



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Monday - January 7, 2019

2:00 PM

MHSC Classrooms 1, 2 & 3

Meeting Book - Monday - January 7, 2019 Board of Trustees Regular Meeting

Board Meeting Agenda

<hr/> I. Call to Order		Richard Mathey
A. Pledge of Allegiance		Richard Mathey
B. Our Mission and Vision		Marty Kelsey
Mission Vision Values Strategies March 2018.pdf - Page 5		
<hr/> II. Agenda		For Approval Richard Mathey
<hr/> III. Minutes		For Approval Richard Mathey
Minutes for December 5 2018.docx - Page 6		
Minutes for December 5 2018 Special Workshop Meeting.docx - Page 12		
<hr/> IV. Community Communication		Richard Mathey
<hr/> V. Old Business		Richard Mathey
A. For Board Approval		
1. Credentialing Policy		Richard Mathey
Credentialing Policy.pdf - Page 14		
2. Investment Policy		Marty Kelsey
Investment Policy-Board.pdf - Page 20		
B. Outstanding - Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)		
1. Drug and Alcohol Policy for Staff (Lined Through)		
2. Drug and Alcohol Policy for Employed and Credentialed Physicians (Lined Through)		
3. Employee Grievance Procedure and Conflict/Dispute (Lined Through)		
4. Approval of Credentialing Criteria (Delineation of Privileges) (Lined Through)		
<hr/> VI. New Business		Richard Mathey
A. (From the Human Resources Committee)	For Review	Ed Tardoni
1. Conflict Resolution Policy		
2. Drug and Alcohol Free Workplace Policy		
B. Board Meetings and Workshops	For Discussion	Richard Mathey
<hr/> VII. Chief Executive Officer Report		Irene Richardson, Chief Executive

<hr/>			Officer Richard Mathey
VIII. Committee Reports			
A. Quality Committee			Barbara Sowada
Quality Committee Summary Report- Dashboard December 2018.docx - Page 24			
12.19.18 Quality Minutes.doc - Page 26			
B. Human Resources Committee			Ed Tardoni
HR Chair report December meeting Tardoni.docx - Page 29			
HR Committee Packet 12-17-18 w-updated policies.pdf - Page 30			
C. Finance and Audit Committee			Marty Kelsey
1. Capital Expenditure	For Approval		Marty Kelsey
Capital Expenditure Request FY19 - 24 Central Plant Upgrade.pdf - Page 47			
2. Narratives			Tami Love, Chief Financial Officer
Narrative to November 2018 Financial Statement.pdf - Page 56			
Provider Clinic November 2018.pdf - Page 58			
3. Investment Recommendation	For Approval		Tami Love
Open Bid Investment Summary Report November 30 2018.pdf - Page 59			
4. Bad Debt	For Approval		Ron Cheese, Patient Financial Services Director
DECEMBER POTENTIAL BAD DEBT TO THE BOARD.pdf - Page 60			
meeting book - december 2018 finance & audit committee .pdf - Page 61			
D. Building & Grounds Committee			Ed Tardoni
December Building and Grounds Report Tardoni.docx - Page 143			
Tardoni Scope Creek Memo.pdf - Page 144			
meeting book - wednesday - december 19, 2018 building & grounds committee meeting.pdf - Page 146			
E. Foundation Board			Taylor Jones
F. Compliance Committee			Barbara Sowada
G. Joint Conference Committee			Richard Mathey
Joint Conference Committee Meeting 12182018 draft.docx - Page 150			
<hr/>			Richard Mathey
IX. Contract Review			
A. Contract Approved By CEO Since Last Board Meeting	For Your Information		Suzan Campbell, Chief Legal

1. Stago

Stago Compact Max Check List.pdf - Page 152

X. Medical Staff Report

No report included in the meeting packet.

Dr. Lawrence
Lauridsen,
Medical Staff
President
Richard
Mathey

XI. Good of the Order

XII. Executive Session

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

Richard
Mathey

XIII. Credentials

For Approval

Richard
Mathey

A. Approval of Privileges

Confidential information available for review in the Board Portal.

1. Providers

Genetic Counselor Delineation of Privileges revised
December 2018.docx - Page 154

Podiatry Privileges revised 12 2018.doc - Page 157

B. Standardizing Credentials Forms

Delineation of Privilege Information for the Board Packet.pdf -
Page 160

XIV. Adjourn

Richard
Mathey



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

*To be our community's trusted
healthcare leader.*

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

December 5, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on December 5, 2018, at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

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

Mr. Mathey led the audience in the Pledge of Allegiance. Dr. Sowada read aloud the mission and vision statements.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the November 7, 2018, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the November 27, 2018, special meeting as presented was made by Mr. Kelsey; second by Mr. Jones. Mr. Tardoni and Mr. Mathey noted they were not in attendance at the meeting. Motion carried.

COMMUNITY COMMUNICATION

Mr. Ron Cheese thanked Commissioner Kolb for all of the time he spent and all he did to get the Hospital through the time we went through. Ms. Richardson thanked Mr. Kolb for everything he has done and for his support of the Hospital. She presented him with a small token of appreciation on behalf of the Hospital and the Board of Trustees. Mr. Kolb expressed appreciation to everyone including the Board and said he appreciated the opportunity to serve. Mr. Mathey thanked Mr. Kolb and said he was consistently well-informed and did his homework. He said Mr. Kolb has done a tremendous service to the County and the Hospital.

Ms. Richardson thanked Dr. Dansie for his years of service as Chief of Staff. She said it has been a pleasure to work with him. Dr. Dansie has provided light, courage, strength and hope. She thanked him for his leadership and all he has done for us and presented him with gift on behalf of the Hospital and Board. Mr. Mathey recognized Dr. Dansie and thanked him. He said Dr. Dansie's leadership set the tone for the whole medical staff. Mr. Tardoni shared a personal experience and expressed his appreciation for Dr. Dansie.

Ms. Robin Snowberger reported the Lab went live with molecular testing with the bio fire November 19. She said we can produce results in hours vs. days and the equipment is already making a difference. Mr. Mathey noted the equipment was purchased by the Foundation.

Mr. Mathey said after the November meeting he personally received communication from Bank of the West addressed to the full Board. He forwarded the information to the rest of the Board and included the information with the supplemental agenda for the current meeting.

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

The Board of Trustees reconvened into Regular Session at 4:14 PM.

The motion to authorize the CEO to extend a physician contract on behalf of the Hospital as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.

CREDENTIALS

Approval of Privileges

The motion to approve the November 13, 2018, Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Mr. Jones; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Active Staff (2 years)
 - Dr. Banu Symington, Hematology/Oncology
2. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Debra Anderson, Pediatrics
3. Initial Appointment to AHP Staff (1 year)
 - Jocelyn Palinek, Nurse Practitioner/Family Practice
4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Jad Wakim, Hematology/Oncology
 - Dr. Jonathan Roddy, Emergency Medicine (U of U)
5. Reappointment to Consulting Staff (2 years)
 - Dr. Brigham Smith, Cardiology (U of U)

- Dr. Lee Shan Chung, Tele Stroke (U of U)
- Dr. Adam de Havenon, Tele Stroke (U of U)
- Dr. Jennifer Majersik, Tele Stroke (U of U)
- Dr. Holly Ledyard, Tele Stroke (U of U)
- Dr. Richard Barton, Tele ICU (U of U)
- Dr. John McArthur, Tele Radiology (VRAD)
- Dr. Karen Caldemeyer, Tele Radiology (VRAD)
- Dr. John Bodenhamer, Tele Radiology (VRAD)

6. Approval of Credentialing Policy

Mr. Phillips left the meeting.

Approval of Credentialing Policy

Ms. Kerry Downs, Medical Staff Services Manager, said the information is in the packet for review and a request will be made for approval at the following regular meeting.

MEDICAL STAFF REPORT

Dr. Dansie expressed gratitude to the Board, Ms. Richardson, members present, and everyone who has made his opportunity to serve as Medical Staff President as rewarding as it has been. He said it was a very positive experience and expressed appreciation for the gift. Dr. Dansie announced the new officers elected by the Medical Staff:

President: Dr. Lawrence Lauridsen
Vice President: Dr. Wallace Curry
Secretary/Treasurer: Dr. Israel Stewart

Dr. Dansie said bylaws were recommended for approval at the last Medical Executive Committee meeting. A Joint Conference Committee meeting is scheduled December 18.

Mr. Mathey thanked Dr. Dansie for his final report.

OLD BUSINESS

For Board Approval

Corporate Compliance Plan

The motion to remove the approval to table the request at the November meeting was made by Mr. Kelsey; second by Mr. Jones. Motion carried. The motion to approve the plan as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

Board Procedure: Board Agenda Draft

The motion to approve the revised version of the agenda procedure was made by Dr. Sowada; second by Mr. Jones. Motion carried.

Board Procedure: E-mail Communication Draft

Mr. Mathey said action died for lack of a motion.

Outstanding – Not Ready For Board Consideration

Mr. Tardoni said he would provide an update during the committee reports.

NEW BUSINESS

From the Finance and Audit Committee

Investment Policy

Mr. Mathey said this will appear for action in January. Mr. Kelsey complemented staff for their hard work on the policy. He said it largely resembles the County's with some changes due to being a Hospital.

Workshop on FY20 Budget

Mr. Mathey referenced a recommendation made last month regarding eliminating some of the monthly committee meetings in order to have some workshops. Ms. Richardson recommended a budget workshop on Thursday, January 31, at 4:00 PM.

January 2019 Meeting Date

Mr. Mathey said it was his desire to move the January 2 meeting to the following week and asked for a preference on January 7, 8, or 9. The Board agreed to move the meeting to Monday, January 7 at 2:00 PM.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson said she is planning to give quarterly updates on the strategic plan. She said Planetree representatives would be onsite the following week. They provide resources around a person-centered culture. Information sessions and focus group meetings will be held. Ms. Faith Jones has been providing LEAN training. We hope to have a report from her and Dr. Kristy Nielson, Chief Nursing Officer, when the pilot group sessions are complete. Community Needs Assessment work has kicked off. We continue work on initiatives in the workplace experience area and we continue work to improve our financial position. Ms. Richardson reported on physician recruitment efforts. Town Halls will be offered in January. The November 30 Christmas event was great and the Hospital was awarded second place in the Rock Springs Lighted Parade.

Holiday lunches and dinners will be offered to staff December 6. Ms. Richardson invited the Trustees to attend. She wished everyone a very merry Christmas and a happy, healthy new year.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada reported we continue to work on building capacity. Dr. Cielette Karn, Pathology, gave a great presentation on Ongoing Professional Practice Evaluation (OPPE) in November. Ms. Amanda Molski, Quality Director, and staff put together a comprehensive dashboard for review.

Human Resources Committee

Mr. Tardoni reviewed the update he provided in the meeting packet. He said the committee considered changes to the grievance and conflict resolution policy. They are in the process of making changes and discovered a conflict so they are bringing it back to the committee again. Mr. Tardoni said they continue working on the drug and alcohol policy. The next meeting is scheduled December 17.

Finance and Audit Committee

Narratives: Ms. Tami Love, Chief Financial Officer, reviewed the narrative highlights included in the meeting packet. She said we hope to break-even for revenue in November. Mr. Kelsey noted reductions in revenue has been creeping up.

Investment Recommendation: The motion to approve the investment recommendation of \$16,603,099.74 as requested was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Bad Debt: The motion to approve the net potential bad debt for \$985,080.88 as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Building and Grounds Committee

Mr. Tardoni reviewed his comments included in the meeting packet. Mr. Jim Horan, Facilities Director, reviewed the highlights from his report included in the Finance and Audit Committee meeting packet. He said the phasing of the central plant discussion was held earlier in the day during a special workshop meeting.

Foundation Board Committee

Ms. Tiffany Marshall, Foundation Director, said she brought papers to distribute regarding the BRAVO team member recognition program. She said Ms. Amber Fisk and Ms. Ruthann Wolfe in Human Resources are spearheading the program. Dr. Sowada shared reservations about having the Board select the employee of the month. Mr. Kelsey shared a similar opinion. He said he thinks an award means more if it comes from or is selected by peers. Ms. Marshall said she is not

technically on the committee so she is not the best one to answer questions about it. Mr. Mathey said the Board will not take action on this at this time. Ms. Marshall said the Christmas event November 30 far exceeded anything we planned or expected. She said it was a group effort. Ms. Marshall said she spent the day with four of the Foundation Board members at a workshop and offered to forward important information to the Trustees. Ms. Marshall distributed February 2 Red Tie Gala invitations. She said we have 35 tables confirmed and will cap attendance at 500. Ms. Marshall welcomes help with sponsors and recruiting help. She said we are trending well for attendees and have confirmed some key volunteers.

Compliance Committee

Dr. Sowada reported this was covered earlier in the meeting.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Suzan Campbell, Chief Legal Executive and General Counsel, asked for any questions on the contract included in the meeting packet. The motion to authorize the CEO to sign the agreement as presented on behalf of MHSC was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

GOOD OF THE ORDER

Mr. Jones thanked Mr. Kolb for everything he has done for the Hospital. He said it is critical to have a strong liaison and not just someone who shows up. Mr. Kolb helped us obtain additional funds for the retaining wall and central plant. He thanked Mr. Kolb for taking some pretty serious stands.

Ms. Deb Sutton, PR and Marketing Director, said she is working with the County to set up an open meetings workshop. They want to include parliamentary procedure and are looking at a date in March.

ADJOURNMENT

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

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

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

December 5, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session on December 5, 2018, at 11:00 AM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

Mr. Mathey called the meeting to order and announced 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: Mr. Jim Horan, Facilities Director; Mr. John Kolb, Sweetwater Board of County Commissioners; Ms. Tami Love, Chief Financial Officer; Ms. Irene Richardson, Chief Executive Officer; and Mr. Jake Blevins and Mr. Todd Spacek, ST&B Engineering.

WELCOME AND PURPOSE

Mr. Kelsey welcomed everyone. Mr. Horan introduced Mr. Blevins and Mr. Spacek. Mr. Kelsey said at the last Finance and Audit Committee meeting, the group talked about an agenda item that was going to be brought before the Board for consideration. The committee discussed the significant additional cost if we piecemealed the central plant work over two or three years instead of doing it at one time. Commissioner Kolb suggested moving the work forward. The Board of County Commissioners (BOCC) met December 4 and reviewed the information provided. Mr. Kelsey said the Finance and Audit Committee thought it would be beneficial to review the information and better-understand from the experts in this area. Ms. Richardson said Mr. Kolb called her and she, Ms. Love, and Mr. Horan presented the central plant project to the BOCC and asked them to consider providing assistance. She said they are willing to provide \$1M if we match those funds. She said the BOCC did not vote on it but were willing to move forward at their next meeting with a budget amendment. Ms. Richardson said we are very appreciative and agreed we want to fully understand the project and the priorities. Mr. Tardoni said the question of whether we do it now or later is a question of risk, the potential or exposure to failure. He said he thinks the BOCC recognize that. He said the Hospital had looked at phasing because of the money involved.

CENTRAL PLANT UPGRADE PROJECT

Mr. Blevins and Mr. Spacek reviewed their history with MHSC and reviewed the details of the project plans. Mr. Spacek said the presentation they brought was essentially the one given to the Building and Grounds Committee recently. He said it seems a summary paper is what is needed by the BOCC. Following lengthy discussion, Mr. Spacek suggested they re-cost it. He said he thinks \$2M is still a good number. Mr. Jones asked for clarification on if we are building for more than we need today. He said we are not building for the future and we are putting in what we need now even though there is potential for the future. Mr. Kolb said it sounds like it is total redundancy

for liability. Mr. Blevins and Mr. Spacek said they will go back and review their numbers and provide the information to Mr. Horan by the deadline needed by the BOCC. Mr. Kelsey said we need a written, concise summary statement to present to the BOCC. Mr. Kolb said the Board must show taxpayers why this is a valid expense. Mr. Kelsey thanked Mr. Blevins and Mr. Spacek for attending. Mr. Kolb reviewed six penny cent funds and timing.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 1:23 PM.

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

SUBJECT: Initial Application for Staff Membership and Clinical Privileges	
DEPARTMENT: Medical Staff Services	PAGE: 1 OF: 4
APPROVED BY (individuals and committees): Board:	EFFECTIVE:
REVIEWED:	REVISED:

POLICY: Practitioners applying for Medical Staff or Non-Physician Professional (NPP) membership and/or clinical privileges at Memorial Hospital of Sweetwater County (the "Hospital") must submit required application materials. Completed applications shall be reviewed by the Credentials Committee, and its recommendations forwarded to the Medical Executive Committee, whose recommendations shall be acted upon by the Board of Trustees.

I. DEFINITIONS

COMPLETED APPLICATION: An application that the Medical Staff Office deems complete upon receipt and verification of all required documentation listed below.

PRIMARY SOURCE VERIFICATION: Obtaining verification from the primary source of a practitioner's credentials; e.g. the practitioner's academic institution, internship/residency program, hospital affiliations, American Medical Association profile, etc.

STAFF: As defined in the Medical Staff Bylaws, Definitions, "Staff" means appointees to the Medical Staff or as a NPP.

PRACTITIONER: As defined in the Medical Staff Bylaws, Definitions, "practitioner" shall mean, unless otherwise limited, any physician, dentist, podiatrist, psychologist, or chiropractor, or other licensed independent practitioner applying for, or exercising clinical privileges in, the Hospital.

II. PROCEDURE

A. INITIAL APPLICATION PROCESS

Each practitioner applying for Medical Staff or NPP membership and/or clinical privileges will be given an application packet, including those documents below and incorporated into this Policy:

- Application cover letter
- Please be aware that MHSC will consider the application a pre-application until eligibility of the applicant is established. Upon establishment of eligibility, the application will become an official application and will be moved forward in the process. If it is determined that the applicant is not eligible for appointment, then MHSC will notify the applicant.
- The application shall include an appropriate waiver of any claims practitioner may have against any person providing information in good faith to Hospital in connection with Hospital's inquiry and evaluation of the practitioner's qualifications for Medical Staff or NPP membership, authorization to all persons queried by Hospital pursuant to this policy to disclose such information in good faith as Hospital may require, and an agreement to indemnify and hold harmless Hospital, and all such queried persons, from all claims and damages as a result of providing or requesting information pursuant to this policy.
- Application form approved by Credentials Committee, MEC, and the Board of Trustees
- Appropriate privilege list(s)
- Physical and mental health statement
- Application checklist
- Employee Health Requirements
- Consent for Background Check

B. DUTIES OF PRACTITIONER APPLYING FOR STAFF MEMBERSHIP:

The practitioner applying for Medical Staff or NPP membership, and/or clinical privileges, shall provide all the information required by the application packet to the Medical Staff Office, along with the items listed below.

- Copy of applicable current Wyoming professional license;
- Copy of current DEA registration, if applicable;
- Copy of Wyoming State Board of Pharmacy registration, if applicable;
- Copy of the cover sheet of current malpractice insurance policy showing dates of coverage as well as the amount of coverage. Minimum limit of liability must be \$1,000,000/\$3,000,000. Coverage must be provided by an insurer that is licensed to provide insurance by the Office of the Wyoming Insurance Commissioner;
- Contact information (phone, email, and/or fax numbers) for three references, including two from physicians and one from a practitioner in the same specialty with substantially the same level of training or higher. References shall be able to attest regarding applicant's suitability for Medical Staff or NPP membership, and if applicable, ability to safely and competently exercise the clinical privileges requested in his/her chosen field;
- Evidence of TB testing per hospital policy
- Documentation of required immunizations
- Copy of appropriate Board certification (if applicable), or confirmation of Board-certification eligibility.
- Copy of curriculum vitae
- Copy of government-issued photo identification, ie. driver's license or passport
- Documentation of CME for the past three years

- Evidence of negative drug test results (for all employed providers)
- Application fee (submitted with application)
 - \$100 non-refundable application fee for initial appointment
 - \$50 non-refundable application fee for reappointment
- Dues (practitioner will be billed)
 - \$50 per year for all credentialed providers

C. DUTIES OF MEDICAL STAFF OFFICE:

Upon receiving a completed application packet, as set out in Subsection A, above, the Medical Staff Office will¹:

1. Obtain primary source verification of the practitioner's credentials by doing the following:

- Query the National Practitioner Data Bank (NPDB), Federation of State Medical Boards (FSMB), American Medical Association (AMA), American Osteopathic Association (AOA), or other applicable medical or surgical specialty board, Office of Inspector General (OIG), Fraud and Abuse Control Information System (FACIS), Excluded Parties Listing System (EPLS)
- Query the medical licensing board in each state in which the practitioner has practiced, and verify that there have been no successful challenges to licensure, certification or registration.
- Enter application information into the credentialing software system.
- Query practitioner's insurance company(s) requesting information regarding any claims which have been filed or are in process.
- Verify education and training;
- Complete background check;
- Query the practitioner's references and verify that the practitioner is competent to perform the requested privileges;
- Query the practitioner's current and past hospital affiliations (for the past ten years), and verify that the practitioner has not been the subject of involuntary termination of medical staff membership and/or clinical privileges at another organization.

2. When the application is deemed **complete** by the Medical Staff Office, it will be forwarded sequentially to the Credentials Committee and Medical Executive Committee for review and recommendation, and then to the Board of Trustees for action.

- **Completeness of Application.** An application will not be considered **complete** until all required information, including letters of reference, have been provided to the Medical Staff Office. It is the sole responsibility of the applicant to assure that all required information is

provided. Once a practitioner has submitted any of the items required under Section II.B, the practitioner's application will be considered "open". If the application is not complete within sixty (60) days of being opened, it will be filed as incomplete. An incomplete application may be re-opened upon written request of the practitioner within four (4) months from initial opening. If an application remains incomplete within six months of initial opening, it shall be considered to have been abandoned, and shall be closed permanently. Any new application after an application is closed shall be considered a new application.

- Information will be obtained using standardized formats which have been approved by the Credentials Committee, and standardized processes, such as electronic inquiries.

3. Once the Board of Trustees has made its final decision on the practitioner's Medical Staff or NPP membership and/or clinical privileges application, the Medical Staff Office will:

- Draft a letter to the practitioner (to be signed by the Chief Executive Officer) notifying the practitioner of the results of the credentialing/privileging process.
- If applicable,
 - Post a copy of the privilege letter and the practitioner's delineation of privileges on PolicyStat. This system is accessible to clinical department of the Hospital.
 - Create and maintain a separate credentials file for each practitioner.

4. Maintain a confidential peer review file for each practitioner, separate from the practitioner's regular credentials file, which will contain correspondence/documentation regarding quality/performance improvement/peer review, corrective action matters, focused and ongoing professional practice evaluation information and other sensitive information not appropriate for the regular credentials file.

E. DEPARTMENT CHAIR, CREDENTIALS COMMITTEE and MEDICAL EXECUTIVE COMMITTEE REVIEW

When the Medical Staff Office deems an application complete, it will be reviewed by the appropriate department chair. If the department chair recommends approval, the credentials file will be sent to the Credentials Committee for recommendation. Following Credentials Committee review and recommendation, applications will be forwarded to the Medical Executive Committee for review and recommendation. In instances where there is a doubt about an applicant's ability to perform the privileges requested, an evaluation by an external and/or internal source may be required. The department chair, Credentials Committee, or Medical Executive Committee can request such evaluations.

F. Prior to the application advancing to the Medical Executive Committee, additional inquiries and/or references may be required by the department chair or Credentials Committee to clarify certain situations, such as an indication of prior disruptive behavior. The Medical Executive Committee may also require additional information before the application is forwarded to the Board of Trustees for final approval.

G. BOARD OF TRUSTEES ACTION

The Board of Trustees will take action upon the credentialing recommendations of the Credentials Committee and Medical Executive Committee.

IV. TEMPORARY PRIVILEGES

If an expedited process is needed in order to grant temporary clinical privileges pursuant to the Medical Staff Bylaws, Article IX, section 6, the Medical Staff Office will obtain a completed application and privilege delineation form as well as primary source verification of the items listed previously in this policy. The requirements of the Medical Staff Bylaws, Article IX, section 6 must be met for any application for temporary Medical Staff membership and/or clinical privileges. Temporary privileges may be granted only by the Chief Executive Officer with the concurrence of the departmental Chair concerned and the Medical Executive Committee Chair. The practitioner's application for temporary clinical privileges shall go through the ordinary clinical privileging process outlined herein (to the extent the application does not go through this process in the temporary clinical privilege process), as soon as possible after the granting of temporary clinical privileges. The practitioner shall not be eligible for this expedited process if the practitioner submits an incomplete application for Medical Staff or NPP membership or clinical privileges, or the Medical Executive Committee makes a final recommendation that is adverse or has limitations. The practitioner may not be eligible for this expedited process if:

- There is a current challenge or previously successful challenge to the practitioner's licensure;
- The practitioner has received an involuntary termination of his or her medical staff membership at another hospital;
- The practitioner has received involuntary limitation, reduction, denial or loss of clinical privileges; or
- The Hospital determines that there has been either an unusual pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the practitioner.

V. REAPPOINTMENT PROCESS

At least ninety (90) days before the expiration of a medical staff appointment or expiration of privileges, the Medical Staff Office shall send a reappointment packet to the applicant. When the completed application is received, all new information will be verified for accuracy. The Medical Staff Office will also gather information from Quality concerning On-going Professional Performance Evaluation (OPPE), patient experience and/or patient satisfaction scores, and any other pertinent data.

Thereafter, the process for re-appointment shall be the same as for initial Appointment as to the review and recommendation of the department chair, Credentials Committee, and the Medical Executive Committee, and the action of the Board of Trustees.

VI. REAPPLICATION AFTER INITIAL APPOINTMENT OR RESIGNATION

If a Staff Member's Membership or clinical privileges expire, or the Staff Member resigns, while in good standing the Staff Member may apply for reappointment to Membership. The practitioner shall be required to provide all information required by the re-application form most recently approved by the Medical Staff and Board of Trustees. The Staff Member's most recent application or reapplication for Membership shall be incorporated by reference into the Staff Member's application for reappointment, except to the extent the practitioner indicates that any of the information has changed or is no longer accurate in such application or reapplication or such information is of a type identified by the Credentials Committee as lacking sufficient reliability after six (6) months, such as results of a state licensing board query. The Staff Member shall be required to warrant that all such information is accurate. If the Staff Member is reapplying after less than 12 months of non-Membership, the Medical Staff Office shall not be required to verify such information as the practitioner warrants is accurate. The Medical Staff Office shall contact the practitioner's references and verify that each reference is still accurate and unchanged.



Approved: N/A
 Review Due: N/A
 Document Area: *Fiscal Services*
 Reg. Standard:

Investment Policy

Statement of Purpose

This Statement of Investment Policy is adopted pursuant to the requirements of Wyoming Statute 9-4-831(h). It is the policy of Memorial Hospital of Sweetwater County to invest public funds in a manner which will provide a reasonable rate of investment return while assuring the maximum security of principal, meeting the daily cash flow demands, conforming to all federal, state and local laws and regulations governing the investment of public funds.

Text

I. Scope

- a. This investment policy applies to all activities of Memorial Hospital of Sweetwater County (MHSC) with regard to investing surplus public assets held in various hospital restricted and unrestricted funds.
- b. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

II. General Objectives – the primary objectives, in priority order, of investment activity shall be safety, liquidity, and yield.

- a. **Safety** – Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - i. **Credit Risk** – MHSC will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer by:
 1. Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which MHSC will do business in accordance with Section IV.
 2. Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
 - ii. **Interest Rate Risk** – MHSC will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:
 1. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby minimizing the need to sell securities on the open market prior

Page 20 of 173

to maturity.

2. Investing operating funds primarily in shorter-term securities, money market mutual funds or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy and Section VII.
- b. **Liquidity** – The investment portfolio shall be structured to remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist of securities with active secondary or resale markets. Alternatively, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same day liquidity for short-term funds.
- c. **Yield** - The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
 - i. A security with declining credit may be sold early to minimize loss of principal.
 - ii. A security swap would improve the quality, yield, or target duration of the portfolio.
 - iii. The security has increased in value and may be sold at an increase in value.
 - iv. Liquidity needs of the portfolio require that the security be sold.
- d. **Local Considerations** - Where possible, funds may be invested for the betterment of the local economy or that of local entities within the State. MHSC may invest a portion of the investment portfolio with eligible financial institutions at a lower rate of interest when the investment officer deems that the investment may benefit the local economy.

III. Standards of Care

- a. **Prudence** - The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of the securities are carried out in accordance with the terms of this policy. The "prudent person" standard states that, "Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
- b. **Ethics and Conflict of Interest** - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.
- c. **Delegation of Authority** – Authority to manage the investment program is delegated to the Chief

Page 21 of 173

Financial Officer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions.

- i. In order to facilitate direct communication to the Board of Trustees, the Finance and Audit Committee will be responsible for activities regarding the investment program including:
 - a. The periodic review of Hospital's investment activities.
 - b. The periodic review of the Hospital's investment policy.
- ii. The Board of Trustees will be responsible for approving any new investment activity as follows:
 - a. New investment types and instruments not previously approved by the Board.
 - b. New brokerage or dealer firms not previously approved by the Board.

IV. Authorized Financial Institutions, Depositories and Broker/Dealers

- a. A list will be maintained of financial institutions and depositories authorized to provide investment services. In addition, a list will be maintained of approved security brokers and dealers.
- b. No public deposit shall be made except in a qualified public depository as established by Wyoming Statutes 9-4-817 through 9-4-828.
- c. All financial institutions and broker/dealer firms who desire to become qualified for investment transactions must provide a copy of a current Application of for Deposit of Public Funds. These documents will be reviewed annually by the Finance and Audit Committee.

V. Suitable and Authorized Investments

- a. **Investment Types** - In order to provide the broadest selection of investment opportunities, yet maintain satisfactory control of market and interest rate risk, the investment officer may invest in all instruments approved in W.S. 9-4-831.
- b. **Collateralization** - Collateralization will be required on investments with financial institutions when public monies on deposit exceed the amount insured by the Federal Deposit Insurance Corporation (FDIC). Collateral will be limited to the list of securities as described in Wyoming Statute 9-4-821.

VI. Safekeeping and Custody

- a. **Delivery vs. Payment** - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.
- b. **Safekeeping** - Securities will generally be held by an independent third-party custodian selected by the Chief Financial Officer as evidenced by safekeeping receipts in the name of MHSC. There may arise some instances where the securities may be held by the broker/dealer. The safekeeping institution shall provide information on their internal controls when requested by the Chief Financial Officer.
- c. **Internal Controls** - The Chief Financial Officer is responsible for establishing and maintaining an internal control structure designed to ensure that assets of MHSC are protected from loss, theft or misuse. Accordingly, the Chief Financial Officer will ensure that an annual independent review of compliance is performed as part of the MHSC annual financial audit.

VII. Investment Parameters

Page 22 of 173

- a. **Diversification** – MHSC will attempt to diversify its investments by security type and institution. To provide assurance that the hospital will be able to continue financial operations without interruption and dependent upon interest rates, satisfaction with services and practicality, the hospital will generally attempt to utilize at least two financial institutions as depositories.
- b. **Maximum Maturities** - To the extent possible, the Chief Financial Officer shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Chief Financial Officer will not directly invest in securities maturing more that (5) years from the date of purchase or in accordance with state statutes.
- c. **Competitive Bids** - To ensure that securities are purchased at competitive prices, the Chief Financial Officer must maintain open communication with multiple broker/dealers and approved local banking contacts at all times. MHSC may invest a portion of the investment portfolio with eligible financial institutions at a lower rate of interest when the investment officer deems that the investment may benefit the local economy.

VIII. Policy Considerations

- a. **Exemption** - Any investment currently held that does not meet the guidelines of this policy shall be temporarily exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.
- b. **Amendments** - This policy shall be reviewed on an annual basis. Any changes must be approved by the Finance and Audit Committee and any other appropriate authority, as well as the individuals charged with maintaining internal controls.

IX. Approval of Investment Policy

- a. The investment policy shall be approved by the Board of Trustees. The policy shall be reviewed periodically by the Finance and Audit Committee and any modifications made thereto must be approved by the Board of Trustees.

References

Wyoming State Statute 9-4-817 through 9-4-828, 9-4-831

Attachments:

No Attachments

Applicability

Memorial Hospital of Sweetwater County

MHSC Quality Dashboard

Background. The MHSC Quality Dashboard is a monthly snapshot of measures that reflect the quality and safety of patient care at MHSC. Metrics include internal goals and opportunities for improvement that have been identified by teams and outlined in the annual Quality Assessment Performance Improvement Plan (QAPI). Other metrics are defined, prioritized and benchmarked by the Centers for Medicare and Medicaid Services (CMS), The Joint Commission (TJC) and/or MIDAS comparative databases. Measures may be added, changed or re-evaluated annually, at a minimum, to best represent outcomes and goals. The data is used by the hospital to identify improvement opportunities, evaluate trends, and assist in moving MSHC towards strategic initiatives. Data is represented monthly, with the most recent, completed data. There is a lag in completion of data as teams have to manually abstract and collect the information. While a lag in the data exists on the dashboard, internal teams are still monitoring and responding to deviations from expected as occurrences arise in real time. The current dashboard reflects elements of CMS' Star Rating program as part of the strategic plan.

CMS Star Ratings- Overall Hospital

Mortality. No deviations from expected. Mortality rates similar to comparison benchmarks.

Readmission. No deviations from expected. Readmission rates similar to comparison benchmarks.

Safety of Care. Refer to safety report.

Infection prevention. Data not available for October.

Efficient Use of Medical Imaging. Current focused efforts on improving OP-10, abdomen CT, rate of double scans with and without contrast. October performance at 7.17%. MHSC goal of 7.8%. Cases in which double scans are being performed are sent to Dr. Matti and Tracie Soller, Director of Radiology, for review. Dr. Matti has developed a radiology newsletter to educate and inform area physicians on the importance of reducing unnecessary double scans for abdomen CT tests.

Timeliness of Care. Median time for ED arrival to ED departure for admitted patients was 286 minutes in October, up from 239.5 minutes in September. Current goal is to be under 250 minutes. Average composite time for past six months at 301 minutes. Median time from admit decision time to departure was 135 minutes in October, up from 124.5 minutes in September. MHSC goal is 75 minutes. Lean process improvement education started November 6, 2018. Emergency Department and Medical-Surgical Department team in education and applying new techniques to individual processes within the throughput process.

Median time from ED arrival to ED departure for discharged patients at 159 minutes, up from 133 minutes in September. MHSC goal is 100 minutes.

Median time to ECG at 29 minutes for October, up from 13 minutes in September. MHSC goal is 7 minutes or less. Individual cases have been reviewed by Director of Cardiopulmonary Services and opportunities identified. November data shows a decrease to 10 minutes. No trend identified from 29 minutes in October. Six month composite at 11 minutes.

Effectiveness of Care. No deviations from expected.

QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)

Opportunities for improvement.

Sepsis bundle performance at 25% in October, down from 37.5% in September. Downward trend identified. Areas of opportunity identified in appropriate fluid volumes and cultures after antibiotics. Sepsis work team initiated to address barriers and opportunities. Sepsis bundle as part of Star Rating in February 2019.

Labor induction rate at 40% for October. MHSC goal is under 17%. Lean process being applied.

Patient Experience. Refer to HCAHPS report.

Present: Dr. Banu Symington, Dr. Kristy Nielson, Leslie Taylor, Tami Love, Suzan Campbell, Kari Quickenden, Clayton Radakovich, Dr. Barbara Sowada, Irene Richardson, Amanda Molski

Guest: Richard Mathey

Absent/Excused: Dr. Cielette Karn, Marty Kelsey

Chair: Dr. Barbara Sowada

Housekeeping

Dr. Sowada congratulated Ms. Richardson, Ms. Love, Mr. Mathey, Mr. Tardoni and Mr. Mathey for speaking with the County Commissioners and "bringing home" \$1million dollars.

Minutes and Agenda

The November 14, 2018 Minutes and today's Agenda were presented for approval. Motion to approve by Ms. Richardson, seconded by Ms. Taylor. Motion approved.

Governance Quality Engagement Diagnostic

The group divided into smaller groups and each chose a "question" to assess and move forward with. Questions 10, 12 & 15, 27, 34 & 61, 51 were the points we wanted to see as focuses. Group decided to allot 10 minutes each month to review "Could it happen here?". Also add time for "patient stories" and be able to circle back to the meeting with follow up, perhaps take one meeting quarterly and dedicate to LEAN project storyboard presentation – March.

Dr. Sowada questioned looking at consumer centric efforts in the future. Ms. Richardson and Ms. Taylor spoke to Freesia through the Clinics which will help with scheduling, payment and paperwork.

Old Business

Root Cause Analysis (RCA) 10/18 – shared with Board last month, determined not a sentinel event.

Continuing to call back patient, offering assistance finding PCP. Ms. Taylor requested and seconded by both Ms. Love and Dr. Sowada, that Mr. Radakovich again run stats on number of patients without PCPs for review.

Medical Imaging access and core measures – QAPI has been working with Dr. Matti with concurrent review, for provider follow up. LEAN training has taught us to pick smaller pieces to fix and the access group will restart after the first of the year.

New Business

TJC was here this week, but without an Engineer. Engineer will be here January 4th. This is an Intercycle Monitoring event. Titration orders continue to be problematic. Seclusion and Restraint

rooms approved, but face-to-face are not always being documented. Discharge education could be more "layman terms". Moderate Sedation did well, with one minor site marking exception. High level disinfection had several points requiring fixes – large amount of small stuff. Documentation of quality control of equipment was found to be lacking in areas.

All points are ongoing projects, with the exception of Discharge Education, which will be now. We have 30 days from January 4, 2019 to file with plan of corrections.

We were able to talk to and ask questions of the Surveyors, it was a very "educational" survey. The surveyor was very complimentary to the staff. We should have our report in January.

Dr. Nielson announced that the Dialysis survey occurred, 2 ½ years late due to staffing issues on the state level. One finding was use of a blanket, for warming patients that covered the infusion site. Second was monitoring of Phoenix equipment and third was good faith follow up of dialysis patient deaths, whether they occurred here or elsewhere. Accreditation was granted.

Dr. Sowada noted that we now have 36 dialysis patients, and what an increase and improvement that is for the community.

Mr. Radakovich noted the floor had a suicide attempt that was thwarted by staff. Staff was alert and reactive to patient. Dr. Symington questioned follow up for staff and Mr. Radakovich stated this case didn't require follow up, but looking at secondary victim needs to be reviewed.

Ms. Molski reported unofficially we have achieved our 4-star rating! It won't be official until

Consent Agenda - Hospital

Dr. Sowada noted Labor induction rates are up. Ms. Molski stated that Kara Jackson has taken this on as a LEAN project to look at scheduling. Dr. Quickenden looked up a FAQs sheet from Intermountain that could be beneficial to patient and families.

Consent Agenda – Patient Experience

Dr. Sowada had a question on Patient Experience CHCAPS, the numbers appear to show disconnect in after discharge care, but in fact it is looking at the information given on discharge for after discharge and whether the patient understood.

Ms. Molski noted that we are seeing more "green" and "yellow", which is a good trend.

Ms. Taylor stated she was working with Rich Tyler, IT Director on a HIPAA compliant texting system to help increase communication between providers.

Consent Agenda – Safety

No items brought forth for discussion.

Consent Agenda – Clinic

No items brought forth for discussion.

Consent Agenda – Survey & Inspections

No items brought forth for discussion.

Closing

Ms. Richardson wanted to thank and compliment the staff, from Leaders down for all the hard work, including the Providers and Board support.

Mr. Mathey complimented the hospital on their hard work and improvement in Quality scores. It was noted these strides and gains helped show the Commissioners our dedication to improvement, and is likely what help us gain the financing.

Meeting Adjourned The meeting adjourned at 0934 am

Next Meeting January 16, 2019 at 0800 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

Report to the Board
From Chairman of Human Resources Committee

December meeting 2018

- The committee was informed that employee insurance enrollment is nearing completion. Rollout included a booklet type of summary that employees found helpful.
- It was noted that employee turnover continues to be lower than past history.
- The yearly compensation review and comparison is underway and will be completed in time for budget work.
- Some results of the employee expectation survey will be available at the next HR committee meeting.
- The CEO was asked to consult with staff and come up with the next three policies for the committee to work on. A social media use policy was suggested as one to look at.

The following items were approved for submission to the Board by vote of the HR Committee

CONFLICT RESOLUTION POLICY

1. This policy was approved for submission to the Board by a split vote of the committee. Three ayes, one nay. The dissenting opinion was that the existing system is functional, this change brings complications to it, and therefore a new policy is not required.

DRUG AND ALCOHOL FREE WORKPLACE POLICY

1. This policy was approved for submission to the Board by a unanimous vote of the committee
2. This is a replacement for the existing substance abuse policy.
3. The committee agreed that a separate policy for employed physicians is not required because testing is covered in both this policy, and credentialing requirements.

JANUARY MEETING

The December HR Committee meeting will be held January 21st at 3:00 P.M.

**Human Resources Committee Meeting
Monday, December 17, 2018
3:00 PM – MOB Conference Room
AGENDA**

Old Business

- I. Turnover Report - Amber
- II. Open Positions –Amy
- III. Enrollment/Insurance Update - Brandon
- IV. Minutes from November and December to be completed for January meeting
- V. Employee Policies Update/discussion – Drug and Alcohol Free Workplace and Testing Policy
- VI. Employee Policies Update/discussion – Conflict Resolution with changes

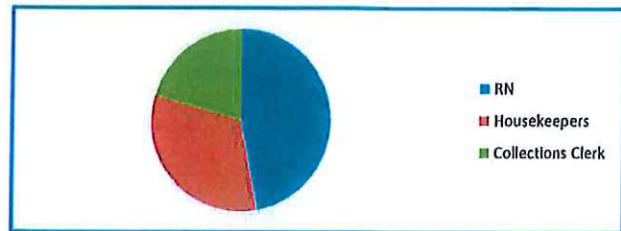
New Business

- I. Determination of Next Meeting Date

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2018 Overall Turnover Data (As of 11/30/2018)

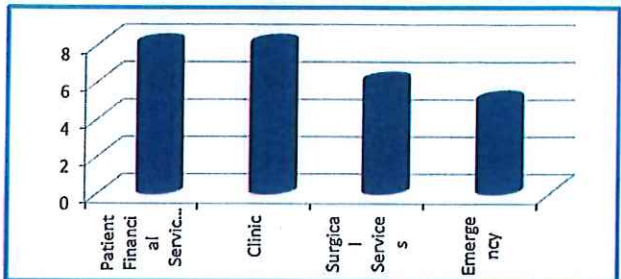
Top Position(s) / Turnover

	2018	%
RN	16	13%
Housekeepers	11	42%
Collections Clerk	7	78%



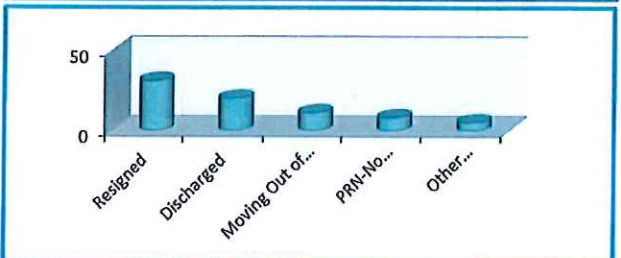
Top Department(s) / Turnover

	2018	%
Housekeeping	11	13%
Patient Financial Services	8	9%
Clinic	8	9%
Surgical Services	6	7%
Emergency	5	6%



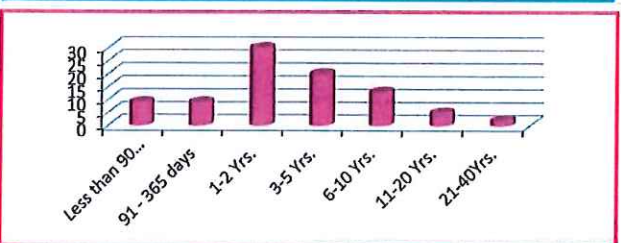
Top 5 Reasons / Turnover

	2018	%
Resigned	31	35%
Discharged	20	23%
Moving Out of Area/Relocation	11	13%
PRN-No Available Work	8	9%
Other Employment	5	6%



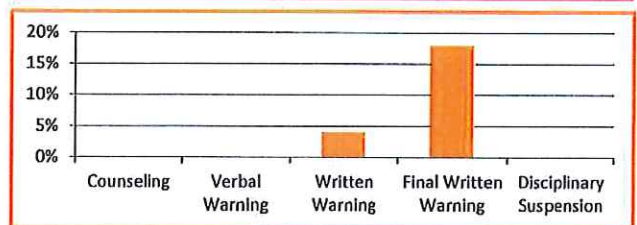
Length of Service

	2018	%
Less than 90 days	9	10%
91 - 365 days	9	10%
1-2 Yrs.	30	34%
3-5 Yrs.	20	23%
6-10 Yrs.	13	15%
11-20 Yrs.	5	6%
21-40Yrs.	2	2%
Total	88	



Corrective Action

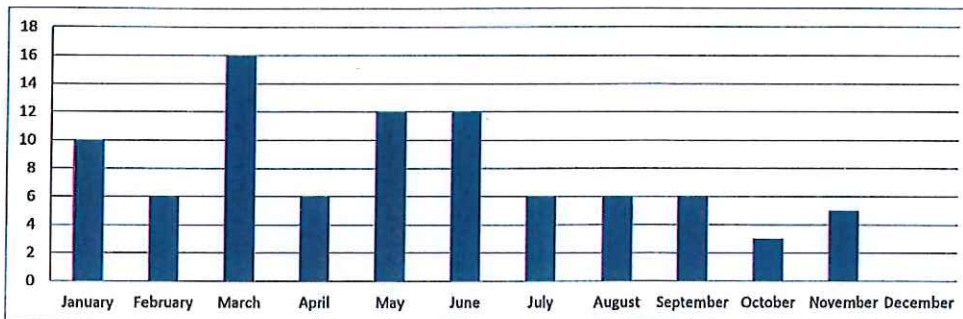
Counseling	
Verbal Warning	
Written Warning	4%
Final Written Warning	18%
Disciplinary Suspension	



2018 Separations - Hospital Wide

	Separations	New Employees	Total Employees
			502 505
January	10	7	501
February	6	5	494
March	16	9	500
April	6	16	510
May	12	13	511
June	12	10	509
July	6	9	512
August	6	6	512
September	6	12	518
October	3	15	530
November	5	10	535
December			
Total	88	112	

17%

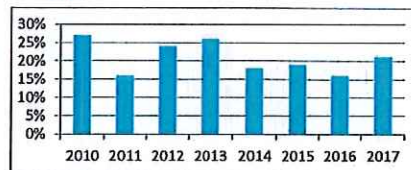


<u>Separations</u>	
Involuntary	20
Voluntary	68
Total	88

<u>Classifications</u>	
RN	15
Classified	73
Total	88

Overall Turnover

2009	96	25%
2010	98	27%
2011	79	16%
2012	104	24%
2013	113	26%
2014	88	18%
2015	97	19%
2016	86	16%
2017	116	21%
2018	88	17%



12 Month Turnover



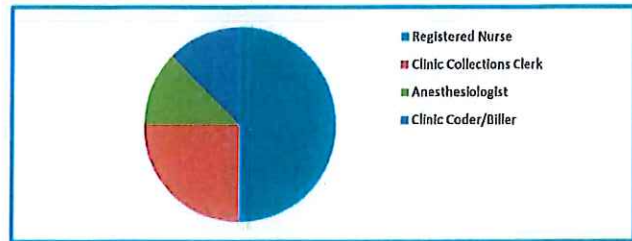
Rolling 12

	Separations	%
March 17-18	147	30%
April 17-18	146	29%
May 17-18	134	26%
June 17-18	139	27%
July 17-18	139	27%
August 17-18	136	27%
September 17-18	136	26%
October 17-18	129	24%
November 17-18	125	23%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA
2018 Clinic Turnover Data (as of 11/30/2018)

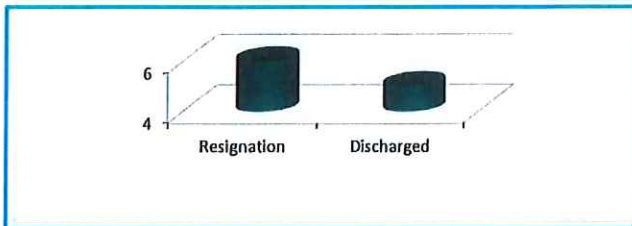
Top Position(s) / Turnover

	2018	%
Registered Nurse	4	35%
Clinic Collections Clerk	2	33%
Anesthesiologist	1	33%
Clinic Coder/Biller	1	33%



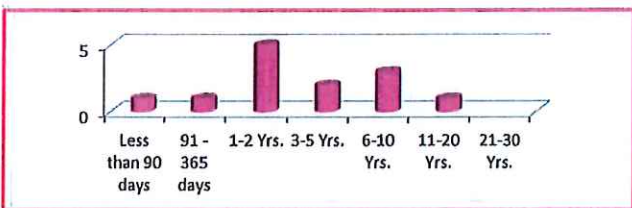
Top Reason(s) / Turnover

	2018	%
Resignation	6	46%
Discharged	5	38%



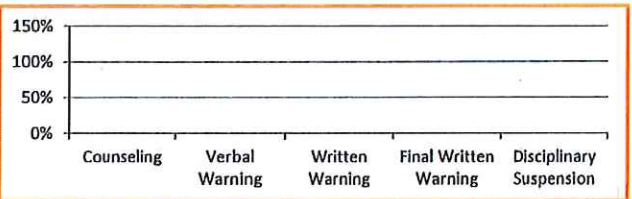
Length of Service

	2018	%
Less than 90 days	1	8%
91 - 365 days	1	8%
1-2 Yrs.	5	38%
3-5 Yrs.	2	15%
6-10 Yrs.	3	8%
11-20 Yrs.	1	8%
21-30 Yrs.		
Total	13	



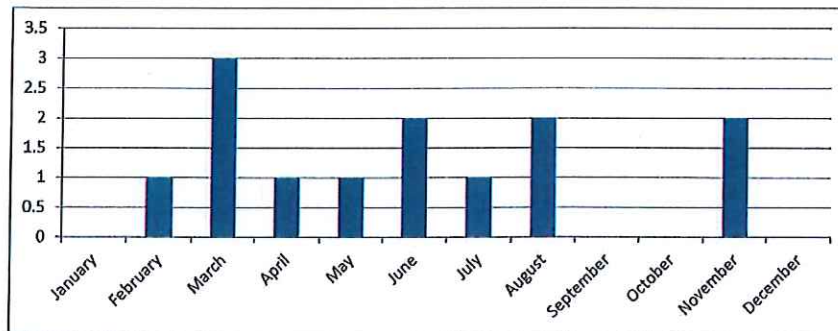
Corrective Action

Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



2018 Separations - Clinic

	Separations	New Employees	Total Employees	
January	0	0	111	111
February	1	0	110	
March	3	0	107	
April	1	1	107	
May	1	2	108	
June	2	1	107	
July	1	0	106	
August	2	0	104	
September	0	3	107	
October	0	2	109	
November	2	2	109	
December				
Total	13			12%



	Separations
Involuntary	5
Voluntary	8
Total	13

	Classifications
RN	1
Classified	12
Total	13

	Overall Turnover	
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	13	12%



Overall turnover starting Sept		
September 17-18	25	24%
October 17-18	19	17%
November 17-18	16	15%



Job Postings as of 12/14/2018



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>BEHAVIORAL HEALTH</u>				
Behavioral Health Tech	2200	Regular Full-Time	Variable	High School diploma or equivalent required.
<u>DIALYSIS</u>				
Registered Nurse	2197	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification. Minimum of one (1) year experience as a staff RN
<u>ENVIRONMENTAL SERVICES</u>				
Housekeeping	2208	Regular Part-Time	Variable	High School diploma or equivalent preferred.
<u>MEDICAL OFFICE BUILDING</u>				
Medical Office Assistant - <i>Internal Only</i>	2201	Regular Full-Time	Days	High School Diploma or equivalent required. Completion of a certified Medical Assistant Program preferred. BLS certification required within 30 days of hire.
Registered Nurse - Family Med	2202	Regular Full-Time	Days/Variable	Current Wyoming Nursing License and hold a current BLS certification.
Registered Nurse - Urology	2203	Regular Full-Time	Days/Variable	Current Wyoming Nursing License and hold a current BLS certification.
<u>MEDICAL IMAGING</u>				
Ultrasound Tech	2158	Regular Full-Time	Variable	Must be registered by the ARDMS, RVT, RDCS, or any other accredited ultrasound registry. Must be registered by ARRT if required to work in the role of Radiologic Technologist or other specialized modality, multiple modalities preferred.
<u>MED/SURG</u>				
Registered Nurse	2194	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification.
<u>NUTRITION SERVICES</u>				
Cook	2204	Regular Full-Time	Variable	High School diploma or equivalent required.
<u>OB</u>				
Registered Nurse	2168	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification.
<u>REHABILITATION</u>				
Speech Therapist	1447	PRN	Days	Masters Degree in Speech Pathology. Certificate of Clinical Competence from American Speech Language and Hearing Association or presently completing clinical fellowship year. Wyoming License in Speech Pathology. BLS certification.
Occupational Therapist	1997	PRN	Days	Minimum of Bachelor's degree in Occupational Therapy. Master's degree in Occupational Therapy preferred. State of Wyoming Occupational Therapist License required. BLS certification.

Cardinal Health

Must apply at www.jobs.cardinalhealth.com

Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>Pharmacy</u>				
Pharmacy Technician	20042675	Part Time	Days (Variable)	High School degree or equivalent. Previous work experience required. Must be registered or licensed as required by the State Board of Pharmacy.
Pharmacy Technician	20040843	Full Time	Days (Variable)	High School degree or equivalent. Previous work experience required. Must be registered or licensed as required by the State Board of Pharmacy.



**Memorial
Hospital**
OF SWEETWATER COUNTY

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

EMPLOYEE POLICIES - DRUG AND ALCOHOL FREE WORKPLACE AND TESTING POLICY

STATEMENT OF PURPOSE

MHSC is a drug and alcohol free workplace. As such, MHSC prohibits the use of non-prescribed drugs or alcohol during work hours. If an employee comes to work under the influence of drugs or alcohol or uses drugs or alcohol during work time, the employee will be subject to drug or alcohol testing as outlined in this policy.

This policy applies to all employees including employed physicians, part-time employees and traveling and/or contract employees. The policy is applicable in all MHSC facilities and wherever MHSC employees are performing duties for the Hospital. It is also applicable while operating any hospital vehicle or equipment at any time, or any personal, rental or other vehicle while on Hospital business. This policy will be under the purview of the Human Resources Department.

ADA Compliance

Consistent with MHSC's general policy against discrimination, the Hospital recognizes that disabled individuals should be protected from discriminatory treatment. Under the Americans with Disabilities Act, a disabled person is someone who has a medical or psychological condition that materially impairs a major life activity. However, also in accordance with the Americans with Disabilities Act, disability does not include any condition resulting from alcohol or other drug abuse which prevents a person from performing essential functions of the job or which creates a direct threat to property or the safety of individuals.

As MHSC is a drug and alcohol free workplace the Hospital may notify the appropriate law enforcement agency when it believes that an employee may have illegal drugs in his/her possession or is involved in other illegal conduct involving drugs at MHSC facilities.

Employees who wish to undertake rehabilitation for drug or alcohol abuse may make a request to the Human Resources Director to participate in a rehabilitation program (see MHSC's EAP). The Hospital may grant the employee an unpaid leave of absence for this purpose if the employee seeks help before the drug or alcohol abuse adversely affects the employee's work performance or before the employee tests positive under this or any other applicable testing policy. **An "introductory period" employee is not eligible for unpaid leave to attend a rehabilitation program.**

ALCOHOL AND DRUG TESTING POLICY

All current and prospective employees are subject to this drug testing policy. Prospective employee's will be asked to submit to a test once a conditional offer of employment has been extended and accepted. An offer of employment by MHSC is conditioned on the prospective employee testing negative for illegal substances.

MHSC's policy is intended to comply with all state and federal laws governing drug testing and is designed to safeguard employee privacy rights to the fullest extent of the law.

If there is reasonable cause to suspect that an employee is working while under the influence of drugs or alcohol, the employee will be suspended with pay until the results of a drug and alcohol test are made available to the HR Department by the testing laboratory. Whenever an employee is operating machinery at the Hospital or driving a Hospital vehicle and is involved in an accident the employee will be suspended with pay until the results of a drug and alcohol test are made available to the HR Department by the testing laboratory. **Where drug or alcohol testing is part of a routine physical there will be no adverse employment action or suspension taken until the test results are returned and reviewed by the HR department.**

Before being asked to submit to a drug test, the employee will receive written notice of the request or requirements. The employee must also sign a testing authorization and acknowledgement form confirming that he or she is aware of this policy and the employee's rights. Any drug testing required or requested by MHSC will be conducted by a laboratory licensed by the state. All expenses related to the test will be incurred by the hospital.

If the employee receives notice that the employee's test results were confirmed positive, the employee will be given the opportunity to explain the positive result to HR. In addition, the employee may have the same sample retested at a laboratory of the employee's choice as a confirmatory test.

The Hospital may discipline an employee up to and including termination of employment if the employee tests positive on the first test (if the positive test is not requested by the employee to be sent for a confirmatory test) or upon a positive confirmatory test. An employee who has a positive confirmatory test, but is not terminated will be required to participate in and complete a drug or alcohol treatment program. Refer to the Employee Assistance Plan (EAP).

All testing results will remain confidential and will be maintained in a separate employee file. **Employee must sign a consent form prior to the release of results to a third party.** Test results may be used in arbitration, administrative hearings and court cases arising as a result of the employee's drug testing. Results will be sent to federal agencies as required by federal law. If the employee is to be referred to a treatment facility for evaluation, the employee's test results will also be made available to the employee's counselor at the facility.

- I. In order to carry out the Hospital's commitment to be an alcohol and drug-free workplace, the Hospital reserves the right to conduct:
 - A. **Reasonable Cause Drug and Alcohol Testing** Any employee who is reasonably suspected of using alcohol or illegal drugs or of abusing controlled substances in the workplace or of performing official duties while under the influence of alcohol, illegal drugs, or abused controlled substances will be required to undergo an alcohol and/or drug test. "Reasonable cause" exists when an employee exhibits patterns of behavior that suggest impairment from drug or alcohol use. (See Attachment A)
 - B. **Post-Accident Testing** Whenever an employee is operating machinery at the Hospital or driving a Hospital vehicle and is involved in an accident he/she will be required to submit to a drug test. Test will be performed as soon as possible after the accident.

Refusal to Participate. An employee has the right to refuse testing. However, a refusal of testing will be treated as a failure to comply with the Hospital policy and will result in disciplinary action up to and including termination of employment.

Attachments:

[SUBSTANCE ABUSE POLICY - Attachment A.pdf](#)

Amber Fisk

From: Suzan Campbell
Sent: Thursday, December 06, 2018 9:34 AM
To: 'EDWARD F TARDONI Owner'; Marty Kelsey; Irene Richardson; Kari Quickenden; Kristy Nielson; Tami Love; Amber Fisk
Subject: You have been sent a document

Good morning, below is the link to the draft Drug and Alcohol testing policy. If it is approved it will replace the Substance Abuse Policy currently in place. This is a rough draft so please feel free to provide me with your comments and changes by next Thursday (December 13th). I am not sure where the notice that the meeting on the 17th was canceled came from and I apologize for any confusion caused but it is not canceled. The next HR meeting is still set for December 17th at 3:00 p.m. Thanks Suzan

You have been sent a document titled "EMPLOYEE POLICIES - DRUG AND ALCOHOL FREE WORKPLACE AND TESTING POLICY".

View it at https://pstat-live-media.s3.amazonaws.com/pdf_cache/policy/4989773/6660dee8-cddf-4c4d-ad9a-3850651fd49f/EMPLOYEE%20POLICIES%20-%20DRUG%20AND%20ALCOHOL%20FREE%20WORKPLACE%20AND%20TESTING%20POLICY-Draft.pdf

Please note that the link above will work for 14 days.



**Memorial
Hospital**
OF SWEETWATER COUNTY

Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standard:

EMPLOYEE POLICIES - CONFLICT RESOLUTION

STATEMENT OF PURPOSE

Memorial Hospital of Sweetwater County is committed to sustaining a positive work environment in which employees work constructively together. This Conflict Resolution policy has been created to ensure that the working relationship between employees and their leaders remains productive and transparent and that employee complaints are addressed equitably, promptly and if possible, informally. **This policy is not the process to dispute the results of employee corrective actions.**

PROCESS

- I. Initially, employees should bring their concern, conflict or complaint to their immediate supervisor in an attempt to resolve the conflict informally.
- II. If the employee's immediate supervisor is unable to resolve the conflict to the employee's satisfaction or does not respond to the employee within ten (10) working days, the employee may take the matter to their Senior Leader. This appeal to the employee's Senior Leader shall be in writing and shall be submitted within thirty (30) calendar days of the event giving rise to the conflict. The employee may request assistance from the HR department to draft the appeal. Absent compelling reasons, if the employee fails to submit the appeal within the 30 day time limit, the matter shall be considered closed.
- III. If the timely filed appeal to the Senior Leader is not resolved to the satisfaction of the employee the Human Resources Director should be notified as soon as possible by the employee.
 - The HR Director will fully investigate the conflict/complaint and will provide a response to the employee in a timely manner.

If resolution cannot be reached through the above channels, the employee and the HR Director may choose to bring the unresolved matter to the attention of the CEO. The CEO will review the conflict and determine, with input from all appropriate parties, a final resolution of the matter.

If the conflict is between the CEO and one of his/her direct reports, the direct report will attempt to resolve the issue with the CEO. If it is not resolved to the satisfaction of the direct report, the direct report may take the matter to the Board of Trustees.

RETALIATION PROHIBITED

Retaliation against an employee who initiates conflict resolution or participates in a conflict resolution investigation will not be tolerated and will subject the leader who is retaliating against the employee to corrective action.

Page 39 of 173

Approved:

Attachments:

No Attachments

DRAFT

Amber Fisk

From: Marty Kelsey
Sent: Wednesday, November 28, 2018 7:09 AM
To: Suzan Campbell
Cc: EDWARD F TARDONI Owner; Irene Richardson; Kari Quickenden; Tami Love; Kristy Nielson; Amber Fisk; Cindy Nelson; Richard Mathey
Subject: Re: You have been sent a policy

With a couple minor changes I have suggested below, I believe the policy is ready to move on, subject to the issue regarding the physicians brought up by Suzan. Again, notwithstanding Suzan's sentiments, I am of the strong opinion that this policy is necessary. I can't conceive of an organization as large as Memorial Hospital not having a Conflict Resolution policy (often termed a Grievance and Appeal policy). Maybe Irene would like to exclude the physicians from this policy (or have different language for them)...easily done. Maybe she is OK with it...I just don't know. This probably needs additional discussion before it goes to the Board if Irene is not comfortable with the current language. If Irene is OK with this language, I think we can take it to the Board. I see no rush to get this to the Board if Irene would like further discussion regarding the physicians and how they fit into this policy.

Regarding this latest draft...below are my comments:

Process

II.

First sentence..."the employee may take the matter to (replace "their" with "his/her", or, alternatively, change first part of sentence "Employees may take...")
(Singular "employee" conflicts with plural "their")

III.

First sentence..."to the satisfaction of the employee (add comma after the word "employee")

Sent from my iPad

On Nov 27, 2018, at 9:35 AM, Suzan Campbell <sucampbell@sweetwatermemorial.com> wrote:

Ed, while I was making the changes to the Conflict Resolution policy yesterday it struck me that the section about the CEO and his/her direct reports may be problematic. If you look at the organizational chart the CEO has numerous direct reports **including all the employed providers**. The way this section of the Conflict Resolution Policy is structured it seems to me that a doctor could take any conflict, concern etc. directly to the CEO and if the provider doesn't like the answer/result he can take that concern to the board. I do not think this was ever the intent of the policy? I also just want to go on record again as stating that I do not think we need this policy and that, in my opinion, it will generate more issues and problems then it will solve and will also increase paperwork for supervisors and the CEO. My understanding is that supervisors and senior leaders, in conjunction with HR, already have an informal process in place to handle conflicts and as far as I can tell it is working. However, if the committee approves the policy I would at least like to revisit the section regarding the CEO and how conflicts with her direct reports are handled. Thanks, Suzan

Page 41 of 173

From: EDWARD F TARDONI Owner [<mailto:ttardoni@q.com>]
Sent: Monday, November 26, 2018 12:35 PM
To: Suzan Campbell <sucampbell@sweetwatermemorial.com>

Amber Fisk

From: EDWARD F TARDONI Owner <ttardoni@q.com>
Sent: Wednesday, November 28, 2018 12:07 PM
To: Marty Kelsey
Cc: Suzan Campbell; Irene Richardson; Kari Quickenden; Tami Love; Kristy Nielson; Amber Fisk; Cindy Nelson; Richard Mathey
Subject: Re: You have been sent a policy

Okay

Lets take this up at the next HR Committee meeting. Unanimity will be rare if we truly function as a committee.. The minority always has the privilege of expressing the minority opinion to the Board. I would remind all that we voted in a set of rules - which Suzan recognizes - in her e-mail. Under those rules the policy should be going to the Board at the next meeting. However, since we are relatively new at this, lets back track and take the matter up again.
Ed Tardoni

----- On Nov 28, 2018, at 7:09 AM, Marty Kelsey <mkelsey@sweetwatermemorial.com> wrote:

With a couple minor changes I have suggested below, I believe the policy is ready to move on, subject to the issue regarding the physicians brought up by Suzan. Again, notwithstanding Suzan's sentiments, I am of the strong opinion that this policy is necessary. I can't conceive of an organization as large as Memorial Hospital not having a Conflict Resolution policy (often termed a Grievance and Appeal policy). Maybe Irene would like to exclude the physicians from this policy (or have different language for them)...easily done. Maybe she is OK with it...I just don't know. This probably needs additional discussion before it goes to the Board if Irene is not comfortable with the current language. If Irene is OK with this language, I think we can take it to the Board. I see no rush to get this to the Board if Irene would like further discussion regarding the physicians and how they fit into this policy.

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First sentence..."to the satisfaction of the employee (add comma after the word "employee")

Sent from my iPad

Page 42 of 173

On Nov 27, 2018, at 9:35 AM, Suzan Campbell <sucampbell@sweetwatermemorial.com> wrote:

Ed, while I was making the changes to the Conflict Resolution policy yesterday it struck me that the section about the CEO and his/her direct reports may be problematic. If you look at the organizational chart the CEO has numerous direct reports including all the employed providers. The way this section of the Conflict Resolution Policy is structured it seems to me that a doctor could take any conflict,

Amber Fisk

From: Irene Richardson
Sent: Wednesday, November 28, 2018 3:22 PM
To: Marty Kelsey; EDWARD F TARDONI Owner
Cc: Suzan Campbell; Kari Quickenden; Tami Love; Kristy Nielson; Amber Fisk; Cindy Nelson; Richard Mathey
Subject: RE: You have been sent a policy

All,

I apologize for not weighing in sooner on this policy. I would like to revisit the language regarding the physicians. I agree that we should take this to the next HR committee meeting and discuss it there. I want to make sure the policy is correct and exactly the way we want it before it is presented to the full Board for approval. I also think that a conversation in person at the HR committee will be the best way to discuss this.

Thanks for being patient with me.

Irene Richardson, Chief Executive Officer

Administration

Direct 307-352-8413

irichardson@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!](#)



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From: Marty Kelsey
Sent: Wednesday, November 28, 2018 2:23 PM
To: EDWARD F TARDONI Owner <ttardoni@q.com>
Cc: Suzan Campbell <sucampbell@sweetwatermemorial.com>; Irene Richardson <irichardson@sweetwatermemorial.com>; Kari Quickenden <kquickenden@sweetwatermemorial.com>; Tami Love <tlove@sweetwatermemorial.com>; Kristy Nielson <knielson@sweetwatermemorial.com>; Amber Fisk <afisk@sweetwatermemorial.com>; Cindy Nelson <cnelson@sweetwatermemorial.com>; Richard Mathey <rmathey@sweetwatermemorial.com>
Subject: Re: You have been sent a policy

Page 43 of 173

Ed, we have not heard from Irene about this matter...only Suzan. We may not have to review it again...depending on what Irene says.

Marty

Updated after 12/17/18
Final draft for approval Committee discussion

Current Status: Draft

PolicyStat ID: 5275513



**Memorial
Hospital**
OF SWEETWATER COUNTY

Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standard:

EMPLOYEE POLICIES - CONFLICT RESOLUTION

STATEMENT OF PURPOSE

Memorial Hospital of Sweetwater County is committed to sustaining a positive work environment in which employees work constructively together. This Conflict Resolution policy has been created to ensure that the working relationship between employees and their leaders remains productive and transparent and that employee complaints are addressed equitably, promptly and if possible, informally. **This policy is not the process to dispute the results of employee corrective actions.**

PROCESS

- I. Initially, employees should bring their concern, conflict or complaint to their immediate supervisor in an attempt to resolve the conflict informally.
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- III. If the timely filed appeal to the Senior Leader is not resolved to the satisfaction of the employee, the Human Resources Director should be notified as soon as possible by the employee.
 - The HR Director will fully investigate the conflict/complaint and will provide a response to the employee in a timely manner.

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RETALIATION PROHIBITED

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Approved:

Attachments:

No Attachments

Page 44 of 173

updated 12/17/18 after committee discussion
(final draft for approval)

Current Status: Draft

PolicyStat ID: 4989773



**Memorial
Hospital**
OF SWEETWATER COUNTY

Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standard:

EMPLOYEE POLICIES - DRUG AND ALCOHOL FREE WORKPLACE AND TESTING POLICY

STATEMENT OF PURPOSE

MHSC is a drug and alcohol free workplace. As such, MHSC prohibits the use of non-prescribed drugs or alcohol during work hours. If an employee comes to work under the influence of drugs or alcohol or uses drugs or alcohol during work time, the employee will be subject to drug or alcohol testing as outlined in this policy.

This policy applies to all employees including employed physicians, part-time employees and traveling and/or contract employees. The policy is applicable in all MHSC facilities and wherever MHSC employees are performing duties for the Hospital. It is also applicable while operating any hospital vehicle or equipment at any time, or any personal, rental or other vehicle while on Hospital business. This policy will be under the purview of the Human Resources Department.

ADA Compliance

Consistent with MHSC's general policy against discrimination, the Hospital recognizes that disabled individuals should be protected from discriminatory treatment. Under the Americans with Disabilities Act, a disabled person is someone who has a medical or psychological condition that materially impairs a major life activity. However, also in accordance with the Americans with Disabilities Act, disability does not include any condition resulting from alcohol or other drug abuse which prevents a person from performing essential functions of the job or which creates a direct threat to property or the safety of individuals.

As MHSC is a drug and alcohol free workplace, the Hospital may notify the appropriate law enforcement agency when it believes that an employee may have illegal drugs in his/her possession or is involved in other illegal conduct involving drugs at MHSC facilities.

Employees who wish to undertake rehabilitation for drug or alcohol abuse may make a request to the Human Resources Director to participate in a rehabilitation program (see MHSC's EAP). The Hospital may grant the employee an unpaid leave of absence for this purpose if the employee seeks help before the drug or alcohol abuse adversely affects the employee's work performance or before the employee tests positive under this or any other applicable testing policy. An "introductory period" employee is not eligible for unpaid leave to attend a rehabilitation program.

ALCOHOL AND DRUG TESTING POLICY

All current and prospective employees are subject to this drug testing policy. Prospective employee's will be asked to submit to a test once a conditional offer of employment has been extended and accepted. An offer of employment by MHSC is conditioned on the prospective employee testing negative for illegal substances.

Page 45 of 173

MHSC's policy is intended to comply with all state and federal laws governing drug testing and is designed to safeguard employee privacy rights to the fullest extent of the law.

If there is reasonable cause to suspect that an employee is working while under the influence of drugs or alcohol, the employee will be suspended with pay until the results of a drug and alcohol test are made available to the HR Department by the testing laboratory. Whenever an employee is operating machinery at the Hospital or driving a Hospital vehicle and is involved in an accident the employee will be suspended with pay until the results of a drug and alcohol test are made available to the HR Department by the testing laboratory. *Where drug or alcohol testing is part of a routine physical there will be no adverse employment action or suspension taken until the test results are returned and reviewed by the HR department.*

Before being asked to submit to a drug test, the employee will receive written notice of the request or requirements. The employee must also sign a testing authorization and acknowledgement form confirming that he or she is aware of this policy and the employee's rights. Any drug testing required or requested by MHSC will be conducted by a laboratory licensed by the state. All expenses related to the test will be incurred by the hospital.

If the employee receives notice that the employee's test results were confirmed positive, the employee will be given the opportunity to explain the positive result to HR. In addition, the employee may have the same sample retested at a laboratory of the employee's choice as a confirmatory test.

The Hospital may discipline an employee up to and including termination of employment if the employee tests positive on the first test (if the positive test is not requested by the employee to be sent for a confirmatory test) or upon a positive confirmatory test. An employee who has a positive confirmatory test, but is not terminated, will be required to participate in and complete a drug or alcohol treatment program. Refer to the Employee Assistance Plan (EAP).

All testing results will remain confidential and will be maintained in a separate employee file. Employee must sign a consent form prior to the release of results to a third party. Test results may be used in arbitration, administrative hearings and court cases arising as a result of the employee's drug testing. Results will be sent to federal agencies as required by federal law. If the employee is to be referred to a treatment facility for evaluation, the employee's test results will also be made available to the employee's counselor at the facility.

- I. In order to carry out the Hospital's commitment to be an alcohol and drug-free workplace, the Hospital reserves the right to conduct:
 - A. **Reasonable Cause Drug and Alcohol Testing** Any employee who is reasonably suspected of using alcohol or illegal drugs or of abusing controlled substances in the workplace or of performing official duties while under the influence of alcohol, illegal drugs, or abused controlled substances will be required to undergo an alcohol and/or drug test. "Reasonable cause" exists when an employee exhibits patterns of behavior that suggest impairment from drug or alcohol use. (See Attachment A)
 - B. **Post-Accident Testing** Whenever an employee is operating machinery at the Hospital or driving a Hospital vehicle and is involved in an accident he/she will be required to submit to a drug test. Test will be performed as soon as possible after the accident.

Page 46 of 173

Refusal to Participate. An employee has the right to refuse testing. However, a refusal of testing will be treated as a failure to comply with the Hospital policy and will result in disciplinary action up to and including termination of employment.

Attachments:

[SUBSTANCE ABUSE POLICY - Attachment A.pdf](#)



# Assigned: FY 19 -24	
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: Facilities	Submitted by: James Horan
Date: 12/12/18	
Provide a detailed description of the capital expenditure requested: Central Plant upgrade - 8.5% engineering fees. Based on estimate of \$3 million completed project.	
Preferred Vendor: ST&B Engineers	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation 2. Equipment 3. Installation 4. Shipping 5. Accessories 6. Training 7. Travel costs 8. Other e.g. interfaces	\$ \$ \$ \$ \$ \$ \$ \$ \$
Total Costs (add 1-8)	
Does the requested item:	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space?	Explain:
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Attach to a new service?	Explain:
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Require physical plan modifications? If yes, list to the right:	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):	
Increases/Decreases	
Projected Annual Procedures (NEW not existing)	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
Total Annual Expenses	\$
Net Income/(loss) from new service	\$
Budgeted Item:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
# of bids obtained? _____	
<input type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:	
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

OTHER CONSIDERATIONS

Last summer, our central plant cooling equipment was unable to meet cooling demands with our antique chillers running at full capacity. We have several critical areas that require adequate cooling as well as several pieces of expensive, critical equipment that rely upon this chilled water. The project will include two new cooling towers, two replacement chillers and a new deaerator tank to serve two boilers.

NOTE: There will be successive capital requests in the current and subsequent fiscal years to complete the central plant upgrade.

**This portion of the project will be reimbursed from funds from the County annual maintenance budget.

Tami Love Digitally signed by Tami Love
Date: 2018.12.13 12:20:07 -07'00'

Submitted by: Signature

Date

MEMORANDUM



To: Sweetwater County, Wyoming - Board of County Commissioners
From: Jake Blevins, PE ST+B Engineering
Date: Wednesday December 12th, 2018
Subject: Major Maintenance Funding Request (MMFR) for Hospital Plant & Infrastructure

The purpose of this memorandum is to provide bullet point Executive Summary regarding request for Major Maintenance Funding of essential services:

OVERVIEW

1. The Existing Hospital Building Plant & Infrastructure system assets that are considered *essential* to the delivery of patient care include: Electricity (Emergency Power Generators), Heating (Boiler Plant serving building heat, sterilization, etc), Medical Gases (Oxygen, Medical Air & Vacuum, etc.), Cooling (Chiller Plant), and Building Ventilation system Air Handling Units (AHUs).
2. Chiller Plant provides building cooling as well as process equipment cooling for Critical functions such as the CT scanner which is an essential component of immediate internal Trauma assessment by the Emergency Department.

AT ISSUE:

3. The Chiller Plant contains multiple items (modular chillers, cooling towers, and pumps) that have exceeded useful service life and have become costly and problematic to keep in service.
 - The existing modular chillers are operating at less than 65% of actual capacity and the entire capacity of the Chiller Plant is required during summer conditions (plant lacks reserve capacity).
 - Modular chillers are based on plate type Heat Exchanger (HX) technology that is prone to clogging and difficult (if not impossible) to service. Conventional shell & tube type HX technology exists that is not prone to clogging and more easily cleaned during regular seasonal service.
 - Modular chiller technology is based on higher equipment counts (currently contains 12 total compressors, associated controls, valving/piping) which has statistically lower reliability than plant design based on fewer equipment counts.
 - Cooling Tower hot & cold basins are corroded. Facilities Maintenance staff's concern is valid regarding potential for catastrophic failure (in which unit cannot be quickly repaired and placed back in service quickly).
 - Refurbishment options for both Chillers and Cooling Towers have been considered, but are not recommended due to cost magnitudes, questionable return on reliability and actual

capacity, and questionable extension of useful service life.

4. The Heating Plant contains an essential Deaerator (DA) Tank component that has exceeded useful service life and no longer provides required feedwater treatment effectiveness (removal of oxygen, 'deaeration') to recommended removal levels to appropriately protect heating piping distribution assets throughout the hospital. Plant contains two (2) DA tanks, but operation of both is required during winter periods. The unit of concern has been in service for over 40 years. The other DA tank has been in service approximately 10 years.

RECOMMENDATIONS:

1. Invest in Chiller Plant and Heating Plant DA tank. Benefits will include:
 - Reduced maintenance burden for both in-house staff and outside service vendors.
 - Increased energy efficiency resulting in lower energy cost. Conventional chiller technology in anticipated size range is approximately 33% more efficient than the existing modular chiller units.
 - Cooling plant solution would be considered 30-year median useful service life. Capital planning should be scheduled for similar investment at approximately year 2050.
 - Heating DA tank recommended to be constructed of stainless in lieu carbon steel. Median useful service life estimated to exceed 50 years. Capital planning should anticipate ~2070 replacement.
2. The above discussion is focused on Plant services and does not address essential ventilation systems (AHUs) inside the Hospital. Some AHUs date to original construction (ca. 1975) and provide air that serves heating, ventilation, cooling, pressure control and filtration for asepsis control. Capital planning for Major Maintenance of these items are recommended to be the next highest priority for major maintenance funding.

- End of Memorandum -

December 12th, 2018

**James Horan, Director
Facilities Support Services
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901**

**RE: Memorial Hospital of Sweetwater County (MHSC)
Remote Plant Major Maintenance Project
Proposal for MEP Engineering Services**

Dear Mr. Horan:

Spacek Timbie and Blevins Engineering, Inc. ("ST+B") is pleased to submit a proposal for engineering services for the above referenced project.

GENERAL PROPOSAL OVERVIEW:

During the recent Medical Office Building (MOB) expansion, the chilled water plant was expanded to add capacity to support the additional MOB cooling load. At that time, the plant was also upgraded to include economizer capability which allows chilled water to be produced without chiller compressors during low outdoor air temperatures. While the recent plant expansion added a new chiller with robust compressor and heat exchanger technology, the two pre-existing modular machines remained due to budget constraints. The chiller machines and the outdoor cooling towers have far exceeded their useful service life and are overdue for Capital Expenditure to replace and update. Due to the anticipated cost magnitudes of this project, this proposal originally envisioned a phased approach that spread capital outlay over multiple years. Furthermore, select phases of the work were also anticipated to be self-performed by the Hospital to manage required expenditures where appropriate.

The original phased approach included cost burdens due to extended duration, procurement of multiple contracts across multiple years, and the associated contractor mobilization/demobilization costs. In light of recent findings that the county is considering capital contribution to support these major maintenance needs, we have revised the original proposal. We respectfully propose the following:

SCOPE OF SERVICES:

Chiller Plant

1. Provide design services for Chiller plant Major Maintenance to include new chillers, pumps and cooling towers. Specifics of the plant design would be determined during the Schematic Design phase. Anticipated Cooling Plant concept is outlined as follows, but would be validated and modified as necessary during the Schematic Design Phase:

- a. Complete removal of existing modular chillers, associated cooling towers, and ancillary equipment. Note - Phasing requires installation and startup of new equipment before existing equipment can be removed such that Cooling service to the hospital is maintained.
- b. New chillers, cooling towers, pumps, piping and ancillary equipment. Chiller heat exchanger type compatible with Cooling Towers. Cooling Towers elevated to address pump suction requirements.
- c. Plant Capacity - Existing hospital load is approximately 570 Tons. Initial recommendation is plant design to support firm capacity of 600 Tons meaning plant capacity is 600 Tons with the largest piece of equipment unavailable due to failure, or out of service for maintenance.
 - Existing Plant contains one (1) 200 T chiller, installed 2013, of appropriate heat exchanger technology. This unit to be retained.
 - Two (2) new chillers, each 400 Tons capacity.
 - Two (2) new cooling towers, each 600 Tons capacity.
- d. Plant Pumping - Variable capacity with headered arrangement and control valves such that any pump can serve any chiller or cooling tower.
- e. Future planning - Allowances for future capacity expansion by reserving space for additional chiller, cooling tower, and ancillaries.
- f. Power - Existing chiller and one-half of the new equipment to be fed from the normal power system. Remaining new equipment to be fed from the Emergency Power system such that cooling service is only temporarily interrupted during Utility Power Outage.
- g. Subconsultants - ST+B will solicit and procure services of Architectural, Structural Engineering, and Civil Engineering required as part of the project. Anticipated subconsultant services outlined as follows:
 - Architectural - New opening and overhead doors into existing modular chiller plant.
 - Structural Engineering - New elevated Cooling Tower support, piping support, plant equipment shop keeping pads, and accommodation of new opening into existing building.
 - Civil Engineering - Exterior utilities coordination for Emergency Power feed from Generator building and exterior cooling towers, grading and drainage corrections in cooling tower area.
 - Additional Subcontractors required include Survey (to support Civil Engineering effort) and Geotechnical Study (including boring or potholing to inform Structural Engineering design). These efforts are not included in proposed fee amount and to be billed as reimbursable expense.
 - ST+B coordinate directly with MHSC to solicit and procure local vendors for service required to support the project. Pricing solicitations for Subconsultants and Subcontractors have not been initiated as of the date of this proposal. Cost of Subconsultants is included in proposed fee percentage. Cost of Subcontractors is not included.

Heating Plant

1. Provide design services for Heating plant Major Maintenance to include the following:
 - a. New Deaerator (DA) Tank, sized at minimum to serve two boilers. Consideration and costing during schematic design phase whether sizing to support three operating boilers is warranted.
 - b. New DA tank piping, pumping, feedwater water treatment ancillaries and control.

- c. Piping adjustments as required to support cross over between existing DA tank and new equipment.
- d. Subconsultant support of the necessary adjustment to the former staff locker and toilet area to accommodate new DA tank. Wall removal and new exterior building opening with overhead door anticipated.

Professional Services Description:

1. Review existing conditions and document.
2. Provide Drawings and Specifications as needed to support the permitting, bidding & negotiation, contractor procurement.
3. Provide Permitting Phase services as required to submit for required Permits with the local Authority Having Jurisdiction (City of Rock Springs, Electrical and Fire Safety Only) and the State Department of Health Office of Licensing and Survey.
4. Provide Bid Package and Bidding Phase services as required to support Contract Procurement including Conducting Pre-Bid conference, Answer Bidder Questions, producing Addenda as needed, and participation in Bid Opening, Evaluation of Bids and Contractor selection.
5. Perform Construction Administration Services including review and approval of Application for Payment, Submittals, Shop Drawings and Change Order request.
6. Respond to requests for information and provide clarification of the Contract Documents as necessary.
7. Perform Construction Observation visits to review the Installed Work for consistency with Design Intent and provide follow up report.
8. Perform Construction Closeout visit for Final Punch.
9. Perform Final Inspection.

PROPOSED FEE: Estimated at Two Hundred Fifty-Five Thousand Dollars (\$255,000.⁰⁰) based on a Professional Design Services budget of Eight and One-Half Percent (8.5%) of the anticipated Construction Cost Allowance of Three Million Dollars (\$3,000,000.⁰⁰) and in accordance with the attached schedule.

Phase	Fee	% of Fee
Schematic Design	\$ 38,250.00	15 %
Design Development	\$ 51,000.00	20 %
Construction Documents	\$ 102,000.00	40 %
Bidding & Negotiation	\$ 12,750.00	5 %
Construction Contract Administration	\$ 51,000.00	20 %
Total	\$ 255,000.00	100 %

During schematic phase, detailed project cost estimate will be developed in conjunction with Schematic Design Services to validate alignment between requested Major Maintenance project scope and the anticipated funds available. ST+B will also solicit fee proposals during SD phase from required subconsultants to determine these costs and validate proposed fee estimate outlined above.

Proposal for: **Memorial Hospital of Sweetwater County**
MEP Engineering Services for Plant Major Maintenance Project

FEE BASIS:


Owner agrees to pay ST+B's fee as invoiced for this project based on ST+B's fees set forth above and all, incurred interest, REIMBURSABLE EXPENSES and SUPPLEMENTARY SERVICES.

TERMS AND CONDITIONS: See attached.

Thank you for the opportunity to provide this proposal. We sincerely hope to work with you on this project, and we are available to begin these services immediately upon receiving written authorization to proceed.

If you have any questions or need any additional information, please do not hesitate to contact me.

Best Regards,



Jacob S Blevins, PE
Principal | Mechanical Engineer

Attachments: Terms and Conditions

Please sign below as an indication of your acceptance of the terms of this proposal and return a signed copy for our records.

Signature

Approval Name

Approval Date

Terms & Conditions of Agreement



1. GENERAL—

- 1.1. These *Terms and Conditions* accompany, and are an integral part of, the attached *Proposal* dated December 12th, 2018 between Spacek Timbie and Blevins Engineering, Inc ("ST+B") and Memorial Hospital of Sweetwater County (the "Client").
- 1.2. The accompanying *Proposal* and these *Terms and Conditions* shall remain valid for thirty (30) calendar days from the date set forth at the top of the proposal. Upon execution of the *Proposal* by Client or ST+B's commencement of the work without Client's objection to these *Terms and Conditions*, Client shall be bound by the *Proposal* and all of these *Terms and Conditions* (collectively the "Agreement"). Any additions, deletions or changes to the *Proposal* or these *Terms and Conditions* shall be in writing and executed by both Parties.

2. DEFINITIONS—

- 2.1. *Agreement*—The attached *Proposal* document and these *Terms and Conditions* which collectively represent a formal offer by ST+B and subsequent acceptance by the Client.
- 2.2. *Client*—The Contracting Party including its owners, directors, and employees.
- 2.3. *Instruments of Service*—Any report, plans or specifications published by ST+B as part of the Scope of Services, any authorized *Complementary Services*, and any authorized or necessary *Supplementary Services*. ST+B accepts no liability for any *Instruments of Service* provided under this *Agreement*, until such documents are sealed and submitted for approval by all relevant authorities having jurisdiction and permit to perform the work is granted by those authorities.
- 2.4. *Proposal*—including *Project Description*, *Scope of Services*, *Fee Basis*, suggested and authorized *Complementary Services*.
- 2.5. *Reimbursable Expenses*—Costs incurred by ST+B and/or ST+B's subconsultants performing *Scope of Services*, *Complementary Services*, or *Supplementary Services* directly relating to the Project.
- 2.6. *Scope of Services*—Defined in the attached *Proposal* portion of this document. Services not set forth in the *Proposal* are specifically excluded from the Scope of ST+B's services. ST+B assumes no responsibility to perform any services not specifically listed in the *Proposal*.
- 2.7. *Supplementary Services*—Services beyond those defined in the *Base Scope of Services* or the agreed upon *Complementary Services*.
- 2.8. *Terms and Conditions*—This document, providing details not defined or described in the *Proposal*.
- 2.9. *Titles*—Clauses in the *Proposal* and these *Terms and Conditions* are provided with *TITLES* for ease of document use in bold, italicized, all capital font. *Titles* are provided for general reference only and are not part of the *Agreement*.
- 2.10. *Value Engineering*—The process of Project Scope and Value reduction and decision making resulting in redesign to reduce project cost.

3. **REIMBURSABLE EXPENSES**—ST+B will invoice *Reimbursable Expenses* incurred directly relating to providing *Scope of Services* to the Project. *Reimbursable Expenses* shall be in addition to the *Fee* and invoiced at cost plus fifteen percent (15%). Supporting documentation, including copies of bills or receipts will not be provided under these *Terms and Conditions*. Should supporting documentation be requested by Owner or Client, ST+B will charge an administrative fee of \$100 (One Hundred Dollars) per monthly invoice requiring verification, plus \$1.00 (One Dollar) per page of supporting documentation provided in accordance with that request. Expenses considered reimbursable for this Project are as follows:

- 3.1. Large format printing, reproductions, and digital scans.
- 3.2. Postage, handling and delivery.
- 3.3. Mileage, not subject to 15% mark up, shall be invoiced at the current Standard Mileage Rate for Business as defined by the Internal Revenue Service.
- 3.4. Lodging, meals, airfare, rental car and rental car fuel costs for Travel required by the Project for Design or Construction Phase Meetings or Site Visits.
- 3.5. Travel time, not subject to 15% mark up, in accordance with *Standard Hourly Rates* schedule at 50% discount.

4. **SUPPLEMENTARY SERVICES (As Required)**—*Supplementary Services* may be provided after execution of the *Agreement*, without invalidating the *Agreement*. With the exception of services required as a result of negligent act of omission of ST+B, *Supplementary Services* provided in accordance with this Section shall entitle ST+B to compensation and an appropriate adjustment in ST+B's *Instruments of Service* delivery schedule.

- 4.1. **Authorization Required.** ST+B shall notify the Client if it deems that *Supplementary Services* are necessary due to circumstances of the project related to ST+B's *Scope of Services*. ST+B shall not proceed with the *Supplementary Services* until Client has provided written authorization:

- 4.1.1. Unique, experimental, prototype, or alternative system designs.
- 4.1.2. In-depth alternative materials or methods research.

- 4.1.3. Services resulting decisions or direction of the Owner or Client not being rendered in a timely manner or any other failure on the part of the Owner or Client or Clients consultants or contractors.

- 4.1.4. Preparation of design and documentation for alternate bid or proposal requests proposed by the Owner or Client.
- 4.1.5. Services resulting from enactment or revision of Codes, Laws or Regulations or Authorities' interpretation thereof after preparation of the *Instruments of Service*.
- 4.1.6. Preparation for, attendance of, and follow up effort relating to any public presentation, meeting or hearing.
- 4.1.7. Preparation for, attendance of, and follow up effort relating any dispute resolution except where ST+B is a named party thereto.
- 4.1.8. Evaluation of bidders' qualifications or entities providing proposals.
- 4.1.9. Consultation concerning replacement of Work resulting from fire or other cause of damage during construction such as flood, exposure to weather, natural disaster or negligence or malicious acts by others.
- 4.2. **Authorization Not Required.** Client hereby acknowledges that certain services not included in the *Base Scope of Services* may be necessary and vital to the Project. ST+B will make reasonable effort to notify Client of Project need and impending *Supplementary Service*; however, the following *Supplementary Services* are agreed to not require authorization prior to proceeding:
 - 4.2.1. Attending additional design-phase meetings or performing additional construction phase or closeout phase visits exceeding limits set forth in the *Scope of Services*.
 - 4.2.2. Services resulting from the work of additional consultants retained by the Owner, including without limitation, Construction Managers, Value Engineers, Commissioning Agents, or Energy Efficiency Consultants.
 - 4.2.3. Services relating to future facilities, systems, equipment or portions thereof and/or planning for tenant or rental spaces with yet to be determined use.
 - 4.2.4. Services relating to coordination of design and construction performed by separate contractors or Work performed by Owner's own forces, or coordination of services required for equipment supplied by or construction performed by the Owner.
 - 4.2.5. Providing services in connection with a change in the Owner and/or Client's representative during the course of the project.
 - 4.2.6. Construction cost reduction evaluation or re-design, often referred to as *Value Engineering*, beyond delivery of the Design Development submittal. For shorter duration, lower complexity projects without conventional "Schematic Design", "Design Development", and "Construction Documents" design phases all cost reduction efforts shall be considered *Supplementary Services*.
- 4.3. **Supplementary Services Fees.** Any of the above services either requested by the Owner or Client or deemed necessary and vital to the Project by ST+B shall be invoiced in accordance with *Standard Hourly Rates* and *Reimbursable Expenses*.

5. **BILLING AND PAYMENT**—The Client hereby acknowledges that prompt payment of ST+B's invoices is an essential component of ST+B's continued providing of service to the Client. In accordance with this acknowledgement, Client agrees to coordinate with ST+B preferred billing cycle, recipient of invoice, format of invoice, and other pertinent details to help Client expedite payment to ST+B.

- 5.1. ST+B will submit monthly invoices which shall be due upon receipt and shall be considered past due if not received within thirty (30) calendar days of the invoice.
- 5.2. If payment is not received by ST+B within forty five (45) calendar days of the invoice date, Client shall pay as interest an additional charge of 1.5% (One and One-half percent) of the Past Due Amount per month from the date of original invoice. Payment thereafter shall first be applied to accrued interest and then to unpaid principal.
- 5.3. Remit all payments to: ST+B Engineering, PO Box 3699; Evergreen, Colorado 80437 Attn: Todd Spacek
- 5.4. **Standard Hourly Rates**—Calendar Year 2018. Services not defined with fixed fee shall be invoiced accordance with the Schedule as follows: Administrative Assistant, \$90; BIM Modeler/Drafting, \$110; BIM Coordinator/Manager, Junior Design Engineer, \$125; Design Engineer, \$150; Project Engineer/Commissioning Agent, \$160; Senior Project Engineer/Project Manager/Senior Commissioning Agent, \$170; Principal/Associate /Senior Project Manager, \$185.

6. **DISPUTED INVOICES**—If the Client takes exception to any portion of an invoice, Client shall notify ST+B in writing within ten (10) business days of receipt of invoice. The Client shall indicate specific reason for exception taken, note the amount in dispute, and pay the portion of the invoice not in dispute in accordance with *Billing and Payment*. Any dispute over invoiced amounts due which cannot be resolved by direct negotiation between parties within ten (10) business days of dispute notification shall be resolved within thirty (30) calendar days in accordance with *Mediation*. Beginning on the due date of the disputed invoice, interest shall accrue and be paid by the Client on all disputed invoice amounts that are resolved in favor of ST+B.

Terms & Conditions of Agreement



no authority to exercise any control over any construction contractor or other entity or their employees in connection with their work or any health or safety precautions.

20. **HAZARDOUS MATERIALS** – It is acknowledged by both parties that ST+B's *Scope of Services* does not include any services related to asbestos, hazardous or toxic materials. ST+B shall have no responsibility for the identification, discovery, presence, handling, removal, disposal of, or exposure of, persons to hazardous materials in any form at the Project site. Should it become known in any way that such materials may be present at the Project site or any adjacent areas that may affect the performance of ST+B services, ST+B may, at its option and without liability for consequential or any other damages, suspend performance of services on the project until an appropriate specialist consultant or contractor to identify, abate and/or remove the hazardous material and warrant that the Project site is in full compliance with applicable laws and regulations.

21. **CODES, STANDARDS AND REGULATORY COMPLIANCE** – ST+B shall put forth reasonable professional efforts to comply with applicable Codes, Standards and Regulations in effect as of the date of submission of its *Instruments of Service* to building authorities. Changes necessitated by newly enacted or adopted Codes, Standards or Regulations after this date shall be considered *Supplementary Services* requiring additional compensation in accordance with this Agreement.

22. **ASSIGNMENT OF CONTRACT** – Neither party to this Agreement shall transfer, sublet or assign any rights under or interest in this Agreement, including but not limited to monies that are due or monies that may be due without prior written consent to the other party. Subcontracting to subconsultants, normally contemplated by ST+B as a generally accepted business practice, shall not be considered an assignment for the purposes of this Agreement.

23. **CHANGED CONDITIONS** – The Client shall rely on ST+B's judgment as to the continued adequacy of this Agreement in light of occurrences or discoveries that were not originally contemplated by or known by ST+B at the time of negotiating this Agreement. Should ST+B call for contract renegotiation, ST+B shall identify the changed conditions necessitating renegotiation and ST+B and the Client shall promptly and in good faith enter into renegotiation of this Agreement. If terms cannot be agreed to, the parties agree that either party has the absolute right to terminate this Agreement.

24. **CERTIFICATIONS, GUARANTEES AND WARRANTIES** – ST+B does not have full control over the completed Project and therefore cannot guarantee or warrant the services ST+B provides in association with the Project, or any aspect of the completed Project itself. Furthermore, ST+B shall not be required to sign any document, no matter by whom requested, that would result in ST+B providing certification, guarantee, or warranty of existing conditions or conditions constructed in accordance with ST+B's *Instruments of Services* provided in accordance with this Agreement. Resolution of any dispute shall not be contingent in any way upon ST+B providing any such certification.

25. **MEDIATION** – In an effort to resolve any conflicts that arise during the design or construction of the Project or following completion of the Project, the Client and ST+B agree to cooperate in good faith, and if possible, resolve the issues without arbitration or litigation. Should the parties be unable to reach agreement themselves, the Parties shall mutually select an independent mediator and engage in nonbinding *Mediation* to assist in further effort to resolve the dispute. Costs of *Mediation* shall be shared equally between the parties, unless the parties mutually agree otherwise.

The Client and ST+B further agree to include a similar mediation provision in all agreements with independent contractors and consultants retained for the project and to require all independent contractors and consultants also to include a similar mediation provision in all agreements with subcontractors, subconsultants, suppliers or fabricators so retained, thereby providing for *Mediation* as the primary method for dispute resolution between the parties to those agreements.

26. **CERTIFICATE OF MERIT** – The Client shall make no claim for professional negligence, either directly or in a third party claim, against ST+B unless the Client has first attempted *Mediation*, and only thereafter, provided ST+B with a written certification executed by an independent design professional currently practicing in the same discipline, industry, and geographical markets as ST+B and licensed to practice in the State of the Project. Certification shall:

- 26.1. Contain name and license number of certifier, with listing of qualifications exhibiting current practice in same industry and geographical markets as ST+B and the Project;
- 26.2. Specify each and every act or omission that the certifier contends is a violation of the *Standard of Care* expected of a design professional performing services under similar circumstances; and
- 26.3. State in complete detail the basis for the certifier's opinion that each such act or omission constitutes a violation.

This certificate shall be provided to ST+B not less than thirty (30) calendar days prior to the presentation of any claim or the institution of any arbitration or judicial proceeding.

27. **BETTERMENT** – If, due to ST+B's error, any required item or component of the project is omitted from the *Instruments of Service*, ST+B shall not be responsible for paying the cost to add such item or component to the extent that such item or component would have been otherwise necessary to the Project or otherwise adds value or *Betterment* to the Project. In no event shall ST+B be responsible for any cost or expense that provides *Betterment*, upgrade or enhancement to the Project.

28. **ATTORNEY'S FEES** – In the event any arbitration or litigation arising from or related to the services provided under this Agreement, the prevailing party shall be entitled to recovery of all reasonable costs incurred, including staff time, court costs, attorneys' fees and other related expenses.

29. **WAIVER OF CONSEQUENTIAL DAMAGES** – Notwithstanding any other provisions of the Agreement, and to the fullest extent permitted by law, neither the Client nor ST+B, their respective officers, directors, partners, employees, contractors or subconsultants shall be liable to the other or shall make any claim for any incidental, indirect or consequential damages arising out of or connected in any way to the Project or to this Agreement. This mutual waiver of consequential damages shall include, but is not limited to, loss of use, loss of profit, loss of business, loss of income, loss of reputation and any other consequential damages that either party may have incurred from any cause of action including negligence, strict liability, breach of contract, and breach of strict or implied warranty. Both parties shall require similar *Waiver of Consequential Damages* protecting all the entities named herein in all contracts and subcontracts with others involved in the Project.

30. **LIMITATION OF LIABILITY** – In recognition of the relative risks and benefits of the Project to both the Client and ST+B, the risks have been allocated such that the Client agrees, to the fullest extent permitted by law, to limit the liability of ST+B and ST+B's officers, directors, partners, employees, shareholders, owners and subconsultants for any and all claims, losses, costs, damages of any nature whatsoever or claims expenses from any cause or causes, including attorneys' fees and costs and expert-witness fees and costs, so that the total aggregate liability of ST+B and ST+B's officers, directors, partners, employees, shareholders, owners and subconsultants shall not exceed:

\$ST+B's TOTAL FEE FOR SERVICES RENDERED ON THIS PROJECT. It is intended that this limitation apply to limitation apply to any and all liability or cause of action however alleged or arising, unless otherwise prohibited by law.

31. **CORPORATE PROTECTION** – It is intended by the parties to this Agreement that ST+B's services in connection with the Project shall not subject ST+B's individual employees, officers or directors to any personal legal exposure for the risks associated with this Project. Therefore, and notwithstanding anything to the contrary contained herein, the Client agrees that as the Client's sole and exclusive remedy, any claim, demand or suit shall be directed and/or asserted only against ST+B, a Colorado corporation, and not against any of ST+B's individual employees, officers or directors.

32. **INDEMNIFICATION** – ST+B agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Client against damages, liabilities and costs arising from negligent acts of ST+B in the performance of professional services under this Agreement, to the extent that ST+B is responsible for such damages, liabilities and costs on a comparative basis of fault between ST+B and the Client. ST+B shall not be obligated to indemnify the Client or the Client's own negligence or for the negligence of others.

33. **GOVERNING LAW AND JURISDICTION** – The Client and ST+B agree that this Agreement and any legal actions concerning its validity, interpretation and performance shall be governed by the laws of the State of Wyoming without regard to any conflict of laws provisions, which may apply the laws of other jurisdictions. It is further agreed that any legal action between the Client and ST+B arising out of this Agreement or the performance of services shall be brought in a court of competent jurisdiction in the State of Wyoming.

34. **ACCEPTANCE** – These Terms and Conditions and the attached proposal constitute the entire offer from ST+B, has been mutually negotiated, and supersedes all prior negotiations, representations or agreements, whether written or oral except as specifically incorporated into this Agreement by reference. This Agreement may not be amended after Acceptance except by written instrument signed by both the Client and ST+B.

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

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

December 12, 2018

NARRATIVE TO NOVEMBER 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for November was a gain of \$4,014, compared to a gain of \$173,420 in the budget. This yields a .06% operating margin for the month compared to 2.34% in the budget. The YTD net operating gain is \$776,734, compared to a gain of \$699,171 in the budget. This represents a YTD operating margin of 2.14% compared with 1.87% in the budget.

The total net loss for the month was \$70,756, compared to a gain of \$81,086 in the budget. The YTD total net gain is \$361,847, compared to a gain of \$237,498 in the budget. This yields a YTD total profit margin of 1.00% compared to .64% in the budget.

Annual Debt Service Coverage came in at 2.99. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.3; over budget by 4.3. YTD average census is 12.4 compared to 11.1 in the budget and 16.9 in the prior year.

Inpatient surgeries were 7 under budget at 28 and outpatient surgeries were 40 under budget at 116. There were 7,344 outpatient visits, over budget by 669.

Total ER visits were 1,361, under budget by 23. There were 32 newborns in November, under budget by 13. Births are under budget year to date by 48.

REVENUE. Revenue for the month was \$13,211,087, under budget by \$335,593. Inpatient revenue was over budget by \$501,082, outpatient revenue was under budget by \$654,979 and the employed Provider Clinic was under budget by \$181,696.

YTD total revenue was \$66,893,427, under budget by \$1,309,408. Inpatient revenue is over budget by \$196,825, outpatient revenue is under budget by \$1,409,207 and the Provider Clinic is under budget by \$97,026.

Page 56 of 173

Net patient revenue for the month was \$6,813,247, under budget by \$378,554. YTD net patient revenue was \$34,837,810, under budget by \$1,335,624.

Deductions from revenue were booked at 48.4% for November compared to 46.9% in the budget. YTD deductions from revenue are 47.9%, compared to 47% in the budget and 47.1% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,063,744, under budget by \$181,721. All expense categories were under budget for November except Repairs & Maintenance, Insurance expense, Other Operating expenses and Leases & Rentals.

Repairs and Maintenance – This expense is over budget by \$30,825 but remains under budget \$9,698 year to date. Repairs for the central sterile rooms were expensed in November with reimbursement from the insurance claim expected in December.

Insurance expense – This expense is over budget by \$6,968 and over budget \$27,936 year to date.

Other Operating expense – This expense is over budget by \$101,889. Foundation expense and Pharmacy Floor allocation are over budget for the month.

Leases and Rentals - This expense is over budget by \$15,294 and remains over budget year to date.

BALANCE SHEET. Operating cash at month end was \$9,237,074, a decrease of \$6,407,542 from October due to money market funds being invested into CD's. Collections for the month of November were \$6,390,567. The Days of Cash on Hand are 110 in November, down seven days from October. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$23,276,513, an increase of \$191,905 from the prior month. Net patient receivables at month end were \$12,257,279, up \$372,572 from last month. Days in Receivables are 55 for November, up 2 days from October.

OUTLOOK FOR DECEMBER. Gross revenue is projected to come in over budget in the Hospital. Inpatient admits, Patient days, Infusions, Chemo and Lab and other Outpatient visits are all projecting to come in above budget. Surgeries, ER visits and Clinic visits are projecting to be under budget in December. Gross patient revenue is projecting to come in at \$13.4M, with net revenue projecting to \$7.3M, both close to budget. Collections are projecting to come in at \$5.8M, which is under budget. With expenses expected to come in around \$7.1M, we are projecting to a minimal gain in December.

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

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

December 12, 2018

PROVIDER CLINIC – NOVEMBER 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for November was a loss of \$301,400, compared to a loss of \$371,790 in the budget. The YTD net operating loss is \$1,994,792, compared to a loss of \$2,246,833 in the budget.

VOLUME. Total visits were 4,215 for November, under budget by 413 visits. YTD patient visits are 21,829, over budget by 103 visits.

REVENUE. Revenue for the Clinic for November was \$1,239,071, under budget by \$181,696. YTD revenue was \$6,714,777, under budget by \$97,026. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through November from the Clinic is \$17,563,897. This equates to \$9,080,641 of net enterprise revenue with an impact to the bottom line of \$781,843. The gross enterprise revenue represents 26.3% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for November was \$696,990, under budget by \$80,737. YTD net patient revenue was \$3,723,379, which was over budget by \$42,006.

Deductions from revenue for the Clinic were booked at 43.7% for November and are at 44.5% year to date. In November, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.6% of revenue, Medicare and Medicaid consisted of 38.7% of revenue and Self Pay consisted of 5.3% of revenue.

EXPENSES. Total expenses for the month were \$1,078,811, which was under budget by \$140,389. YTD expenses were \$6,062,786, which was under budget by \$208,923. The majority of the expenses consist of Salaries and Benefits; which are 83.4% of YTD total expenses. The following categories were over budget for November:

Leases & Rentals – This expense is over budget by \$1,483 and remains over budget \$4,084 year to date.

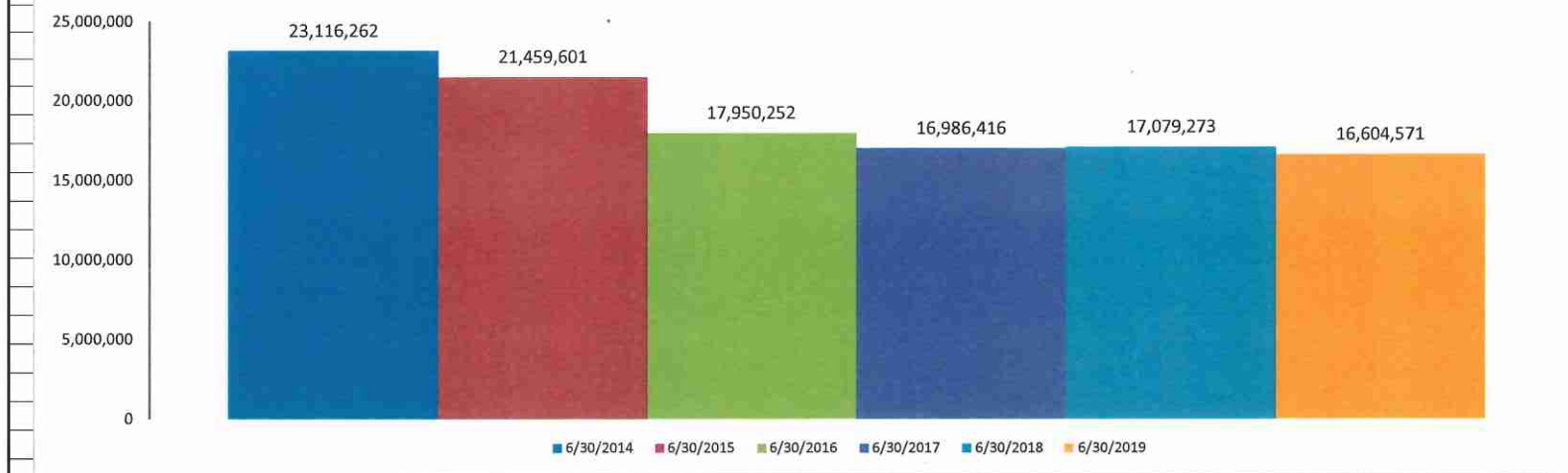
Depreciation – This expense is over budget by \$2,097 and remains over budget \$9,318 year to date.

Page 58 of 173

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


**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
11/30/18**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019
GENERAL	BANK OF WEST	0.300%	8,710,751	5,295,564	4,330,411	4,362,377	4,894,328	2,407,342
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	1.000%		2,460,272	2,983,016	2,964,992	2,474,121	0
CAPITAL DEVELOPMENT	KEYBANK & MBS	2.070%	13,001,178	12,299,119	9,231,852	8,253,433	8,303,935	12,789,514
E. BOICE	WYOSTAR	2.125%	39	39	39	40	40	40
LIFELINE	WYOSTAR	2.125%	104,294	104,607	104,934	105,575	106,849	107,675
TOTAL			23,116,262	21,459,601	17,950,252	16,986,416	17,079,273	16,604,571



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 16,604,571.25						
GENERAL FUND BALANCE AS OF 11/30/18		2,769,847						
REPRESENTING DAYS OF CASH ON HAND		12.59						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								

MEMO: January 3, 2019

TO: Board of Trustees 

FROM: Ronald L. Cheese — Director Patient Financial Services

SUBJECT: December, 2018 Potential Bad Debt Eligible for Board Certification

Hospital Potential Bad Debt Eligible for Board Certification

Hospital Potential Bad Debt	\$1,220,833.17
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Clinic Potential Bad Debt Eligible for Board Certification

Medical Clinic Potential Bad Debt	\$ 20,030.05	
Orthopedic Clinic Potential Bad Debt	\$ 00.00	
Oral and Maxillofacial	\$ 00.00	
Clinic Bad Debt		\$ 20,030.05

Total Potential Bad Debt	\$1,240,863.22
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Hospital Certified Bad Debt Recoveries for December, 2018

Recoveries Collection Agency	\$ - 118,578.11	
Recoveries Payment Plans	\$ - 69,272.15	
Hospital Bad Debt Recoveries		- 187,850.26

Clinic Certified Bad Debt Recoveries for December, 2018

Medical Clinic Recoveries	\$ - 5,644.63	
Orthopedic Clinic Recoveries	\$ - 4,668.96	
Clinic Bad debt Recoveries		\$ - 10,313.59

Net Bad Debt Less Recoveries	\$1,042,699.37
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Hospital / Clinic Accounts Returned	\$- 490,323.92
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Net Potential Bad Debt	\$ 552,375.45
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December 2018 Finance & Audit Committee

%date

Classrooms 1 & 2

Meeting Book - December 2018 Finance & Audit Committee

Agenda

Agenda

Agenda Finance Comm December 19, 2018.docx

I. Call Meeting to Order

Marty
Kelsey
Marty
Kelsey

II. Approve Meeting Minutes

Finance and Audit Comm Minutes November 28 2018 Draft.doc

III. Capital Requests FY19

Marty
Kelsey

19 CAPITAL-Nov.pdf

Capital Priority by Quarter1-NOV.pdf

IV. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial reports and Narratives

Tami Love

NARRATIVE TO NOVEMBER 2018 FINANCIALS.doc

FY19 FINANCIALS COMBINED - Nov 2018.pdf

FY19 Other Operating Revenue Detail-Nov.pdf

CLINIC NARRATIVE NOVEMBER 2018 FINANCIALS.doc

FY19 FINANCIALS CLINIC- Nov 2018.pdf

Key Financial Ratio Definitions.pdf

19 Board Graphs Nov.pdf

19 MHSC STATISTICS-NOV.pdf

19 FTE REPORT - 112518.pdf

19 PAYOR MIX-NOV.pdf

Days in AR-Nov.pdf

19 DAYS CASH ON HAND-NOV.pdf

19 BOARD LEGAL EXPENSE HISTORY-NOV.pdf

19 Cash Disbursements-Nov.pdf

2. Budget Adherence

Tami Love

B. Approve Investment Report

Tami Love

19 INVESTMENT SUMMARY 11-30-18.pdf

C. Other Business

1. Preliminary Bad Debt

Ron
Cheese
Ron

2. County Title 25 and Maintenance Voucher

3. Other Reports

IT Report fo Finance December 2018.docx

V. Old Business

VI. New Business

A. Financial Forum Discussions

Marty
Kelsey

CREDIT AND COLLECTIONS POLICY W PMT PLAN.pdf

VII. Adjournment

Marty
Kelsey

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

Wednesday ~ December 19, 2018

4:00 p.m.

Classrooms 1 & 2

Voting Members:

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

Non-Voting Members:

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

Guests:

John Kolb, Commission

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve November 28, 2018 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 19 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Budget Adherence | Tami Love |
| B. Approve Investment Report | Marty Kelsey |
| C. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| VII. Old Business | |
| A. Comparator Hospitals | Marty Kelsey |
| VIII. New Business | |
| A. Financial Forum Discussion | Marty Kelsey |
| 1. Collection Policy | Marty Kelsey |
| IX. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

November 28, 2018

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

Non-Voting Members Present: Ms. Kari Quickenden, *CCO*
Dr. Kristy Nielson, *CNO*
Mr. Rich Tyler, *Director of Information Technology*

Non-Voting Members Absent: Mr. Ron Cheese, *Director of Patient Financial Services*
Ms. Angel Bennett, *Director of Materials Management*
Dr. Augusto Jamias
Dr. Larry Lauridsen

Guests: Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*
Mr. Jim Horan, *Facilities Director*
Mr. John Kolb, *Sweetwater Board of County Commissioners Liaison*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of October 29, 2018, as presented was made by Mr. Jones; second by Ms. Love. Motion carried.

Capital Requests FY 18

Ms. Love reported she, Ms. Richardson, and Mr. Horan presented information to the Board of County Commissioners (BOCC) recently and requested use of maintenance funds for the capital expenditure request in the meeting packet. The BOCC approved the request as being lawful. Mr. Kelsey said the County has been mighty good to us. He feels a little uneasy about this project, not because it is not needed, but because he is in the dark and out of the loop and not knowledgeable about it. He said that even though phase one is a relatively small project, it is part of a larger project. Mr. Kelsey said he is just not 100% sure the Board members are knowledgeable with where we are with this. He asked to review the history around the past ambulatory surgery project. Ms. Richardson reviewed the plan outline and said part of those plans included a central plant upgrade. Mr. Kolb said he was personally responsible for killing the project and reviewed the reasons regarding concerns. Mr. Kelsey requested a workshop prior to the regular December board meeting to discuss the central plant upgrade request. He said there would be no committee action on the request at this time.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narratives included in the meeting packet. Mr. Jones noted the huge improvement in the clinic financials. He said the overall picture is like night and day between the present and the past. She noted the Building and Grounds Report and IT Report are included in the packet for information only and not for a report during the meeting.

Approve Investment Report

Mr. Kelsey asked why we submit investments to the Board for approval. Ms. Love said when there are no changes, she is not sure if the Board needs to approve. Mr. Kelsey said the Board will go ahead and approve until we have a new investment policy.

The motion to approve investments of \$16,603,099.74 as presented to forward to the Board for review and a request for approval was made by Mr. Jones; second by Ms. Layne. Motion carried.

Ms. Love reported we have moved about \$5M of the \$8.7M at Bank of the West. She said we are still waiting to get the balance moved to RSNB Bank where it will be easier to transfer to the other banks. She said the goal is to move everything by the beginning of the following week. Mr. Kelsey reported the Board received a letter from Bank of the West.

Ms. Love reviewed the investment policy changes requested at the last meeting. Mr. Kelsey reviewed some additional questions and changes he would like to see including new investment types and instruments not previously addressed by the Board, new brokerage firms not previously approved by the Board, and reviewing vs. approving. Mr. Kelsey said Ms. Love might want to look into statutes and approval annually of depositories. He said he was okay with approving the policy to forward to the Board with the exception of the items mentioned in the meeting. Ms. Love said she would make the changes and forward to the full Board for approval.

Other Business

Ms. Love reported Mr. Cheese was out of town and distributed the preliminary bad debt information for review.

Ms. Love reported we have submitted \$82,439.43 to the County for Title 25 and have received all but \$22K which was submitted in October. Mr. Kolb asked about the status of State reimbursement for Title 25. He said we have to work on this and not just sit down and take it. Mr. Kolb said we need to talk to the County Attorney about this. Mr. Kelsey asked Ms. Richardson to report on this at the next Committee meeting.

Ms. Love reported we have requested \$108,682.78 in maintenance fund reimbursement from the County.

New Business

Financial Forum Discussion

Mr. Kelsey asked Ms. Richardson if there was anything else she would like to add to the IT report in the packet. Ms. Richardson said we have asked Mr. Tyler to come up with a five-year plan for IT. She said we need that information for the Board workshop in January.

Mr. Kelsey asked for any further thoughts on the comparative hospital information. He said our auditors gave us four or five hospitals and one was in Wyoming. Ms. Love distributed updated information. She said only two on the list have 2018 data. Ms. Love said she is not sure if any other hospitals pull out clinic-only financials for a true comparison. She said the auditors will not provide the names of the hospitals. Mr. Kelsey thanked Ms. Love for the report.

Ms. Richardson said we are going to try to get our Standard and Poor's review call in January. She said we want to start meeting with Providers one-on-one to review their numbers with them. She said she and Ms. Love did that about 1 ½ years ago.

Mr. Kelsey asked Ms. Richardson if the Board needs to look into issues discussed at the Medical Staff Meeting the previous evening. Ms. Richardson said a committee has been formed to meet with the physician. She said we need to approach the issue from what is best for the patient. Mr. Kelsey said he thinks the Board would like to hear some kind of resolution.

Mr. Kolb said the number one complaint the Commissioners receive is the hospital's collection process. He said Mr. Cheese told him it hadn't been updated in a very long time. Mr. Kolb said he has heard that if you owe a lot of money, you don't have to pay a lot, but if you don't owe much, you have to pay proportionately. Mr. Kelsey asked for the Board policy on collections. Ms. Richardson said it's a pretty lenient policy. Mr. Kolb said maybe it would be a good idea for public outreach so people know more about it and see how our policy compares to other hospitals. Ms. Love said we will add this to the next committee agenda to review.

Following discussion, the next meeting was scheduled for Thursday, December 20 at 4:00 PM. Ms. Richardson said she would be unable to attend.

With no further business, the meeting adjourned at 5:26 PM.

Submitted by Cindy Nelson

MHSC Capital Budget for FYE 6/30/2019

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Facilities	MOB Duct Renovation	278,240	277,743	(497)	FY19-1
Cancer Center	Looking Glass/ARIA equipment	9,168	9,168	-	FY19-2
Urology	Flexible Video Cystoscope	29,984	29,984	-	FY19-4
IT	Desktop Computers	55,938	55,223	(715)	FY19-5
IT	Laptop Computers	32,652	32,652	-	FY19-6
Cancer Center	Looking Glass/ARIA equipment	1,476	1,020	(455)	FY19-7
IT	Quadramed Electronic Health Record Upgrade	234,300	234,300	-	FY19-8
IT	Virtual Server Upgrade	155,843	155,843	-	FY19-9
Facilities	2019 Can Am 4 Wheeler w/ Plow	6,987	6,987	-	FY19-10
IT	WAN Bandwith upgrade	16,985	16,985	-	FY19-11
IT	iPrism internet content filter appliance	21,995	21,995	-	FY19-12
Respiratory	Trilogy Transport Ventilator	11,697	11,697	0	FY19-13
Medical Imaging	DR Bridge Program	27,891	27,891	-	FY19-14
Surgical Services	Steris V-Pro Max Sterilizer	111,829	111,829	-	FY19-15
Human Resources	Healthcare Source HT	24,025	24,025	-	FY19-16
Cancer Center	Centricity software update	9,852	9,852	-	FY19-17
IT	Mirth Connect interface engine	12,000	12,000	-	FY19-18
Dietary	Walk-in Cooler and Freezer w/ renovation	81,588	81,588	-	FY19-19
Clinic	Wall mounted otoscopes and ophthalmoscopes	11,002	11,002	-	FY19-20
Laboratory	-30 Degree Freezer	5,947	5,947	-	FY19-21
Blood Bank	Cell Washer	7,220	6,475	-	FY19-22
Emergency Room	SANE Evidence camera	25,500	25,500	-	FY19-23
Surgical Services	Pediatric Foreign Body Removal Instruments	15,254			FY19-25
				-	
Total Budgeted	3,000,000	1,187,372	1,169,706	(1,667)	

Capital Expenditure Dollars Authorized

1,187,372

Less Donated Capital

FY19-13 Trilogy Transport Ventilator	Foundation purchase	(11,697)
FY19-19 Walk-in Cooler & Freezer	Foundation purchase	(81,588)
FY19-20 Oscopes & Ophthalmoscopes	Foundation purchase	(11,002)
FY19-21 -30 Degree Freezer	Foundation purchase	(5,947)
FY19-22 Cell Washer	Foundation purchase	(7,220)
FY19-23 SANE evidence camera	DVS grant	(25,500)
FY19-25 Pediatric Foreign Body Instruments	Foundation purchase	(15,254)
		<u>(158,208)</u>

Net Capital Outlay FYTD 2019

1,029,164

Remaining Balance FY2019 Capital Budget

1,970,836

Capital Expenditures Budget by Fiscal Quarter

Budget For The Year Ending 6/30/2019

Department	Requested Item	Priority	Number of Units	Capital Budget	Notes	FY#
Quarter 1: July - September						
MAINTENANCE	MOB duct return project	1	1	\$278,240	approved	FY19-1
IT	Looking Glass equipment			\$9,168	approved	FY19-2
CLINIC - Urology	Cystoscope		1	\$29,984	approved	FY19-4
IT	Desktop Computers and Monitors	3	50	\$55,938	approved	FY19-5
IT	Laptops for Providers and Replacements	2	18	\$32,652	approved	FY19-6
IT	Looking Glass equipment			\$1,438	approved	FY19-7
IT	Upgrade QCPR to Version 6.2	4	1	\$234,300	approved	FY19-8
IT	Virtual Environment upgrade	1		\$155,843	approved	FY19-9
IT	WAN Bandwith upgrade	5	1	\$16,985	approved	FY19-11
IT	iPrism internet content filter appliance	5	1	\$21,995	approved	FY19-12
				\$836,543	\$836,543	
Quarter 2: October - December						
MAINTENANCE	2019 Can-Am 4-wheeler with Snow Plow		1	\$6,987	approved	FY19-10
HR	Healthcare Source HT	1	1	\$34,025	approved	FY19-16
RADIOLOGY	DR Bridge Program Enterprise CR	1	1	\$27,891	approved	FY19-14
SURGERY	V-Pro Max Sterilizer	4	1	\$111,829	approved	FY19-15
IT	Upgrade Mirth appliances			\$12,000	approved	FY19-18
CANCER CENTER	Centricity software update			\$9,852	approved	FY19-17
CANCER CENTER	Sterotactic Dose Verification Phantom		1	\$10,250		
IT	Replace Core Network Switches	6	2	\$79,799		
SECURITY	Security Camera System	1	1	\$57,034		
SURGERY	Ultrasound System and PICC Placement device	6	1	\$35,225		
CARDIOPULMONARY	Muse Cardiology IS	1	1	\$174,094		
IT	QCPR Server upgrade	7	1	\$120,000		
				\$678,986	\$1,515,529	
Quarter 3: January - March						
SURGERY	Endoscopic System Replacement	3	1	\$331,834		
LABORATORY	Automated Urinalysis Analyzer	1	1	\$130,195		
MAINTENANCE - Other Depts	Engineering Medical Imaging remodel	5	1	\$15,000		
MAINTENANCE - Other Depts	OR Architectural/Engineering/Redesign of patient spaces	8	1	\$90,000		
MAINTENANCE	IT Heat Resolution	7	1	\$85,000		
OB	Fetal Monitor Carts	1	1	\$9,095	possible grant	
LABORATORY	Fluorescent Microscope	5	1	\$7,371		
MAINTENANCE	Roof Fall Protection System		1	\$69,000		
BLOOD BANK	Blood Bank double door refrigerator	4	1	\$13,196		
				\$750,691	\$2,266,220	

Quarter 4: April - June

RADIOLOGY	Digital Portable X-Ray Unit #2	2	1	\$172,535	
RADIOLOGY	Digital Portable X-Ray Unit #1	3	1	\$172,535	
MAINTENANCE - Other Depts	Remodel Rad-Room 3		1	\$210,000	
MAINTENANCE - Other Depts	Remodel Rad-Room 4		1	\$175,000	
BLOOD BANK	Automated Blood Bank Analyzer	1	1	\$113,500	
RADIOLOGY-ECHO	EPIC 7C Cardiac Ultrasound System	4	1	\$151,557	
RADIATION ONCOLOGY	Sterotactic Cone System	2	1	\$96,015	
OB	Wireless Fetal Monitor	2	1	\$5,308	possible grant
LABORATORY	Centrifuge, replacement	3	1	\$6,810	
LABORATORY	Refrigerator	4	1	\$7,196	
BLOOD BANK	Blood Bank -20 degrees freezer	3	1	\$10,573	
RADIOLOGY	DR for the GE Precision 500	5	1	\$88,560	
DIETARY	Refrigeration Unit For Cooks Line	3	1	\$12,889	
MAINTENANCE - Other Depts	Kitchen Refrigerator Prep Line		1	\$10,000	
				\$1,232,478	\$3,498,698

Possible Grants:	10,000.00	WY Community Foundation
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MAINTENANCE-College Hill	Fire Notification System	2	1	\$24,957	tabled	FY19-3
EMERGENCY ROOM	SDFI Camera for SANE nurses	1	1	\$25,500	DVS grant	FY19-23
DIETARY	Walk-In Cooler and Freezer Units/Including Renovation	1	1	\$81,588	Foundation	FY19-19
SURGERY	Percutaneous Nephrolithotomy System	2	1	\$12,217	Foundation	FY19-26
LABORATORY	-30 degrees freezer	2	1	\$5,947	Foundation	FY19-21
BLOOD BANK	Blood Bank Cell Washer	2	1	\$7,220	Foundation	FY19-22
RESPIRATORY	Respironics Trilogy Vent	2	1	\$11,687	Foundation	FY19-13
SURGERY	Pediatric Foreign Body Removal	1	1	\$15,254	Foundation	FY19-25
CLINIC	Wall mounted otoscopes and ophthalmoscopes		32	\$11,002	Foundation	FY19-20
	Foundation total			\$144,915		

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

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

December 12, 2018

NARRATIVE TO NOVEMBER 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for November was a gain of \$4,014, compared to a gain of \$173,420 in the budget. This yields a .06% operating margin for the month compared to 2.34% in the budget. The YTD net operating gain is \$776,734, compared to a gain of \$699,171 in the budget. This represents a YTD operating margin of 2.14% compared with 1.87% in the budget.

The total net loss for the month was \$70,756, compared to a gain of \$81,086 in the budget. The YTD total net gain is \$361,847, compared to a gain of \$237,498 in the budget. This yields a YTD total profit margin of 1.00% compared to .64% in the budget.

Annual Debt Service Coverage came in at 2.99. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.3; over budget by 4.3. YTD average census is 12.4 compared to 11.1 in the budget and 16.9 in the prior year.

Inpatient surgeries were 7 under budget at 28 and outpatient surgeries were 40 under budget at 116. There were 7,344 outpatient visits, over budget by 669.

Total ER visits were 1,361, under budget by 23. There were 32 newborns in November, under budget by 13. Births are under budget year to date by 48.

REVENUE. Revenue for the month was \$13,211,087, under budget by \$335,593. Inpatient revenue was over budget by \$501,082, outpatient revenue was under budget by \$654,979 and the employed Provider Clinic was under budget by \$181,696.

YTD total revenue was \$66,893,427, under budget by \$1,309,408. Inpatient revenue is over budget by \$196,825, outpatient revenue is under budget by \$1,409,207 and the Provider Clinic is under budget by \$97,026.

Net patient revenue for the month was \$6,813,247, under budget by \$378,554. YTD net patient revenue was \$34,837,810, under budget by \$1,335,624.

Deductions from revenue were booked at 48.4% for November compared to 46.9% in the budget. YTD deductions from revenue are 47.9%, compared to 47% in the budget and 47.1% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,063,744, under budget by \$181,721. All expense categories were under budget for November except Repairs & Maintenance, Insurance expense, Other Operating expenses and Leases & Rentals.

Repairs and Maintenance – This expense is over budget by \$30,825 but remains under budget \$9,698 year to date. Repairs for the central sterile rooms were expensed in November with reimbursement from the insurance claim expected in December.

Insurance expense – This expense is over budget by \$6,968 and over budget \$27,936 year to date.

Other Operating expense – This expense is over budget by \$101,889. Foundation expense and Pharmacy Floor allocation are over budget for the month.

Leases and Rentals - This expense is over budget by \$15,294 and remains over budget year to date.

BALANCE SHEET. Operating cash at month end was \$9,237,074, a decrease of \$6,407,542 from October due to money market funds being invested into CD's. Collections for the month of November were \$6,390,567. The Days of Cash on Hand are 110 in November, down seven days from October. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$23,276,513, an increase of \$191,905 from the prior month. Net patient receivables at month end were \$12,257,279, up \$372,572 from last month. Days in Receivables are 55 for November, up 2 days from October.

OUTLOOK FOR DECEMBER. Gross revenue is projected to come in over budget in the Hospital. Inpatient admits, Patient days, Infusions, Chemo and Lab and other Outpatient visits are all projecting to come in above budget. Surgeries, ER visits and Clinic visits are projecting to be under budget in December. Gross patient revenue is projecting to come in at \$13.4M, with net revenue projecting to \$7.3M, both close to budget. Collections are projecting to come in at \$5.8M, which is under budget. With expenses expected to come in around \$7.1M, we are projecting to a minimal gain in December.



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

Unaudited Financial Statements

for

Five months ended November 30, 2018

Certification Statement:

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

Page 73 of 173

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	PAGE 1
ROCK SPRINGS, WY	
Five months ended November 30, 2018	

TABLE OF CONTENTS

EXECUTIVE SUMMARY	PAGE 2
FINANCIAL RATIOS AND BENCHMARKS	PAGE 3
BALANCE SHEET - ASSETS	PAGE 4
BALANCE SHEET - LIABILITIES AND NET ASSETS	PAGE 5
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 6
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 7
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 8
STATEMENT OF CASH FLOWS	PAGE 10
KEY OPERATING STATISTICS	PAGE 11
ACCOUNTS RECEIVABLE REPORT	PAGE 12
REVENUE AND EXPENSE VARIANCE ANALYSIS	PAGE 13
KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE	PAGE S-A

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

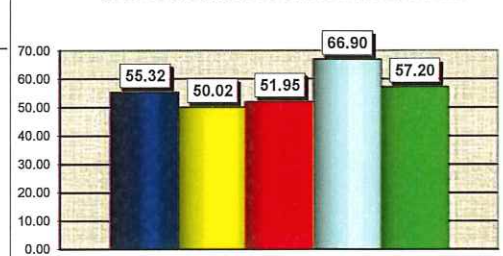
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Five months ended November 30, 2018

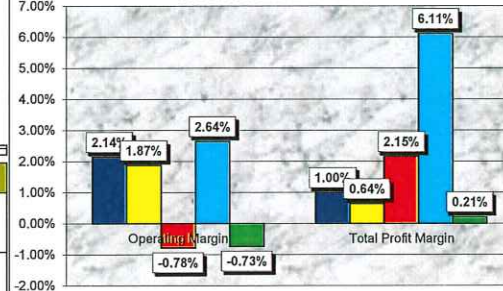
BALANCE SHEET

	YTD 11/30/2018	Prior FYE 6/30/2018
ASSETS		
Current Assets	\$28,696,609	\$32,985,887
Assets Whose Use is Limited	19,228,229	16,103,800
Property, Plant & Equipment (Net)	66,011,132	68,224,600
Other Assets	241,915	247,062
Total Unrestricted Assets	114,177,884	117,561,349
Restricted Assets	386,205	426,203
Total Assets	\$114,564,089	\$117,987,552
LIABILITIES AND NET ASSETS		
Current Liabilities	\$6,293,098	\$9,791,188
Long-Term Debt	27,891,924	27,915,983
Other Long-Term Liabilities	804,784	1,070,720
Total Liabilities	34,989,806	38,777,891
Net Assets	79,574,283	79,209,661
Total Liabilities and Net Assets	\$114,564,089	\$117,987,552

NET DAYS IN ACCOUNTS RECEIVABLE



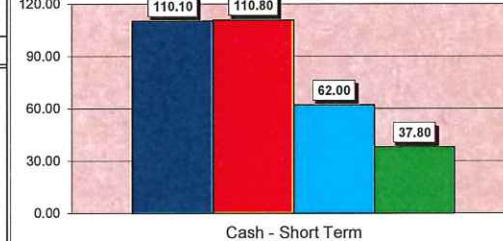
HOSPITAL MARGINS



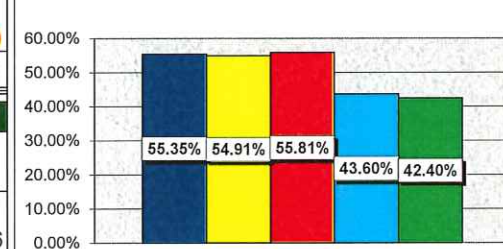
STATEMENT OF REVENUE AND EXPENSES - YTD

	11/30/18 ACTUAL	11/30/18 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$13,211,087	\$13,546,680	\$66,893,427	\$68,202,835
Deductions From Revenue	(6,397,840)	(6,354,879)	(32,055,618)	(32,029,402)
Net Patient Revenues	6,813,247	7,191,801	34,837,810	36,173,433
Other Operating Revenue	254,511	227,085	1,416,076	1,170,509
Total Operating Revenues	7,067,758	7,418,885	36,253,885	37,343,942
Expenses:				
Salaries, Benefits & Contract Labor	3,757,218	3,939,939	19,637,772	20,504,697
Purchased Serv. & Physician Fees	693,653	769,142	3,110,155	3,415,379
Supply Expenses	1,097,604	1,147,586	5,591,439	5,729,362
Other Operating Expenses	917,713	766,555	4,092,432	3,852,896
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	597,556	622,242	3,045,354	3,142,437
Total Expenses	7,063,744	7,245,465	35,477,151	36,644,771
NET OPERATING SURPLUS	4,014	173,420	776,734	699,171
Non-Operating Revenue/(Exp.)	(74,770)	(92,335)	(414,888)	(461,673)
TOTAL NET SURPLUS	(\$70,756)	\$81,086	\$361,847	\$237,498

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	11/30/18 ACTUAL	11/30/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	428	299	1,891	1,697
Average Acute Length of Stay	3.3	2.5	3.0	2.6
Total Emergency Room Visits	1,361	1,384	6,651	6,792
Outpatient Visits	7,344	6,675	33,108	32,623
Total Surgeries	144	191	789	932
Total Worked FTE's	401.20	427.27	403.82	427.27
Total Paid FTE's	448.50	464.23	446.20	464.23
Net Revenue Change from Prior Yr	-5.91%	-1.24%	0.91%	3.94%
EBIDA - 12 Month Rolling Average			8.24%	10.29%
Current Ratio			4.56	
Days Expense in Accounts Payable			25.93	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	11/30/18
Prior Fiscal Year End	06/30/18
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 0.71

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Five months ended November 30, 2018

PAGE 3

📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 11/30/2018	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	2.14%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	📈	1.00%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	110.10	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	📉	55.32	50.02	52.40	51.80	51.95	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	12.29	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	📉	25.95%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	2.99	3.97	1.80	2.30	3.15	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	7.82	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$85,698	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.35%	56.43%			55.81%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2018

PAGE 4

	Current Month 11/30/2018	Prior Month 10/31/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Assets					
Cash and Cash Equivalents	\$9,237,074	\$15,644,616	(\$6,407,542)	-40.96%	\$14,404,653
Gross Patient Accounts Receivable	23,276,513	23,084,608	191,905	0.83%	21,199,648
Less: Bad Debt and Allowance Reserves	(11,019,234)	(11,199,901)	180,667	1.61%	(9,770,080)
Net Patient Accounts Receivable	12,257,279	11,884,706	372,572	3.13%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,268,403	2,267,468	935	0.04%	1,957,332
Inventories	2,818,673	2,812,796	5,877	0.21%	2,829,223
Prepaid Expenses	2,115,180	2,057,553	57,627	2.80%	2,365,112
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	28,696,609	34,667,140	(5,970,531)	-17.22%	32,985,887
Assets Whose Use is Limited					
Cash	12,120	(504)	12,624	-2506.14%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,934,048	2,820,283	113,765	4.03%	3,034,341
Trustee Held Funds - SPT	2,192,547	2,192,547	0	0.00%	3,452,951
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	12,789,514	7,804,410	4,985,104	63.88%	8,303,935
Total Limited Use Assets	19,228,229	14,116,736	5,111,493	36.21%	16,103,800
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,952,098	5,575	0.19%	2,928,057
Building and Building Improvements	38,071,388	38,071,388	0	0.00%	38,041,246
Equipment	108,814,154	108,600,636	213,519	0.20%	108,303,077
Construction In Progress	1,228,684	1,163,276	65,408	5.62%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	151,071,899	150,787,397	284,502	0.19%	150,283,261
Less: Accumulated Depreciation	(85,060,767)	(84,464,069)	(596,698)	-0.71%	(82,058,661)
Net Property, Plant, and Equipment	66,011,132	66,323,329	(312,197)	-0.47%	68,224,600
Other Assets					
Unamortized Loan Costs	241,915	242,944	(1,029)	-0.42%	247,062
Other	0	0	0	0.00%	0
Total Other Assets	241,915	242,944	(1,029)	-0.42%	247,062
TOTAL UNRESTRICTED ASSETS	114,177,884	115,350,148	(1,172,264)	-1.02%	117,561,349
Restricted Assets	386,205	419,298	(33,094)	-7.89%	426,203
TOTAL ASSETS	\$114,564,089	\$115,769,447	(\$1,205,358)	-1.04%	\$117,987,552

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 5

ROCK SPRINGS, WY

Five months ended November 30, 2018

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2018
	Current Month 11/30/2018	Prior Month 10/31/2018	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$2,827,858	\$2,785,851	(\$42,007)	-1.51%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	841,424	2,066,643	1,225,219	59.29%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,743,565	1,757,079	13,514	0.77%	1,702,057
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	575,631	575,631	0	0.00%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	304,619	194,854	(109,765)	-56.33%	432,632
Total Current Liabilities	6,293,098	7,380,058	1,086,960	14.73%	9,791,188
Long Term Debt					
Bonds/Mortgages Payable	28,467,555	28,472,367	4,812	0.02%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	575,631	575,631	0	0.00%	1,810,631
Total Long Term Debt (Net of Current)	27,891,924	27,896,736	4,812	0.02%	27,915,983
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	804,784	848,362	43,578	5.14%	1,070,720
Total Other Long Term Liabilities	804,784	848,362	43,578	5.14%	1,070,720
TOTAL LIABILITIES	34,989,806	36,125,155	1,135,349	3.14%	38,777,891
Net Assets:					
Unrestricted Fund Balance	76,794,258	76,794,258	0	0.00%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	459,059	458,312	(748)	-0.16%	465,216
Net Revenue/(Expenses)	361,847	432,603	N/A	N/A	2,396,794
TOTAL NET ASSETS	79,574,283	79,644,292	70,009	0.09%	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$114,564,089	\$115,769,447	\$1,205,358	1.04%	\$117,987,552

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2018

PAGE 6

	CURRENT MONTH				Prior Year 11/30/17
	Actual 11/30/18	Budget 11/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,151,638	\$2,650,555	\$501,082	18.90%	\$2,557,222
Outpatient Revenue	8,820,378	9,475,357	(654,979)	-6.91%	9,091,002
Clinic Revenue	1,134,169	1,240,655	(106,486)	-8.58%	1,212,089
Specialty Clinic Revenue	104,902	180,113	(75,211)	-41.76%	176,581
Total Gross Patient Revenue	13,211,087	13,546,680	(335,593)	-2.48%	13,036,894
Deductions From Revenue					
Discounts and Allowances	(5,351,709)	(5,471,622)	119,913	2.19%	(5,399,047)
Bad Debt Expense (Governmental Providers Only)	(986,087)	(712,436)	(273,650)	-38.41%	(298,556)
Charity Care	(60,045)	(170,821)	110,776	64.85%	(188,422)
Total Deductions From Revenue	(6,397,840)	(6,354,879)	(42,961)	-0.68%	(5,886,024)
Net Patient Revenue	6,813,247	7,191,801	(378,554)	-5.26%	7,150,870
Other Operating Revenue	254,511	227,085	27,426	12.08%	360,875
Total Operating Revenue	7,067,758	7,418,885	(351,128)	-4.73%	7,511,744
Operating Expenses					
Salaries and Wages	2,935,437	3,080,798	145,361	4.72%	2,875,383
Fringe Benefits	746,950	783,760	36,811	4.70%	865,713
Contract Labor	74,832	75,381	549	0.73%	183,557
Physicians Fees	342,975	355,072	12,097	3.41%	210,531
Purchased Services	350,678	414,071	63,392	15.31%	505,848
Supply Expense	1,097,604	1,147,586	49,982	4.36%	1,088,388
Utilities	96,033	99,851	3,818	3.82%	91,389
Repairs and Maintenance	415,236	384,411	(30,825)	-8.02%	358,456
Insurance Expense	68,606	61,639	(6,968)	-11.30%	61,018
All Other Operating Expenses	250,438	148,549	(101,889)	-68.59%	172,447
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	87,400	72,106	(15,294)	-21.21%	72,622
Depreciation and Amortization	597,556	622,242	24,687	3.97%	618,625
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,063,744	7,245,465	181,721	2.51%	7,103,978
Net Operating Surplus/(Loss)	4,014	173,420	(169,407)	-97.69%	407,767
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	3,333	3,985	(652)	-16.36%	902
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	338,547
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(101,983)	(113,824)	(11,840)	10.40%	(106,298)
Other Non-Operating Revenue/(Expenses)	23,880	17,504	6,376	36.43%	23,279
Total Non Operating Revenue/(Expense)	(74,770)	(92,335)	17,565	-19.02%	256,429
Total Net Surplus/(Loss)	(70,756)	\$81,086	(\$151,842)	-187.26%	\$664,196
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(70,756)	\$81,086	(\$151,842)	-187.26%	\$664,196
Operating Margin	0.06%	2.34%			5.43%
Total Profit Margin	-1.00%	1.09%			8.84%
EBIDA	8.51%	10.72%			17.39%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2018

PAGE 7

	YEAR-TO-DATE				Prior Year 11/30/17
	Actual 11/30/18	Budget 11/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$14,491,957	\$14,295,132	\$196,825	1.38%	\$13,939,975
Outpatient Revenue	45,686,693	47,095,900	(1,409,207)	-2.99%	45,487,985
Clinic Revenue	5,865,554	5,771,788	93,766	1.62%	5,677,780
Specialty Clinic Revenue	849,223	1,040,015	(190,792)	-18.35%	1,034,412
Total Gross Patient Revenue	66,893,427	68,202,835	(1,309,408)	-1.92%	66,140,152
Deductions From Revenue					
Discounts and Allowances	(26,712,606)	(27,613,117)	900,512	3.26%	(26,249,251)
Bad Debt Expense (Governmental Providers Only)	(4,586,608)	(3,562,182)	(1,024,427)	-28.76%	(3,985,948)
Charity Care	(756,404)	(854,103)	97,699	11.44%	(927,423)
Total Deductions From Revenue	(32,055,618)	(32,029,402)	(26,216)	-0.08%	(31,162,622)
Net Patient Revenue	34,837,810	36,173,433	(1,335,624)	-3.69%	34,977,530
Other Operating Revenue	1,416,076	1,170,509	245,567	20.98%	950,489
Total Operating Revenue	36,253,885	37,343,942	(1,090,057)	-2.92%	35,928,018
Operating Expenses					
Salaries and Wages	15,606,655	16,013,096	406,441	2.54%	15,673,932
Fringe Benefits	3,609,024	4,017,568	408,544	10.17%	3,719,849
Contract Labor	422,092	474,033	51,941	10.96%	754,587
Physicians Fees	1,320,231	1,418,622	98,391	6.94%	876,722
Purchased Services	1,789,924	1,996,757	206,833	10.36%	2,204,174
Supply Expense	5,591,439	5,729,362	137,923	2.41%	5,329,760
Utilities	462,299	491,011	28,712	5.85%	457,236
Repairs and Maintenance	1,891,998	1,901,695	9,697	0.51%	1,754,924
Insurance Expense	332,323	304,387	(27,936)	-9.18%	325,063
All Other Operating Expenses	1,002,125	796,270	(205,855)	-25.85%	960,999
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	403,687	359,534	(44,154)	-12.28%	302,500
Depreciation and Amortization	3,045,354	3,142,437	97,083	3.09%	3,442,076
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	35,477,151	36,644,771	1,167,620	3.19%	35,801,822
Net Operating Surplus/(Loss)	776,734	699,171	77,564	11.09%	126,197
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	38,732	19,925	18,807	94.39%	27,112
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	1,685,198
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(545,674)	(569,118)	23,443	-4.12%	(615,791)
Other Non-Operating Revenue/(Expense)	92,054	87,520	4,534	5.18%	81,277
Total Non Operating Revenue/(Expense)	(414,888)	(461,673)	46,785	-10.13%	1,177,796
Total Net Surplus/(Loss)	\$361,847	\$237,498	\$124,349	52.36%	\$1,303,992
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$361,847	\$237,498	\$124,349	52.36%	\$1,303,992
Operating Margin	2.14%	1.87%			0.35%
Total Profit Margin	1.00%	0.64%			3.63%
EBIDA	10.54%	10.29%			13.97%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

PAGE 8

	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018
Gross Patient Revenue					
Inpatient Revenue	\$3,151,638	\$3,043,704	\$2,499,813	\$2,459,161	\$3,337,641
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$8,820,378	\$9,273,432	\$8,246,354	\$9,927,413	\$9,424,838
Clinic Revenue	\$1,134,169	\$1,361,778	\$1,076,083	\$1,193,552	\$1,094,250
Specialty Clinic Revenue	\$104,902	\$116,899	\$146,133	\$215,242	\$266,047
Total Gross Patient Revenue	\$13,211,087	\$13,795,813	\$11,968,383	\$13,795,368	\$14,122,776
Deductions From Revenue					
Discounts and Allowances	\$5,351,709	\$5,646,755	\$4,581,170	\$5,240,990	\$5,891,982
Bad Debt Expense (Governmental Providers Only)	\$986,087	\$706,393	\$1,072,535	\$972,129	\$849,465
Charity Care	\$60,045	\$273,186	\$135,091	\$202,867	\$85,215
Total Deductions From Revenue	6,397,840	6,626,333	5,788,796	6,415,986	6,826,662
Net Patient Revenue	\$6,813,247	\$7,169,480	\$6,179,587	\$7,379,382	\$7,296,114
Other Operating Revenue	254,511	173,401	678,067	159,188	150,909
Total Operating Revenue	7,067,758	7,342,881	6,857,654	7,538,570	7,447,023
Operating Expenses					
Salaries and Wages	\$2,935,437	\$3,318,255	\$3,014,576	\$3,132,114	\$3,206,273
Fringe Benefits	\$746,950	\$702,719	\$648,010	\$825,597	\$685,749
Contract Labor	\$74,832	\$80,488	\$45,634	\$87,004	\$134,135
Physicians Fees	\$342,975	\$268,744	\$239,881	\$211,428	\$257,203
Purchased Services	\$350,678	\$354,072	\$342,090	\$366,075	\$377,009
Supply Expense	\$1,097,604	\$1,103,598	\$1,060,199	\$1,133,975	\$1,196,063
Utilities	\$96,033	\$88,710	\$90,628	\$104,407	\$82,521
Repairs and Maintenance	\$415,236	\$348,112	\$351,939	\$417,795	\$358,916
Insurance Expense	\$68,606	\$67,412	\$66,217	\$66,217	\$63,871
All Other Operating Expenses	\$250,438	\$225,179	\$138,767	\$193,415	\$194,326
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$87,400	\$86,440	\$85,136	\$72,008	\$72,703
Depreciation and Amortization	\$597,556	\$599,007	\$604,823	\$621,957	\$622,012
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,063,744	\$7,242,736	\$6,687,899	\$7,231,993	\$7,250,778
Net Operating Surplus/(Loss)	\$4,014	\$100,145	\$169,755	\$306,577	\$196,245
Non-Operating Revenue:					
Contributions					
Investment Income	3,333	10,560	4,652	14,772	5,416
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds					
Interest Expense (Governmental Providers Only)	(101,983)	(102,369)	(127,030)	(102,944)	(111,348)
Other Non-Operating Revenue/(Expenses)	23,880	15,965	16,934	14,644	20,833
Total Non Operating Revenue/(Expense)	(\$74,770)	(\$75,844)	(\$105,445)	(\$73,528)	(\$85,301)
Total Net Surplus/(Loss)	(\$70,756)	\$24,301	\$64,310	\$233,049	\$110,943
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	(\$70,756)	\$24,301	\$64,310	\$233,049	\$110,943
Operating Margin	0.06%	1.36%	2.48%	4.07%	2.64%
Total Profit Margin	-1.00%	0.33%	0.94%	3.09%	1.49%
EBIDA	8.51%	9.52%	11.30%	12.32%	10.99%

Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017
\$2,691,073	\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167	\$2,557,222
\$8,882,234	\$9,045,341	\$8,179,117	\$9,117,338	\$8,217,125	\$9,046,087	\$9,332,424	\$9,091,002
\$1,252,867	\$1,294,418	\$1,045,617	\$1,318,708	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089
\$179,865	\$209,960	\$190,157	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581
\$13,006,039	\$13,023,332	\$12,518,293	\$14,256,134	\$11,959,881	\$13,901,753	\$12,943,679	\$13,036,894
\$4,273,304	\$5,120,197	\$5,180,571	\$5,699,847	\$4,779,964	\$5,865,394	\$4,987,914	\$5,399,047
\$1,232,693	\$750,881	\$608,142	\$888,176	\$510,331	\$432,591	\$595,394	\$298,556
\$419,740	\$188,399	\$162,130	(\$6,620)	\$160,500	\$105,168	\$261,972	\$188,422
5,925,738	6,059,477	5,950,844	6,581,403	5,450,794	6,403,153	5,845,280	5,886,024
\$7,080,302	\$6,963,855	\$6,567,449	\$7,674,731	\$6,509,087	\$7,498,600	\$7,098,399	\$7,150,870
482,048	116,501	398,959	122,609	246,357	202,830	219,842	360,875
7,562,349	7,080,357	6,966,408	7,797,340	6,755,443	7,701,430	7,318,241	7,511,744
\$2,975,968	\$3,095,577	\$2,982,785	\$3,211,428	\$3,005,037	\$3,269,915	\$3,145,250	\$2,875,383
\$694,860	\$852,917	\$992,919	\$649,692	\$990,578	\$1,119,679	\$854,959	\$865,713
\$46,590	\$106,303	\$122,359	\$44,526	\$79,857	\$166,621	\$111,766	\$183,557
\$443,327	\$364,555	\$346,772	\$254,190	\$255,063	\$250,758	\$292,891	\$210,531
\$439,285	\$420,404	\$437,651	\$439,077	\$421,063	\$427,741	\$364,808	\$505,848
\$1,010,111	\$1,002,232	\$1,080,684	\$1,182,216	\$972,465	\$1,200,722	\$1,032,955	\$1,088,388
\$98,439	\$93,552	\$90,887	\$107,529	\$81,728	\$95,685	\$94,092	\$91,389
\$369,736	\$343,807	\$378,782	\$376,215	\$440,924	\$389,140	\$368,249	\$358,456
\$61,525	\$67,521	\$53,077	\$56,861	\$56,861	\$58,940	\$58,919	\$61,018
\$270,617	\$195,498	\$198,362	\$201,300	\$154,373	\$177,214	\$139,568	\$172,447
\$100,598	\$69,589	\$67,974	\$73,351	\$75,743	\$78,591	\$68,724	\$72,622
\$952,632	\$608,857	\$610,433	\$610,991	\$610,388	\$612,267	\$617,326	\$618,625
\$7,463,688	\$7,220,813	\$7,362,685	\$7,207,378	\$7,144,081	\$7,847,273	\$7,149,507	\$7,103,978
\$98,661	(\$140,456)	(\$396,277)	\$589,963	(\$388,637)	(\$145,843)	\$168,734	\$407,767
18,869	103,261	(1,767)	10,816	4,898	(2,148)	1,833	902
51,516	315,887	233,293	291,849	379,346	322,567	334,349	338,547
(197,203)	(104,082)	(104,431)	(148,675)	(105,421)	(105,774)	(120,482)	(106,298)
12,052	16,881	12,688	40,555	8,609	26,104	11,269	23,272
(\$114,766)	\$331,947	\$139,783	\$194,545	\$287,431	\$240,749	\$226,968	\$256,429
(\$16,105)	\$191,491	(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196
1.30%	-1.98%	-5.69%	7.57%	-5.75%	-1.89%	2.31%	5.43%
-0.21%	2.70%	-3.68%	10.06%	-1.50%	1.23%	5.41%	8.84%
13.90%	6.62%	3.07%	15.40%	3.28%	6.06%	10.74%	13.66%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 10

ROCK SPRINGS, WY

Five months ended November 30, 2018

	CASH FLOW	
	Current Month 11/30/2018	Current Year-To-Date 11/30/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$70,756)	\$361,847
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	597,556	3,045,354
(Increase)/Decrease in Net Patient Accounts Receivable	(372,572)	(827,711)
(Increase)/Decrease in Other Receivables	(935)	(311,072)
(Increase)/Decrease in Inventories	(5,877)	10,549
(Increase)/Decrease in Pre-Paid Expenses	(57,627)	249,932
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	42,007	(2,107,108)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,238,732)	(27,970)
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	109,765	(128,012)
Net Cash Provided by Operating Activities:	(997,171)	265,811
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(285,359)	(831,886)
(Increase)/Decrease in Limited Use Cash and Investments	(5,098,869)	(3,124,882)
(Increase)/Decrease in Other Limited Use Assets	(12,624)	453
(Increase)/Decrease in Other Assets	1,029	5,147
Net Cash Used by Investing Activities	(5,395,822)	(3,951,168)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(1,259,059)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(43,578)	(265,936)
Net Cash Used for Financing Activities	(48,390)	(1,524,995)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	33,841	42,773
Net Increase/(Decrease) in Cash	(6,407,542)	(5,167,579)
Cash, Beginning of Period	15,644,616	14,404,653
Cash, End of Period	\$9,237,074	\$9,237,074

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 11

ROCK SPRINGS, WY

Five months ended November 30, 2018

Current Month				Year-To-Date				
Actual 11/30/18	Budget 11/30/18	Positive/ (Negative) Variance	Prior Year 11/30/17					
STATISTICS				Actual 11/30/18	Budget 11/30/18	Positive/ (Negative) Variance	Prior Year 11/30/17	
Discharges								
128	119	9	164	Acute	632	641	(9)	811
128	119	9	164	Total Adult Discharges	632	641	(9)	811
32	45	(13)	76	Newborn	168	207	(39)	353
160	164	(4)	240	Total Discharges	800	848	(48)	1,164
Patient Days:								
428	299	129	567	Acute	1,891	1,697	194	2,589
428	299	129	567	Total Adult Patient Days	1,891	1,697	194	2,589
49	68	(19)	60	Newborn	285	356	(71)	381
477	367	110	627	Total Patient Days	2,176	2,053	123	2,970
Average Length of Stay (ALOS)								
3.3	2.5	0.8	3.5	Acute	3.0	2.6	0.3	3.2
3.3	2.5	0.8	3.5	Total Adult ALOS	3.0	2.6	0.3	3.2
1.5	1.5	0.0	0.8	Newborn ALOS	1.7	1.7	(0.0)	1.1
Average Daily Census (ADC)								
14.3	10.0	4.3	18.9	Acute	12.4	11.1	1.3	16.9
14.3	10.0	4.3	18.9	Total Adult ADC	12.4	11.1	1.3	16.9
1.6	2.3	(0.6)	2.0	Newborn	1.9	2.3	(0.5)	2.5
Emergency Room Statistics								
141	138	3	160	ER Visits - Admitted	680	662	18	723
1,220	1,246	(26)	1,236	ER Visits - Discharged	5,971	6,130	(159)	6,181
1,361	1,384	(23)	1,396	Total ER Visits	6,651	6,792	(141)	6,904
10.36%	9.97%		11.46%	% of ER Visits Admitted	10.22%	9.75%		10.47%
110.16%	115.97%		97.56%	ER Admissions as a % of Total	107.59%	103.28%		89.15%
Outpatient Statistics:								
7,344	6,675	669	6,898	Total Outpatients Visits	33,108	32,623	485	34,618
86	153	(67)	101	Observation Bed Days	507	602	(95)	502
3,891	4,237	(346)	4,815	Clinic Visits - Primary Care	19,728	19,488	240	22,178
324	391	(67)	566	Clinic Visits - Specialty Clinics	2,101	2,238	(137)	2,821
28	35	(7)	39	IP Surgeries	128	146	(18)	192
116	156	(40)	149	OP Surgeries	661	786	(125)	749
Productivity Statistics:								
401.20	427.27	(26.07)	398.11	FTE's - Worked	403.82	427.27	(23.45)	408.84
448.50	464.23	(15.73)	447.42	FTE's - Paid	446.20	464.23	(18.03)	458.02
1.3765	1.4142	(0.04)	0.9215	Case Mix Index -Medicare	1.2872	6.6091	(5.32)	0.9510
0.8790	0.8402	0.04	0.9215	Case Mix Index - All payers	0.7884	4.3931	(3.60)	0.8560

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
11/30/18

PAGE 12

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	54.35	50.05
Net Days in Accounts Receivable	55.32	51.95
Number of Gross Days in Unbilled Revenue	3.02	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	28.99%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.45%	1.26%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.13%	1.25%
Bad Debts as a % of Gross Patient Revenue - Current Month	7.46%	5.26%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.86%	5.22%
Collections as a Percentage of Net Revenue - Current Month	93.80%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	96.48%	100% or >
Percentage of Blue Cross Receivable > 90 Days	13.26%	< 10%
Percentage of Insurance Receivable > 90 Days	13.71%	< 15%
Percentage of Medicaid Receivable > 90 Days	11.03%	< 20%
Percentage of Medicare Receivable > 60 Days	27.90%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Five months ended November 30, 2018

PAGE 13

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(335,593)	-2.48%	(1,309,408)	-1.92%

Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include ER visits and Surgeries.

Average Daily Census is 14.3 in November which is over budget by 4.3.

Deductions from Revenue	(42,961)	-0.68%	(26,216)	-0.08%
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Deductions from revenue are over budget for Nov and over budget year to date.

They are currently booked at 48% for Nov and 48% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	(273,650)	-38.41%	(1,024,427)	-28.76%
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Bad debt expense is booked at 7% for Nov. and 7% year to date.

Charity Care	110,776	64.85%	97,699	11.44%
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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	27,426	12.08%	245,567	20.98%
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Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	145,361	4.72%	406,441	2.54%
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Salary and Wages are under budget and remain under budget year to date. With the lower

census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 15.73 FTEs for the month and 18.03 FTEs year to date.

Fringe Benefits	36,811	4.70%	408,544	10.17%
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Fringe benefits are under budget in Nov. and remain under budget year to date.

Contract Labor	549	0.73%	51,941	10.96%
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Contract labor is under budget for Nov. and remains under budget year to date. Behavioral Health, Labor & Delivery and Recovery are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 14

ROCK SPRINGS, WYOMING

Five months ended November 30, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	12,097	3.41%	98,391	6.94%
Physician fees are under budget in Nov. and remain under budget year to date. Sleep Lab, Locum Radiology and Locum Pediatrics.				
Purchased Services	63,392	15.31%	206,833	10.36%
Purchased services are under budget for Oct. and under budget year to date. Services over budget include Sponsorships and Legal Fees.				
Supply Expense	49,982	4.36%	137,923	2.41%
Supplies are under budget for Nov. and remain under budget year to date. Line items over budget include Lab Supplies, Implants, Other Med Supplies, Food, Maintenance Supplies and Marketing Supplies.				
Repairs & Maintenance	(30,825)	-8.02%	9,697	0.51%
Repairs and Maintenance are over budget for Nov. and under budget year to date.				
All Other Operating Expenses	(101,889)	-68.59%	(205,855)	-25.85%
This expense is over budget in Nov. and over budget year to date. Other expenses over budget are Licenses & taxes, Employee Recruitment, Pharmacy Floor Direct, Other Expenses.				
Leases and Rentals	(15,294)	-21.21%	(44,154)	-12.28%
This expense is over budget for Nov. and remains over budget year to date.				
Depreciation and Amortization	24,687	3.97%	97,083	3.09%
Depreciation is under budget for Nov. and remains under budget year to date.				

BALANCE SHEET

Cash and Cash Equivalents (\$6,407,542) -40.96%

Page 87 of 173

Cash decreased in Nov. Cash collections for Nov. were \$6.4 million. Days Cash on Hand decreased to 110 days.

Gross Patient Accounts Receivable \$191,905 0.83%

This receivable increased in Nov.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Five months ended November 30, 2018

PAGE 15

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

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

	Current Month Amount	%	Year-to-Date Amount	%
Bad Debt and Allowance Reserves	180,667	1.61%		
Bad Debt and Allowances decreased.				
Other Receivables	935	0.04%		
Other Receivables increased in Nov. due to Occ Med and County Maintenance invoices.				
Prepaid Expenses	57,627	2.80%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	5,111,493	36.21%		
These assets increased due to transferring of BOW funds				
Plant Property and Equipment	(312,197)	-0.47%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(42,007)	-1.51%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	1,225,219	59.29%		
This liability decreased in Nov. The payroll accrual for Nov. was 5 days.				
Accrued Benefits	13,514	0.77%		
This liability increased in Nov. with the normal accrual and usage of PTO .				
Other Current Liabilities	(109,765)	-56.33%		
This liability increased due to the monthly interest payment on the bonds.				
Other Long Term Liabilities	43,578	5.14%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	70,009	0.09%		

The net gain from operations for Nov. is \$4,014

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

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

SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,347.07		
Retirement Forfeiture	641.46		
Medical Records	186.55		
Pharmacy sales	14.00		
Radiology Films	5.00		
BLS	361.00		
HPSA	13.19		
BCBS Entered incorrectly - reversed on 10/1	3,469.66		
Inmar Rebate	59.92		
Interlare	11,763.70		
MCR Temp Allowance	29,017.00		
Supplies	1,362.32		
PACS Storage	576.00		
WWB Commissions	115.28		
Foundation	496,842.20		
Prenatal Class	122.30		
Grants	(1,190.46)		
County Maintenance Fund	21,866.14		
Shriners	234.70		
Solvay	900.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,687.50		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	12,450.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - August	31,076.00		
Cafeteria sales	33,766.83		
Catering	2,583.66		
September Totals		678,067.07	988,163.90
OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	28,224.56		
Medical Records	280.10		
Pharmacy sales	22.44		
Radiology Films	10.00		
Document Copy Service	279.25		
UUHP Pmt w/no remit	10.52		
HPSA	40,368.81		
BCBS Entered incorrectly - reversed	(3,469.66)		
Cache Valley Rebate	12.00		
Coca Cola Commission	131.24		
MCR Temp Allowance-overpayment	(27,623.59)		
Supplies	1,072.84		
PACS Storage	656.00		
WWB Commissions	115.03		
Wind River Vending	184.40		
Grants	8,748.29		
Shriners	346.36		
County Maintenance Fund	24,844.65		
Solvay	2,080.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	14,875.00		
Castle Rock	3,365.25		
Tata Occupation Medicine on site	14,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter -October	33,315.76		
Cafeteria sales	24,812.64		
Catering	3,139.10		
October Totals		173,400.99	1,161,564.89
NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	19,875.30		

Retirement Forfeiture	57,400.00		
Medical Records	273.40		
Pharmacy sales	25.32		
Radiology Films	1,009.90		
HPSA	(7,631.94)		
Becton, Dickinson and Co	90.00		
BLS	135.00		
Inmar Rebate	204.18		
Supplies	447.46		
PACS Storage	552.00		
Interlare	1,838.97		
Pacific Steel	39.10		
WWB Commissions	130.44		
Red Tie Gala	750.00		
Foundation	40,250.45		
Grants	(818.15)		
Post Partum	120.92		
Castle Rock - Lab Courier	780.00		
Shriners	458.02		
County Maintenance Fund	23,729.06		
Solvay	900.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	10,625.00		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	13,500.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	48,341.04		
Cafeteria sales	25,619.43		
Catering	9,270.00		
November Totals		254,510.95	1,416,075.84

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

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

December 12, 2018

PROVIDER CLINIC – NOVEMBER 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for November was a loss of \$301,400, compared to a loss of \$371,790 in the budget. The YTD net operating loss is \$1,994,792, compared to a loss of \$2,246,833 in the budget.

VOLUME. Total visits were 4,215 for November, under budget by 413 visits. YTD patient visits are 21,829, over budget by 103 visits.

REVENUE. Revenue for the Clinic for November was \$1,239,071, under budget by \$181,696. YTD revenue was \$6,714,777, under budget by \$97,026. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through November from the Clinic is \$17,563,897. This equates to \$9,080,641 of net enterprise revenue with an impact to the bottom line of \$781,843. The gross enterprise revenue represents 26.3% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for November was \$696,990, under budget by \$80,737. YTD net patient revenue was \$3,723,379, which was over budget by \$42,006.

Deductions from revenue for the Clinic were booked at 43.7% for November and are at 44.5% year to date. In November, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.6% of revenue, Medicare and Medicaid consisted of 38.7% of revenue and Self Pay consisted of 5.3% of revenue.

EXPENSES. Total expenses for the month were \$1,078,811, which was under budget by \$140,389. YTD expenses were \$6,062,786, which was under budget by \$208,923. The majority of the expenses consist of Salaries and Benefits; which are 83.4% of YTD total expenses. The following categories were over budget for November:

Leases & Rentals – This expense is over budget by \$1,483 and remains over budget \$4,084 year to date.

Depreciation – This expense is over budget by \$2,097 and remains over budget \$9,318 year to date.

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



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Five months ended November 30, 2018

Certification Statement:

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

Page 93 of 173

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 1

ROCK SPRINGS, WY

Five months ended November 30, 2018

TABLE OF CONTENTS

FINANCIAL RATIOS AND BENCHMARKS	PAGE 2
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 3
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 4
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 5
KEY OPERATING STATISTICS	PAGE 7

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Five months ended November 30, 2018

PAGE 2

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 11/30/2018	Year to Date 11/30/2018	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-38.77%	-49.04%	-76.57%	-36.58%
Total Profit Margin	↑	-38.77%	-49.04%	-76.57%	-36.58%
Contractual Allowance %	↓	43.75%	44.55%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	↓	68.84	67.08	62.33	39.58
Gross Days in Accounts Receivable	↓	66.49	63.42	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	129.70	128.94	133.67	
Total Net Revenue per FTE	↑	N/A	\$149,926	\$139,450	
Salary Expense per Paid FTE		N/A	\$164,980	\$181,602	
Salary and Benefits as a % of Net Revenue		113.91%	124.33%	150.24%	91.26%
Employee Benefits %		15.13%	12.98%	15.36%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Five months ended November 30, 2018

	CURRENT MONTH				Prior Year 11/30/17
	Actual 11/30/18	Budget 11/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,134,169	1,310,155	(175,986)	-13.43%	1,212,089
Specialty Clinic Revenue	104,902	110,613	(5,711)	-5.16%	176,581
Total Gross Patient Revenue	1,239,071	1,420,768	(181,696)	-12.79%	1,388,670
Deductions From Revenue					
Discounts and Allowances	(542,081)	(643,040)	100,959	15.70%	(612,876)
Total Deductions From Revenue	(542,081)	(643,040)	100,959	15.70%	(612,876)
Net Patient Revenue	696,990	777,728	(80,737)	-10.38%	775,795
Other Operating Revenue	80,420	69,682	10,739	15.41%	47,316
Total Operating Revenue	777,410	847,409	(69,999)	-8.26%	823,111
Operating Expenses					
Salaries and Wages	769,198	878,629	109,431	12.45%	911,619
Fringe Benefits	116,382	133,310	16,928	12.70%	141,429
Contract Labor	0	0	0	0.00%	0
Physicians Fees	48,757	58,118	9,361	16.11%	8,750
Purchased Services	4,481	6,075	1,594	26.24%	16,060
Supply Expense	10,235	12,067	1,832	15.18%	6,673
Utilities	1,568	1,557	(11)	-0.72%	1,293
Repairs and Maintenance	28,045	31,751	3,706	11.67%	27,672
Insurance Expense	16,099	16,104	6	0.03%	19,353
All Other Operating Expenses	53,223	54,346	1,123	2.07%	60,479
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	6,300	4,816	(1,483)	-30.80%	5,002
Depreciation and Amortization	24,523	22,425	(2,097)	-9.35%	25,820
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,078,811	1,219,199	140,389	11.51%	1,224,150
Net Operating Surplus/(Loss)	(301,400)	(371,790)	70,390	-18.93%	(401,039)
Total Net Surplus/(Loss)	(\$301,400)	(\$371,790)	\$70,390	-18.93%	(\$401,039)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(301,400)	(371,790)	\$70,390	-18.93%	(\$401,039)
Operating Margin	-38.77%	-43.87%			-48.72%
Total Profit Margin	-38.77%	-43.87%			-48.72%
EBIDA	-35.62%	-41.23%			-45.59%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Five months ended November 30, 2018

PAGE 4

	YEAR-TO-DATE				Prior Year 11/30/17
	Actual 11/30/18	Budget 11/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	5,865,554	5,950,351	(84,797)	-1.43%	5,677,780
Specialty Clinic Revenue	849,223	861,452	(12,229)	-1.42%	1,034,412
Total Gross Patient Revenue	6,714,777	6,811,803	(97,026)	-1.42%	6,712,192
Deductions From Revenue					
Discounts and Allowances	(2,991,398)	(3,130,430)	139,032	4.44%	(2,954,934)
Total Deductions From Revenue	(2,991,398)	(3,130,430)	139,032	4.44%	(2,954,934)
Net Patient Revenue	3,723,379	3,681,373	42,006	1.14%	3,757,258
Other Operating Revenue	344,615	343,504	1,111	0.32%	266,095
Total Operating Revenue	4,067,994	4,024,876	43,117	1.07%	4,023,353
Operating Expenses					
Salaries and Wages	4,476,458	4,671,333	194,875	4.17%	5,182,094
Fringe Benefits	581,236	684,832	103,596	15.13%	667,230
Contract Labor	0	0	0	0.00%	0
Physicians Fees	149,157	177,711	28,554	16.07%	44,500
Purchased Services	27,229	29,588	2,359	7.97%	73,260
Supply Expense	64,408	63,278	(1,130)	-1.79%	53,809
Utilities	6,680	7,763	1,082	13.94%	7,900
Repairs and Maintenance	142,919	142,463	(456)	-0.32%	135,015
Insurance Expense	80,452	80,459	7	0.01%	97,755
All Other Operating Expenses	385,257	278,690	(106,567)	-38.24%	412,524
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	27,169	23,085	(4,084)	-17.69%	27,519
Depreciation and Amortization	121,823	112,507	(9,315)	-8.28%	129,058
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,062,786	6,271,709	208,923	3.33%	6,830,663
Net Operating Surplus/(Loss)	(1,994,792)	(2,246,833)	252,040	-11.22%	(2,807,310)
Total Net Surplus/(Loss)	(1,994,792)	(2,246,833)	\$252,040	-11.22%	(2,807,310)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,994,792)	(2,246,833)	\$252,040	-11.22%	(2,807,310)
Operating Margin	-49.04%	-55.82%			-69.78%
Total Profit Margin	-49.04%	-55.82%			-69.78%
EBIDA	-46.04%	-53.03%			-66.57%

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

PAGE 5

	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018
Gross Patient Revenue					
Clinic Revenue	\$1,134,169	\$1,361,778	\$1,076,083	\$1,193,552	\$1,099,971
Specialty Clinic Revenue	\$104,902	\$116,899	\$146,133	\$215,242	\$266,047
Total Gross Patient Revenue	\$1,239,071	\$1,478,677	\$1,222,216	\$1,408,794	\$1,366,018
Deductions From Revenue					
Discounts and Allowances	\$542,081	\$647,172	\$580,856	\$628,019	\$593,270
Total Deductions From Revenue	542,081	647,172	580,856	628,019	593,270
Net Patient Revenue	\$696,990	\$831,505	\$641,360	\$780,776	\$772,749
Other Operating Revenue	\$80,420	\$71,582	\$62,144	\$64,664	\$65,804
Total Operating Revenue	777,410	903,087	703,504	845,440	838,552
Operating Expenses					
Salaries and Wages	\$769,198	\$985,567	\$863,345	\$905,846	\$952,502
Fringe Benefits	\$116,382	\$114,843	\$100,447	\$133,815	\$115,748
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$48,757	\$53,865	\$38,235	\$4,150	\$4,150
Purchased Services	\$4,481	\$4,278	\$5,363	\$6,258	\$6,849
Supply Expense	\$10,235	\$21,975	\$10,863	\$14,751	\$6,583
Utilities	\$1,568	\$1,563	\$1,267	\$1,563	\$719
Repairs and Maintenance	\$28,045	\$30,519	\$29,160	\$27,304	\$27,891
Insurance Expense	\$16,099	\$16,088	\$16,088	\$16,088	\$16,088
All Other Operating Expenses	\$53,223	\$102,317	\$45,658	\$93,350	\$90,708
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$6,300	\$5,403	\$4,874	\$5,276	\$5,317
Depreciation and Amortization	\$24,523	\$23,690	\$23,690	\$24,915	\$25,005
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,078,811	\$1,360,108	\$1,138,991	\$1,233,317	\$1,251,560
Net Operating Surplus/(Loss)	(\$301,400)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)
Total Net Surplus/(Loss)	(\$301,400)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$301,400)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)
Operating Margin	-38.77%	-50.61%	-61.90%	-45.88%	-49.25%
Total Profit Margin	-38.77%	-50.61%	-61.90%	-45.88%	-49.25%
EBIDA	-35.62%	-47.98%	-58.54%	-42.93%	-46.27%

Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017
\$1,246,901	\$1,294,418	\$1,045,617	\$1,318,709	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089
\$179,865	\$209,960	\$190,157	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581
\$1,426,767	\$1,504,378	\$1,235,774	\$1,566,309	\$1,202,895	\$1,373,134	\$1,239,088	\$1,388,670
721,946	723,707	553,735	713,615	704,136	623,009	543,305	612,876
721,946	723,707	553,735	713,615	704,136	623,009	543,305	612,876
\$704,821	\$780,671	\$682,039	\$852,694	\$498,759	\$750,126	\$695,783	\$775,795
56,368	51,230	62,427	65,331	92,755	39,205	75,425	47,316
761,188	831,901	744,466	918,025	591,514	789,330	771,208	823,111
\$997,175	\$1,006,587	\$929,322	\$996,616	\$1,044,644	\$1,050,815	\$1,074,475	\$911,619
\$130,925	\$167,936	\$182,950	\$149,196	\$208,855	\$229,329	\$150,556	\$141,429
\$44,124	\$20,989	\$46,770	\$54,331	\$35,838	\$49,360	\$27,509	\$8,750
\$5,025	\$4,336	\$5,124	\$6,119	\$6,909	\$6,934	\$3,674	\$16,060
\$31,946	\$15,134	\$26,988	\$15,838	\$13,586	\$11,675	\$12,148	\$6,673
\$1,296	\$1,296	\$1,917	\$1,612	\$1,292	\$1,924	\$1,576	\$1,293
\$25,292	\$30,760	\$23,559	\$23,975	\$44,024	\$24,693	\$44,360	\$27,672
\$18,578	\$18,396	\$18,396	\$17,662	\$17,762	\$17,762	\$17,762	\$19,353
\$95,556	\$80,282	\$65,989	\$69,590	\$52,427	\$58,416	\$67,389	\$60,479
\$5,457	\$5,130	\$5,328	\$4,923	\$5,658	\$5,487	\$4,823	\$5,002
\$24,495	\$24,525	\$25,871	\$25,156	\$25,537	\$25,690	\$25,820	\$25,820
\$1,379,869	\$1,375,371	\$1,332,214	\$1,365,018	\$1,456,533	\$1,482,085	\$1,430,091	\$1,224,150
(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)	(\$658,883)	(\$401,039)
0	0	0	0	0	0	0	0
(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)	(\$658,883)	(\$401,039)
-81.28%	-65.33%	-78.95%	-48.69%	-146.24%	-87.76%	-85.44%	-48.72%
-81.28%	-65.33%	-78.95%	-48.69%	-146.24%	-87.76%	-85.44%	-48.72%
-78.06%	-62.38%	-75.47%	-45.95%	-141.92%	-84.51%	-82.09%	-45.59%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Five months ended November 30, 2018

PAGE 7

Current Month				STATISTICS	Year-To-Date			
Actual 11/30/18	Budget 11/30/18	Positive/ (Negative) Variance	Prior Year 11/30/17		Actual 11/30/18	Budget 11/30/18	Positive/ (Negative) Variance	Prior Year 11/30/17
Outpatient Statistics:								
3,891	4,237	(346)	4,341	Clinic Visits - Primary Care	19,728	19,488	240	20,358
324	391	(67)	429	Clinic Visits - Specialty Clinics	2,101	2,238	(137)	2,345
Productivity Statistics:								
57.63	65.96	(8.33)	60.93	FTE's - Worked	58.61	65.96	(7.35)	61.32
65.38	71.70	(6.32)	64.25	FTE's - Paid	64.73	71.70	(6.97)	69.65

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

Formula: $(\text{Net Operating Surplus or Loss} + \text{Interest Expense} + \text{Taxes} + \text{Depreciation} + \text{Amortization}) / \text{Total Operating Revenue}$

Purpose: Provides a measure of profitability excluding expenses related to the hospital's investments in the physical plant.

Net Operating Gain/Loss

Higher Values are Favorable

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

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

Total Net Gain/Loss

Higher Values are Favorable

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

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

Operating Margin

Higher Values are Favorable

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

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

Total Profit Margin

Higher Values are Favorable

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

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

Return on Assets

Higher Values are Favorable

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

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

Contractual Allowance Percentage

Lower Values are Favorable

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

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

Lower Values are Favorable

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

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

Long Term Debt to Capitalization

Lower Values are Favorable

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

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

Debt Service Coverage Ratio

Higher Values are Favorable

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

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

Salary Expense per Paid FTE

Lower Values are Favorable

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

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

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

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

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

Net Revenue per Adjusted Discharge

Higher Values are Favorable

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

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

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

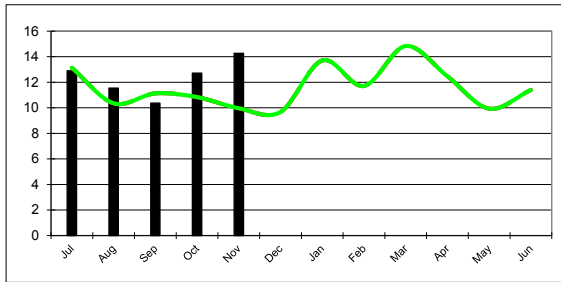
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
NOVEMBER 2018**

— FYE 2018 ACTUAL

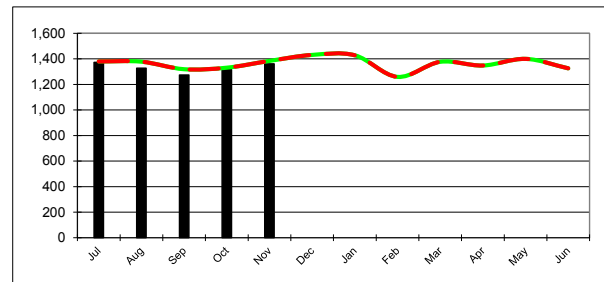
- - - FYE 2019 BUDGET

■ FYE 2019 ACTUAL

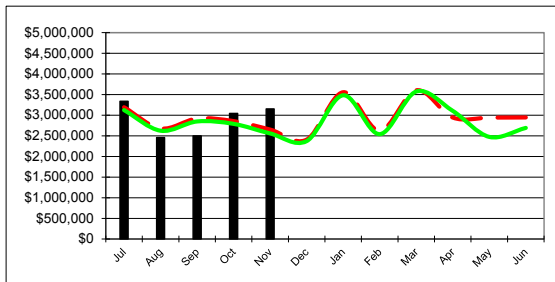
AVERAGE ACUTE CENSUS



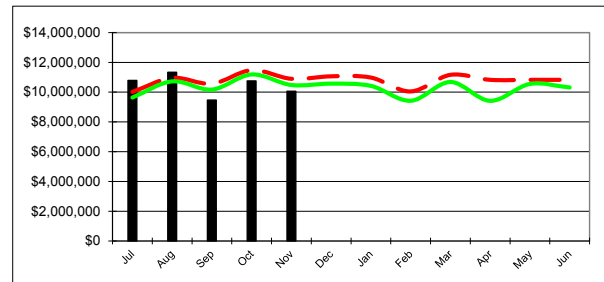
ER IP+OP VISITS



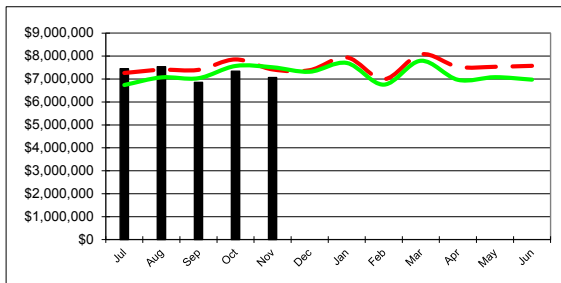
INPATIENT CHARGES



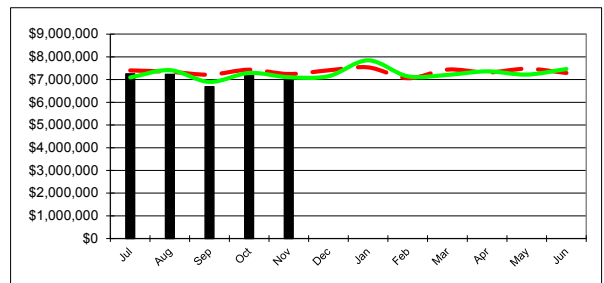
OUTPATIENT CHARGES



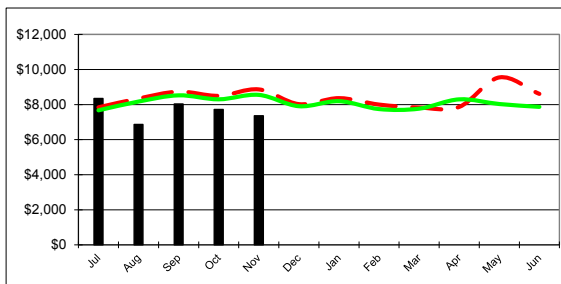
TOTAL NET OPERATING REVENUE



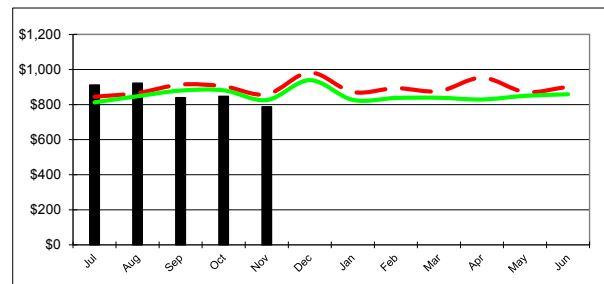
OPERATING EXPENSE



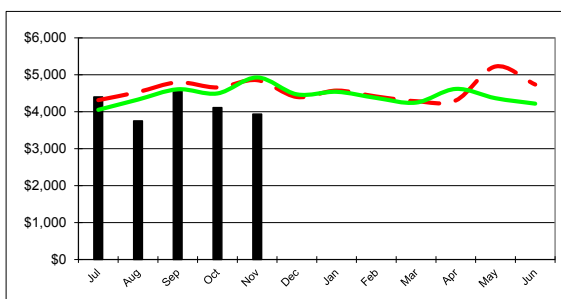
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



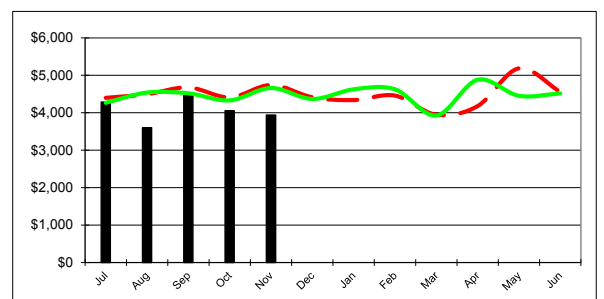
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
NOVEMBER 2018

STATISTICS	Actual Nov-18	Budget Nov-18	PY Nov-17	YTD Nov-18	YTD Nov-17	YTD Nov-16	YTD Nov-15
Volumes:							
Case Mix							
Medicare	1.3765	1.4142	1.4142	1.2668	1.3132	1.4825	1.3947
All payers	0.8790	0.8402	0.8402	0.7803	0.8721	0.8707	0.8457
Admissions							
Med	70	41	41	324	280	385	439
ICU	23	28	28	103	123	161	149
Surgery	5	6	6	36	28	48	51
OB	30	46	46	169	213	238	230
Newborn	31	45	45	168	209	231	225
Total Admissions	159	166	166	800	853	1,063	1,094
Discharges							
Med	81	55	55	371	326	450	481
ICU	5	12	12	41	63	70	89
Surgery	10	7	7	50	42	65	72
OB	32	45	45	170	210	234	231
Newborn	32	45	45	168	207	228	226
Total Discharges	160	164	164	800	848	1,047	1,099
Patient Days:							
Med	289	159	159	1,220	938	1,836	1,758
ICU	46	46	46	203	246	381	410
Surgery	39	26	26	192	159	203	209
OB	54	68	68	276	354	393	371
Newborn	49	68	68	285	356	367	335
Total Patient Days	477	367	367	2,176	2,053	3,180	3,083
Observation Bed Days	86	153	153	507	602	470	378
Surgery Statistics:							
IP Surgeries	28	35	35	128	146	202	161
OP Surgeries	116	156	156	661	786	702	728
Outpatient Statistics:							
X-ray	674	885	885	3,491	3,750	3,505	3,549
Mammography	197	191	191	742	791	759	875
Ultrasound	307	328	328	1,514	1,518	1,347	1,323
Cat Scan	438	433	433	2,181	2,148	1,971	1,988
MRI	110	86	86	605	536	467	548
Nuclear Medicine	33	51	51	181	247	176	186
PET Scan	9	2	2	31	51	52	29
Echo	49	0	0	158		0	0
Laboratory	3,571	2,578	2,578	14,124	12,817	14,967	13,131
Histology	170	176	176	860	810	713	629
Respiratory Therapy	214	325	325	1,025	1,360	1,246	1,120
Cardiovascular	386	481	481	2,037	2,221	2,299	2,314
Sleep Lab	40	28	28	168	147	125	96
Cardiac Rehab	265	326	326	1,418	1,660	2,327	2,139
Physical Therapy	153	120	120	702	942	1,252	1,254
Dialysis	386	305	305	1,946	1,557	1,187	1,333
Medical Oncology	189	159	159	862	821	957	1,021
Radiation Oncology	153	201	201	944	1,247	1,489	1,638
Total Outpatients Visits	7,344	6,675	6,675	32,989	32,623	34,839	33,173
Clinic Visits - Primary Care	3,891	4,237	4,341	19,728	20,358	22,327	28,826
Clinic Visits - Specialty Clinics	324	391	429	2,101	2,345	2,727	2,603
ER visits admitted	141	138	138	680	662	731	719
ER visits Discharged	1,220	1,246	1,246	5,971	6,130	6,242	6,462
Total ER visits	1,361	1,384	1,384	6,651	6,792	6,973	7,181

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE	10/28/2018	11/11/2018	11/25/2018	Variance	CHANGE FROM		YTD	Variance
BUDGET					from Bud	LAST PAY PERIOD			from budget
						Increase	Decrease		
AVG CENSUS	11.80	11.6	11.1	16.4	4.6	5.21	-	136.4	
ER VISITS (Avg Day)	45	40.6	43.6	46.1	1.3	2.57	-	474.6	
SURGERIES (IP+OP)	78	65	61	72	(5.6)	11.00	-	796.0	
BIRTHS	19	13	13	14	(5.0)	1.00	-	176.0	
CHARGES -IP \$000	1,358	1238	1236	1633	275	397.00	-	14689.0	
-OP \$000	4,987	4429	4683	4210	(777)	-	473.00	50172.0	
-TOTAL \$000	6,345	5667	5919	5843	(502)	-	76.00	64861.0	
Adjusted Patient Days	772	746	747	819	48	72.32	-	8,456.34	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	24.5	20.4	19.4	24.2	(0.3)	4.88	-	21.3	(3.2)
605	BEHAVIORAL HEALTH	7.2	5.4	5.5	3.4	(3.8)	-	2.13	7.0	(0.2)
610	OB FLOOR	5.3	6.4	6.4	6.7	1.4	0.29	-	6.3	1.0
611	NURSERY	7.2	6.3	6.4	6.7	(0.5)	0.29	-	6.7	(0.5)
612	LABOR & DELIVERY	4.9	3.0	3.0	3.0	(1.9)	0.00	-	3.1	(1.8)
615	OUTPATIENT SERVICES	0.9	1.6	2.2	1.6	0.7	-	0.59	1.6	0.7
620	ICU	12.5	10.0	10.8	10.8	(1.7)	-	0.04	10.4	(2.1)
630	OR	12.1	14.1	12.7	13.0	0.9	0.32	-	13.2	1.1
631	SAME DAY SURGERY	6.8	5.7	5.7	5.3	(1.5)	-	0.40	5.6	(1.2)
633	RECOVERY	2.8	2.6	4.2	3.3	0.5	-	0.91	3.2	0.4
634	CENTRAL STERILE	3	2.9	2.9	3.1	0.1	0.27	-	2.8	(0.2)
640	DIALYSIS	7	7.7	7.0	8.2	1.2	1.21	-	7.4	0.4
650	ER	21.5	20.2	21.7	24.0	2.5	2.25	-	22.0	0.5
651	TRAUMA	1.3	2.1	2.1	2.3	1.0	0.23	-	2.0	0.7
652	SANE	0.9	1.1	1.1	1.1	0.2	-	0.04	1.1	0.2
660	RADIATION ONC	6.6	7.0	7.0	7.0	0.4	0.02	-	6.8	0.2
661	MEDICAL ONC	6	5.7	5.6	5.8	(0.2)	0.20	-	6.1	0.1
700	LABORATORY	31.1	30.0	29.1	29.7	(1.4)	0.61	-	29.5	(1.6)
701	HISTOLOGY	2	1.6	2.1	2.0	-	-	0.05	2.0	0.0
702	BLOOD BANK	1	1.1	1.3	0.9	(0.1)	-	0.34	1.1	0.1
710	RADIOLOGY	9.7	9.0	8.9	9.2	(0.5)	0.32	-	9.4	(0.3)
711	MAMMOGRAPHY	1.6	1.2	1.2	1.0	(0.6)	-	0.22	1.2	(0.4)
712	ULTRASOUND	3.25	3.2	3.0	3.2	(0.1)	0.19	-	3.7	0.5
713	NUC MED	1.6	1.3	1.6	1.1	(0.5)	-	0.51	1.4	(0.2)
714	CAT SCAN	4.7	4.8	4.5	4.2	(0.5)	-	0.26	4.4	(0.3)
715	MRI	1.3	1.1	1.2	1.3	(0.0)	0.04	-	1.2	(0.1)
716	PET SCAN	0.1	0.1	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.25	0.8	1.1	1.0	(0.3)	-	0.06	0.8	(0.4)
720	RESPIRATORY	6	6.7	7.4	6.6	0.6	-	0.86	7.2	1.2
721	SLEEP LAB	2.3	1.6	2.0	1.9	(0.4)	-	0.09	1.7	(0.6)
722	CARDIO	2.3	1.9	2.0	1.8	(0.5)	-	0.15	1.9	(0.4)
723	CARDIAC REHAB	2.4	2.3	2.3	2.3	(0.1)	-	0.04	2.3	(0.1)
730	PHYSICAL THERAPY	3.5	3.5	3.4	3.2	(0.3)	-	0.21	3.3	(0.2)
780	EDUCATION	2	1.2	0.9	1.0	(1.0)	0.12	-	0.6	(1.4)
781	SOCIAL SERVICES	1	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	4	4.3	4.2	3.9	(0.1)	-	0.25	4.4	0.4
783	INFECTION CONTROL	2	1.9	2.0	1.6	(0.4)	-	0.40	2.2	0.2
784	ACCREDITATION	3	2.9	3.0	2.9	(0.1)	-	0.09	2.6	(0.4)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	12.6	12.8	12.9	12.7	0.1	-	0.22	12.9	0.3
791	CASE MANAGEMENT	5.3	5.2	5.5	5.0	(0.3)	-	0.49	5.3	(0.0)
800	MAINTENANCE	11.7	11.6	11.8	12.0	0.3	0.23	-	11.4	(0.3)
801	HOUSEKEEPING	23.5	25.2	22.4	21.7	(1.8)	-	0.65	22.8	(0.7)
802	LAUNDRY	6.5	6.4	6.7	6.5	(0.0)	-	0.21	6.2	(0.3)
803	BIO MED	2	1.1	1.0	1.1	(0.9)	0.02	-	1.0	(1.0)
810	SECURITY	8.3	8.1	8.1	8.0	(0.3)	-	0.07	8.1	(0.2)
811	EMERGENCY MGMT	0.1	-	0.1	-	(0.1)	-	0.14	0.1	(0.0)
850	PURCHASING	5	5.0	5.0	5.0	-	-	0.00	5.0	0.0
855	CENTRAL SUPPLY	3	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	16.2	19.2	18.0	0.4	-	1.21	16.8	(0.8)
871	DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.2	(0.3)
900	ADMINISTRATION	6	6.0	6.0	6.0	-	-	-	6.0	0.0
901	COMM SVC	1	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	-	-	2.4	(0.1)
903	MHSC FOUNDATION	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	3.7	3.7	4.0	(0.3)	0.37	-	4.4	0.1
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8	8.0	8.0	8.0	-	-	-	7.9	(0.1)
920	HUMAN RESOURCES	4.6	4.4	4.4	4.3	(0.3)	-	0.08	4.4	(0.2)
930	FISCAL SERVICES	5	4.8	4.8	4.8	(0.2)	-	-	4.8	(0.2)
940	BUSINESS OFFICE	14	13.8	13.8	13.6	(0.4)	-	0.26	13.9	(0.1)
941	ADMITTING	13.4	16.1	14.9	14.5	1.1	-	0.41	14.8	1.4
942	COMMUNICATION	3	3.1	2.3	3.7	0.7	1.31	-	2.9	(0.1)
943	CENTRAL SCHEDULING	4	4.0	4.0	4.0	0.0	0.01	-	3.8	(0.2)

	PPE	10/28/2018	11/11/2018	11/25/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
948 NEW ORTHO	1	-	-	-	(1.0)	-	-	0.0	(1.0)
949 DENKER	3	3.0	3.0	3.0	(0.0)	-	0.02	3.2	0.2
950 OLIVER	3.1	3.0	3.0	2.9	(0.3)	-	0.13	2.9	(0.2)
952 NEW PULMONOLOGIST	2	-	-	-	(2.0)	-	-	0.0	(2.0)
953 STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.3	(1.2)
954 WHEELER	3	1.0	1.0	1.0	(2.0)	-	-	1.4	(1.6)
956 KATTAN	3.5	1.0	1.0	1.0	(2.5)	-	-	1.5	(2.0)
957 STARLA LETTE	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
958 VERONESE	0	-	-	-	-	-	-	0.2	0.2
959 GREWAL	3	1.0	1.0	1.0	(2.0)	-	-	1.4	(1.6)
960 SANDERS	2	1.0	1.0	1.0	(1.0)	-	-	1.3	(0.7)
961 DANSIE	2.5	1.0	1.0	1.0	(1.5)	-	-	1.3	(1.2)
962 BOWERS	2	0.6	0.6	0.7	(1.4)	0.10	-	1.0	(1.0)
963 LONG	3	0.9	0.9	0.9	(2.1)	-	-	1.1	(1.9)
964 JAKE JOHNSON	2	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966 OCC MED	1	1.1	1.1	1.1	0.1	-	0.02	1.1	0.1
967 PA PALINEK	1.5	-	-	-	(1.5)	-	-	0.0	(1.5)
969 PAWAR	2	2.0	2.0	2.0	0.0	0.01	-	2.1	0.1
970 CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
971 WAMSUTTER CLINIC	1	1.9	1.9	1.8	0.8	-	0.11	1.9	0.9
972 FARSON CLINIC	0	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1	0.9	0.9	1.0	-	0.13	-	0.9	(0.1)
974 SMG ADMIN/BILLING	13.5	39.0	38.3	36.5	23.0	-	1.86	30.9	17.4
976 LEHMAN	2	0.8	0.8	0.7	(1.4)	-	0.13	0.8	(1.2)
978 HOSPITALIST	4.2	4.2	4.2	4.3	0.1	0.06	-	4.2	0.0
980 JENSEN	1	1.0	1.0	1.0	-	-	-	0.8	(0.2)
981 CROFT	1	1.0	1.0	1.0	-	-	-	1.0	0.0
982 CHRISTENSEN	3	1.0	1.0	1.0	(2.0)	-	-	1.5	(1.5)
988 CURRY	2	1.0	1.0	1.0	(1.0)	-	-	1.6	(0.4)
990 NEW PEDIATRICIAN	0	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
992 ASPER	1	1.0	1.0	1.0	-	-	-	1.2	0.2
993 LIU	2	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
994 DUCK	2	1.1	-	-	(2.0)	-	-	0.8	(1.2)
996 SARETTE	0.6	1.2	0.6	1.2	0.6	0.60	-	1.0	0.4
997 OUTPATIENT SERVICES	0.5	-	0.1	-	(0.5)	-	0.11	0.0	(0.5)

TOTAL Paid FTEs	464.2	449.8	448.3	448.7	(15.5)	0.33	-	446.6	(17.6)
TOTAL WORKED FTEs	422.4	413.2	413.7	388.7	(33.7)	-	25.02	403.4	(19.0)

WORKED % Paid	91%	92%	92%	87%	-4%	-	0.06	90%	(0.0)
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CONTRACT FTES (Inc above)	2.3	3.3	2.3	2.4	0.1	0.07	-	5.1	2.8
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GROSS EMPLOYEE PAYROLL	1,367,862	1,360,759	1,381,868	1,381,868	21,109.09	-	8,280,222		
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Average Employee Hourly Rate	\$38.01	\$37.94	\$38.50	\$38.50	0.56	-	#DIV/0!	#DIV/0!	
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Benchmark Paid FTEs	6.63	8.44	8.40	7.67	1.04	-	0.74	#DIV/0!	#DIV/0!
per Adj. Occupied Bed (APD)									

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	22.3	19.0	17.0	22.4	0.1	5.45	-	19.1	(3.2)
605 BEHAVIORAL HEALTH	6.6	5.3	5.1	3.0	(3.5)	-	2.11	6.7	0.1
610 OB FLOOR	4.8	6.0	6.2	6.0	1.2	-	0.20	5.9	1.0
611 NURSERY	6.6	5.4	4.8	6.2	(0.4)	1.36	-	5.5	(1.1)
612 LABOR & DELIVERY	4.5	2.4	2.9	3.0	(1.4)	0.14	-	2.8	(1.7)
615 OUTPATIENT SERVICES	0.8	1.3	1.5	1.5	0.7	-	0.02	1.5	0.7
620 ICU	11.4	8.9	9.7	10.7	(0.7)	1.04	-	9.5	(1.9)
630 OR	11.0	13.1	12.2	11.9	0.9	-	0.24	12.4	1.4
631 SAME DAY SURGERY	6.2	5.5	5.0	4.6	(1.6)	-	0.43	5.0	(1.1)
633 RECOVERY	2.5	2.5	3.5	2.8	0.2	-	0.76	3.0	0.4
634 CENTRAL STERILE	2.7	2.7	2.8	2.8	0.0	-	0.02	2.5	(0.3)
640 DIALYSIS	6.4	7.5	6.9	7.4	1.0	0.44	-	6.9	0.5
650 ER	19.6	19.4	21.0	21.1	1.5	0.02	-	20.2	0.7
651 TRAUMA	1.2	1.8	2.0	1.8	0.6	-	0.17	1.7	0.5
652 SANE	0.8	1.1	1.1	1.1	0.3	-	0.04	1.1	0.3
660 RADIATION ONC	6.0	5.9	6.7	5.4	(0.6)	-	1.27	6.0	0.0
661 MEDICAL ONC	5.5	5.2	5.3	4.1	(1.4)	-	1.24	5.2	(0.3)
700 LABORATORY	28.3	27.0	26.1	24.4	(3.9)	-	1.71	26.2	(2.1)
701 HISTOLOGY	1.8	1.2	2.0	1.7	(0.1)	-	0.29	1.8	(0.0)
702 BLOOD BANK	0.9	1.1	1.3	0.9	0.0	-	0.34	1.1	0.2

	PPE	10/28/2018	11/11/2018	11/25/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
710 RADIOLOGY	8.8	8.6	8.2	8.3	(0.5)	0.09	-	8.6	(0.2)
711 MAMMOGRAPY	1.5	1.2	1.2	1.0	(0.5)	-	0.22	1.1	(0.4)
712 ULTRASOUND	3.0	3.1	2.8	2.8	(0.2)	0.02	-	3.4	0.5
713 NUC MED	1.5	1.0	1.1	0.5	(1.0)	-	0.65	1.0	(0.4)
714 CAT SCAN	4.3	4.7	4.3	4.0	(0.2)	-	0.29	4.2	(0.1)
715 MRI	1.2	1.0	1.0	0.9	(0.3)	-	0.14	1.0	(0.2)
716 PET SCAN	0.1	0.1	-	-	(0.1)	-	-	0.0	(0.1)
717 ECHOCARDIOGRAPHY	1.1	0.8	0.9	0.7	(0.4)	-	0.13	0.8	(0.3)
720 RESPIRATORY	5.5	6.3	6.8	6.0	0.5	-	0.83	6.5	1.0
721 SLEEP LAB	2.1	1.5	2.0	1.9	(0.2)	-	0.08	1.6	(0.5)
722 CARDIO	2.1	1.9	1.9	1.4	(0.7)	-	0.48	1.6	(0.5)
723 CARDIAC REHAB	2.2	2.1	2.3	1.9	(0.3)	-	0.38	2.1	(0.1)
730 PHYSICAL THERAPY	3.2	3.2	3.2	2.9	(0.3)	-	0.32	2.9	(0.2)
780 PATIENT ED	1.8	1.2	0.9	1.0	(0.8)	0.12	-	0.6	(1.2)
781 SOCIAL SERVICES	0.9	0.5	1.0	0.9	(0.0)	-	0.13	0.9	(0.0)
782 QUALITY & ACCREDIT	3.6	3.8	4.0	3.8	0.1	-	0.29	3.9	0.3
783 INFECTION CONTROL	1.8	1.8	2.0	0.7	(1.1)	-	1.30	1.6	(0.2)
784 COMPLIANCE	2.7	2.8	2.9	2.3	(0.4)	-	0.55	2.4	(0.4)
786 NURSING INFORMATICS	2.7	2.9	1.8	2.8	0.0	1.00	-	2.7	(0.0)
790 HEALTH INFORMATION	11.5	11.1	12.1	11.0	(0.5)	-	1.18	11.3	(0.2)
791 CASE MANAGEMENT	4.8	5.0	3.9	4.3	(0.5)	0.45	-	4.7	(0.2)
800 MAINTENANCE	10.6	10.6	11.4	10.5	(0.2)	-	0.91	10.4	(0.3)
801 HOUSEKEEPING	21.4	23.3	20.9	19.1	(2.3)	-	1.74	20.6	(0.8)
802 LAUNDRY	5.9	6.1	6.4	5.7	(0.2)	-	0.68	5.6	(0.3)
803 BIO MED	1.8	0.8	1.0	0.9	(0.9)	-	0.14	0.9	(0.9)
810 SECURITY	7.6	6.9	7.3	6.8	(0.7)	-	0.51	7.1	(0.4)
811 EMERGENCY MGMT	0.1	-	0.1	-	(0.1)	-	0.14	0.1	(0.0)
850 PURCHASING	4.6	4.1	4.0	3.8	(0.8)	-	0.21	0.1	(4.5)
855 CENTRAL SUPPLY	2.7	2.1	2.8	2.6	(0.2)	-	0.28	4.4	1.7
870 DIETARY	16.0	14.5	16.9	15.5	(0.6)	-	1.47	2.5	(13.6)
871 DIETICIANS	1.4	2.0	2.0	2.0	0.6	-	-	15.4	14.0
900 ADMINISTRATION	5.5	6.0	5.9	4.0	(1.5)	-	1.90	1.2	(4.3)
901 COMM SVC	0.9	0.6	1.0	0.9	(0.0)	-	0.10	5.3	4.4
902 MED STAFF SVC	2.3	2.4	2.3	2.0	(0.3)	-	0.38	0.9	(1.4)
903 MHSC FOUNDATION	1.2	0.7	0.7	1.0	(0.2)	0.30	-	2.1	0.9
904 VOLUNTEER SRV	0.9	0.9	1.0	1.0	0.1	-	-	0.9	0.0
905 NURSING ADMIN	3.9	3.5	3.5	3.5	(0.4)	0.07	-	0.9	(3.0)
907 PHYSICIAN RECRUIT	0.9	1.0	1.0	0.8	(0.1)	-	0.20	3.8	2.9
910 INFORMATION SYSTEMS	7.3	6.4	7.5	6.7	(0.6)	-	0.80	0.9	(6.4)
920 HUMAN RESOURCES	4.2	4.4	4.4	3.8	(0.4)	-	0.57	7.2	3.0
930 FISCAL SERVICES	4.6	3.8	4.8	4.0	(0.5)	-	0.72	4.2	(0.4)
940 BUSINESS OFFICE	12.7	12.1	12.5	11.0	(1.7)	-	1.46	4.2	(8.5)
941 ADMITTING	12.2	14.9	14.9	13.5	1.4	-	1.36	12.4	0.2
942 COMMUNICATION	2.7	3.1	2.3	3.4	0.6	1.01	-	14.1	11.4
943 CENTRAL SCHEDULING	3.6	3.8	3.8	3.3	(0.4)	-	0.54	2.8	(0.9)
948 NEW OTHO	0.9	-	-	-	(0.9)	-	-	3.4	2.5
949 DENKER	2.7	2.9	2.9	2.2	(0.6)	-	0.72	0.0	(2.7)
950 OLIVER	2.8	2.9	3.0	2.1	(0.8)	-	0.90	2.7	(0.1)
952 NEW PULMONOLOGIST	1.8	-	-	-	(1.8)	-	-	2.6	0.7
953 STEWART	2.3	0.8	0.7	0.8	(1.5)	0.10	-	0.0	(2.3)
954 WHEELER	2.7	0.8	1.0	1.0	(1.7)	-	-	1.1	(1.6)
956 KATTAN	3.2	0.8	1.0	1.0	(2.2)	-	-	1.2	(1.9)
957 STARLA LETTE	1.8	1.0	1.0	1.0	(0.8)	-	-	1.4	(0.4)
958 VERONESE	-	-	-	-	-	-	-	1.2	1.2
959 GREWAL	2.7	1.0	1.0	1.0	(1.7)	-	-	0.1	(2.6)
960 SANDERS	1.8	0.2	0.7	0.9	(0.9)	0.20	-	1.2	(0.6)
961 DANSIE	2.3	1.0	1.0	1.0	(1.3)	-	-	1.1	(1.2)
962 BOWERS	1.8	0.6	0.6	0.6	(1.3)	-	-	1.2	(0.6)
963 LONG	2.7	0.9	0.9	0.9	(1.9)	-	-	0.8	(1.9)
964 JAKE JOHNSON	1.8	1.0	0.5	1.0	(0.8)	0.50	-	1.0	(0.8)
966 OCC MED	0.9	1.1	1.1	1.0	0.1	-	0.13	1.0	0.0
967 PA PALINEK	1.4	-	-	-	(1.4)	-	-	1.0	(0.3)
969 PAWAR	1.8	2.0	1.3	1.9	0.1	0.55	-	0.0	(1.8)
970 CROFTS	2.3	1.0	0.9	0.9	(1.4)	-	-	1.8	(0.5)
971 WAMSUTTER CLINIC	0.9	1.9	1.9	1.7	0.8	-	0.22	1.1	0.2
972 FARSON CLINIC	-	-	-	-	-	-	-	1.8	1.8
973 LAURIDSEN	0.9	0.9	0.9	0.3	(0.6)	-	0.58	0.0	(0.9)
974 SMG ADMIN/BILLING	12.3	37.6	35.8	30.1	17.8	-	5.68	0.8	(11.5)
976 LEHMAN	1.8	0.8	0.8	0.7	(1.2)	-	0.13	28.3	26.5
978 HOSPITALIST	3.8	4.2	4.2	4.3	0.4	0.06	-	0.7	(3.1)
980 JENSEN	0.9	0.9	1.0	0.8	(0.1)	-	0.20	4.2	3.3
981 CROFT	0.9	0.9	0.9	1.0	0.1	0.10	-	0.7	(0.2)
982 CHRISTENSEN	2.7	0.7	1.0	1.0	(1.7)	-	-	0.9	(1.9)
988 CURRY	1.8	1.0	0.8	0.8	(1.0)	-	-	1.3	(0.5)
990 NEW PEDIATRICIAN	-	-	-	-	-	-	-	1.3	1.3
991 JAMIAS	1.8	1.0	0.5	0.5	(1.3)	-	-	0.0	(1.8)
992 ASPER	0.9	1.0	1.0	0.9	(0.0)	-	0.10	1.0	0.1
993 LIU	1.8	1.0	1.0	1.0	(0.8)	-	-	0.9	(1.0)
994 DUCK	1.8	1.1	-	-	(1.8)	-	-	1.0	(0.8)

	PPE	10/28/2018	11/11/2018	11/25/2018	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
996	SARETTE	0.5	1.2	0.6	1.2	0.7	-	0.8	0.3
997	OUTSIDE CLINICS	0.5	-	0.1	-	-	0.11	0.9	0.5

TOTAL WORKED FTEs	422.4	413.2	413.7	388.7	(33.73)	-	25.02	403.4	(19.0)
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CONTRCT FTEs (Inc above)	2.3	3.3	2.3	2.4	0.09	0.07	-	5.1	2.8
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OVERTIME HOURS

					Current OT				
					OT Dollars			YTD Hours	
600	MEDICAL FLOOR	0.8	2.0	11.3	236.61	9.25	-	39.0	
605	BEHAVIORAL HEALTH	7.3	11.0	4.0	105.32	-	7.00	409.8	
610	OB FLOOR	-	0.3	-	-	-	0.25	37.3	
611	NURSERY	9.5	-	9.3	464.26	9.25	-	27.8	
612	LABOR & DELIVERY	-	-	0.3	15.88	0.25	-	0.3	
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-	
620	ICU	-	-	-	-	-	-	2.5	
630	OR	9.0	6.3	0.3	10.13	-	6.00	116.5	
631	SAME DAY SURGERY	-	25.3	0.8	30.38	-	24.50	71.3	
633	RECOVERY	-	22.3	-	-	-	22.25	28.8	
634	CENTRAL STERILE	-	1.3	7.8	176.21	6.50	-	48.0	
640	DIALYSIS	10.5	11.3	29.0	1,351.85	17.75	-	172.5	
650	ER	23.5	22.0	16.0	681.15	-	6.00	240.0	
651	TRAUMA	-	7.0	12.8	295.04	5.75	-	60.3	
652	SANE	2.0	1.3	2.0	109.20	0.75	-	23.5	
660	RADIATION ONC	3.8	0.8	0.8	41.48	-	-	10.3	
661	MEDICAL ONC	1.0	-	1.0	29.06	1.00	-	11.3	
700	LABORATORY	51.5	17.8	23.8	873.82	6.00	-	278.0	
701	HISTOLOGY	0.8	4.3	-	-	-	4.25	25.8	
702	BLOOD BANK	0.3	4.0	0.5	24.69	-	3.50	11.0	
710	RADIOLOGY	3.8	6.5	8.0	258.12	1.50	-	48.5	
711	MAMMOGRPAHY	0.5	-	-	-	-	-	1.8	
712	ULTRASOUND	2.5	6.3	2.0	127.03	-	4.25	44.8	
713	NUC MED	-	5.8	-	-	-	5.75	12.3	
714	CAT SCAN	-	2.8	0.3	8.80	-	2.50	11.3	
715	MRI	2.0	1.0	-	-	-	1.00	8.0	
716	PET SCAN	2.8	-	-	-	-	-	2.8	
717	ECHOCARDIOGRAPHY	0.3	-	-	-	-	-	7.8	
720	RESPIRATORY	-	2.8	-	-	-	2.75	14.8	
721	SLEEP LAB	1.3	5.5	6.5	312.52	1.00	-	58.0	
722	CARDIO	1.3	4.0	-	-	-	4.00	5.5	
723	CARDIAC REHAB	-	-	-	-	-	-	-	
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	
780	PATIENT ED	-	-	-	-	-	-	-	
781	SOCIAL SERVICES	-	-	-	-	-	-	-	
782	QUALITY & ACCREDIT	3.0	-	-	-	-	-	3.3	
783	INFECTION CONTROL	-	3.0	-	-	-	3.00	33.5	
784	COMPLIANCE	-	-	-	-	-	-	3.0	
786	NURSING INFORMATICS	-	-	-	-	-	-	-	
790	HEALTH INFORMATION	-	-	-	-	-	-	0.3	
791	CASE MANAGEMENT	8.0	12.3	4.0	255.21	-	8.25	104.5	
800	MAINTENANCE	3.3	7.3	18.3	579.79	11.00	-	62.8	
801	HOUSEKEEPING	49.8	65.8	37.8	658.26	-	28.00	447.5	
802	LAUNDRY	4.8	10.8	10.8	190.16	-	-	189.5	
803	BIO MED	2.0	-	-	-	-	-	6.3	
810	SECURITY	4.3	7.8	2.0	64.02	-	5.75	97.0	
811	EMERGENCY MGMT	-	-	-	-	-	-	-	
850	PURCHASING	0.3	0.3	-	-	-	0.25	11.5	
855	CENTRAL SUPPLY	-	-	-	-	-	-	0.3	
870	DIETARY	51.0	61.8	50.0	1,239.37	-	11.75	387.5	
871	DIETICIANS	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	0.3	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	-	-	5.5	345.07	5.50	-	97.5	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	-	-	-	-	-	-	-	
930	FISCAL SERVICES	-	-	-	-	-	-	1.0	
940	BUSINESS OFFICE	2.0	1.8	3.0	67.50	1.25	-	170.0	
941	ADMITTING	128.3	81.3	59.0	1,476.09	-	22.25	1,437.5	
942	COMMUNICATION	29.3	7.0	14.8	329.06	7.75	-	169.3	
943	CENTRAL SCHEDULING	0.8	0.8	1.5	37.39	0.75	-	7.3	
948	NEW ORTHO	-	-	-	-	-	-	-	
949	DENKER	-	0.8	-	-	-	0.75	5.7	
950	OLIVER	2.0	1.3	-	-	-	1.25	25.3	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	

	PPE	10/28/2018	11/11/2018	11/25/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
953 STEWART		-	-	-	-	-	-	14.5	
954 WHEELER		-	-	-	-	-	-	4.3	
956 KATTAN		-	-	-	-	-	-	1.8	
957 STARLA LETTE		-	-	-	-	-	-	-	
958 VERONESE		-	-	-	-	-	-	-	
959 GREWAL		-	-	-	-	-	-	5.5	
960 SANDERS		-	-	-	-	-	-	26.5	
961 DANSIE		-	-	-	-	-	-	5.9	
962 BOWERS		-	-	-	-	-	-	-	
963 LONG		-	-	-	-	-	-	3.8	
964 JAKE JOHNSON		-	-	-	-	-	-	-	
966 OCC MED		9.5	6.8	7.0	360.64	0.25	-	94.3	
967 PA PALINEK		-	-	-	-	-	-	-	
969 PAWAR		0.5	-	0.3	14.99	0.25	-	3.8	
970 CROFTS		-	-	-	-	-	-	-	
971 WAMSUTTER CLINIC		0.3	1.0	-	-	-	1.00	32.3	
972 FARSON CLINIC		-	-	-	-	-	-	-	
973 LAURIDSEN		-	-	-	-	-	-	-	
974 SMG ADMIN/BILLING		61.5	56.5	17.8	706.52	-	38.75	428.8	
976 PA LEHMAN		-	-	-	-	-	-	2.4	
978 HOSPITALIST		-	-	-	-	-	-	-	
980 JENSEN		-	-	-	-	-	-	-	
981 CROFT		-	-	-	-	-	-	-	
982 CHRISTENSEN		-	-	-	-	-	-	10.4	
988 CURRY		-	-	-	-	-	-	8.4	
990 NEW PEDIATRICIAN		-	-	-	-	-	-	-	
991 JAMIAS		-	-	-	-	-	-	-	
992 ASPER		-	-	-	-	-	-	-	
993 LIU		-	-	-	-	-	-	1.0	
994 DUCK		-	-	-	-	-	-	1.0	
996 SARETTE		-	-	-	-	-	-	-	
997 OUTSIDE CLINICS		-	-	-	-	-	-	-	

TOTAL OT HOURS	494.3	496.8	367.5	11,476	-	129.25	5,733.5
TOTAL OT FTEs	6.2	6.2	4.6		-	1.62	6.5
OT % WORKED HOURS	1.5%	1.5%	1.2%		-	0.3%	

CONTRACT HOURS		PPE	10/28/2018	11/11/2018	11/25/2018	CHANGE FROM			Variance from budget
						LAST PAY PERIOD		FTE YTD	
	BUDGET				Current FTE	Increase	Decrease		
600	MEDICAL FLOOR		-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH		30.5	13.5	-	-	13.50	1.40	1.40
610	OB FLOOR	0.5	-	-	-	-	-	-	(0.50)
611	NURSERY		-	-	-	-	-	-	-
612	LABOR & DELIVERY		-	-	-	-	-	-	-
615	OUTPATIENT SERVICES		-	-	-	-	-	-	-
620	ICU		-	-	-	-	-	0.05	0.05
630	OR	1.0	236.7	172.0	191.4	2.4	19.42	-	1.21
631	SAME DAY SURGERY		-	-	-	-	-	-	-
633	RECOVERY		-	-	-	-	-	-	-
634	CENTRAL STERILE		-	-	-	-	-	-	-
640	DIALYSIS		-	-	-	-	-	-	-
650	ER	0.3	-	-	-	-	-	0.33	0.03
651	TRAUMA		-	-	-	-	-	-	-
652	SANE		-	-	-	-	-	-	-
660	RADIATION ONC		-	-	-	-	-	-	-
661	MEDICAL ONC		-	-	-	-	-	-	-
700	LABORATORY		-	-	-	-	-	-	-
701	HISTOLOGY		-	-	-	-	-	0.13	0.13
702	BLOOD BANK		-	-	-	-	-	-	-
710	RADIOLOGY		-	-	-	-	-	-	-
711	MAMMOGRPAHY		-	-	-	-	-	-	-
712	ULTRASOUND	0.5	-	-	-	-	-	0.49	(0.01)
713	NUC MED		-	-	-	-	-	-	-
714	CAT SCAN		-	-	-	-	-	-	-
715	MRI		-	-	-	-	-	-	-
716	PET SCAN		-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY		-	-	-	-	-	-	-
720	RESPIRATORY	-	-	-	-	-	-	0.46	0.46
721	SLEEP LAB		-	-	-	-	-	-	-
722	CARDIO		-	-	-	-	-	-	-
723	CARDIAC REHAB		-	-	-	-	-	-	-
730	PHYSICAL THERAPY		-	-	-	-	-	-	-
780	PATIENT ED		-	-	-	-	-	-	-
781	SOCIAL SERVICES		-	-	-	-	-	-	-
782	QUALITY & ACCREDIT		-	-	-	-	-	-	-
783	INFECTION CONTROL		-	-	-	-	-	-	-
784	ACCREDITATION		-	-	-	-	-	-	-

		PPE	10/28/2018	11/11/2018	11/25/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
786	NURSING INFORMATICS		-	-	-	-	-	-	-	-
790	HEALTH INFORMATION		-	-	-	-	-	-	-	-
791	CASE MANAGEMENT		-	-	-	-	-	-	-	-
800	MAINTENANCE		-	-	-	-	-	-	-	-
801	HOUSEKEEPING		-	-	-	-	-	-	-	-
802	LAUNDRY		-	-	-	-	-	-	-	-
803	BIO MED		-	-	-	-	-	-	-	-
810	SECURITY		-	-	-	-	-	-	-	-
811	EMERGENCY MGMT		-	-	-	-	-	-	-	-
850	PURCHASING		-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY		-	-	-	-	-	-	-	-
870	DIETARY		-	-	-	-	-	-	-	-
871	DIETICIANS		-	-	-	-	-	-	-	-
900	ADMINISTRATION		-	-	-	-	-	-	-	-
901	COMM SVC		-	-	-	-	-	-	-	-
902	MED STAFF SVC		-	-	-	-	-	-	-	-
903	MHSC FOUNDATION		-	-	-	-	-	-	-	-
904	VOLUNTEER SRV		-	-	-	-	-	-	-	-
905	NURSING ADMIN		-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT		-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS		-	-	-	-	-	-	-	-
920	HUMAN RESOURCES		-	-	-	-	-	-	-	-
930	FISCAL SERVICES		-	-	-	-	-	-	-	-
940	BUSINESS OFFICE		-	-	-	-	-	-	-	-
941	ADMITTING		-	-	-	-	-	-	-	-
942	COMMUNICATION		-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING		-	-	-	-	-	-	-	-
948	NEW ORTHO		-	-	-	-	-	-	-	-
949	DENKER		-	-	-	-	-	-	-	-
950	OLIVER		-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST		-	-	-	-	-	-	-	-
953	STEWART		-	-	-	-	-	-	-	-
954	WHEELER		-	-	-	-	-	-	-	-
956	KATTAN		-	-	-	-	-	-	-	-
957	STARLA LETTE		-	-	-	-	-	-	-	-
958	VERONESE		-	-	-	-	-	-	-	-
959	GREWAL		-	-	-	-	-	-	-	-
960	SANDERS PA		-	-	-	-	-	-	-	-
961	DANSIE		-	-	-	-	-	-	-	-
962	BOWERS		-	-	-	-	-	-	-	-
963	LONG		-	-	-	-	-	-	-	-
964	JAKE JOHNSON		-	-	-	-	-	-	-	-
966	OCC MED		-	-	-	-	-	-	-	-
967	PA PALINEK		-	-	-	-	-	-	-	-
969	PAWAR		-	-	-	-	-	-	-	-
970	CROFTS		-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC		-	-	-	-	-	-	-	-
972	FARSON CLINIC		-	-	-	-	-	-	-	-
973	LAURIDSEN		-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING		-	-	-	-	-	-	-	-
978	HOSPITALIST		-	-	-	-	-	-	-	-
980	JENSEN		-	-	-	-	-	-	-	-
981	CROFT		-	-	-	-	-	-	-	-
982	CHRISTENSEN		-	-	-	-	-	-	-	-
988	CURRY		-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN		-	-	-	-	-	-	-	-
991	JAMIAS		-	-	-	-	-	-	-	-
992	ASPER		-	-	-	-	-	-	-	-
993	LIU		-	-	-	-	-	-	-	-
994	DUCK		-	-	-	-	-	-	-	-
996	SARETTE		-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS		-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS	267.2	185.5	191.4		5.9	-		
TOTAL CONTRACT FTEs 2.3	3.3	2.3	2.4	0.1	0.1	-	5.1	2.8
CONTRACT % WORKED HOURS	0.8%	0.6%	0.6%		0.1%	0.0%		

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Five months ending November 30, 2018

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.34%	17.48%	18.37%
Blue Cross	20.24%	20.65%	23.66%
Medicaid	8.29%	8.14%	9.99%
Medicare	43.00%	42.14%	36.77%
Self Pay	7.11%	8.79%	9.42%
Other	3.02%	2.80%	1.79%
TOTAL	100%	100%	100%

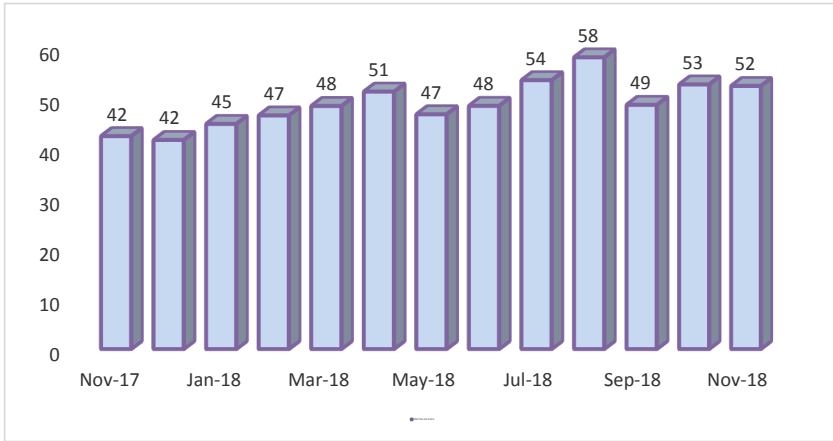
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	28.24%	27.28%	28.94%
Blue Cross	31.62%	28.28%	30.49%
Medicaid	10.69%	13.08%	14.70%
Medicare	24.70%	25.57%	19.07%
Self Pay	4.53%	5.28%	6.18%
Other	0.22%	0.51%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	43.53%	34.84%	39.50%
Blue Cross	23.68%	22.97%	27.91%
Medicaid	5.33%	4.32%	6.32%
Medicare	23.86%	33.61%	23.02%
Self Pay	2.91%	3.89%	2.71%
Other	0.69%	0.38%	0.54%
TOTAL	100%	100%	100%

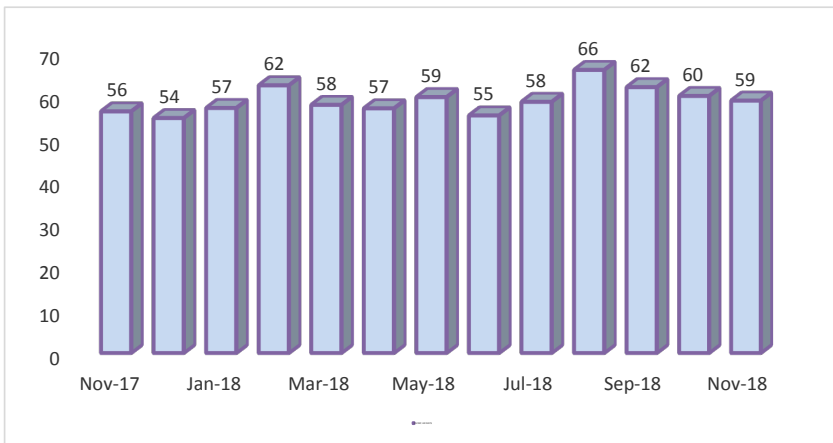
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.48%	18.61%	19.86%
Blue Cross	21.31%	21.38%	24.39%
Medicaid	8.48%	8.54%	10.34%
Medicare	41.16%	40.50%	34.80%
Self Pay	6.84%	8.41%	8.96%
Other	2.75%	2.56%	1.65%
TOTAL	100%	100%	100%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
11/30/18

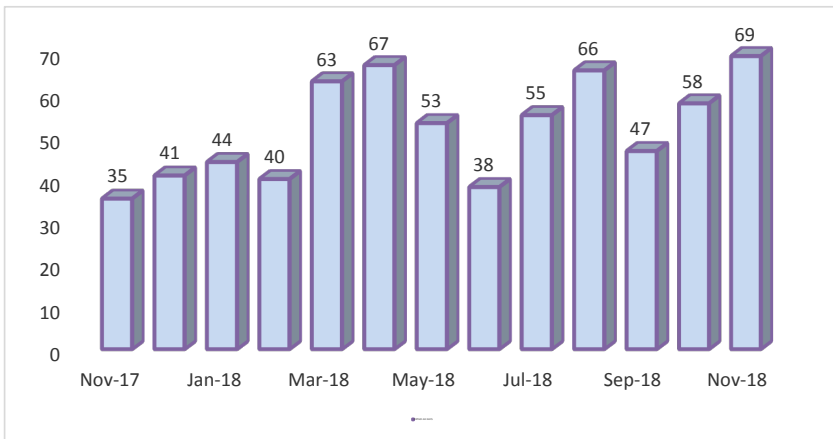
	HOSPITAL AR DAYS
Nov-17	42
Dec-17	42
Jan-18	45
Feb-18	47
Mar-18	48
Apr-18	51
May-18	47
Jun-18	48
Jul-18	54
Aug-18	58
Sep-18	49
Oct-18	53
Nov-18	52



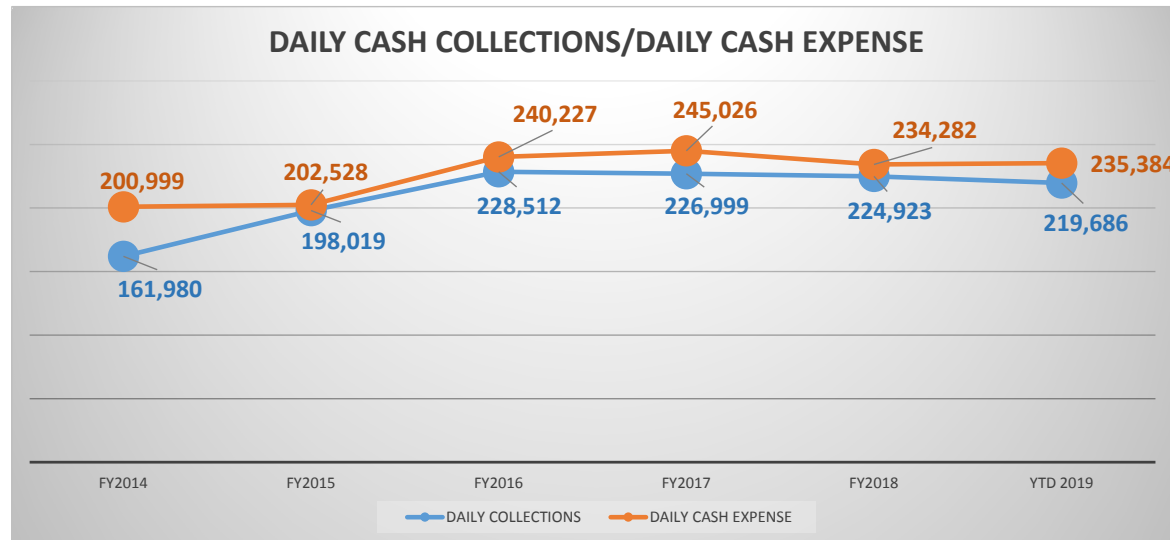
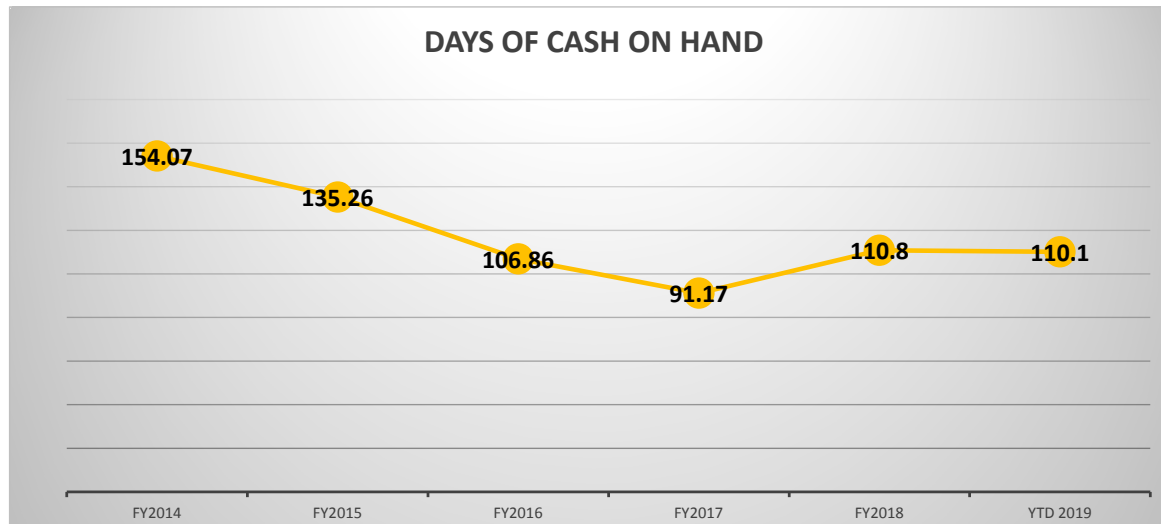
	CLINIC AR DAYS
Nov-17	56
Dec-17	54
Jan-18	57
Feb-18	62
Mar-18	58
Apr-18	57
May-18	59
Jun-18	55
Jul-18	58
Aug-18	66
Sep-18	62
Oct-18	60
Nov-18	59



	ORTHO AR DAYS
Nov-17	35
Dec-17	41
Jan-18	44
Feb-18	40
Mar-18	63
Apr-18	67
May-18	53
Jun-18	38
Jul-18	55
Aug-18	66
Sep-18	47
Oct-18	58
Nov-18	69



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
11/30/2018



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

FY 2019

BARY J WALKER	\$3,000.00
DRAY, DYEKMAN, REED & HEALEY PC	\$12,055.16
SETTLEMENTS	\$50,000.00
PHILLIPS LAW, LLC	\$47,929.04
KING & SPALDING, LLP	\$7,094.09
Total FYTD 2019	\$120,078.29

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR NOVEMBER 2018**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	664	6,184,323.67
CAPITAL EQUIPMENT (PLANT FUND)	7	356,679.75
CONSTRUCTION IN PROGRESS (BUILDING FUND)	3	238,783.48
PAYROLL November 11, 2018	N/A	1,319,754.11
PAYROLL November 25, 2018	N/A	1,382,290.62
TOTAL CASH OUTFLOW		<u>\$6,779,786.90</u>
CASH COLLECTIONS		\$6,390,363.00
INCREASE/DECREASE IN CASH		\$ (389,423.90)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2019**

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

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

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

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

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

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

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

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

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

Amount	Description
42,939.92	Advertising Total
45.00	Bank Fees Total
864.71	Billing Services Total
7,728.95	Blood Bank Services Total
30,150.00	Building Lease Total
43,526.29	Collection Agency Total
102,000.01	Computer Equipment Total
153,687.84	Contract Maintenance Total
45,099.43	Contract Personnel Total
1,799.00	Cost Report Settlement Total
25.00	Courier Services Total
18,151.59	Credit Card Payment Total
40,233.31	Dental Insurance Total
958.46	Dialysis Supplies Total
2,143.00	Education & Travel Total
1,730.31	Employee Recruitment Total
12,058.44	Employee Vision Plan Total
109,661.18	Equipment Lease Total
39,153.10	Food Total
2,824.88	Freight Total
940.11	Fuel Total
1,614.68	Garbage Collection Total
469,291.68	Group Health Total
329.46	Guest Relation Total
265,223.40	Hospital Supplies Total
704.00	Instruments Total
49,687.50	Insurance Premium Total
61,198.21	Insurance Refund Total
54,813.67	Laboratory Services Total
70,542.51	Laboratory Supplies Total
25,815.21	Legal Fees Total
7,172.18	Life Insurance Total
1,349.08	Linen Total
69,306.66	Locum Tenens Total
6,294.97	Maintenance & Repair Total
12,081.70	Maintenance Supplies Total
1,050.00	Medical Staff Dues Total
1,201.50	Memberships Total
1,720.48	MHSC Foundation Total
9,280.64	Minor Equipment Total
5,601.45	Non Medical Supplies Total
7,378.13	Office Supplies Total
15,233.25	Other Employee Benefits Total
3,050.00	Other Purchased Services Total
1,199.72	Oxygen Rental Total
6,169.53	Patient Refund Total
115.00	Payroll Deduction Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

Check Number	Date	Vendor Check Name	Amount	Description
159656	11/21/2018	KEMMERER GAZETTE	175.00	Advertising
159697	11/21/2018	SUBLETTE EXAMINER	279.25	Advertising
159701	11/21/2018	SWEETWATER NOW, LLC	500.00	Advertising
159706	11/21/2018	THE RADIO NETWORK	3,716.65	Advertising
159494	11/14/2018	PIO.COM, INC	14,046.65	Advertising
159503	11/14/2018	RUMOR ADVERTISING	5,479.76	Advertising
159517	11/14/2018	SWEETWATER NOW, LLC	500.00	Advertising
159713	11/21/2018	UINTA COUNTY HERALD	83.00	Advertising
159746	11/28/2018	BIG THICKET BROADCASTING	3,300.00	Advertising
159806	11/28/2018	SWEETWATER NOW, LLC	1,350.00	Advertising
EFT000000004299	11/7/2018	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000004319	11/14/2018	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000004340	11/21/2018	GREEN RIVER STAR	1,625.00	Advertising
EFT000000004342	11/21/2018	JOURNAL COMMUNICATIONS	5,105.00	Advertising
EFT000000004348	11/21/2018	ROCKET MINER	3,489.61	Advertising
EFT000000004361	11/28/2018	LAMAR ADVERTISING	380.00	Advertising
159796	11/28/2018	RSNB BANK	45.00	Bank Fees
159454	11/14/2018	EXPRESS MEDICAID BILLING SERV	758.06	Billing Services
159521	11/14/2018	TRUE COMMERCE, INC	106.65	Billing Services
159401	11/7/2018	UNITED BLOOD SERVICES	7,728.95	Blood Bank Services
159622	11/21/2018	BIG SANDY CLINIC	2,200.00	Building Lease
159614	11/21/2018	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
159638	11/21/2018	HILLTOP PROPERTIES, LLC	24,450.00	Building Lease
159382	11/7/2018	ROCKY MOUNTAIN SERVICE BUREAU	42,899.69	Collection Agency
159609	11/21/2018	COLLECTION PROFESSIONALS, INC	626.60	Collection Agency
159311	11/7/2018	CDW GOVERNMENT LLC	872.32	Computer Equipment
159436	11/14/2018	CDW GOVERNMENT LLC	267.39	Computer Equipment
159759	11/28/2018	DELL COMPUTER CORPORATION	100,860.30	Computer Equipment
159349	11/7/2018	MCKESSON HEALTH SOLUTIONS	11,790.00	Contract Maintenance
159386	11/7/2018	SOUTHWESTERN BIOMEDICAL ELECT.	925.00	Contract Maintenance
159608	11/21/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	4,226.23	Contract Maintenance
159610	11/21/2018	COLORADO DOCUMENT SECURITY	1,081.00	Contract Maintenance
159636	11/21/2018	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
159647	11/21/2018	ISC, INC dba VENTURE TECHNOLOGIES	346.62	Contract Maintenance
159679	11/21/2018	OPTIMIS CORP	200.00	Contract Maintenance
159682	11/21/2018	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
159681	11/21/2018	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
159688	11/21/2018	SIEMENS MEDICAL SOLUTIONS USA	4,228.91	Contract Maintenance
159442	11/14/2018	COLORADO DOCUMENT SECURITY	2,370.00	Contract Maintenance
159448	11/14/2018	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
159476	11/14/2018	MCKESSON HEALTH SOLUTIONS	357.88	Contract Maintenance
159493	11/14/2018	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
159496	11/14/2018	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
159531	11/14/2018	SENCORP WHITE, INC	4,839.25	Contract Maintenance
159504	11/14/2018	SOUTHWESTERN BIOMEDICAL ELECT.	400.00	Contract Maintenance
159526	11/14/2018	VARIAN MEDICAL SYSTEMS, INC	24,639.00	Contract Maintenance
159616	11/21/2018	DEXPRO DYNAMICS LLC	243.75	Contract Maintenance
159634	11/21/2018	HEALTHSTREAM, INC	2,527.72	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159723	11/21/2018	QUADRAMED	390.00	Contract Maintenance
159417	11/14/2018	ABILITY NETWORK INC	733.00	Contract Maintenance
159459	11/14/2018	FLEXENTIAL CORP.	8,137.33	Contract Maintenance
159587	11/16/2018	LEXISNEXIS	364.12	Contract Maintenance
159513	11/14/2018	SUPERO HEALTHCARE SOLUTIONS	3,750.00	Contract Maintenance
159794	11/28/2018	REMI CORPORATION	2,739.79	Contract Maintenance
159810	11/28/2018	THOMSON REUTERS	749.10	Contract Maintenance
159743	11/28/2018	BD DIAGNOSTICS	2,100.00	Contract Maintenance
159766	11/28/2018	FLEXENTIAL CORP.	8,445.00	Contract Maintenance
159771	11/28/2018	HEALTHSTREAM, INC	5,960.16	Contract Maintenance
W/T	11/7/2018	SOLUTION REACH	339.00	Contract Maintenance
W/T	11/7/2018	SOLUTION REACH	339.00	Contract Maintenance
W/T	11/7/2018	SOLUTION REACH	339.00	Contract Maintenance
W/T	11/7/2018	SOLUTION REACH	339.00	Contract Maintenance
W/T	11/7/2018	SOLUTION REACH	339.00	Contract Maintenance
W/T	11/20/2018	GATEWAY EDI	3,725.00	Contract Maintenance
W/T	11/26/2018	CARE CLOUD 11/26	349.00	Contract Maintenance
EFT000000004292	11/7/2018	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000004306	11/7/2018	QUINTECH, INC.	4,393.59	Contract Maintenance
EFT000000004310	11/7/2018	STATE FIRE DC SPECIALTIES	300.00	Contract Maintenance
EFT000000004351	11/21/2018	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000004359	11/28/2018	GE HEALTHCARE	27,790.90	Contract Maintenance
EFT000000004364	11/28/2018	QUINTECH, INC.	4,758.00	Contract Maintenance
159325	11/7/2018	ELWOOD STAFFING SERVICES, INC	1,101.51	Contract Personnel
159328	11/7/2018	FOCUSONE SOLUTIONS LLC	11,367.54	Contract Personnel
159624	11/21/2018	ELWOOD STAFFING SERVICES, INC	2,709.64	Contract Personnel
159451	11/14/2018	ELWOOD STAFFING SERVICES, INC	237.86	Contract Personnel
159460	11/14/2018	FOCUSONE SOLUTIONS LLC	12,668.82	Contract Personnel
159643	11/21/2018	HOMEWOOD SUITES	808.92	Contract Personnel
159467	11/14/2018	HOMEWOOD SUITES	808.92	Contract Personnel
159761	11/28/2018	ELWOOD STAFFING SERVICES, INC	169.90	Contract Personnel
159768	11/28/2018	FOCUSONE SOLUTIONS LLC	15,226.32	Contract Personnel
159725	11/27/2018	NORIDIAN ADMINISTRATIVE SERVICES	1,799.00	Cost Report Settlement
159756	11/28/2018	CITY CAB	25.00	Courier Services
W/T	11/28/2018	UMB BANK PMT	18,151.59	Credit Card Payment
159323	11/7/2018	DELTA DENTAL	22,370.31	Dental Insurance
159449	11/14/2018	DELTA DENTAL	17,863.00	Dental Insurance
159333	11/7/2018	HENRY SCHEIN INC	246.16	Dialysis Supplies
159633	11/21/2018	HACH COMPANY	74.55	Dialysis Supplies
159637	11/21/2018	HENRY SCHEIN INC	395.00	Dialysis Supplies
159465	11/14/2018	HENRY SCHEIN INC	242.75	Dialysis Supplies
159487	11/14/2018	MY EDUCATIONAL RESOURCES	62.00	Education & Travel
159785	11/28/2018	MY EDUCATIONAL RESOURCES	49.00	Education & Travel
EFT000000004328	11/14/2018	WESTERN WYOMING COLLEGE	1,425.00	Education & Travel
159313	11/7/2018	CHANNING L BETE CO	192.00	Education & Travel
159415	11/12/2018	WYOMING HFMA	415.00	Education & Travel
159593	11/21/2018	AMERICU CREDIT UNION	932.31	Employee Recruitment
159639	11/21/2018	HOLIDAY INN - ROCK SPRINGS	198.00	Employee Recruitment
EFT000000004326	11/14/2018	SST TESTING +, INC.	600.00	Employee Recruitment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159405	11/7/2018	VISION SERVICE PLAN - WY	12,058.44	Employee Vision Plan
159330	11/7/2018	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
159336	11/7/2018	HP FINANCIAL SERVICES	292.36	Equipment Lease
159403	11/7/2018	US BANK EQUIPMENT FINANCE	251.28	Equipment Lease
159613	11/21/2018	COPIER & SUPPLY COMPANY	10,160.76	Equipment Lease
159714	11/21/2018	US BANK EQUIPMENT FINANCE	489.78	Equipment Lease
159462	11/14/2018	GE HEALTHCARE FINANCIAL SERVICES	6,229.93	Equipment Lease
159524	11/14/2018	US BANK EQUIPMENT FINANCE	1,428.69	Equipment Lease
159532	11/14/2018	WYOMING RENTS,LLC	554.33	Equipment Lease
159752	11/28/2018	CAREFUSION SOLUTIONS, LLC	20,524.00	Equipment Lease
159755	11/28/2018	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
159764	11/28/2018	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00	Equipment Lease
159791	11/28/2018	PITNEY BOWES INC	841.44	Equipment Lease
159798	11/28/2018	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
159812	11/28/2018	US BANK EQUIPMENT FINANCE	928.29	Equipment Lease
W/T	11/8/2018	SIEMENS EDI 11/8/18	9,017.12	Equipment Lease
EFT000000004309	11/7/2018	SHADOW MOUNTAIN WATER CO ,WY	1,802.40	Equipment Lease
EFT000000004325	11/14/2018	SHADOW MOUNTAIN WATER CO ,WY	100.00	Equipment Lease
EFT000000004327	11/14/2018	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000004349	11/21/2018	SHADOW MOUNTAIN WATER CO ,WY	75.00	Equipment Lease
EFT000000004366	11/28/2018	SHADOW MOUNTAIN WATER CO ,WY	30.00	Equipment Lease
159326	11/7/2018	F B MCFADDEN WHOLESAL	2,475.02	Food
159346	11/7/2018	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
159351	11/7/2018	MEADOW GOLD DAIRY	367.95	Food
159368	11/7/2018	NICHOLAS & CO INC	2,429.96	Food
159394	11/7/2018	SYSCO INTERMOUNTAIN FOOD	5,904.97	Food
159407	11/7/2018	WESTERN WYOMING BEVERAGES INC	774.73	Food
159625	11/21/2018	F B MCFADDEN WHOLESAL	759.70	Food
159664	11/21/2018	MEADOW GOLD DAIRY	1,447.80	Food
159677	11/21/2018	NICHOLAS & CO INC	8,918.57	Food
159703	11/21/2018	SYSCO INTERMOUNTAIN FOOD	6,375.38	Food
159719	11/21/2018	WESTERN WYOMING BEVERAGES INC	1,833.11	Food
159456	11/14/2018	F B MCFADDEN WHOLESAL	2,082.91	Food
159763	11/28/2018	F B MCFADDEN WHOLESAL	4,034.55	Food
EFT000000004297	11/7/2018	FARMER BROS CO	572.23	Food
EFT000000004337	11/21/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	583.05	Food
EFT000000004339	11/21/2018	FARMER BROS CO	365.77	Food
159626	11/21/2018	FED EX	62.59	Freight
159712	11/21/2018	TRIOSE, INC	2,715.59	Freight
159457	11/14/2018	FED EX	46.70	Freight
159377	11/7/2018	RED HORSE OIL COMPANIES INC	940.11	Fuel
EFT000000004311	11/7/2018	VWS - ROCK SPRINGS	1,614.68	Garbage Collection
159362	11/7/2018	MUNICH RE STOP LOSS, INC	37,290.04	Group Health
W/T	11/1/2018	UUHP 10/31/18	62,666.55	Group Health
W/T	11/8/2018	UUHP 11/07/18	78,040.41	Group Health
W/T	11/23/2018	UUHP 11/21/18	154,890.47	Group Health
W/T	11/15/2018	UUHP 11/14/18	74,673.94	Group Health
W/T	11/29/2018	UUHP 11/28/18	61,730.27	Group Health
159474	11/14/2018	LINCARE INC	329.46	Guest Relation

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159288	11/7/2018	ABBOTT LABORATORIES	66.22	Hospital Supplies
159383	11/7/2018	ABBOTT NUTRITION	226.34	Hospital Supplies
159289	11/7/2018	AESCULAP INC	100.00	Hospital Supplies
159294	11/7/2018	AMAZON.COM CREDIT PLAN	99.99	Hospital Supplies
159295	11/7/2018	APPLIED MEDICAL	498.00	Hospital Supplies
159296	11/7/2018	ARGON MEDICAL	1,064.00	Hospital Supplies
159300	11/7/2018	B BRAUN MEDICAL INC.	673.79	Hospital Supplies
159329	11/7/2018	BAXTER HEALTHCARE CORP	1,449.29	Hospital Supplies
159302	11/7/2018	BG MEDICAL LLC	1,200.00	Hospital Supplies
159303	11/7/2018	BIOMET SPORTS MEDICINE	1,880.00	Hospital Supplies
159305	11/7/2018	BOSTON SCIENTIFIC CORP	392.04	Hospital Supplies
159310	11/7/2018	CARDINAL HEALTH/V. MUELLER	1,662.86	Hospital Supplies
159319	11/7/2018	CONMED CORPORATION	118.25	Hospital Supplies
159320	11/7/2018	COOK MEDICAL INC.	240.00	Hospital Supplies
159321	11/7/2018	COOK MEDICAL INCORPORATED	346.28	Hospital Supplies
159331	11/7/2018	GENERAL HOSPITAL SUPPLY CORPORATION	737.00	Hospital Supplies
159335	11/7/2018	HOLOGIC, INC.	146.25	Hospital Supplies
159337	11/7/2018	HULL ANESTHESIA INC	587.50	Hospital Supplies
159338	11/7/2018	INNOVATIVE PRODUCTS INC.	130.50	Hospital Supplies
159339	11/7/2018	INTEGRATED MEDICAL SYSTEMS	78.00	Hospital Supplies
159391	11/7/2018	LEICA BIOSYSTEMS RICHMOND	262.47	Hospital Supplies
159363	11/7/2018	M V A P MEDICAL SUPPLIES, INC.	378.62	Hospital Supplies
159350	11/7/2018	MCKESSON MEDICAL-SURGICAL	442.43	Hospital Supplies
159355	11/7/2018	MEDTRONIC USA INC	325.00	Hospital Supplies
159354	11/7/2018	MEDTRONIC, USA	34,610.00	Hospital Supplies
159359	11/7/2018	MINDRAY DS USA, INC.	274.56	Hospital Supplies
159369	11/7/2018	OLYMPUS AMERICA INC	112.52	Hospital Supplies
159371	11/7/2018	OWENS & MINOR 90005430	22,462.07	Hospital Supplies
159373	11/7/2018	PERFORMANCE HEALTH SUPPLY INC	779.73	Hospital Supplies
159374	11/7/2018	QUESET MEDICAL	73.68	Hospital Supplies
159378	11/7/2018	RESPIRONICS	220.00	Hospital Supplies
159389	11/7/2018	STERIS CORPORATION	91.68	Hospital Supplies
159398	11/7/2018	TELEFLEX MEDICAL INC.	279.10	Hospital Supplies
159399	11/7/2018	TRI-ANIM HEALTH SERVICES INC	75.99	Hospital Supplies
159404	11/7/2018	VERATHON INC.	229.00	Hospital Supplies
159406	11/7/2018	WAXIE SANITARY SUPPLY	252.62	Hospital Supplies
159324	11/7/2018	EDGE PHARMACEUTICALS, LLC	292.86	Hospital Supplies
159366	11/7/2018	NATIONAL FIRE PROTECTION ASSN	291.65	Hospital Supplies
159687	11/21/2018	ABBOTT NUTRITION	19.70	Hospital Supplies
159590	11/21/2018	AESCULAP INC	393.83	Hospital Supplies
159597	11/21/2018	APPLIED MEDICAL	4,908.00	Hospital Supplies
159600	11/21/2018	B BRAUN MEDICAL INC.	2,572.51	Hospital Supplies
159629	11/21/2018	BAXTER HEALTHCARE CORP	719.85	Hospital Supplies
159603	11/21/2018	BOSTON SCIENTIFIC CORP	3,385.33	Hospital Supplies
159605	11/21/2018	CARDINAL HEALTH/V. MUELLER	556.54	Hospital Supplies
159612	11/21/2018	COOK MEDICAL INCORPORATED	481.16	Hospital Supplies
159635	11/21/2018	HEALTHCARE LOGISTICS INC	155.65	Hospital Supplies
159640	11/21/2018	HOLOGIC, INC.	2,862.80	Hospital Supplies
159644	11/21/2018	HULL ANESTHESIA INC	92.50	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159645	11/21/2018	IN PRO CORPORATION	1,230.83	Hospital Supplies
159654	11/21/2018	KARL STORZ ENDOSCOPY-AMERICA	9,994.95	Hospital Supplies
159678	11/21/2018	OLYMPUS AMERICA INC	463.71	Hospital Supplies
159680	11/21/2018	OWENS & MINOR 90005430	26,062.84	Hospital Supplies
159694	11/21/2018	STERIS CORPORATION	138.48	Hospital Supplies
159705	11/21/2018	TELEFLEX MEDICAL INC.	475.61	Hospital Supplies
159709	11/21/2018	TRAIL RIDGE PRODUCTS INC	310.23	Hospital Supplies
159711	11/21/2018	TRI-ANIM HEALTH SERVICES INC	313.17	Hospital Supplies
159717	11/21/2018	WAXIE SANITARY SUPPLY	1,596.75	Hospital Supplies
159418	11/14/2018	AESCULAP INC	599.55	Hospital Supplies
159421	11/14/2018	APPLIED MEDICAL	420.00	Hospital Supplies
159422	11/14/2018	AQUACAST LINER	1,234.00	Hospital Supplies
159423	11/14/2018	ARROW INTERNATIONAL, INC.	453.08	Hospital Supplies
159429	11/14/2018	B BRAUN MEDICAL INC.	2,867.40	Hospital Supplies
159427	11/14/2018	BAXTER BIO SCIENCE	2,466.31	Hospital Supplies
159461	11/14/2018	BAXTER HEALTHCARE CORP	5,077.32	Hospital Supplies
159428	11/14/2018	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
159431	11/14/2018	BECTON DICKINSON	496.00	Hospital Supplies
159432	11/14/2018	BG MEDICAL LLC	1,700.00	Hospital Supplies
159435	11/14/2018	CARDINAL HEALTH/V. MUELLER	272.78	Hospital Supplies
159443	11/14/2018	CONMED CORPORATION	775.29	Hospital Supplies
159444	11/14/2018	COOK MEDICAL INC.	89.00	Hospital Supplies
159445	11/14/2018	COOK MEDICAL INCORPORATED	2,828.45	Hospital Supplies
159450	11/14/2018	DIAGNOSTIGA STAGO INC	903.65	Hospital Supplies
159464	11/14/2018	HEALTHCARE LOGISTICS INC	129.20	Hospital Supplies
159468	11/14/2018	IN PRO CORPORATION	1,692.35	Hospital Supplies
159514	11/14/2018	LEICA BIOSYSTEMS RICHMOND	190.86	Hospital Supplies
159477	11/14/2018	MCKESSON MEDICAL-SURGICAL	2,173.49	Hospital Supplies
159491	11/14/2018	OWENS & MINOR 90005430	24,576.56	Hospital Supplies
159499	11/14/2018	RESPIRONICS	125.00	Hospital Supplies
159505	11/14/2018	SPACELABS MEDICAL	79.32	Hospital Supplies
159510	11/14/2018	STERIS CORPORATION	546.94	Hospital Supplies
159519	11/14/2018	TELEFLEX MEDICAL INC.	360.00	Hospital Supplies
159520	11/14/2018	TRI-ANIM HEALTH SERVICES INC	201.07	Hospital Supplies
159527	11/14/2018	VERATHON INC.	896.00	Hospital Supplies
159530	11/14/2018	WAXIE SANITARY SUPPLY	906.96	Hospital Supplies
159446	11/14/2018	CR BARD, INC	195.00	Hospital Supplies
159592	11/21/2018	ALTA MEDICAL SPECIALTIES	216.12	Hospital Supplies
159623	11/21/2018	EDGE PHARMACEUTICALS, LLC	153.14	Hospital Supplies
159630	11/21/2018	GETINGE USA SALES, LLC	298.31	Hospital Supplies
159488	11/14/2018	NANOSONICS, INC	250.00	Hospital Supplies
159495	11/14/2018	PROFORMA	489.12	Hospital Supplies
159506	11/14/2018	SPECTRUM MICROSCOPE SERVICES	664.00	Hospital Supplies
159733	11/28/2018	ABBOTT LABORATORIES	1,074.88	Hospital Supplies
159735	11/28/2018	ALLEN MEDICAL SYSTEMS INC	498.86	Hospital Supplies
159736	11/28/2018	AMAZON.COM CREDIT PLAN	5,211.86	Hospital Supplies
159740	11/28/2018	APPLIED MEDICAL	5,436.00	Hospital Supplies
159742	11/28/2018	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
159745	11/28/2018	BECTON DICKINSON	72.60	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159748	11/28/2018	BOSTON SCIENTIFIC CORP	392.04	Hospital Supplies
159753	11/28/2018	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
159757	11/28/2018	COOK MEDICAL INCORPORATED	2,804.71	Hospital Supplies
159772	11/28/2018	HEALTHCARE LOGISTICS INC	114.25	Hospital Supplies
159773	11/28/2018	HILL-ROM	156.19	Hospital Supplies
159778	11/28/2018	KCI USA	194.75	Hospital Supplies
159781	11/28/2018	MCKESSON MEDICAL-SURGICAL	921.63	Hospital Supplies
159782	11/28/2018	MEDELA INC	778.65	Hospital Supplies
159786	11/28/2018	NATUS MEDICAL INC	257.80	Hospital Supplies
159788	11/28/2018	OLYMPUS AMERICA INC	11,103.54	Hospital Supplies
159790	11/28/2018	OWENS & MINOR 90005430	23,384.74	Hospital Supplies
159801	11/28/2018	SMITHS MEDICAL ASD INC	74.07	Hospital Supplies
159804	11/28/2018	STERIS CORPORATION	5,939.73	Hospital Supplies
159809	11/28/2018	TELEFLEX MEDICAL INC.	1,107.55	Hospital Supplies
159811	11/28/2018	TRI-ANIM HEALTH SERVICES INC	641.02	Hospital Supplies
159814	11/28/2018	UTAH MEDICAL PRODUCTS INC	135.66	Hospital Supplies
159816	11/28/2018	WAXIE SANITARY SUPPLY	4,943.37	Hospital Supplies
EFT000000004294	11/7/2018	BAXTER HEALTHCARE CORP/IV	1,655.58	Hospital Supplies
EFT000000004295	11/7/2018	BREG INC	41.36	Hospital Supplies
EFT000000004298	11/7/2018	HARDY DIAGNOSTICS	383.83	Hospital Supplies
EFT000000004317	11/14/2018	BSN MEDICAL INC	66.18	Hospital Supplies
EFT000000004318	11/14/2018	HARDY DIAGNOSTICS	681.18	Hospital Supplies
EFT000000004322	11/14/2018	OVATION MEDICAL	239.00	Hospital Supplies
EFT000000004329	11/14/2018	ZOLL MEDICAL CORPORATION	605.07	Hospital Supplies
EFT000000004333	11/21/2018	BAXTER HEALTHCARE CORP/IV	905.58	Hospital Supplies
EFT000000004335	11/21/2018	BREG INC	71.28	Hospital Supplies
EFT000000004336	11/21/2018	BSN MEDICAL INC	69.35	Hospital Supplies
EFT000000004341	11/21/2018	HARDY DIAGNOSTICS	2,095.48	Hospital Supplies
EFT000000004344	11/21/2018	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000004355	11/28/2018	BREG INC	312.52	Hospital Supplies
EFT000000004356	11/28/2018	BSN MEDICAL INC	202.81	Hospital Supplies
EFT000000004360	11/28/2018	HARDY DIAGNOSTICS	246.59	Hospital Supplies
EFT000000004368	11/28/2018	STRYKER INSTRUMENTS	1,892.10	Hospital Supplies
EFT000000004371	11/28/2018	ZOLL MEDICAL CORPORATION	1,115.20	Hospital Supplies
159411	11/7/2018	CIVCO MEDICAL INSTRUMENTS	534.00	Instruments
159537	11/14/2018	CIVCO MEDICAL INSTRUMENTS	170.00	Instruments
159402	11/7/2018	PROVIDENT LIFE & ACCIDENT	49,687.50	Insurance Premium
159304	11/7/2018	INSURANCE REFUND	537.60	Insurance Refund
159534	11/14/2018	INSURANCE REFUND	591.30	Insurance Refund
159553	11/14/2018	INSURANCE REFUND	165.22	Insurance Refund
159562	11/14/2018	INSURANCE REFUND	1,469.87	Insurance Refund
159541	11/14/2018	INSURANCE REFUND	201.28	Insurance Refund
159542	11/14/2018	INSURANCE REFUND	201.28	Insurance Refund
159550	11/14/2018	INSURANCE REFUND	1,872.21	Insurance Refund
159551	11/14/2018	INSURANCE REFUND	40,028.74	Insurance Refund
159577	11/14/2018	INSURANCE REFUND	1,435.51	Insurance Refund
159578	11/14/2018	INSURANCE REFUND	1,413.65	Insurance Refund
159558	11/14/2018	INSURANCE REFUND	142.50	Insurance Refund
159540	11/14/2018	INSURANCE REFUND	2,381.40	Insurance Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159564	11/14/2018	INSURANCE REFUND	231.92	Insurance Refund
159570	11/14/2018	INSURANCE REFUND	80.75	Insurance Refund
159573	11/14/2018	INSURANCE REFUND	967.95	Insurance Refund
159574	11/14/2018	INSURANCE REFUND	105.04	Insurance Refund
159585	11/14/2018	INSURANCE REFUND	57.11	Insurance Refund
159543	11/14/2018	INSURANCE REFUND	527.65	Insurance Refund
159565	11/14/2018	INSURANCE REFUND	471.98	Insurance Refund
159566	11/14/2018	INSURANCE REFUND	224.88	Insurance Refund
159567	11/14/2018	INSURANCE REFUND	224.88	Insurance Refund
159571	11/14/2018	INSURANCE REFUND	72.76	Insurance Refund
159580	11/14/2018	INSURANCE REFUND	621.44	Insurance Refund
159579	11/14/2018	INSURANCE REFUND	1,340.83	Insurance Refund
159581	11/14/2018	INSURANCE REFUND	14.71	Insurance Refund
159548	11/14/2018	INSURANCE REFUND	330.60	Insurance Refund
159561	11/14/2018	INSURANCE REFUND	37.05	Insurance Refund
159568	11/14/2018	INSURANCE REFUND	117.08	Insurance Refund
159552	11/14/2018	INSURANCE REFUND	32.49	Insurance Refund
159555	11/14/2018	INSURANCE REFUND	150.30	Insurance Refund
159549	11/14/2018	INSURANCE REFUND	490.75	Insurance Refund
159569	11/14/2018	INSURANCE REFUND	3,245.70	Insurance Refund
159556	11/14/2018	INSURANCE REFUND	51.00	Insurance Refund
159575	11/14/2018	INSURANCE REFUND	116.28	Insurance Refund
159559	11/14/2018	INSURANCE REFUND	1,244.50	Insurance Refund
159663	11/21/2018	MAYO COLLABORATIVE SERVICES, INC.	898.20	Laboratory Services
159670	11/21/2018	METABOLIC NEWBORN SCREENING	2,200.00	Laboratory Services
159481	11/14/2018	METABOLIC NEWBORN SCREENING	3,696.00	Laboratory Services
EFT000000004354	11/28/2018	ARUP LABORATORIES, INC.	48,019.47	Laboratory Services
159297	11/7/2018	ASSOCIATES OF CAPE COD INC	357.75	Laboratory Supplies
159301	11/7/2018	BECKMAN COULTER, INC	164.35	Laboratory Supplies
159309	11/7/2018	CARDINAL HEALTH	6,338.01	Laboratory Supplies
159312	11/7/2018	CEPHEID	1,098.50	Laboratory Supplies
159327	11/7/2018	FISHER HEALTHCARE	13,202.25	Laboratory Supplies
159412	11/7/2018	MASTER TECH	604.57	Laboratory Supplies
159340	11/7/2018	PLATINUM CODE	185.86	Laboratory Supplies
159376	11/7/2018	R&D SYSTEMS INC	71.75	Laboratory Supplies
159400	11/7/2018	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
159601	11/21/2018	BECKMAN COULTER, INC	58.05	Laboratory Supplies
159604	11/21/2018	CARDINAL HEALTH	44.86	Laboratory Supplies
159607	11/21/2018	CEPHEID	11,600.00	Laboratory Supplies
159628	11/21/2018	FISHER HEALTHCARE	2,218.73	Laboratory Supplies
159666	11/21/2018	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
159696	11/21/2018	STRECK LABORATORIES INC	236.43	Laboratory Supplies
159420	11/14/2018	ANAEROBE SYSTEMS	23.30	Laboratory Supplies
159424	11/14/2018	ASSOCIATES OF CAPE COD INC	808.80	Laboratory Supplies
159430	11/14/2018	BECKMAN COULTER, INC	190.55	Laboratory Supplies
159434	11/14/2018	CARDINAL HEALTH	7,657.98	Laboratory Supplies
159437	11/14/2018	CEPHEID	115.00	Laboratory Supplies
159458	11/14/2018	FISHER HEALTHCARE	7,822.63	Laboratory Supplies
159479	11/14/2018	MEDIVATORS REPROCESSING SYSTEM	120.00	Laboratory Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159469	11/14/2018	PLATINUM CODE	81.90	Laboratory Supplies
159522	11/14/2018	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
159509	11/14/2018	STATLAB MEDICAL PRODUCTS, INC	373.45	Laboratory Supplies
159738	11/28/2018	ANAEROBE SYSTEMS	21.65	Laboratory Supplies
159744	11/28/2018	BECKMAN COULTER, INC	60.54	Laboratory Supplies
159750	11/28/2018	CARDINAL HEALTH	39.77	Laboratory Supplies
159754	11/28/2018	CEPHEID	70.00	Laboratory Supplies
159765	11/28/2018	FISHER HEALTHCARE	10,003.04	Laboratory Supplies
159783	11/28/2018	MEDIVATORS REPROCESSING SYSTEM	75.00	Laboratory Supplies
159776	11/28/2018	PLATINUM CODE	100.03	Laboratory Supplies
EFT000000004302	11/7/2018	ORTHO-CLINICAL DIAGNOSTICS INC	158.32	Laboratory Supplies
EFT000000004305	11/7/2018	PDC HEALTHCARE	55.49	Laboratory Supplies
EFT000000004312	11/7/2018	BIO-RAD LABORATORIES	410.79	Laboratory Supplies
EFT000000004316	11/14/2018	BIO-RAD LABORATORIES	24.58	Laboratory Supplies
EFT000000004321	11/14/2018	ORTHO-CLINICAL DIAGNOSTICS INC	2,499.56	Laboratory Supplies
EFT000000004323	11/14/2018	PDC HEALTHCARE	153.40	Laboratory Supplies
EFT000000004334	11/21/2018	BIO-RAD LABORATORIES	1,869.43	Laboratory Supplies
EFT000000004345	11/21/2018	ORTHO-CLINICAL DIAGNOSTICS INC	534.21	Laboratory Supplies
EFT000000004363	11/28/2018	ORTHO-CLINICAL DIAGNOSTICS INC	507.98	Laboratory Supplies
159599	11/21/2018	BARRY J. WALKER	3,000.00	Legal Fees
159683	11/21/2018	PHILLIPS LAW, LLC	15,315.96	Legal Fees
159657	11/21/2018	KING & SPALDING, LLP	7,094.09	Legal Fees
159760	11/28/2018	DRAY, DYEKMAN, REED & HEALEY PC	405.16	Legal Fees
159367	11/7/2018	NEW YORK LIFE INSURANCE COMPANY	3,581.12	Life Insurance
159787	11/28/2018	NEW YORK LIFE INSURANCE COMPANY	3,591.06	Life Insurance
159452	11/14/2018	ENCOMPASS GROUP, LLC	1,311.48	Linen
159293	11/7/2018	ALSCO AMERICAN LINEN	37.60	Linens
159318	11/7/2018	COMPHEALTH, INC.	836.60	Locum Tenens
159611	11/21/2018	COMPHEALTH, INC.	55,209.73	Locum Tenens
EFT000000004293	11/7/2018	BARTON ASSOCIATES	260.33	Locum Tenens
EFT000000004332	11/21/2018	BARTON ASSOCIATES	13,000.00	Locum Tenens
159392	11/7/2018	SWEETWATER PLUMBING & HEATING	295.35	Maintenance & Repair
159598	11/21/2018	BADGER DAYLIGHTING CORP	2,744.21	Maintenance & Repair
159693	11/21/2018	STEALTH TECHNOLOGIES C.S.	1,140.49	Maintenance & Repair
159700	11/21/2018	SWEETWATER PLUMBING & HEATING	12.30	Maintenance & Repair
159473	11/14/2018	LIGHTING MAINTENANCE & SERVICE, INC	552.38	Maintenance & Repair
159516	11/14/2018	SWEETWATER PLUMBING & HEATING	50.45	Maintenance & Repair
159813	11/28/2018	UTAH CONTROLS INC	105.00	Maintenance & Repair
159767	11/28/2018	FLOTEC INC.	649.71	Maintenance & Repair
EFT000000004303	11/7/2018	PARTSSOURCE	270.25	Maintenance & Repair
EFT000000004346	11/21/2018	PARTSSOURCE	474.83	Maintenance & Repair
159315	11/7/2018	CODALE ELECTRIC SUPPLY, INC	28.46	Maintenance Supplies
159332	11/7/2018	GRAINGER	140.59	Maintenance Supplies
159314	11/7/2018	MSC INDUSTRIAL SUPPLY CO	498.90	Maintenance Supplies
159364	11/7/2018	NAPA AUTO PARTS	4.99	Maintenance Supplies
159379	11/7/2018	RMI	46.00	Maintenance Supplies
159631	11/21/2018	GRAINGER	426.37	Maintenance Supplies
159642	11/21/2018	HOME DEPOT	488.59	Maintenance Supplies
159653	11/21/2018	KAMAN INDUSTRIAL TECHNOLOGIES	447.65	Maintenance Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159441	11/14/2018	CODALE ELECTRIC SUPPLY, INC	339.44	Maintenance Supplies
159463	11/14/2018	GRAINGER	114.19	Maintenance Supplies
159466	11/14/2018	HOME DEPOT	567.08	Maintenance Supplies
159489	11/14/2018	NAPA AUTO PARTS	4.99	Maintenance Supplies
159747	11/28/2018	BLOEDORN LUMBER	6.65	Maintenance Supplies
159770	11/28/2018	GRAINGER	273.65	Maintenance Supplies
159774	11/28/2018	HOME DEPOT	694.37	Maintenance Supplies
EFT000000004307	11/7/2018	ROCK SPRINGS WINNELSON CO	33.52	Maintenance Supplies
EFT000000004313	11/14/2018	ACE HARDWARE	28.98	Maintenance Supplies
EFT000000004324	11/14/2018	ROCK SPRINGS WINNELSON CO	921.63	Maintenance Supplies
EFT000000004331	11/21/2018	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000004352	11/21/2018	ULINE, INC	860.20	Maintenance Supplies
EFT000000004365	11/28/2018	ROCK SPRINGS WINNELSON CO	4,881.25	Maintenance Supplies
EFT000000004369	11/28/2018	ULINE, INC	598.00	Maintenance Supplies
159357	11/7/2018	MHSC MEDICAL STAFF	850.00	Medical Staff Dues
159672	11/21/2018	MHSC MEDICAL STAFF	200.00	Medical Staff Dues
159286	11/5/2018	R.S. CHAMBER OF COMMERCE	1,201.50	Memberships
159482	11/14/2018	MHSC-FOUNDATION	837.54	MHSC Foundation
159729	11/28/2018	MHSC-FOUNDATION	882.94	MHSC Foundation
159287	11/7/2018	ABATEMENT TECHNOLOGIES, INC	4,728.64	Minor Equipment
159769	11/28/2018	GAMMEX	4,552.00	Minor Equipment
159353	11/7/2018	MEDLINE INDUSTRIES INC	1,475.98	Non Medical Supplies
159370	11/7/2018	ORIENTAL TRADING COMPANY	134.86	Non Medical Supplies
159649	11/21/2018	J.J. KELLER & ASSOCIATES, INC.	109.95	Non Medical Supplies
159667	11/21/2018	MEDLINE INDUSTRIES INC	206.97	Non Medical Supplies
159470	11/14/2018	J.J. KELLER & ASSOCIATES, INC.	109.95	Non Medical Supplies
159480	11/14/2018	MEDLINE INDUSTRIES INC	853.24	Non Medical Supplies
159789	11/28/2018	OPTUM360 LLC	556.00	Non Medical Supplies
159800	11/28/2018	SMILEMAKERS	464.79	Non Medical Supplies
EFT000000004304	11/7/2018	POSITIVE PROMOTIONS	1,689.71	Non Medical Supplies
159352	11/7/2018	MEDICAL ARTS PRESS	55.99	Office Supplies
159387	11/7/2018	STANDARD REGISTER COMPANY	116.55	Office Supplies
159388	11/7/2018	STAPLES BUSINESS ADVANTAGE	3,852.52	Office Supplies
159665	11/21/2018	MEDICAL ARTS PRESS	45.99	Office Supplies
159690	11/21/2018	STANDARD REGISTER COMPANY	220.50	Office Supplies
159691	11/21/2018	STAPLES BUSINESS ADVANTAGE	458.45	Office Supplies
159507	11/14/2018	STAPLES BUSINESS ADVANTAGE	158.23	Office Supplies
159775	11/28/2018	IDENTISYS INC	157.50	Office Supplies
159802	11/28/2018	STANDARD REGISTER COMPANY	1,099.94	Office Supplies
159803	11/28/2018	STAPLES BUSINESS ADVANTAGE	1,212.46	Office Supplies
159409	11/7/2018	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
159652	11/21/2018	JOY'S FLOWERS & GIFTS	71.50	Other Employee Benefits
159471	11/14/2018	JOY'S FLOWERS & GIFTS	102.50	Other Employee Benefits
159538	11/14/2018	R.S. CHAMBER OF COMMERCE	11,989.25	Other Employee Benefits
159795	11/28/2018	ROCK SPRINGS KIWANIS	1,100.00	Other Employee Benefits
159317	11/7/2018	CODY MOTEL INC.	40.00	Other Purchased Services
159660	11/21/2018	QUICK RESPONSE TAXI	80.00	Other Purchased Services
159472	11/14/2018	QUICK RESPONSE TAXI	10.00	Other Purchased Services
159780	11/28/2018	QUICK RESPONSE TAXI	20.00	Other Purchased Services

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159737	11/28/2018	NRDR	2,900.00	Other Purchased Services
EFT000000004291	11/7/2018	AIRGAS INTERMOUNTAIN INC	156.85	Oxygen Rental
EFT000000004314	11/14/2018	AIRGAS INTERMOUNTAIN INC	400.77	Oxygen Rental
EFT000000004330	11/21/2018	AIRGAS INTERMOUNTAIN INC	353.55	Oxygen Rental
EFT000000004353	11/28/2018	AIRGAS INTERMOUNTAIN INC	288.55	Oxygen Rental
159410	11/7/2018	PATIENT REFUND	61.74	Patient Refund
159576	11/14/2018	PATIENT REFUND	223.43	Patient Refund
159586	11/14/2018	PATIENT REFUND	30.32	Patient Refund
159572	11/14/2018	PATIENT REFUND	45.74	Patient Refund
159535	11/14/2018	PATIENT REFUND	300.00	Patient Refund
159563	11/14/2018	PATIENT REFUND	281.86	Patient Refund
159582	11/14/2018	PATIENT REFUND	150.00	Patient Refund
159560	11/14/2018	PATIENT REFUND	1,573.60	Patient Refund
159536	11/14/2018	PATIENT REFUND	1,136.00	Patient Refund
159557	11/14/2018	PATIENT REFUND	109.57	Patient Refund
159554	11/14/2018	PATIENT REFUND	106.04	Patient Refund
159583	11/14/2018	PATIENT REFUND	29.00	Patient Refund
159584	11/14/2018	PATIENT REFUND	136.04	Patient Refund
159545	11/14/2018	PATIENT REFUND	290.10	Patient Refund
159547	11/14/2018	PATIENT REFUND	30.00	Patient Refund
159544	11/14/2018	PATIENT REFUND	48.00	Patient Refund
159818	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159819	11/28/2018	PATIENT REFUND	20.00	Patient Refund
159820	11/28/2018	PATIENT REFUND	35.00	Patient Refund
159821	11/28/2018	PATIENT REFUND	18.00	Patient Refund
159822	11/28/2018	PATIENT REFUND	10.00	Patient Refund
159823	11/28/2018	PATIENT REFUND	45.00	Patient Refund
159824	11/28/2018	PATIENT REFUND	7.00	Patient Refund
159825	11/28/2018	PATIENT REFUND	256.00	Patient Refund
159826	11/28/2018	PATIENT REFUND	33.97	Patient Refund
159827	11/28/2018	PATIENT REFUND	27.51	Patient Refund
159831	11/28/2018	PATIENT REFUND	171.00	Patient Refund
159828	11/28/2018	PATIENT REFUND	20.00	Patient Refund
159829	11/28/2018	PATIENT REFUND	33.95	Patient Refund
159830	11/28/2018	PATIENT REFUND	20.00	Patient Refund
159832	11/28/2018	PATIENT REFUND	17.00	Patient Refund
159833	11/28/2018	PATIENT REFUND	7.95	Patient Refund
159834	11/28/2018	PATIENT REFUND	35.00	Patient Refund
159835	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159836	11/28/2018	PATIENT REFUND	23.18	Patient Refund
159837	11/28/2018	PATIENT REFUND	13.00	Patient Refund
159838	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159839	11/28/2018	PATIENT REFUND	45.00	Patient Refund
159840	11/28/2018	PATIENT REFUND	45.00	Patient Refund
159841	11/28/2018	PATIENT REFUND	20.00	Patient Refund
159842	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159843	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159844	11/28/2018	PATIENT REFUND	20.00	Patient Refund
159845	11/28/2018	PATIENT REFUND	30.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159846	11/28/2018	PATIENT REFUND	30.68	Patient Refund
159847	11/28/2018	PATIENT REFUND	20.00	Patient Refund
159848	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159849	11/28/2018	PATIENT REFUND	10.00	Patient Refund
159850	11/28/2018	PATIENT REFUND	10.00	Patient Refund
159851	11/28/2018	PATIENT REFUND	25.00	Patient Refund
159852	11/28/2018	PATIENT REFUND	57.16	Patient Refund
159777	11/28/2018	PATIENT REFUND	361.69	Patient Refund
159523	11/14/2018	UNITED WAY OF SWEETWATER COUNTY	115.00	Payroll Deduction
159455	11/14/2018	FAMILY SUPPORT REGISTRY	496.14	Payroll Garnishment
159508	11/14/2018	STATE OF WYOMING DFS/CSES	1,822.05	Payroll Garnishment
159515	11/14/2018	SWEETWATER CIRCUIT COURT	457.32	Payroll Garnishment
159439	11/14/2018	CIRCUIT COURT 3RD JUDICIAL	206.37	Payroll Garnishment
159490	11/14/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40	Payroll Garnishment
159529	11/14/2018	WASHINGTON STATE SUPPORT REGISTRY	311.83	Payroll Garnishment
159730	11/28/2018	STATE OF WYOMING DFS/CSES	1,983.58	Payroll Garnishment
159731	11/28/2018	SWEETWATER CIRCUIT COURT	464.74	Payroll Garnishment
159727	11/28/2018	CIRCUIT COURT 3RD JUDICIAL	223.29	Payroll Garnishment
159728	11/28/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40	Payroll Garnishment
159815	11/28/2018	WASHINGTON STATE SUPPORT REGISTRY	311.83	Payroll Garnishment
W/T	11/23/2018	BCBS MFSA/DFSA	3,115.79	Payroll Transfer
W/T	11/13/2018	Payroll 23	1,300,000.00	Payroll Transfer
W/T	11/26/2018	Payroll 24	1,350,000.00	Payroll Transfer
159484	11/14/2018	MHSC - PETTY CASH	22.25	Petty Cash
159606	11/21/2018	CARDINAL HEALTH PHARMACY MGMT	4,164.86	Pharmacy Management
159751	11/28/2018	CARDINAL HEALTH PHARMACY MGMT	757,168.39	Pharmacy Management
159384	11/7/2018	SANDS CATERING	890.94	Physician Recruitment
159334	11/7/2018	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	239.98	Physician Recruitment
159591	11/21/2018	DR. ALICIA GRAY	3,000.00	Physician Recruitment
159671	11/21/2018	MGMA	2,700.00	Physician Recruitment
159721	11/21/2018	ADVANCED MEDICAL IMAGING	680.30	Physician Services
159589	11/21/2018	ADVANCED MEDICAL IMAGING, LLC	32,362.00	Physician Services
159662	11/21/2018	LOCUM TENENS.COM	1,207.76	Physician Services
159416	11/14/2018	JOHN A. ILIYA. M.D.	13,500.00	Physician Services
159475	11/14/2018	LOCUM TENENS.COM	42,790.17	Physician Services
159501	11/14/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
159438	11/14/2018	SWEETWATER PEDIATRICS	6,250.00	Physician Services
159797	11/28/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
159716	11/21/2018	DR. VIDYA RAJ KRISHNAMURTHY	59.22	Physician Services
159726	11/28/2018	DR. VIDYA RAJ KRISHNAMURTHY	1,473.43	Physician Services
159615	11/21/2018	DEPARTMENT OF EDUCATION	7,311.56	Physician Student Loan
159617	11/21/2018	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
159621	11/21/2018	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
159627	11/21/2018	FEDLOAN SERVICING	11,712.49	Physician Student Loan
159632	11/21/2018	GREAT LAKES	11,697.91	Physician Student Loan
159674	11/21/2018	NAVIENT	5,869.25	Physician Student Loan
159675	11/21/2018	NAVIENT	1,500.00	Physician Student Loan
159676	11/21/2018	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
159718	11/21/2018	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

159525	11/14/2018	US DEPARTMENT OF EDUCATION	213.24	Physician Student Loan
159722	11/21/2018	DR. JACQUES DENKER	6,498.33	Physician Student Loan
159732	11/28/2018	US DEPARTMENT OF EDUCATION	213.66	Physician Student Loan
159372	11/7/2018	P3 CONSULTING LLC	1,113.75	Professional Service
159659	11/21/2018	CLIFTONLARSONALLEN LLP	9,986.68	Professional Service
159673	11/21/2018	MILE HIGH MOBILE PET	3,330.00	Professional Service
159715	11/21/2018	VERISYS INC.	49.00	Professional Service
159440	11/14/2018	CLEANIQUE PROFESSIONAL SERVICES	3,600.00	Professional Service
159478	11/14/2018	MEDICAL PHYSICS CONSULTANTS, INC	9,895.00	Professional Service
159486	11/14/2018	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63	Professional Service
159528	11/14/2018	VERISYS INC.	36.00	Professional Service
159762	11/28/2018	CE BROKER	292.00	Professional Service
159779	11/28/2018	KEITH WILLIAMS & ASSOCIATES, INC.	4,625.00	Professional Service
159817	11/28/2018	WYOMING DEPARTMENT OF HEALTH	391.00	Professional Service
EFT000000004350	11/21/2018	SWEETWATER MEDICS LLC	8,208.00	Professional Service
EFT000000004358	11/28/2018	DISASTER PROFESSIONALS, LLC	49,870.82	Professional Service
EFT000000004370	11/28/2018	WESTERN STAR COMMUNICATIONS	801.60	Professional Service
159799	11/28/2018	DR. SIGSBEE DUCK	35,000.00	Quarterly Non Compete
159686	11/21/2018	RADIATION DETECTION COMPANY	487.25	Radiation Monitoring
159356	11/7/2018	MERRY X-RAY	419.56	Radiology Film
159669	11/21/2018	MERRY X-RAY	264.04	Radiology Film
159784	11/28/2018	MERRY X-RAY	109.79	Radiology Film
159307	11/7/2018	BRACCO DIAGNOSTICS INC	3,399.33	Radiology Material
159347	11/7/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	861.70	Radiology Material
159749	11/28/2018	BRACCO DIAGNOSTICS INC	3,655.60	Radiology Material
EFT000000004301	11/7/2018	LANTHEUS MEDICAL IMAGING, INC	9,316.82	Radiology Material
EFT000000004320	11/14/2018	LANTHEUS MEDICAL IMAGING, INC	3,202.05	Radiology Material
EFT000000004347	11/21/2018	PHARMALUCENCE, INC	2,835.00	Radiology Material
EFT000000004362	11/28/2018	LANTHEUS MEDICAL IMAGING, INC	840.00	Radiology Material
159397	11/7/2018	TECHNO-AIDE	32.00	Radiology Supplies
159299	11/7/2018	DR. BANU SYMINGTON	1,173.40	Reimbursement - CME
159345	11/7/2018	YOUR HOSPITALIST TEAM	2,410.21	Reimbursement - CME
159689	11/21/2018	DR. SIGSBEE DUCK	1,550.08	Reimbursement - CME
159651	11/21/2018	JOSEPH J. OLIVER, M.D.	2,075.00	Reimbursement - CME
159668	11/21/2018	MELISSA JEWELL	250.00	Reimbursement - CME
159695	11/21/2018	STEVEN CROFT, M.D.	1,575.00	Reimbursement - CME
159291	11/7/2018	ALISA ORR	471.89	Reimbursement - Education & Travel
159308	11/7/2018	BRIANNA RICHARDS	385.80	Reimbursement - Education & Travel
159316	11/7/2018	DR. CODY CHRISTENSEN	633.00	Reimbursement - Education & Travel
159344	11/7/2018	JODI CORLEY	470.55	Reimbursement - Education & Travel
159348	11/7/2018	MARIANNA TOLHURST	71.14	Reimbursement - Education & Travel
159358	11/7/2018	MICHELE LLOYD	544.81	Reimbursement - Education & Travel
159365	11/7/2018	NATALIE HARRISON	41.82	Reimbursement - Education & Travel
159385	11/7/2018	SHAWNA WELTER	885.73	Reimbursement - Education & Travel
159395	11/7/2018	TAMI LOVE	112.20	Reimbursement - Education & Travel
159396	11/7/2018	TAMMIE HENDERSON	41.82	Reimbursement - Education & Travel
159343	11/7/2018	JOCELYN PALINEK	900.00	Reimbursement - Education & Travel
159595	11/21/2018	AMY CHAVEZ	59.08	Reimbursement - Education & Travel
159620	11/21/2018	DONALD ADAMS	200.48	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

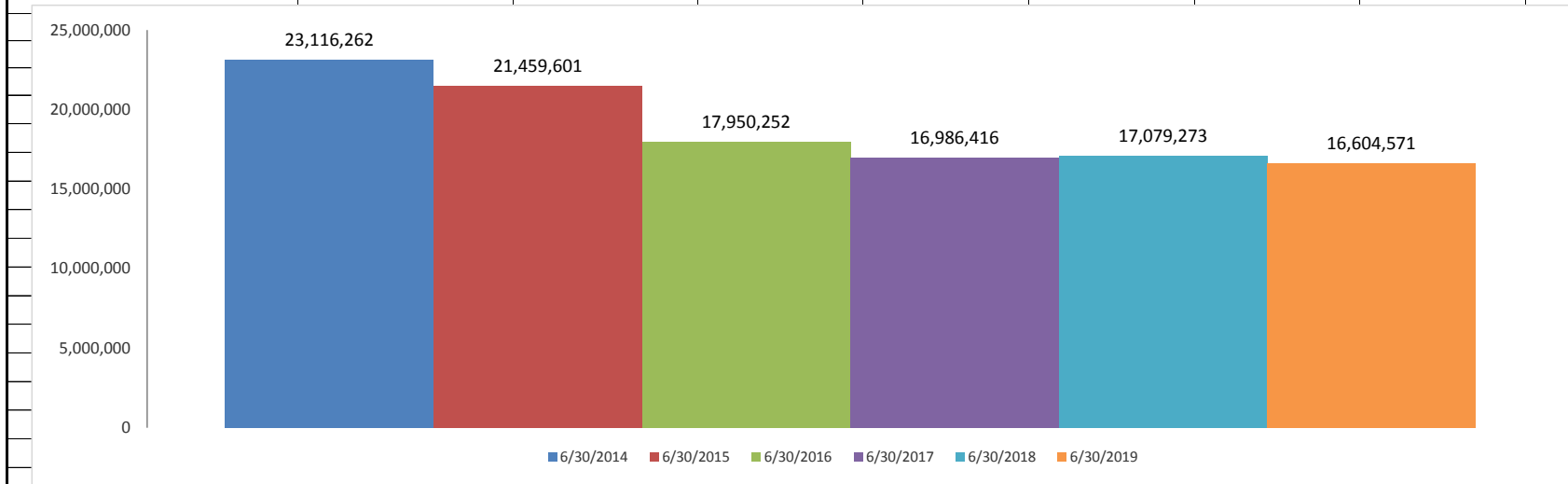
159650	11/21/2018	JOCELYN PALINEK	731.00	Reimbursement - Education & Travel
159655	11/21/2018	KELLY SUGIHARA	735.15	Reimbursement - Education & Travel
159724	11/21/2018	ROB FAIR	357.00	Reimbursement - Education & Travel
159698	11/21/2018	SUZAN CAMPBELL	417.13	Reimbursement - Education & Travel
159704	11/21/2018	TAMI LOVE	290.70	Reimbursement - Education & Travel
159707	11/21/2018	TIFFANY URANKER	65.00	Reimbursement - Education & Travel
159492	11/14/2018	PATTY O'LEXY	312.58	Reimbursement - Education & Travel
159498	11/14/2018	RAMONA K BEACH	145.00	Reimbursement - Education & Travel
159500	11/14/2018	ROBIN SNOWBERGER	35.50	Reimbursement - Education & Travel
159341	11/7/2018	JAMES HORAN	225.00	Reimbursement - Non Hospital Supplies
159342	11/7/2018	JANAE GALE	49.81	Reimbursement - Non Hospital Supplies
159380	11/7/2018	ROBIN FIFE	9.45	Reimbursement - Non Hospital Supplies
159596	11/21/2018	ANGELIC RUBY	14.55	Reimbursement - Non Hospital Supplies
159708	11/21/2018	TIFFANY MARSHALL	61.00	Reimbursement - Non Hospital Supplies
159285	11/1/2018	HOLDIN MUNIZ	146.99	Reimbursement - Uniforms
W/T	11/5/2018	ABG 101418	120,497.84	Retirement
W/T	11/5/2018	ABG 101418	120,456.51	Retirement
W/T	11/14/2018	ABG 102818	62,093.74	Retirement
W/T	11/28/2018	ABG 11/11/18	116,221.48	Retirement
159692	11/21/2018	STATE OF WYO.DEPT.OF REVENUE	1,255.69	Sales Tax Payment
159602	11/21/2018	BOOKCLIFF SALES INC	4,994.57	Scrub Sale deductions
W/T	11/27/2018	HUNTINGTON BANK WIRE	10,000.00	Settlement
159360	11/7/2018	MNJ TECHNOLOGIES DIRECT	5,740.00	Software
159661	11/21/2018	LENOVO GLOBAL TECHNOLOGY	3,578.07	Software
EFT000000004367	11/28/2018	SOLARWINDS, INC	225.00	Software
159699	11/21/2018	SW 1 SCHOOL FOUNDATION	1,000.00	Sponsorship
159594	11/21/2018	AMERICAN LEGION TOM WHITMORE POST 28	500.00	Sponsorship
159641	11/21/2018	HOLY SPIRIT CATHOLIC SCHOOL	600.00	Sponsorship
159588	11/20/2018	R.S. CHAMBER OF COMMERCE	35.00	Sponsorship
159539	11/14/2018	R.S. CHAMBER OF COMMERCE	500.00	Sponsorship
159807	11/28/2018	SWEETWATER COUNTY CHILD DEVELOPMENTAL CENTER	600.00	Sponsorship
159306	11/7/2018	BOYS BASKETBALL PARENT COMMITTEE	200.00	Sponsorship
EFT000000004308	11/7/2018	R.S. CHAMBER OF COMMERCE	250.00	Sponsorship
159361	11/7/2018	MOBILE INSTRUMENT SERVICE	978.50	Surgery Equipment
159485	11/14/2018	MOBILE INSTRUMENT SERVICE	5,124.00	Surgery Equipment
159290	11/7/2018	ALI MED INC	100.43	Surgery Supplies
159322	11/7/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	250.00	Surgery Supplies
159390	11/7/2018	STRYKER ENDOSCOPY	1,081.20	Surgery Supplies
159393	11/7/2018	SYNTHES LTD	1,389.52	Surgery Supplies
159646	11/21/2018	INTEGRA SURGICAL	101.81	Surgery Supplies
159702	11/21/2018	SYNTHES LTD	8,637.20	Surgery Supplies
159419	11/14/2018	ALI MED INC	296.53	Surgery Supplies
159512	11/14/2018	STRYKER ENDOSCOPY	1,219.00	Surgery Supplies
159518	11/14/2018	SYNTHES LTD	4,562.80	Surgery Supplies
159533	11/14/2018	ZIMMER BIOMET	60.00	Surgery Supplies
159710	11/21/2018	TREACE MEDICAL CONCEPTS, INC.	7,545.00	Surgery Supplies
159433	11/14/2018	BLUE ENDO	190.57	Surgery Supplies
159447	11/14/2018	CROSSROADS EXTREMITY SYTEMS	7,420.00	Surgery Supplies
159734	11/28/2018	ALI MED INC	209.51	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
11/30/18

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
11/30/18**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019
GENERAL	BANK OF WEST	0.300%	8,710,751	5,295,564	4,330,411	4,362,377	4,894,328	2,407,342
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	1.000%		2,460,272	2,983,016	2,964,992	2,474,121	0
CAPITAL DEVELOPMENT	KEYBANK & MBS	2.070%	13,001,178	12,299,119	9,231,852	8,253,433	8,303,935	12,789,514
E. BOICE	WYOSTAR	2.125%	39	39	39	40	40	40
LIFELINE	WYOSTAR	2.125%	104,294	104,607	104,934	105,575	106,849	107,675
TOTAL			23,116,262	21,459,601	17,950,252	16,986,416	17,079,273	16,604,571



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 16,604,571.25						
GENERAL FUND BALANCE AS OF 11/30/18		2,769,847						
REPRESENTING DAYS OF CASH ON HAND		12.59						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending November 30, 2018**

Vouchers Submitted by MHSC at agreed discounted rate		
July 2018		\$25,263.47
August 2018		\$19,080.15
September 2018		\$16,565.76
October 2018		\$22,530.05
November 2018		\$17,397.84
County Requested Total Vouchers Submitted		<u>\$100,837.27</u>
Total Vouchers Submitted FY 2019		\$100,837.27
Less: Total Approved by County and Received by MHSC FY 2019		\$60,909.38
Total Vouchers Pending Approval by County		<u><u>\$39,927.89</u></u>

FY19 Title 25 Fund Budget from Sweetwater County	\$338,580.00
Funds Received From Sweetwater County	<u>\$60,909.38</u>
FY19 Title 25 Fund Budget Remaining	\$277,670.62
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY18 Maintenance Fund Budget from Sweetwater County	\$1,063,752.00
County Maintenance FY19 - July	\$13,120.28
County Maintenance FY19 - August	\$48,851.71
County Maintenance FY19 - September	\$21,866.14
County Maintenance FY19 - October	\$24,844.65
County Maintenance FY19 - November	\$23,729.06
	<u>\$132,411.84</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$931,340.16</u></u>

Finance and Audit Committee

IT report

December 2018

Rich Tyler

1. Continuing work on auditing software implementation. Currently looking at a go-live in March 2019.
2. Continuing working with the Cancer Center team and Pharmacy team to implement the new Looking Glass software. Also working to implement Varian Aria for the medical oncology department. Possible go-live in Jan 2019.
3. Continuing to work with the state of Wyoming HIE (Health Information Exchange). We are still testing out interfaces, and working on getting the correct formatting of the data.
4. Continuing to work on migrating mirth interface engine software from older appliances to new virtual environment.
5. Continuing work on the telehealth project.
6. Planning to upgrade to the latest version of Quadramed QCPR and Quadramed Affinity in our production environment. (Planning to be done the week of Dec 12/17/18)
7. Completed migration of Aria cancer center software to virtual environment.
8. Planning migration of Nuance document management software to virtual environment.
9. Upgraded the hospital Barracuda spam filter appliance.
10. Completed upgrade of our internet connection from 100Mbps to 1000Mbps.
11. Installed and replaced telehealth robots for Tele-burn, Tele-stroke, and Tele-ICU.

IT News and Info:

- a. Towards the end of November, a North Carolina healthcare system was contacted by its billing company, AccuDoc solutions and was told that an unauthorized third party had gained access to their databases in September 2018. Data from 2.65 million patients was potentially exposed in this breach.
- b. Pagosa Springs medical center in Colorado has agreed to pay \$111,400 to the Health and Human Services Office for civil rights and adopt a corrective action plan to settle allegations that it failed to terminate a former employee's access to protected health information held online. The civil rights office determined that as a result of the continuation of employee access, that the information of 557 patients was viewable by the former employee. Also the hospital disclosed patient data to the scheduling vendor without having a Business Associate Agreement in place.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

POLICIES AND PROCEDURES

TITLE: Credit and Collection Policy
DEPARTMENT: Business Office
FORMULATED BY: Board of Trustees

PAGE: 1 of 1
Date Revised: 4/22/17

PURPOSE:

The primary purpose of Memorial Hospital of Sweetwater County is to deliver quality patient care. In order to do so, Memorial Hospital of Sweetwater County must remain in a sound financial position.

POLICY

Memorial Hospital of Sweetwater County is a community public hospital that services all in need of emergency hospital services. Though an open door admission policy is maintained, Memorial Hospital of Sweetwater County is not a designated charity hospital. To be this type of hospital would mean that all admissions would be restricted to patients who meet national poverty guidelines.

The hospital governing board has adopted specific credit and collection policies. Memorial Hospital of Sweetwater County has full-time service representatives to assist guarantor's make arrangements for the short-term liquidation of their debt with us.

Hospital care covered by Medicare, Medicaid, Veteran's Administration, Workers' Compensation, or other entitlement programs will be billed by the hospital and reviewed with personnel from the insurance carrier or entitlement program in an effort to expedite payment. Once the insurance carrier or entitlement program has paid or processed its portion, the balance collectable by law becomes the responsibility of the patient or guarantor of the account.

For accounts covered by insurance where valid assignments of benefits have been given, payment in full is to be made within 60 days of the date of service. If payment in full is not received within 60 days from the date of service and arrangements have not been made for the short-term liquidation of the guarantor's debt with us, collection procedures may ensue. By the age of 90 days, the account may be legally assigned to a credit agency for collection.

For those non-insurance covered accounts or those accounts for which patients wish to bill their own insurance, payment in full is to be made within 60 days from the date of service. If payment in full is not received within 60 days from the date of service and arrangements have not been made for the short-term liquidation of the debt with us, collection procedures may ensue. By the age of 90 days, the account may be legally assigned to a credit agency for collection.

PAYMENT ARRANGEMENT GUIDELINES, CREDIT & COLLECTION POLICY AND FACESHEET CHANGES

<u>Account Balance</u>	<u>Payment Arrangement</u>
\$.01 - \$ 150.00	Payment in full within 30 days
\$ 151.00 - \$ 300.00	½ within 30 days; Balance within 60.
\$ 301.00 - \$ 600.00	Paid in full within 90 days
\$ 601.00 - \$ 1,000.00	Minimum of \$100.00 per month
\$1,001.00 - \$ 1,500.00	Minimum of \$150.00 per month
\$1,501.00 - \$ 2,500.00	Minimum of \$200.00 per month
\$2,501.00 - \$ 4,000.00	Minimum of \$250.00 per month
\$4,001.00 or larger	Minimum of \$300.00 per month

CREDIT & COLLECTION POLICY INSURED AND NON-INSURED PATIENTS

It is our expectation that all accounts whereby the patient is not covered by an entitlement program, payment in full is to be made within 60 days of the date of service. If payment in full is not received within 60 days from the date of service and arrangements have not been made for the short-term payment of your debt, the account will be considered delinquent and collection procedures will begin. If you are unable to submit payment in full within these guidelines, please call (307) 352-8405 or (307) 352-8462 to make short-term payment arrangements on your account.

MEDICARE AND MEDICAID PATIENTS

It is our expectation that all accounts whereby the patient is covered by an entitlement program such as Medicare or Medicaid, payment in full is to be made within 60 days from the processing date of your entitlement program. If payment in full is not received within 60 days of the entitlement program's processing date and arrangements have not been made for the short-term payment of your debt, the account will be considered delinquent and collection procedures will begin. If you are unable to submit payment in full within these guidelines, please call (307) 352-8405 or (307) 352-8462 to make short-term payment arrangements on your account.

FACESHEET CHANGES

For accounts covered by insurance where valid assignments of benefits have been given, payment in full is to be made within 60 days of the date of service. If payment in full is not received within 60 days from the date of service and arrangements have not been made with us for the short-term payment of your debt, the account will be considered delinquent and collection procedures will begin. 90 days after the services have been provided, the account may be legally assigned to a credit agency for collection.

For those non-insurance covered accounts or those accounts for which patients wish to bill their own insurance, payment in full is to be made within 60 days from the date of service. If payment in full is not received within 60 days from the date of service and arrangements have not been made with us for the short-term liquidation of your debt, the account will be considered delinquent and collection procedures will begin. 90 days after services have been provided, the account may be legally assigned to a credit agency for collection.



TO: Ron Cheese,
Director of Business Office Services

FROM: Robert D. Walters, J.D.,
Assistant Executive Director- Human Resources *BN*

DATE: August 19, 2003

RE: Payment arrangements for employees of MHSC

With the Cost Containment meeting tomorrow, I have been thinking about how we were to discuss payment arrangements for employees of MHSC.

I have reviewed your memos presented to Cost Containment in March regarding the overhaul of our private pay collection policy.

What I suggest for employees is that we first allow 90 days for them to receive notice of what the insurance company has paid and know what they are responsible for. If we have not received full payment in 90 days, we then require payment arrangements as follows:

Less than \$100, paid in 30 days
\$101 to \$600 minimum \$50 per month (or $\frac{1}{2}$ per paycheck)
\$601 to \$900 minimum \$75 per month (or $\frac{1}{2}$ per paycheck)
Over \$900, minimum \$100 per month (or $\frac{1}{2}$ per paycheck)

These lenient terms would be allowed if they approved payroll deduction in cases over \$100. By this, I hope to avoid those conflicts where people agree to something and then do not live up to their agreement.

This is very similar to what you had as your guidelines for all collections previously.

If the employee refuses payroll deduction or otherwise will not cooperate with this very reasonable request, treat them the same as any non-employee. Of course, you should retain right to use your discretion to make an exception in cases where justice and mercy so require.

Please advise of your opinion. Thanks.

**Report to the Board
From Chairman of Building and Grounds Committee
December meeting 2018**

Maintenance Metrics

October	22 / 199 / 221	age less than 30 days / age over 30 days / total work orders
November	23 / 201 / 224	
December	(not available at time of meeting)	

Facilities gave full support to the Joint Commission survey effort which consumed much of the recent effort. It was noted that the engineering specialist did not tour with the group. The Joint Commission engineering specialist will be on site January 4th to complete that portion of the inspection.

Facilities Director provided a slide show update of current projects.

- A member of the Facilities crew came up with a means of repairing and protecting corners and portions of wall that are subject to wear and impact. The fix involves installing what would best be described as a wear pad. Several examples were shown. The work is attractive and an excellent display of craftsmanship. This solution will reduce the cost of wall repairs.
- A challenge of this type also exists where ceramics are involved but this is in some areas where the highlighted repair effort may not be applied – future funding will be required for the ceramic repair solution.

The LED lighting program was discussed.

- A number of quotations and analysis were reviewed for a number of locations. Financial assistance is available from Pacific Power for conversion to LED lighting. Payout periods vary by application but eventual cost saving in power will be realized by these conversions. It is probable that some of these may be acted upon as funds become available.

Fall protection for employees working on the roof of the hospital was discussed.

- The building roofs are flat and have only a very low curb at the edge. OSHA requires fall protection for any one working on the surface. This is a compliance requirement and a necessity.
- The Facilities Director has been searching for solutions to this problem. He presented a number of quotations for various options that have been researched. It is anticipated that action will be taken in the near future.

The recent grant of funds for the Central Plant Upgrade was discussed.

- Scope creep control was discussed. Some issues have already come up. An effort will have to be made to keep costs sorted out. Expect some discussion of this when the engineering contract for the upgrade comes to a vote at the Board meeting.

Retaining wall repair at rear of the building.

- The design is complete. Advertisement soliciting construction bids will occur soon with focus on a spring start. The project must be completed by July 1st to meet the requirements of the funding source.

Cindy Nelson

From: EDWARD F TARDONI Owner <ttardoni@q.com>
Sent: Wednesday, December 19, 2018 9:04 PM
To: Irene Richardson
Cc: Cindy Nelson
Subject: Fwd: Scope Creep Memo One

Cindy

I forgot to include you on the distribution. Here is your copy, in compliance with the adopted board policy.

Ed

From: "EDWARD F TARDONI Owner" <ttardoni@q.com>
To: "Irene Richardson" <irichardson@sweetwatermemorial.com>, "Tami Love" <tlove@sweetwatermemorial.com>, "James Horan" <jhoran@sweetwatermemorial.com>, "Barbara Sowada" <bsowada@live.com>
Sent: Wednesday, December 19, 2018 9:02:07 PM
Subject: Scope Creep Memo One

To: Building and Grounds Committee
Subject: Scope Creep Control

All

I would like to share some philosophy concerning concepts of scope creep control.

- If a project appears as a separate item, with a unique justification, on a previously published project list -- then it is a **stand alone** project.
- If a firm engaged in an ongoing project is asked to add the **stand alone** to their work scope; then there should be a separate justification, purchase order, and accounting for the costs.
- Field costs, such as supervision, inspection and equipment; that are not directly identifiable - should be charged to the **stand alone** on a pre agreed ratio basis such as (**stand alone estimated cost / combined project estimate**).
- Engineering firms will look at whatever we ask. But at a price -- their labor is all they have to sell ; **what if's** cost money and constitute scope creep.

The philosophy stated above allows the capture of savings related to sharing mob de-mob and supervisory efficiencies, At the same time it clarifies the actions taken and the costs associated with those actions.

Implementation of the philosophy results in a transparent project history that requires no explanation. It presents a case of project management discipline to the funding agency - be it the Commission, the Board, or the Finance and Audit Committee.

I did not just dream this up -- it is the result of real life project management experience on both sides of the issue --- as a consulting engineer and as a customer.

It has been my experience that the best time to implement a system of Scope Creep Control is at the initiation of the project -- before a lot of (what ifs) and (why nots) become engineering design charges.

It is not an intuitive situation. What seems to be justified by saving money; when subjected to analysis - does not. The proposed savings are not explainable as the cost of the ongoing project soars.

Please know that I will be enquiring what scope creep control measures staff will be implementing for the central plant upgrade project. I will be asking both in the B&G committee meetings and Board meetings.

Ed



Memorial Hospital of Sweetwater County Board of Trustees

Building & Grounds Committee Meeting

Wednesday - December 19, 2018

2:30 PM

Medical Office Building Conference Room

**Memorial Hospital of Sweetwater County
Building & Grounds Committee
M.O.B. Conference Room
2:30 PM**

Wednesday – December 19, 2018

Board Committee Members

**Ed Tardoni
Barbara Sowada**

Staff Committee Members

**Irene Richardson
Jim Horan
Tami Love**

Guests

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

Agenda

- 1. Approve November 20, 2018 Minutes**
- 2. Metrics Report**
- 3. Project(s) Review**
 - A. Old Business**
 - B. New Business**
- 4. Meeting Schedule**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building & Grounds Committee Meeting
November 20, 2018
3:30 PM

Trustee Committee Members Present: Mr. Ed Tardoni
Dr. Barbara Sowada

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

Guests: Ms. Stevie Nosich
Ms. Leslie Taylor
Mr. Gerry Johnson

Call Meeting to Order

Mr. Tardoni called the meeting to order. He noted a correction of metrics information he recently reported to the Board. The correct information is 198 for work orders greater than 30 days and 221 total.

Minutes

The motion to approve the minutes of the October 16, 2018, meeting as presented was made by Ms. Richardson; second by Dr. Sowada. Motion carried.

Metrics Report

Open Work Orders:	224
Greater Than 30 Days:	201
Overtime for Month:	Yes – Expects a bit more due to moving furniture and snow removal
Over Budget:	Yes – Expects will be slightly over due to some work being done upstairs

Mr. Horan said a lot of the work orders go back a number of years. He said some of those we can probably close. Mr. Johnston is going to work with Ms. Nosich to clear those up. Mr. Horan said clearing up past work orders will help get a more accurate number.

Old Business

Mr. Horan reported we plan to start the laundry upgrade after January 1. He said The Joint Commission is coming on-site December 17 and that is the priority. He said he has been pushing back some project work to prepare for the visit. Mr. Tardoni led a discussion of temperature issues in the laundry area.

Mr. Horan reported the return air ducting in the medical office building has been really good, much faster, and much cleaner. He said he is very pleased with A Pleasant construction. The last phase is being finished now.

Mr. Horan reported ST&B Engineering has given price quotes for the chillers. We are getting closer on the engineering work. Ms. Richardson distributed information and said we found out earlier in the day the County recognizes this can be considered for reimbursement by the County which would free up \$269K in the hospital budget. Ms. Love said we will take the request to the Finance and Audit Committee the following week and then to the full Board in December.

Mr. Horan reviewed pictures in a presentation and reviewed the life safety audit. Dr. Sowada said that, from a quality perspective, she is so grateful Mr. Horan brought in a consultant to help address issues. Mr. Tardoni asked if there are any developments in the power problem regarding a CT cable. Mr. Horan said it has been resolved. Mr. Tardoni said he would appreciate Mr. Horan including the resolution in his report the following month.

New Business

Mr. Horan said we will probably be putting in LED parking lighting in the spring.

Next Meeting

The next meeting is scheduled December 19 at 3:30 PM.

Submitted by Cindy Nelson.

Joint Conference Committee Meeting

December 18, 2018

Present:

Dr. David Dansie
Dr. Augusto Jamias
Irene Richardson, CEO
Richard Mathey
Ed Tardoni
Kerry Downs

The meeting was called to order at 12:34 pm.

The last meeting was held on 11/3/2017. The items discussed then were reception & scheduling, portal and communication, and discussion concerning the mission statement.

Bylaws:

Dr. Dansie stated that he called a meeting of the Joint Conference Committee to discuss the template of the new medical staff bylaws. He explained that he wanted to make sure the medical staff bylaws were consistent with the board's bylaws. He also said that he wanted the board to review them before presenting them to the medical staff for approval.

Dr. Dansie said that the goal in revising these bylaws is to have consistent language throughout, close loopholes that have caused problems in the past, to simplify the language, and to reduce the number of required meetings and committees. He stated that MEC has reviewed and approved the bylaws with the note that non-substantive changes may be made to formatting, grammar, etc. These changes can be made prior to the vote of the full medical staff.

Mr. Mathey asked that the committee go through the bylaws page by page and a redline markup version be provided to the committee.

The committee reviewed the bylaws, through page eight, and suggested several grammatical changes. They also discussed Article IV, Section 2D – Board Certification Waiver. It was decided that this section should be sent back to MEC for further evaluation.

Article IV, Section 4 – Principles of Medical Ethics will also be sent to MEC for further discussion.

Meeting Attendance:

Dr. Jamias brought up the subject of meeting attendance. The committee talked about different approaches to improving physician turnout at meetings. They decided that the following methods might help to improve attendance:

1. Include a requirement for meeting attendance in physician contracts.
2. Use meeting attendance as leverage in contract re-negotiations.
3. Request committee chairs to give quarterly reports to the Board of Trustees.

Next Meeting:

Richard Mathey will be the chair of the Joint Conference Committee, beginning in January 2019. As the new President of the Medical Staff, Dr. Lawrence Lauridsen will join the committee. Mr. Mathey asked Dr. Jamias to stay as a member of the committee. He also invited Dr. Dansie to attend the next meeting as an advisor without vote.

The meeting was adjourned at 2:00 pm.

Contract Check List

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

1. Name of Contract: **Service Contract for Stago**

The **Stago Compact Max** is our primary analyzer for coagulation testing. This includes performing testing such as protimes/INR's for patients on warfarin (Coumadin) therapy, aPTT's for heparin monitoring, D-dimer testing that can be used to rule out venous thromboembolism and Fibrinogen testing.

The **Stago Satellite** has similar capabilities as the Compact Max and serves as a backup in cases where the primary analyzer is not functional.

Because this testing is so useful in the diagnosis of disease, having both a primary and secondary analyzer available for testing allows for no downtime due to analyzer failure.

2. Purpose of contract, including scope and description: **Stago supplies the coagulation analyzer instruments for the lab. Renewal of the service contract on the analyzers for the lab. Service agreement for maintenance of equipment and for unplanned downtime repairs. As this is a service agreement on previously purchased equipment the contract does not have to go to the board for approval. Lab will be going with Plan B Basic Service**

3. Effective Date: **January 5, 2019**

4. Expiration Date: **January 4, 2020**

5. Termination provisions- **30-day notice before the end of the term year.**
Auto renew provisions? **Yes, unless we give 30 days' notice before the end of the expiration date.**

6. Monetary cost of the contract and is the cost included in the department budget? \$4241.50 for the satellite and \$8016.00 per year for the compact max
ANNUAL TOTAL \$12,257.50

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Jurisdiction is in New Jersey**

8. Any confidentiality provisions? **No**

9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **No this is service agreement only on previously purchased equipment. Proprietary agreement for Stago equipment.**

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Genetic Counseling
Delineation of Privileges

Name: _____

☐ Initial Appointment

☐ Reappointment

To be eligible for core privileges in Genetic Counseling, the applicant must meet the following qualifications:

EDUCATION: Master's degree from a genetic counseling training program accredited by the American Board of Genetic Counseling (ABGC) or equivalent program or a doctoral degree from a medical genetics training program accredited by the American Board of Medical Genetics (ABMG).

BOARD CERTIFICATION: Board certified as a genetic counselor by the ABGC or as a medical geneticist by the ABMG. In the absence of board certification, applicant must have completed the required education and must be qualified to pursue and receive board certification (board eligible). Board certification must be obtained within seven years from completion of training.

LICENSURE: Licensed by the state of Utah to practice as a genetic counselor. (If the state of Wyoming begins licensing genetic counselors, then a Wyoming license will be required.)

EXPERIENCE: completion of above training requirements listed above within the past four (4) years or at least one-half time (20 hours per week) clinical practice of genetic counseling during at least three of the past five years.

In order to maintain a clinical partnership of the highest standards between Memorial Hospital of Sweetwater County (MHSC) and the University of Utah/Huntsman Cancer Institute (U of U/HCI), the following statements of competency are set forth for clinicians engaged in genetic counseling at MHSC:

1. Applicant understands that the credentialing completed and privileges approved by University of Utah do not extend to Memorial Hospital of Sweetwater County and a separate credentials and privileging application are required for privileges at Memorial Hospital of Sweetwater County.
2. All HCI clinicians who will be providing services at MHSC will meet and maintain MHSC stated competencies.

Supervision:

These persons may practice independent of supervision but all services performed for a specific patient shall be done so at the request of the attending physician and in accordance with the Medical Staff Bylaws, Rules and Regulations, and Policies and Procedures.

Genetic Counselors may not admit patients to the hospital, order medications, or discharge patients from the hospital.

Acknowledgement of Limitations: These persons recognize and acknowledge that, ultimately, final patient care decisions are made by the attending physician. It is further recognized and acknowledged by these persons that they have been requested to act only in the capacity of a consultant.

Note: The following criteria for delineation of clinical privileges will uniformly apply to all applicants at initial appointment and reappointment of privileges.

Date Requested	Date Approved by Hospital Board Of Trustees
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		GENETIC COUNSELING CORE PRIVILEGES
_____	_____	<ul style="list-style-type: none"> • Obtain and evaluate individual, family, and medical histories to determine genetic risk for genetic/medical conditions and diseases in a patient and their family members. • Discuss the features, natural history, means of diagnosis, genetic and environmental factors, and management of risk for genetic/medical conditions and diseases. • Identify and explain options for genetic tests or diagnostic studies and coordinate tests and studies as appropriate for genetic assessment. • Integrate genetic test results and other diagnostic studies with personal and family medical history to assess and communicate risk factors for genetic/medical conditions and diseases. • Explain the clinical implications of genetic tests and other diagnostic studies and their results. • Evaluate the patient's or family's responses to the condition or risk of recurrence and provide client-centered counseling and guidance. • Provide written documentation of medical/genetic information and counseling provided.

SPECIAL PRIVILEGES

Date Requested	Date Approved by Hospital Board Of Trustees
-------------------	---

		If qualified, may obtain samples for tests by:
_____	_____	Blood draw (phlebotomy training required)
_____	_____	Buccal swab

If desired, additional privileges may be requested. Each individual requesting noncore privileges must meet the specific threshold criteria governing the exercise of the privilege requested including training, required previous experience, and for maintenance of clinical competence.

Date Requested	Date Approved by Hospital Board Of Trustees	Additional Privileges Requested:
_____	_____	_____
_____	_____	_____

ACKNOWLEDGEMENT OF PRACTITIONER:

I have requested only those clinical services/functions for which by education, training, current experience, and demonstrated performance I am qualified to perform and for which I wish to exercise at Memorial Hospital of Sweetwater County, and I understand that:

In exercising any clinical services/functions granted and in carrying out the responsibilities assigned to me, I am constrained by hospital and medical staff policies and rules applicable generally and any applicable to the particular situation.

Signed _____ *Date* _____

ENDORSEMENT OF PHYSICIAN SPONSOR(S):

I have reviewed the clinical privileges requested by the named applicant, and I believe that this individual is qualified by licensure and training to provide patient care as requested. I recommend appointment for this individual to the Allied Health Professional (AHP) staff and I am willing to sponsor this applicant.

I agree to notify the hospital of any changes in this agreement.

Signed _____ *Date* _____

Printed Name of Physician: _____

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

DELINEATION OF PODIATRIC SURGICAL PRIVILEGES

Name: _____

Board Certification, or the active pursuit of board certification, in the specialty of Podiatry by the American Board of Podiatric Surgery or the equivalent certifying body (as determined by the Credentials Committee) is required.

In the absence of board certification, applicant must have completed an approved podiatric residency, and must be qualified to pursue and receive board certification (board eligible). Board certification must be obtained within seven years from completion of residency.

May co-admit with an M.D. or D.O. that has admitting privileges at Memorial Hospital of Sweetwater County and render podiatric medical, consultative services and surgical treatment for the following procedures:

PART I. PRIVILEGES – Require Base Criteria Only

Procedures (Limited to the Forefoot and Midfoot)

Date Requested	Date Approved by Hospital Board Of Trustees	
_____	_____	Co-treatment with physician of skin, bone, and joint infections of the foot.
_____	_____	Incision and Drainage: abscess, hematoma, post-operative wound infection, infected bursa.
_____	_____	Puncture aspiration: abscess, hematoma, bulla, cyst
_____	_____	Paring/curettement benign hyperkeratotic or verrucous skin lesions with or without cauterization
_____	_____	Skin biopsy, skin/subcutaneous tissue
_____	_____	Excision of uncomplicated benign/malignant, skin/subcutaneous lesions
_____	_____	Debridement: toenails, superficial or subcutaneous tissue ulcer
_____	_____	Avulsion of toenails, partial or complete, with or without matricectomy, partial or complete, with or without repair of nail bed
_____	_____	Wedge excision of skin of nail fold
_____	_____	Simple repair or layered closure of foot wounds
_____	_____	Cauterization superficial granulation tissue
_____	_____	Incision and removal foreign body, subcutaneous tissues, muscle or tendon sheath

Date Requested	Date Approved by Hospital Board Of Trustees	
_____	_____	Tenotomy, digital, subcutaneous or open, extensor or flexor; lengthening, repair or suture of tendon
_____	_____	Excision intermetatarsal neuroma
_____	_____	Excision lesion of tendon/fibrous sheath or capsule (cyst or ganglion), forefoot, Toes
_____	_____	Capsulotomy for contracture; metatarsophalangeal or interphalangeal joint
_____	_____	Arthroplasty, digital
_____	_____	Open/closed treatment digital fractures with use of internal fixation
_____	_____	Ostectomy; digital, metatarsal head
_____	_____	Use of intra-operative radiographs and C-Arm assisted surgical fluoroscopy (after appropriate in servicing by Radiologist)
_____	_____	Local anesthesia of the foot and ankle for forefoot procedures, fracture reduction/dislocation
_____	_____	Application/windowing/removal of: short leg walking cast; clubfoot; short leg splint; strapping (ankle, foot, toes) & Unna Boot
_____	_____	Use of internal fixation (K-wires, absorbable pins)
_____	_____	Osteotomy and osteectomy of the midfoot (includes cuneiforms, navicular and cuboid bones) excluding calcaneus and talus
_____	_____	Midfoot arthrodesis procedures (includes cuneiforms, navicular and cuboid bones) excluding calcaneus and talus

PART II. PRIVILEGES – Require Base Criteria Plus Additional Specified Criteria

Date Requested	Date Approved by Hospital Board Of Trustees	
_____	_____	Arthrotomy with exploration, drainage or removal of loose or foreign body or for synovial biopsy, metatarsophalangeal or interphalangeal joint
_____	_____	Excision/curettage of bone cyst or benign tumor, phalanges, metatarsals
_____	_____	Hallux valgus (bunion) correction: with or without sesamoidectomy; Keller, McBride type; with metatarsal osteotomy; by phalanx osteotomy
_____	_____	Excision accessory ossicles, bone cyst or benign tumor, forefoot
_____	_____	Osteotomy, metatarsal or toe, base or shaft, with or without lengthening for

shortening or angular correction

_____	_____	Soft tissue reconstruction, angular deformity of toe (i.e. overlapping second, fifth toe, curly toes)
_____	_____	Sesamoidectomy
_____	_____	Open/closed treatment metatarsal fractures with or without use of internal fixation
_____	_____	Ostectomy hypertrophied tarsal bone (i.e. 1 st metatarsal – 1 st cuneiform exostosis)
_____	_____	Forefoot tenodesis with or without transfer
_____	_____	Arthrodesis, digital
_____	_____	Use of internal fixation (screws, staples, pins)
_____	_____	Soft tissue reconstruction, angular deformity of toe (i.e. overlapping second, fifth toe, curly toes)
_____	_____	Excision accessory ossicles, bone cyst or benign tumor, forefoot

OTHER:

Date
Requested

Date Approved
by Hospital Board
Of Trustees

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Signature

Date

R 12/2018



December 5, 2018

MHSC Board of Trustees:

I have been asked by the Board of Trustees to revise all of the medical staff delineation of privilege forms so that they are in one standardized format.

At the last meeting, one of the forms presented was the Emergency Medicine delineation of privileges (example #1). The committee preferred the format of the Occupational Medicine clinical privilege form (example #2).

I took these forms to Credentials Committee to make sure that there wouldn't be any problems changing all of the forms to one standardized format. During discussion, I explained to Credentials Committee that the Medical Staff credentialing software that we currently use will no longer be supported in 2021, so we will need to switch to a different vendor.

The new credentialing software will include a module for privileging. The privileging module includes a library of privilege lists for all different specialties. When a doctor applies for appointment or reappointment, they can select the procedures that they want (and for which they are qualified). We will then be able to print a privilege list for each provider.

After some discussion, credentials committee asked if it would be beneficial to revise all of our current delineation of privileges forms if they will be un-needed in a short time. They felt (and I agree) that it wouldn't be an efficient use of time to revise all of these forms, since they will no longer be used as soon as we get the new software.

I understand the boards desire to standardize all of the privilege forms, but when we implement the new software, they will automatically be standardized, in a totally different format. I have attached a sample of what the privileges may look like, when we move to a different software vendor (example #3).

I would respectfully request that the revision of the delineation of privileges forms be tabled, as there won't be a need for these forms in the near future.

I have included information from one of the software vendors that I am considering. Their explanation of the privileging process may be helpful (example #4).

Sincerely,

A handwritten signature in black ink that reads "Kerry Downs". The signature is written in a cursive, flowing style.

Kerry Downs
Medical Staff Services Supervisor

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EMERGENCY SERVICES DELINEATION OF CLINICAL PRIVILEGES

Name _____

PART I. PRIVILEGES

REQUESTED. APPROVED

May render treatment to all patients presenting to the Emergency Department in the EMS (Emergency Medical Services) system under his or her base station control, and to any acutely decompensating patient anywhere in the hospital.

Airway techniques

- Airway adjunct use
- All types of endotracheal intubation
- Percutaneous transtracheal ventilation
- Cricothyrotomy
- Initial ventilator management

Anesthesia techniques

- Local
- Peripheral nerve blocks
- Regional IV nerve blocks (Bier block)
- Use of sedative, amnestic, analgesic agents
- Use of paralytic agents
- Use of ultra-short acting, non-gaseous total intravenous anesthesia (eg., methohexital sodium)

Diagnostic procedures

- Arthrocentesis
- Culdocentesis
- Cystourethrogram
- Lumbar puncture
- Emergency Pericardiocentesis
- Peritoneal lavage
- Anoscopy
- Thoracentesis
- Paracentesis
- Tonometry
- Slit lamp exam
- Skin biopsy

EXAMPLE
#1

Genito-Urinary

- Urethral catheterization
- Suprapubic catheterization
- Precipitous delivery
- Perimortem Cesarean section

Head and Neck

- Anterior and posterior nasal packing
- Posterior nasal balloon placement
- Cautery of bleeding sites
- Direct, indirect and fiberoptic laryngoscopy and nasopharyngeal endoscopy

Hemodynamic techniques

- Arterial catheterization
- Central venous access including femoral, internal jugular, supraclavicular, subclavian, umbilical and venous cutdown lines
- Intraosseous line placement
- MAST application and removal

Skeletal

- Fracture/dislocation immobilization without casting
- Reduction of dislocations
- Reduction of fractures with gross displacement or angulation and severe neurovascular compromise
- Reduction of fractures with orthopedic consultation and at orthopedist's request
- Noninvasive cervical and spinal immobilization

Thoracic

- Cardiac pacing (cutaneous, transvenous and transthoracic)
- Defibrillation and cardioversion
- Emergency (in or near arrest) thoracotomy
- Thoracostomy with needle, catheter or chest tube placement

Blood

- Transfusion of blood and blood components
- Autotransfusion
- Initiating anti-coagulant or thrombolytic therapy

Miscellaneous

- Quantitative or qualitative expired carbon dioxide monitoring
- Gastric lavage
- Incision and drainage
- Pulse oximetry

EX 1

Laceration and wound management including suturing
 Excision of thrombosed hemorrhoids
 Foreign body removal
 EMS management and direction
 Disaster management and direction

SPECIAL NON-CORE PRIVILEGES (See Qualifications and/or Specific Criteria*)

To be eligible to apply for the special non-core privileges listed below, the applicant must demonstrate successful completion of an approved, recognized course when such exists, or acceptable supervised training in residency, fellowship or other acceptable experience, and provide documentation of competence in performing the requested procedure (if required) consistent with criteria set forth in medical staff policies governing the exercise of specific privileges.

PART II. PRIVILEGES

REQUESTED APPROVED

		<p><i>FOCUSED ABDOMINAL SONOGRAPHY FOR TRAUMA (F.A.S.T.)</i> <u>[Criteria:</u> Successful completion of an accredited postgraduate training program in emergency medicine that included ACEP required curriculum training in ultrasound interpretation, <u>OR</u> completion of an ACEP or ACR approved course in ultrasound interpretation and demonstrated current competence as defined by the ACEP or ACR--currently 50 successfully proctored examinations with written documentation. Fifty examinations must be current--performed within the last three years.]</p>
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SPECIAL CONSIDERATIONS:

- All examinations performed must have printed images which are submitted to the radiologist staff at MHSC for final interpretation and patient billing purposes.
- This privilege for FAST examinations does NOT extend to additional ultrasound examinations.

Signature _____

Date _____

Ex 1



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OCCUPATIONAL MEDICINE CLINICAL PRIVILEGES

Name: _____ Effective from: _____ to _____

☐ Initial Appointment

☐ Reappointment

QUALIFICATIONS FOR OCCUPATIONAL MEDICINE

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

- Successful completion of an Accreditation Council for Graduate Medical Education (ACGME) or American Osteopathic Association (AOA) accredited residency in occupational medicine or other related medical specialty.

AND

- Current certification or active participation in the examination process [with achievement of certification within 7 years from completion of residency or fellowship] leading to certification in Occupational Medicine or another related medical specialty by a recognized ABMS or AOA member board.

CORE PRIVILEGES

OCCUPATIONAL AND ENVIRONMENTAL MEDICINE CORE PRIVILEGES

- ☐ Requested Evaluate, diagnose, treat, and provide consultation to patients of all working age (18 years and older) on an outpatient basis presenting with work-related problems. These privileges include the ability to admit patients to an occupational medicine or rehabilitation unit of an acute care facility, if one exists. Assess, stabilize, and determine disposition of patients with emergent conditions consistent with medical staff policy regarding emergency and consultative call services. The core privileges in this specialty include the procedures on the attached procedure list and such other procedures that are extensions of the same techniques and skills.

Example
2

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OCCUPATIONAL MEDICINE CLINICAL PRIVILEGES

Name: _____ Effective from: _____ to _____

Core Procedure List

This list is a sampling of procedures included in the core. This is not intended to be an all-encompassing list but rather reflective of the categories/types of procedures included in the core.

To the applicant: If you wish to exclude any procedures, please strike through those procedures that you do not wish to request, initial, and date.

1. Anesthesia, local, digital block
2. Superficial burn treatment, heat or chemical, eye, skin
3. Disability evaluations (per AMA guidelines)
4. EKG interpretation
5. Ergonomic evaluations
6. Eye injuries, infections, superficial foreign body
7. Fitness for duty evaluations
8. Foreign body removal (subcutaneous), ear, skin/soft tissue
9. Independent medical evaluations
10. Initial stabilization and treatment of fracture/dislocation
11. Injection therapy: epicondyle, tendon sheath, trigger point, shoulder (subacromial)
12. Interpretation of tests (e.g., spirometry, toxicologic, biological, radiographs, audiograms, industrial and environmental hygiene sampling results)
13. Nail injury; removal trephination
14. Nasal hemorrhage control; cautery, anterior packing
15. Perform history and physical exam
16. Periodic medical evaluations: asbestos, lead, respirator
17. Plant tours (health risk and exposure evaluations)
18. Preplacement evaluations (according to federal ADA requirements)
19. Proctoscopy
20. Pulmonary function test (baseline) for respirator only interpretation
21. Slit lamp usage
22. Soft-tissue debridement of burns, wounds
23. Toxic exposure evaluations
24. Wound repair/suturing

EX2

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OCCUPATIONAL MEDICINE CLINICAL PRIVILEGES

Name: _____ Effective from: _____ to _____

ACKNOWLEDGEMENT OF PRACTITIONER

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

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

Signature: _____ Date: _____

DEPARTMENT CHAIR'S RECOMMENDATION

I have reviewed the requested clinical privileges and supporting documentation for the above-named applicant and make the following recommendation(s):

- ☐ Recommend all requested privileges.
- ☐ Recommend privileges with the following conditions/modifications:
- ☐ Do not recommend the following requested privileges:

Privilege	Condition/Modification/Explanation
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

Notes

Department Chair Signature: _____ Date: _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee action Date: _____

Medical Executive Committee action Date: _____

Board of Trustee action Date: _____

EX 2

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OCCUPATIONAL MEDICINE CLINICAL PRIVILEGES

Name: _____ Effective from: _____ to _____

EX2

Privileges

Example 3

Provider Profile

Giavonni M Lewis, MD

General Surgery	Lymph node biopsy	08/30/2012
General Surgery	Debridement of pancreatic necrosis	08/30/2012
General Surgery	Pseudocyst drainage	08/30/2012
General Surgery	Pseudocyst enteric anastomosis	08/30/2012
General Surgery	Pancreatic enteric drainage	08/30/2012
General Surgery	Small bowel resection	08/30/2012
General Surgery	Enterolysis	08/30/2012
General Surgery	Ileostomy	08/30/2012
General Surgery	Intestinal anastomosis	08/30/2012
General Surgery	Jejunostomy tube	08/30/2012
General Surgery	Splenectomy, open	08/30/2012
General Surgery	Splenic repair	08/30/2012
General Surgery	Partial splenectomy	08/30/2012
General Surgery	Gastrotomy tube	08/30/2012
General Surgery	Gastrectomy, partial/total	08/30/2012
General Surgery	Vagotomy	08/30/2012
General Surgery	Pyloroplasty	08/30/2012
General Surgery	Gastroenterostomy	08/30/2012
General Surgery	Tissue transfer for reconstruction	08/30/2012
General Surgery	Paracentesis	08/30/2012
General Surgery	Decompressive laparotomy (bedside)	08/30/2012
General Surgery	Esophagus, closure/resection/other procedure for perforation	08/30/2012
General Surgery	Stomach, closure/resection/other procedure for perforation	08/30/2012
General Surgery	Duodenum, closure/resection/other procedure for perforation	08/30/2012
General Surgery	Small bowel, closure/resection/other procedure for perforation	08/30/2012
General Surgery	Colon, closure/resection/other procedure for perforation	08/30/2012
General Surgery	Appendectomy	08/30/2012
General Surgery	Splenic repair	08/30/2012
General Surgery	Splenectomy	08/30/2012
General Surgery	Repair or resect hepatic fracture	08/30/2012
General Surgery	Pancreatic injury, drainage	08/30/2012
General Surgery	Pancreatic injury, resection	08/30/2012
General Surgery	Fracture, open reduction - rib	08/30/2012
General Surgery	Debridement and suture major wounds	08/30/2012
General Surgery	Bladder injury, repair or bypass	08/30/2012
General Surgery	Suprapubic tube placement	08/30/2012
General Surgery	Ureteral injury, repair by anastomosis	08/30/2012
General Surgery	Ureteral injury, repair by reimplantation	08/30/2012
General Surgery	Thoracic aorta, innominate, vascular repair	08/30/2012
General Surgery	Subclavian, vascular repair	08/30/2012
General Surgery	Abdominal aorta or cava, vascular repair	08/30/2012
General Surgery	Intercostal or internal mammary, vascular repair	08/30/2012
General Surgery	Peripheral vessels, vascular repair	08/30/2012
General Surgery	Embolectomy/Thrombectomy, arterial or graft	08/30/2012
General Surgery	Embolectomy/Thrombectomy, venous	08/30/2012
General Surgery	Cardiac trauma wounds, pericardial	08/30/2012
General Surgery	Cardiac trauma wounds, atrial	08/30/2012
General Surgery	Cardiac trauma wounds, ventricular	08/30/2012
General Surgery	Neck exploration	08/30/2012
General Surgery	Pericardial window	08/30/2012
General Surgery	Soft tissue/skin excision for malignancy	03/21/2014
General Surgery	VAC/PAC, open abdomen	08/30/2012
General Surgery	Abdominal wall reconstruction	08/30/2012
General Surgery	Esophagoscopy	08/30/2012
General Surgery	Sigmoidoscopy	08/30/2012
General Surgery	Anoscopy	08/30/2012
General Surgery	Intraoperative ultrasound	08/30/2012
General Surgery	Repair diaphragmatic hernia	08/30/2012
General Surgery	Lobectomy/segmental resection/wedge resection	08/30/2012
General Surgery	Video assisted thoracoscopic surgery/possible open	08/30/2012
General Surgery	Moderate sedation	08/30/2012

ET3

(1)



Privilege for Health Systems and Health Plans

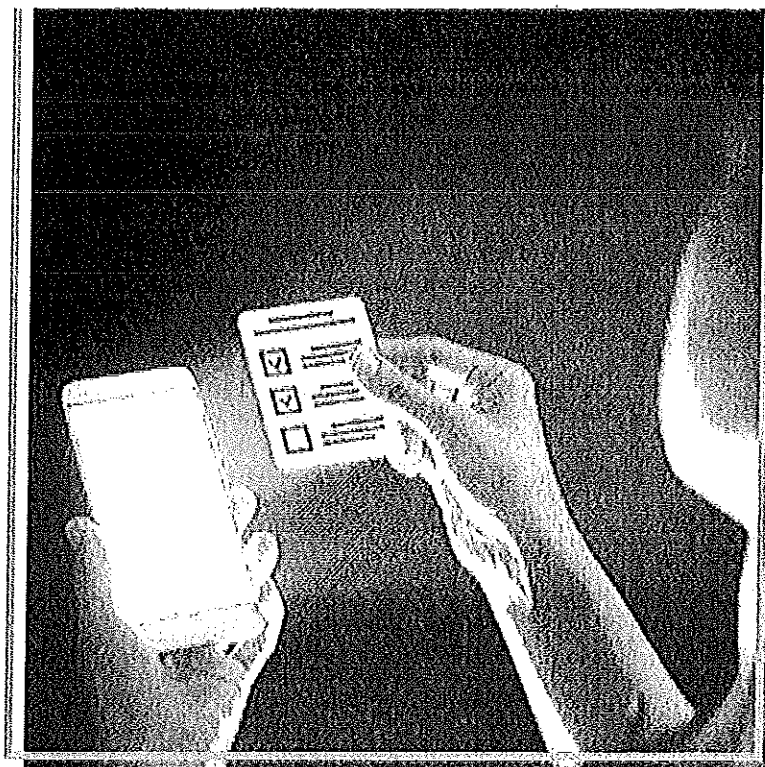
Example
4

SITUATION

Medical staff
offices serve as
the gateways to



patient safety, ensuring that providers possess the current qualifications and demonstrated competency for granted clinical privileges. This requires developing and maintaining an evidence-based privilege criteria, having clearly



defined privilege delineation, providing privileging information to key stakeholders (e.g., surgical departments for scheduling), and continuously evaluating demonstrated competencies to perform granted privileges. At stake is scrutiny by accreditation organizations, legal risk and—most importantly—patient safety.

SOLUTION

Verity's Privilege solution provides a comprehensive, industry-leading, library of delineated privileges for more than 100 adult and pediatric specialties, encompassing physicians, advanced practice professionals, and non-physician specialties. Your medical staff office no longer needs to spend time researching new procedures and validating that their privilege forms have the most up-to-date content and qualifications to exercise the clinical privileges being granted.

EX 4

Experience a solution that has been successfully implemented and adopted by more than 900 hospital, allowing you to automate and standardize the process to delineate, grant, monitor, and evaluate privileges.

KEY BENEFITS

- Fast to implement, easy to adopt, and intuitive web-based training options enable launch in just weeks.
- A simplified, automated and paperless process for privilege requests, delineation, and approvals.
- The industry's most comprehensive clinical privileging content with more than 100 adult and pediatric specialties.
- Continuous updates by credentialing and privileging experts based on with national sources.
- Safeguarding the privileging process to protect patients.
- Access to industry experts and free webinars to answer all your privileging questions.
- Support of single facility, multi-facility, or enterprise-level privileging and acceleration of the transition to enterprise privilege standardization.

EX 4

Features

- Pre-built forms electronically, in print, or both.
- Embedded and continuously-updated ICD-

- Real-time view access to providers privileges for authorized hospital personnel.

10 and CPT codes to link to surgical scheduling systems and enable robust reporting.

- Quarterly updated privileging criteria and content with sources for each privilege form, including the American Board of Medical Specialties and the Accreditation Council for Graduate Medical Education.
- Robust and easy-to-use privilege management tools to capture and maintain privilege form history.

- Link Focused Professional Practice Evaluation (FPPE) requirements within privilege groupings and stand-alone privileges.
- Easy drag and drop interface for building and configuring privilege forms.
- Convenient privilege groupings based on specialty and sub-specialties.

EX4