



# Memorial Hospital of Sweetwater County

## Board of Trustees Regular Meeting

Wednesday - July 11, 2018

2:00 PM

MHSC Classrooms 1, 2 & 3

# Meeting Book - Wednesday - July 11, 2018 Board of Trustees Regular Meeting

## Board Meeting Agenda

I. Call to Order		Richard Mathey
A. Pledge of Allegiance		Richard Mathey
B. Our Mission and Vision		Taylor Jones
Mission Vision Values Strategies 2018.pdf - Page 4		
II. Minutes	For Approval	Richard Mathey
Minutes for June 6 2018.docx - Page 5		
III. Community Communication		Richard Mathey
IV. Executive Session (W.S. 16-4-405(a)(ii), (a)(iii), (a)(x))		Richard Mathey
V. Medical Staff Report		Dr. David Dansie,
No report included in the meeting packet.		Medical Staff President
VI. Old Business		Richard Mathey
VII. New Business		Richard Mathey
A. Election of Officers		Richard Mathey
B. Committee Appointments		Richard Mathey
VIII. Chief Executive Officer Report		Irene Richardson,
No report included in the meeting packet.		Chief Executive Officer
IX. Committee Reports		Richard Mathey
A. Building & Grounds Committee		Taylor Jones
Jim Horan report to F&A on Page 23		
meeting book - tuesday - june 19, 2018 building & grounds committee meeting.pdf - Page 11		
B. Compliance Ad-Hoc Committee		Richard Mathey
C. Executive Oversight & Compensation Committee		Richard Mathey
D. Foundation Board		Marty Kelsey
E. Finance & Audit Committee		Taylor Jones
1. Narratives - Pages 25, 49 & 66		Tami Love,
2. Investment Recommendation - Page 84	For Approval	Chief Financial Officer
3. Bad Debt	For Approval	Tami Love
Final numbers distributed near or on meeting date.		Ron Cheese,
		Patient Financial Services

meeting book - wednesday - june 27, 2018 finance & audit  
committee meeting.pdf - Page 15

Director

F. Governance Committee

Barbara  
Sowada  
Richard  
Mathey

G. Human Resources Committee

meeting book - hr committee June 2018.pdf - Page 121

H. Quality Committee

Taylor Jones

Quality Committee Summary Report- Dashboard June 2018.docx -  
Page 137

6 20 18 Quality Minutes.doc - Page 140

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X. Contract Review

Suzan  
Campbell,  
Chief Legal  
Executive/General  
Counsel

A. Contracts Approved by CEO Since Last Board Meeting

For Your Information

Nuance 2018 Check List.pdf - Page 142

UpToDate Check List.pdf - Page 144

SIS June 2018 Check List.pdf - Page 145

U of U Clinical Training Agreement 2018 Check List.pdf - Page 147

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XI. Good of the Order

Richard  
Mathey

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XII. 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**

**June 6, 2018**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on June 6, 2018, at 2:00 PM with Mr. Richard Mathey, President, presiding.

**CALL TO ORDER**

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

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

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

**APPROVAL OF MINUTES**

The motion to approve the minutes of the January 25, 2018, special meeting with the Foundation Board as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried. The motion to approve the minutes of the April 26, 2018, special meeting with the Foundation Board as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the May 2, 2018, regular meeting as corrected (page 3, paragraph 2 “we are capable of self-reflection”) was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The minutes of the May 22, 2018, special meeting with the Medical Staff was made by Mr. Jones; second by Dr. Sowada. Mr. Kelsey and Mr. Tardoni abstained. Motion carried.

**COMMUNITY COMMUNICATION**

Mr. Mathey invited members of the community to address the Board. Ms. Robin Snowberger addressed the Board. She said she works in the Lab and feels it is important to see each Trustee tour in the Lab. She said the Lab is really the heart of the organization and they help patients to have excellent care. Ms. Snowberger invited Mr. Mathey, Mr. Jones, and Mr. Kelsey to schedule a tour. Mr. Jones said Ms. Mary Fischer, Lab Director, took him on a great tour.

## **SCHOLARSHIP PRESENTATION**

Dr. Dansie recognized two students who received \$3,000 scholarships by the General Medical Staff in combination with the Hospital. He said the applicant pool this year was a really good pool of strong candidates. Dr. Dansie read information about each recipient.

Ms. Kenzie Overy graduated from Rock Springs High School. She is the daughter of Mr. and Mrs. Ronnie and Sheree Sains and Mr. Roger Overy. Ms. Overy is interested in pursuing a career in orthopedic surgery. She is planning on attending the University of Wyoming. Ms. Overy was born and raised in Rock Springs. Her mother has lived in Wyoming most of her life and her father has lived in Rock Springs his entire life. Ms. Overy has a cumulative GPA of 3.85.

Ms. Ali Lange also just graduated from Rock Springs High School. She is the daughter of Mr. LeRoy Lange and Ms. Christy Doak. Ms. Lange is interested in pursuing a career as a transplant surgeon. She is planning to attend the University of Nevada, Las Vegas. Ms. Lange was born and raised in Rock Springs. Her mother is also from Rock Springs and her father is from Rawlins, Wyoming. Ms. Lange has a cumulative GPA of 4.0.

Ms. Brooklynne Stauffer received a \$1,500 scholarship from MHSC. Ms. Deb Sutton, Public Relations and Marketing Director, said the hospital awards the scholarship annually to a Rock Springs High School Health Academy student. Ms. Stauffer is 17-years-old and has been accepted into the University of Wyoming Nursing Program. She is the daughter of Mr. and Mrs. David and DonaJane Stauffer of Rock Springs. Ms. Stauffer has a cumulative GPA of 3.98.

Ms. Richardson presented checks to the recipients.

## **MEDICAL STAFF REPORT**

Dr. Dansie reported the Utilization Management Committee met. Amy Dolce, P.A., has accepted a new position in Utah. Dr. Wagner Veronese's last day is June 22. Mr. Mathey reported the Medical Executive Committee continues to work on medical staff bylaws. When completed, they will be turned over to the Board of Trustees for review and approval.

## **OLD BUSINESS**

### Compliance Reporting Structure

Mr. Clayton Radakovich, Director of Compliance and Risk Management, said the information in the packet was a starting point. The Board needs to decide the reporting structure they want to have. Mr. Radakovich provided a compliance program overview including information from the U.S. Department of Health and Human Services Office of the Inspector General. They require the Hospital have an officer and a committee. An annual risk assessment is required. We are required to self-disclose if we identify any issues. Dr. Sowada said the Hospital historically had a compliance officer and they met quarterly or as needed with information being provided in executive session. Mr. Radakovich provided best practice information. Dr. Dansie said we must make an effort to police ourselves. Mr. Mathey said he would appoint an Ad Hoc Committee to

workshop the plan. The Committee will include Mr. Mathey, Mr. Tardoni, Senior Leaders, and Mr. Radakovich. Mr. Radakovich said his goal is to have a good internal investigation process.

#### Board Survey to Staff

Ms. Richardson said she has a list of questions from The Governance Institute and wants to review the information with Mr. Mathey. She said we will be ready to conduct the survey following their discussion.

### **NEW BUSINESS**

#### Miners' Hospital Board Report

Mr. Tardoni distributed information to the Trustees. He said he serves on the board and provided an overview of services. Mr. Tardoni encouraged people to check out the website and contact him with questions. He invited the media in attendance to publish important information for community members regarding services and upcoming deadlines.

### **CEO REPORT**

Ms. Richardson said we are moving forward with the strategic plan. She is speaking to different providers of patient experience and relationship improvement programs to help identify the direction we want to go for our staff. We are working to identify a provider for a community needs assessment. Ms. Richardson said we are working on policies as well as cross-training nurses to create a float-pool. We want to utilize staff in the most efficient way possible. A budget workshop was conducted May 15. Following Mr. Kolb's invitation, Ms. Richardson met with the Board of County Commissioners (BOCC) June 15 to review our budget request regarding Title 25 and maintenance. Mr. Kolb said some additional funds may be available. The BOCC generously approved \$202,000 for our much-needed collapsing retaining wall project. Ms. Richardson said we are very pleased and very appreciative. She welcomed Starla Leete, CNM, who started with us May 14. As Dr. Dansie said, Amy Dolce, P.A.'s last day is June 11 and we wish her well in her new location. Dr. Veronese has requested to continue his privileges to help with on-call. We also wish him well in his new location. Dr. Neupane's last day is June 8. We wish him well as he pursues a sleep medicine fellowship. We are recruiting a pulmonologist, orthopedic surgeon, and a pediatrician. Ms. Richardson said she will return to present to the BOCC on June 19 for the annual report. She invited the Trustees to join her. Ms. Richardson reported The Joint Commission was on-site. We received full accreditation on May 7. Mr. Mathey echoed his appreciation to the BOCC. He stressed the benefit of working together and having a good relationship.

### **COMMITTEE REPORTS**

#### Foundation Board

Mr. Kelsey reviewed grant award information. He said a cancer research coordinator was hired and will start July 9. That person will be responsible for implementing programs in a number of counties. Mr. Kelsey said there was a large workgroup that worked on the grant submission. He

said Ms. Tiffany Marshall, Foundation Director, and her group are very excited for this opportunity. Mr. Mathey thanked Ms. Marshall and the Foundation Board for seeing the project through.

#### Finance and Audit Committee

*Capital Expenditure:* The motion to approve FY 18-27 for \$58,750 for medical oncology software was made by Mr. Jones; second by Dr. Sowada. Motion carried. The motion to approve FY 18-30 for \$26,865 for the retaining wall was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The motion to approve FY 18-31 for \$30,574 for prostate cancer patient urology equipment was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

*Investment Recommendation:* The motion to approve the investment recommendation of \$17,013,188.83 as requested was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

*Bad Debt:* The motion to approve the net potential bad debt for \$748,456.46 as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

FY19 Budget: Mr. Mathey said he reviewed the budget and invited comments from the Committee members for the benefit of the other Trustees. Mr. Jones said he is completely comfortable with the work done and where it lands us. Mr. Kelsey said the bottom line number is basically based on a number of assumptions. A lot of numbers were reduced from the prior year. Mr. Kelsey asked who knows what the next 12 months will bring. It is an educated guess. Mr. Kelsey said he appreciates the hard work to create the budget. The concern is if our assumptions are off. He said then we will need to adjust. Mr. Kelsey said he is concerned about our margins. In his view, 1.9 is an optimistic number but he also thinks it is possible. On the non-operating side, he thinks that's very realistic. Mr. Kelsey reminded everyone we lost the tax money and that one of our bonds is paid off September 1. He said he would really like to see some focus given to some key metrics (8 to 10) that pretty much drive our financial health. He thinks there should be some goals and action plans. Mr. Kelsey said we are quite a bit behind state-wise on margins. He said we need to spend some time this year on salaries and staffing. He said he's not saying they are too high or too low; he just wants to look at it and learn more. Mr. Kelsey said he really appreciates the work Ms. Love, Ms. Richardson, and the staff have done. He thinks it's a good budget and one we can support. We have seen huge improvement but there is still work to be done. The motion to recommend the budget as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried. Ms. Love thanked Ms. Jan Layne, Controller, and Ms. Erica Taylor, Staff Accountant, for their hard work.

#### Quality Committee

Ms. Suzan Campbell, Chief Legal Executive/General Counsel, said in an attempt to streamline there were changes made to the charter in the composition of the committee. She said most of the Quality work should be done in the QAPI (Quality Assurance Performance Improvement) Committee and then reported up to the Quality Committee. Ms. Campbell said we hope to get data moving and focus discussions. Mr. Jones said the charter changes have been approved by

the Quality Committee. The motion to approve the charter revision was made by Mr. Jones; second by Dr. Sowada. Motion carried.

## **CONTRACT REVIEW**

### **Contract Consent Agenda**

Ms. Campbell said her goal is to make sure the check lists for the contracts have all of the information the Board needs to help them in the review process. The motion to authorize the CEO to execute four contracts on behalf of the Hospital was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

## **GOOD OF THE ORDER**

Mr. Jones said in past years, the Board meetings started at a later time. He feels we are a very transparent board but starting at 2:00 PM makes it difficult for a certain aspect of the public to attend. Mr. Mathey said he will take that under advisement.

Ms. Richardson again thanked the BOCC and Mr. Kolb for their generous support. Mr. Kolb said if we can keep money local it has an 8x multiplier to the benefit of the County.

## **EXECUTIVE SESSION**

The motion to go into Executive Session was made by Mr. Jones; second by Mr. Tardoni. Motion carried. Mr. Mathey said the Board would take a 5-minute recess.

## **RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 6:55 PM. Mr. Phillips was no longer in attendance.

The motion to approve the May 14, 2018 Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Jones.. Motion carried.

1. Initial Appointment to Locum Tenens (1 years)
  - Dr. Brian Kradel, Anesthesia
2. Reappointment to Active Staff (2 years)
  - Dr. David Liu, Otolaryngology
  - Dr. William Sarette, Pediatrics
3. Reappointment to Consulting Staff (2 years)
  - Dr. Erin Clark, Maternal/Fetal Medicine (U of U)
  - Dr. Bruce Bray, Cardiology (U of U)
  - Dr. Edward Gilbert, Cardiology (U of U)
  - Dr. John Ryan, Cardiology (U of U)
  - Dr. Jerry Walker, Cardiology (U of U)

- Dr. Cristina Cavazos, Tele Radiology (VRC)
  - Dr. Marc Paul, Tele Radiology (VRC)
  - Dr. Ann Tran, Tele Radiology (VRC)
4. Reappointment to AHP Staff (2years)
    - Todd Bader, LPC (SWCS)
  5. Occupation Medicine Board Certification Waivers
  6. Tele Burn, Tele ICU & Tele Stroke Privileges
  7. Credentials Conference

The motion to approve occupational medicine board certification waivers for current staff who currently possess family medicine certification was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

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

The motion to approve the ICU burn telemedicine as part of the credentialing process was made by Dr. Sowada; second by Mr. Jones. Motion carried.

The motion to approve the adoption of employee policies effective July 1 with permission to Ms. Campbell to correct clerical errors, and to supersede, revoke and replace all existing personnel policies was made by Dr. Sowada; second by Mr. Jones. Motion carried. Mr. Mathey said the intent of the action is to revoke all previous employee policies whenever adopted at MHSC. The purpose is to enact a group of policies at one time to avoid any confusion over which policies are in effect. He said not included in those policies are drug testing, grievance, and reduction in force. The intention is to consider those in final format and enact at the next meeting.

### **ADJOURNMENT**

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

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Mr. Richard Mathey, President

Attest:

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Mr. Marty Kelsey, Secretary



# Memorial Hospital of Sweetwater County

## Building & Grounds Committee

Tuesday - June 19, 2018

5:00 PM

Classrooms 1 & 2

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

**Tuesday – June 19, 2018**

**Board Committee Members**

**Taylor Jones, Chair  
Ed Tardoni**

**Staff Committee Members**

**Irene Richardson  
Jim Horan  
Tami Love**

**Guests**

**Gerry Johnson – *Facilities***

**Stevie Nosich – *Facilities***

**John Kolb – *Board of Sweetwater County Commissioners***

**Agenda**

- 1. Approve April 24, 2018 Minutes**
- 2. Project(s) Review**
  - A. Laundry Update**
  - B. CT Project Update**
  - C. Prioritized Projects List**
- 3. Old Business**
- 4. New Business**
- 5. Meeting Schedule**



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Building & Grounds Committee Meeting**  
**April 24, 2018**

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

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

Guests: Mr. Gerry Johnston  
Ms. Stevie Nosich  
Mr. John Kolb, *Sweetwater County Board of County Commissioners Liaison*

**Call Meeting to Order**

Mr. Jones called the meeting to order.

**Meeting Minutes**

The motion to approve the minutes of the March 20, 2018, regular meeting as presented was made by Mr. Horan; second by Ms. Love. Motion carried.

**Projects Review**

**Laundry Project**

Mr. Horan said we are expecting a visit from The Joint Commission and preparing for that has been our highest priority so there has been no activity with this project since the last meeting. Mr. Jones asked about a split system option. He said he will find out more information and bring it back for consideration. Mr. Kolb shared an example of something the County installed and said it is stand-alone spot-cooling.

**CT Project Update**

Mr. Horan reported things are going okay. He said that with any renovation, you run into things. Within the CT room, there is a mechanical space and a bathroom. We found both need to be replaced. There was a change order issued for approximately \$7,100. As a result the deadline for conclusion of the project was moved out a week.

**Prioritized Projects List**

Mr. Horan reviewed the first and second floor medical office building floor plans. He showed the demolition areas and the planned phases for work in the active areas. He said we have a lot of people involved in this process. Mr. Horan said some work will be done on weekends. The project is presenting some definite challenges. Mr. Kolb shared an alternative design plan. Mr. Horan said it was an interesting idea. He tried to recall what Britt from Plan One said about the need for our current proposed plan. Mr. Kolb said he did not mean to hold up the process, he just

wants to better-understand. Mr. Horan said he appreciated the questions and said he will investigate and report back. Ms. Love said the original estimate is approximately \$235,000. Mr. Horan said the State will have to review these plans. He will keep the Committee updated.

Mr. Horan contacted Western Engineers and Geologists and they did a thorough review of the retaining wall. In their proposal, they explained why the price is what it is. Mr. Horan asked for an add-alternate for a handicap-accessible ramp. Another add-alternate is related to resolving the water runoff and drain by the loading dock. He shared the numbers for engineering from Plan One, JFC, and Western Engineering. Ms. Richardson asked if this work is a Joint Commission requirement. Mr. Horan said no but that it is needed. Mr. Jones said he appreciated Mr. Horan getting multiple bids. Mr. Horan said eventually we need to do something. Mr. Tardoni thinks it would be an advantage to have someone who will not sub out the work. Mr. Horan said we do not need to make a decision tonight. Mr. Jones suggested Mr. Horan develop the timeframe. Mr. Horan said it is a money issue and he needs someone to tell him when we can move forward. Ms. Richardson said we had \$2M in capital and decided to pay for the CT with cash instead of financing. We have been improving our cash at the cost of projects. She said our plant age has increased a bit and that impacts our standing, as well. Ms. Richardson discussed the timing of expenditures. Mr. Kolb asked if the retaining wall is about aesthetics or is it safety-related? Mr. Tardoni said we currently have cinder blocks with fiberglass around it. Mr. Horan said we will know the cost after the engineering is complete.

Mr. Horan said the medical imaging hallway ceiling install is starting May 14. Mr. Johnston suggests we move that start date due to the change in the CT install date. Mr. Horan said he will check on that possibility.

Mr. Horan reported the TMS software used for The Joint Commission requirements is being built and we should have it soon.

### **Old Business**

Ms. Love said she texted her contact at Sun Roc and was told the contact will get a message to the manager about our request to award an appreciation plaque. Mr. Kolb said he will try to contact the manager.

Mr. Horan said we have interviewed someone for the carpenter position.

Mr. Horan reported Ms. Richardson is in her new office and Ms. Love is moving into her office this week. Ms. Richardson thanked Mr. Horan and his staff.

Mr. Horan reported the steam line work is complete.

### **New Business**

None.

### **Next Meeting**

Mr. Horan said the next meeting has been replaced with a tour of the old hospital site. The date has been changed from May 15 to May 22 at 5:00 PM. Plan to meet in the back parking lot.

*Submitted by Cindy Nelson.*



# Wednesday - June 27, 2018 Finance & Audit Committee Meeting

%date

Classrooms 1 & 2

# Meeting Book - Wednesday - June 27, 2018 Finance & Audit Committee Meeting

## Agenda

### Agenda

Agenda Finance Comm June 27, 2018.docx

#### I. Call Meeting to Order

Taylor  
Jones  
Taylor  
Jones

#### II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes May 30 2018.doc

#### III. Capital Requests FY18

Taylor  
Jones

18 CAPITAL.xlsx

#### IV. Building & Grounds Committee Report

James  
Horan

Building & Grounds May 2018.doc

#### V. IT Report

Rich Tyler

IT Report fo Finance June 2018.docx

#### VI. Financial Report

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

Tami Love

##### 1. Financial Statements

Tami Love

NARRATIVE TO MAY 2018 FINANCIALS.doc

FY18 FINANCIALS COMBINED - MAY 2018.pdf

FY18 Other Operating Revenue Detail 053118.xlsx

CLINIC NARRATIVE TO MAY 2018 FINANCIALS.doc

FY18 FINANCIALS CLINIC - MAY 2018.pdf

FY18 FINANCIALS HOSPITAL ONLY - MAY 2018.pdf

HDRHCD May 2018 Board.pdf

Key Financial Ratio Definitions.pdf

##### 2. Statistics

Tami Love

18 Board Graphs May.pdf

18 MHSC STATISTICS MAY 2018.pdf

18 FTE REPORT - 052718.pdf

##### 3. Accounts Receivable report

Tami Love

18 PAYOR MIX-May.pdf

Days in AR - May.pdf

##### 4. Budget Adherence

Tami Love

##### B. Approve Investment Report

Tami Love

18 INVESTMENT SUMMARY 05-31-18.pdf

18 DAYS OF CASH CASH VS EXPENSES-MAY.pdf

C. Other Business

1. Preliminary Bad Debt

Ron  
Cheese

2. Title 25 County Voucher

Ron  
Cheese

FY18 County Maintenance & Title 25 Voucher-May.pdf

3. Legal Summary

Tami Love

18 BOARD LEGAL EXPENSE HISTORY-May.pdf

4. Cash Disbursements

Tami Love

FY18 CASH DISBURSEMENTS - May 2018.pdf

VII. New Business

A. Financial Forum Discussions

Taylor  
Jones

VIII. Adjournment

Taylor  
Jones

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

**Wednesday ~ June 27, 2018**

**4:00 p.m.**

**Classrooms 1 & 2**

**Voting Members:**

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

**Non-Voting Members:**

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

**Guests:**

John Kolb, Commission

Jim Horan

Leslie Taylor

- |  |              |
|--|--------------|
| I. Call Meeting to Order                           | Taylor Jones |
| II. Approve May 30th Meeting Minutes               | Taylor Jones |
| III. Capital Requests FY 18                        | Taylor Jones |
| IV. Building Project Review                        | Jim Horan    |
| V. IT Report                                       | Rich Tyler   |
| VI. Financial Report                               |              |
| A. Monthly Financial Statements & Statistical Data | Tami Love    |
| 1. Financial Statements                            | Tami Love    |
| 2. Statistics                                      | Tami Love    |
| 3. Accounts Receivable report                      | Tami Love    |
| 4. Department Budget Adherence                     | Tami Love    |
| B. Approve Investment Report                       | Taylor Jones |
| C. Other Business                                  |              |
| 1. Preliminary Bad Debt                            | Ron Cheese   |
| 2. Title 25 County Voucher                         | Ron Cheese   |
| 3. Legal Summary                                   | Tami Love    |
| 4. Cash Disbursements                              | Tami Love    |
| VII. New Business                                  |              |
| A. Financial Forum Discussion                      | Taylor Jones |
| VIII. Adjournment                                  |              |

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### Finance & Audit Committee Meeting

May 30, 2018

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

Voting Members Absent:

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

Non-Voting Members Absent: Dr. Augusto Jamias  
Ms. Angel Bennett, *Director of Materials Management*  
Dr. Larry Lauridsen

Guests: Mr. Jim Horan, *Facilities Director*  
Ms. Tasha Harris, *Oncology Director*  
Ms. Renee Petty, *Pharmacy Director*  
Mr. John Kolb, *County Commissioner Liaison*  
Ms. Leslie Taylor, *Clinic Operations Manager*

### **Call Meeting to Order**

Mr. Jones called the meeting to order and welcomed everyone.

### **Approve Meeting Minutes**

A motion to approve the meeting minutes of April 25, 2018, as presented was made by Mr. Kelsey; second by Ms. Love. Motion carried.

### **Capital Request FY 18**

Ms. Harris reviewed request FY18-27 for the software Looking Glass. Looking Glass is the pharmacy piece of the current ARIA software used in Oncology. Ms. Petty explained Looking Glass will allow the process to run more efficiently and eliminate manual entry and errors. It would allow use of bar code scanners and help with inventory control. Ms. Petty explained that the pharmacy has a similar program that costs \$20,000 per month and the annual maintenance on Looking Glass is only \$1,000 per month. Mr. Kelsey asked if this is the only company that provides this software. Ms. Harris and Ms. Petty both said that it is. Mr. Jones asked why the price decreased so much from the original quote. Ms. Harris explained that she went back to the

company with a quote given to us over a year ago that was much lower. They then came back with an adjusted price. The motion to approve forwarding FY18-27 to the full Board for review and a request for approval was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

Ms. Love presented FY18-30 for the Retaining Wall Design. Ms. Love explained that this is not the full cost of the wall. Mr. Taylor explained that the bid from Western Engineers and Geologists was a little higher than other bids, but that there would be less sub-contracting with this company. The motion to approve forwarding FY18-30 to the full Board for review and a request for approval was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

### **Building and Grounds Committee Report**

Ms. Love reported that there was not a Building and Grounds meeting so there is no report included this month. Mr. Kelsey had a few questions regarding fall protection and standing water issues. Mr. Horan discussed the possibility of having a third party come in for OSHA consulting. Mr. Kelsey has been through this process and discussion ensued.

### **IT Report**

Mr. Tyler reviewed the report included in the meeting packet. He added that the new back-up system has been received and will be installed next week.

### **Financial Report**

#### **Monthly Finance Statements & Statistical Data**

Ms. Love reviewed the narrative and financial highlights included in the meeting packet. Mr. Kelsey asked what happened in May. Ms. Love said the inpatient revenue in April was way down. Our expenses are remaining steady. The negative bottom line is due to the volumes being down. Ms. Love said she can't remember the last time births were this low. Ms. Richardson added that they are looking into our transfers out of the Emergency department. Mr. Jones asked how the addition of Starla Leete to the OB clinic will help the revenue. Ms. Taylor said that in her first week Starla already has a high volume of patients per day. There was much discussion on the Family Practice statistics and how Occupation Medicine is affecting the numbers.

#### **Approve Investment Report**

Mr. Jones asked for an explanation as to why the investment funds are where they are at. Ms. Love explained that we had an agreement with Key Bank because they carried our B-bonds. These investments are easily converted to cash if necessary. Mr. Jones and Mr. Kelsey agreed that we need to be more aggressive and search for higher interest rates when the bonds are paid in September. The motion to approve to forward to the full Board for review and consideration the investment report as presented was made by Mr. Kelsey; second by Ms. Love. Motion carried.



## Other Business

Mr. Cheese distributed the preliminary bad debt information for review. Mr. Cheese said he is holding onto accounts for 30 days longer to give people more opportunity to pay.

Mr. Cheese said the County has paid us for all Title 25 vouchers previously submitted. He sent charges for approximately \$11,000 that was from the University of Utah Emergency Physicians for treatment in March. We received that payment last week.

Ms. Love said that we still have about \$200,000 remaining in the maintenance fund budget for the year.

The motion to approve to forward to the full Board for review and consideration of the Bad Debt as presented was made by Mr. Kelsey; second by Ms. Richardson. Motion carried.

## **New Business**

### Financial Forum Discussion

Ms. Love said that the FY19 Budget included the changes discussed in the Budget Workshop. Mr. Jones wanted to know if we have planned for surprises. Ms. Love said that we have some contingency for surprises. Mr. Kelsey suggested we keep a close watch on the FTEs and salaries. Dr. Nielson explained the minimum staffing rules we have to follow because we are an acute care facility. She explained how the OR has had a lot of turnover and that it takes 6 months to train nurses in the OR. We have had to have agency staffing during these orientation times that adds to our FTEs.

The motion to approve to forward to the full Board for review and consideration of the FY19 Budget as presented was made by Mr. Kelsey; second by Ms. Love. Motion carried.

Ms. Richardson added that Keith Williams will be coming to the June meeting to explain how changing to a critical access hospital would affect the hospital.

With no further business, the meeting adjourned.

*Submitted by Jan Layne*

MHSC Capital Budget for FYE 6/30/2018

Department	ITEM	Approved	Purch/Amt	Variance	FY#
MEDICAL IMAGING	AS+ 64 slice CT Scanner	701,967	701,967		FY18-1
MEDICAL IMAGING	CT REPLACEMENT CONSTRUCTION - A Pleasant	513,482	513,482		FY18-1
MEDICAL IMAGING	CT REPLACEMENT CONSTRUCTION - Plan One/ST&B	45,450	45,450		FY18-1
MEDICAL IMAGING	C10-3V ULTRASOUND TRANSDUCER	12,762	12,762	-	FY18-2
RESPIRATORY	PURITAN BENNETT 980 VENTILATOR	34,342	34,342	-	FY18-3
RESPIRATORY	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER	31,500	31,920	420	FY18-4
INFORMATION SERVICES	VIRTUAL SERVER EXPANSION	39,281	39,281	-	FY18-5
INFECTION CONTROL	TROPHON EPR (2)	19,526	19,526	-	FY18-6
LABORATORY	BIOLOGICAL HOOD	9,566	9,241	(325)	FY18-7
LABORATORY	PLASMA THAWER	2,858	2,857	(1)	FY18-8
UROLOGY CLINIC	GOBY WIRELESS URODYNAMICS SYSTEM	20,720	20,720	-	FY18-9
MEDICAL IMAGING	EMC CENTERA 2 NODE UPGRADE	12,772	12,773	1	FY18-10
SURGERY	GLIDE SCOPE PEDIATRIC BATON	6,143	6,143	-	FY18-11
INFORMATION SERVICES	T-SYSTEM SERVER UPGRADE	TABLED			FY18-12
LABORATORY	BLOOD CULTURE SYSTEM	12,499	12,499	-	FY18-13
LABORATORY	BLOOD CULTURE SYSTEM	12,499	12,499	-	FY18-14
FACILITIES	MOB RETURN AIR DUCTS - ENGINEERING	24,900	24,900	-	FY18-15
NUTRITION SERVICES	GAS CONVECTION OVEN	7,002	7,002	-	FY18-16
FACILITIES	FIRST FLOOR SPRINKLER HEADS	9,000	8,060	(940)	FY18-17
FACILITIES	CEILING TILES-MEDICAL IMAGING	22,000	20,806	-	FY18-18
INFORMATION SERVICES	UPS BATTERY BACKUP UNIT	6,324	5,900	-	FY18-19
FACILITIES	UTILITY RISK ASSESSMENT SOFTWARE	21,500	21,500	-	FY18-20
DIALYSIS	DIALOG HEMODIALYSIS SYSTEM	13,500	13,500	-	FY18-21
INFORMATION SERVICES	OFFSITE BACKUP SERVERS	192,500	192,500	-	FY18-22
FACILITIES	HANDICAP RAILING	10,500	10,289	(211)	FY18-23
HISTOLOGY	DIGITAL CAMERA FOR MICROSCOPE	6,575	6,575	-	FY18-24
HISTOLOGY	CYTOSPIN	11,087	11,087	-	FY18-25
FACILITIES	AUTOClave CARTS	17,970	17,970	-	FY18-26
HOUSEKEEPING	FLOOR SCRUBBER	7,023	7,023	-	FY18-28
MAMMOGRAPHY	RADIFORCE COLOR MONITOR (2)	20,799	20,799	-	FY18-29
FACILITIES	ENGINEERING RETAINING WALL	26,865		(26,865)	FY18-27
CANCER CENTER	LOOKING GLASS SOFTWARE	58,750	58,750	-	FY18-30
UROLOGY CLINIC	HITACHI PROBE FOR SPACE OAR PROCEDURES	30,574	30,574	-	FY18-31
FACILITIES	DUCTLESS SPLIT AC SYSTEM - 3000 COLLEGE	6,995	6,995	-	FY18-32
NURSING ADMIN	CARDIAC OUTPUT MONITORING SYSTEM	8,625		(8,625)	FY18-33
				-	
Total Budgeted	2,000,000	1,977,856	1,939,691	(36,546)	

Capital Expenditure Dollars Authorized	1,977,856
Less Donated Capital	
County - Retaining Wall	(26,865)
	(26,865)
Net Capital Outlay FYTD 2018	1,950,991
Remaining Balance FY2018 Capital Budget	49,009

**BUILDING AND GROUNDS COMMITTEE**  
**Memorial Hospital of Sweetwater County**  
6/19/2018

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

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

**Guests Present:**

**Minutes taken by:** Cindy Nelson

**Location:** Classroom 1

**Time Started:** 5PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Offsite storage	After much consideration, the Commissioner's offer to use any of the buildings on the site of the original hospital (731 C Street) was declined.	J. Horan	Send thank you letter to Commissioners	This month
CT Replacement	No discussion... project completed	J. Horan	No action.	None
Laundry upgrade	No new initiatives have been started to alleviate heat conditions. Will proceed incrementally with previously engineered steps that must be done, in order to chip-away at issues the inhibit heat removal from space.	J. Horan	1. Erect wall to separate linen storage from linen processing area. 2. Lint removal ductwork to improve heat removal from steam dryers.	Report progress next meeting.
Itemized Maintenance projects.	1. Collapsing retaining wall. 2. Replace original ceilings and sprinkler heads. 3. Seal mechanical room floor.	J. Horan	1. Engineering contract awarded. 2. Completed 3. No discussion	Review progress next meeting.
Wyoming Department of Health (WDH) inspection of our Medical Office Building (MOB) and 3000 College Hill (CH)	Several items will need to be addressed for licensing by WDH: 1. Return-air ducts for invasive procedure rooms. "Plan-1" reviewed completed plans with committee. 2. Continuous exhaust in restrooms and soiled/wet areas.	J. Horan/ C. Radakovich	1. Bid requests to be sent-out this month. Mandated pre-bid conference and review, scheduled for July 12. Bid opening on July 24. 2. MOB completed/ CH in progress	Review progress next meeting.
TJC findings review	Power-point presentation of various EOC issues	J. Horan	Remedy issues as soon as possible.	Review progress next meeting.
<b>Time Adjourned:</b> 6:00P				
<b>Next Meeting:</b> July 24, 2018				
<b>Respectfully Submitted:</b> Jim Horan				

Finance and Audit Committee

IT report

June 2018

Rich Tyler

1. The T-Systems migration is going well. We are currently testing the interfaces and are looking at a go-live towards the end of July.
2. The OBIX upgrade is going well. We are currently testing the interfaces as well as training on the new version. We are looking at a go-live at the middle of July.
3. We have installed and configured our new backup solution. We are tweaking some of the data retention times/dates, and also working on configuring the cloud based archiving.
4. We are still researching possible third party vendors that can provide penetration testing services as well as cyber-attack mitigation services. We have recently received two quotes, and look forward to bringing them to the finance team for review in the next few months.
5. Our new helpdesk analyst started this month and is doing great. He is learning quickly and will be a great asset to our team and the hospital.
6. Our new report writer is scheduled to start at the beginning/middle of July.

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

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

**June 19, 2018**

**NARRATIVE TO MAY 2018 FINANCIAL STATEMENT**

**THE BOTTOM LINE.** The bottom line from operations for May was a loss of \$140,456, compared to a gain of \$287,922 in the budget. This yields a -1.98% operating margin for the month compared to 3.83% in the budget. The YTD net operating loss is \$186,319, compared to a gain of \$2,203,002 in the budget. This represents a YTD operating margin of -0.23% compared with 2.67% in the budget.

The total net gain for the month was \$191,491, compared to a gain of \$483,027 in the budget. The YTD total net gain is \$2,412,900, compared to a gain of \$4,349,157. This represents a YTD total profit margin of 3.03% compared with 5.27% in the budget.

Annual Debt Service Coverage came in at 3.27. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

**VOLUME.** Average inpatient census for the month was 9.9; under budget by 4.4. YTD average census is 11.6 compared to 17.5 in the budget and prior year.

Inpatient surgeries were 4 under budget at 28 and outpatient surgeries were 21 under budget at 137. There were 6,540 outpatient visits, under budget by 29.

Total ER visits were 1,400, which was right at budget. There were 32 newborns in May, under budget by 16. Births are under budget by 29 year to date.

**REVENUE.** Revenue for the month was \$13,023,332, under budget by \$611,399. Inpatient revenue was under budget by \$1,566,064, outpatient revenue was over budget by \$974,016 and the employed Provider Clinic was under budget by \$19,351.

YTD total revenue was \$144,743,224, under budget by \$4,775,232. Inpatient revenue is under budget by \$12,824,443, outpatient revenue is over budget by \$9,850,209 and the Provider Clinic is under budget by \$1,800,998.

Net patient revenue for the month was \$6,963,485, under budget by \$386,767. YTD net patient revenue was \$77,289,652, under budget by \$3,472,667.

Deductions from revenue were booked at 46.5% for May compared to 46.1% in the budget. YTD deductions from revenue are 46.6%, compared to 46% in the budget and 46.1% for the same period in FY 2017.

**EXPENSES.** Total expenses for the month were \$7,220,813 under budget by \$2,236. Salary & Wage, Utilities, Repairs & Maintenance, Leases & Rentals and Depreciation were under budget for May. The following categories were over budget for May:

**Benefits** – This expense is over budget by \$15,035. Group health, Retirement, Work comp and Other employee benefits are over budget.

**Contract Labor** – This expense is over budget by \$106,303. Behavior Health, Surgery, Dialysis, Emergency Room, Ultrasound and Respiratory Therapy are over budget for the month.

**Physician Fees** – This expense is over budget by \$186,412. Locum tenens fees for Oncology, Pediatrics and Anesthesia are over budget.

**Purchased Services** – This expense is over budget by \$38,298. Consulting fees, Sponsorships, Bank card fees, Collection agency, Department management service and Mobile CT services are all over budget for the month.

**Supplies** – This expense is over budget by \$48,290. Drugs, Minor equipment, Outdated supplies and Marketing supplies are over budget.

**Other Operating** – This expense is over budget by \$39,821. License & taxes, Education & travel, Freight and Employee recruitment and Pharmacy allocation are over budget.

Through eleven months, the daily cash expense remains under \$217,000, down from a high of \$236,000 in last fiscal year.

**BALANCE SHEET.** Operating cash at month end was \$13,064,287, a decrease of \$2,113,577 from April. The large decrease was mainly due to the 3-pay period month. Collections for the month of May were \$7,210,258. The Days of Cash on Hand decreased in May to 104, down ten days from April. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$21,516,746, down \$1,124,218 from the prior month. Net patient receivables at month end were \$11,730,279, down \$331,628 from last month. Days in Receivables are 51 for May, back down 4 days from April.

**OUTLOOK FOR JUNE.** Gross revenue is projected to come in under budget in the Hospital and the Clinic. Patient days, ER visits, Clinic visits and Surgeries are all projecting to come in under budget. Outpatient services, including Lab, Medical Imaging and Infusions are projecting to be over budget in June. Gross patient revenue is projecting to come in at \$12.5M, which is under budget with net revenue projecting to \$6.7M. Collections are projecting to come in at \$6.2M, which is under budget. With expenses expected to remain constant at \$7.2M, we are projecting to end the fiscal year with a loss of about \$400,000.

## TRENDS IN HEALTH CARE FINANCE.

**Volume, Volume, Volume** – Industry wide, hospitals have been experiencing a continual drop in inpatient volumes due to a number of different factors. Some of these factors include:

- decrease in elective procedures due to lost insurance coverage or increase in higher deductible plans
- pressure on hospitals to reduce unnecessary readmissions
- growth of observation status
- advanced technology in imaging, surgery and anesthesia making it safer for patients to receive care on an outpatient basis
- ongoing birth rate decline

Over the last year, we have seen a decrease in inpatient revenue of almost \$13 million. While our outpatient revenue has increased by \$8 million, it is not enough to cover the shift from inpatient care to outpatient care. We have realized we now need to focus on growing our outpatient services. We are working on this at several levels and through a few different pillars of the strategic plan:

- we are in the process of getting proposals for a Community Health Needs Assessment which will tell us what new services are needed and wanted from the community
- we have created a few groups to look at improving patient access, including Clinic, Medical Imaging & Cardiopulmonary
- we are analyzing ER and IP transfer data to make sure we are keeping patients here when possible
- we have developed a Chronic Care Management program that will help us follow the patients through their disease process
- we are looking at ways to capture the patients without a primary care provider to help keep them out of the ER

While we also need to focus on internal referrals and physician recruitment to help with inpatient volumes, we must recognize the need to invest in our outpatient facilities and the future of outpatient care.



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

**Unaudited Financial Statements**

**for**

**Eleven months ended May 31, 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.

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**Certified by:**

**Tami Love**

**Chief Financial Officer**



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**ROCK SPRINGS, WY**

**Eleven months ended May 31, 2018**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

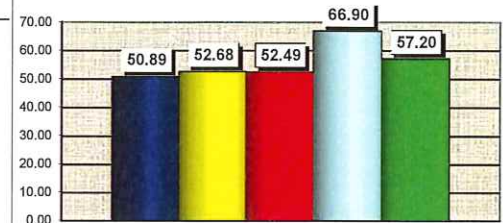
PAGE 2

Eleven months ended May 31, 2018

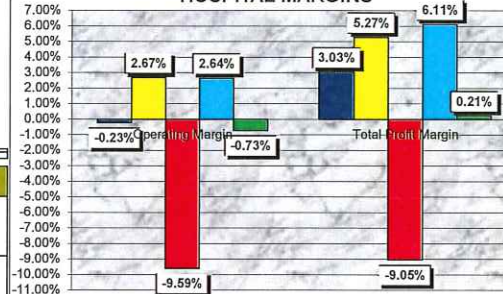
### BALANCE SHEET

	YTD 5/31/2018	Prior FYE 6/30/2017
<b>ASSETS</b>		
Current Assets	\$30,989,049	\$28,430,788
Assets Whose Use is Limited	15,904,470	15,912,634
Property, Plant & Equipment (Net)	68,372,635	73,152,948
Other Assets	248,091	259,415
<b>Total Unrestricted Assets</b>	<b>115,514,245</b>	<b>117,755,785</b>
Restricted Assets	419,340	75,515
<b>Total Assets</b>	<b>\$115,933,585</b>	<b>\$117,831,300</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$7,829,749	\$9,201,224
Long-Term Debt	27,920,795	30,738,726
Other Long-Term Liabilities	971,575	1,122,980
<b>Total Liabilities</b>	<b>36,722,119</b>	<b>41,062,930</b>
Net Assets	79,211,466	76,768,370
<b>Total Liabilities and Net Assets</b>	<b>\$115,933,585</b>	<b>\$117,831,300</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



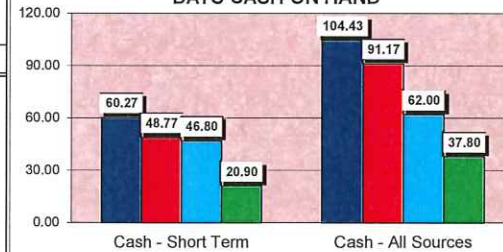
### HOSPITAL MARGINS



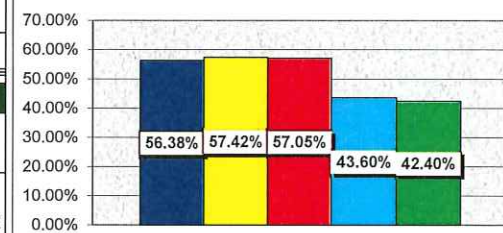
### STATEMENT OF REVENUE AND EXPENSES - YTD

	05/31/18 ACTUAL	05/31/18 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$13,023,332	\$13,634,731	\$144,743,224	\$149,518,456
Deductions From Revenue	(6,059,477)	(6,284,109)	(67,453,572)	(68,756,137)
Net Patient Revenues	6,963,855	7,350,622	77,289,652	80,762,319
Other Operating Revenue	116,501	160,349	2,257,587	1,743,833
<b>Total Operating Revenues</b>	<b>7,080,357</b>	<b>7,510,971</b>	<b>79,547,238</b>	<b>82,506,152</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	4,054,797	4,334,099	44,950,536	47,375,920
Purchased Serv. & Physician Fees	784,959	560,248	7,355,869	6,685,793
Supply Expenses	1,002,232	953,942	11,801,034	10,548,596
Other Operating Expenses	769,968	744,527	8,513,780	8,311,173
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	608,857	630,233	7,112,338	7,381,668
<b>Total Expenses</b>	<b>7,220,813</b>	<b>7,223,049</b>	<b>79,733,558</b>	<b>80,303,149</b>
<b>NET OPERATING SURPLUS</b>	<b>(140,456)</b>	<b>287,922</b>	<b>(186,320)</b>	<b>2,203,002</b>
Non-Operating Revenue/(Exp.)	331,947	195,105	2,599,219	2,146,155
<b>TOTAL NET SURPLUS</b>	<b>\$191,491</b>	<b>\$483,027</b>	<b>\$2,412,900</b>	<b>\$4,349,157</b>

### DAYS CASH ON HAND



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



### KEY STATISTICS AND RATIOS

	05/31/18 ACTUAL	05/31/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	308	443	3,892	5,870
Average Acute Length of Stay	2.7	2.6	2.7	3.2
Total Emergency Room Visits	1,400	1,400	15,035	15,164
Outpatient Visits	6,540	6,569	70,472	76,092
Total Surgeries	165	190	1,930	2,035
Total Worked FTE's	402.59	442.90	407.94	442.90
Total Paid FTE's	448.11	486.41	451.86	486.41
Net Revenue Change from Prior Yr	13.86%	20.78%	0.09%	3.81%
EBIDA - 12 Month Rolling Average			7.14%	14.79%
Current Ratio			3.96	
Days Expense in Accounts Payable			25.92	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	05/31/18
Budget	06/30/17
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$90M Net Rev.	

### FINANCIAL STRENGTH INDEX - 0.62

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

## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Eleven months ended May 31, 2018

⬇️ ⬆️ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 5/31/2018	Year to Date 5/31/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>						
Operating Margin	⬆️	-1.98%	-0.23%	-9.59%	2.64%	-0.73%
Total Profit Margin	⬆️	2.70%	3.03%	-9.05%	6.11%	0.21%
Return on Assets	⬆️	0.18%	2.27%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		18.99%	23.85%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		69.45%	76.15%	68.92%	64.10%	71.70%
<b>Liquidity:</b>						
Days of Cash on Hand, Short Term	⬆️	N/A	60.27	48.77	46.80	20.90
Days Cash, All Sources	⬆️	N/A	104.43	91.17	62.00	37.80
Net Days in Accounts Receivable	⬇️	52.22	50.89	52.49	66.90	57.20
Average Payment Period	⬇️	36.71	36.09	40.28	44.80	49.20
Current Ratio	⬆️	3.96	3.96	3.08	3.66	1.74
<b>Capital Structure:</b>						
Average Age of Plant (Annualized)	⬇️	10.56	10.56	8.42	9.50	12.40
Capital Costs as a % of Total Expense		7.09%	7.41%	8.08%	5.19%	5.47%
Long Term Debt to Equity	⬇️	35.25%	35.25%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	⬇️	26.06%	26.06%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	⬆️	N/A	3.27	1.33	N/A	2.64
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	⬇️	8.57	8.46	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$86,251	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		56.15%	56.38%	57.05%	43.60%	42.40%
Inventory Ratio	⬆️	N/A	30.71	32.16	52.24	49.04
		MTD - Actual 5/31/2018	YTD - Actual 5/31/2018	Prior FYE 6/30/2017	YTD - Budget 5/31/2018	
<b>Other Ratios:</b>						
Gross Days in Accounts Receivable	⬇️	51.22	49.74	46.55	53.68	
Net Revenue per Adjusted Discharge	⬆️	\$11,593	\$11,827	\$12,261	\$13,223	
Operating Expenses per Adj. Discharge	⬇️	\$11,823	\$11,855	\$13,438	\$12,870	

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

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



# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Eleven months ended May 31, 2018

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	Current Month 5/31/2018	Prior Month 4/30/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
<b>Current Assets</b>					
Cash and Cash Equivalents	\$13,064,287	\$15,177,865	(\$2,113,577)	-13.93%	\$11,368,899
Gross Patient Accounts Receivable	21,516,746	22,640,964	(1,124,218)	-4.97%	19,972,096
Less: Bad Debt and Allowance Reserves	(9,786,467)	(10,579,057)	792,590	7.49%	(9,329,712)
Net Patient Accounts Receivable	11,730,279	12,061,907	(331,628)	-2.75%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,548,942	1,567,721	(18,779)	-1.20%	1,750,578
Inventories	2,822,101	2,659,423	162,678	6.12%	2,664,302
Prepaid Expenses	1,823,440	2,094,080	(270,640)	-12.92%	2,004,625
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
<b>Total Current Assets</b>	<b>30,989,049</b>	<b>33,560,996</b>	<b>(2,571,946)</b>	<b>-7.66%</b>	<b>28,430,788</b>
<b>Assets Whose Use is Limited</b>					
Cash	10,600	9,745	855	8.77%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,920,640	2,807,334	113,305	4.04%	3,017,205
Trustee Held Funds - SPT	3,409,381	3,093,494	315,887	10.21%	3,013,114
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,263,849	8,253,433	10,416	0.13%	8,253,433
<b>Total Limited Use Assets</b>	<b>15,904,470</b>	<b>15,464,006</b>	<b>440,464</b>	<b>2.85%</b>	<b>15,912,634</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,041,246	38,041,246	0	0.00%	38,027,734
Equipment	107,592,229	107,369,432	222,797	0.21%	105,824,759
Construction In Progress	1,008,024	631,802	376,221	59.55%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	149,569,555	148,970,536	599,019	0.40%	147,263,807
Less: Accumulated Depreciation	(81,196,920)	(80,588,928)	(607,992)	-0.75%	(74,110,859)
<b>Net Property, Plant, and Equipment</b>	<b>68,372,635</b>	<b>68,381,608</b>	<b>(8,973)</b>	<b>-0.01%</b>	<b>73,152,948</b>
<b>Other Assets</b>					
Unamortized Loan Costs	248,091	249,121	(1,029)	-0.41%	259,415
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>248,091</b>	<b>249,121</b>	<b>(1,029)</b>	<b>-0.41%</b>	<b>259,415</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>115,514,245</b>	<b>117,655,731</b>	<b>(2,141,486)</b>	<b>-1.82%</b>	<b>117,755,785</b>
<b>Restricted Assets</b>	<b>419,340</b>	<b>429,718</b>	<b>(10,379)</b>	<b>-2.42%</b>	<b>75,515</b>
<b>TOTAL ASSETS</b>	<b>\$115,933,585</b>	<b>\$118,085,449</b>	<b>(\$2,151,864)</b>	<b>-1.82%</b>	<b>\$117,831,300</b>

# Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2018

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 5/31/2018	Prior Month 4/30/2018	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,006,189	\$4,194,893	\$1,188,704	28.34%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	787,985	1,898,049	1,110,065	58.48%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,823,085	1,859,409	36,324	1.95%	2,001,046
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	1,939,318	1,939,318	0	0.00%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	273,172	162,588	(110,585)	-68.02%	411,236
<b>Total Current Liabilities</b>	<b>7,829,749</b>	<b>10,054,257</b>	<b>2,224,508</b>	<b>22.13%</b>	<b>9,201,224</b>
Long Term Debt					
Bonds/Mortgages Payable	29,860,113	29,864,925	4,812	0.02%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,939,318	1,939,318	0	0.00%	1,585,000
<b>Total Long Term Debt (Net of Current)</b>	<b>27,920,795</b>	<b>27,925,607</b>	<b>4,812</b>	<b>0.02%</b>	<b>30,738,726</b>
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	971,575	1,037,814	66,239	6.38%	1,122,980
<b>Total Other Long Term Liabilities</b>	<b>971,575</b>	<b>1,037,814</b>	<b>66,239</b>	<b>6.38%</b>	<b>1,122,980</b>
<b>TOTAL LIABILITIES</b>	<b>36,722,119</b>	<b>39,017,678</b>	<b>2,295,559</b>	<b>5.88%</b>	<b>41,062,930</b>
Net Assets:					
Unrestricted Fund Balance	74,381,094	74,418,512	37,418	0.05%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	458,353	468,731	10,379	2.21%	441,378
Net Revenue/(Expenses)	2,412,900	2,221,408	N/A	N/A	(7,625,019)
<b>TOTAL NET ASSETS</b>	<b>79,211,466</b>	<b>79,067,771</b>	<b>(143,695)</b>	<b>-0.18%</b>	<b>76,768,370</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$115,933,585</b>	<b>\$118,085,449</b>	<b>\$2,151,864</b>	<b>1.82%</b>	<b>\$117,831,300</b>



# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2018

	CURRENT MONTH				Prior Year 05/31/18
	Actual 05/31/18	Budget 05/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,473,613	\$4,039,677	(\$1,566,064)	-38.77%	\$3,335,977
Outpatient Revenue	9,045,341	8,071,325	974,016	12.07%	8,442,688
Clinic Revenue	1,294,418	1,199,088	95,330	7.95%	1,168,237
Specialty Clinic Revenue	209,960	324,641	(114,681)	-35.33%	217,138
Total Gross Patient Revenue	13,023,332	13,634,731	(611,399)	-4.48%	13,164,040
Deductions From Revenue					
Discounts and Allowances	(5,120,197)	(5,052,828)	(67,369)	-1.33%	(6,333,953)
Bad Debt Expense (Governmental Providers Only)	(750,881)	(957,663)	206,782	21.59%	(802,116)
Charity Care	(188,399)	(273,618)	85,219	31.15%	(301,201)
Total Deductions From Revenue	(6,059,477)	(6,284,109)	224,632	3.57%	(7,437,270)
Net Patient Revenue	6,963,855	7,350,622	(386,767)	-5.26%	5,726,770
Other Operating Revenue	116,501	160,349	(43,848)	-27.35%	491,885
Total Operating Revenue	7,080,357	7,510,971	(430,615)	-5.73%	6,218,655
Operating Expenses					
Salaries and Wages	3,095,577	3,496,217	400,641	11.46%	3,364,610
Fringe Benefits	852,917	837,882	(15,035)	-1.79%	858,790
Contract Labor	106,303	0	(106,303)	0.00%	150,585
Physicians Fees	364,555	178,143	(186,412)	-104.64%	284,816
Purchased Services	420,404	382,105	(38,298)	-10.02%	399,760
Supply Expense	1,002,232	953,942	(48,290)	-5.06%	1,063,925
Utilities	93,552	100,559	7,007	6.97%	93,475
Repairs and Maintenance	343,807	351,998	8,190	2.33%	386,767
Insurance Expense	67,521	65,472	(2,049)	-3.13%	67,671
All Other Operating Expenses	195,498	155,678	(39,821)	-25.58%	171,802
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	69,589	70,820	1,231	1.74%	92,824
Depreciation and Amortization	608,857	630,233	21,376	3.39%	718,016
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,220,813	7,223,049	2,236	0.03%	7,653,041
Net Operating Surplus/(Loss)	(140,456)	287,922	(428,378)	-148.78%	(1,434,386)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	103,261	7,100	96,161	1354.38%	10,494
Tax Subsidies (Except for GO Bond Subsidies)	315,887	279,743	36,144	12.92%	246,405
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(104,082)	(111,593)	(7,511)	6.73%	(109,196)
Other Non-Operating Revenue/(Expenses)	16,881	19,855	(2,974)	-14.98%	(20,249)
Total Non Operating Revenue/(Expense)	331,947	195,105	136,842	70.14%	(116,546)
Total Net Surplus/(Loss)	\$191,491	\$483,027	(\$291,536)	-60.36%	(\$1,550,932)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$191,491	\$483,027	(\$291,536)	-60.36%	(\$1,550,932)
Operating Margin	-1.98%	3.83%			-23.07%
Total Profit Margin	2.70%	6.43%			-24.94%
EBIDA	10.60%	15.38%			-7.27%

# Statement of Revenue and Expense

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eleven months ended May 31, 2018**

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	YEAR-TO-DATE				
	Actual 05/31/18	Budget 05/31/18	Positive (Negative) Variance	Percentage Variance	Prior Year 05/31/18
Gross Patient Revenue					
Inpatient Revenue	\$31,484,037	\$44,308,479	(\$12,824,443)	-28.94%	\$41,551,717
Outpatient Revenue	98,425,416	88,575,207	9,850,209	11.12%	85,317,942
Clinic Revenue	12,719,848	13,168,638	(448,790)	-3.41%	13,021,718
Specialty Clinic Revenue	2,113,923	3,466,131	(1,352,209)	-39.01%	3,509,508
Total Gross Patient Revenue	<u>144,743,224</u>	<u>149,518,456</u>	<u>(4,775,232)</u>	<u>-3.19%</u>	<u>143,400,884</u>
Deductions From Revenue					
Discounts and Allowances	(57,883,138)	(55,290,198)	(2,592,941)	-4.69%	(54,845,502)
Bad Debt Expense (Governmental Providers Only)	(7,771,462)	(10,473,509)	2,702,046	25.80%	(8,998,302)
Charity Care	(1,798,972)	(2,992,431)	1,193,459	39.88%	(2,194,362)
Total Deductions From Revenue	<u>(67,453,572)</u>	<u>(68,756,137)</u>	<u>1,302,565</u>	<u>1.89%</u>	<u>(66,038,166)</u>
Net Patient Revenue	<u>77,289,652</u>	<u>80,762,319</u>	<u>(3,472,667)</u>	<u>-4.30%</u>	<u>77,362,718</u>
Other Operating Revenue	<u>2,257,587</u>	<u>1,743,833</u>	<u>513,754</u>	<u>29.46%</u>	<u>2,113,785</u>
Total Operating Revenue	<u>79,547,238</u>	<u>82,506,152</u>	<u>(2,958,913)</u>	<u>-3.59%</u>	<u>79,476,503</u>
Operating Expenses					
Salaries and Wages	34,383,924	37,854,308	3,470,384	9.17%	38,251,760
Fringe Benefits	9,180,593	8,945,486	(235,107)	-2.63%	8,879,760
Contract Labor	1,386,019	576,125	(809,894)	-140.58%	2,281,099
Physicians Fees	2,640,951	2,082,916	(558,035)	-26.79%	2,817,275
Purchased Services	4,714,918	4,602,877	(112,040)	-2.43%	5,718,178
Supply Expense	11,801,034	10,548,596	(1,252,438)	-11.87%	10,888,995
Utilities	1,020,709	1,058,919	38,211	3.61%	1,056,646
Repairs and Maintenance	4,052,042	3,881,330	(170,712)	-4.40%	3,836,224
Insurance Expense	677,243	717,647	40,404	5.63%	867,778
All Other Operating Expenses	2,027,314	1,941,989	(85,325)	-4.39%	2,450,622
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	736,473	711,287	(25,185)	-3.54%	1,015,779
Depreciation and Amortization	7,112,338	7,381,668	269,329	3.65%	8,118,298
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>79,733,558</u>	<u>80,303,149</u>	<u>569,591</u>	<u>0.71%</u>	<u>86,182,415</u>
Net Operating Surplus/(Loss)	<u>(186,320)</u>	<u>2,203,002</u>	<u>(2,389,322)</u>	<u>-108.46%</u>	<u>(6,705,912)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	144,004	78,100	65,904	84.38%	114,628
Tax Subsidies (Except for GO Bond Subsidies)	3,562,488	3,077,173	485,315	15.77%	2,907,890
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,304,655)	(1,227,523)	(77,132)	6.28%	(1,216,600)
Other Non-Operating Revenue/(Expense)	197,383	218,405	(21,022)	-9.63%	(1,323,890)
Total Non Operating Revenue/(Expense)	<u>2,599,219</u>	<u>2,146,155</u>	<u>453,064</u>	<u>21.11%</u>	<u>482,029</u>
Total Net Surplus/(Loss)	<u>\$2,412,900</u>	<u>\$4,349,157</u>	<u>(\$1,936,258)</u>	<u>-44.52%</u>	<u>(\$6,223,883)</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	97,892
Increase/(Decrease) in Unrestricted Net Assets	<u>\$2,412,900</u>	<u>\$4,349,157</u>	<u>(\$1,936,258)</u>	<u>-44.52%</u>	<u>(\$6,125,991)</u>
Operating Margin	-0.23%	2.67%			-8.44%
Total Profit Margin	3.03%	5.27%			-7.83%
EBIDA	12.62%	14.79%			5.24%



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

	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018
Gross Patient Revenue					
Inpatient Revenue	\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,045,341	\$8,179,117	\$9,117,338	\$8,217,125	\$9,046,087
Clinic Revenue	\$1,294,418	\$1,045,617	\$1,318,708	\$1,119,761	\$1,215,537
Specialty Clinic Revenue	\$209,960	\$190,157	\$247,601	\$83,134	\$157,597
Total Gross Patient Revenue	\$13,023,332	\$12,518,293	\$14,256,134	\$11,959,881	\$13,901,753
Deductions From Revenue					
Discounts and Allowances	\$5,120,197	\$5,180,571	\$5,699,847	\$4,779,964	\$5,865,394
Bad Debt Expense (Governmental Providers Only)	\$750,881	\$608,142	\$888,176	\$510,331	\$432,591
Charity Care	\$188,399	\$162,130	(\$6,620)	\$160,500	\$105,168
Total Deductions From Revenue	6,059,477	5,950,844	6,581,403	5,450,794	6,403,153
Net Patient Revenue	\$6,963,855	\$6,567,449	\$7,674,731	\$6,509,087	\$7,498,600
Other Operating Revenue	116,501	398,959	122,609	246,357	202,830
Total Operating Revenue	7,080,357	6,966,408	7,797,340	6,755,443	7,701,430
Operating Expenses					
Salaries and Wages	\$3,095,577	\$2,982,785	\$3,211,428	\$3,005,037	\$3,269,915
Fringe Benefits	\$852,917	\$992,919	\$649,692	\$990,578	\$1,119,679
Contract Labor	\$106,303	\$122,359	\$44,526	\$79,857	\$166,621
Physicians Fees	\$364,555	\$346,772	\$254,190	\$255,063	\$250,758
Purchased Services	\$420,404	\$437,651	\$439,077	\$421,063	\$427,741
Supply Expense	\$1,002,232	\$1,080,684	\$1,182,216	\$972,465	\$1,200,722
Utilities	\$93,552	\$90,887	\$107,529	\$81,728	\$95,685
Repairs and Maintenance	\$343,807	\$378,782	\$376,215	\$440,924	\$389,140
Insurance Expense	\$67,521	\$53,077	\$56,861	\$56,861	\$58,940
All Other Operating Expenses	\$195,498	\$198,362	\$201,300	\$154,373	\$177,214
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$69,589	\$67,974	\$73,351	\$75,743	\$78,591
Depreciation and Amortization	\$608,857	\$610,433	\$610,991	\$610,388	\$612,267
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,220,813	\$7,362,685	\$7,207,378	\$7,144,081	\$7,847,273
<b>Net Operating Surplus/(Loss)</b>	<b>(\$140,456)</b>	<b>(\$396,277)</b>	<b>\$589,963</b>	<b>(\$388,637)</b>	<b>(\$145,843)</b>
Non-Operating Revenue:					
Contributions					
Investment Income	103,261	(1,767)	10,816	4,898	(2,148)
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	315,887	233,293	291,849	379,346	322,567
Interest Expense (Governmental Providers Only)	(104,082)	(104,431)	(148,675)	(105,421)	(105,774)
Other Non-Operating Revenue/(Expenses)	16,881	12,688	40,555	8,609	26,104
Total Non Operating Revenue/(Expense)	\$331,947	\$139,783	\$194,545	\$287,431	\$240,749
<b>Total Net Surplus/(Loss)</b>	<b>\$191,491</b>	<b>(\$256,494)</b>	<b>\$784,508</b>	<b>(\$101,206)</b>	<b>\$94,906</b>
Change in Unrealized Gains/(Losses) on Investments					
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>\$191,491</b>	<b>(\$256,494)</b>	<b>\$784,508</b>	<b>(\$101,206)</b>	<b>\$94,906</b>
Operating Margin	-1.98%	-5.69%	7.57%	-5.75%	-1.89%
Total Profit Margin	2.70%	-3.68%	10.06%	-1.50%	1.23%
EBIDA	6.62%	3.07%	15.40%	3.28%	6.06%



Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017
\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,824	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977
\$9,332,424	\$9,091,002	\$9,761,390	\$8,831,699	\$9,336,438	\$8,467,456	\$8,682,306	\$8,442,688
\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237
\$191,061	\$176,581	\$205,457	\$236,113	\$206,155	\$210,106	\$259,241	\$217,138
\$12,943,679	\$13,036,894	\$13,976,126	\$13,019,611	\$13,347,260	\$12,760,261	\$12,850,599	\$13,164,040
\$4,987,914	\$5,399,047	\$5,490,404	\$5,069,104	\$5,202,389	\$5,088,307	\$5,712,822	\$6,333,953
\$595,394	\$298,556	\$945,198	\$982,992	\$976,726	\$782,476	\$747,176	\$802,116
\$261,972	\$188,422	\$196,604	\$63,706	\$195,376	\$283,316	\$317,868	\$301,201
5,845,280	5,886,024	6,632,206	6,115,802	6,374,491	6,154,099	6,777,866	7,437,270
\$7,098,399	\$7,150,870	\$7,343,920	\$6,903,809	\$6,972,769	\$6,606,162	\$6,072,733	\$5,726,770
219,842	360,875	226,027	132,021	98,430	133,136	137,619	491,885
7,318,241	7,511,744	7,569,947	7,035,830	7,071,199	6,739,298	6,210,352	6,218,655
\$3,145,250	\$2,875,383	\$3,195,966	\$2,960,550	\$3,386,967	\$3,255,066	\$3,247,880	\$3,364,610
\$854,959	\$865,713	\$899,647	\$620,573	\$663,774	\$670,142	\$790,698	\$858,790
\$111,766	\$183,557	\$129,775	\$137,000	\$102,834	\$201,421	\$119,467	\$150,585
\$292,891	\$210,531	\$188,302	\$157,462	\$157,081	\$163,346	\$175,409	\$284,816
\$364,808	\$505,848	\$412,633	\$480,197	\$404,375	\$401,121	\$406,476	\$399,760
\$1,032,955	\$1,088,388	\$1,087,098	\$1,086,034	\$1,092,210	\$976,030	\$1,471,285	\$1,063,925
\$94,092	\$91,389	\$85,365	\$106,004	\$93,656	\$80,822	\$99,366	\$93,475
\$368,249	\$358,456	\$325,228	\$343,702	\$385,354	\$342,184	\$371,836	\$386,767
\$58,919	\$61,018	\$63,804	\$66,589	\$66,544	\$67,107	\$67,671	\$67,671
\$139,568	\$172,447	\$215,922	\$169,070	\$241,806	\$161,754	\$186,813	\$171,802
\$68,724	\$72,622	(\$50,868)	\$89,248	\$119,792	\$71,706	\$82,688	\$92,824
\$617,326	\$618,625	\$738,261	\$682,349	\$698,636	\$704,205	\$706,240	\$718,016
\$7,149,507	\$7,103,978	\$7,291,132	\$6,898,778	\$7,413,029	\$7,094,904	\$7,725,829	\$7,653,041
\$168,734	\$407,767	\$278,815	\$137,052	(\$341,830)	(\$355,606)	(\$1,515,477)	(\$1,434,386)
1,833	902	4,510	10,888	9,201	1,610	43,218	10,494
334,349	338,547	308,743	420,876	310,001	307,031	302,717	246,405
(120,482)	(106,298)	(170,996)	(107,709)	(124,049)	(106,739)	(129,860)	(109,196)
11,269	23,279	20,605	1,481	19,418	16,495	(232,314)	(264,249)
\$226,968	\$256,429	\$162,862	\$325,536	\$214,571	\$218,397	(\$16,239)	(\$146,545)
\$395,702	\$664,196	\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,531,716)	(\$1,550,932)
						10,679	
\$395,702	\$664,196	\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,521,037)	(\$1,550,932)
2.31%	5.43%	3.68%	1.95%	-4.83%	-5.28%	-24.40%	-23.07%
5.41%	8.84%	5.83%	6.57%	-1.80%	-2.04%	-24.66%	-24.94%
10.74%	13.66%	13.44%	11.65%	5.05%	5.17%	-13.03%	-11.52%

Statement of Cash Flows

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eleven months ended May 31, 2018**

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	<b>CASH FLOW</b>	
	<b>Current Month 5/31/2018</b>	<b>Current Year-To-Date 5/31/2018</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$191,491	\$2,412,900
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	608,857	7,112,338
(Increase)/Decrease in Net Patient Accounts Receivable	331,628	(1,087,895)
(Increase)/Decrease in Other Receivables	18,779	201,636
(Increase)/Decrease in Inventories	(162,678)	(157,799)
(Increase)/Decrease in Pre-Paid Expenses	270,640	181,185
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(1,188,704)	(1,171,250)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,146,389)	(416,480)
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	110,585	(138,064)
<b>Net Cash Provided by Operating Activities:</b>	<b>(965,791)</b>	<b>6,936,572</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(599,884)	(2,332,025)
(Increase)/Decrease in Limited Use Cash and Investments	(439,609)	(310,118)
(Increase)/Decrease in Other Limited Use Assets	(855)	318,282
(Increase)/Decrease in Other Assets	1,029	11,324
<b>Net Cash Used by Investing Activities</b>	<b>(1,039,318)</b>	<b>(2,312,537)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(2,463,613)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(66,239)	(151,405)
<b>Net Cash Used for Financing Activities</b>	<b>(71,051)</b>	<b>(2,615,018)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(37,418)</b>	<b>(313,629)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,113,577)</b>	<b>1,695,388</b>
Cash, Beginning of Period	15,177,865	11,368,899
<b>Cash, End of Period</b>	<b>\$13,064,287</b>	<b>\$13,064,287</b>



# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2018

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
05/31/18	05/31/18	Variance	Year 05/31/18		05/31/18	05/31/18	Variance	Year 05/31/18
Discharges								
116	168	(52)	168	Acute	1,463	1,849	(386)	1,849
116	168	(52)	168	Total Adult Discharges	1,463	1,849	(386)	1,849
32	48	(16)	48	Newborn	446	475	(29)	475
148	216	(68)	216	Total Discharges	1,909	2,324	(415)	2,324
Patient Days:								
308	443	(135)	443	Acute	3,892	5,870	(1,978)	5,870
308	443	(135)	443	Total Adult Patient Days	3,892	5,870	(1,978)	5,870
62	82	(20)	82	Newborn	783	755	28	755
370	525	(155)	525	Total Patient Days	4,675	6,625	(1,950)	6,625
Average Length of Stay (ALOS)								
2.7	2.6	0.0	2.6	Acute	2.7	3.2	(0.5)	3.2
2.7	2.6	0.0	2.6	Total Adult ALOS	2.7	3.2	(0.5)	3.2
1.9	1.7	0.2	1.7	Newborn ALOS	1.8	1.6	0.2	1.6
Average Daily Census (ADC)								
9.9	14.3	(4.4)	14.3	Acute	11.6	17.5	(5.9)	17.5
9.9	14.3	(4.4)	14.3	Total Adult ADC	11.6	17.5	(5.9)	17.5
2.0	2.6	(0.6)	2.6	Newborn	2.3	2.3	0.1	2.3
Emergency Room Statistics								
129	151	(22)	151	ER Visits - Admitted	1,517	1,678	(161)	1,678
1,271	1,249	22	1,249	ER Visits - Discharged	13,518	13,486	32	13,486
1,400	1,400	0	1,400	Total ER Visits	15,035	15,164	(129)	15,164
9.21%	10.79%		10.79%	% of ER Visits Admitted	10.09%	11.07%		11.07%
111.21%	89.88%		89.88%	ER Admissions as a % of Total	103.69%	90.75%		90.75%
Outpatient Statistics:								
6,540	6,569	(29)	6,569	Total Outpatients Visits	70,472	76,092	(5,620)	76,092
111	114	(3)	114	Observation Bed Days	1,202	1,113	89	1,113
4,156	4,382	(226)	4,343	Clinic Visits - Primary Care	44,555	47,784	(3,229)	48,442
449	575	(126)	594	Clinic Visits - Specialty Clinics	4,520	6,104	(1,584)	6,237
28	32	(4)	32	IP Surgeries	324	396	(72)	396
137	158	(21)	158	OP Surgeries	1,606	1,639	(33)	1,639
Productivity Statistics:								
402.59	442.90	(40.31)	433.13	FTE's - Worked	407.94	442.90	(34.96)	446.80
448.11	486.41	(38.30)	469.87	FTE's - Paid	451.86	486.41	(34.55)	488.86
1.4125	1.2835	0.13	1.2835	Case Mix Index -Medicare	1.3673	1.0435	0.32	1.4163
0.9342	0.8387	0.10	0.8387	Case Mix Index - All payers	0.8838	0.8446	0.04	0.8798

## Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**05/31/18**

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	<b><u>Current Month Actual</u></b>	<b><u>Current Month Target</u></b>
Gross Days in Accounts Receivable - All Services	49.74	46.55
Net Days in Accounts Receivable	50.89	52.49
Number of Gross Days in Unbilled Revenue	1.83	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	30.45%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.45%	2.01%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.24%	2.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.77%	7.02%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.37%	7.00%
Collections as a Percentage of Net Revenue - Current Month	103.54%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	97.49%	100% or >
Percentage of Blue Cross Receivable > 90 Days	13.16%	< 10%
Percentage of Insurance Receivable > 90 Days	17.99%	< 15%
Percentage of Medicaid Receivable > 90 Days	34.69%	< 20%
Percentage of Medicare Receivable > 60 Days	19.10%	< 6%

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eleven months ended May 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(611,399)	-4.48%	(4,775,232)	-3.19%

Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include Discharges, Patient Days, ER visits, Outpatient visits, Clinic Visits and Surgeries. Average Daily Census is 9.9 in May which is under budget by 4.4.

Deductions from Revenue	224,632	3.57%	1,302,565	1.89%
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Deductions from revenue are under budget for May and under budget year to date. They are currently booked at 46.5% for May and 46.6% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	206,782	21.59%	2,702,046	25.80%
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Bad debt expense is booked at 5.8% for May and 5.4% year to date.

Charity Care	85,219	31.15%	1,193,459	39.88%
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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	(43,848)	-27.35%	513,754	29.46%
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Other Operating Revenue is under budget for the month and is over budget year to date.

Salaries and Wages	400,641	11.46%	3,470,384	9.17%
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Salary and Wages are under budget for May 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 38.3 FTEs for the month and 34.55 FTEs year to date.

Fringe Benefits	(15,035)	-1.79%	(235,107)	-2.63%
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Fringe benefits are over budget in May and remain over budget year to date. Group Health and Retirement were over budget in May.

Contract Labor	(106,303)	0.00%	(809,894)	-140.58%
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Contract labor is over budget for May and remains over budget year to date. Behavioral Health, Surgery, Recovery, Dialysis, Respiratory, Ultrasound and Emergency Room are over budget for the month.

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eleven months ended May 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(186,412)	-104.64%	(558,035)	-26.79%
Physician fees are over budget in May and remain over budget year to date. Costs for Radiology are under budget for May and costs for Radiation Oncology, ER, Sleep lab, Locums and Locum Pediatrics are over budget.				
Purchased Services	(38,298)	-10.02%	(112,040)	-2.43%
Purchased services are over budget for May and over budget year to date. Services over budget include Consulting fees, Sponsorships, Bank Card Fees, Collection Agency and Pharmacy management.				
Supply Expense	(48,290)	-5.06%	(1,252,438)	-11.87%
Supplies are over budget for May and remain over budget year to date. Line items over budget include Drugs, Minor Equipment, Outdated Supplies and Marketing supplies.				
Repairs & Maintenance	8,190	2.33%	(170,712)	-4.40%
Repairs and Maintenance are under budget for May and over budget year to date.				
All Other Operating Expenses	(39,821)	-25.58%	(85,325)	-4.39%
This expense is over budget in May and over budget year to date. Other expenses over budget are Education & Travel, Memberships, Freight, Employee Recruitment and Pharmacy allocation.				
Leases and Rentals	1,231	1.74%	(25,185)	-3.54%
This expense is under budget for May but remains over budget year to date.				
Depreciation and Amortization	21,376	3.39%	269,329	3.65%
Depreciation is under budget for May and remains under budget year to date.				
<b>BALANCE SHEET</b>				
Cash and Cash Equivalents	(\$2,113,577)	-13.93%		
Cash decreased in May. Cash collections for May were \$7.2 million. Days Cash on Hand decreased to 104 days.				
Gross Patient Accounts Receivable	(\$1,124,218)	-4.97%		
This receivable decreased in May.				



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eleven months ended May 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	792,590	7.49%		
Bad Debt and Allowances decreased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	(18,779)	-1.20%		
Other Receivables decreased in May due to receipt of Occ Med and County Maintenance invoices.				
Prepaid Expenses	(270,640)	-12.92%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	440,464	2.85%		
These assets increased due to the special purpose tax.				
Plant Property and Equipment	(8,973)	-0.01%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	1,188,704	28.34%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	1,110,065	58.48%		
This liability increased in May. The payroll accrual for May was 4 days.				
Accrued Benefits	36,324	1.95%		
This liability decreased in May with the normal accrual and usage of PTO .				
Other Current Liabilities	(110,585)	-68.02%		
This liability increased due to accrued bond interest.				
Other Long Term Liabilities	66,239	6.38%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(143,695)	-0.18%		

The net loss from operations for May is \$140,456

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## OTHER OPERATING REVENUE - Detail

YEAR TO DATE APRIL 2018

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

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



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

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

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

Rocky Mountain Home Care	480.00		
HPSA	335.04		
County Maintenance Fund	269,311.46		
Jim Bridger Retainer	1,600.00		
Castle Rock	2,980.65		
Jim Bridger Physician Services	10,412.50		
Tata Occupation Medicine on site	15,150.00		
High Desert Rural Health Clinic District Wamsutter	17,172.80		
Cafeteria sales	26,973.80		
<b>NOVEMBER Totals</b>		<b>360,874.72</b>	<b>950,489.29</b>

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

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,171.37		
Medical Records	127.00		
Pharmacy sales	13.92		
Document Copy Service	88.87		
Radiology Film	5.00		
Prenatal Classes	100.86		
University of Washington	3,000.00		
Wind River Vending	172.32		
WWB Comission	576.39		
Supplies	393.39		
Interlare	358.83		
Red Tie Gala	3,175.00		
HPSA	32,359.41		
Sports Physicals	50.00		
Flu Clinic	4,905.00		
E-Waste	10.00		
BCBS take back	(101.00)		
County Maintenance Fund	(43,000.00)		
County Maintenance Fund	43,689.71		
Castle Rock-PACS Storage	2,224.00		
Lab Courier	520.00		
Shriners	346.36		
Solvay	900.00		
Jim Bridger Retainer	800.00		

Jim Bridger Physician Services	13,302.50		
Tata Occupation Medicine on site	15,750.00		
Castle Rock	3,076.80		
Sage View	4,800.00		
Foundation	37,084.87		
High Desert Rural Health Clinic District Wamsutter- December			
Accrual	(27,000.00)		
High Desert Rural Health Clinic District Wamsutter- December	27,229.15		
High Desert Rural Health Clinic District Wamsutter - January	25,799.74		
Catering/Dietary	8,142.00		
Cafeteria sales	34,758.07		
<b>JANUARY Totals</b>		<b>202,829.56</b>	<b>1,373,160.42</b>

FEBRUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,128.42		
Medical Records	1,143.10		
Pharmacy sales	27.68		
Radiology Film	5.00		
WWB Comission	131.67		
Coca Cola Commission	131.48		
Supplies	2,278.81		
Reclass Rent	(393.39)		
Red Tie Gala	46,886.00		
Reimburse Foundation/Red Tie Gala	(55,299.00)		
HPSA	198.20		
Airmed	3,223.02		
Lab Courier	260.00		
Foundation	42,429.96		
Rocky Mountain Home Care	80.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,677.50		
Tata Occupation Medicine on site	14,400.00		
Castle Rock	2,884.50		
Sage View	2,400.00		
County Maintenance Fund	100,352.13		
High Desert Rural Health Clinic District Wamsutter - January	34,792.80		
Catering/Dietary	1,696.20		
Cafeteria sales	22,122.61		
<b>FEBRUARY Totals</b>		<b>246,356.69</b>	<b>1,619,517.11</b>

MARCH		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	11,261.52		
Medical Records	282.90		
Pharmacy sales	76.64		
BLS Classes	135.00		
Prenatal Classes	230.76		
Interlare	10,286.96		
CASTLE ROCK/PACS STORAGE	556.00		
Supplies	263.21		
Grants	(340.79)		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	13,302.50		
Tata Occupation Medicine on site	15,150.00		
Castle Rock	2,211.45		
Castle Rock-JAN ADJ	96.15		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - MARCH	31,370.60		
Catering/Dietary	8,760.00		
Cafeteria sales	25,766.39		
<b>MARCH Totals</b>		<b>122,609.29</b>	<b>1,742,126.40</b>

APRIL		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,269.38		
Medical Records	278.40		
BLS Classes	45.00		
Interlare	8,277.71		

HPSA	25,393.89		
CASTLE ROCK/PACS STORAGE	1,140.00		
Cache Valley Oil Rebate	12.00		
Commissions	1,274.58		
Hospital Payment	79.00		
BCBS payment	164.80		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	13,812.50		
Grants	(33.47)		
Shriners	346.36		
Tata Occupation Medicine on site	14,550.00		
Castle Rock	2,499.90		
Sage View	2,400.00		
Reverse Sw. Peds Inv.	(1,280.00)		
County Maintenance Fund	255,944.56		
High Desert Rural Health Clinic District Wamsutter - APRIL	29,298.30		
Catering/Dietary	16,126.00		
Cafeteria sales	18,560.21		
<b>APRIL Totals</b>		<b>398,959.12</b>	<b>2,141,085.52</b>
<b>MAY</b>		<b>MONTHLY</b>	<b>FYTD</b>
<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>	<b>TOTAL</b>
Collection Agency interest income	15,275.11		
Pharmacy sales	66.78		
Radiology Film	5.00		
Medical Records	65.10		
HPSA	802.84		
CASTLE ROCK/PACS STORAGE	580.00		
Pacific Steel	175.50		
Commissions	460.23		
Key Bank Credit Card Yearly Payment	20,700.44		
Supplies	52.50		
Prenatal Classes	142.74		
Lab Courier	260.00		
Grants	(125.00)		
Invoice Adjustments	(9,486.00)		
Shriners	346.36		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,475.00		
Tata Occupation Medicine on site	12,521.00		
Castle Rock	3,172.95		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - MAY	29,921.49		
Catering/Dietary	4,248.00		
Cafeteria sales	22,641.45		
<b>May Totals</b>		<b>116,501.49</b>	<b>2,257,587.01</b>

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

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

**June 18, 2018**

**PROVIDER CLINIC – MAY 2018**

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for May was a loss of \$543,470, compared to a loss of \$580,311 in the budget. The YTD net operating loss is \$6,602,179, compared to a loss of \$6,747,079 in the budget.

**VOLUME.** Total visits were 4,605 for May, under budget by 371 visits. YTD patient visits are 49,275, under budget by 4,724 visits.

**REVENUE.** Revenue for the Clinic for May was \$1,504,378, under budget by \$19,351. YTD revenue was \$14,833,771, under budget by \$1,800,998. 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 for May from the Clinic is \$4,001,291. This equates to \$2,148,693 of net enterprise revenue with an impact to the bottom line of \$166,094. The gross enterprise revenue represents 30.7% of the total Hospital revenue for May.

Net patient revenue for the Clinic for May was \$780,671, under budget by \$76,497. YTD net patient revenue was \$8,017,330, which was under budget by \$1,345,788.

Deductions from revenue for the Clinic were booked at 48.1% for May. In May, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 58.2% of revenue, Medicare and Medicaid consisted of 36.6% of revenue and Self Pay consisted of 4.7% of revenue.

**EXPENSES.** Total expenses for the month were \$1,375,371, which was under budget by \$114,108. YTD expenses were \$15,271,976, which was under budget by \$1,410,221. The majority of the expenses consist of Salaries and Benefits; which are about 85.4% of YTD total expenses. The following categories were over budget for May:

**Benefits** – This expense is over budget by \$7,155. Retirement is over budget due to the 3-payperiod month.

**Physician Fees** – This expense is over budget by \$15,614. Locum tenens fees for Pediatrics are over budget.

**Repairs & Maintenance** - This expense is over budget by \$2,404. BioMed repairs are over budget.

**Other Operating Expenses** - This expense is over budget by \$32,974. Education & travel, physician recruitment and pharmacy floor expense are over budget.

**OVERALL ASSESSMENT.** The Provider Clinic revenue plus enterprise revenue makes up 42.3% of total hospital gross patient revenue for May.



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

PHYSICIAN CLINICS

**Unaudited Financial Statements**

**for**

**Eleven months ended May 31, 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.

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**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**ROCK SPRINGS, WY**

**Eleven months ended May 31, 2018**

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## Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 5/31/2018	Year to Date 5/31/2018	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin	↑	-65.33%	-76.15%	-108.66%	-36.58%
Total Profit Margin	↑	-65.33%	-76.15%	-108.66%	-36.58%
Contractual Allowance %	↓	48.11%	45.95%	45.28%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable	↓	58.39	58.42	48.86	39.58
Gross Days in Accounts Receivable	↓	59.39	61.57	50.23	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day	↓	134.06	133.60	247.20	
Total Net Revenue per FTE	↑	N/A	\$155,237	\$124,265	
Salary Expense per Paid FTE		N/A	\$202,056	\$179,022	
Salary and Benefits as a % of Net Revenue		141.19%	150.41%	164.96%	91.26%
Employee Benefits %		16.68%	15.56%	14.50%	6.10%



# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2018

PAGE 3

	CURRENT MONTH				Prior Year 05/31/17
	Actual 05/31/18	Budget 05/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,294,418	1,199,089	95,329	7.95%	1,168,237
Specialty Clinic Revenue	209,960	324,641	(114,681)	-35.33%	217,138
Total Gross Patient Revenue	1,504,378	1,523,729	(19,351)	-1.27%	1,385,376
Deductions From Revenue					
Discounts and Allowances	(723,707)	(666,561)	(57,146)	-8.57%	(633,239)
Total Deductions From Revenue	(723,707)	(666,561)	(57,146)	-8.57%	(633,239)
Net Patient Revenue	780,671	857,168	(76,497)	-8.92%	752,136
Other Operating Revenue	51,230	52,000	(770)	-1.48%	56,796
Total Operating Revenue	831,901	909,168	(77,267)	-8.50%	808,932
Operating Expenses					
Salaries and Wages	1,006,587	1,157,389	150,802	13.03%	1,195,299
Fringe Benefits	167,936	160,780	(7,156)	-4.45%	181,519
Contract Labor	0	0	0	0.00%	0
Physicians Fees	20,989	5,375	(15,614)	-290.50%	37,370
Purchased Services	4,336	15,970	11,634	72.85%	16,317
Supply Expense	15,134	20,112	4,978	24.75%	15,371
Utilities	1,296	2,535	1,239	48.87%	1,684
Repairs and Maintenance	30,760	28,356	(2,404)	-8.48%	25,153
Insurance Expense	18,396	21,143	2,747	12.99%	21,360
All Other Operating Expenses	80,282	47,308	(32,974)	-69.70%	71,115
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,130	5,663	533	9.42%	76,910
Depreciation and Amortization	24,525	24,848	323	1.30%	30,719
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,375,371	1,489,479	114,108	7.66%	1,672,816
Net Operating Surplus/(Loss)	(543,470)	(580,311)	36,841	-6.35%	(863,885)
Total Net Surplus/(Loss)	(\$543,470)	(\$580,311)	\$36,841	-6.35%	(\$863,885)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(543,470)	(580,311)	\$36,841	-6.35%	(863,885)
Operating Margin	-65.33%	-63.83%			-106.79%
Total Profit Margin	-65.33%	-63.83%			-106.79%
EBIDA	-62.38%	-61.10%			-103.00%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2018

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	YEAR-TO-DATE				Prior Year 05/31/17
	Actual 05/31/18	Budget 05/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	12,719,849	13,168,639	(448,790)	-3.41%	13,021,717
Specialty Clinic Revenue	2,113,922	3,466,130	(1,352,207)	-39.01%	3,509,508
Total Gross Patient Revenue	14,833,771	16,634,769	(1,800,998)	-10.83%	16,531,224
Deductions From Revenue					
Discounts and Allowances	(6,816,441)	(7,271,650)	455,209	6.26%	(7,462,085)
Total Deductions From Revenue	(6,816,441)	(7,271,650)	455,209	6.26%	(7,462,085)
Net Patient Revenue	8,017,330	9,363,119	(1,345,788)	-14.37%	9,069,139
Other Operating Revenue	652,467	572,000	80,467	14.07%	623,067
Total Operating Revenue	8,669,797	9,935,119	(1,265,321)	-12.74%	9,692,206
Operating Expenses					
Salaries and Wages	11,284,554	12,782,961	1,498,407	11.72%	14,055,806
Fringe Benefits	1,756,054	1,785,759	29,705	1.66%	2,021,724
Contract Labor	0	0	0	0.00%	0
Physicians Fees	279,298	78,400	(200,898)	-256.25%	599,784
Purchased Services	106,356	177,110	70,754	39.95%	691,037
Supply Expense	149,178	222,828	73,650	33.05%	282,855
Utilities	17,517	27,886	10,369	37.18%	25,449
Repairs and Maintenance	326,385	307,716	(18,669)	-6.07%	321,176
Insurance Expense	205,495	230,028	24,534	10.67%	321,004
All Other Operating Expenses	806,616	720,383	(86,233)	-11.97%	971,562
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	58,867	61,568	2,701	4.39%	843,596
Depreciation and Amortization	281,656	287,559	5,903	2.05%	320,102
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	15,271,975	16,682,198	1,410,222	8.45%	20,454,095
Net Operating Surplus/(Loss)	(6,602,178)	(6,747,079)	144,901	-2.15%	(10,761,889)
Total Net Surplus/(Loss)	(6,602,178)	(6,747,079)	\$144,901	-2.15%	(\$10,761,889)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(6,602,178)	(6,747,079)	\$144,901	-2.15%	(10,761,889)
Operating Margin	-76.15%	-67.91%			-111.04%
Total Profit Margin	-76.15%	-67.91%			-111.04%
EBIDA	-72.90%	-65.02%			-107.73%



# Statement of Revenue and Expense - 13 Month Trend

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018
Gross Patient Revenue					
Clinic Revenue	\$1,294,418	\$1,045,617	\$1,318,709	\$1,119,761	\$1,215,537
Specialty Clinic Revenue	\$209,960	\$190,157	\$247,601	\$83,134	\$157,597
Total Gross Patient Revenue	\$1,504,378	\$1,235,774	\$1,566,309	\$1,202,895	\$1,373,134
Deductions From Revenue					
Discounts and Allowances	723,707	553,735	713,615	704,136	623,009
Total Deductions From Revenue	723,707	553,735	713,615	704,136	623,009
Net Patient Revenue	\$780,671	\$682,039	\$852,694	\$498,759	\$750,126
Other Operating Revenue	51,230	62,427	65,331	92,755	39,205
Total Operating Revenue	831,901	744,466	918,025	591,514	789,330
Operating Expenses					
Salaries and Wages	\$1,006,587	\$929,322	\$996,616	\$1,044,644	\$1,050,815
Fringe Benefits	\$167,936	\$182,950	\$149,196	\$208,855	\$229,329
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$20,989	\$46,770	\$54,331	\$35,838	\$49,360
Purchased Services	\$4,336	\$5,124	\$6,119	\$6,909	\$6,934
Supply Expense	\$15,134	\$26,988	\$15,838	\$13,586	\$11,743
Utilities	\$1,296	\$1,917	\$1,612	\$1,292	\$1,924
Repairs and Maintenance	\$30,760	\$23,559	\$23,975	\$44,024	\$24,693
Insurance Expense	\$18,397	\$18,396	\$17,662	\$17,762	\$17,762
All Other Operating Expenses	\$80,282	\$65,989	\$69,590	\$52,427	\$58,416
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,130	\$5,328	\$4,923	\$5,658	\$5,487
Depreciation and Amortization	\$24,525	\$25,871	\$25,156	\$25,537	\$25,690
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,375,372	\$1,332,214	\$1,365,018	\$1,456,533	\$1,482,153
Net Operating Surplus/(Loss)	(\$543,471)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,823)
Total Net Surplus/(Loss)	(\$543,471)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,823)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$543,471)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,823)
Operating Margin	-65.33%	-78.95%	-48.69%	-146.24%	-87.77%
Total Profit Margin	-65.33%	-78.95%	-48.69%	-146.24%	-87.77%
EBIDA	-62.38%	-75.47%	-45.95%	-141.92%	-84.52%

Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017
\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237
\$191,061	\$176,581	\$205,457	\$236,113	\$206,155	\$210,106	\$259,241	\$217,138
\$1,239,088	\$1,388,670	\$1,425,863	\$1,340,088	\$1,387,455	\$1,170,116	\$1,628,842	\$1,385,376
543,305	612,876	692,936	555,237	608,792	485,094	760,859	633,239
543,305	612,876	692,936	555,237	608,792	485,094	760,859	633,239
\$695,783	\$775,795	\$732,927	\$784,851	\$778,663	\$685,022	\$867,983	\$752,136
75,425	47,316	57,810	55,461	50,468	55,040	39,611	56,796
771,208	823,111	790,737	840,312	829,131	740,062	907,594	808,932
\$1,074,475	\$911,619	\$1,011,079	\$981,413	\$1,231,456	\$1,046,527	\$1,214,764	\$1,195,299
\$150,556	\$141,429	\$154,715	\$115,658	\$129,549	\$125,879	\$193,095	\$181,519
\$0	\$0						
\$27,509	\$8,750	\$13,500	\$8,000	\$5,500	\$8,750	\$5,250	\$37,370
\$3,674	\$16,060	\$14,349	\$14,339	\$13,213	\$15,299	\$30,068	\$16,317
\$13,090	\$6,673	\$12,143	\$12,121	\$12,785	\$10,087	\$10,932	\$15,371
\$1,576	\$1,293	\$1,885	\$1,574	\$1,566	\$1,584	\$1,564	\$1,684
\$44,360	\$27,672	\$25,772	\$28,910	\$26,427	\$26,233	\$27,118	\$25,153
\$17,762	\$19,353	\$18,963	\$19,406	\$19,406	\$20,627	\$21,360	\$21,360
\$67,389	\$60,479	\$75,621	\$65,091	\$137,030	\$74,302	\$56,952	\$71,115
\$4,823	\$5,002	\$4,831	\$5,018	\$5,391	\$7,277	\$75,265	\$76,910
\$25,820	\$25,820	\$25,820	\$25,747	\$25,747	\$25,924	\$27,194	\$30,719
\$1,431,033	\$1,224,150	\$1,358,677	\$1,277,277	\$1,608,070	\$1,362,489	\$1,663,563	\$1,672,816
(\$659,824)	(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)
(\$659,824)	(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)
0	0	0	0	0	0	0	0
(\$659,824)	(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)
-85.56%	-48.72%	-71.82%	-52.00%	-93.95%	-84.10%	-83.29%	-106.79%
-85.56%	-48.72%	-71.82%	-52.00%	-93.95%	-84.10%	-83.29%	-106.79%
-82.21%	-45.59%	-68.56%	-48.94%	-90.84%	-80.60%	-80.30%	-103.00%

# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Eleven months ended May 31, 2018

Current Month				STATISTICS	Year-To-Date			
Actual 05/31/18	Budget 05/31/18	Positive/ (Negative) Variance	Prior Year 05/31/17		Actual 05/31/18	Budget 05/31/18	Positive/ (Negative) Variance	Prior Year 05/31/17
Outpatient Statistics:								
4,156	4,382	(226)	4,343	Clinic Visits - Primary Care	44,755	47,761	(3,006)	48,442
449	594	(145)	594	Clinic Visits - Specialty Clinics	4,520	6,238	(1,718)	6,237
Productivity Statistics:								
60.89	75.74	(14.85)	74.62	FTE's - Worked	67.87	75.74	(7.87)	78.10
67.95	83.23	(15.28)	79.66	FTE's - Paid	60.85	82.23	(21.38)	86.05



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

HOSPITAL ONLY

**Unaudited Financial Statements**

**for**

**Eleven months ended May 31, 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.

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Certified by:

**Tami Love**

Chief Financial Officer



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**Eleven months ended May 31, 2018**

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## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Eleven months ended May 31, 2018

⬇️ ⬆️ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 5/31/2018	Year to Date 5/31/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
<b>Profitability:</b>						
Operating Margin	⬆️	6.45%	9.05%	6.04%	2.64%	-0.73%
Total Profit Margin	⬆️	11.76%	12.72%	11.04%	6.11%	0.21%
Contractual Allowance %	⬇️	38.17%	39.31%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		21.47%	24.24%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		78.53%	75.76%	65.49%	64.10%	71.70%
<b>Liquidity:</b>						
Net Days in Accounts Receivable	⬇️	51.44	49.97	53.22	66.90	57.20
Gross Days in Accounts Receivable	⬇️	50.15	48.30	52.36		
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	⬇️	8.22	8.16	7.35	6.60	4.63
Total Net Revenue per FTE	⬆️	N/A	\$197,501	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$68,229	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		46.10%	45.02%	46.65%	43.60%	42.40%
Employee Benefits %		32.79%	32.14%	30.51%	22.98%	29.27%

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

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



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2018

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	CURRENT MONTH				Prior Year 05/31/17
	Actual 05/31/18	Budget 05/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,473,613	\$4,039,677	(\$1,566,064)	-38.77%	\$3,335,977
Outpatient Revenue	9,045,342	8,071,325	974,017	12.07%	8,442,688
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,518,954	12,111,002	(592,048)	-4.89%	11,778,665
Deductions From Revenue					
Discounts and Allowances	(4,396,490)	(4,386,267)	(10,223)	-0.23%	(5,700,714)
Bad Debt Expense (Governmental Providers Only)	(750,881)	(957,663)	206,782	21.59%	(802,116)
Charity Care	(188,399)	(273,618)	85,219	31.15%	(301,201)
Total Deductions From Revenue	(5,335,770)	(5,617,548)	281,778	5.02%	(6,804,031)
Net Patient Revenue	6,183,184	6,493,454	(310,270)	-4.78%	4,974,634
Other Operating Revenue	65,272	108,349	(43,077)	-39.76%	435,090
Total Operating Revenue	6,248,456	6,601,803	(353,347)	-5.35%	5,409,723
Operating Expenses					
Salaries and Wages	2,088,990	2,338,828	249,839	10.68%	2,169,311
Fringe Benefits	684,981	677,102	(7,880)	-1.16%	677,271
Contract Labor	106,303	0	(106,303)	0.00%	150,585
Physicians Fees	343,566	172,768	(170,798)	-98.86%	247,447
Purchased Services	416,068	366,135	(49,933)	-13.64%	383,443
Supply Expense	987,098	933,830	(53,268)	-5.70%	1,048,554
Utilities	92,256	98,024	5,768	5.88%	91,791
Repairs and Maintenance	313,047	323,642	10,595	3.27%	361,615
Insurance Expense	49,126	44,329	(4,797)	-10.82%	46,311
All Other Operating Expenses	115,217	108,370	(6,847)	-6.32%	100,687
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	64,460	65,157	698	1.07%	15,913
Depreciation and Amortization	584,332	605,385	21,054	3.48%	687,296
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,845,442	5,733,570	(111,872)	-1.95%	5,980,224
<b>Net Operating Surplus/(Loss)</b>	<b>403,014</b>	<b>868,233</b>	<b>(465,219)</b>	<b>-53.58%</b>	<b>(570,501)</b>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	103,261	7,100	96,161	1354.38%	10,494
Tax Subsidies (Except for GO Bond Subsidies)	315,887	279,743	36,144	12.92%	246,405
Tax Subsidies for GO Bonds	16,881	0	16,881	0.00%	0
Interest Expense (Governmental Providers Only)	(104,082)	(111,593)	(7,511)	6.73%	(109,197)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	(284,249)
Total Non Operating Revenue/(Expense)	331,947	195,105	136,842	70.14%	(116,546)
<b>Total Net Surplus/(Loss)</b>	<b>\$734,961</b>	<b>\$1,063,338</b>	<b>(\$328,377)</b>	<b>-30.88%</b>	<b>(\$687,047)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>\$734,961</b>	<b>\$1,063,338</b>	<b>(\$328,377)</b>	<b>-30.88%</b>	<b>(\$687,047)</b>
Operating Margin	6.45%	13.15%			-10.55%
Total Profit Margin	11.76%	16.11%			-12.70%
EBIDA	19.85%	25.48%			6.42%

# Statement of Revenue and Expense

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Eleven months ended May 31, 2018**

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	YEAR-TO-DATE				Prior Year 05/31/17
	Actual 05/31/18	Budget 05/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$31,484,036	\$44,308,480	(\$12,824,444)	-28.94%	\$41,551,717
Outpatient Revenue	98,425,417	88,575,208	9,850,209	11.12%	85,317,944
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>129,909,453</u>	<u>132,883,688</u>	<u>(2,974,235)</u>	<u>-2.24%</u>	<u>126,869,662</u>
Deductions From Revenue					
Discounts and Allowances	(51,066,697)	(48,018,546)	(3,048,150)	-6.35%	(47,383,417)
Bad Debt Expense (Governmental Providers Only)	(7,771,463)	(10,473,509)	2,702,046	25.80%	(8,998,302)
Charity Care	(1,798,972)	(2,992,431)	1,193,460	39.88%	(2,194,363)
Total Deductions From Revenue	<u>(60,637,131)</u>	<u>(61,484,486)</u>	<u>847,355</u>	<u>1.38%</u>	<u>(58,576,083)</u>
Net Patient Revenue	<u>69,272,322</u>	<u>71,399,202</u>	<u>(2,126,880)</u>	<u>-2.98%</u>	<u>68,293,579</u>
Other Operating Revenue	<u>1,605,119</u>	<u>1,171,833</u>	<u>433,286</u>	<u>36.98%</u>	<u>1,490,718</u>
Total Operating Revenue	<u><b>70,877,441</b></u>	<u><b>72,571,035</b></u>	<u><b>(1,693,593)</b></u>	<u><b>-2.33%</b></u>	<u><b>69,784,297</b></u>
Operating Expenses					
Salaries and Wages	23,099,371	25,071,346	1,971,976	7.87%	24,195,953
Fringe Benefits	7,424,537	7,159,726	(264,811)	-3.70%	6,858,035
Contract Labor	1,386,020	576,126	(809,894)	-140.58%	2,281,099
Physicians Fees	2,361,653	2,004,515	(357,137)	-17.82%	2,217,491
Purchased Services	4,608,563	4,425,769	(182,794)	-4.13%	5,027,141
Supply Expense	11,651,855	10,325,767	(1,326,088)	-12.84%	10,606,143
Utilities	1,003,193	1,031,034	27,841	2.70%	1,031,196
Repairs and Maintenance	3,725,657	3,573,613	(152,044)	-4.25%	3,515,048
Insurance Expense	471,748	487,619	15,871	3.25%	546,774
All Other Operating Expenses	1,220,698	1,221,607	909	0.07%	1,479,060
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	677,605	649,721	(27,885)	-4.29%	172,184
Depreciation and Amortization	6,830,682	7,094,109	263,427	3.71%	7,798,195
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>64,461,582</u>	<u>63,620,953</u>	<u>(840,628)</u>	<u>-1.32%</u>	<u>65,728,319</u>
<b>Net Operating Surplus/(Loss)</b>	<u><b>6,415,860</b></u>	<u><b>8,950,081</b></u>	<u><b>(2,534,222)</b></u>	<u><b>-28.32%</b></u>	<u><b>4,055,978</b></u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	144,003	78,100	65,903	84.38%	114,628
Tax Subsidies (Except for GO Bond Subsidies)	3,562,488	3,077,173	485,315	15.77%	2,907,891
Tax Subsidies for GO Bonds	197,547	0	197,547	0.00%	0
Interest Expense (Governmental Providers Only)	(1,304,656)	(1,227,523)	(77,133)	6.28%	(1,216,602)
Other Non-Operating Revenue/(Expense)	(164)	218,405	(218,569)	-100.08%	(1,323,890)
Total Non Operating Revenue/(Expense)	<u>2,599,219</u>	<u>2,146,155</u>	<u>453,064</u>	<u>21.11%</u>	<u>482,028</u>
<b>Total Net Surplus/(Loss)</b>	<u><b>\$9,015,078</b></u>	<u><b>\$11,096,236</b></u>	<u><b>(\$2,081,158)</b></u>	<u><b>-18.76%</b></u>	<u><b>\$4,538,006</b></u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	(97,892)
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<u><b>\$9,015,078</b></u>	<u><b>\$11,096,236</b></u>	<u><b>(\$2,081,158)</b></u>	<u><b>-18.76%</b></u>	<u><b>\$4,440,114</b></u>
Operating Margin	9.05%	12.33%			5.81%
Total Profit Margin	12.72%	15.29%			6.50%
EBIDA	22.58%	25.28%			20.31%

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# Statement of Revenue and Expense - 13 Month Trend

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018
Gross Patient Revenue					
Inpatient Revenue	\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	9,045,342	8,179,117	9,117,337	8,217,125	9,046,087
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$11,518,954	\$11,282,519	\$12,689,825	\$10,756,986	\$12,528,619
Deductions From Revenue					
Discounts and Allowances	4,396,490	4,626,836	4,986,232	4,075,828	5,242,385
Bad Debt Expense (Governmental Providers On	750,881	608,142	888,176	510,331	432,591
Charity Care	188,399	162,130	(6,620)	160,500	105,168
Total Deductions From Revenue	5,335,770	5,397,109	5,867,788	4,746,658	5,780,144
Net Patient Revenue	\$6,183,184	\$5,885,410	\$6,822,037	\$6,010,328	\$6,748,475
Other Operating Revenue	65,272	336,532	57,279	153,602	163,625
Total Operating Revenue	6,248,456	6,221,942	6,879,315	6,163,930	6,912,100
Operating Expenses					
Salaries and Wages	\$2,088,990	\$2,053,463	\$2,214,812	\$1,960,393	\$2,219,100
Fringe Benefits	\$684,981	\$809,969	\$500,496	\$781,722	\$890,349
Contract Labor	\$106,303	\$122,359	\$44,526	\$79,857	\$166,621
Physicians Fees	\$343,566	\$300,002	\$199,858	\$219,225	\$201,398
Purchased Services	\$416,068	\$432,527	\$432,958	\$414,154	\$420,807
Supply Expense	\$987,098	\$1,053,696	\$1,166,378	\$958,879	\$1,188,979
Utilities	\$92,256	\$88,970	\$105,918	\$80,437	\$93,761
Repairs and Maintenance	\$313,047	\$355,223	\$352,240	\$396,900	\$364,448
Insurance Expense	\$49,126	\$34,681	\$39,199	\$39,099	\$41,178
All Other Operating Expenses	\$115,217	\$132,373	\$131,711	\$101,946	\$118,798
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$64,460	\$62,646	\$68,428	\$70,085	\$73,104
Depreciation and Amortization	\$584,332	\$584,562	\$585,835	\$584,851	\$586,577
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,845,442	\$6,030,471	\$5,842,359	\$5,687,548	\$6,365,120
Net Operating Surplus/(Loss)	\$403,014	\$191,471	\$1,036,956	\$476,382	\$546,980
Non-Operating Revenue:					
Contributions					
Investment Income	103,261	(1,767)	10,816	4,898	(2,148)
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	315,887	233,293	291,849	379,346	322,567
Interest Expense (Governmental Providers Only)	(104,082)	(104,431)	(148,675)	(105,421)	(105,774)
Other Non-Operating Revenue/(Expenses)	16,881	12,688	40,555	8,609	26,104
Total Non Operating Revenue/(Expense)	\$331,947	\$139,783	\$194,545	\$287,432	\$240,749
Total Net Surplus/(Loss)	\$734,961	\$331,254	\$1,231,501	\$763,813	\$787,729
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets	\$734,961	\$331,254	\$1,231,501	\$763,813	\$787,729
Operating Margin	6.45%	3.08%	15.07%	7.73%	7.91%
Total Profit Margin	11.76%	5.32%	17.90%	12.39%	11.40%
EBIDA	15.80%	12.47%	23.59%	17.22%	16.40%

Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017
\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,823	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977
9,332,424	9,091,002	9,761,390	8,831,699	9,336,438	8,467,456	8,682,306	8,442,688
\$11,704,591	\$11,648,224	\$12,550,263	\$11,679,522	\$11,959,805	\$11,590,145	\$11,221,757	\$11,778,665
4,444,609	4,786,171	4,797,468	4,513,867	4,593,597	4,603,213	4,951,964	5,700,714
595,394	298,556	945,198	982,992	976,726	782,476	747,176	802,116
261,972	188,422	196,604	63,706	195,376	283,316	317,868	301,201
5,301,974	5,273,149	5,939,270	5,560,565	5,765,698	5,669,005	6,017,007	6,804,031
\$6,402,616	\$6,375,075	\$6,610,993	\$6,118,958	\$6,194,106	\$5,921,140	\$5,204,749	\$4,974,634
144,416	313,559	168,217	76,560	47,962	78,096	97,919	435,090
6,547,032	6,688,634	6,779,210	6,195,517	6,242,068	5,999,236	5,302,668	5,409,723
\$2,070,775	\$1,963,764	\$2,184,887	\$1,979,137	\$2,155,511	\$2,208,539	\$2,033,115	\$2,169,311
\$704,402	\$724,284	\$744,932	\$504,914	\$534,224	\$544,263	\$597,603	\$677,271
\$111,766	\$183,557	\$129,775	\$137,000	\$102,834	\$201,421	\$119,467	\$150,585
\$265,382	\$201,781	\$174,802	\$149,461	\$151,581	\$154,596	\$170,159	\$247,447
\$361,134	\$489,788	\$398,284	\$465,859	\$391,162	\$385,822	\$376,408	\$383,443
\$1,019,865	\$1,081,715	\$1,074,955	\$1,073,913	\$1,079,424	\$965,943	\$1,460,352	\$1,048,554
\$92,517	\$90,096	\$83,480	\$104,431	\$92,091	\$79,238	\$97,802	\$91,791
\$323,889	\$330,784	\$299,456	\$314,793	\$358,927	\$315,951	\$344,718	\$361,615
\$41,157	\$41,666	\$44,841	\$47,183	\$47,137	\$46,481	\$46,311	\$46,311
\$72,178	\$111,968	\$140,301	\$103,978	\$104,777	\$87,451	\$129,785	\$100,687
\$63,901	\$67,620	(\$55,699)	\$84,230	\$114,401	\$64,429	\$7,423	\$15,913
\$591,507	\$592,805	\$712,442	\$656,602	\$672,888	\$678,280	\$679,047	\$687,296
\$5,718,475	\$5,879,828	\$5,932,455	\$5,621,502	\$5,804,959	\$5,732,416	\$6,062,191	\$5,980,224
\$828,558	\$808,806	\$846,755	\$574,016	\$437,110	\$266,820	(\$759,522)	(\$570,501)
1,833	902	4,510	10,888	9,201	1,610	17,507	10,494
334,349	338,547	308,743	420,876	310,001	307,031	302,717	246,405
(120,482)	(106,298)	(170,996)	(107,709)	(124,049)	(106,739)	(129,860)	(109,197)
11,269	23,279	20,605	1,481	19,419	16,496	(232,314)	(264,249)
\$226,968	\$256,429	\$162,862	\$325,536	\$214,571	\$218,397	(\$41,950)	(\$116,546)
\$1,055,526	\$1,065,235	\$1,009,617	\$899,552	\$651,681	\$485,217	(\$801,472)	(\$687,047)
						(10,679)	
\$1,055,526	\$1,065,235	\$1,009,617	\$899,552	\$651,681	\$485,217	(\$812,151)	(\$687,047)
12.66%	12.09%	12.49%	9.27%	7.00%	4.45%	-14.32%	-10.55%
16.12%	15.93%	14.89%	14.52%	10.44%	8.09%	-15.11%	-12.70%
21.69%	20.96%	23.00%	19.86%	17.78%	15.75%	-1.52%	2.16%



# Patient Statistics

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Eleven months ended May 31, 2018

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Current Month				Year-To-Date				
Actual 05/31/18	Budget 05/31/18	Positive/ (Negative) Variance	Prior Year 05/31/17	STATISTICS	Actual 05/31/18	Budget 05/31/18	Positive/ (Negative) Variance	Prior Year 05/31/17
<b>Discharges</b>								
116	168	(52)	168	Acute	1,463	1,849	(386)	1,849
116	168	(52)	168	Total Adult Discharges	1,463	1,849	(386)	1,849
32	48	(16)	48	Newborn	446	475	(29)	636
148	216	(68)	216	Total Discharges	1,909	2,324	(415)	2,485
<b>Patient Days:</b>								
308	443	(135)	443	Acute	3,892	5,870	(1,978)	5,870
308	443	(135)	443	Total Adult Patient Days	3,892	5,870	(1,978)	5,870
62	82	(20)	82	Newborn	783	755	28	755
370	525	(155)	525	Total Patient Days	4,675	6,625	(1,950)	6,625
<b>Average Length of Stay (ALOS)</b>								
2.7	2.6	0.0	2.6	Acute	2.7	3.2	(0.5)	3.2
2.7	2.6	0.0	2.6	Total Adult ALOS	2.7	3.2	(0.5)	3.2
1.9	1.7	0.2	1.7	Newborn ALOS	1.8	1.6	0.2	1.2
<b>Average Daily Census (ADC)</b>								
9.9	14.3	(4.4)	14.3	Acute	11.6	17.5	(5.9)	17.5
9.9	14.3	(4.4)	14.3	Total Adult ADC	11.6	17.5	(5.9)	17.5
2.0	2.6	(0.6)	2.6	Newborn	2.3	2.3	0.1	2.3
<b>Emergency Room Statistics</b>								
129	151	(22)	151	ER Visits - Admitted	1,517	1,678	(161)	1,678
1,271	1,249	22	1,249	ER Visits - Discharged	13,518	13,486	32	13,486
1,400	1,400	0	1,400	Total ER Visits	15,035	15,165	(130)	15,165
9.21%	10.79%		10.79%	% of ER Visits Admitted	10.09%	11.06%		11.06%
111.21%	89.88%		89.88%	ER Admissions as a % of Total	103.69%	90.75%		90.75%
<b>Outpatient Statistics:</b>								
6,540	6,569	(29)	6,569	Total Outpatients Visits	70,472	76,092	(5,620)	76,092
111	114	(3)	114	Observation Bed Days	1,202	1,113	89	1,113
28	32	(4)	32	IP Surgeries	324	396	(72)	396
137	158	(21)	158	OP Surgeries	1,606	1,639	(33)	1,639
<b>Productivity Statistics:</b>								
341.70	367.16	(25.46)	358.51	FTE's - Worked	340.07	367.16	(27.09)	368.73
380.16	403.18	(23.02)	390.21	FTE's - Paid	391.01	403.18	(12.17)	402.81
1.4125	1.2835	0.13	1.2835	Case Mix Index - Medicare	1.3673	0.9600	0.41	1.1337
0.9342	0.8387	0.10	0.8387	Case Mix Index - All payers	0.8838	0.8500	0.03	0.8798

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

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

**June 14, 2018**

**HIGH DESERT RURAL HEALTHCARE DISTRICT – MAY 2018**

**THE HDRHD BOTTOM LINE.** The bottom line for the HDRHD Clinic for May was a loss of \$29,921 compared to a loss of \$30,416 in the Budget. The YTD Clinic loss is \$288,015 compared with a YTD loss of \$334,576 in the Budget.

**REVENUE.** Revenue for the Clinic for May was \$165, under Budget by \$18,336. YTD Revenue is \$20,108, under Budget by \$183,399. The Budget was based on 5 visits per day. Deductions from Revenue for the Clinic were \$52 for May.

**EXPENSES.** Total Expenses for the month were \$30,035 under Budget by \$11,112. YTD Expenses were \$296,303 under Budget by \$156,307. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

**VOLUME.** The volume for May was 40 patients, compared to 34 patients in April.





# **HIGH DESERT RURAL HEALTH DISTRICT**

## **MHSC Wamsutter Clinic**

**Eleven months ended May 31, 2018**

### **STATEMENT OF REVENUE AND EXPENSES**

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	165.00	18,500.63	20,107.75	203,506.93
Deductions	(51.93)	(7,770.26)	(11,819.56)	(85,472.86)
Net Revenue	113.07	10,730.37	8,288.19	118,034.07
Other Operating Revenue				
Total Net Operating Revenue	113.07	10,730.37	8,288.19	118,034.07
Operating Expenses				
Salaries and Wage	21,659.51	32,736.37	217,563.13	360,100.07
Fringe Benefits	4,722.53	2,650.00	38,638.13	29,150.00
Advertising	860.00	2,300.00	9,460.00	25,300.00
Other Purchased Services		50.00	402.00	550.00
Instruments		10.00	-	110.00
Other Med/Surg Supplies	338.01	300.00	1,154.41	3,300.00
Minor Equipment		300.00	365.00	3,300.00
Office & Admin Supplies		50.00	157.27	550.00
Maintenance Supplies		50.00	-	550.00
Outdates Unused Supplies		-	47.60	-
Other Non Med Supplies	12.55	50.00	32.43	550.00
Telephone	1,142.17	350.00	12,250.32	3,850.00
Cable Television	60.47	50.00	630.98	550.00
Contract Maintenance		100.00	220.50	1,100.00
Professional Liability Insurance		150.00	892.50	1,650.00
License & Taxes		10.00	-	110.00
Education & Travel		65.00	143.92	715.00
Pharmacy		500.00	325.98	5,500.00
Equipment Lease	14.10	200.00	541.67	2,200.00
Vehicle Lease	1,225.22	1,225.00	13,477.42	13,475.00
Total Operating Expenses	30,034.56	41,146.37	296,303.26	452,610.07
Total Clinic Gain (Loss)	\$ (29,921.49)	\$ (30,416.00)	\$ (288,015.07)	\$ (334,576.00)

### **REVENUE DETAIL**

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Clinic Patient Revenue				
Dr. Michael Bowers	115.00		6,218.13	
Dr. Larry Lauridsen	-		4,388.04	
Dr. Brytton Long	-		6,807.01	
PA Melissa Lehman	50.00		2,694.57	
Total Revenue	\$ 165.00	\$ 18,500.63	\$ 20,107.75	\$ 203,506.93

**HIGH DESERT RURAL HEALTH DISTRICT**  
**MHSC Wamsutter Clinic**  
 Eleven months ended May 31, 2018

**PAYOR MIX DATA**

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	0.0%	0.4%
Blue Cross	0.0%	0.2%
Medicaid	0.0%	0.0%
Medicare	0.0%	3.0%
Self Pay	0.0%	0.2%
Work Comp	0.0%	0.0%
Occ Med	100.0%	96.3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

**PATIENT OFFICE VISITS**

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	21		149	
Dr. David Dansie	0		6	
PA Amy Dolce	0		1	
Dr. Larry Lauridsen	6		61	
Dr. Brytton Long	4		66	
PA Melissa Lehman	9		82	
<b>Total Clinic Statistics</b>	<b>40</b>	<b>60</b>	<b>365</b>	<b>660</b>

**HDRHCD VOUCHERS**

	Received	Pending	Total
July	18,438.39		18,438.39
August	23,604.96		23,604.96
September	17,172.80		17,172.80
October	25,979.19		25,979.19
November	24,407.63		24,407.63
December	27,229.15		27,229.15
January	25,799.74		25,799.74
February	34,792.80		34,792.80
March	31,370.60		31,370.60
April	29,298.30		29,298.30
June		29,921.49	29,921.49
<b>Total Vouchers</b>	<b>\$ 258,093.56</b>	<b>\$ 29,921.49</b>	<b>\$ 288,015.05</b>

## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

### EBITDA

(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.

Higher Values are Favorable

### Net Operating Gain/Loss

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.

Higher Values are Favorable

### Total Net Gain/Loss

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.

Higher Values are Favorable

### Operating Margin

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.

Higher Values are Favorable

### Total Profit Margin

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.

Higher Values are Favorable

### Return on Assets

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.

Higher Values are Favorable

### Contractual Allowance Percentage

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.

Lower Values are Favorable

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

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**

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.

**Lower Values are Favorable**

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

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.

**Lower Values are Favorable**

### **Debt Service Coverage Ratio**

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

**Higher Values are Favorable**

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**

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

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

**Lower Values are Favorable**

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

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.

**Lower Values are Favorable**

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

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.

**Higher Values are Favorable**

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

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

**Lower Values are Favorable**



## **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**

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

**Higher Values are Favorable**

**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.

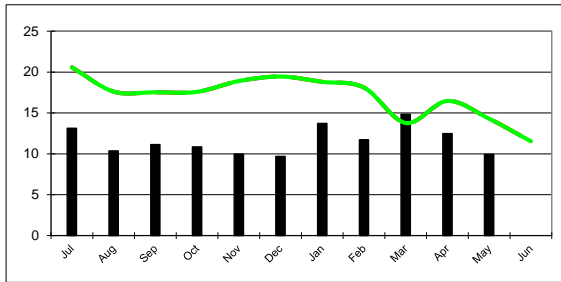
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
"DASHBOARD" GRAPHS  
MAY 2018**

— FYE 2017 ACTUAL

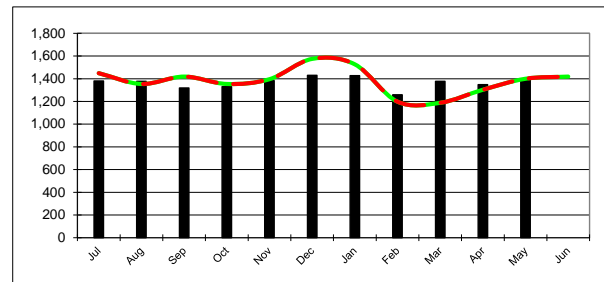
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

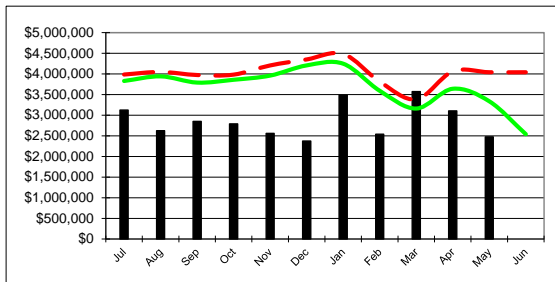
**AVERAGE ACUTE CENSUS**



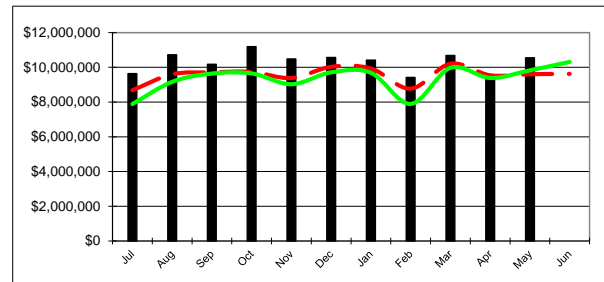
**ER IP+OP VISITS**



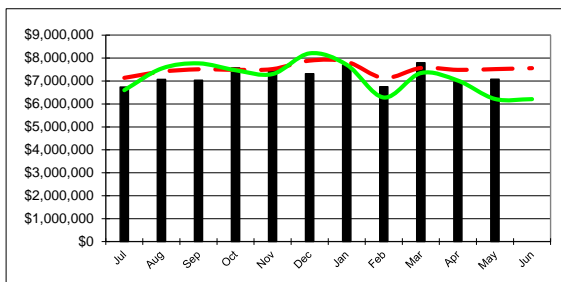
**INPATIENT CHARGES**



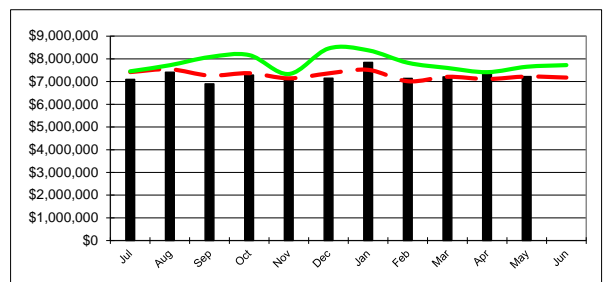
**OUTPATIENT CHARGES**



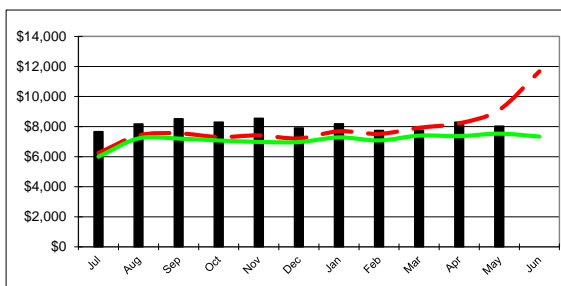
**TOTAL NET OPERATING REVENUE**



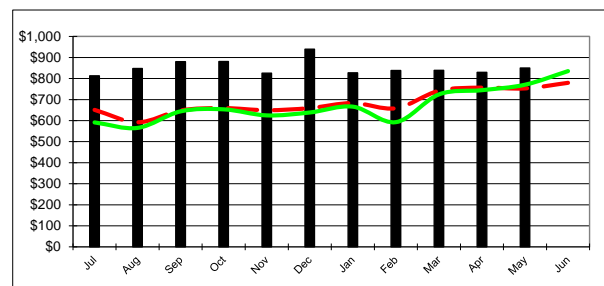
**OPERATING EXPENSE**



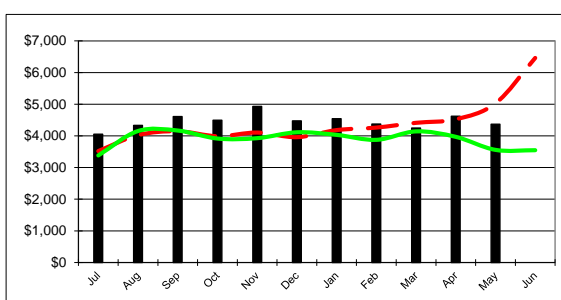
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



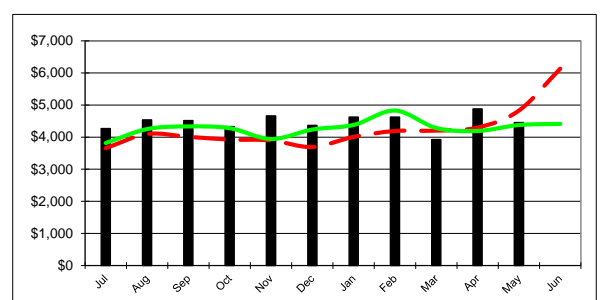
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



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



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
MAY 2018

STATISTICS	Actual May-18	Budget May-18	PY May-17	YTD May-18	YTD May-17	YTD May-16	YTD May-15
<b>Volumes:</b>							
<b>Case Mix</b>							
Medicare	1.4125	1.2835	1.2835	1.3119	1.4423	1.4267	1.2806
All payers	0.9342	0.8387	0.8387	0.8830	0.8616	0.8601	0.9477
<b>Admissions</b>							
Med	48	67	67	647	909	936	1,036
ICU	25	41	41	274	358	326	378
Surgery	8	10	10	83	99	114	133
OB	40	44	44	461	486	521	515
Newborn	35	47	47	449	476	509	486
Total Admissions	156	209	209	1,914	2,328	2,406	2,548
<b>Discharges</b>							
Med	59	97	97	769	1,069	1,025	1,068
ICU	10	14	14	135	153	188	274
Surgery	8	10	10	100	143	163	211
OB	39	47	47	459	484	522	511
Newborn	32	48	48	446	475	509	482
Total Discharges	148	216	216	1,909	2,324	2,407	2,546
<b>Patient Days:</b>							
Med	154	235	235	2,223	3,751	3,788	3,464
ICU	57	85	85	558	868	900	1,216
Surgery	32	41	41	349	432	436	576
OB	65	82	82	762	819	856	822
Newborn	62	82	82	783	755	770	719
Total Patient Days	370	525	525	4,675	6,625	6,750	6,797
Observation Bed Days	111	114	114	1,202	1,113	891	743
<b>Surgery Statistics:</b>							
IP Surgeries	28	32	32	324	396	371	387
OP Surgeries	137	158	158	1,606	1,639	1,634	1,625
<b>Outpatient Statistics:</b>							
X-ray	756	800	800	8,227	8,111	8,274	7,971
Mammography	126	142	142	1,512	1,509	1,671	1,704
Ultrasound	321	322	322	3,286	3,008	2,974	2,936
Cat Scan	431	392	392	4,674	4,365	4,428	3,700
MRI	117	122	122	1,223	1,134	1,157	1,222
Nuclear Medicine	48	30	30	518	425	422	280
PET Scan	6	7	7	97	97	90	79
Laboratory	2,506	2,519	2,519	27,289	32,904	31,049	29,064
Histology	226	119	119	1,842	1,370	1,745	1,528
Respiratory Therapy	235	296	296	2,890	3,140	2,699	2,521
Cardiovascular	446	391	391	4,853	4,885	5,245	4,532
Sleep Lab	42	33	33	360	327	222	191
Cardiac Rehab	352	446	446	3,856	4,689	5,043	4,303
Physical Therapy	158	224	224	1,763	2,527	2,619	3,257
Dialysis	382	297	297	3,641	2,827	2,945	2,912
Medical Oncology	170	160	160	1,843	1,947	2,047	1,488
Radiation Oncology	218	269	269	2,598	2,827	2,913	2,106
Total Outpatients Visits	6,540	6,569	6,569	70,472	76,092	75,543	69,794
Clinic Visits - Primary Care	4,156	4,382	4,343	44,555	48,442	64,302	58,278
Clinic Visits - Specialty Clinics	449	575	594	4,520	6,237	5,449	5,345
ER visits admitted	129	151	151	1,517	1,678	1,585	1,658
ER visits Discharged	1,271	1,249	1,249	13,518	13,486	13,867	13,957
Total ER visits	1,400	1,400	1,400	15,035	15,164	15,452	15,615

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Variance	CHANGE FROM LAST PAY PERIOD		YTD	Variance
BUDGET						from Bud	Increase	Decrease		from budget
AVG CENSUS	18.00	11.7	13.6	11.2	7.9	(10.1)	-	3.36	11.6	(6.4)
ER VISITS (Avg Day)	46	42.4	45.3	44.8	44.9	(0.7)	0.07	-	44.5	(1.1)
SURGERIES (IP+OP)	84	68	67	76	77	(7.2)	1.00	-	1852.0	
BIRTHS	20	15	11	13	16	(3.9)	3.00	-	447.0	
CHARGES -IP \$000	1,860	1435	1492	1185	917	(943.0)	-	268.00	31444.0	
-OP \$000	4,416	4356	4405	4321	4501	85.0	180.00	-	110651.0	
-TOTAL \$000	6,276	5791	5897	5506	5418	(858.0)	-	88.00	142095.0	
Adjusted Patient Days	850	662	751	729	650	(200.4)	-	79.56	17552.7	

**Paid FTEs (Including Contract)**

600	MEDICAL FLOOR	30.8	22.0	23.8	22.8	21.2	(9.6)	-	1.62	23.4	(7.4)
605	BEHAVIORAL HEALTH	8.0	5.2	4.1	6.6	3.7	(4.3)	-	2.91	6.0	(2.0)
610	OB FLOOR	5.9	5.6	5.7	5.8	5.7	(0.2)	-	0.09	5.7	(0.2)
611	NURSERY	7.3	6.8	6.9	7.3	7.1	(0.2)	-	0.19	7.0	(0.3)
612	LABOR & DELIVERY	6.1	5.1	4.5	4.9	7.5	1.3	2.62	-	5.6	(0.6)
620	ICU	13.9	13.6	11.9	11.7	10.2	(3.7)	-	1.47	13.2	(0.7)
630	OR	13.3	13.7	13.2	14.3	15.8	2.5	1.54	-	13.9	0.6
631	SAME DAY SURGERY	7.1	6.3	5.6	6.0	5.9	(1.2)	-	0.09	6.1	(1.0)
633	RECOVERY	2.0	4.5	2.7	3.0	2.2	0.2	-	0.73	3.1	1.1
634	CENTRAL STERILE	3.1	3.0	2.8	2.9	2.9	(0.3)	-	0.04	2.9	(0.2)
640	DIALYSIS	5.0	6.2	6.4	5.2	6.2	1.2	1.02	-	5.2	0.2
650	ER	25.6	22.9	23.7	22.6	25.1	(0.5)	2.47	-	24.5	(1.1)
651	TRAUMA	1.0	2.2	2.1	2.1	2.2	1.2	0.08	-	1.8	0.8
652	SANE	0.5	1.1	1.0	1.1	1.1	0.6	0.04	-	1.1	0.6
660	RADIATION ONC	6.6	5.9	6.0	6.0	6.0	(0.6)	-	0.01	6.0	(0.6)
661	MEDICAL ONC	5.5	5.2	5.2	5.2	6.0	0.5	0.78	-	4.9	(0.6)
700	LABORATORY	29.5	27.4	31.9	31.4	30.0	0.5	-	1.40	29.6	0.1
701	HISTOLOGY	2.0	1.9	2.0	2.0	2.0	(0.0)	-	0.01	1.9	(0.1)
702	BLOOD BANK	1.0	1.1	1.1	1.1	1.2	0.2	0.13	-	1.0	0.0
710	RADIOLOGY	7.7	8.5	9.5	10.0	8.5	0.8	-	1.56	9.2	1.5
711	MAMMOGRAPY	2.0	1.2	1.2	1.0	1.0	(1.0)	0.01	-	1.09	(0.9)
712	ULTRASOUND	3.6	4.2	4.3	3.9	4.0	0.4	0.11	-	4.31	0.7
713	NUC MED	1.9	1.7	1.9	2.0	1.9	(0.0)	-	0.09	1.77	(0.1)
714	CAT SCAN	5.1	6.0	4.8	4.4	6.4	1.3	1.94	-	4.71	(0.4)
715	MRI	1.0	1.4	1.0	1.0	1.0	(0.0)	0.00	-	1.28	0.3
716	PET SCAN	0.1	0.1	-	-	0.1	0.0	0.11	-	0.05	(0.0)
720	RESPIRATORY	6.1	6.0	7.2	7.0	7.2	1.1	0.23	-	5.72	(0.4)
721	SLEEP LAB	1.8	1.9	1.6	1.7	1.6	(0.2)	-	0.06	1.61	(0.2)
722	CARDIO	2.8	2.0	1.9	1.9	1.9	(0.9)	-	-	2.68	(0.1)
723	CARDIAC REHAB	2.4	2.1	2.2	2.3	2.2	(0.2)	-	0.07	2.29	(0.1)
730	PHYSICAL THERAPY	4.0	3.5	3.5	3.4	3.5	(0.5)	0.11	-	3.54	(0.5)
780	EDUCATION	2.5	1.0	1.9	0.5	0.6	(1.9)	0.03	-	1.96	(0.5)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.00	0.0
782	QUALITY	5.5	4.3	4.2	4.5	5.4	(0.1)	0.89	-	4.45	(1.1)
783	INFECTION CONTROL	1.0	1.9	1.9	1.9	1.8	0.8	-	0.06	1.63	0.6
784	ACCREDITATION	2.0	2.0	2.0	2.0	2.0	(0.0)	-	0.02	1.99	(0.0)
786	NURSING INFORMATICS	3.0	3.1	3.0	3.0	3.0	-	-	-	3.01	0.0
790	HEALTH INFORMATION	11.7	12.9	12.9	12.6	12.9	1.2	0.39	-	12.62	0.9
791	CASE MANAGEMENT	5.0	4.5	4.2	4.4	4.1	(0.9)	-	0.35	4.29	(0.7)
800	MAINTENANCE	11.0	10.0	9.6	9.9	12.0	1.0	2.10	-	10.58	(0.4)
801	HOUSEKEEPING	23.5	22.6	21.3	22.7	26.2	2.7	3.43	-	23.47	(0.0)
802	LAUNDRY	6.5	7.7	6.6	6.4	6.5	(0.0)	0.05	-	6.30	(0.2)
803	BIO MED	2.0	1.1	1.1	1.1	1.1	(0.9)	0.01	-	1.04	(1.0)
810	SECURITY	8.1	8.2	8.1	8.2	8.0	(0.1)	-	0.16	7.81	(0.3)
850	PURCHASING	5.0	5.0	5.0	5.0	5.2	0.2	0.23	-	4.99	(0.0)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.00	0.0
870	DIETARY	17.6	17.5	17.7	17.4	17.4	(0.3)	0.02	-	16.90	(0.7)
871	DIETICIANS	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.24	(0.1)
900	ADMINISTRATION	6.0	6.2	6.0	6.0	6.0	-	-	-	5.73	(0.3)
901	COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.00	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.1	2.5	0.5	0.45	-	2.02	0.0
903	MHSC FOUNDATION	1.5	1.1	1.6	1.0	1.0	(0.5)	-	-	1.29	(0.2)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.00	0.0
905	NURSING ADMIN	5.3	4.8	4.8	4.9	4.7	(0.6)	-	0.15	5.14	(0.2)
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.00	0.0
910	INFORMATION SYSTEMS	8.0	6.0	6.0	6.0	6.0	(2.0)	-	-	7.31	(0.7)
920	HUMAN RESOURCES	4.7	5.2	6.2	4.7	4.3	(0.4)	-	0.31	4.50	(0.2)
930	FISCAL SERVICES	5.0	4.8	4.8	4.9	4.8	(0.2)	-	0.04	4.56	(0.4)
940	BUSINESS OFFICE	14.8	13.2	14.6	13.9	13.8	(1.0)	-	0.08	14.27	(0.5)
941	ADMITTING	13.4	15.3	16.6	15.3	15.8	2.4	0.46	-	14.54	1.1
942	COMMUNICATION	2.9	2.3	3.3	3.1	2.8	(0.0)	-	0.26	2.80	(0.0)
943	CENTRAL SCHEDULING	4.0	4.0	4.0	4.0	4.0	0.0	-	0.00	3.88	(0.1)
949	DENKER	3.8	3.0	3.0	3.0	3.2	(0.6)	0.17	-	3.64	(0.2)
950	OLIVER	3.7	3.1	3.0	3.0	3.0	(0.7)	0.02	-	3.03	(0.7)
951	JOHNSON	4.3	-	-	-	-	(4.3)	-	-	1.19	(3.1)

	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET							Increase	Decrease		
953 STEWART	1.0	1.0	1.0	1.0	1.0	-	-	-	0.58	(0.4)
954 WHEELER	2.0	2.0	2.0	2.0	1.8	(0.2)	-	0.16	1.95	(0.0)
955 CHOU	1.0	-	-	-	-	(1.0)	-	-	0.27	(0.7)
956 KATTAN	2.0	1.5	1.5	3.4	1.6	(0.4)	-	1.87	1.83	(0.2)
957 STARLA LETTE					1.0	1.0	1.00	-	0.04	0.0
958 VERONESE	2.0	1.1	1.0	1.3	1.4	(0.6)	0.15	-	1.23	(0.8)
959 GREWAL	2.0	2.0	2.0	2.0	2.1	0.1	0.04	-	1.97	(0.0)
960 SANDERS	2.0	2.2	2.2	2.2	2.2	0.2	0.01	-	2.21	0.2
961 DANSIE	1.5	2.0	2.0	2.0	2.1	0.6	0.02	-	2.05	0.5
962 BOWERS	1.5	1.6	1.8	1.4	1.6	0.1	0.16	-	1.66	0.2
963 LONG	1.5	1.0	0.9	1.0	0.9	(0.6)	-	0.10	1.07	(0.4)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.00	0.0
965 DOLCE	1.0	-	1.0	1.0	1.0	-	-	-	0.91	(0.1)
966 OCC MED	2.0	1.2	1.2	1.2	1.2	(0.8)	0.06	-	1.48	(0.5)
968 GILMARTIN	2.0	-	-	-	-	(2.0)	-	-	0.51	(1.5)
969 PAWAR	2.0	2.0	2.0	2.0	2.0	-	-	-	2.02	0.0
970 CROFTS	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.00	(0.3)
971 WAMSUTTER CLINIC	1.5	1.9	1.8	2.0	1.9	0.4	-	0.08	1.65	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	-	-	0.0
973 LAURIDSEN	1.5	0.9	0.8	0.9	0.9	(0.6)	-	-	0.97	(0.5)
974 SMG ADMIN/BILLING	24.9	23.8	24.6	21.7	23.3	(1.6)	1.58	-	21.77	(3.1)
975 NEUPANE	2.0	1.0	1.0	1.0	0.9	(1.1)	-	0.10	1.50	(0.5)
976 LEHMAN	1.5	0.8	0.8	0.8	0.8	(0.7)	-	-	0.84	(0.7)
978 HOSPITALIST	4.2	4.2	4.2	4.2	4.2	-	-	-	4.53	0.3
981 CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.08	0.1
982 CHRISTENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	0.88	(0.1)
983 MACK	1.0	-	-	-	-	(1.0)	-	-	0.88	(0.1)
984 FRANKS	1.3	-	-	-	-	(1.3)	-	-	0.47	(0.8)
985 NELSON		-	-	-	-	-	-	-	-	0.0
986 BONGIORNO	1.0	-	-	-	-	(1.0)	-	-	0.27	(0.7)
988 CURRY	3.5	3.6	3.9	3.8	3.5	0.0	-	0.28	3.69	0.2
989 SHAMO	-	-	-	-	-	-	-	-	-	0.0
991 JAMIAS	1.3	1.7	1.6	1.6	1.6	0.3	-	-	1.37	0.1
992 ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.05	0.1
993 LIU	2.0	2.0	2.0	1.9	2.1	0.0	0.18	-	2.00	0.0
994 DUCK	1.5	0.4	1.4	0.4	0.3	(1.2)	-	0.13	0.81	(0.7)
995 A. BROWN	2.0	-	-	-	-	(2.0)	-	-	1.55	(0.5)
996 SARETTE	0.6	0.3	0.6	1.2	-	(0.6)	-	1.20	0.44	(0.2)
997 OUTSIDE SERVICES	-	0.1	-	0.1	-	-	-	0.11	0.01	0.0

TOTAL Paid FTEs	483.4	442.2	449.1	444.7	451.5	(31.9)	6.86	-	451.9	(31.6)
TOTAL WORKED FTEs	439.9	397.8	411.2	403.4	401.8	(38.1)	-	1.57	407.9	(32.0)

WORKED % Paid	91%	90%	92%	91%	89%	-2%	-	0.02	90%	(0.0)
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CONTRACT FTES (Inc above)	3.0	6.5	4.8	6.2	6.0	3.0	-	0.19	8.8	5.8
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GROSS EMPLOYEE PAYROLL	1,599,017	1,364,282	1,370,587	1,366,387	1,365,259	(233,758)	-	1,127.48	33,730,630	
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Average Employee Hourly Rate	\$41.35	\$38.57	\$38.15	\$38.41	\$37.79	(\$3.55)	-	0.61	39.65	(1.70)
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Benchmark Paid FTEs	6.63	9.35	8.37	8.53	9.73	3.10	1.19	-	6.85	0.22
per Adj. Occupied Bed (APD)										

#### WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	19.6	22.1	20.2	18.7	(9.3)	-	1.53	21.1	(6.9)
605 BEHAVIORAL HEALTH	7.3	5.2	4.0	5.8	3.6	(3.7)	-	2.21	5.8	(1.5)
610 OB FLOOR	5.4	4.1	4.0	3.8	4.3	(1.1)	0.41	-	4.9	(0.4)
611 NURSERY	6.6	5.6	6.1	6.7	6.7	0.0	-	0.01	6.4	(0.3)
612 LABOR & DELIVERY	5.6	4.8	3.7	4.4	3.8	(1.7)	-	0.53	5.1	(0.5)
620 ICU	12.6	12.6	10.8	10.1	8.2	(4.4)	-	1.83	11.8	(0.9)
630 OR	12.1	12.3	12.1	13.0	14.7	2.6	1.70	-	12.8	0.7
631 SAME DAY SURGERY	6.5	4.9	4.9	5.5	5.2	(1.3)	-	0.31	5.4	(1.1)
633 RECOVERY	1.8	4.0	2.5	2.8	2.0	0.2	-	0.73	2.7	0.9
634 CENTRAL STERILE	2.8	2.7	2.6	2.8	2.7	(0.1)	-	0.02	2.6	(0.2)
640 DIALYSIS	4.6	6.2	6.4	5.1	6.0	1.5	0.90	-	4.9	0.4
650 ER	23.3	21.6	22.9	22.1	23.4	0.1	1.35	-	22.4	(0.9)
651 TRAUMA	0.9	2.0	2.0	2.0	2.1	1.2	0.07	-	1.7	0.8
652 SANE	0.5	1.1	1.0	0.9	0.9	0.5	-	0.02	1.0	0.5
660 RADIATION ONC	6.0	5.3	5.5	5.5	5.7	(0.3)	0.19	-	5.4	(0.6)
661 MEDICAL ONC	5.0	4.6	4.7	5.1	5.2	0.2	0.13	-	4.41	(0.6)
700 LABORATORY	26.8	24.8	28.9	27.9	27.0	0.2	-	0.87	26.28	(0.6)

	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
701 HISTOLOGY	1.8	1.9	1.9	1.8	1.9	0.1	0.09	-	1.73	(0.1)
702 BLOOD BANK	0.9	1.1	1.1	1.1	1.2	0.3	0.13	-	1.04	0.1
710 RADIOLOGY	7.0	7.8	8.3	8.6	8.0	1.0	-	0.69	8.31	1.3
711 MAMMOGRPAHY	1.8	1.2	1.2	1.0	1.0	(0.8)	0.01	-	1.06	(0.8)
712 ULTRASOUND	3.3	3.2	4.2	3.9	3.5	0.2	-	0.39	3.98	0.7
713 NUC MED	1.7	1.6	1.2	1.9	1.9	0.1	0.01	-	1.56	(0.2)
714 CAT SCAN	4.6	5.6	4.2	4.2	4.4	(0.2)	0.23	-	4.23	(0.4)
715 MRI	0.9	1.1	1.0	1.0	1.0	0.1	0.00	-	1.17	0.3
716 PET SCAN	0.1	0.1	-	-	0.1	0.0	0.11	-	0.05	(0.0)
720 RESPIRATORY	5.6	5.1	7.0	6.6	6.8	1.3	0.21	-	5.15	(0.4)
721 SLEEP LAB	1.6	1.9	1.6	1.7	1.6	(0.0)	-	0.06	1.51	(0.1)
722 CARDIO	2.5	1.9	1.7	1.5	1.8	(0.8)	0.22	-	2.35	(0.2)
723 CARDIAC REHAB	2.2	2.1	2.0	2.0	1.9	(0.3)	-	0.13	2.07	(0.1)
730 PHYSICAL THERAPY	3.6	3.2	2.9	3.3	3.4	(0.3)	0.11	-	3.19	(0.5)
780 PATIENT ED	2.3	0.4	1.0	0.5	0.5	(1.8)	0.00	-	1.70	(0.6)
781 SOCIAL SERVICES	0.9	1.0	0.9	1.0	1.0	0.1	-	-	0.90	(0.0)
782 QUALITY & ACCREDIT	5.0	3.5	2.9	3.6	3.8	(1.3)	0.12	-	3.80	(1.2)
783 INFECTION CONTROL	0.9	1.9	1.8	1.9	1.8	0.9	-	0.06	1.57	0.7
784 COMPLIANCE	1.8	1.8	1.8	1.8	1.9	0.1	0.11	-	1.81	(0.0)
786 NURSING INFORMATICS	2.7	2.8	3.0	2.3	3.0	0.3	0.75	-	2.73	(0.0)
790 HEALTH INFORMATION	10.6	11.1	11.0	10.8	10.0	(0.6)	-	0.77	11.20	0.6
791 CASE MANAGEMENT	4.6	4.2	4.2	3.9	3.5	(1.1)	-	0.40	3.89	(0.7)
800 MAINTENANCE	10.0	9.4	9.2	9.2	11.1	1.1	1.93	-	9.67	(0.3)
801 HOUSEKEEPING	21.4	19.7	18.9	20.7	20.4	(1.0)	-	0.29	21.27	(0.1)
802 LAUNDRY	5.9	7.1	6.3	6.1	6.1	0.2	0.05	-	5.81	(0.1)
803 BIO MED	1.8	1.1	1.1	1.1	0.8	(1.0)	-	0.27	0.91	(0.9)
810 SECURITY	7.4	7.5	8.0	8.1	7.7	0.4	-	0.36	7.01	(0.4)
850 PURCHASING	4.6	4.8	4.5	4.1	3.9	(0.7)	-	0.21	4.31	(0.2)
855 CENTRAL SUPPLY	2.7	2.8	2.7	2.6	2.6	(0.1)	0.07	-	2.63	(0.1)
870 DIETARY	16.1	17.0	16.1	15.4	15.4	(0.6)	-	0.02	15.62	(0.4)
871 DIETICIANS	1.2	1.0	1.0	1.0	1.0	(0.2)	-	-	1.13	(0.1)
900 ADMINISTRATION	5.5	4.4	5.4	5.6	5.3	(0.2)	-	0.30	4.88	(0.6)
901 COMM SVC	0.9	0.8	0.8	1.0	0.9	(0.0)	-	0.10	0.95	0.0
902 MED STAFF SVC	1.8	1.8	1.8	1.7	2.4	0.6	0.69	-	1.82	0.0
903 MHSC FOUNDATION	1.4	1.1	1.6	1.0	1.0	(0.4)	-	-	1.22	(0.1)
904 VOLUNTEER SRV	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.92	0.0
905 NURSING ADMIN	4.8	3.6	4.7	4.8	4.5	(0.3)	-	0.28	4.61	(0.2)
907 PHYSICIAN RECRUIT	0.9	1.0	1.0	0.7	0.8	(0.1)	0.10	-	0.90	(0.0)
910 INFORMATION SYSTEMS	7.3	5.2	6.0	5.5	5.8	(1.5)	0.28	-	6.61	(0.7)
920 HUMAN RESOURCES	4.3	4.4	4.6	4.6	4.3	0.1	-	0.21	4.18	(0.1)
930 FISCAL SERVICES	4.6	4.6	4.7	4.8	4.2	(0.4)	-	0.64	4.09	(0.5)
940 BUSINESS OFFICE	13.5	11.8	13.7	13.1	12.5	(0.9)	-	0.53	12.56	(0.9)
941 ADMITTING	12.2	14.3	14.8	13.8	14.4	2.2	0.57	-	13.49	1.3
942 COMMUNICATION	2.6	2.3	3.3	3.1	2.8	0.2	-	0.26	2.66	0.1
943 CENTRAL SCHEDULING	3.6	3.6	3.9	3.6	3.5	(0.2)	-	0.16	3.53	(0.1)
949 DENKER	3.5	2.9	2.9	2.7	3.0	(0.5)	0.26	-	3.27	(0.2)
950 OLIVER	3.4	2.4	2.8	2.7	2.8	(0.5)	0.11	-	2.72	(0.6)
951 JOHNSON	3.9	-	-	-	-	(3.9)	-	-	1.07	(2.8)
953 STEWART	0.9	0.9	0.6	0.7	0.9	(0.0)	0.20	-	0.52	(0.4)
954 WHEELER	1.8	1.5	2.0	2.0	1.1	(0.7)	-	0.86	1.76	(0.1)
955 CHOU	0.9	-	-	-	-	(0.9)	-	-	0.21	(0.7)
956 KATTAN	1.8	1.5	1.5	1.6	1.6	(0.3)	0.01	-	1.57	(0.2)
957 STARLA LETTE					1.0	1.0	1.00	-	0.04	0.0
958 VERONESE	1.8	0.9	1.0	1.3	1.4	(0.4)	0.12	-	1.00	(0.8)
959 GREWAL	1.8	1.9	2.0	2.0	1.6	(0.3)	-	0.45	1.73	(0.1)
960 SANDERS	1.8	2.1	2.2	2.2	2.2	0.4	0.01	-	2.02	0.2
961 DANSIE	1.4	2.0	2.0	2.0	2.0	0.7	-	0.01	1.92	0.6
962 BOWERS	1.4	1.6	1.4	1.4	1.4	0.0	-	0.02	1.42	0.1
963 LONG	1.4	0.5	0.8	-	0.9	(0.5)	0.90	-	0.90	(0.5)
964 JAKE JOHNSON	0.9	0.9	0.8	-	1.0	0.1	1.00	-	0.85	(0.1)
965 DOLCE	0.9	-	0.7	1.0	0.9	(0.0)	-	0.13	0.79	(0.1)
966 OCC MED	1.8	1.2	1.2	1.2	1.2	(0.6)	0.06	-	1.40	(0.4)
968 GILMARTIN	1.8	-	-	-	-	(1.8)	-	-	0.40	(1.4)
969 PAWAR	1.8	1.8	2.0	2.0	2.0	0.2	-	-	1.73	(0.1)
970 CROFTS	1.2	0.9	0.9	0.9	0.4	(0.8)	-	0.50	0.83	(0.3)
971 WAMSUTTER CLINIC	1.4	1.4	1.8	1.9	1.9	0.5	0.04	-	1.55	0.2
972 FARSON CLINIC	-	-	-	-	-	-	-	-	-	0.0
973 LAURIDSEN	1.4	0.8	0.8	0.9	0.9	(0.5)	-	-	0.82	(0.5)
974 SMG ADMIN/BILLING	22.7	21.7	23.0	20.0	22.2	(0.4)	2.26	-	19.99	(2.7)
975 NEUPANE	1.8	1.0	0.2	1.0	0.8	(1.0)	-	0.20	1.30	(0.5)
976 LEHMAN	1.4	0.5	0.8	0.8	0.8	(0.6)	-	-	0.71	(0.7)
978 HOSPITALIST	3.8	4.2	4.2	4.2	4.2	0.4	-	-	4.38	0.6
981 CROFT	0.9	0.7	1.0	1.0	0.8	(0.1)	-	0.20	0.87	(0.0)
982 CHRISTENSEN	0.9	0.5	1.0	1.0	1.0	0.1	-	-	0.79	(0.1)
983 MACK	0.9	-	-	-	-	(0.9)	-	-	0.58	(0.3)
984 FRANKS	1.2	-	-	-	-	(1.2)	-	-	0.41	(0.8)
986 BONGIORNO	0.9	-	-	-	-	(0.9)	-	-	0.21	(0.7)
988 CURRY	3.2	3.5	3.9	3.2	2.3	(0.9)	-	0.88	3.34	0.2
991 JAMIAS	1.2	1.2	1.6	1.6	1.6	0.4	-	-	1.26	0.1



	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
992 ASPER	0.9	0.7	0.5	1.0	1.0	0.1	-	-	0.88	(0.0)
993 LIU	1.8	2.0	2.0	1.5	2.1	0.2	0.59	-	1.84	0.0
994 DUCK	1.4	0.4	1.3	0.2	0.3	(1.1)	0.07	-	0.63	(0.7)
995 A. BROWN	1.8	-	-	-	-	(1.8)	-	-	1.37	(0.4)
996 SARETTE	0.6	0.3	0.6	1.2	-	(0.6)	-	1.20	0.44	(0.1)
997 OUTSIDE CLINICS	-	0.1	-	0.1	-	-	-	0.11	0.01	0.0
<b>TOTAL WORKED FTEs</b>	<b>439.9</b>	<b>397.8</b>	<b>411.2</b>	<b>403.4</b>	<b>401.8</b>	<b>(38.10)</b>	<b>-</b>	<b>1.57</b>	<b>407.9</b>	<b>(32.0)</b>
<b>CONTRCT FTEs (Inc above)</b>	<b>3.0</b>	<b>6.5</b>	<b>4.8</b>	<b>6.2</b>	<b>6.0</b>	<b>2.98</b>	<b>-</b>	<b>0.19</b>	<b>8.8</b>	<b>5.8</b>

#### OVERTIME HOURS

					Current OT			YTD Hours	
					OT Dollars				
600 MEDICAL FLOOR	8.0	1.5	11.5	-	-	-	11.50	159.5	
605 BEHAVIORAL HEALTH	-	-	50.8	12.5	257.46	-	38.25	710.8	
610 OB FLOOR	-	-	-	-	-	-	-	28.3	
611 NURSERY	-	3.5	5.0	-	-	-	5.00	27.3	
612 LABOR & DELIVERY	-	4.0	-	-	-	-	-	22.5	
620 ICU	-	1.3	-	0.4	17.39	0.42	-	148.9	
630 OR	-	-	8.0	4.8	169.14	-	3.25	220.5	
631 SAME DAY SURGERY	-	-	0.3	2.5	102.63	2.25	-	79.5	
633 RECOVERY	0.5	-	0.3	-	-	-	0.25	30.5	
634 CENTRAL STERILE	0.5	-	1.8	-	-	-	1.75	25.5	
640 DIALYSIS	21.8	32.5	18.5	20.0	1,088.78	1.48	-	185.2	
650 ER	13.0	7.3	-	1.8	109.80	1.75	-	364.7	
651 TRAUMA	0.8	10.8	-	11.0	248.71	11.00	-	78.5	
652 SANE	5.8	1.5	-	4.0	207.68	4.00	-	29.3	
660 RADIATION ONC	-	1.0	-	1.5	121.46	1.50	-	85.8	
661 MEDICAL ONC	0.5	1.0	0.8	0.3	7.12	-	0.50	8.7	
700 LABORATORY	35.8	19.8	37.5	52.3	1,423.15	14.75	-	583.5	
701 HISTOLOGY	-	4.0	-	-	-	-	-	27.0	
702 BLOOD BANK	0.8	0.8	0.8	1.3	35.10	0.50	-	10.3	
710 RADIOLOGY	3.5	2.3	4.3	6.3	254.56	2.00	-	59.5	
711 MAMMOGRPAHY	-	-	-	-	-	-	-	1.0	
712 ULTRASOUND	7.5	4.8	-	-	-	-	-	65.3	
713 NUC MED	7.0	1.3	2.0	1.8	105.56	-	0.25	38.3	
714 CAT SCAN	27.5	11.5	4.8	30.3	1,333.91	25.50	-	109.8	
715 MRI	-	0.5	-	-	-	-	-	15.0	
716 PET SCAN	1.3	-	-	1.5	90.48	1.50	-	3.8	
720 RESPIRATORY	13.0	-	-	-	-	-	-	81.3	
721 SLEEP LAB	23.5	-	5.0	2.8	128.37	-	2.25	139.0	
722 CARDIO	0.8	-	-	-	-	-	-	19.8	
723 CARDIAC REHAB	-	-	-	-	-	-	-	-	
730 PHYSICAL THERAPY	-	-	-	-	-	-	-	-	
780 PATIENT ED	-	-	-	-	-	-	-	25.5	
781 SOCIAL SERVICES	-	-	-	-	-	-	-	-	
782 QUALITY & ACCREDIT	-	-	-	-	-	-	-	25.0	
783 INFECTION CONTROL	-	-	-	0.8	35.20	0.75	-	5.5	
784 COMPLIANCE	-	-	-	-	-	-	-	0.8	
786 NURSING INFORMATICS	-	-	-	-	-	-	-	-	
790 HEALTH INFORMATION	-	-	0.3	0.5	10.99	0.25	-	14.8	
791 CASE MANAGEMENT	23.3	15.5	24.8	8.8	466.85	-	16.00	348.5	
800 MAINTENANCE	14.0	0.8	-	18.3	474.09	18.25	-	163.5	
801 HOUSEKEEPING	60.8	23.0	9.8	55.0	1,142.40	45.25	-	594.8	
802 LAUNDRY	5.5	14.0	27.5	24.8	462.77	-	2.75	211.5	
803 BIO MED	1.5	2.0	2.8	-	-	-	2.75	12.0	
810 SECURITY	3.5	15.5	6.3	3.0	87.85	-	3.25	263.5	
850 PURCHASING	-	0.3	-	-	-	-	-	1.5	
855 CENTRAL SUPPLY	-	-	-	-	-	-	-	-	
870 DIETARY	21.8	36.0	31.8	59.5	1,068.08	27.75	-	1,144.8	
871 DIETICIANS	-	-	-	-	-	-	-	-	
900 ADMINISTRATION	-	-	-	-	-	-	-	-	
901 COMM SVC	-	-	-	-	-	-	-	-	
902 MED STAFF SVC	-	-	-	-	-	-	-	-	
903 MHSC FOUNDATION	-	-	-	-	-	-	-	-	
904 VOLUNTEER SRV	-	-	-	-	-	-	-	-	
905 NURSING ADMIN	-	0.3	-	-	-	-	-	113.8	
907 PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	
910 INFORMATION SYSTEMS	-	-	-	-	-	-	-	-	
920 HUMAN RESOURCES	-	-	-	-	-	-	-	1.5	
930 FISCAL SERVICES	0.3	-	-	-	-	-	-	0.3	
940 BUSINESS OFFICE	30.5	35.0	23.0	13.8	387.91	-	9.25	223.0	
941 ADMITTING	154.8	243.3	164.0	229.5	5,332.52	65.52	-	3,244.0	
942 COMMUNICATION	20.3	14.3	0.3	-	-	-	0.25	268.3	
943 CENTRAL SCHEDULING	0.3	0.3	1.0	0.5	10.77	-	0.50	39.0	
949 DENKER	1.0	0.8	-	0.9	25.67	0.87	-	31.1	
950 OLIVER	2.0	5.3	4.5	6.4	240.75	1.88	-	57.2	
951 JOHNSON	-	-	-	-	-	-	-	8.4	

	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET							Increase	Decrease		
953 STEWART		-	-	-	-	-	-	-	-	
954 WHEELER		1.5	1.0	-	-	-	-	-	12.5	
955 CHOU		-	-	-	-	-	-	-	-	
956 KATTAN		-	-	-	-	-	-	-	6.8	
957 STARLA LETTE		-	-	-	-	-	-	-	-	
958 VERONESE		-	-	-	-	-	-	-	-	
959 GREWAL		2.3	2.0	1.5	4.8	151.34	3.25	-	38.0	
960 SANDERS		9.8	15.5	13.8	14.5	455.74	0.75	-	284.0	
961 DANSIE		2.0	1.6	1.8	1.8	94.90	-	-	55.7	
962 BOWERS		3.0	3.0	-	2.8	65.73	2.75	-	46.8	
963 LONG		-	-	-	-	-	-	-	1.0	
964 JAKE JOHNSON		-	-	-	-	-	-	-	-	
965 DOLCE		-	-	-	-	-	-	-	1.0	
966 OCC MED		14.5	12.5	13.0	18.0	906.48	5.00	-	352.3	
968 GILMARTIN		-	-	-	-	-	-	-	10.5	
969 PAWAR		-	-	-	-	-	-	-	11.3	
970 CROFTS		-	-	-	-	-	-	-	-	
971 WAMSUTTER CLINIC		2.0	4.0	3.0	1.3	27.71	-	1.75	19.8	
972 FARSON CLINIC		-	-	-	-	-	-	-	-	
973 LAURIDSEN		-	-	-	-	-	-	-	-	
974 SMG ADMIN/BILLING		16.0	12.0	21.8	36.0	958.13	14.25	-	639.5	
975 NEUPANE		-	-	-	-	-	-	-	17.0	
976 PA LEHMAN		2.0	1.6	1.8	1.8	94.90	-	-	55.8	
978 HOSPITALIST		-	-	-	-	-	-	-	-	
981 CROFT		-	-	-	-	-	-	-	-	
982 CHRISTENSEN		2.0	8.0	5.9	2.4	66.59	-	3.50	68.6	
983 MACK		-	-	-	-	-	-	-	-	
984 FRANKS		-	-	-	-	-	-	-	-	
986 BONGIORNO		-	-	-	-	-	-	-	-	
988 CURRY		2.0	8.0	5.9	2.4	66.88	-	3.50	132.2	
991 JAMIAS		-	-	-	-	-	-	-	-	
992 ASPER		-	-	-	-	-	-	-	-	
993 LIU		-	0.8	0.4	2.0	97.48	1.63	-	8.7	
994 DUCK		-	0.8	0.4	2.0	97.48	1.62	-	8.8	
995 A. BROWN		-	-	-	-	-	-	-	48.5	
996 SARETTE		-	-	-	-	-	-	-	-	
997 OUTSIDE CLINICS		-	-	-	-	-	-	-	-	

<b>TOTAL OT HOURS</b>	<b>567.5</b>	<b>585.8</b>	<b>515.8</b>	<b>665.7</b>	<b>18,531</b>	<b>149.92</b>	<b>-</b>	<b>11,975.0</b>
<b>TOTAL OT FTEs</b>	<b>7.1</b>	<b>7.3</b>	<b>6.4</b>	<b>8.3</b>		<b>1.87</b>	<b>-</b>	<b>6.2</b>
<b>OT % WORKED HOURS</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.6%</b>	<b>2.1%</b>		<b>0.00</b>	<b>0.0%</b>	

CONTRACT HOURS						CHANGE FROM LAST PAY PERIOD			Variance from budget
	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Current FTE	Increase	Decrease	FTE YTD
BUDGET									
600 MEDICAL FLOOR		-	-	-	-	-	-	-	-
605 BEHAVIORAL HEALTH		41.8	27.0	105.0	19.0	0.2	-	86.00	0.30
610 OB FLOOR		-	-	-	-	-	-	-	-
611 NURSERY		-	-	-	-	-	-	-	-
612 LABOR & DELIVERY	0.3	-	-	-	-	-	-	-	0.5
620 ICU	0.4	-	-	-	-	-	-	-	0.5
630 OR	0.5	137.5	111.5	124.8	136.3	1.7	11.50	-	2.5
631 SAME DAY SURGERY		-	10.0	19.0	-	-	-	19.00	0.1
633 RECOVERY		-	3.3	6.0	-	-	-	6.00	0.3
634 CENTRAL STERILE		-	-	-	-	-	-	-	-
640 DIALYSIS		77.0	81.8	-	-	-	-	-	0.5
650 ER	0.8	171.8	146.8	160.0	170.3	2.1	10.25	-	2.9
651 TRAUMA		-	-	-	-	-	-	-	-
652 SANE		-	-	-	-	-	-	-	-
660 RADIATION ONC		-	-	-	-	-	-	-	0.1
661 MEDICAL ONC		-	-	-	-	-	-	-	-
700 LABORATORY		-	-	-	-	-	-	-	-
701 HISTOLOGY		-	-	-	-	-	-	-	-
702 BLOOD BANK		-	-	-	-	-	-	-	-
710 RADIOLOGY		-	-	-	-	-	-	-	-
711 MAMMOGRAPY		-	-	-	-	-	-	-	-
712 ULTRASOUND	0.5	90.8	-	79.5	81.3	1.0	1.75	-	1.0
713 NUC MED		-	-	-	-	-	-	-	-
714 CAT SCAN		-	-	-	-	-	-	-	-
715 MRI		-	-	-	-	-	-	-	-
716 PET SCAN		-	-	-	-	-	-	-	-
720 RESPIRATORY		-	-	-	72.0	0.9	72.00	-	0.0
721 SLEEP LAB		-	-	-	-	-	-	-	-
722 CARDIO		-	-	-	-	-	-	-	-
723 CARDIAC REHAB		-	-	-	-	-	-	-	-
730 PHYSICAL THERAPY	0.5	-	-	-	-	-	-	-	(0.5)
780 PATIENT ED		-	-	-	-	-	-	-	-
781 SOCIAL SERVICES		-	-	-	-	-	-	-	-

	PPE	4/15/2018	4/29/2018	5/13/2018	5/27/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET							Increase	Decrease		
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	-	-	-	-	-	-	-	-	-
784	ACCREDITATION	-	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-	-
800	MAINTENANCE	-	-	-	-	-	-	-	-	-
801	HOUSEKEEPING	-	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-	-
951	JOHNSON	-	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-	-
955	CHOU	-	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-	-
957	STARLA LETTE	-	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-
965	DOLCE	-	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-	-
968	GILMARTIN	-	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-	-
975	NEUPANE	-	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-	-
983	MACK	-	-	-	-	-	-	-	-	-
984	FRANKS	-	-	-	-	-	-	-	-	-
985	NELSON	-	-	-	-	-	-	-	-	-
986	BONGIORNO	-	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-	-
995	A. BROWN	-	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		518.8	380.3	494.3	478.8		-	15.5		
TOTAL CONTRACT FTEs	3.0	6.5	4.8	6.2	6.0	3.0	-	0.2	8.8	5.8
CONTRACT % WORKED HOURS		1.6%	1.2%	1.5%	1.5%		0.0%	0.0%		

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Eleven months ended May 31, 2018

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.57%	19.49%	18.37%
Blue Cross	26.65%	23.71%	23.66%
Medicaid	6.28%	8.67%	9.99%
Medicare	38.47%	37.53%	36.77%
Self Pay	8.48%	7.98%	9.42%
Other	1.56%	2.63%	1.79%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

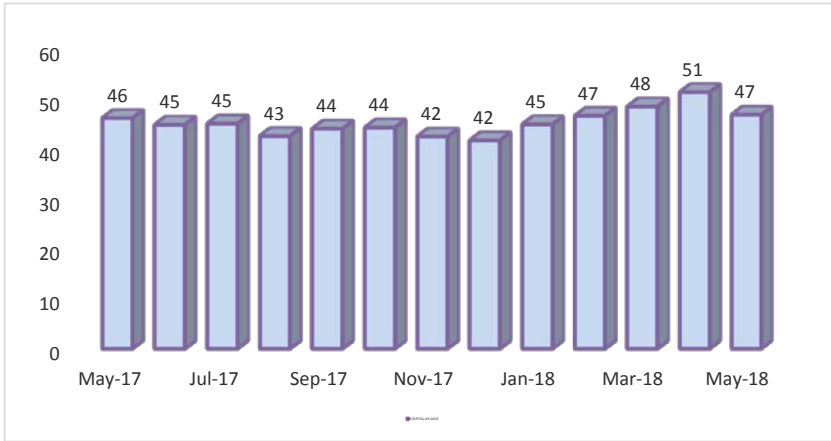
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	25.49%	26.84%	28.94%
Blue Cross	32.75%	29.62%	30.49%
Medicaid	11.98%	13.46%	14.70%
Medicare	24.59%	24.09%	19.07%
Self Pay	4.72%	5.39%	6.18%
Other	0.46%	0.59%	0.62%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	29.44%	38.71%	39.50%
Blue Cross	35.32%	29.33%	27.91%
Medicaid	5.45%	4.38%	6.32%
Medicare	27.40%	22.94%	23.02%
Self Pay	2.39%	3.69%	2.71%
Other	0.00%	0.96%	0.54%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

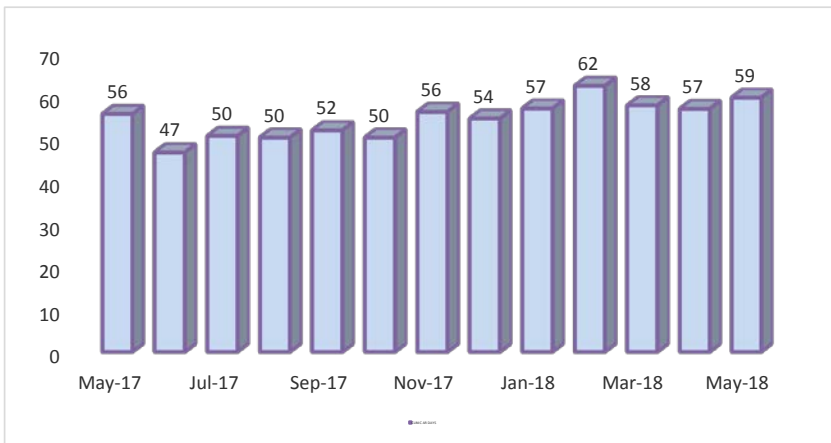
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.46%	20.43%	19.86%
Blue Cross	27.43%	24.32%	24.39%
Medicaid	6.85%	9.04%	10.34%
Medicare	36.85%	36.11%	34.80%
Self Pay	7.99%	7.68%	8.96%
Other	1.42%	2.42%	1.65%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**05/31/18**

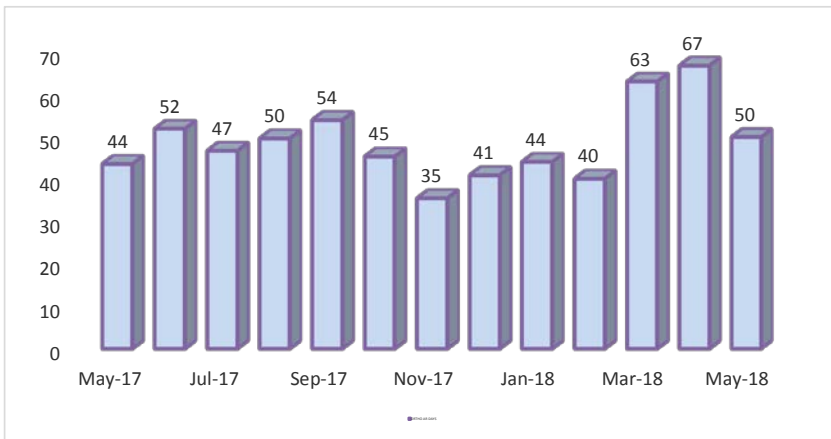
	<b>HOSPITAL AR DAYS</b>
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44
Nov-17	42
Dec-17	42
Jan-18	45
Feb-18	47
Mar-18	48
Apr-18	51
May-18	47



	<b>CLINIC AR DAYS</b>
May-17	56
Jun-17	47
Jul-17	50
Aug-17	50
Sep-17	52
Oct-17	50
Nov-17	56
Dec-17	54
Jan-18	57
Feb-18	62
Mar-18	58
Apr-18	57
May-18	59

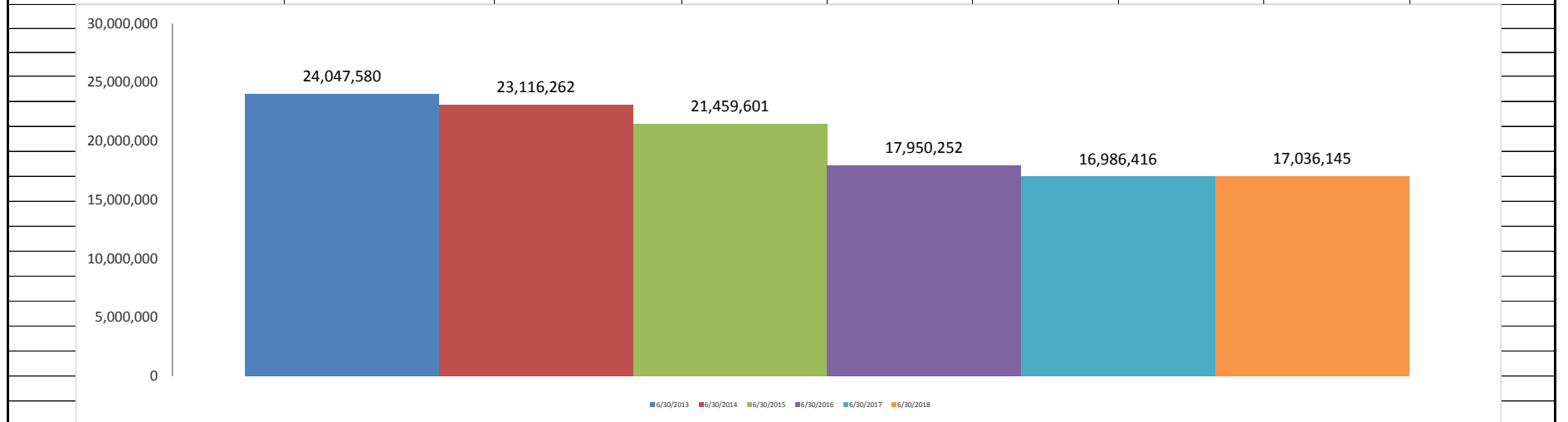


	<b>ORTHO AR DAYS</b>
May-17	44
Jun-17	52
Jul-17	47
Aug-17	50
Sep-17	54
Oct-17	45
Nov-17	35
Dec-17	41
Jan-18	44
Feb-18	40
Mar-18	63
Apr-18	67
May-18	50



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
OPEN BID INVESTMENT SUMMARY REPORT  
05/31/18**

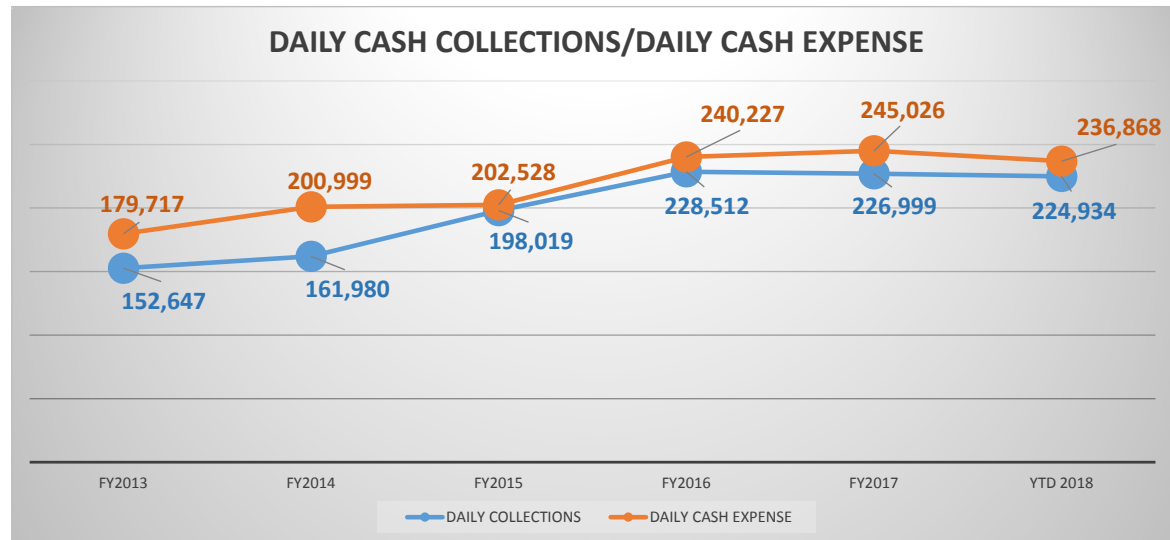
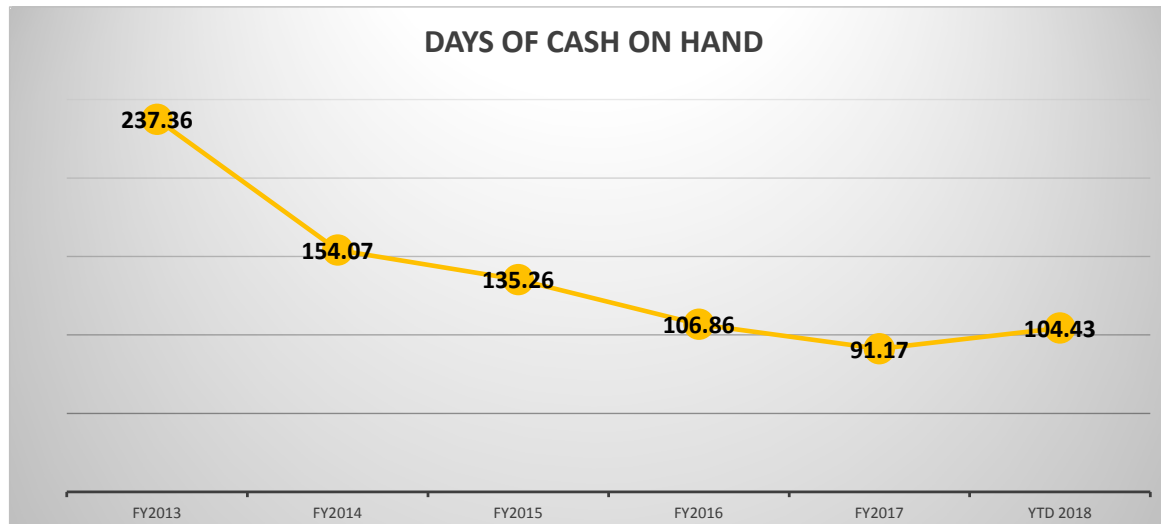
		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
GENERAL	BANK OF WEST	0.300%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,892,801
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	0.860%			2,460,272	2,983,016	2,964,992	2,472,742
CAPITAL DEVELOPMENT	KEYBANK	1.500%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,263,849
E. BOICE	WYOSTAR	1.016%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.016%	104,078	104,294	104,607	104,934	105,575	106,714
<b>TOTAL</b>			<b>24,047,580</b>	<b>23,116,262</b>	<b>21,459,601</b>	<b>17,950,252</b>	<b>16,986,416</b>	<b>17,036,145</b>



<b>INFORMATION:</b>								
<b>CURRENT INVESTMENT BALANCE:</b>		<b>\$ 17,036,145.31</b>						
<b>GENERAL FUND BALANCE AS OF 05/31/18</b>		<b>2,712,381</b>						
<b>REPRESENTING DAYS OF CASH ON HAND</b>		<b>13</b>						
<b>RECOMMENDATION:</b>								
<b>MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.</b>								
<b>START LOOKING INTO OTHER OPTIONS WITH HIGHER INTEREST RATES.</b>								



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Days of Cash on Hand  
5/31/2018



**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending May 31, 2018**

<b>Vouchers Submitted by MHSC at agreed discounted rate</b>		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
November 2017	\$4,335.89	
January 2018	\$28,319.19	
February 2018	\$19,655.19	
April 2018	\$17,306.55	
U of U	\$10,999.87	
May 2018	\$20,615.00	
County Requested Total Vouchers Submitted as of May 31, 2018	<u>\$188,964.44</u>	
Total Vouchers Submitted FY 2018		\$188,964.44
Less: Total Approved by County and Received by MHSC FY 2018		\$188,964.44
Total Vouchers Pending Approval by County		<u><u>\$0.00</u></u>

<b>FY18 Title 25 Fund Budget from Sweetwater County</b>	<b>\$266,304.70</b>
Funds Received From Sweetwater County	<u>\$188,964.44</u>
FY18 Title 25 Fund Budget Remaining	\$77,340.26
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

<b>FY18 Maintenance Fund Budget from Sweetwater County</b>	<b>\$933,812.00</b>
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
County Maintenance FY18 - November	\$269,311.46
County Maintenance FY18 - December	\$2,352.82
County Maintenance FY18 - January	\$43,689.71
County Maintenance FY18 - February	\$100,352.13
County Maintenance FY18 - March & April	\$255,944.56
	<u>\$727,137.90</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$206,674.10</u></u>

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

**FY 2018**

Barry J. Walker	\$2,671.72
Dray, Dyekman, Reed & Healey PC	\$4,642.96
Edwards Law Office, P.C.	\$94,665.00
Hirst Applegate, LLP	\$94,469.75
Jamieson & Robinson, LLC	\$29,046.52
John H. Robinson, P.C.	\$95,014.60
Phillips Law, LLC	\$197,635.08
Ray Quinney & Nebeker P.C.	\$6,262.00
Settlements	\$50,120.55
Sundahl, Powers, Kapp & Martin, LLC	\$3,972.67
 Total FYTD 2018	 \$619,278.95

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	1046	9,137,715.38
CAPITAL EQUIPMENT (PLANT FUND)	1	600.00
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	577,212.86
PAYROLL MAY 13, 2018	N/A	1,311,249.25
PAYROLL MAY 27, 2018	N/A	1,354,571.31
TOTAL CASH OUTFLOW		<hr/> \$9,715,528.24 <hr/>
CASH COLLECTIONS		7,210,258.00
INCREASE/DECREASE IN CASH		\$ (2,505,270.24)

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

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

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	1/22/2018	WELLS FARGO	111,435.65	WF DEBT SERVICE		
<b>JANUARY TOTALS</b>					111,435.65	800,804.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	2/16/2018	WELLS FARGO	111,435.65	WF DEBT SERVICE		
000993	2/1/2018	PLAN ONE/ARCHITECTS	22,614.73	CT REPLACEMENT		
<b>FEBRUARY TOTALS</b>					134,050.38	934,855.36

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	3/16/2018	WELLS FARGO	110,584.76	WF DEBT SERVICE		
000994	3/21/2018	PLAN ONE/ARCHITECTS	1,005.00	CT REPLACEMENT		
<b>MARCH TOTALS</b>					111,589.76	1,046,445.12

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000995	4/11/2018	PLAN ONE/ARCHITECTS	2,526.04	CT REPLACEMENT		
000995	4/11/2018	PLAN ONE/ARCHITECTS	14,379.75	DUCT RENO MOB		
W/T	4/16/2018	WELLS FARGO	110,584.76	WF DEBT SERVICE		
<b>APRIL TOTALS</b>					127,490.55	1,173,935.67

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
996	5/9/2018	A. PLEASANT CONSTRUCTION	91,170.00	CT REPLACEMENT		
997	5/9/2018	PLAN ONE/ARCHITECTS	2,512.50	DUCT RENO MOB		
998	5/30/2018	A. PLEASANT CONSTRUCTION	372,945.60	CT REPLACEMENT		
W/T	5/16/2018	WF DEBT SERVICES	110,584.76	WF DEBT SERVICES		
<b>MAY TOTALS</b>					577,212.86	1,751,148.53

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2018**

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

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
NO DISBURSEMENTS						
<b>JANUARY TOTALS</b>					0.00	137,852.76

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002158	2/1/2018	VENTURE TECHNOLOGIES (ISC, INC)	\$39,280.80	VIRTUAL SERVER EXPANSION		
002159	2/1/2018	KRONOS INCORPORATED	\$3,266.99	KRONOS SCHEDULER		
002160	2/1/2018	LABORIE MEDICAL TECHNOLOGIES CORP	\$3,000.00	GOBY WIRELESS URODYNAMICS SYSTEM		
002161	2/1/2018	VERATHON MEDICAL	\$6,143.00	GLIDE SCOPE PEDIATRIC BATON		
002162	2/22/2018	KRONOS INCORPORATED	\$247.50	KRONOS SCHEDULER		
002163	2/22/2018	MERGE HEALTHCARE SOLUTIONS, INC	\$13,612.37	EMC CENTERA 2 NODE UPGRADE		
<b>FEBRUARY TOTALS</b>					65,550.66	203,403.42

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002164	3/21/2018	KRONOS INCORPORATED	1,072.50	KRONOS SCHEDULER		
002165	3/28/2018	ACCRUENT LLC	21,500.00	UTILIZATION SOFTWARE		
002166	3/28/2018	THE WASSERSTROM COMPANY	7,361.63	GAS CONVECTION OVEN		
<b>MARCH TOTALS</b>					29,934.13	233,337.55

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002167	4/11/2018	BD DIAGNOSTICS	\$24,998.00	BLOOD CULTURE SYSTEM		
002168	4/11/2018	KARL STORZ ENDOSCOPY-AMERICA	\$13,995.00	FLEX VIDEO URETERO SCOPE		
002169	4/25/2018	CDW GOVERNMENT LLC	\$6,328.84	UPS BACK-UP BATTERY UNIT		
002170	4/25/2018	KARL STORZ ENDOSCOPY-AMERICA	\$7,217.15	SEMI RIGID URETERO ENDOSCOPE		
002171	4/25/2018	KRONOS INCORPORATED	\$660.00	KRONOS SCHEDULER		
002172	4/25/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	\$33,742.00	PURITAN BENNETT 980 VENTILATOR		
<b>APRIL TOTALS</b>					86,940.99	320,278.54

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002173	5/2/2018	COVIDIEN SALES	\$600.00	PURITAN BENNETT 980 VENTILATOR		
<b>MAY TOTALS</b>					600.00	320,878.54



## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## GENERAL FUND DISBURSEMENTS

05/31/18

Amount	Description
\$442,932.68	ABG Retirement Total
\$38,768.36	Advertising Total
\$11,849.00	Auto Insurance Total
\$106.35	Billing Service Total
\$5,809.32	Billing Services Total
\$17,123.13	Blood Bank Services Total
\$30,150.00	Building Lease Total
\$1,823.81	Cellular Telephone Total
\$61,400.19	Collection Agency Total
\$2,632.50	Committee Meeting Meals Total
\$4,220.95	Computer Equipment Total
\$90,992.38	Consulting Fees Total
\$490,112.51	Contract Maintenance Total
\$104,897.03	Contract Personnel Total
\$15,000.00	Contract Physicians Total
\$294.66	Courier Services Total
\$12,082.37	Credit Card Payment Total
\$36,042.55	Dental Insurance Total
\$4,190.89	Dialysis Supplies Total
\$5,170.25	Education & Travel Total
\$7,788.26	Employee Recruitment Total
\$6,155.40	Employee Vision Plan Total
\$305.00	Equipment Total
\$115,349.16	Equipment Lease Total
\$45,752.79	Food Total
\$5,003.74	Freight Total
\$539.72	Fuel Total
\$2,006.57	Garbage Collection Total
\$525,218.06	Group Health Total
\$24,500.00	Hospital Membership Total
\$214,053.15	Hospital Supplies Total
\$24,198.24	Insurance Premium Total
\$3,484.24	Insurance Refund Total
\$10.00	Internet Services Total
\$43,034.28	Laboratory Services Total
\$124,923.41	Laboratory Supplies Total
\$197.11	Laundry Supplies Total
\$2,897.96	Legal Fees Total
\$4,100.00	License & Taxes Total
\$500.00	Licenses & Taxes Total
\$4,104.54	Life Insurance Total
\$3,260.86	Linen Total
\$3,100.00	Lithotripsy Service Total
\$75,974.97	Locum Tenens Total
\$26,558.40	Locum Tenums Total
\$30,352.54	Maintenance & Repair Total
\$6,488.80	Maintenance Supplies Total

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## GENERAL FUND DISBURSEMENTS

05/31/18

\$909.59	Marketing & Promotional Supplies Total
\$1,521.30	MHSC Foundation Total
\$462.00	Monthly Pest Control Total
\$140.00	Non Hospital Supplies Total
\$57.65	Non Med Surg Supplie Total
\$14,123.42	Non Medical Supplies Total
\$250.00	Notary Bond Total
\$10,723.19	Office Supplies Total
\$22,652.64	Other Employee Benefits Total
\$470.00	Other Med Surg Supplies Total
\$555.00	Other Medical Surgical Supplies Total
\$51,286.00	Other Purchased Services Total
\$4,857.84	Oxygen Rental Total
\$23,795.34	Patient Refund Total
\$689.40	Payroll Deduction Total
\$6,884.94	Payroll Garnishment Total
\$4,105,658.26	Payroll Transfer Total
\$36.50	Petty Cash Total
\$1,585,183.03	Pharmacy Management Total
\$28,472.71	Physician Recruitment Total
\$86,862.70	Physician Services Total
\$1,500.00	Physician Studen Loan Total
\$52,012.90	Physician Student Loan Total
\$5,000.00	Postage Total
\$145,975.00	Professional Liability Insurance Total
\$33,251.91	Professional Service Total
\$1,250.00	Quarterly Bonus Total
\$35,000.00	Quarterly Non Compete Total
\$4,350.59	Radioactive Material Total
\$526.14	Radiology Film Total
\$16,441.23	Radiology Material Total
\$70.00	Radiology Supplies Total
\$730.00	Education and Travel Total
\$294.16	Reimbursement - Education & Travel Total
\$1,933.67	Reimbursement - CME Total
\$886.91	Reimbursement - Education & Travel Total
\$10,514.89	Reimbursement - CME Total
\$3,006.73	Reimbursement - Education & Travel Total
\$478.60	Physician Recruitment Total
\$7,842.69	Reimbursement - CME Total
\$10,941.00	Reimbursement - Education & Travel Total
\$1,098.98	Sales Tax Payment Total
\$3,000.00	Scholarship Matching Funds Total
\$3,940.28	Scrub Sale deductions Total
\$15,000.00	Sign on Bonus Total
\$6,460.00	Sponsorship Total
\$9,886.48	Surgery Equipment Total
\$42,741.99	Surgery Supplies Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
05/31/18

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
5/31/18

Check Number	Date	Vendor Check Name	Amount
W/T	5/1/2018	ABG 041518	145,153.81
W/T	5/16/2018	ABG 042918	150,066.04
W/T	5/30/2018	ABG 051318	147,712.83
EFT000000003705	5/2/2018	4IMPRINT, INC.	15,920.89
EFT000000003556	3/21/2018	GREEN RIVER STAR	80.00
EFT000000003745	5/9/2018	IN10SITY INTERACTIVE, LLC	1,710.00
EFT000000003720	5/2/2018	LAMAR ADVERTISING	1,200.00
EFT000000003747	5/9/2018	LAMAR ADVERTISING	860.00
EFT000000003762	5/16/2018	LAMAR ADVERTISING	380.00
EFT000000003801	5/30/2018	LAMAR ADVERTISING	1,200.00
EFT000000003768	5/16/2018	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00
EFT000000003767	5/16/2018	ROCKET MINER	918.00
EFT000000003791	5/23/2018	ROCKET MINER	3,267.12
EFT000000003804	5/30/2018	ROCKET MINER	127.00
154792	5/30/2018	RUMOR ADVERTISING	5,667.35
154251	5/9/2018	SWEETWATER NOW, LLC	2,250.00
154385	5/16/2018	SWEETWATER NOW, LLC	908.00
154388	5/16/2018	THE RADIO NETWORK	4,000.00
154056	5/2/2018	THE HARTFORD	11,849.00
154258	5/9/2018	TRUE COMMERCE, INC	106.35
154325	5/16/2018	EXPRESS MEDICAID BILLING SERV	1,559.32
154530	5/23/2018	RECONDO TECHNOLOGY, INC	4,250.00
154261	5/9/2018	UNITED BLOOD SERVICES	3,957.76
154393	5/16/2018	UNITED BLOOD SERVICES	500.00
154552	5/23/2018	UNITED BLOOD SERVICES	12,665.37
154472	5/23/2018	BIG SANDY CLINIC	2,200.00
154464	5/23/2018	CURRENT PROPERTIES, LLC	3,500.00
154485	5/23/2018	HILLTOP PROPERTIES, LLC	24,450.00
154066	5/2/2018	VERIZON WIRELESS, LLC	1,823.81
154041	5/2/2018	ROCKY MOUNTAIN SERVICE BUREAU	61,400.19
153972	5/2/2018	BEST WESTERN OUTLAW INN	900.00
154359	5/16/2018	OLD CHICAGO	1,732.50
154170	5/9/2018	CDW GOVERNMENT LLC	217.70
154452	5/23/2018	CDW GOVERNMENT LLC	2,600.93
154745	5/30/2018	CDW GOVERNMENT LLC	697.38
154320	5/16/2018	DELL COMPUTER CORPORATION	205.02
154466	5/23/2018	DELL COMPUTER CORPORATION	499.92
154007	5/2/2018	HOMWOOD SUITES	1,676.71
154339	5/16/2018	HOMWOOD SUITES	2,499.00

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154553	5/23/2018	UNIVERSITY OF UTAH HEALTH CARE	86,816.67
EFT000000003737	5/9/2018	ARRENDALE ASSOCIATES, INC	1,200.00
W/T	5/22/2018	CARE CLOUD	349.00
154457	5/23/2018	COLORADO DOCUMENT SECURITY	2,455.00
154181	5/9/2018	DELL FINANCIAL SERVICES	1,905.74
154328	5/16/2018	FLEXENTIAL CORP.	8,636.88
W/T	5/21/2018	GATEWAY EDI	3,725.00
EFT000000003799	5/30/2018	GE HEALTHCARE	27,378.64
154336	5/16/2018	HEALTHCARE SOLUTIONS OF NC	1,024.00
154198	5/9/2018	HEALTHSTREAM INC.	1,263.86
154335	5/16/2018	HEALTHSTREAM INC.	1,241.25
EFT000000003786	5/23/2018	INDUSTRIAL SOLUTIONS, INC	2,315.00
154361	5/16/2018	ONESOURCE DOCUMENT MANAGEMENT SERVICES	1,995.00
154518	5/23/2018	OPTIMIS CORP	200.00
154228	5/9/2018	PHILIPS HEALTHCARE	288.68
154364	5/16/2018	PHILIPS HEALTHCARE	2,066.00
154523	5/23/2018	PHILIPS HEALTHCARE	2,864.00
154522	5/23/2018	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75
154231	5/9/2018	QUADRAMED	157,066.99
154525	5/23/2018	QUADRAMED	7,500.00
154531	5/23/2018	REMI CORPORATION	3,352.99
154536	5/23/2018	SIEMENS MEDICAL SOLUTIONS USA	8,270.08
W/T	5/16/2018	SOLUTION REACH	339.00
154050	5/2/2018	SUPERO HEALTHCARE SOLUTIONS	3,750.00
154550	5/23/2018	THOMSON REUTERS	749.10
154059	5/2/2018	TRACTMANAGER INC	966.35
154806	5/30/2018	TRACTMANAGER INC	970.20
154262	5/9/2018	UNLIMITED TECHNOLOGY SYSTEMS, LLC	41,343.00
154264	5/9/2018	VARIAN MEDICAL SYSTEMS, INC	3,293.00
154397	5/16/2018	VARIAN MEDICAL SYSTEMS, INC	200,000.00
154266	5/9/2018	WASATCH CONTROLS	1,987.00
154323	5/16/2018	ELWOOD STAFFING SERVICES, INC	1,790.22
154473	5/23/2018	ELWOOD STAFFING SERVICES, INC	1,537.62
154756	5/30/2018	ELWOOD STAFFING SERVICES, INC	1,465.76
153999	5/2/2018	FOCUSONE SOLUTIONS LLC	55,739.66
154329	5/16/2018	FOCUSONE SOLUTIONS LLC	21,991.33
154758	5/30/2018	FOCUSONE SOLUTIONS LLC	21,712.44
154030	5/2/2018	NURSE ASSIST INC	660.00
154562	5/23/2018	WYOMING PATHOLOGY	15,000.00
154382	5/16/2018	SUSAN K CROFUTT	294.66

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W/T	5/1/2018	UMB BANK 5/1/18	6,755.03
W/T	5/30/2018	UMB BANK 5/31/18	5,327.34
154182	5/9/2018	DELTA DENTAL	17,400.05
154753	5/30/2018	DELTA DENTAL	18,642.50
154000	5/2/2018	FRESENIUS USA MANUFACTURING	619.17
154190	5/9/2018	FRESENIUS USA MANUFACTURING	3,024.92
154333	5/16/2018	HACH COMPANY	22.14
EFT000000003718	5/2/2018	HENRY SCHEIN INC	268.99
EFT000000003744	5/9/2018	HENRY SCHEIN INC	130.72
EFT000000003785	5/23/2018	HENRY SCHEIN INC	124.95
154152	5/9/2018	AACVPR	275.00
154222	5/9/2018	MY EDUCATIONAL RESOURCES	66.00
154027	5/2/2018	NATIONAL FIRE PROTECTION ASSN	232.25
154719	5/30/2018	PROEDTECH LLC	247.00
154809	5/30/2018	UW - ACES	1,500.00
EFT000000003773	5/16/2018	WESTERN WYOMING COLLEGE	2,850.00
154440	5/23/2018	AMERICU CREDIT UNION	932.31
154755	5/30/2018	DIVERSE MEDIA, INC	2,995.00
154764	5/30/2018	HOLIDAY INN - ROCK SPRINGS	468.00
EFT000000003719	5/2/2018	INSIGHT INVESTIGATIONS, INC	1,217.95
154365	5/16/2018	PUBLISHING CONCEPTS, INC.	975.00
EFT000000003732	5/2/2018	SST TESTING +, INC.	600.00
EFT000000003770	5/16/2018	SST TESTING +, INC.	600.00
154265	5/9/2018	VISION SERVICE PLAN - WY	6,155.40
154771	5/30/2018	LABORIE MEDICAL TECHNOLOGIES CORP	305.00
154742	5/30/2018	CAREFUSION SOLUTIONS, LLC	20,521.00
154748	5/30/2018	CISCO SYSTEMS CAPITAL CORP	16,131.08
153987	5/2/2018	COPIER & SUPPLY COMPANY	880.00
154315	5/16/2018	COPIER & SUPPLY COMPANY	1,500.00
154463	5/23/2018	COPIER & SUPPLY COMPANY	11,668.27
153998	5/2/2018	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00
154002	5/2/2018	GE HEALTHCARE FINANCIAL SERVICES	22,661.09
154200	5/9/2018	HP FINANCIAL SERVICES	292.36
EFT000000003731	5/2/2018	SHADOW MOUNTAIN WATER CO ,WY	500.85
EFT000000003769	5/16/2018	SHADOW MOUNTAIN WATER CO ,WY	297.43
EFT000000003806	5/30/2018	SHADOW MOUNTAIN WATER CO ,WY	469.40
154793	5/30/2018	SIEMENS FINANCIAL SERVICES, INC	18,429.63
W/T	5/8/2018	SIEMENS FINANCIAL SERVICES, INC	9,017.12
EFT000000003752	5/9/2018	TIMEPAYMENT CORP	1,950.00
154064	5/2/2018	US BANK EQUIPMENT FINANCE	2,020.91



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154263	5/9/2018	US BANK EQUIPMENT FINANCE	936.24
154555	5/23/2018	US BANK EQUIPMENT FINANCE	729.78
EFT000000003712	5/2/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	448.50
EFT000000003781	5/23/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	463.45
153996	5/2/2018	F B MCFADDEN WHOLESale	4,049.36
154188	5/9/2018	F B MCFADDEN WHOLESale	2,418.41
154327	5/16/2018	F B MCFADDEN WHOLESale	3,645.01
154477	5/23/2018	F B MCFADDEN WHOLESale	2,164.67
154757	5/30/2018	F B MCFADDEN WHOLESale	1,896.85
EFT000000003715	5/2/2018	FARMER BROS CO	436.00
EFT000000003782	5/23/2018	FARMER BROS CO	737.95
154499	5/23/2018	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION	227.40
154018	5/2/2018	MEADOW GOLD DAIRY	1,174.46
154502	5/23/2018	MEADOW GOLD DAIRY	1,297.87
154029	5/2/2018	NICHOLAS & CO INC	6,096.06
154224	5/9/2018	NICHOLAS & CO INC	1,634.27
154355	5/16/2018	NICHOLAS & CO INC	325.31
154515	5/23/2018	NICHOLAS & CO INC	8,228.59
154054	5/2/2018	SYSCO INTERMOUNTAIN FOOD	4,988.32
154547	5/23/2018	SYSCO INTERMOUNTAIN FOOD	2,144.64
154069	5/2/2018	WESTERN WYOMING BEVERAGES INC	1,444.26
154559	5/23/2018	WESTERN WYOMING BEVERAGES INC	1,931.41
153997	5/2/2018	FED EX	129.13
154390	5/16/2018	TRIOSE, INC	4,866.21
154063	5/2/2018	UPS STORE	8.40
154235	5/9/2018	RED HORSE OIL COMPANIES INC	539.72
EFT000000003754	5/9/2018	WWS - ROCK SPRINGS	2,006.57
W/T	5/16/2018	BLUE CROSS BLUE SHIELD	9,667.09
154784	5/30/2018	MUNICH RE STOP LOSS, INC	38,221.14
W/T	5/2/2018	UUHP 050218	110,682.98
W/T	5/10/2018	UUHP 050918	156,281.55
W/T	5/17/2018	UUHP 051618	86,245.89
W/T	5/24/2018	UUHP 052318	59,702.05
W/T	5/31/2018	UUHP 053018	64,417.36
153960	5/2/2018	THE ADVISORY BOARD COMPANY	24,500.00
153959	5/2/2018	ABBOTT LABORATORIES	79.60
154146	5/9/2018	ABBOTT LABORATORIES	112.57
154434	5/23/2018	ABBOTT LABORATORIES	1,118.38
154534	5/23/2018	ABBOTT NUTRITION	211.88
154791	5/30/2018	ABBOTT NUTRITION	206.64

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154721	5/30/2018	AESCULAP INC	599.55
153961	5/2/2018	AIRCLEAR SYSTEMS	141.00
154438	5/23/2018	ALLEN MEDICAL SYSTEMS INC	477.51
154722	5/30/2018	ALLERGAN	1,602.88
153963	5/2/2018	AMAZON.COM CREDIT PLAN	956.94
EFT000000003706	5/2/2018	APPLIED CARDIAC SYSTEM	312.50
153965	5/2/2018	APPLIED MEDICAL	336.00
154155	5/9/2018	APPLIED MEDICAL	888.00
154442	5/23/2018	APPLIED MEDICAL	648.00
154725	5/30/2018	APPLIED MEDICAL	96.00
154726	5/30/2018	AQUACAST LINER	736.00
154727	5/30/2018	ARMSTRONG MEDICAL INDUSTRIES	110.40
154156	5/9/2018	ARROW INTERNATIONAL, INC.	1,479.00
154303	5/16/2018	ARROW INTERNATIONAL, INC.	360.00
154443	5/23/2018	ARROW INTERNATIONAL, INC.	360.00
154157	5/9/2018	ARTHREX INC.	480.00
154444	5/23/2018	ASPEN MOUNTAIN MEDICAL CENTER LLC	221.72
154728	5/30/2018	ASPEN SURGICAL	360.00
153970	5/2/2018	B BRAUN MEDICAL INC.	878.40
154161	5/9/2018	B BRAUN MEDICAL INC.	474.93
154304	5/16/2018	B BRAUN MEDICAL INC.	340.00
154446	5/23/2018	B BRAUN MEDICAL INC.	509.73
154732	5/30/2018	B BRAUN MEDICAL INC.	1,173.67
153967	5/2/2018	BARD MEDICAL	670.05
153968	5/2/2018	BARD PERIPHERIAL VASCULAR INC	2,040.00
153969	5/2/2018	BAXTER BIO SCIENCE	1,283.16
154730	5/30/2018	BAXTER BIO SCIENCE	1,283.16
154191	5/9/2018	BAXTER HEALTHCARE CORP	729.44
154480	5/23/2018	BAXTER HEALTHCARE CORP	719.85
EFT000000003708	5/2/2018	BAXTER HEALTHCARE CORP/IV	1,655.58
154731	5/30/2018	BAYER HEALTHCARE LLC	1,856.82
154448	5/23/2018	BECTON DICKINSON	1,347.26
EFT000000003779	5/23/2018	BEEKLEY CORPORATION	122.00
153973	5/2/2018	BG MEDICAL LLC	2,895.00
153974	5/2/2018	BIOMET SPORTS MEDICINE	110.00
153977	5/2/2018	BOSTON SCIENTIFIC CORP	240.77
154164	5/9/2018	BOSTON SCIENTIFIC CORP	766.32
154306	5/16/2018	BOSTON SCIENTIFIC CORP	376.36
154734	5/30/2018	BOSTON SCIENTIFIC CORP	3,800.70
EFT000000003710	5/2/2018	BREG INC	493.05

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EFT000000003739	5/9/2018	BREG INC	580.20
EFT000000003758	5/16/2018	BREG INC	145.46
EFT000000003780	5/23/2018	BREG INC	15.70
EFT000000003711	5/2/2018	BSN MEDICAL INC	28.18
EFT000000003740	5/9/2018	BSN MEDICAL INC	274.41
EFT000000003796	5/30/2018	BSN MEDICAL INC	141.65
154317	5/16/2018	C R BARD INC	422.34
153981	5/2/2018	CARDINAL HEALTH/V. MUELLER	318.45
154168	5/9/2018	CARDINAL HEALTH/V. MUELLER	100.22
154451	5/23/2018	CARDINAL HEALTH/V. MUELLER	213.55
154740	5/30/2018	CARDINAL HEALTH/V. MUELLER	165.76
154743	5/30/2018	CAREFUSION 2200 INC	1,200.00
154744	5/30/2018	CARSTENS HEALTH INDUSTRIES INC	85.67
154391	5/16/2018	CENTURION MEDICAL PRODUCTS	822.10
154746	5/30/2018	CHEETAH MEDICAL, INC	3,875.00
154174	5/9/2018	COASTAL LIFE SYSTEMS, INC.	307.68
153984	5/2/2018	COMED MEDICAL SPECIALTIES INC	199.02
154459	5/23/2018	CONE INSTRUMENTS	120.27
153985	5/2/2018	CONMED CORPORATION	118.25
154460	5/23/2018	CONMED CORPORATION	358.25
154461	5/23/2018	CONSOLIDATED STORAGE COMPANIES, INC	185.34
154177	5/9/2018	COOK MEDICAL INC.	611.67
154462	5/23/2018	COOK MEDICAL INC.	915.60
153986	5/2/2018	COOK MEDICAL INCORPORATED	573.60
154178	5/9/2018	COOK MEDICAL INCORPORATED	700.28
154314	5/16/2018	COOK MEDICAL INCORPORATED	4,906.17
154750	5/30/2018	COOK MEDICAL INCORPORATED	169.52
154751	5/30/2018	CR BARD, INC	195.00
153993	5/2/2018	DIAGNOSTIGA STAGO INC	407.34
154184	5/9/2018	DIAGNOSTIGA STAGO INC	5,954.35
154754	5/30/2018	DIAGNOSTIGA STAGO INC	58.00
154185	5/9/2018	DIRECT SUPPLY	661.00
EFT000000003714	5/2/2018	DJ ORTHOPEDICS, LLC	145.49
EFT000000003741	5/9/2018	DJ ORTHOPEDICS, LLC	94.68
EFT000000003759	5/16/2018	DJ ORTHOPEDICS, LLC	10.71
154322	5/16/2018	EDGE PHARMACEUTICALS, LLC	789.42
154186	5/9/2018	EMERSON HEALTHCARE, LLC	685.00
154474	5/23/2018	EMERSON HEALTHCARE, LLC	685.00
154193	5/9/2018	GENERAL HOSPITAL SUPPLY CORPORATION	737.00
154004	5/2/2018	GYNEX CORP	57.45

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EFT000000003717	5/2/2018	HARDY DIAGNOSTICS	382.67
EFT000000003743	5/9/2018	HARDY DIAGNOSTICS	435.38
EFT000000003761	5/16/2018	HARDY DIAGNOSTICS	1,499.38
EFT000000003784	5/23/2018	HARDY DIAGNOSTICS	401.86
154005	5/2/2018	HEALTHCARE LOGISTICS INC	37.05
154197	5/9/2018	HEALTHCARE LOGISTICS INC	198.21
154334	5/16/2018	HEALTHCARE LOGISTICS INC	240.83
154761	5/30/2018	HEALTHCARE LOGISTICS INC	530.80
154337	5/16/2018	HILL-ROM	156.19
154762	5/30/2018	HILL-ROM	156.19
154486	5/23/2018	HOLOGIC, INC.	1,702.00
154201	5/9/2018	HULL ANESTHESIA INC	180.00
154487	5/23/2018	HULL ANESTHESIA INC	83.65
154765	5/30/2018	HULL ANESTHESIA INC	180.00
154340	5/16/2018	IN PRO CORPORATION	357.70
154488	5/23/2018	INNOVATIVE PRODUCTS INC.	124.50
154015	5/2/2018	KARL STORZ ENDOSCOPY-AMERICA	552.10
154207	5/9/2018	KARL STORZ ENDOSCOPY-AMERICA	722.92
154342	5/16/2018	KARL STORZ ENDOSCOPY-AMERICA	9,994.95
154769	5/30/2018	KCI USA	711.95
154051	5/2/2018	LEICA BIOSYSTEMS RICHMOND	147.62
154249	5/9/2018	LEICA BIOSYSTEMS RICHMOND	144.37
154381	5/16/2018	LEICA BIOSYSTEMS RICHMOND	278.14
154026	5/2/2018	M V A P MEDICAL SUPPLIES, INC.	59.70
154221	5/9/2018	M V A P MEDICAL SUPPLIES, INC.	262.50
154354	5/16/2018	M V A P MEDICAL SUPPLIES, INC.	328.18
154213	5/9/2018	MARKET LAB, INC	76.06
154017	5/2/2018	MCKESSON MEDICAL-SURGICAL	4,050.00
154346	5/16/2018	MCKESSON MEDICAL-SURGICAL	144.60
154501	5/23/2018	MCKESSON MEDICAL-SURGICAL	2,075.00
154775	5/30/2018	MCKESSON MEDICAL-SURGICAL	1,388.56
154503	5/23/2018	MEAD JOHNSON NUTRITION	281.86
154352	5/16/2018	MINDRAY DS USA, INC.	721.50
154781	5/30/2018	MINDRAY DS USA, INC.	230.10
154028	5/2/2018	NEOTECH PRODUCTS, INC	97.50
154034	5/2/2018	OLYMPUS AMERICA INC	825.03
154360	5/16/2018	OLYMPUS AMERICA INC	267.08
154517	5/23/2018	OLYMPUS AMERICA INC	309.14
154789	5/30/2018	OLYMPUS AMERICA INC	425.20
EFT000000003751	5/9/2018	OVATION MEDICAL	838.70

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154036	5/2/2018	OWENS & MINOR 90005430	11,867.73
154226	5/9/2018	OWENS & MINOR 90005430	30,120.04
154362	5/16/2018	OWENS & MINOR 90005430	25,463.95
154519	5/23/2018	OWENS & MINOR 90005430	24,045.36
154521	5/23/2018	PERFORMANCE HEALTH SUPPLY INC	310.10
154790	5/30/2018	PERFORMANCE HEALTH SUPPLY INC	62.09
154230	5/9/2018	PROGRESSIVE BUSINESS PUBLICATIONS	222.68
154038	5/2/2018	QUESET MEDICAL	83.10
154233	5/9/2018	QUESET MEDICAL	83.10
154526	5/23/2018	QUESET MEDICAL	73.68
154236	5/9/2018	RESMED CORP	144.54
154532	5/23/2018	RESPIRONICS	89.00
154240	5/9/2018	S & W HEALTHCARE CORPORATION	197.00
154044	5/2/2018	SMITHS MEDICAL ASD	524.69
154045	5/2/2018	SPACELABS MEDICAL	79.32
154244	5/9/2018	SPACELABS MEDICAL	183.76
154794	5/30/2018	SPACELABS MEDICAL	105.76
154049	5/2/2018	STERIS CORPORATION	882.58
154246	5/9/2018	STERIS CORPORATION	477.71
154378	5/16/2018	STERIS CORPORATION	893.42
154542	5/23/2018	STERIS CORPORATION	522.63
154797	5/30/2018	STERIS CORPORATION	2,576.18
EFT000000003733	5/2/2018	STRYKER INSTRUMENTS	145.00
EFT000000003807	5/30/2018	STRYKER INSTRUMENTS	1,820.00
154545	5/23/2018	SUREMARK CO	410.00
154055	5/2/2018	TELEFLEX MEDICAL INC.	2,264.77
154254	5/9/2018	TELEFLEX MEDICAL INC.	437.05
154387	5/16/2018	TELEFLEX MEDICAL INC.	689.10
154549	5/23/2018	TELEFLEX MEDICAL INC.	250.00
154803	5/30/2018	TELEFLEX MEDICAL INC.	1,198.64
154060	5/2/2018	TRI-ANIM HEALTH SERVICES INC	586.07
154257	5/9/2018	TRI-ANIM HEALTH SERVICES INC	510.67
154389	5/16/2018	TRI-ANIM HEALTH SERVICES INC	559.79
154551	5/23/2018	TRI-ANIM HEALTH SERVICES INC	479.02
154807	5/30/2018	TRI-ANIM HEALTH SERVICES INC	1,027.86
154398	5/16/2018	VERATHON INC.	1,180.00
154812	5/30/2018	VERATHON INC.	180.00
154067	5/2/2018	WAXIE SANITARY SUPPLY	805.28
154399	5/16/2018	WAXIE SANITARY SUPPLY	74.00
154813	5/30/2018	WAXIE SANITARY SUPPLY	6,029.11

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EFT000000003735	5/2/2018	ZOLL MEDICAL CORPORATION	1,074.40
EFT000000003755	5/9/2018	ZOLL MEDICAL CORPORATION	29.20
154810	5/30/2018	UNUM LIFE INS. CO OF AMERICA	24,198.24
154073	5/2/2018	INSURANCE REFUNDS	512.38
154103	5/3/2018	INSURANCE REFUNDS	157.14
154106	5/3/2018	INSURANCE REFUNDS	464.55
154107	5/3/2018	INSURANCE REFUNDS	74.10
154108	5/3/2018	INSURANCE REFUNDS	150.12
154110	5/3/2018	INSURANCE REFUNDS	63.08
154113	5/3/2018	INSURANCE REFUNDS	85.67
154126	5/3/2018	INSURANCE REFUNDS	1,118.46
154127	5/3/2018	INSURANCE REFUNDS	117.47
154128	5/3/2018	INSURANCE REFUNDS	639.49
154293	5/9/2018	INSURANCE REFUNDS	101.78
154268	5/9/2018	WYOMING.COM	10.00
EFT000000003777	5/23/2018	ARUP LABORATORIES, INC.	35,468.08
154345	5/16/2018	MAYO COLLABORATIVE SERVICES, INC.	816.20
154217	5/9/2018	METABOLIC NEWBORN SCREENING	4,200.00
154349	5/16/2018	METABOLIC NEWBORN SCREENING	2,550.00
154724	5/30/2018	ANAEROBE SYSTEMS	34.30
153971	5/2/2018	BECKMAN COULTER, INC	75.02
154162	5/9/2018	BECKMAN COULTER, INC	190.55
154447	5/23/2018	BECKMAN COULTER, INC	289.40
EFT000000003709	5/2/2018	BIO-RAD LABORATORIES	2,373.28
EFT000000003738	5/9/2018	BIO-RAD LABORATORIES	662.79
EFT000000003757	5/16/2018	BIO-RAD LABORATORIES	3,305.58
154166	5/9/2018	CANCER DIAGNOSTICS, INC	168.85
153980	5/2/2018	CARDINAL HEALTH	23,154.15
154167	5/9/2018	CARDINAL HEALTH	6,308.69
154308	5/16/2018	CARDINAL HEALTH	9,400.62
154450	5/23/2018	CARDINAL HEALTH	20,567.36
154739	5/30/2018	CARDINAL HEALTH	13,843.54
154171	5/9/2018	CEPHEID	35.00
154310	5/16/2018	CEPHEID	1,213.50
154453	5/23/2018	CEPHEID	35.00
154321	5/16/2018	DOUG BROWN & ASSOCIATES	190.18
EFT000000003716	5/2/2018	FISHER HEALTHCARE	6,801.49
EFT000000003742	5/9/2018	FISHER HEALTHCARE	10,588.01
EFT000000003760	5/16/2018	FISHER HEALTHCARE	5,880.98
EFT000000003783	5/23/2018	FISHER HEALTHCARE	5,517.29

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EFT000000003798	5/30/2018	FISHER HEALTHCARE	3,332.97
154203	5/9/2018	INTERNATIONAL MED EQUIP BROKER	194.96
154770	5/30/2018	KENTEC MEDICAL INC	48.30
154343	5/16/2018	LIFELOC TECHNOLOGIES	158.00
EFT000000003723	5/2/2018	MASTER TECH	277.04
EFT000000003749	5/9/2018	MASTER TECH	181.72
EFT000000003802	5/30/2018	MASTER TECH	361.04
154019	5/2/2018	MEDIVATORS REPROCESSING SYSTEM	191.00
154214	5/9/2018	MEDIVATORS REPROCESSING SYSTEM	602.00
154505	5/23/2018	MEDIVATORS REPROCESSING SYSTEM	704.00
154021	5/2/2018	MERCEDES MEDICAL	1,852.55
EFT000000003724	5/2/2018	ORTHO-CLINICAL DIAGNOSITCS INC	1,074.92
EFT000000003750	5/9/2018	ORTHO-CLINICAL DIAGNOSITCS INC	1,148.67
EFT000000003764	5/16/2018	ORTHO-CLINICAL DIAGNOSITCS INC	1,780.18
EFT000000003789	5/23/2018	ORTHO-CLINICAL DIAGNOSITCS INC	158.32
EFT000000003803	5/30/2018	ORTHO-CLINICAL DIAGNOSITCS INC	1,000.00
EFT000000003728	5/2/2018	PDC HEALTHCARE	24.20
EFT000000003766	5/16/2018	PDC HEALTHCARE	278.72
154009	5/2/2018	PLATINUM CODE	94.73
154489	5/23/2018	PLATINUM CODE	262.81
154037	5/2/2018	POLYSCIENCE INCORPORATED	32.50
154799	5/30/2018	STRECK LABORATORIES INC	236.20
154061	5/2/2018	TYPENEX MEDICAL, LLC	103.00
154392	5/16/2018	TYPENEX MEDICAL, LLC	190.00
EFT000000003722	5/2/2018	MARTIN-RAY LAUNDRY SYSTEMS	197.11
154763	5/30/2018	HIRST APPLGATE, LLP	282.00
154524	5/23/2018	PHILLIPS LAW, LLC	2,615.96
154396	5/16/2018	U S NUCLEAR REGULATORY COMM	4,100.00
154814	5/30/2018	WYOMING DEPARTMENT OF ELECTRICAL SAFETY	400.00
154401	5/16/2018	WYOMING DEPT OF HEALTH	100.00
154785	5/30/2018	NEW YORK LIFE INSURANCE COMPANY	4,104.54
154475	5/23/2018	ENCOMPASS GROUP, LLC	3,147.46
154538	5/23/2018	STANDARD TEXTILE	113.40
154400	5/16/2018	WYOMING UROLOGICAL SERV.INC	3,100.00
154176	5/9/2018	COMPHEALTH, INC.	988.82
154458	5/23/2018	COMPHEALTH, INC.	74,986.15
EFT000000003778	5/23/2018	BARTON ASSOCIATES	26,558.40
154145	5/9/2018	AAMI	250.00
154151	5/9/2018	AMERIOWATER	266.00
154723	5/30/2018	AMERIOWATER	402.00



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153976	5/2/2018	BOBCAT OF CASPER	39.51
154163	5/9/2018	BOBCAT OF CASPER	36.27
154738	5/30/2018	CACHE VALLEY ELECTRIC CO.	2,699.74
154298	5/11/2018	COMPLETE CARPET CARE	878.00
153992	5/2/2018	CUMMINS ROCKY MOUNTAIN, LLC	4,793.27
154484	5/23/2018	HIGH SECURITY LOCK & ALARM	57.50
154008	5/2/2018	HOSE & RUBBER	286.71
154211	5/9/2018	LIGHTING MAINTENANCE & SERVICE, INC	444.00
154363	5/16/2018	PACIFIC STEEL HIDES FURS RECYC	52.52
EFT000000003725	5/2/2018	PARTSSOURCE	245.87
EFT000000003765	5/16/2018	PARTSSOURCE	424.26
EFT000000003790	5/23/2018	PARTSSOURCE	194.99
EFT000000003730	5/2/2018	SERVCO	2,446.34
154372	5/16/2018	SOUTHWEST DOORS	115.95
EFT000000003771	5/16/2018	STATE FIRE DC SPECIALTIES	11,642.56
154377	5/16/2018	STEALTH TECHNOLOGIES C.S.	1,857.73
154541	5/23/2018	STEALTH TECHNOLOGIES C.S.	72.00
154546	5/23/2018	SWEETWATER PLUMBING & HEATING	267.45
154802	5/30/2018	SWEETWATER PLUMBING & HEATING	169.40
EFT000000003808	5/30/2018	ULINE, INC	791.50
154070	5/2/2018	WHISLER CHEVROLET	58.97
154071	5/2/2018	WYOMING TRUCKS AND CARS INC	65.00
154072	5/2/2018	ZOHO CORPORATION	1,795.00
EFT000000003774	5/23/2018	ACE HARDWARE	84.94
154149	5/9/2018	ALLRED'S INC.	55.00
EFT000000003776	5/23/2018	ALPINE PURE SOFT WATER	676.20
153966	5/2/2018	BARD ACCESS SYSTEMS	2,351.92
153975	5/2/2018	BLOEDORN LUMBER	1.90
154313	5/16/2018	CODALE ELECTRIC SUPPLY, INC	76.56
154456	5/23/2018	CODALE ELECTRIC SUPPLY, INC	558.42
154196	5/9/2018	GRAINGER	37.50
154332	5/16/2018	GRAINGER	80.33
154759	5/30/2018	GRAINGER	105.52
154006	5/2/2018	HOME DEPOT	24.70
154199	5/9/2018	HOME DEPOT	578.70
154338	5/16/2018	HOME DEPOT	472.60
154768	5/30/2018	KAMAN INDUSTRIAL TECHNOLOGIES	450.27
154455	5/23/2018	MSC INDUSTRIAL SUPPLY CO	250.79
154223	5/9/2018	NAPA AUTO PARTS	82.96
EFT000000003729	5/2/2018	ROCK SPRINGS WINNELSON CO	52.54

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EFT000000003753	5/9/2018	ULINE, INC	217.50
154260	5/9/2018	UNIPOWER	330.45
153978	5/2/2018	BOTTOM LINE MARKETING	809.59
154468	5/23/2018	DESKTOP DESIGN	100.00
154023	5/2/2018	MHSC-FOUNDATION	516.30
154350	5/16/2018	MHSC-FOUNDATION	507.50
154778	5/30/2018	MHSC-FOUNDATION	497.50
154804	5/30/2018	TERMINIX OF WYOMING	462.00
154305	5/16/2018	BI-RITE DRUG & GIFT	140.00
154435	5/23/2018	ALADDIN TEMP-RITE LLC	57.65
154749	5/30/2018	CIVCO MEDICAL SOLUTIONS	1,703.00
154312	5/16/2018	CJ SIGNS	210.50
154003	5/2/2018	GLOBAL EQUIPMENT COMPANY	224.00
154195	5/9/2018	GLOBAL EQUIPMENT COMPANY	184.14
154331	5/16/2018	GLOBAL EQUIPMENT COMPANY	2,431.50
154482	5/23/2018	GLOBAL EQUIPMENT COMPANY	84.00
154012	5/2/2018	JOHN PARAS FURNITURE & APPL.	758.92
154020	5/2/2018	MEDLINE INDUSTRIES INC	115.47
154215	5/9/2018	MEDLINE INDUSTRIES INC	1,586.11
154506	5/23/2018	MEDLINE INDUSTRIES INC	2,491.87
154776	5/30/2018	MEDLINE INDUSTRIES INC	469.81
154035	5/2/2018	OPTUM360 LLC	1,133.82
EFT000000003727	5/2/2018	POSITIVE PROMOTIONS	2,730.28
154386	5/16/2018	TEGELER & ASSOCIATES-RS	250.00
154014	5/2/2018	KAISER AND BLAIR INC.	440.00
EFT000000003792	5/23/2018	SMYTH PRINTING	171.14
154374	5/16/2018	STANDARD REGISTER COMPANY	177.44
154046	5/2/2018	STAPLES BUSINESS ADVANTAGE	2,935.55
154245	5/9/2018	STAPLES BUSINESS ADVANTAGE	3,022.90
154375	5/16/2018	STAPLES BUSINESS ADVANTAGE	2,213.11
154539	5/23/2018	STAPLES BUSINESS ADVANTAGE	384.50
154795	5/30/2018	STAPLES BUSINESS ADVANTAGE	1,378.55
154478	5/23/2018	FEDLOAN SERVICING	17,081.64
154767	5/30/2018	JOY'S FLOWERS & GIFTS	258.50
154297	5/10/2018	LOG INN RESTAURANT	5,312.50
154209	5/9/2018	LABORIE MEDICAL TECHNOLOGIES CORP	470.00
154238	5/9/2018	ROCK SPRINGS I.V. CENTER	30.00
154368	5/16/2018	ROCK SPRINGS I.V. CENTER	10.00
154533	5/23/2018	ROCK SPRINGS I.V. CENTER	65.00
154259	5/9/2018	TSI INCORPORATED	450.00

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153994	5/2/2018	EZ-STREET TAXI	28.00
154187	5/9/2018	EZ-STREET TAXI	28.00
154001	5/2/2018	FRONT RANGE MOBILE IMAGING, INC.	23,200.00
154330	5/16/2018	FRONT RANGE MOBILE IMAGING, INC.	24,390.00
154210	5/9/2018	QUICK RESPONSE TAXI	90.00
154498	5/23/2018	QUICK RESPONSE TAXI	20.00
154772	5/30/2018	QUICK RESPONSE TAXI	20.00
EFT000000003772	5/16/2018	SWEETWATER MEDICS LLC	3,510.00
EFT000000003707	5/2/2018	AIRGAS INTERMOUNTAIN INC	184.53
EFT000000003736	5/9/2018	AIRGAS INTERMOUNTAIN INC	456.88
EFT000000003756	5/16/2018	AIRGAS INTERMOUNTAIN INC	154.12
EFT000000003775	5/23/2018	AIRGAS INTERMOUNTAIN INC	3,861.89
EFT000000003795	5/30/2018	AIRGAS INTERMOUNTAIN INC	200.42
154074	5/2/2018	PATIENT REFUND	131.35
154075	5/2/2018	PATIENT REFUND	40.00
154076	5/2/2018	PATIENT REFUND	20.00
154077	5/2/2018	PATIENT REFUND	50.00
154078	5/2/2018	PATIENT REFUND	13.95
154079	5/2/2018	PATIENT REFUND	40.00
154080	5/2/2018	PATIENT REFUND	12.41
154081	5/2/2018	PATIENT REFUND	109.98
154082	5/2/2018	PATIENT REFUND	23.28
154083	5/2/2018	PATIENT REFUND	20.00
154084	5/2/2018	PATIENT REFUND	15.16
154085	5/2/2018	PATIENT REFUND	90.00
154086	5/2/2018	PATIENT REFUND	41.00
154087	5/2/2018	PATIENT REFUND	20.00
154088	5/2/2018	PATIENT REFUND	6.90
154089	5/2/2018	PATIENT REFUND	15.00
154090	5/2/2018	PATIENT REFUND	71.00
154091	5/2/2018	PATIENT REFUND	14.81
154092	5/2/2018	PATIENT REFUND	120.00
154093	5/2/2018	PATIENT REFUND	15.00
154094	5/2/2018	PATIENT REFUND	90.40
154095	5/2/2018	PATIENT REFUND	34.46
154096	5/2/2018	PATIENT REFUND	15.00
154097	5/2/2018	PATIENT REFUND	249.00
154098	5/2/2018	PATIENT REFUND	235.42
154099	5/2/2018	PATIENT REFUND	73.64
154100	5/2/2018	PATIENT REFUND	160.00

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154102	5/3/2018	PATIENT REFUND	172.90
154104	5/3/2018	PATIENT REFUND	198.55
154105	5/3/2018	PATIENT REFUND	100.00
154109	5/3/2018	PATIENT REFUND	80.00
154111	5/3/2018	PATIENT REFUND	1,082.74
154112	5/3/2018	PATIENT REFUND	35.15
154114	5/3/2018	PATIENT REFUND	140.00
154115	5/3/2018	PATIENT REFUND	372.96
154116	5/3/2018	PATIENT REFUND	90.25
154117	5/3/2018	PATIENT REFUND	12.70
154118	5/3/2018	PATIENT REFUND	65.20
154119	5/3/2018	PATIENT REFUND	75.00
154120	5/3/2018	PATIENT REFUND	1,815.12
154121	5/3/2018	PATIENT REFUND	537.32
154122	5/3/2018	PATIENT REFUND	344.90
154123	5/3/2018	PATIENT REFUND	16.00
154124	5/3/2018	PATIENT REFUND	110.18
154125	5/3/2018	PATIENT REFUND	150.00
154129	5/3/2018	PATIENT REFUND	60.08
154130	5/3/2018	PATIENT REFUND	24.19
154131	5/3/2018	PATIENT REFUND	39.80
154132	5/3/2018	PATIENT REFUND	15.11
154133	5/3/2018	PATIENT REFUND	13.81
154134	5/3/2018	PATIENT REFUND	11.94
154135	5/3/2018	PATIENT REFUND	10.45
154136	5/3/2018	PATIENT REFUND	10.45
154137	5/3/2018	PATIENT REFUND	10.00
154138	5/3/2018	PATIENT REFUND	453.83
154139	5/3/2018	PATIENT REFUND	266.90
154140	5/3/2018	PATIENT REFUND	72.00
154141	5/3/2018	PATIENT REFUND	55.25
154142	5/3/2018	PATIENT REFUND	53.04
154143	5/3/2018	PATIENT REFUND	728.00
154241	5/9/2018	PATIENT REFUND	305.31
154270	5/9/2018	PATIENT REFUND	146.00
154271	5/9/2018	PATIENT REFUND	462.00
154272	5/9/2018	PATIENT REFUND	25.00
154273	5/9/2018	PATIENT REFUND	40.00
154274	5/9/2018	PATIENT REFUND	40.00
154275	5/9/2018	PATIENT REFUND	25.00

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154276	5/9/2018	PATIENT REFUND	5.00
154277	5/9/2018	PATIENT REFUND	134.98
154278	5/9/2018	PATIENT REFUND	20.00
154279	5/9/2018	PATIENT REFUND	509.23
154280	5/9/2018	PATIENT REFUND	22.55
154281	5/9/2018	PATIENT REFUND	56.64
154282	5/9/2018	PATIENT REFUND	50.00
154283	5/9/2018	PATIENT REFUND	50.00
154284	5/9/2018	PATIENT REFUND	65.00
154285	5/9/2018	PATIENT REFUND	38.57
154286	5/9/2018	PATIENT REFUND	44.21
154287	5/9/2018	PATIENT REFUND	20.00
154288	5/9/2018	PATIENT REFUND	20.00
154289	5/9/2018	PATIENT REFUND	88.00
154290	5/9/2018	PATIENT REFUND	70.00
154291	5/9/2018	PATIENT REFUND	20.00
154292	5/9/2018	PATIENT REFUND	35.00
154294	5/9/2018	PATIENT REFUND	28.95
154402	5/16/2018	PATIENT REFUND	23.05
154403	5/16/2018	PATIENT REFUND	20.00
154404	5/16/2018	PATIENT REFUND	25.00
154405	5/16/2018	PATIENT REFUND	30.00
154406	5/16/2018	PATIENT REFUND	15.00
154407	5/16/2018	PATIENT REFUND	53.00
154408	5/16/2018	PATIENT REFUND	25.00
154409	5/16/2018	PATIENT REFUND	5.00
154410	5/16/2018	PATIENT REFUND	59.52
154411	5/16/2018	PATIENT REFUND	10.00
154412	5/16/2018	PATIENT REFUND	6.49
154413	5/16/2018	PATIENT REFUND	12.83
154414	5/16/2018	PATIENT REFUND	10.00
154415	5/16/2018	PATIENT REFUND	92.00
154416	5/16/2018	PATIENT REFUND	40.00
154417	5/16/2018	PATIENT REFUND	8.00
154418	5/16/2018	PATIENT REFUND	35.00
154419	5/16/2018	PATIENT REFUND	70.00
154420	5/16/2018	PATIENT REFUND	20.00
154421	5/16/2018	PATIENT REFUND	35.00
154422	5/16/2018	PATIENT REFUND	5.00
154423	5/16/2018	PATIENT REFUND	10.00

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154424	5/16/2018	PATIENT REFUND	7.50
154425	5/16/2018	PATIENT REFUND	5.00
154426	5/16/2018	PATIENT REFUND	20.86
154427	5/16/2018	PATIENT REFUND	50.64
154428	5/16/2018	PATIENT REFUND	10.00
154429	5/16/2018	PATIENT REFUND	15.00
154430	5/16/2018	PATIENT REFUND	45.00
154431	5/16/2018	PATIENT REFUND	5.00
154432	5/16/2018	PATIENT REFUND	45.25
154433	5/16/2018	PATIENT REFUND	31.20
154564	5/23/2018	PATIENT REFUND	35.00
154565	5/23/2018	PATIENT REFUND	35.00
154566	5/23/2018	PATIENT REFUND	15.00
154567	5/23/2018	PATIENT REFUND	90.00
154568	5/23/2018	PATIENT REFUND	5.00
154569	5/23/2018	PATIENT REFUND	20.00
154570	5/23/2018	PATIENT REFUND	5.00
154571	5/23/2018	PATIENT REFUND	134.60
154572	5/23/2018	PATIENT REFUND	27.93
154573	5/23/2018	PATIENT REFUND	50.00
154574	5/23/2018	PATIENT REFUND	60.00
154575	5/23/2018	PATIENT REFUND	52.58
154576	5/23/2018	PATIENT REFUND	155.00
154577	5/23/2018	PATIENT REFUND	131.00
154578	5/23/2018	PATIENT REFUND	41.00
154579	5/23/2018	PATIENT REFUND	100.00
154580	5/23/2018	PATIENT REFUND	20.00
154581	5/23/2018	PATIENT REFUND	112.80
154582	5/23/2018	PATIENT REFUND	10.17
154583	5/23/2018	PATIENT REFUND	90.00
154584	5/23/2018	PATIENT REFUND	40.00
154585	5/23/2018	PATIENT REFUND	25.00
154586	5/23/2018	PATIENT REFUND	20.00
154587	5/23/2018	PATIENT REFUND	11.66
154588	5/23/2018	PATIENT REFUND	30.00
154589	5/23/2018	PATIENT REFUND	20.00
154590	5/23/2018	PATIENT REFUND	589.60
154591	5/23/2018	PATIENT REFUND	5.00
154592	5/23/2018	PATIENT REFUND	5.00
154593	5/23/2018	PATIENT REFUND	220.00

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154594	5/23/2018	PATIENT REFUND	5.00
154595	5/23/2018	PATIENT REFUND	9.30
154596	5/23/2018	PATIENT REFUND	890.52
154597	5/23/2018	PATIENT REFUND	50.00
154598	5/23/2018	PATIENT REFUND	25.00
154599	5/23/2018	PATIENT REFUND	6.65
154600	5/23/2018	PATIENT REFUND	20.00
154601	5/23/2018	PATIENT REFUND	25.50
154602	5/23/2018	PATIENT REFUND	69.00
154603	5/23/2018	PATIENT REFUND	10.00
154604	5/23/2018	PATIENT REFUND	50.00
154605	5/23/2018	PATIENT REFUND	70.00
154606	5/23/2018	PATIENT REFUND	20.92
154607	5/23/2018	PATIENT REFUND	6.80
154608	5/23/2018	PATIENT REFUND	25.00
154609	5/23/2018	PATIENT REFUND	20.20
154610	5/23/2018	PATIENT REFUND	60.00
154611	5/23/2018	PATIENT REFUND	15.63
154612	5/23/2018	PATIENT REFUND	5.00
154613	5/23/2018	PATIENT REFUND	50.00
154614	5/23/2018	PATIENT REFUND	50.00
154615	5/23/2018	PATIENT REFUND	20.00
154616	5/23/2018	PATIENT REFUND	10.00
154617	5/23/2018	PATIENT REFUND	20.00
154618	5/23/2018	PATIENT REFUND	15.00
154619	5/23/2018	PATIENT REFUND	202.20
154620	5/23/2018	PATIENT REFUND	1,025.13
154621	5/23/2018	PATIENT REFUND	5.00
154622	5/23/2018	PATIENT REFUND	15.00
154623	5/23/2018	PATIENT REFUND	20.00
154624	5/23/2018	PATIENT REFUND	46.72
154625	5/23/2018	PATIENT REFUND	354.33
154626	5/23/2018	PATIENT REFUND	53.00
154627	5/23/2018	PATIENT REFUND	51.63
154628	5/23/2018	PATIENT REFUND	20.00
154629	5/23/2018	PATIENT REFUND	13.59
154630	5/23/2018	PATIENT REFUND	15.00
154631	5/23/2018	PATIENT REFUND	7.00
154632	5/23/2018	PATIENT REFUND	25.00
154633	5/23/2018	PATIENT REFUND	125.00



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154634	5/23/2018	PATIENT REFUND	101.37
154635	5/23/2018	PATIENT REFUND	40.00
154636	5/23/2018	PATIENT REFUND	30.00
154637	5/23/2018	PATIENT REFUND	174.76
154638	5/23/2018	PATIENT REFUND	10.00
154639	5/23/2018	PATIENT REFUND	72.13
154640	5/23/2018	PATIENT REFUND	10.00
154641	5/23/2018	PATIENT REFUND	10.00
154642	5/23/2018	PATIENT REFUND	35.00
154643	5/23/2018	PATIENT REFUND	5.00
154644	5/23/2018	PATIENT REFUND	24.59
154645	5/23/2018	PATIENT REFUND	120.00
154646	5/23/2018	PATIENT REFUND	59.89
154647	5/23/2018	PATIENT REFUND	92.00
154648	5/23/2018	PATIENT REFUND	137.07
154649	5/23/2018	PATIENT REFUND	58.00
154650	5/23/2018	PATIENT REFUND	20.00
154651	5/23/2018	PATIENT REFUND	9.40
154652	5/23/2018	PATIENT REFUND	20.00
154653	5/23/2018	PATIENT REFUND	5.00
154654	5/23/2018	PATIENT REFUND	75.60
154656	5/23/2018	PATIENT REFUND	5.00
154657	5/23/2018	PATIENT REFUND	45.00
154658	5/23/2018	PATIENT REFUND	15.00
154659	5/23/2018	PATIENT REFUND	10.00
154660	5/23/2018	PATIENT REFUND	35.00
154661	5/23/2018	PATIENT REFUND	24.85
154662	5/23/2018	PATIENT REFUND	30.40
154663	5/23/2018	PATIENT REFUND	20.00
154664	5/23/2018	PATIENT REFUND	20.00
154665	5/23/2018	PATIENT REFUND	30.00
154666	5/23/2018	PATIENT REFUND	40.00
154667	5/23/2018	PATIENT REFUND	97.31
154668	5/23/2018	PATIENT REFUND	21.60
154669	5/23/2018	PATIENT REFUND	35.00
154670	5/23/2018	PATIENT REFUND	25.00
154671	5/23/2018	PATIENT REFUND	40.00
154672	5/23/2018	PATIENT REFUND	5.75
154673	5/23/2018	PATIENT REFUND	11.20
154674	5/23/2018	PATIENT REFUND	157.51

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

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154675	5/23/2018	PATIENT REFUND	13.40
154676	5/23/2018	PATIENT REFUND	5.00
154677	5/23/2018	PATIENT REFUND	105.23
154678	5/23/2018	PATIENT REFUND	60.00
154679	5/23/2018	PATIENT REFUND	25.00
154680	5/23/2018	PATIENT REFUND	48.20
154681	5/23/2018	PATIENT REFUND	11.80
154682	5/23/2018	PATIENT REFUND	20.20
154683	5/23/2018	PATIENT REFUND	66.80
154684	5/23/2018	PATIENT REFUND	5.00
154685	5/23/2018	PATIENT REFUND	10.00
154686	5/23/2018	PATIENT REFUND	10.59
154687	5/23/2018	PATIENT REFUND	5.00
154688	5/23/2018	PATIENT REFUND	65.00
154689	5/23/2018	PATIENT REFUND	40.00
154690	5/23/2018	PATIENT REFUND	40.00
154691	5/23/2018	PATIENT REFUND	40.00
154692	5/23/2018	PATIENT REFUND	7.00
154693	5/23/2018	PATIENT REFUND	30.00
154694	5/23/2018	PATIENT REFUND	20.40
154695	5/23/2018	PATIENT REFUND	30.00
154696	5/23/2018	PATIENT REFUND	5.00
154697	5/23/2018	PATIENT REFUND	40.00
154698	5/23/2018	PATIENT REFUND	5.00
154699	5/23/2018	PATIENT REFUND	40.00
154700	5/23/2018	PATIENT REFUND	5.00
154701	5/23/2018	PATIENT REFUND	50.00
154702	5/23/2018	PATIENT REFUND	20.00
154703	5/23/2018	PATIENT REFUND	40.00
154704	5/23/2018	PATIENT REFUND	5.66
154705	5/23/2018	PATIENT REFUND	25.00
154706	5/23/2018	PATIENT REFUND	25.00
154707	5/23/2018	PATIENT REFUND	5.00
154708	5/23/2018	PATIENT REFUND	35.00
154709	5/23/2018	PATIENT REFUND	20.00
154710	5/23/2018	PATIENT REFUND	10.00
154711	5/23/2018	PATIENT REFUND	35.00
154712	5/23/2018	PATIENT REFUND	187.35
154713	5/23/2018	PATIENT REFUND	21.71
154714	5/23/2018	PATIENT REFUND	15.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

5/31/18

154715	5/23/2018	PATIENT REFUND	91.00
154716	5/23/2018	PATIENT REFUND	25.00
154717	5/23/2018	PATIENT REFUND	30.00
154718	5/23/2018	PATIENT REFUND	171.72
154729	5/30/2018	PATIENT REFUND	27.65
154815	5/30/2018	PATIENT REFUND	20.00
154816	5/30/2018	PATIENT REFUND	35.00
154817	5/30/2018	PATIENT REFUND	105.00
154818	5/30/2018	PATIENT REFUND	25.00
154819	5/30/2018	PATIENT REFUND	90.00
154820	5/30/2018	PATIENT REFUND	10.00
154821	5/30/2018	PATIENT REFUND	54.60
154822	5/30/2018	PATIENT REFUND	40.00
154823	5/30/2018	PATIENT REFUND	138.80
154824	5/30/2018	PATIENT REFUND	20.00
154825	5/30/2018	PATIENT REFUND	5.00
154826	5/30/2018	PATIENT REFUND	20.00
154827	5/30/2018	PATIENT REFUND	10.00
154828	5/30/2018	PATIENT REFUND	155.60
154829	5/30/2018	PATIENT REFUND	50.00
154830	5/30/2018	PATIENT REFUND	40.00
154831	5/30/2018	PATIENT REFUND	97.92
154832	5/30/2018	PATIENT REFUND	50.00
154834	5/30/2018	PATIENT REFUND	28.00
154835	5/30/2018	PATIENT REFUND	57.68
154836	5/30/2018	PATIENT REFUND	5.00
154837	5/30/2018	PATIENT REFUND	10.19
154838	5/30/2018	PATIENT REFUND	42.41
154839	5/30/2018	PATIENT REFUND	24.40
154840	5/30/2018	PATIENT REFUND	30.77
154841	5/30/2018	PATIENT REFUND	42.24
154842	5/30/2018	PATIENT REFUND	30.00
154843	5/30/2018	PATIENT REFUND	15.75
154844	5/30/2018	PATIENT REFUND	30.00
154845	5/30/2018	PATIENT REFUND	20.00
154846	5/30/2018	PATIENT REFUND	25.99
154847	5/30/2018	PATIENT REFUND	40.00
154848	5/30/2018	PATIENT REFUND	25.00
154849	5/30/2018	PATIENT REFUND	75.00
154850	5/30/2018	PATIENT REFUND	20.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

5/31/18

154851	5/30/2018	PATIENT REFUND	12.00
154852	5/30/2018	PATIENT REFUND	20.00
154853	5/30/2018	PATIENT REFUND	14.23
154854	5/30/2018	PATIENT REFUND	8.19
154855	5/30/2018	PATIENT REFUND	40.00
154856	5/30/2018	PATIENT REFUND	60.00
154857	5/30/2018	PATIENT REFUND	25.00
154858	5/30/2018	PATIENT REFUND	25.00
154859	5/30/2018	PATIENT REFUND	40.00
154860	5/30/2018	PATIENT REFUND	35.00
154861	5/30/2018	PATIENT REFUND	20.00
154862	5/30/2018	PATIENT REFUND	6.30
154863	5/30/2018	PATIENT REFUND	80.00
154864	5/30/2018	PATIENT REFUND	40.00
154865	5/30/2018	PATIENT REFUND	9.55
154866	5/30/2018	PATIENT REFUND	16.80
154868	5/30/2018	PATIENT REFUND	45.02
154869	5/30/2018	PATIENT REFUND	27.85
154870	5/30/2018	PATIENT REFUND	70.00
154871	5/30/2018	PATIENT REFUND	20.00
154873	5/30/2018	PATIENT REFUND	25.00
154874	5/30/2018	PATIENT REFUND	20.00
154875	5/30/2018	PATIENT REFUND	23.60
154876	5/30/2018	PATIENT REFUND	35.00
154877	5/30/2018	PATIENT REFUND	5.00
154878	5/30/2018	PATIENT REFUND	344.00
154879	5/30/2018	PATIENT REFUND	21.55
154880	5/30/2018	PATIENT REFUND	15.00
154881	5/30/2018	PATIENT REFUND	7.35
154882	5/30/2018	PATIENT REFUND	19.59
154787	5/30/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40
154786	5/30/2018	OFFICE OF THE ATTORNEY GENERAL	242.31
154788	5/30/2018	OKLAHOMA CENTRALIZED SUPORT REGISTRY	102.69
154062	5/2/2018	UNITED WAY OF SWEETWATER COUNTY	100.00
154394	5/16/2018	UNITED WAY OF SWEETWATER COUNTY	140.00
153983	5/2/2018	CIRCUIT COURT 3RD JUDICIAL	155.89
154311	5/16/2018	CIRCUIT COURT 3RD JUDICIAL	177.54
154747	5/30/2018	CIRCUIT COURT 3RD JUDICIAL	108.01
153991	5/2/2018	CREDIT CONCEPTS, INC	125.00
154318	5/16/2018	CREDIT CONCEPTS, INC	125.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

5/31/18

154752	5/30/2018	CREDIT CONCEPTS, INC	125.00
153995	5/2/2018	FAMILY SUPPORT REGISTRY	595.84
154326	5/16/2018	FAMILY SUPPORT REGISTRY	496.14
154032	5/2/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40
154357	5/16/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40
154031	5/2/2018	OFFICE OF THE ATTORNEY GENERAL	242.31
154356	5/16/2018	OFFICE OF THE ATTORNEY GENERAL	242.31
154033	5/2/2018	OKLAHOMA CENTRALIZED SUPORT REGISTRY	102.69
154358	5/16/2018	OKLAHOMA CENTRALIZED SUPORT REGISTRY	102.69
154048	5/2/2018	STATE OF WYOMING DFS/CSES	730.29
154376	5/16/2018	STATE OF WYOMING DFS/CSES	730.29
154796	5/30/2018	STATE OF WYOMING DFS/CSES	730.29
154052	5/2/2018	SWEETWATER CIRCUIT COURT	803.40
154384	5/16/2018	SWEETWATER CIRCUIT COURT	591.39
154801	5/30/2018	SWEETWATER CIRCUIT COURT	492.06
W/T	5/4/2018	DFSA/MFSA PPE 042918	2,879.13
W/T	5/18/2018	DFSA/MFSA PPE 051318	2,779.13
W/T	5/16/2018	Payroll 10	1,300,000.00
W/T	5/29/2018	Payroll 11	1,400,000.00
W/T	5/1/2018	Payroll 9	1,400,000.00
154780	5/30/2018	MHSC - PETTY CASH	36.50
154101	5/2/2018	CARDINAL HEALTH PHARMACY MGMT	823,429.85
154309	5/16/2018	CARDINAL HEALTH PHARMACY MGMT	3,972.00
154741	5/30/2018	CARDINAL HEALTH PHARMACY MGMT	757,781.18
154436	5/23/2018	DR. ALICIA GRAY	3,000.00
154347	5/16/2018	MERRITT, HAWKINS & ASSOC.INC.	16,696.53
154507	5/23/2018	MERRITT, HAWKINS & ASSOC.INC.	8,776.18
154300	5/16/2018	ADVANCED MEDICAL IMAGING, LLC	36,900.00
154720	5/30/2018	ADVANCED MEDICAL IMAGING, LLC	1,280.00
154011	5/2/2018	JOHN A. ILIYA. M.D.	13,500.00
154040	5/2/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23
154369	5/16/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23
154883	5/31/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23
153982	5/2/2018	SWEETWATER PEDIATRICS	8,875.01
154057	5/2/2018	THE SLEEP SPECIALISTS	9,000.00
154513	5/23/2018	NAVIENT	1,500.00
154467	5/23/2018	DEPARTMENT OF EDUCATION	7,311.56
154469	5/23/2018	DISCOVER STUDENT LOANS	519.64
154491	5/23/2018	DR. JACQUES DENKER	6,498.33
154471	5/23/2018	DRB EDUCATION FINANCE	5,833.33

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

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154479	5/23/2018	FIRSTMARK SERVICES	6,924.25
154483	5/23/2018	GREAT LAKES	6,722.91
154510	5/23/2018	MY EDUCATIONAL RESOURCES	88.00
154512	5/23/2018	NAVIENT	5,869.25
154514	5/23/2018	NELNET LOAN SERVICES, INC	719.89
154065	5/2/2018	US DEPARTMENT OF EDUCATION	160.88
154395	5/16/2018	US DEPARTMENT OF EDUCATION	190.64
154556	5/23/2018	US DEPARTMENT OF EDUCATION	8,111.23
154811	5/30/2018	US DEPARTMENT OF EDUCATION	178.37
154558	5/23/2018	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62
154039	5/2/2018	RESERVE ACCOUNT	5,000.00
154808	5/30/2018	UMIA INSURANCE, INC	145,975.00
154299	5/16/2018	A+ NETWORK, LLC	288.84
154476	5/23/2018	CE BROKER	240.70
154173	5/9/2018	CLEANIQUE PROFESSIONAL SERVICES	3,050.00
154341	5/16/2018	JOINT COMMISSION RESOURCES	7,465.00
154504	5/23/2018	MEDICAL PHYSICS CONSULTANTS, INC	1,500.00
154351	5/16/2018	MILE HIGH MOBILE PET	5,250.00
154220	5/9/2018	MOUNTAIN STATES MEDICAL PHYSICS	6,875.00
154227	5/9/2018	P3 CONSULTING LLC	101.25
154373	5/16/2018	STANDARD AND POOR'S	7,000.00
154554	5/23/2018	UPDOX LLC	535.00
154557	5/23/2018	VERISYS INC.	40.00
154068	5/2/2018	WELLS FARGO BANK, NA	29.42
EFT000000003793	5/23/2018	WESTERN STAR COMMUNICATIONS	769.70
W/T	5/3/2018	ZENITH	107.00
154439	5/23/2018	DR. AMANDA BIRD GILMARTIN	1,250.00
154537	5/23/2018	DR. SIGSBEE DUCK	35,000.00
154735	5/30/2018	BRACCO DIAGNOSTICS INC	4,350.59
154022	5/2/2018	MERRY X-RAY	261.74
154348	5/16/2018	MERRY X-RAY	264.40
153979	5/2/2018	BRACCO DIAGNOSTICS INC	404.42
154165	5/9/2018	BRACCO DIAGNOSTICS INC	265.68
154307	5/16/2018	BRACCO DIAGNOSTICS INC	1,602.65
EFT000000003721	5/2/2018	LANTHEUS MEDICAL IMAGING, INC	2,912.72
EFT000000003748	5/9/2018	LANTHEUS MEDICAL IMAGING, INC	2,912.72
EFT000000003763	5/16/2018	LANTHEUS MEDICAL IMAGING, INC	2,912.72
EFT000000003788	5/23/2018	LANTHEUS MEDICAL IMAGING, INC	2,912.72
154212	5/9/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	693.84
154344	5/16/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	628.84

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154500	5/23/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	346.92
EFT000000003726	5/2/2018	PHARMALUCENCE, INC	848.00
154528	5/23/2018	RADIATION DETECTION COMPANY	70.00
154154	5/9/2018	APIC 2012 REGISTRATION	730.00
154153	5/9/2018	AMY DOLCE	82.00
154302	5/16/2018	AMY DOLCE	212.16
154218	5/9/2018	DR MICHAEL BOWERS	1,933.67
154160	5/9/2018	DR. BANU SYMINGTON	886.91
154445	5/23/2018	DR. BANU SYMINGTON	300.00
154454	5/23/2018	DR. CHARLES KNIGHT	1,157.00
154175	5/9/2018	DR. CODY CHRISTENSEN	5,000.00
154180	5/9/2018	DR. DAVID DANSIE	2,744.89
154465	5/23/2018	DR. DAVID DANSIE	1,063.00
154497	5/23/2018	DR. LAWRENCE LAURIDSEN	250.00
154234	5/9/2018	DR. RAHUL PAWAR	1,422.50
154529	5/23/2018	DR. RAHUL PAWAR	1,584.23
154144	5/8/2018	DR. RYAN GOTTFREDSON	478.60
154242	5/9/2018	DR. SIGSBEE DUCK	1,989.99
154267	5/9/2018	DR. WILLIAM SARETTE	662.00
154561	5/23/2018	DR. WILLIAM SARETTE	580.00
154563	5/23/2018	DR. ZACHARY NICHOLAS	250.00
154206	5/9/2018	ISRAEL STEWART, DO	1,728.67
154490	5/23/2018	ISRAEL STEWART, DO	250.00
154013	5/2/2018	JOSEPH J. OLIVER, M.D.	630.03
154247	5/9/2018	STEVEN CROFT, M.D.	1,502.00
154543	5/23/2018	STEVEN CROFT, M.D.	250.00
154148	5/9/2018	ALISHA HARDIN	86.70
153964	5/2/2018	AMBER FISK	759.64
154441	5/23/2018	AMY CHAVEZ	22.26
154736	5/30/2018	BRANDON M NELSON	463.26
154169	5/9/2018	CAROL BURKE	163.20
154172	5/9/2018	CLAYTON RADAKOVICH	363.05
154319	5/16/2018	CRYSTAL HAMBLIN	580.37
154183	5/9/2018	DESERIEE PADILLA	78.96
154194	5/9/2018	GERRY JOHNSTON	45.65
154481	5/23/2018	GERRY JOHNSTON	662.64
154205	5/9/2018	IRENE RICHARDSON	69.05
154010	5/2/2018	JAMES CUMMINGS	8.80
154492	5/23/2018	JAMES HORAN	352.57
154766	5/30/2018	JAN LAYNE	63.59



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

5/31/18

154493	5/23/2018	JANICE VARLEY	18.54
154494	5/23/2018	KERRY DOWNS	1,293.00
154773	5/30/2018	LISA PAWLOWSKI	2.18
154016	5/2/2018	MARY TYLER	43.42
154774	5/30/2018	MARY TYLER	45.90
154777	5/30/2018	MEGAN TOZZI	261.50
154216	5/9/2018	MELISSA MANSFIELD	8.94
154024	5/2/2018	MINDY AGUIRRE	326.44
154219	5/9/2018	MINDY BYRD	7.14
154353	5/16/2018	MINDY BYRD	4.08
154508	5/23/2018	MINDY BYRD	19.89
154782	5/30/2018	MINDY BYRD	11.22
154511	5/23/2018	NATALIE HARRISON	36.72
154225	5/9/2018	NICOLE HALSTEAD	13.92
154516	5/23/2018	NICOLE HALSTEAD	80.00
154520	5/23/2018	PATTY O'LEXY	166.77
154237	5/9/2018	ROB FAIR	321.30
154535	5/23/2018	SARAH ROTH	122.54
154042	5/2/2018	SCOTT MONTGOMERY	136.49
154250	5/9/2018	SUZAN CAMPBELL	457.40
154383	5/16/2018	SUZAN CAMPBELL	774.30
154548	5/23/2018	TAMMIE HENDERSON	15.30
154255	5/9/2018	TIMI PIVIC	160.00
154058	5/2/2018	TINA FRULLO	12.24
154805	5/30/2018	TINA FRULLO	9.18
154256	5/9/2018	TONIA GAILEY	15.00
154208	5/9/2018	YOUR HOSPITALIST TEAM	578.70
154495	5/23/2018	YOUR HOSPITALIST TEAM	2,279.15
154540	5/23/2018	STATE OF WYO.DEPT.OF REVENUE	1,098.98
154779	5/30/2018	MHSC MEDICAL STAFF	3,000.00
154449	5/23/2018	BOOKCLIFF SALES INC	317.29
154733	5/30/2018	BOOKCLIFF SALES INC	3,622.99
154047	5/2/2018	STARLA LEETE	15,000.00
154301	5/16/2018	ALZHEIMER'S ASSOCIATION	300.00
154192	5/9/2018	GARRISON BOXING CLUB	100.00
154760	5/30/2018	GREEN RIVER HIGH SCHOOL	500.00
154204	5/9/2018	INTERNATIONAL DAYS, INC	500.00
EFT000000003805	5/30/2018	R.S. CHAMBER OF COMMERCE	500.00
154371	5/16/2018	ROCK SPRINGS WYOMING ROTARY CLUB	1,560.00
154252	5/9/2018	SWEETWATER DIRT RACING ALLIANCE	500.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
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5/31/18

EFT000000003794	5/23/2018	WHITE MOUNTAIN MALL, LLC	2,500.00
154025	5/2/2018	MOBILE INSTRUMENT SERVICE	566.48
154509	5/23/2018	MOBILE INSTRUMENT SERVICE	1,200.00
154783	5/30/2018	MOBILE INSTRUMENT SERVICE	8,120.00
153962	5/2/2018	ALI MED INC	295.16
154147	5/9/2018	ALI MED INC	23.65
154437	5/23/2018	ALI MED INC	132.73
154179	5/9/2018	COOPER SURGICAL	85.70
EFT000000003713	5/2/2018	COOPER SURGICAL	113.40
EFT000000003797	5/30/2018	COOPER SURGICAL	273.54
153988	5/2/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	7,625.13
154316	5/16/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	942.82
153990	5/2/2018	CR BARD INC	523.31
153989	5/2/2018	CR BARD, INC	439.20
154202	5/9/2018	INTEGRA SURGICAL	197.00
154043	5/2/2018	SMITH & NEPHEW ENDOSCOPY INC	1,830.54
154243	5/9/2018	SMITH & NEPHEW ENDOSCOPY INC	14,366.11
154248	5/9/2018	STRYKER ENDOSCOPY	1,137.40
154380	5/16/2018	STRYKER ENDOSCOPY	678.40
154053	5/2/2018	SYNTHES LTD	3,879.92
154253	5/9/2018	SYNTHES LTD	3,655.52
EFT000000003734	5/2/2018	ZIMMER	564.55
EFT000000003809	5/30/2018	ZIMMER	540.91
154269	5/9/2018	ZIMMER BIOMET	5,437.00
154544	5/23/2018	STRYKER ENDOSCOPY	577.62
154800	5/30/2018	STRYKER ENDOSCOPY	3,922.00
154295	5/10/2018	PROFESSIONAL RESEARCH CONSULTANTS	5,328.00
154296	5/10/2018	PROFESSIONAL RESEARCH CONSULTANTS	995.00
EFT000000003746	5/9/2018	KEYSTROKE TRANSCRIPTION SERVICE, INC.	1,298.59
EFT000000003787	5/23/2018	KEYSTROKE TRANSCRIPTION SERVICE, INC.	843.82
EFT000000003800	5/30/2018	KEYSTROKE TRANSCRIPTION SERVICE, INC.	641.86
154496	5/23/2018	LANGUAGE LINE SERVICES	528.86
154232	5/9/2018	QUARTERMASTER	178.26
154150	5/9/2018	ALL WEST COMMUNICATIONS	3,918.44
154158	5/9/2018	AT&T	2,069.74
154159	5/9/2018	AT&T	82.14
154367	5/16/2018	CENTURY LINK	4,054.21
154527	5/23/2018	CENTURY LINK	3,412.46
154470	5/23/2018	DISH NETWORK LLC	60.47
154366	5/16/2018	DOMINION ENERGY WYOMING	21,757.73

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

5/31/18

154324	5/16/2018	ENVIRO CARE INC.	1,852.20
154239	5/9/2018	ROCK SPRINGS MUNICIPAL UTILITY	8,732.77
154370	5/16/2018	ROCKY MOUNTAIN POWER	38,918.69
154560	5/23/2018	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50
154379	5/16/2018	STERICYCLE, INC.	1,013.92
154798	5/30/2018	STERICYCLE, INC.	113.31
154189	5/9/2018	FIBERTECH	2,176.00
		GRAND TOTAL	9,137,715.38



# HR Committee

MOB Conference Room

# Meeting Book - HR Committee

HR Committee

Packet

HR Committee Packet 6-18-18.pdf

**Human Resources Committee Meeting  
Monday, June 18<sup>th</sup>, 2018  
3:00 PM – MOB Conference Room  
AGENDA**

**Old Business**

- I. Approval of Minutes
- II. Turnover Report - Amber
- III. Open Positions –Amy
- IV. Employee Policies Update - Suzan

**New Business**

- I. Determination of Next Meeting Date

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Human Resources Committee Meeting**  
**May 15, 2018**  
**MOB Conference Room**

TRUSTEE MEMBERS PRESENT: Richard Mathey, Barbara Sowada

MEMBERS PRESENT: Irene Richardson, Suzan Campbell, Amber Fisk

GUESTS: Kari Quickenden, Kristy Nielson, Amy Lucy

Richard Mathey called meeting to order at 3:10 p.m.

Richard asked for a motion to approve minutes. Amber made the first motion and Irene seconded the motion. All ayes, none opposed. Motion carried.

**Old Business**

**Turnover Report**

Amber reviewed turnover report data as of April 30, 2018 for MHSC/Clinic:

- Overall turnover 38 separation
- Highest number was from resignations
- Next highest was from discharges
- PRN with no work was third
- Corrective action 16% were on final written warnings and 4% with some sort of corrective action
- Rolling 12 months has a 29% turnover

After Amber finished sharing, Richard asked about where Amber finds the national average for turnover. Amber explained how she gets the information from ASHHRA.

*Richard asked to add to the agenda making: V Archive or Strike Policies that are no longer used.*

**Open Positions**

Amy shared that there are 17 open positions. Status of these positions is as follows:

- 17 FT
- 1 PT
- 3 PRN

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Amy explained the match to hire from FocusOne, who will be helping fill the Ultrasound positions. Changed Dietitian to Clinical and post other places.

**Employee Policies Updates**

Suzan handed out a packet of policies to all in attendance for review. She explained that the old handbook would be archived and she will introduce this employee policy packet the same time as the exempt/nonexempt policies.

Suzan asked the board members if it was okay to start fresh or should edit the old handbook

- Richard said to archive the handbook and start over
- Irene mentioned leaving "at will" as it currently is now
- Barbara said that she did not remember having a conclusion to the "at will" preference at the board meeting

Discussed how to roll out new policies, since the exempt/nonexempt were board reviewed and set to be adopted July 1, 2018. Richard requested the policies be sent to the board so they can look at those before the June 6<sup>th</sup> meeting.

Amber will upload the policies to GreenShades for all employees to acknowledge, once rolled out. Discussed having a town hall after policy launched to answer all questions.

Amber asked about the 1 more chance for a PTO cash out. The group decided to do this one more time and allow up to 80 hours to be paid out. Amber will send out email to explain policies will be changing and this is the last chance.

Richard recommended to motion to forward policies to board even though these were not reviewed in depth by the HR committee Amber made the first motion and Suzan seconded the motion. All ayes, none opposed. Motion carried.

Final discussion about removing all other policies off the intranet that will now be revoked and the new policies will supersede old ones. On-call policies still need to be finalized and brought to the board as well. Also, Richard asked that a statement be added that says policies may change.

#### **Determination of Next Meeting**

Next meeting scheduled for June 18<sup>th</sup> at 3:00 p.m.

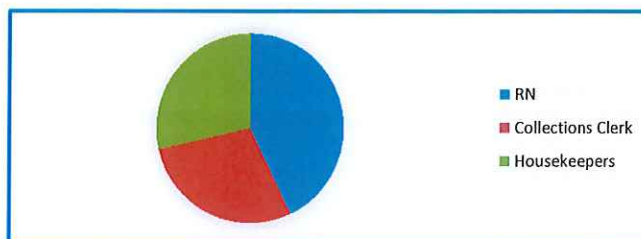
Meeting adjourned.



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**2018 Overall Turnover Data (As of 05/31/2018)**

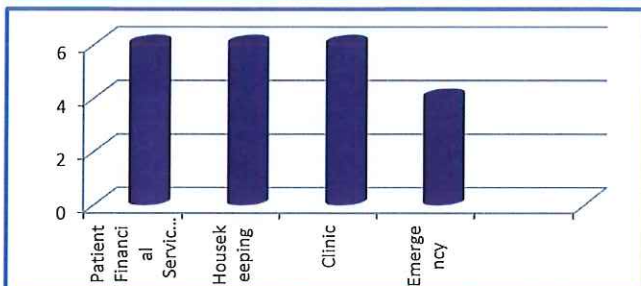
**Top Position(s) / Turnover**

	2018	%
RN	9	8%
Collections Clerk	6	67%
Housekeepers	6	23%



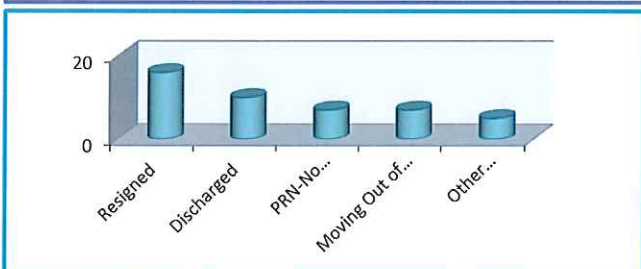
**Top Department(s) / Turnover**

	2018	%
Patient Financial Services	6	12%
Housekeeping	6	12%
Clinic	6	12%
Emergency	4	8%



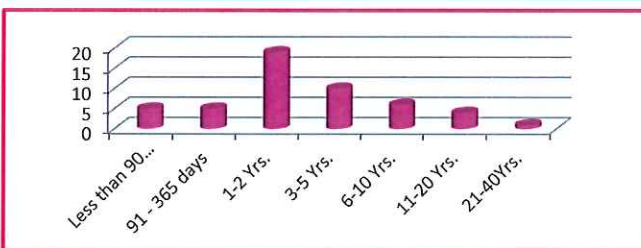
**Top 5 Reasons / Turnover**

	2018	%
Resigned	16	32%
Discharged	10	20%
PRN-No Available Work	7	14%
Moving Out of Area/Relocation	7	14%
Other Employment	5	10%



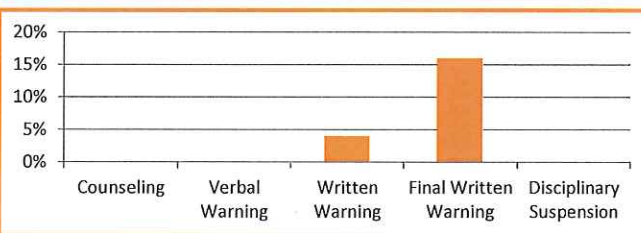
**Length of Service**

	2018	%
Less than 90 days	5	10%
91 - 365 days	5	10%
1-2 Yrs.	19	38%
3-5 Yrs.	10	20%
6-10 Yrs.	6	12%
11-20 Yrs.	4	8%
21-40Yrs.	1	2%
<b>Total</b>	<b>50</b>	



**Corrective Action**

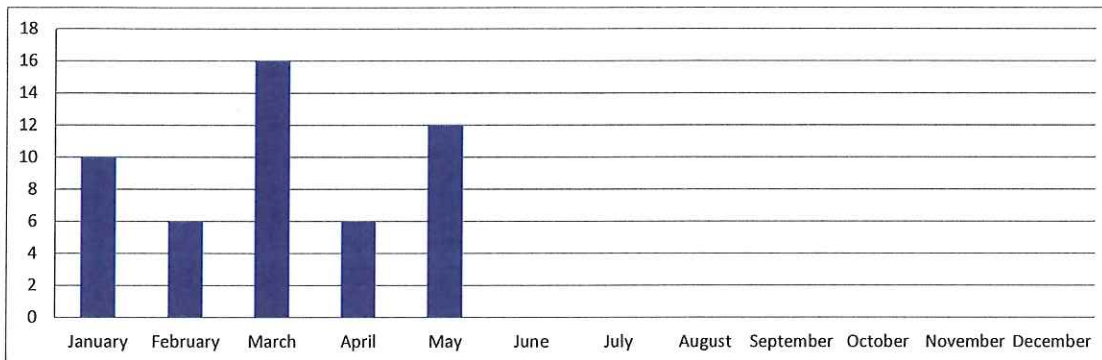
Counseling	
Verbal Warning	
Written Warning	4%
Final Written Warning	16%
Disciplinary Suspension	



## 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			
July			
August			
September			
October			
November			
December			
Total	50		

10%

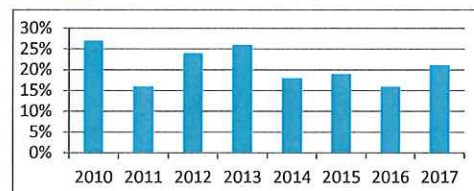


<u>Separations</u>	
Involuntary	11
Voluntary	39
Total	50

<u>Classifications</u>	
RN	9
Classified	41
Total	50

## 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	50	10%

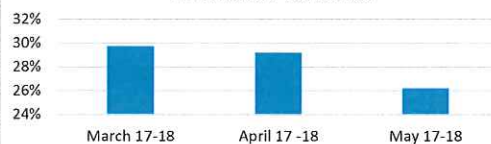


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## Rolling 12

	Separations	%
March 17-18	147	30%
April 17-18	146	29%
May 17-18	134	26%

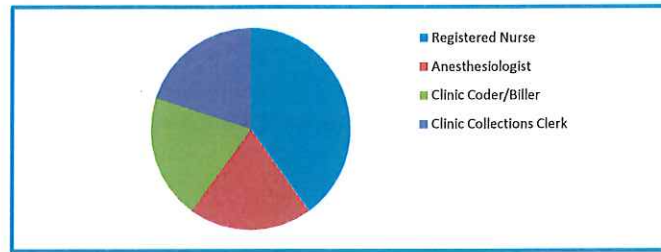
## 12 Month Turnover



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA**  
**2018 Clinic Turnover Data (as of 05/31/2018)**

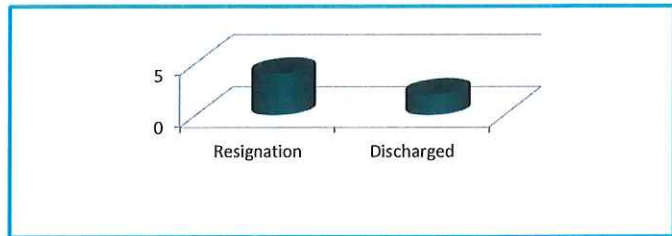
**Top Position(s) / Turnover**

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



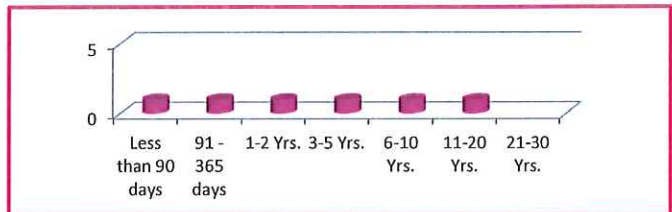
**Top Reason(s) / Turnover**

	2018	%
Resignation	4	67%
Discharged	2	33%



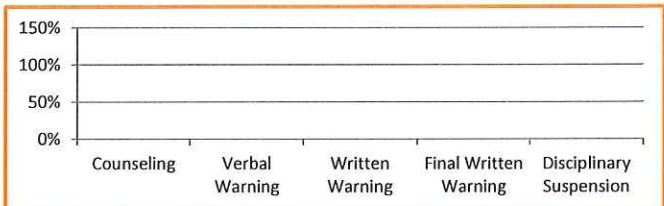
**Length of Service**

	2018	%
Less than 90 days	1	17%
91 - 365 days	1	17%
1-2 Yrs.	1	17%
3-5 Yrs.	1	17%
6-10 Yrs.	1	17%
11-20 Yrs.	1	17%
21-30 Yrs.	1	17%
<b>Total</b>	<b>6</b>	



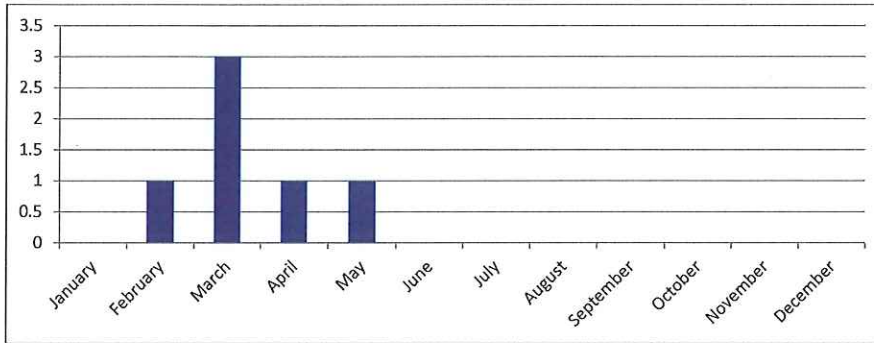
**Corrective Action**

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				
July				
August				
September				
October				
November				
December				
<b>Total</b>	<b>6</b>			<b>5%</b>



	Separations
Involuntary	2
Voluntary	4
<b>Total</b>	<b>6</b>

	Classifications
RN	1
Classified	5
<b>Total</b>	<b>6</b>

	Overall Turnover	
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	6	5%





Job Postings as of 06/08/2018



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>ADMITTING</u>				
Admitting Specialist	2058	PRN	Variable	<b>40 WPM Required</b> - High School diploma or equivalent and/or technical school with courses in related field required.
Admitting Specialist	2126	PRN	Variable	
<u>BEHAVIORAL HEALTH</u>				
Behavioral Health Coordinator	2124	Regular Full-Time	Variable	High School diploma or GED. May have educational preparation as a mental health specialist, certified nursing assistant or patient safety monitor.
<u>COMMUNICATIONS</u>				
Receptionist/Operator	2127	Regular Full-Time	Variable	<b>40 WPM Required</b> - High School diploma or equivalent and/or technical school with courses in related field required.
<u>DIALYSIS</u>				
Registered Nurse	2122	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification. Minimum 1 year as staff RN.
Patient Care Tech	2123	Regular Full-Time	Variable	High School Diploma or equivalent required. Current EMT I License, National recognized PCT certification required.
<u>DIETITIAN</u>				
Clinical Dietitian	2023	Regular Full-Time	Days	Possession of a Bachelor's or advanced degree from an accredited institution with a B.A. or B.S. degree in food and nutrition or equivalent. American Dietician Association registration required, Wyoming Dietitian License or ability to acquire within 6 months of hire date, and 1-2 years clinical nutrition experience preferred.
<u>EMERGENCY</u>				
Registered Nurse	2129	Regular Part-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
<u>MEDICAL IMAGING</u>				
Ultrasound Tech	2061	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.
Cardiac Sonographer	2103	Regular Full-Time	Days	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>MOB/CLINIC</u>				
Registered Nurse	2106	Regular Full-Time	Days	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.
<u>RESPIRATORY THERAPY</u>				
Respiratory Therapist	1615	PRN	Variable	High School diploma or equivalent required. Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.
<u>SURGICAL SERVICES</u>				
Registered Nurse Scrub	2131	Regular Full-Time	Days + Call	Current Wyoming Nursing License and hold a current BLS certification.





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

## EMPLOYEE POLICIES - CONFLICT RESOLUTION

### STATEMENT OF PURPOSE

Problems, misunderstandings and frustrations may arise in the workplace. It is MHSC's intent to be responsive to its employees and their concerns. Therefore, an employee who is confronted with a problem may use the procedure described below to resolve or clarify his or her concerns. The purpose of this policy is to provide a quick, effective and consistently applied method for a nonsupervisory employee to present his or her concerns to leadership and have those concerns internally resolved. This process is not to be used to question or dispute employee corrective actions.

### Text

#### **Step 1: Discussion with supervisor**

- A. Initially, employees should bring their concerns or complaints to their immediate supervisor. If the complaint involves the employee's supervisor, the employee should schedule an appointment with that supervisor to discuss the problem that gave rise to the complaint within five working days of the date the incident occurred.
- B. The immediate supervisor should respond to the complaint within five working days of the meeting held with the complainant employee.

#### **Step 2: Written complaint and decision**

- A. If the discussion with the immediate supervisor does not resolve the problem to the mutual satisfaction of the employee and the supervisor, or if the supervisor does not respond to the complaint, the employee may submit a written complaint to the employee's director/department head. Employees may request assistance with writing their complaints from the Human Resources Director. The employee's director/department head should forward a copy of the complaint to the HR department.

The complaint should include:

- The problem and the date when the incident occurred.
- Suggestions on ways to resolve the problem.
- A copy of the immediate supervisor's written response or a summary of his or her verbal response and the date when the employee met with the immediate supervisor. If the supervisor provided no response, the complaint should state this.

- B. Upon receipt of the formal complaint, the director/department head must schedule a meeting with the

**Attachments:**

No Attachments

DRAFT

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

## EMPLOYEE POLICIES - DRUG AND ALCOHOL FREE WORKPLACE

### STATEMENT OF PURPOSE

MHSC is a drug-free workplace. As such, we prohibit the use of non-prescribed drugs or alcohol during work hours. If the employee comes to work under the influence of drugs or alcohol or uses drugs or alcohol during work time, the employee will be disciplined in accordance to this policy up to and including termination.

This policy applies to all employees including employed physicians, physicians with hospital privileges, managers, administrators, and part-time employees. The policy is applicable at all MHSC facilities or wherever 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.

### ADA Compliance

Consistent with its 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.

### POLICY

Under MHSC'S drug testing policy, all current and prospective employees must submit to the drug testing policy. Prospective employee's will only 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.

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 the policy and 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.

- A. **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

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including termination of employment.

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. In addition, the employee may have the same sample retested at a laboratory of the employee's choice.

If there is reason to suspect that the employee is working while under the influence of an illegal drug or alcohol, the employee will be suspended [with or without] pay until the results of a drug and alcohol test are made available to MHSC by the testing laboratory. Where drug or alcohol testing is part of a routine physical or random screening, there will be no adverse employment action taken until the test results are in.

All testing results will remain confidential. Employee must sign a consent form prior to the release of results. 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.

- A. In order to carry out the Hospital's commitment to an alcohol and drug-free workplace, the Hospital reserves the right to conduct 1) random drug testing 2) reasonable suspicion drug testing and post accident drug testing.
  - A. **Random Testing** As employees are providing patient care, the Hospital will implement random drug testing to ensure, to the best of its ability, the safety of patients.
  - B. **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)
  - C. **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.

## Attachments:

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

employee to discuss the complaint. The director/department head should issue a decision both in writing and orally to the employee filing the complaint.

**Step 3: Appeal of decision**

- A. If the employee is dissatisfied with the decision of the director/department head, the employee may, as soon as possible, appeal this decision in writing to the Human Resources (HR) Director.
- B. The HR Director may call a meeting with the parties directly involved to facilitate a resolution. Or the HR Director may refer complaints to the Chief Executive Officer (CEO) by designation of the Board of Directors, if the HR Director believes that the complaint raises serious questions of fact or interpretation of policy. The outcome and decision by the CEO is to be considered final. The HR department may gather further information from involved parties. All involved individuals, other than representatives of the HR department, may not discuss the situation with any other employee or with the complaining employee.

**Additional Guidance**

If an employee fails to appeal from one level to the next level of this procedure within the time limits set forth above, the problem should be considered settled on the basis of the last decision, and the problem should not be subject to further consideration. Because problems are best resolved on an individual basis, the conflict resolution procedure may be initiated only by individual employees and not by groups of employees. All complaints must be made in good faith. MHSC reserves the right to impose appropriate disciplinary action for any conduct it considers to be disruptive or inappropriate. The circumstances of each situation may differ, and the level of disciplinary action may also vary, depending on factors such as the nature of the offense, whether it is repeated, the employee's work record and the impact of the conduct on the organization. No MHSC employee will be subject to retaliation for filing a complaint under this policy.

**Attachments:**

No Attachments





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

## EMPLOYEE POLICIES - REDUCTION IN FORCE (RIF)

### STATEMENT OF PURPOSE

In times of economic pressure due to low patient census, reduced government funding, the consolidation and reorganization of hospital services, the updating of work techniques or processes, or other reasons, it may become necessary to reduce our workforce. The hospital's goal is to avoid circumstances that require a reduction in hours or staff, but the hospital also recognizes that situations may arise where the hospital will need to make such reductions. MHSC will make every effort to provide 60 days' notice of a reduction in force (RIF) but in no case will notice be less than 30 days. The hospital will consider transferring an employee that is part of a RIF to an open position within the hospital if the employee meets the requirements of that open position.

### TEXT

Depending upon the circumstances, hospital may respond in a variety of ways, including offering a voluntary reduction in hours or days of work, reducing your work hours or days of work, reducing expenses by other means, or by a reduction-of- workforce. Among the factors the hospital will consider in selecting employees for any reduced hours or reduction-of-workforce are:

- Your department, location, or job;
- Your job knowledge, skill and ability to do the required work;
- Your performance, attendance, safety and disciplinary history and records;
- Your possession of licenses, registrations and/or certifications required by the job;
- Your creativity and teamwork skills, if required for the job;
- The efficiency of our operation.

Evaluation of these factors is in the hospital's discretion. When the hospital concludes that all the factors are substantially equal, it will reduce the hours of or reduce the number of employees at its discretion. Final RIF decisions are made by the Chief Executive Officer (CEO). The immediate leader will be notified by the CEO, and the leader will personally notify employees of a reduction-of-workforce. After explaining the reduction-of-workforce procedure, you will be given a letter describing the conditions of the reduction-of-workforce, such as the effect on benefits, the possibility of re-employment, procedures, and any outplacement services.

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### ***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.** Hospital-wide all cause 30-day readmission rate for acute care inpatients is at 5.88% for April. Our goal is less than 10%. We are currently meeting goals and continue to monitor. Readmission work team in place and meet quarterly. Opportunities for improvement targeted at Chronic Obstructive Pulmonary Disease (COPD) populations and Pneumonia populations.

**Safety of Care.** Refer to safety report.

**Infection prevention.** Reportable infection data is evaluated quarterly, with quarter 1 2018 available. There was 1 reportable Catheter Associated Urinary Tract Infection (CAUTI) and 1 reportable hospital acquired Clostridium Difficile (C.diff) infection. Individual cases and data is shared with the Infection Prevention committee and specific units as applicable. Opportunities for improvement are addressed with each occurrence.

**Efficient Use of Medical Imaging.** Data updated annually by CMS, with most recent data made available in April. The most recent data set reflects beneficiary information from July 2016 to June 2017. Opportunities for improvement identified in areas of OP-10: abdomen CT- use of contrast material and OP-13: Cardiac imaging for preoperative risk assessment for non-cardiac, low-risk surgery. MHSC performance is above national benchmarks in these 2 measures. Lower values reflect improved performance. Data and opportunities have been shared with the Director of Radiology and Radiologist. Individual cases are being reviewed along with metric specifications to determine underlying improvement areas. A work team has been established, to include members from finance, medical records, clinical documentation improvement, quality and radiology.

**Timeliness of Care.** Median time for ED arrival to ED departure for admitted patients was 311 minutes in April, up from 306 minutes in March. Current goal is to be under 300 minutes. Target goal not yet reached and sustained. Target date for goal of 300 minutes re-evaluated and set for October 2018, with re-evaluation each month. Interventions include evaluation and setting of benchmark goals for

individual processes within the overall throughput process. This includes setting time goals for processes of admission, triage, seen by provider, evaluated by provider, disposition decision, accepting of patient, order placement, call for bed, call for report, and transfer to inpatient unit. Once evaluation of times for specific processes are evaluated and goals set, improvement interventions will be further targeted. ED team to report findings and data analysis at July QAPI meeting.

Median time from admit decision time to departure was 123 minutes in April. MHSC goal is 56 minutes. Interventions for improvement are the same as targeted focus for overall throughout.

Median time to ECG at 13 minutes in April, up from 5.5 minutes in March. MHSC goal is less than 8 minutes. All cases for April have been reviewed by ED Director and Respiratory Director. Interventions include changes to the documentation process of ECGs performed by EMS prior to arrival. Work team in place as of May 2018 with review of documentation and evaluation of interventions as an ongoing process.

***Effectiveness of Care.*** Colonoscopy follow up for average risk patients with deviations from expected in March and April. Individual cases have been reviewed with findings related to documentation by one individual physician. Information was identified and addressed with individual physician in March with improved performance resulting in April. Continue to monitor and notify individual physician when deviations from expected arise.

#### QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)

***Opportunities for improvement.*** Sepsis management bundle adherence at 57.14% for April. MHSC goal is 40%. MHSC is meeting goal, yet opportunities for improvement exist in process and consistency. All deviations from the standard are individually reviewed through the medical staff peer review process and opportunities identified and addressed. New guidelines have been released for sepsis management care. A work team has been initiated to evaluate new changes and assess current practice. No changes to current policies is needed at this time. Education on the new guidelines to begin with medical staff and nursing units. Sepsis management measure will be publicly reported on Hospital Compare in July 2018.

Meaningful use measures identified as opportunity for improvement. Medication reconciliation at 52.97% for April. A threshold of 50% for a 90 day period is required to avoid payment penalty. Informatics to review data and communicate deviations from standard with individual physicians. Summary of Care is at 7.89%. A threshold of 10% for a 90 day period is required to avoid payment penalty. Patient portal usage has 0 patients that have accessed the portal. A threshold of 1 patient is required to avoid payment penalty. Informatics to find 1 patient to assist with sign-on process to meet threshold by July 2018. A lack of process for portal usage has been identified, along with assessment of current portal revealing minimal usefulness to patients and cumbersome sign-on process. Evaluation of current system and benefits vs. risks of system identified as necessary. Informatics to discuss options and report to QAPI July.

Labor induction rates at 29.63% for April with comparison benchmark at 17.28%. Lower rates are ideal. Information and data has been shared with perinatal committee. Perinatal chair and physician champions using data to make changes to hospital policies and setting criteria for labor induction. Feedback on process changes to occur at next perinatal medical staff meeting.

Falls saw increase in February, March and April. Overall performance at 1.917 per 1000 patient days for past 7 months. Comparative benchmark at 2.12 falls per 1000 patient days. MHSC remains under national averages and comparison benchmarks for fall rates. Occurrences from February, March and April have been individually reviewed. No new changes have been implements and will continue to monitor and trend outcomes.

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

Guest: Ed Tardoni

Absent/Excused: Taylor Jones

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

### **Opening**

Dr. Sowada welcomed our new physician members, Dr. Banu Symington and Dr. Cielette Karns, and thanked Dr. David Liu and Dr. Christian Theodosis for their past service.

Dr. Sowada noted the new change in the group size, we have decreased the number to a core group to focus more strategically, without wasting the time of larger numbers of people. As needed, based on Agenda topics and needs others will be invited to join monthly as a guest.

Dr.'s Symington and Karns both agreed a more focused group, looking at the core measures will be beneficial. Additionally, Dr. Sowada noted the refocus should eventually see an impact on finance.

Dr. Sowada paraphrased Mr. Tardoni "The Board members should have their noses in everything and their fingers out". Ms. Richardson stated these changes will prove

### **Minutes**

The May 16, 2018 Quality Committee Minutes were presented, motion to approve by Mr. Radakovich, seconded by Ms. Campbell.

### **Consent Agenda - Hospital**

Dr. Sowada requested Ms. Molski give an overview for our new members. Ms. Molski reviewed the layout and statistics, and how to read the information. Ms. Molski gave some background into the numbers and that we have subcommittees that address and implement changes to these measures.

Dr. Symington argued that although some of the measures are required by CMS because we can measure them, sometimes we need to be looking at "other measures" that aren't necessarily required, but would improve the quality outcome for the patient. A patient navigator would be advantageous for our patients, someone that could set up appointments and help with communication between physicians and patient information. Our physicians could better use our hospital email system to communicate information.

### **Consent Agenda – Patient Experience**



Ms. Molski again gave an overview for our new members. Ms. Molski explained how to read the information and how she shares the findings with staff and physicians and how we target/focus on these areas.

#### **Consent Agenda – Safety**

Mr. Radakovich gave an overview for our new members. We focus on how robust our system is, more reports shows that our staff care and are following up on issues.

#### **Consent Agenda – Clinic**

Ms. Taylor spoke to the MIPS and Clinic data. She noted me should be getting our evaluation back on July 2<sup>nd</sup> and should be receiving reimbursement.

#### **Consent Agenda – Survey & Inspections**

No surveys or inspections at this time.

#### **Old Business**

#### **New Business**

Organ procurement rates were included (as a repeat from last month)for review.

#### **Wins**

Dr. Sowada thanked everyone for the GOOD conversation at this morning's meeting.

Ms. Quickenden stated we had our Mammo inspection last week, and the surveyors were very complimentary to our techs.

#### **Regular Meeting Adjourned**

The meeting adjourned at 09:33 am

#### **Closed Session**

Closed session was not required.

#### **Next Meeting**

July18, 2018 at 0800 am, CR 1 & 2

Respectfully Submitted,

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Robin Fife, Recording Secretary

## 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.

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

1. Name of Contract: **Nuance hardware and system maintenance**
2. Purpose of contract, including scope and description: **Nuance is the company that makes our Clientegrity 360 software package. We utilize this software for clinical coding, as well as document management. Any patient documents that we scan into our system, goes into this Clientegrity software. It is widely used across the facility. It is critical software for the HIM department so that they can code and produce charts on demand.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **June 30, 2021**
5. Rights of renewal and termination: **since this is a renewal the full annual amount of the agreement is invoiced in July so we could terminate but no provisions to receive refund. Is this auto-renew? Yes unless notice is given 90 days prior to annual renewal.**
6. Monetary cost of the contract and is the cost included in the department budget? **\$18000.00 a year for three years**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **NO**

9. Indemnification clause present? **NO**

10. Is this contract appropriate for other bids? This is a support contract and Nuance is the company that makes the software. We can't get any bids except direct from the software manufacturer. Single-source vendor.

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

12. Is County Attorney review required?

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1. Name of Contract: **UpToDate**
2. Purpose of contract, including scope and description: **UpToDate is an annual subscription service for the medical journal online database, software for physicians. They can also access it through their phones.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **June 30, 2019**
5. Rights of renewal and termination: **90 day notice** Is this auto-renew?  
Yes if not terminated with 90 days notice
6. Monetary cost of the contract and is the cost included in the department budget? **\$15,419.00 Total \$14669.99 for basic package and \$750.00 for UpToDate Advanced**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **Yes but only as it relates to HIPAA and intellectual property rights not to the agreement itself.**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. In-house Counsel Reviewed: **YES**
12. Is County Attorney review required?

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1. Name of Contract: **SIS Maintenance Renewal 12 month IBM environment.**
2. Purpose of contract, including scope and description: **IBM is the manufacturer of the server hardware that our main hospital EMR is installed on. (Quadramed QCPR) SIS is the company that originally sold us this hardware, and so we pay the IBM Support renewal through them. Although we hope to migrate our EMR software onto a new environment this fiscal year. Once that is complete, we can decommission this IBM environment hardware and no longer pay support.**
3. Effective Date: **October 1, 2018**
4. Expiration Date: **Quote valid until July 9, 2018**
5. Rights of renewal and termination: **Since it is a service/maintenance agreement for equipment we have in place we would not terminate the agreement unless we purchased new equipment** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$28,402.17**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **N/A**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **The hardware was originally purchased through SIS, and so we pay them for the support. Since this is the last year we will be paying support, we decided to continue this last year with them.**

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

12. Is County Attorney review required?

## 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: **U of U Clinical Training Agreement**
2. Purpose of contract, including scope and description: **Agreement between MHSC and U of MHSC non-provider based clinical training nurses, ultrasound techs, respiratory therapists, scrub techs to receive training at U of U.**
3. Effective Date: **June 15, 2018**
4. Expiration Date: **5 years**
5. Rights of renewal and termination: **Yes with 60 day notice** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **There is no direct cost to the hospital but we do reimburse students for their travel, hotel and meals while in SLC for training at U of U**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **No-we asked and as U of U has numerous affiliates it contracts with the law of Utah controls.**
8. Any confidentiality provisions? **None other than normal health related provisions such as HIPAA.**
9. Indemnification clause present? **Yes each party is responsible for acts of their own employees.**
10. Is this contract appropriate for other bids? **No**
11. In-house Counsel Reviewed: **Yes**



12. Is County Attorney review required? **Yes sent to SW County Attorney.**  
**Mr. Schermetzler did not believe this agreement needed BOCC approval.**