the entire Agreement between the parties hereto and the Hospital and Contractor shall neither be entitled to other benefits than those herein specifically enumerated.

6.14 Waiver of Breach. The waiver by either party of a breach or violation of any provision of the Agreement shall not operate as nor be constructed to be, a waiver of any subsequent breach hereof.

6.15 Amendments. This Agreement may be amended only by an instrument in writing signed by the parties hereto.

6.16 Execution. This Agreement and any amendments thereto shall be executed in duplicate copies on behalf of the Hospital and Contractor by an authorized representative of each. Each duplicate copy shall be deemed an original, but both duplicate originals together constitute one and the same instrument.

6.17 Access to Books and Records. If and to the extent required by Section 1395x(v)(1)(I) of Title 42 of the United States Code, until the expiration of four (4) years after the termination of this Agreement, Contractor and Hospital shall make available, upon written request by the Secretary of the Department of Health and Human Services, or upon request by the Comptroller General of the United States General Accounting Office, or any of their duly authorized representatives, a copy of this Agreement and such books, documents and records as are necessary to certify the nature and extent of the costs of the services provided by Contractor under this Agreement. In the event Contractor carries out any of its duties under this Agreement through a subcontract with a related organization with a value or cost of \$10,000 or more over a 12-month period, such subcontract shall contain a provision requiring the related organization to make available until the expiration of four (4) years after the furnishing of such services pursuant to such subcontract upon written request to the Secretary of the United States Department of Health

and Human Services, or upon request to the Comptroller General of the United States General Accounting Office, or any of their duly authorized representatives, a copy of such subcontract and such books, documents and records of such organization as are necessary to verify the nature and extent of such costs.

6.18 Individually Identifiable Health Information. Contractor shall comply with, and shall ensure that each Physician complies with, all applicable federal and state laws and regulations regarding the confidential and secure treatment of individually identifiable health information.

6.19 Time of the Essence. The parties agree that time is of the essence throughout the term of this Agreement and any extension or renewal thereof, and of every provision hereof in which there is an element. No extension of time for performance of any obligations or acts shall be deemed an extension of time for performance of any other obligations or acts.

IN WITNESS WHEREOF, the duly authorized representatives of the Hospital and Contractor have executed this Agreement on the last date written hereunder.

**MEMORIAL HOSPITAL OF
SWEETWATER COUNTY**

By: Irene Richardson

Title: CEO

Date: _____

**ROCKY MOUNTAIN ONCOLOGY
CENTER, LLC**

By: _____

Title: _____

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:** Supero Credentialing Services
2. **Purpose of contract, including scope and description:** Physician credentialing services. Current contract with Shealy Group ends December 31, 2017. We are not renewing that contract.
3. **Date of contract execution:** When accepted by the Board.
4. **Date of contract expiration:** Month to month.
5. **Rights of renewal and termination:** 30 day notice by either party to terminate services.
6. **Monetary costs:** \$3750.00 flat monthly fee per .5 FTE. The .5 FTE means that Supero is going to assign one person to work on our account. From the amount of providers that we have, they have decided that they will need to work an average of 20 hours per week. The \$3750 is per month. It's a flat rate to pay for half of a full time employee's time. There are no additional charges.
7. Included in Department Budget: **Yes**
8. Extraneous costs associated with contract: **NO**
9. Let for bid, if appropriate:
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES**



**Provider Enrollment/ Credentialing/ Contract Management
Services**

Presented

Healthcare Provider (HP)

by

Supero Healthcare Solutions, LLC

We Will Provide Expertise and Services for the Following:

Provider Enrollment and Credentialing (For New Providers):

- Complete all applications on behalf of HP (for all commercial and/or government payors).
- Submit each private carrier application along with all supporting documents.
- Provide hard copies of contracts, fee schedules, and other documents to be delivered to HP.
- Provide follow up and submission of any additional supporting documents and information to each private insurance payor as requested/required by the plan.
- Stay involved in the credentialing process until you are effectively enrolled & receive your effective date/ approval letters and/or contracts & fee schedules.
- We will provide you with your effective date(s) and PAR ID's once they are issued.
- We provide you with updates as to the status of all plans. We are the primary point of contact to each payor and provide continued support, follow-up, documents, etc. until the process is 100% complete.
-

Credentialing Maintenance Program (For Existing Providers):

- CAQH Reattestation and Maintenance
- NPI Maintenance
- Address Changes and Updates
- Health Plan Credentialing/ Re-credentialing
- Hospital Credentialing/ Re-Credentialing
- Federal, State, and/ or Local Licensure New/ Expirations
- DEA/ DPS/ CDS New/ Expirations
- Malpractice Expiration Reminders
- General Liability Expiration Reminders
- Medicare Revalidation

Joint Accountabilities

- HP will supply Supero Healthcare Solutions with a complete listing of all demographic information and required credentialing documents as well as a complete listing of services to be provided. Supero Healthcare Solutions will gain access to HP management in order to become fully educated in the overall goals and strategies of the practice. This will ensure that Supero Healthcare Solutions understands how to conduct business on behalf of the practice.
- Supero Healthcare Solutions will be responsible for providing proper security measures to ensure that all information obtained from HP will be compliant with HIPAA security standards.
- Supero Healthcare Solutions will be responsible for making contacts with the major payors identified in this proposal to secure contracts and complete all necessary credentialing requirements. We will provide specific components of the managed care contracting cycle or serve as the managed care department to HP. We will provide frequent updates regarding status of the project and timelines for reporting purposes. All copies of applications, contracts, fee schedules, and other documents will be delivered to HP to keep on file.
- We will both inform each other immediately of any unforeseen changes, new developments, or other issues that affect and influence this project so that we can both adjust accordingly; we will accommodate each other's unexpected scheduling conflicts; we agree to err on the side of over communication to keep each other abreast of all aspects of the project.

Terms and Conditions:

Cost for Credentialing and Provider Enrollment Manager (.5 FTE):

Monthly Retainer Fee of \$3750.00 per .5 FTE.

Payment Installments: Invoices will be billed once a month to HP.

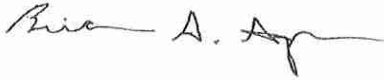
Expenses: Expenses will be billed as actually accrued on a monthly basis and are due on receipt of our statement. We do not bill for fax, administrative work, telephone, duplication, or related office expenses. If additional resources are required to assist on the project, this will be done at no cost to HP and will be the responsibility of Supero Healthcare Solutions to arrange and incur costs for.

Invoices: Supero invoices on a monthly basis. **Supero accepts only credit card or ACH payment options.** Credit card or ACH payment option must be submitted/setup prior the commencement of the project. Services may be suspended if there is an interruption in payment. After 90 days of non-payment HP shall be sent to collections.

Termination: Either party may terminate this agreement with written 30 days' notice. Termination can be for any reason.

Acceptance

For Supero Healthcare Solutions, LLC:



Brian A. Agnew, President

For (Company Name): _____

Signature: _____

Name of Signee: _____

Title: _____

Date: _____

**AGREEMENT FOR
OCCUPATIONAL HEALTH MEDICAL SERVICES**

THIS AGREEMENT FOR OCCUPATIONAL HEALTH MEDICAL SERVICES ("Agreement") is entered into this _____ day of January , 2018, by and between Memorial Hospital of Sweetwater County ("Hospital") of 1200 College Drive, Rock Springs, Wyoming 82901, and Jim Bridger Power Plant ("Company") of Point of Rocks, Wyoming 82942.

RECITALS

WHEREAS, Hospital is your "one stop shop" for full service regional acute care with a Wyoming "Area Trauma Center" Designated Emergency Department and with capabilities of offering many diverse services to its patients, including occupational health, laboratory and diagnostic services, physician specialty services and urgent/critical care services. As an affiliate of the University of Utah Hospitals and Clinics, care needed beyond the scope of "Hospital" services can be delivered seamlessly;

WHEREAS, Hospital affiliates with local employers with the goal of improving access to and the quality and efficiency of occupational health care in the community it serves; and

WHEREAS, Company seeks to provide its employees on-site access to occupational health care services, and Hospital is able to provide such services.

AGREEMENT

NOW THEREFORE, in consideration of the Recitals, which are incorporated into this Agreement by reference, the mutual promises and covenants contained herein, and other good and valuable consideration, the sufficiency of which is mutually acknowledged, the Hospital and Company agree as follows:

SECTION 1

STAFFING & SERVICES

1.1 Staffing. Hospital Physicians will be Dr. Brytton Long and/or Dr. Larry Lauridsen, the primary health care providers responsible for providing the services. In the absence of either Dr. Long or Dr. Lauridsen other Occupational Medicine Providers of Hospital will cover their duties under this Agreement. Hospital may engage specific professional, medical, and technical contractors, as it deems necessary to furnish the Services.

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1.2 Services. Hospital will provide health care professionals to provide the following occupational health medical services:

- a. Occupational Medicine Fast Track (OMFT) services include 24 hour & 7 days a week access to an Occupational Medicine Provider (OEP). The services will be executed in the same space as the Emergency Department of Memorial Hospital of Sweetwater County. The employer will be provided laminated business cards denoting their company to notify the receptionists of the Emergency Department that the injured employee participates in a contracted agreement between Memorial Hospital and Jim Bridger Power Plant. The service includes urine drug testing and breath alcohol testing provided by Memorial Hospital of Sweetwater County Laboratory.
 - a. Address: 1200 College Drive, Rock Springs, WY 82901
 - b. OMFT Phone Number: (307) 371-3082
 - c. Please See Appendix A the OMFT Policy of Memorial Hospital of Sweetwater Counties.
- b. Attend to patients at plant medical clinic. Maintain a work place preventive surveillance program, including; Department of Transportation (DOT) physicals, hazard material (HAZMAT) physicals, medical fitness/reassignment examinations, post offer pre-placement examinations, occupational health examinations, Emergency Rescue Team (ERT) physicals and drug testing (24/7).
- c. Counsel with employees and contact employee personal physician upon authorization of employee concerning results of medical examinations. Refer employees to personal physician for continued care and arrange to follow the course of treatment, in order to optimize the employee's recovery and/or return to the job in the event an absence from work is required. (Case Management)
- d. Advise appropriate plant supervisor of work related limitations in cases where health problems may affect work performance and/or subject the employee or co-workers to injury or illness. (Case Management)
- e. Oversee maintenance of case histories, health examination reports and other medical personnel at all times and subject to the criteria set forth in the Medical Policies and Procedures Manual concerning the handling of medical records. This will be provided to the MHSC providers on site. Additionally, all medical providers onsite will be provided access to all Safety Data Sheets of the organization. (Case Management)
- f. Formulate and administer company employee wellness program. This may include education events (for personal and workplace injury and illness prevention), health fairs (annual labs, vitals, height and weight measurements, etc.), and debriefing events.
- g. Be a resource for the Company's Safety Department in planning and implementing methods of preventing injuries on and off the job site, as well as maintaining a healthy work environment. Inspect plant and

mine and make recommendations regarding sanitation and elimination of health hazards. On site injury evaluations. (7 AM – 15:30 three days per week, Monday, Wednesday, and Friday). Additionally, employees of Jim Bridger Power Plant and Jim Bridger Coal Minerals will have access to the Memorial Hospital of Sweet Water County Occupational Medicine Fast Track please refer to Appendix A.

- h. The Occupational Medicine Provider on site will assist in review of various job descriptions and observe job functions in order to attempt to mitigate employee injuries and better evaluate injuries that do occur. Act as a Medical Director/Medical Review Officer at the Jim Bridger
- i. Power Plant (the "Plant") and assist in the Worker's Compensation Program as needed. Medical Director duties are outlined in Attachment C.
- i. Maintain responsibility for and sign off on protocols of which have been reviewed and approved by Company.
- j. Exclusive phone line with direct access to Occupational Medicine Providers.
 - a. Clinic Quick Access Phone Number: (307) 362-5009
 - b. Clinic Main Phone Number: (307) 352-8125
 - c. Clinic Fax Number: (307) 352-8148
 - d. Occupational Medicine Fast Track Phone Number: (307) 371-3082
 - e.

SECTION 2

FACILITIES

2.1 Company Obligations. Company will provide the facilities, equipment, supplies and utilities necessary for the Services to be provided at its Clinic. In the event of Termination or upon expiration of the Term, the facilities, equipment, supplies and utilities necessary for the Services shall remain property of the Company

2.2 Hospital Obligations.

- a. Hospital's Occupational Medicine Clinic will provide a schedule of blocked appointment times to be held for Company employees both for company designated visits and employee designated visits. Days and times to be determined by Hospital and Company. Twenty-four hour per day on-call availability by cellular phone will be provided. Company and employee visits will be billed at a 20% prompt pay discount from the provider service fee schedule. Prompt pay to be defined as payment within 30 days of billing statement date.
- b. On site occupational medicine services are to be executed 3 days a week on Monday, Wednesday, and Friday from 7:00 to 3:30. Primary

care services are to be offered by a physician assistant the coinciding 3 days of the work week and from 7:00 to 3:30.

SECTION 3

COMPANY OBLIGATIONS

3.1 **Compensation.** Company will compensate Hospital as follows:

- a. An hourly on-site fee of \$125.00/hour for a physician and \$95.00 a day for a physician assistant. Days and times to be determined by Hospital and Company.

3.2 **Supplies and Waste Disposal.** Company is responsible for the cost and procurement of medical consumables and supplies to perform the Services at its Clinic under this Agreement and also for the disposal of waste from its Clinic.

SECTION 4

RECORDS, PAYMENT, AND BILLING

4.1 **Records.** Hospital is responsible for records management, data entry and medical transcriptions. The Parties agree to maintain the confidentiality of all medical records and files in accordance with all laws, rules and regulations, including HIPAA.

4.2 **Payment and Billing.** Hospital is responsible for billing for all services provided and for collecting fees for medical services rendered. Hospital shall coordinate with the State of Wyoming as to billing for fees related to workers' compensation claims.

SECTION 5

COMPLIANCE WITH LAW AND POLICY

5.1 **Adherence to Applicable Laws, Regulations and Standards.** Throughout the term of this Agreement, Hospital and Company agree to abide by all applicable laws, regulations and standards.

5.2 **Referrals.** The parties intend to comply with all anti-kickback regulation and any other federal or state law provision governing fraud or abuse or self-referrals under the Medicare or Medicaid programs, as such provisions may be amended from time to time. The parties acknowledge that none of the benefits granted are conditioned on any requirement that Hospital or any health care provider make referrals to, be in a position to make or influence referrals to, or otherwise generate business for Hospital. The parties further acknowledge that no health care provider

is restricted from establishing staff privileges at, referring any patient to, or otherwise generating business for, any other hospital or health care facility of his/her choosing. In the event a health care provider hospitalizes a patient, or if a health care provider deems any ancillary service necessary, the health care provider shall be free to use any hospital or ancillary services he or she deems appropriate in his or her sole discretion. Further, the parties agree that the compensation paid to Hospital under this Agreement, combined with any additional compensation Hospital receives from any third party(ies), represents the fair market value of the services provided.

5.3 Confidentiality Requirements. To the extent applicable to this Agreement, each party agrees to comply with the federal Health Information Technology for Economic and Clinical Health Act of 2009 (the "HITECH Act"), the Administrative Simplification provision of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), and any current and future regulations promulgated under either the HITECH Act or HIPAA, including without limitation the federal privacy standards contained in 45 CFR Parts 160 and 165, as well as all applicable state laws regulating privacy, including the Wyoming Hospital Records and Information laws. To the extent permitted by law, the parties shall keep confidential any financial, operating, proprietary or business information relating to this Agreement, and/or any other agreements negotiated through this affiliation that are not otherwise public information.

Hospital shall take all appropriate legal, organizational and technical measures to ensure the confidentiality of Personal Data, and protect Personal Data against accidental or unlawful destruction or accidental loss, alteration, unauthorized disclosure or access, and against all other unlawful forms of processing, keeping in mind the nature of such data, including safeguarding protected health information pursuant to the HIPAA, HITECH, and the HIPAA Omnibus Rule.

b) Hospital may only disclose Personal Data to third parties (including Hospital Personnel), who have a need to know and have signed agreements that require them to protect Personal Data in the same manner as detailed in this Agreement.

c) Hospital shall take all reasonable steps to ensure that Personal Data is reliable for its intended use, and is accurate, complete and current.

d) Hospital acknowledges that it shall have no right, title or interest in any Personal Data obtained by it as a result of this Agreement, except to the extent that such information is necessary to carry out its functions as a covered entity as defined by HIPAA.

e) Hospital shall provide other reasonable assistance and support, and assist and support Company in the event of an investigation by a data protection regulator or similar authority, if and to the extent that such investigation relates to the collection, maintenance, use, processing or transfer of Personal Data under this Agreement.

f) In the event that Hospital is unable to comply with the obligations stated in this Section, Hospital shall promptly notify Company, and Company may take any one or more of the following actions: (i) suspend the transfer of Personal Data to Hospital; (ii) require Hospital to cease processing Personal Data; (iii) demand

the return or destruction of Personal Data; or (iv) immediately terminate this Agreement.

g) Upon termination of this Agreement for any reason, Hospital shall promptly contact Company for instructions regarding the return, destruction or other appropriate action with regard to Personal Data.

h) Notwithstanding any of this section or this Agreement, any subset of Personal Data deemed to be protected health information under HIPAA, will be safeguarded in accordance with HIPAA, HITECH, and the HIPAA Omnibus Rule. In no instance, will Company have access to protected health information in any manner that would constitute a violation of HIPAA, HITECH, or the HIPAA Omnibus Rule.

5.4 A good faith effort will be made by Memorial Hospital to aid and assist Jim Bridger Power Plant to maintain compliance with the ADA Title I (42 U.S.C. 12112 (d); 29 C.F.R. 1630.13 & 1630.14) and Gina Title II (29 C.F.R. 1635.8). Furthermore, both parties agree to maintain compliance with 29 C.F.R. 1630.14 (b)(1) that all medical records collected must be collected on separate forms, kept in separate medical files, and be treated as a "confidential medical record." This shall also be held true to any genetic information obtained under any of GINA's limited exceptions but in compliance with 29 CFR 1635.9

5.5 Memorial Hospital and Jim Bridger Power Plant will, at all times during and after the term of this agreement, hold in strictest confidence any and all of Jim Bridger Power Plant's and Memorial Hospital's Confidential Information (as defined below) within the knowledge, whether acquired prior to or during the term of this Agreement. For purposes of this Agreement, "Confidential Information" means this Agreement and the Terms contained herein, business, and strategic plans, marketing information, financial, billing, and accounting data, operating statistics and any other information that is intended to be confidential, other than any information in any form that is (i) public information, (ii) has been disclosed to one or more other person by a third party was bound, (iii) necessary to disclose for bona fide internal accounting, business or legal reasons, (iv) necessary to disclose in order to enforce the terms and conditions of this Agreement in a court of law or (v) necessary to disclose in order to comply with a valid court order or valid subpoena issued by a governmental agency (vi) a valid concern for the health, safety, or wellbeing of individuals exposed to any workplace hazard. Both parties agree that any required disclosure of any Confidential Information shall be strictly and solely limited to the required disclosure. No such disclosure shall waive the confidentiality provision of this Agreement or authorize any further disclosure except as provided for herein.

In the event of a voluntary or negligent disclosure of any Confidential Information to a third party in violation of Section 5.4 above, is required to disclose any Confidential Information pursuant to any valid court order or lawful subpoena, or is otherwise subject to any governmental investigation or inquiry related to this Agreement, both parties shall immediately notify the party affected by such disclosure, investigation, or inquiry.

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SECTION 6

INDEPENDENT CONTRACTOR

Each party and its representatives are performing the services required hereunder as independent contractors and not as employees, agents, partners of, or joint-ventures with the other party. The services provided under this Agreement are not shared services. Each party shall assume sole and exclusive responsibility for the payment of wages to its representatives for the services performed by them for the other party. Each party, with respect to its representatives, shall be responsible for withholding federal and state income taxes, paying Federal Social Security tax, maintaining unemployment insurance, and maintaining workers' compensation in an amount and under such terms as required by the applicable State Labor Code.

SECTION 7

TERM AND TERMINATION

7.1 **Term.** The term of this Agreement shall be one (1) year commencing on January ,2018 unless terminated earlier as provided herein. Company shall have the option to extend this Agreement for one 12-month extension if notice to Hospital within 30-days prior to expiration of the initial term. Upon mutual written consent prior to the end of the term, or any successive terms, the terms and conditions of this Agreement may be negotiated and the Agreement renewed for an additional two (2) years term.

7.2 **Termination.** Either party may terminate this Agreement with or without cause upon ninety (90) days prior written notice to the other party; however, in the event that Hospital has its licensure, certification or accreditation suspended or terminated by a state or federal agency or by an accreditation body or in the event that either party ceases its operation or loses its insurance coverage are required by this Agreement or is unable to meet its financial obligations, the other party may terminate this Agreement immediately. Hospital may terminate this Agreement immediately if Company defaults in payment obligations as set forth herein and Company has not remedied such default within 30 days.

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SECTION 8

MISCELLANEOUS

8.1 **Controlling Law.** This Agreement shall be governed by the laws of the State of Wyoming. Should either party bring suit to enforce any of the terms of this

TO THE FULLEST EXTENT PERMITTED BY LAW, EACH OF THE PARTIES HERETO WAIVES ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY IN RESPECT OF LITIGATION DIRECTLY OR INDIRECTLY ARISING OUT OF, UNDER OR IN CONNECTION WITH THE CONTRACT. EACH PARTY FURTHER WAIVES ANY RIGHT TO CONSOLIDATE ANY ACTION IN WHICH A JURY TRIAL CANNOT BE OR HAS NOT BEEN WAIVED.

8.2 Entire Agreement. This Agreement constitutes the entire agreement between the parties pertaining to the subject matter contained in it and supersedes all prior and contemporaneous agreements, representations and understandings of the parties. No modification or amendment of this Agreement shall be binding unless executed in writing by all of the parties. No waiver of any of the provisions of this Agreement shall be deemed or shall constitute a waiver of any other provision of this Agreement, whether or not similar, nor shall any waiver constitute a continuing waiver.

8.3 Third Party Beneficiaries. This Agreement is entered into for the sole benefit of Hospital and Company. Nothing contained herein or in the parties' course of dealings shall be construed as conferring any third party beneficiary status on any person or entity not a party to this Agreement, including, without limitation, any patient of Hospital or Company.

8.4 Responsibility for Own Acts/Indemnification. Except as provided in this Agreement, each party shall be responsible for its own acts and omissions and any and all claims, liabilities, injuries, suits, demands and expenses of all kinds which may arise out of any malfeasance or neglect caused by it, or its employees or representatives, in the performance or omission of any act or responsibility under this Agreement. Hospital agrees to indemnify and hold harmless Company of and from any and all claims, demands, losses, causes of action, damage, lawsuits, judgments, including attorneys' fees and costs, arising out of or relating to the Services performed by Hospital under this Agreement.

8.5 Insurance. Without limiting any liabilities or any other obligations of the Hospital, the Hospital shall, prior to commencing Work and during the Term of this Agreement, Hospital shall secure and continuously carry with insurers having an A.M. Best Insurance Reports rating of A-VII or such insurance as will protect Hospital from liability and claims for injuries and damages which may arise out of or result from Hospital's operations under the Contract and for which Hospital may be legally liable, whether such operations are by Consultant or a Subcontractor or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable. Hospital shall insure the risks associated with the Work and this Contract with minimum coverages and limits as set forth below.

a. **Workers' Compensation.** Hospital shall comply with all applicable workers' compensation laws and Occupational Disease Insurance and shall furnish proof thereof satisfactory to Company prior to commencing Work. Coverage should

also provide applicable federal regulations (including, without limitation, FELA, USL&H and the Jones Act).

Employers' Liability. Hospital shall maintain employers' liability insurance with limits not less than \$1,000,000 each accident, \$1,000,000 disease each employee, and \$1,000,000 disease policy limit.

b. **Commercial General Liability.** Hospital shall maintain commercial general liability insurance on the most recently approved ISO policy form, or its equivalent, written on an occurrence basis, with limits not less than \$1,000,000 per occurrence/\$2,000,000 general aggregate (on a per location and/or per job basis) and shall include the following coverages:

- i. Premises and Operations Coverage
- ii. Independent Hospital's Coverage
- iii. Contractual Liability
- iv. Products and Completed Operations Coverage, maintained for at least 2 years for post-completion losses

- v. Broad Form Property Damage Liability

- vii. Personal Injury Liability, with the contractual exclusion removed.

c. **Business Automobile Liability.** Hospital shall maintain business automobile liability insurance on the most recently approved ISO policy form, or its equivalent, with a minimum single limit of \$1,000,000 each accident for bodily injury and property damage including sudden and accidental pollution liability, with respect to Hospital's vehicles whether owned, hired or non-owned, assigned to or used in the performance of the Work.

d. **Medical Professional Liability.** Hospital shall maintain professional liability insurance covering damages arising out of negligent acts, errors, or omissions committed by Physician in the performance of this Contract, with a liability limit of not less than \$3,000,000 each claim. Hospital shall maintain this policy for a minimum of two (2) years after completion of the Work or shall arrange for a two (2) year extended discovery (tail) provision if the policy is not renewed. The intent of this policy is to provide bodily injury or property damage as well as liability for personal injury such as mental anguish coverage for claims arising out of the performance of Work or Services under this Contract and caused by any error, omission for which the Hospital is held liable.

e. **Network Security and Privacy Liability.** If the Work or Services under the Contract involves the rendering of IT services including, but not limited to: software, software or hardware or systems development or consulting services; internet/application services (e.g., web hosting); providing content; connections to systems, technology or network(s); or if Hospital in any way collects, obtains, maintains or in any way accesses or uses Confidential Information or Data, such as HIPAA information; then Hospital, and its Subcontractors, shall maintain Network Security & Privacy Liability coverage, which can be included via evidenced endorsement to Professional Errors & Omissions coverage, throughout the term of this Contract and for a period of two (2) years thereafter, with a minimum required limit of \$5,000,000 Each Claim

f. Umbrella or Excess Liability. Hospital shall maintain umbrella or excess liability insurance with a minimum limit of \$5,000,000 each occurrence/aggregate where applicable on a following form basis to be excess of the insurance coverage and limits required in employers' liability insurance, commercial general liability insurance and business automobile liability insurance above. Hospital shall provide Notice to Company, if at any time the full umbrella limit required under this Contract is not available, and will purchase additional limits, if requested by Company.

Company does not represent that the insurance coverages specified herein (whether in scope of coverage or amounts of coverage) are adequate to protect the obligations of Hospital, and Hospital shall be solely responsible for any deficiencies thereof.

Except for workers' compensation and professional liability insurance, the policies required herein shall include provisions or endorsements naming Company, its parent, divisions, affiliates, subsidiary companies, co-lessees, co-venturers, officers, directors, agents, employees, servants and insurers as additional insureds or loss payees, as applicable to specific insurance coverage. The commercial general liability additional insured endorsement shall be ISO Form CG 20 10 or its equivalent.

A certificate of insurance shall be furnished to Company confirming the issuance of Medical Professional insurance coverage for covered Physicians insurance prior to commencement of Work by Hospital. Should a loss arise during the Term of the Contract that may give rise to a claim against Hospital and/or Company as an additional insured, Hospital shall deliver to Company (or cause to be delivered to Company) certified copies of such insurance policies. Hospital shall not cancel or reduce limits of liability without (i) ten (10) calendar days prior written Notice to Company if canceled for nonpayment of premium; or (ii) thirty (30) calendar days prior written Notice to Company if canceled for any other reason. Lack of notification shall be considered a material breach of this Contract.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first written above.

MEMORIAL HOSPITAL
OF SWEETWATER COUNTY:

JIM BRIDGER POWER PLANT:

By: 
Irene Richardson, CEO

By: _____
Its: _____

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**Memorial
Hospital**
OF SWEETWATER COUNTY

Medical Office
& Physician Clinic

**Occupational Medicine Pricing for
Memorial Hospital of Sweetwater County**

Physician Services	
Exam	Charge
Emergency Responder Exam and Fire Brigade Exam	\$110.00
DOT	\$105.00
Post Offer Pre Placement	\$130.00
Post Offer Pre Placement and Fitness for Duty	\$130.00 +
Return to Work Determination {30 day}	\$90.00
OSHA Respirator Exam	\$90.00
Periodic Surveillance Exams (HazMat, ERT, MRT, Hoistman, etc..)	\$110.00
MRO Verified (+) Drug Test	\$65.00
MRO Verified (-) Drug Test	\$35.00

Nursing and Ancillary Service Pricing	
Service	Charge
NIOSH Certified Fit Testing	\$125.00
12 Lead EKG	\$50.00
Spirometry	\$50.00
Exercise Stress Testing	\$250.00
Vision Screening Snellen, titmus (depth, peripheral, and color vision testing)	\$25.00
Booth Audiology Screening	\$60.00

Laboratory Studies	
Test	Charge
OM PANEL 1 (CBC,CMP, Lipid Profile, UA, Hemoglobin A1C)	\$200.00
OM PANEL 1M (CBC,CMP, Lipid Profile, UA, Hemoglobin A1C, PSA)	\$200.00
OM Rapld Drug Screen (then sent to SAMSHA Lab)	\$50.00
OM BAT	\$40.00
OM Drug Screen Collection (hair, urine, saliva)	\$25.00
OM UA	\$27.00
OM PSA	\$40.00
OM Stool Hemocult (stool hemocult, 3 separate specimens)	\$41.00
OM Quantiferon Gold	\$86.00
OM Blood Born Pathogen (BBP) Baseline (HepBsAg, HepBSAb, HepC Antibody, HIV)	\$273.00
OM BBP 6 WEEKS (HIV)	\$99.00
OM BBP 3 MONTHS (HIV)	\$99.00
OM BBP 6 MONTHS (HepC Antibody, HIV)	\$157.00
OM BBP 12 MONTHS (HepC Antibody, HIV)	\$157.00

OMFT Retainer Contract Quantity	
Service	Charge
OMFT Retainer	\$800.00



**Memorial
Hospital**
OF SWEETWATER COUNTY

Medical Office
& Physician Clinic

Vaccine and Medications	
Therapy	Charge
Hepatitis A	\$71.00
Hepatitis B single Shot	\$46.00
Tetanus (Tdap) Vaccination	\$70.00
Tetanus Diphtheria (TD)	\$45.00
TST (TB skin test) Single	\$25.00
TST (TB skin test) 2 Step	\$55.08
Pneumococcal Vaccination 13 Valent (Prevna)	\$200.00
Pneumococcal Vaccination 23 Valent (Pneumovax)	\$110.00
Measles, Mumps, and Rubella	\$90.00
Varicella (Zoster, Shingles)	\$210.00
Influenza Quadrivalent Vaccine	\$35.00

Physical Therapy Services	
Service	Charge
15 Minute Increment of Services (FCE and Fitness for Duty Testing)	\$37.50
60 Minute Increment of Services (FCE and Fitness for Duty Testing)	\$150.00

Radiology Pricing	
Study	Charge
CXR 2 V	\$250.00
L SPINE 2-3 V	\$250.00

FUTURE SERVICES

- Educational opportunities for employees (CPR training, etc.)
- Wellness program
- Health Fairs
- Telemedicine

"FAST TRACK" SERVICES

Fast Track services are those services provided to Company employees after Medical Office Building hours and on Company site after Clinic hours. These afterhours services will be provided in the Hospital, in space staffed by "on call" Occupation Medicine Providers. The intent of the "Fast Track" is to keep Company employees out of the Emergency Room when reasonably possible, per Physician discretion.

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Appendix A



Occupational Medicine Acute Injury Care: Occupational Medicine Fast Track (OMFT) Policy

Memorial Hospital of Sweet Water County

Department of Occupational & Environmental Medicine

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Statement of Purpose

Workplace injury, illness, and death resulted in nearly 3.0 million nonfatal workplace injuries and 4,821 fatal injuries in 2014 (BLS). Wyoming suffered 37 deaths in 2014. In that same year Wyoming recordable injury rate was 3.4 cases per total employee hours worked that year (N/EH x200000) compared to the national rate of 3.2 cases per total employee hours worked (US, BLS). The intent of this program is evidence based management of acute injuries suffered while in the course and scope of employment. However, not all acute illness or injuries are caused by workplace exposure i.e. cerebrovascular accident in a 65 year old 2 pack per day smoker.

This program relies upon the interaction between Emergency Department (ED) Providers, Occupational Medicine Fast Track (OMFT) Providers, ED staff and ED reception. The goal is to provide consistent communication between the parties to execute quality care on behalf of the injured employee. The Employer will be provided the opportunity for direct phone contact with the OMFT Provider. Information acquired by the OMFT Provider will be given to the ED reception, triage, and ED Providers. Furthermore, the majority, if not all, injuries seen in the OMFT will require drug screening after management of their injury. This will follow the Occupational Medicine Acute Injury Care: Drug Screening Protocols. However, all employee injuries will not result in an interaction with an OMFT Provider, but, they will require a drug screen. Therefore, these employees will require drug screens that are time sensitive and need to be administered despite a seemingly insignificant injury. This employee will present to ED reception with a Yellow drug screen card and must follow the Occupational Medicine Acute Injury Care: Drug Screening Protocols.

It is not the intent of this program to care for or manage acute infectious illness (except blood born pathogen exposure) or for primary care services.

Protocol:

PREHOSPITAL

1. Employee suffers an injury in the course and scope of workplace duties
 - a. Emergency Management Services on site will kick in for any injury
 - b. Employee notifies Designated Employer Representative (DER)
2. Designated Employer Representative (DER) follows the Emergency Management Service protocol to determine:
 - a. Medical Management
 - b. Method of Transportation

3. If the DER is unsure of medical management or transportation they then call Occupational medicine provider on call.
4. Occupational Medicine Provider receives the call from DER
 - a. Provider triages the injury for emergent care, urgent care, or next day care
 - b. Employee's undergoes emergent medical management if necessary on site
 - c. If necessary the employee is transported by personal vehicle or ambulance
5. If the employee is to present for care
 - a. Occupational Provider notifies the Emergency Department (ED) Receptionist or Nursing of eminent employee arrival {(307)352-8250}
 - b. If deemed appropriate for Occupational Medicine Fast Track (OMFT) by Occupational Medicine (OM) Provider then the Provider arrives to the ED

HOSPITAL ARRIVAL & RECEPTION

This portion of the algorithm covers;

Patient arrival prior to OMFT Provider arrival, OMFT Provider did not notify ED of an injured employee, and employee presentation with no notification to the OMFT Provider by the Employer.

1. Employee arrives by
 - a. Personal Vehicle
 - b. Ambulance
2. Reception or Triage Nursing Determines if the injury occurred with in the course and scope of workplace duties by:
 - a. Employee, with or without the DER, presents green card with the Employer's account number (See Appendix F for example) **OR**
 - b. Did this injury occur while performing work duties (course and scope of duties)? **AND**
 - c. Do we have a contract for Occupational Medicine Fast Track (OMFT)?
 - i. Reception reviews provided list (See Appendix D).
 - ii. This list will be updated with contract acquisition and reviewed monthly by the Occupational Medicine Medical Director.
3. The Employee will be registered to both an OM Employer and OCC Spec accounts.
 - a. The OM Employer account is for billing Wyoming Worker's Compensation.
 - b. The OCC Spec account is for billing the individual employer for surveillance exams and drug screens.
 - c. See Appendix E
4. Labels will be produced for the patient and the patient will proceed to an OMFT room housed within the ED.

TRIAGE

1. Employee proceeds to triage
 - a. Vital signs (blood pressure, pulse oximetry, pulse rate, respiratory rate, temperature)
 - i. If an employee is unstable or becoming rapidly unstable the employee should be routed through the emergency department providers.
 - b. Nursing assesses and or cleans the injury
 - c. Nursing directs the employee through:
 - i. OMFT if the Occupational Medicine provider notified ED of employee arrival & Provider arrival is eminent.
 - ii. If OM Provider is unaware of employee's arrival please notify on call OM Provider if deemed appropriate for OMFT.
 1. See Appendix A and B for examples of OMFT vs ED example cases.
 2. See Appendix D for OMFT Provider contact phone number
 - iii. If the Employee is not appropriate as assessed by nursing or the employee states that they do not want to be seen in the Occupational Medicine Fast Track (OMFT) the Employee proceeds through ED Provider care.

OCCUPATIONAL MEDICINE PROVIDER:

1. Employee proceeds through Occupational Medicine Fast Track (OMFT)
 - a. Provider assesses the wound or injury
 - i. If the provider after assessing the wound or injury determines the employee needs a higher level of care then the employee can be re-routed back through the Emergency Department
 1. OMFT provider will retain a sticker of identification and provide that to Occupational Medicine Medical Director to document calls resulting a patient interaction.
 2. The provider will document the encounter and the referral back to the ED provider.
 - ii. The Provider will notify reception to change the employee designation to the ED provider rather than the Occupational Medicine Fast Track (OMFT) thus eliminating a 2 bills being sent to the employer.
 - b. Employee is assessed and treated as dictated by presentation.
 - c. Employee is provided an after visit summary including summary of treatment, preliminary causation, and direction for follow up care with the Occupational Medicine Clinic or their primary care provider during day time hours.

- i. Provider retains the stickers and places them in the bin in ED reception prior to leaving. Therefore, the patient can be discharged from the ED by reception.
- d. Employee undergoes drug screen with lab staff after completion or during medical care as appropriate.
 - i. Drug screens after an injury or illness is always a lower priority to any and all medical care.
 - ii. Please refer to the Occupational Medicine: Drug Screening Policy and Protocols for execution.
- e. Any ED visit resulting in the need for follow up care for an occupational injury, workplace limitations, or release to full duty will be directed to the Occupational Medicine Clinic during normal business hours.
- f. ED Providers will not offer return to work determinations or limitations any time after the initial assessment and medical care.

NURSE CASE MANAGEMENT:

- 1. Tracks all OMFT presentations and care events
 - a. Patient label stickers produced in the ED on behalf of the OMFT will be collected by providers and given to the Occupational Medicine Medical Director. This is done for future data analysis.
- 2. Coordinates follow up care after OMFT
- 3. Tracks and coordinates drug screen results for current and future Medical Review Officer Services.
- 4. Nurse case management is the contact person for Designated Employer Representatives
- 5. Any questions or concerns in regards to OMFT will be directed to Occupational Medicine Medical Director.

Mass Casualty Event

In the event of a possible or actual mass casualty event the Occupational and Environmental Medicine Provider (OEMP) on call can be activated to assist in care of patients in the Emergency Department. Additionally, by invitation of the facility, the OEMP at their discretion may present to the site of a possible or actual mass casualty event to assist in on site triage of care for injured persons per the Advanced Trauma Life Support Criteria for triaging care of patients. The OEMP will be present once persons are extracted if there is a prolonged extraction then the provider may delay presentation or leave the site until persons are safely extricated from any life threatening event. The OEMP is to avoid in all possible scenarios exposing themselves to life threatening harm.

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Appendices

Appendix A: Occupational Medicine Fast Track Examples of Appropriate Cases

This list is an example of items appropriate for the OMFT it is flexible and not a comprehensive representation of services that can be rendered on behalf of the OMFT.

1. Simple laceration not including face and genitals.
2. Head impact with minimal force, no penetration, not therapeutically anticoagulated and no LOC
3. Small shock with no entry or exit wound
4. Musculoskeletal injury: Spinal strain (Cervical, thoracic, lumbar), wrist, knee, hip, foot, hand. Not including open and clearly displaced fracture.
5. Fall from less than 4 feet
6. Retained splinter
7. Localized thermal injury (burn or frost nip) of less than 2% body surface area not including a major joint, face, genitals, or palms. The burn is not to be a 3rd degree burn and there should be no suspicion of inhalation injury (i.e. smoke or steam inhalation).
8. Chemical exposure to the epidermis less than 2% body surface area not including the face or genitals. No signs or symptoms of respiratory compromise or cardiovascular compromise. No association with respiratory exposure.
9. Superficial Penetrating injury (i.e. nail to foot) not including penetration to head, neck, thorax, or abdomen.
10. Miliaria Rubra or prickly heat rash with a rectal temperature of less than 104°F or 40°C

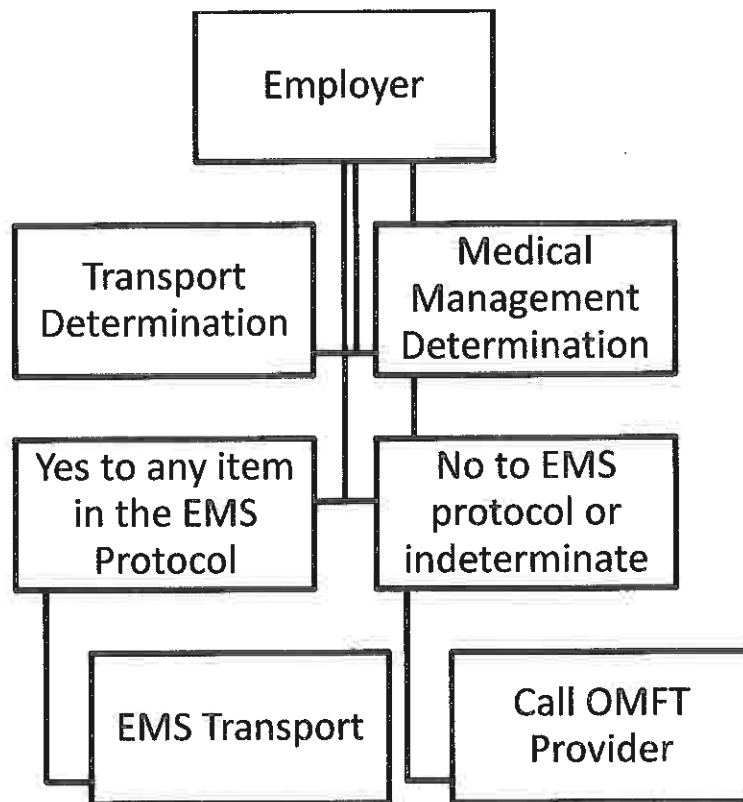
Appendix B: Examples of ED routing

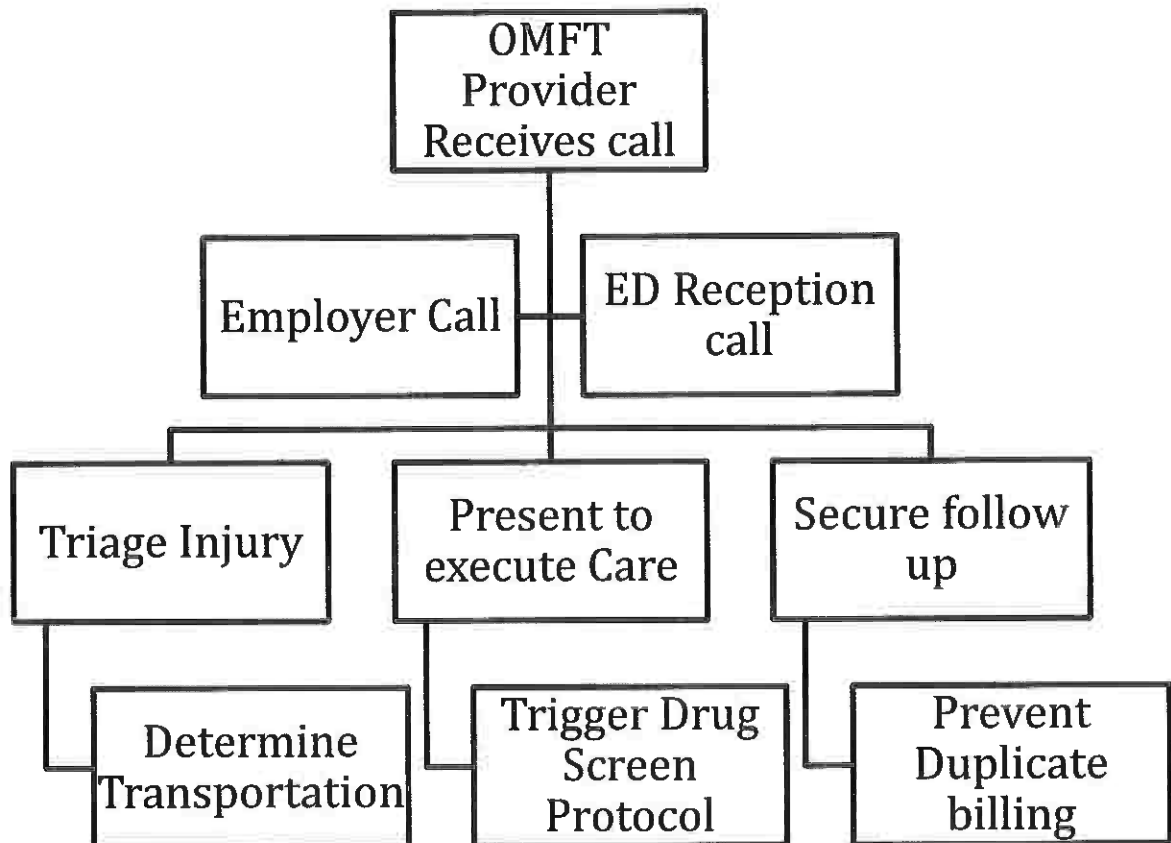
This list is an example of injuries or illness that would not be appropriate for an occupational medicine fast track. It is not comprehensive and is designed to be flexible as the OMFT evolves.

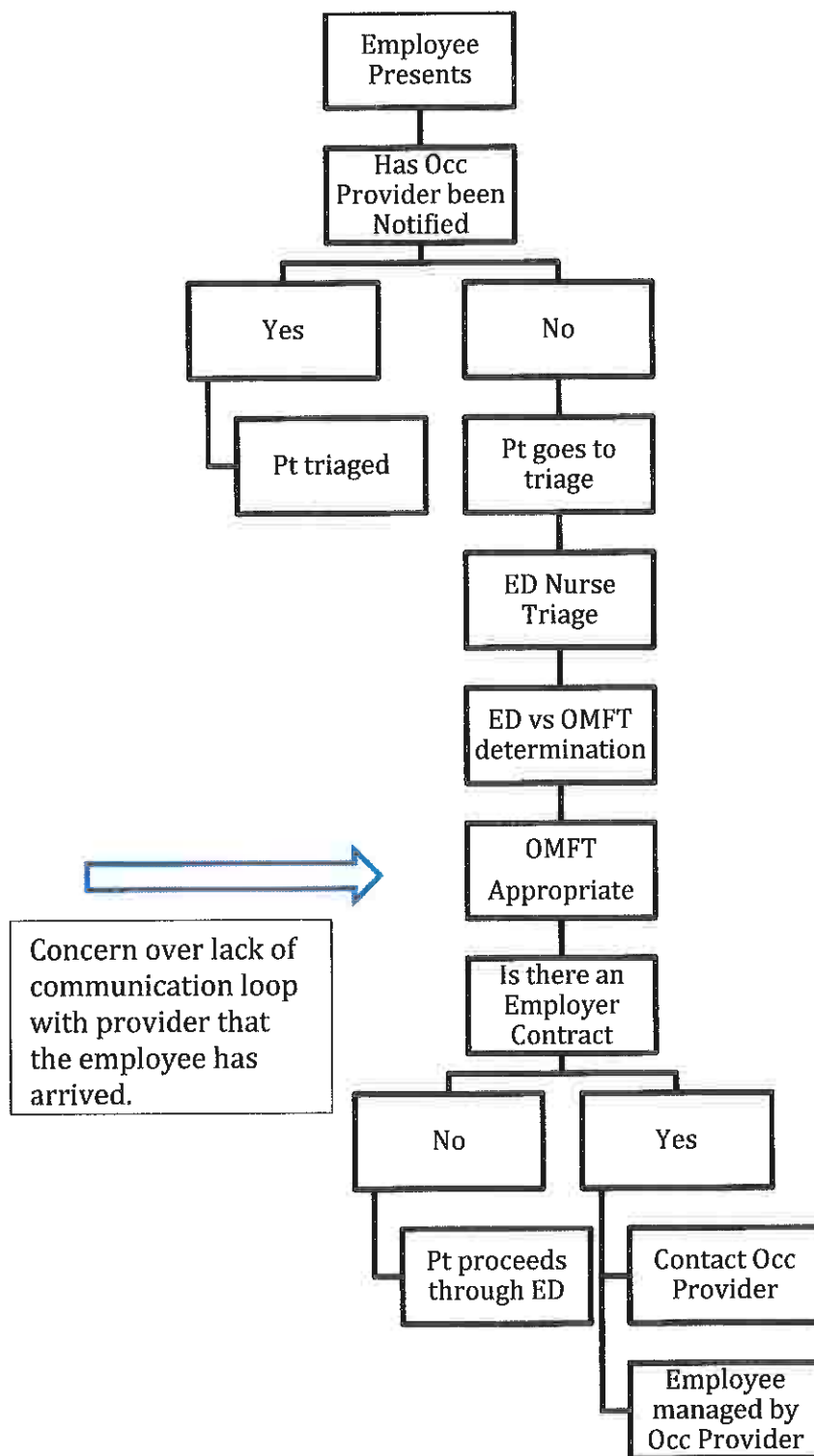
1. Loss of Consciousness for more than 60 seconds	9. Airway Compromising Facial Trauma
2. Uncontrolled Hemorrhage	10. >2% body surface area thermal injury (burn, frostbite, or frost nip) & or any thermal injury to eye/facial/genital areas. Rectal temperature >103.5 (39°C) or < 96°F (35.5°C).
3. Open or Clearly Displaced Fracture	11. Unstable angina vs Acute coronary syndrome
4. Amputation	12. Respiratory Failure and or
5. Electrocution	Employee's with eminent need or

	requiring definitive airway or airway support.
6. Psychosis or Suicidal ideation/attempt	13. Acute toxicity with LOC
7. Penetrating wounds to the abdomen or thorax or large blood vessel	14. Respiratory toxicant exposure
8. Open or penetrating skull injury,	15. Crush injury to a limb, head, torso, or pelvis

Appendix C: Occupational Medicine: Occupational Medicine Fast Track Flow Chart







Concern over lack of communication loop with provider that the employee has arrived.

Appendix D: Reception and Triage Contracted Employer List and OMFT Contact Number

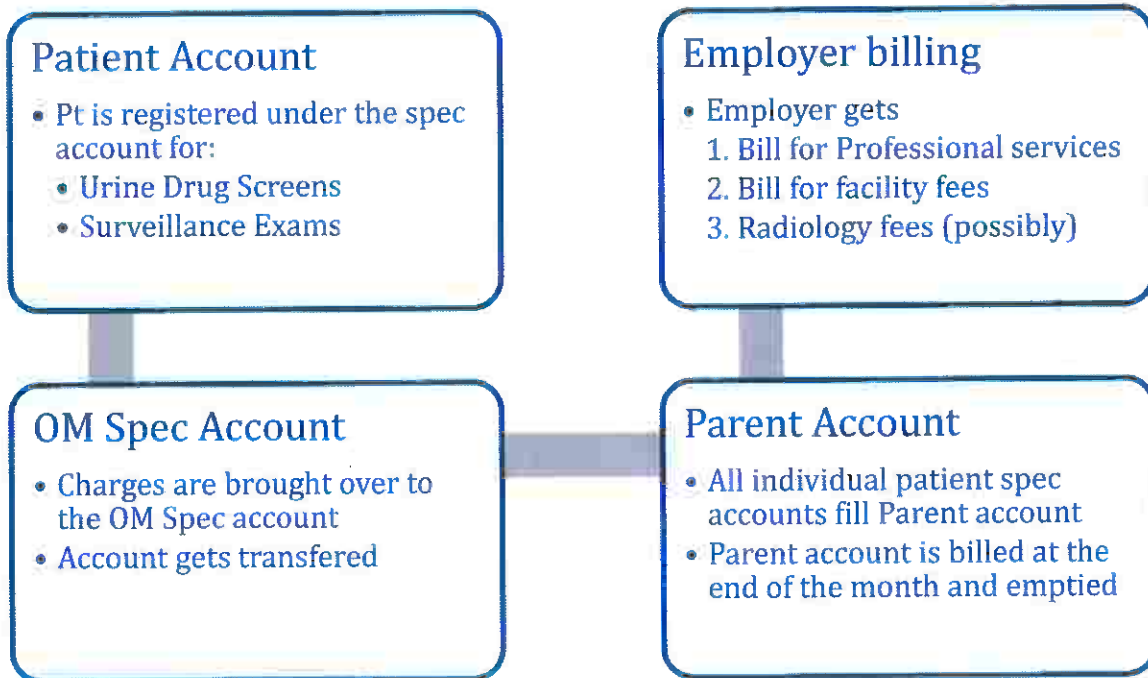
OMFT Contracted Employers	
Occupational Medicine Fast Track: Provider Contact (307)371-3082	
Employer	Pseudonyms
PacifiCorp Corporation	Jim Bridger Power Plant, Rocky Mountain Power Plant
PacifiCorp Mineral	Jim Bridger Coal, Bridger Coal
Solvay	
TATA	

Appendix E: OMFT Billing and Reception

Each contracted employer will be billed through the Employer's workers compensation account and via the employer specific parent account. This is accomplished by creating two separate services OM (Company) and OCC (Employer specific spec account.) OMFT providers will save one label and drop all other labels in a designated bin.

Billing will be on a per service basis. If a patient is transferred from the ED to the OMFT or if the OMFT patient is transferred to the ED the ED reception team member must be notified prior to the OMFT provider leaving the building to prevent double billing. However, whether or not the care is completed by the OM provider that provider must retain a sticker and return that to Occupational Medicine Medical Director for data analysis.

All billing will be executed through Memorial Hospital Medical Office Building. All other technical and professional services will be billed to the Department of Occupational and Environmental medicine.



Appendix F: Injury Cards



Memorial
Hospital

Injured Employee
Employer XYZ
1200 College Drive, Rock Springs, WY 82901
Phone number: (307) 371-3082

Ref

Ladou, J., Harrison, R.. "5th Edition Current Diagnosis and Treatment: Occupational & Environmental Medicine." New York. 2014, McGraw Hill

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Lerner, E.B., Schwartz , R.B., Coule, P.L., Pirrallo, R.G.. "Use of SALT triage in a simulated mass-casualty incident." Prehosp Emerg Care. 2010 Jan-Mar;14(1):21-5. doi: 10.3109/10903120903349812.

Rom, William, N., "Environmental and Occupational Medicine, 4th Edition." Philadelphia, PA. 2007, Lippincott Williams & Wilkins

Ruser, John W., Examining Evidence on Whether BLS Undercounts Workplace Injuries and Illnesses. Retrieved from <http://www.bls.gov/opub/mlr/2008/08/art2full.pdf> accessed 8/16/16

United States Bureau of Labor Statistic (US, BLS), "Fatal Occupational Injuries by Selected Characteristics, 2003-2014." Retrieved from http://www.bls.gov/iif/oshwc/cfoi/all_worker.pdf accessed 8/16/16

United States Bureau of Labor Statistic, "Research on the Completeness of the Injury and Illness Counts from the Survey of Occupational Injuries and Illnesses", retrieved from <http://www.bls.gov/iif/undercount.htm> accessed 8/16/16

United States Bureau of Labor Statistic, "Injury, Illness, and Fatalities," retrieved from <http://www.bls.gov/iif/>, accessed 8/16/16

United States Bureau of Labor Statistic, "Workplace Injury, Illness, and Fatality Statistics," retrieved from <https://www.osha.gov/oshstats/work.html> accessed 8/16/16

EXHIBIT A
MEDICAL DIRECTOR SERVICES

A. Medical Director. MHSC shall provide Medical Director Service's for Client by assigning Bryton Long, MD, or another physician as Medical Director and will provide the following services:

1. Act as liaison between PacifiCorp and attending physicians and other hospital based health care providers and be the medical representative of Hospital at the plant.
2. Be responsible for reviewing PacifiCorp employees' pre-employment and annual health examination reports, if applicable.
3. Review and approve standardized procedures, which other healthcare providers may utilize on site in the performance of patient care services.
4. Review reports of incidents and accidents occurring on plant premises, which pose a potential danger for patients, visitors or employees of PacifiCorp.
5. Serve as a member of the Quality Assurance Committee (or relevant committee at the plant) and all other committees under the auspices of the Quality Assurance Committee and such other committees as PacifiCorp may designate from time to time.
6. Serve as medical direction for plant's Response Team EMT's.
7. Provide PacifiCorp with assistance within the clinical aspects of any survey process and the formal and informal appeals of adverse actions by State and Federal regulatory agencies as the surveys relate to health and well-being of employees.
8. Other services within the general scope of this Agreement as reasonably requested by the PacifiCorp.
9. Meet the minimum standards as set forth by the Centers for Medicare and Medicare Services (CMS).

FIELD EXPERIENCE AGREEMENT

Between

GRAND CANYON UNIVERSITY

and

MEMORIAL HOSPITAL OF SWEET WATER COUNTY

For

EDUCATIONAL/FIELD EXPERIENCE PROGRAM

THIS AFFILIATION AGREEMENT ("AGREEMENT") is entered into by and between COLLEGE OF NURSING AND HEALTH CARE PROFESSIONS at GRAND CANYON EDUCATION INC. d/b/a GRAND CANYON UNIVERSITY, with its principal place of business located at 3300 West Camelback Road Phoenix, AZ 85017 (hereinafter referred to as "COLLEGE") and MEMORIAL HOSPITAL OF SWEET WATER COUNTY (hereinafter referred to as "FIELD EXPERIENCE SITE"), with its principal place of business located at 1200 College Dr., Rock Springs, WY 82901. This agreement shall replace or supersede all other agreements between the parties.

WHEREAS, FIELD EXPERIENCE SITE wishes to share its facilities with the COLLEGE in the preparation of students by making its resources available to the faculty from the COLLEGE for the instruction of students.

WHEREAS, the COLLEGE and FIELD EXPERIENCE SITE share the common objective of: (1) developing and maintaining high quality services through which progressive learning experiences can be provided, and (2) increasing interaction between the academic faculty and field site staff for the best utilization of available teaching facilities and expertise.

NOW, THEREFORE, for and in consideration of the foregoing objectives and in further consideration of the covenants and promises hereinafter set forth, the parties hereto mutually agree as follows:

SECTION 1

RESPONSIBILITIES OF THE COLLEGE

1.1 Administrative Personnel and Faculty. The COLLEGE, without cost to FIELD EXPERIENCE SITE, shall provide an administrative framework and a teaching faculty for the COLLEGE, adequate in number, qualifications and competence to develop and carry forward its courses. The COLLEGE shall be responsible for planning and implementing the field experience by the selection, supervision, counseling and evaluation of the students. All students will have general, instructional supervision by COLLEGE faculty. Students from the COLLEGE will

participate in the field experience program at FIELD EXPERIENCE SITE with the supervision of FIELD EXPERIENCE SITE or COLLEGE preceptors, mutually determined by both parties.

1.2 Standards of Education. The COLLEGE shall retain ultimate responsibility for the education program and maintenance of the standards of instruction. The program and standards provided will be of a form and type sufficient to meet the requirements for university credits and accreditation, as well as the requirements for the applicable State Board of Nursing and regulatory bodies. The COLLEGE shall be responsible for notifying FIELD EXPERIENCE SITE of any loss or reduction of accreditation, licensing and credentials of the COLLEGE, its personnel and/or students.

1.3 Goals for Students. The objectives for student field experience will be submitted to FIELD EXPERIENCE SITE, prior to the actual field experience upon request of FIELD EXPERIENCE SITE.

1.4 Variance (Incident) Reports. Student errors must be documented, utilizing the Variance or Incident Report form used by the FIELD EXPERIENCE SITE, and processed according to FIELD EXPERIENCE SITE's policy/procedure.

1.5 Responsibility and Provision for Students. Subject to FIELD EXPERIENCE SITE's overall supervisory responsibility for client services, the tuition, welfare, control, discipline and activities of all students shall be the responsibility of the COLLEGE and it will make uniform and adequate provisions therefore in accordance with COLLEGE policies.

1.6 Non-Liability of FIELD EXPERIENCE SITE. The COLLEGE agrees that students and faculty are not employees of FIELD EXPERIENCE SITE for any purpose including workers' compensation or any other benefits. The COLLEGE will assume and maintain supervision of overall administrative, teaching, and student personnel and none of such personnel shall be deemed to be the employees or agents of FIELD EXPERIENCE SITE. FIELD EXPERIENCE SITE shall not be liable for any COLLEGE salaries or compensation whatsoever, and no COLLEGE personnel shall have any right or claim to any benefit or privilege as an employee or agent of FIELD EXPERIENCE SITE. The COLLEGE will assume liability for the acts and omissions of all its administrative, faculty and student personnel and shall indemnify and hold harmless FIELD EXPERIENCE SITE, its appointed boards, officers, employees and agents from any and all liabilities, claims, demands, and/or suits of any kind resulting from such personnel's acts or omissions. In the event one or more of the students or COLLEGE faculty should, independent of this Agreement, be employed by FIELD EXPERIENCE SITE, this Article shall not apply during the hours in which each student or COLLEGE faculty is performing his/her employed services to FIELD EXPERIENCE SITE.

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1.7 Insurance. Upon request, the COLLEGE will provide to FIELD EXPERIENCE SITE certificates of coverage showing that the COLLEGE is maintaining in effect during the entire term of this Agreement, at its sole cost and expense, the following insurance types and amounts:

- (a) Commercial general liability insurance on a standard comprehensive occurrence form with a minimum combined single limit of not less than \$1 million and \$3 million yearly aggregate.
- (b) Professional liability insurance (errors and omissions) on an occurrence basis with a limit of not less than \$2 million per occurrence or wrongful act and \$4 million yearly aggregate.
- (c) The COLLEGE shall provide notification to FIELD EXPERIENCE SITE prior to cancellation, termination, non-renewal, or material alteration of any policy.
- (d) Failure by the COLLEGE to maintain the required insurance during any period of this Agreement shall give FIELD EXPERIENCE SITE the right to terminate this Agreement and FIELD EXPERIENCE SITE shall be entitled to recover from the COLLEGE all damages caused by the failure to obtain and maintain insurance as required under this Agreement.

1.8 Health Insurance. The student is responsible for providing his or her own health insurance. In the event of an emergency, FIELD EXPERIENCE SITE will provide such emergency care as is provided its employees. The student will be responsible for any charge thus generated.

1.9 Health Requirements. COLLEGE faculty and students shall be required to comply with the health standards applicable to FIELD EXPERIENCE SITE employees. FIELD EXPERIENCE SITE will provide COLLEGE with Health Requirements prior to execution of the agreement. If applicable or required by FIELD EXPERIENCE SITE, COLLEGE shall require students, at their own expense, to provide health status reports including drug screening and criminal background status reports to the COLLEGE and FIELD EXPERIENCE SITE prior to participation. In the event adverse information is obtained from any/or all of these reports, the student shall be disqualified from participation at the FIELD EXPERIENCE SITE.

1.10 Advise Students of these Obligations. The COLLEGE has the responsibility of advising the students of their obligations toward FIELD EXPERIENCE SITE, the COLLEGE, and all patients or participants in the education process.

1.11 Performance Evaluation. The COLLEGE shall provide FIELD EXPERIENCE SITE with a performance evaluation tool to be completed for each student by FIELD EXPERIENCE SITE, as applicable.

1.12 Policies, Rules, and Regulations. COLLEGE shall instruct each student that he/she shall follow all administrative policies, standards and practices of FIELD EXPERIENCE SITE while participating in the field experience to the extent that FIELD EXPERIENCE SITE's rules and regulations do not contradict COLLEGE'S rules and regulations. Page 159 of 164

1.13 Maintain Privacy of Patient or Participant Records. COLLEGE shall comply with the FIELD EXPERIENCE SITE'S applicable policy regarding the Health Insurance Portability and

Accountability Act (HIPAA) and shall not disclose any records concerning a patient or participant to any third party without the prior written consent of FIELD EXPERIENCE SITE.

SECTION 2

RESPONSIBILITIES OF FIELD EXPERIENCE SITE

2.1 Maintenance of Patient or Participant Services. FIELD EXPERIENCE SITE understands and agrees that it is responsible for developing and maintaining services to all of its patients or participants including those patients or participants involved in the FIELD EXPERIENCE SITE with students. And that it will provide an adequate, competent staff to be responsible for these services and that these will not be performed by the faculty and students of the COLLEGE except as they relate to the FIELD EXPERIENCE SITE of the students.

2.2 Non-Liability of COLLEGE. FIELD EXPERIENCE SITE will assume and maintain complete control and supervision over all administrative and staff personnel and no such personnel shall ever be deemed to be the employees or agents of the COLLEGE. FIELD EXPERIENCE SITE shall assume and maintain responsibility for patient or participant. No such personnel shall ever be deemed to be the employees or agents of the COLLEGE. The COLLEGE shall not be liable for any FIELD EXPERIENCE SITE salaries or compensation whatsoever and no such personnel shall have the right or claim to any benefit or privilege as an employee or agent of the COLLEGE. FIELD EXPERIENCE SITE will assume sole and complete liability for the acts and omissions of all of its personnel and shall indemnify and hold harmless the COLLEGE, its appointed boards, officers, employees, students, and agents from any and all liability, claims, fines, demands and/or suits of any kind arising from the acts or omissions of such personnel.

2.3 Standards of Patient or Participant Care. FIELD EXPERIENCE SITE shall have the right and duty to fix, and it may alter, standards of care for patients or participants within FIELD EXPERIENCE SITE facilities and in this connection agrees to take into consideration requests and suggestions by COLLEGE having to do with sound teaching. FIELD EXPERIENCE SITE shall maintain sound teaching necessary to maintain the COLLEGE'S accreditation, including accreditation by the applicable State's Department of Health Services.

2.4 Designation of Patients or Participants and Field Experience Areas. FIELD EXPERIENCE SITE shall have the sole right to determine and designate, and from time to time change, those patients or participants, patient or participant groups, field experience areas and field experience activity which may be included in the field experience teaching of the COLLEGE, and the COLLEGE agrees that it will faithfully observe all such designations and all restrictions and limitations imposed by FIELD EXPERIENCE SITE. Selection of individual student assignments will be the mutual responsibility of faculty instructors and site supervisors or their designee.

2.5 Coordination of Field Experience. FIELD EXPERIENCE SITE, without cost to the COLLEGE will provide a contact whose responsibility will be: (i) to coordinate the field experience of all participating programs of Nursing and Health Care Professions, (ii) make provisions for adequate orientation of the faculty and students of the COLLEGE of FIELD EXPERIENCE SITE's philosophies, rules, regulations, policies, programs, facilities and proper channels or communication, (iii) make provision for adequate exchange of information between the COLLEGE faculty and FIELD EXPERIENCE SITE STAFF, (iv) FIELD EXPERIENCE SITE shall participate in the evaluation of student performances at least once in each field experience if applicable, and (v) interpret change in FIELD EXPERIENCE SITE's policies and programs.

2.6 Inspection for Accreditation. FIELD EXPERIENCE SITE shall, on reasonable request, permit the inspection of facilities, records, and other items pertaining to the field experience by the COLLEGE or its accrediting agencies.

2.7 Request for Withdrawal of Unsatisfactory Students. Upon mutual agreement, FIELD EXPERIENCE SITE reserves the right, upon consultation with the COLLEGE, to require the dismissal or removal from the field experience any student (i) whose personal characteristics prevent desirable relationships with FIELD EXPERIENCE SITE, (ii) whose health status is a detriment to the student's successful completion of the field experience or to the welfare of patient or participants or (iii) whose performance, after appropriate instruction and counseling, continues to fall below the level required to maintain practice standards.

2.8 Facilities Provided by FIELD EXPERIENCE SITE. Upon request of COLLEGE, FIELD EXPERIENCE SITE agrees to make available to the COLLEGE certain facilities of FIELD EXPERIENCE SITE for use by the COLLEGE faculty without charge and if they are available. Such facilities to include conference room space, classrooms, dining facilities and FIELD EXPERIENCE SITE's library(s) for faculty and students, if available. Students and faculty are responsible for price of meal in dining facility. The COLLEGE understands and agrees that the library student rules must be maintained, if applicable.

2.9 Access to FIELD EXPERIENCE SITE. The faculty and students shall have access to the designated patient or participant care/service areas and services departments of FIELD EXPERIENCE SITE during periods of actual instruction and practice courses in the field experience areas. The COLLEGE faculty and students shall have access to the individual patient or participant records of patients or participants with whom they are working as required for instructional purposes.

2.10. Maintain Privacy of Student Records. FIELD EXPERIENCE SITE shall comply with the Family Education Rights and Privacy Act of 1974 and shall not disclose any records concerning a student or a student's participation in the field experience program to anyone other than the COLLEGE.

SECTION 3

RESPONSIBILITIES OF COLLEGE AND FIELD EXPERIENCE SITE

3.1 Independent Contractor. The parties hereto mutually agree that the relationship to exist between the COLLEGE and FIELD EXPERIENCE SITE is not a joint venture but is an independent contractor relationship and that neither shall be the agent of the other. The parties agree to promote a high quality of education and patient or participant care and to seek to render the best service possible to the public. Shared performance between professional staff and student shall be encouraged as available during the experience in the field areas.

3.2 Liability. To the extent permitted by applicable law, each party does hereby covenant and agree to indemnify and hold harmless the other party, its appointed boards and commissions, officials, officers, employees, students, and subagents, individually and collectively, from all fines, claims, demands, suits or actions of any kind and nature by reason of its acts or omissions occurring in the performance of this Agreement. Nothing in this Agreement or in its performance shall be construed to result in any person being the officer, agent, employee or servant of either party when such person, absent of this Agreement and the performance thereof, would not in law have had such status. Nothing in the execution of this Agreement or in its performance shall be construed to establish a joint venture by the parties hereto.

3.3 Non-Discrimination. Both parties, in connection with any service or other activity under this Agreement, agree not to unlawfully discriminate against any person on the grounds of race, color, religion, sex, sexual orientation, gender identity, national origin, ethnicity, age, disability, political affiliations or belief. The COLLEGE and FIELD EXPERIENCE SITE will comply with Title VII of the Civil Rights Act of 1964, Americans with Disabilities Act (ADA) of 1991, Title IX of the Education Amendments Act of 1972 and Section 504 of the Rehabilitation Act of 1973. The COLLEGE and FIELD EXPERIENCE SITE will also comply with Executive Orders 11246 and 13672, and will not discriminate against any person on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, ethnicity, age or disability.

3.4 Good Faith - Attorneys' Fees and Costs. The parties desire that each raise only good faith disputes for arbitration and litigation. To discourage the bringing of such proceedings without a good faith reason, this provision is enacted. If either party fails to comply with any of the provisions of the Agreement and the other party takes action to enforce such provisions or to enforce any payment stipulated to in the Agreement the losing party will pay to the prevailing party reasonable costs and expenses, including attorneys' fees and the value of time lost by the prevailing party or any of its employees in preparation for or participating in any arbitration or litigation in connection therewith as determined by the court or arbitrator.

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3.5 Applicable Law. The Agreement shall be subject to and governed by the laws of the state where the FIELD EXPERIENCE SITE is located, regardless of the fact that one or more of the parties now is or may become a resident of a different state.

SECTION 4

DURATION AND TERMINATION

4.1 Period of Agreement. This Agreement shall be effective when signed by all parties and shall remain in effect until either party terminates the agreement. Either party may terminate this Agreement within sixty (60) days written notice of original signature. In the event this Agreement is terminated, any student enrolled in any of the Programs at the time of termination will be permitted to continue his or her training and complete the Programs under the terms specified in this Agreement. This Agreement contains the entire understanding of the parties and replaces all other agreements or understandings, written or verbal, which may be in effect between the parties relating to the subject matter herein.

Notice to the COLLEGE shall go to the following:

GRAND CANYON UNIVERSITY
3300 West Camelback Road
Phoenix, Arizona 85017
ATTN: CONHCP - OFE


Notice to the FIELD EXPERIENCE SITE shall go to the following:

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

1200 College Dr.
Rock Springs, WY 82901
ATTN: Christine Radakovich

IN WITNESS WHEREOF, the undersigned parties have caused this Agreement to become effective on the date when executed by both parties.

MEMORIAL HOSPITAL OF SWEET
WATER COUNTY

By: 
Name: Irene Richardson
Title: MHSC CEO
Date: 1-4-18

COLLEGE OF NURSING AND
HEALTH CARE PROFESSIONS
GRAND CANYON UNIVERSITY

By: _____
Name: Dr. Lisa Smith
Title: Dean & Professor, CONHCP
Date: _____

CP OVERVIEW

SITE NAME: MEMORIAL HOSPITAL OF SWEET
WATER COUNTY

Date: 12/26/2017

AA ID: 1224

Background Check	Yes <input type="checkbox"/> No <input type="checkbox"/> Vendor: (if applicable, include link to site):	Notes:
Drug Screen	Yes <input type="checkbox"/> No <input type="checkbox"/> Vendor (if applicable, include link to site):	Notes:
Immunization Specifications:	Yes <input type="checkbox"/> No <input type="checkbox"/>	Notes: If yes, please confirm specific requirements.
Letter of Attestation:	Yes <input type="checkbox"/> No <input type="checkbox"/>	Notes:
Site Docs (exhibits):	Yes <input type="checkbox"/> No <input type="checkbox"/>	Notes: If yes, please provide the documents.
Send in by/deadlines:		
Clearance point of contact (if applicable):	Name:	Fax:
	Phone:	Notes: Please confirm.
	Email:	
Additional malpractice Insurance for student?:	Yes <input type="checkbox"/> No <input type="checkbox"/>	Notes: GCU provides professional liability/general liability to terms of the contract.
Onboarding system:	Yes <input type="checkbox"/> No <input type="checkbox"/>	Notes (if applicable, include link to site):
Employee Requirements (if different): (Do you require background/drug screen/immunizations for your current employees?)	Notes: Please confirm if any requirements are "waived" for your current employees.	
Will coordinator help with placement:	Yes <input type="checkbox"/> Please confirm. No <input type="checkbox"/>	Notes:
Clearance Process Overview:	To be completed by Student:	To be completed by GCU:
Additional Notes:		
Individual name/title completing the CP form:	Please type your name here.	