



# Memorial Hospital of Sweetwater County

## Board of Trustees Regular Meeting

Wednesday - March 6, 2019

2:00 PM

Classrooms 1, 2 & 3

# Meeting Book - Wednesday - March 6, 2019 Board of Trustees Regular Meeting

## Board Meeting Agenda

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### Agenda

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#### I. Call to Order

Richard  
Mathey

##### A. Pledge of Allegiance

Richard  
Mathey

##### B. Our Mission and Vision

Ed Tardoni

Mission Vision Values Strategies March 2018.pdf - Page 5

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#### II. Agenda

For Approval

Richard  
Mathey

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#### III. Minutes

For Approval

Richard  
Mathey

Minutes for January 7 2019.docx - Page 6

Minutes for January 31 2019 Special Budget Workshop Meeting.docx -  
Page 12

Minutes for February 26 2019 Special Joint Meeting with General  
Medical Staff.docx - Page 15

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#### IV. Community Communication

Richard  
Mathey

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#### V. Old Business

Richard  
Mathey

##### A. For Board Approval

##### 1. Conflict Resolution Policy

For Approval

Ed Tardoni

Conflict Resolution Policy.pdf - Page 17

##### 2. Drug and Alcohol Free Workplace Policy

For Approval

Ed Tardoni

Drug and Alcohol Free Workplace Policy.pdf - Page 18

##### B. Board Meetings and Workshops

Richard  
Mathey

C. Outstanding - Not Ready for Board Consideration (Placed on  
the agenda as a reminder of uncompleted business)

##### 1. Credentialing Policy

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#### VI. New Business

Richard  
Mathey

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#### VII. Chief Executive Officer Report

No report included in the packet.

Irene  
Richardson,  
Chief  
Executive  
Officer

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#### VIII. Committee Reports

Richard  
Mathey

##### A. Quality Committee

Barbara  
Sowada

Quality Committee Summary Report- Dashboard January  
2019.docx - Page 20

Quality Committee Summary Report- Dashboard February  
2019.docx - Page 24

B. Human Resources Committee

Ed Tardoni

HR Committee February 2019 Packet.pdf - Page 31

C. Finance and Audit Committee

Marty Kelsey

1. Capital Expenditures

For Approval

Marty Kelsey

Capital Expenditure FY19-30.pdf - Page 67

Capital Expenditure FY19-32.pdf - Page 76

meeting book - february finance & audit committee meeting.pdf -  
Page 84

2. Narratives

Tami Love,  
Chief  
Financial  
Officer

Narrative to January 2018 Financial Statement.pdf - Page  
189

Narrative - Provider Clinic January 2019.pdf - Page 191

3. Bad Debt

For Approval

Ron Cheese,  
Patient  
Financial  
Services  
Director  
Ed Tardoni

Final numbers distributed near or on meeting date.

D. Building & Grounds Committee

february 19, 2019 building & grounds committee meeting.pdf -  
Page 193

E. Foundation Board

Taylor Jones

F. Compliance Committee

Barbara  
Sowada

Minutes Compliance February 27 2019.docx - Page 206

Compliance Report.pdf - Page 207

G. Joint Conference Committee

Richard  
Mathey  
Richard  
Mathey

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IX. Contract Review

A. Contracts Approved by CEO Since Last Board Meeting

For Review

Suzan  
Campbell,  
Chief Legal  
Executive/General  
Counsel

DISA Check List.pdf - Page 208

SWOG Contract Check List.pdf - Page 210

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X. Medical Staff Report

No report included in the meeting packet.

Dr. Lawrence  
Lauridsen,  
Medical Staff  
President  
Richard  
Mathey

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XI. Good of the Order

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

Richard  
Mathey

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XIII. Action Following Executive Session

Richard  
Mathey

A. Approval of Privileges

For Approval

Richard  
Mathey

Confidential information available for review in the Board Portal.







# 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**

**January 7, 2019**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on January 7, 2019, at 2:00 PM with Mr. Richard Mathey, President, presiding.

**CALL TO ORDER**

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

Officially present: Ms. Irene Richardson, Chief Executive Officer, and Dr. Lawrence Lauridsen, Medical Staff President.

Mr. Mathey led the audience in the Pledge of Allegiance. Mr. Kelsey read aloud the mission and vision statements, values, and strategies.

**APPROVAL OF AGENDA**

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

**APPROVAL OF MINUTES**

The motion to approve the minutes of the December 5, 2018, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the December 5, 2018, special workshop as presented was made by Dr. Sowada; second by Mr. Jones. Motion carried.

**COMMUNITY COMMUNICATION**

There were no comments.

**OLD BUSINESS**

**For Board Approval**

Credentialing Policy

The motion to approve the policy as presented was made by Mr. Jones; second by Mr. Kelsey. Following discussion, the motion to approve was withdrawn by Mr. Jones; second by Mr. Kelsey. Mr. Mathey said to let the matter pend until we can consider the policy along with the updated medical staff bylaws in the next few months.

## Investment Policy

The motion to approve the policy was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

## **NEW BUSINESS**

### **From the Human Resources Committee**

#### Conflict Resolution Policy & Drug and Alcohol Free Workplace Policy

Mr. Tardoni reported the staff on the Human Resources Committee have been heavily involved in the work on the policies.

#### Board Meetings and Workshops

The Board agreed on a January 31 budget workshop and will not conduct the regular February Trustee meeting. The Board agreed to move the July 3 regular meeting to July 10. A special quality workshop will be conducted August 29. The Board will not conduct the regular September Trustee meeting.

## **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson wished everyone a happy, healthy, and prosperous 2019. She said Town Halls are scheduled for January, April, July and October, and invited the Trustees to attend. A State of the Strategic Plan Retreat is scheduled in March. Ms. Richardson said we are moving forward with all initiatives. She reported on physician recruitment efforts. Ms. Richardson extended our sincere appreciation to the Board of County Commissioners for their generous gift of \$1M for our central plant upgrade project. The Joint Commission was onsite December 17 and 18 and the life safety portion of the process will be completed January 4. We are working on applying for critical access licensing which is basically a reimbursement designation that would be beneficial to the Hospital. The President of the Wyoming Hospital Association (WHA) invited Ms. Richardson to apply for a vacant WHA board position. They also have a vacancy on the Board Council. Dr. Sowada volunteered. Ms. Richardson thanked all staff for their work every day.

## **COMMITTEE REPORTS**

### Quality Committee

Dr. Sowada recognized Ms. Richardson and the staff. She reported we are in the queue to receive a four star award from CMS in February. Dr. Sowada recognized Mr. Jones and the work done leading up to this point. She thanked everyone for their work for this wonderful accomplishment. Ms. Suzan Campbell, Chief Legal Executive and General Counsel, announced Ms. Amanda Molski, Quality Director's, last day is January 17. We are in the process to find a replacement.

### Human Resources Committee

Mr. Tardoni referenced his report in the meeting packet. He said the majority of the Committee are hospital staff. Mr. Tardoni said the Board members work with staff to get things done. He thinks it is very important dissenting opinions are expressed to the Board. Mr. Tardoni reported our turnover rate continues to decline and it appears our economy has stabilized plus our hope is people are happy working here. Mr. Tardoni said the Board has been working to inspire people to know they are empowered.

### Finance and Audit Committee

*Capital Expenditure Request:* Mr. Kelsey said the Board has been working diligently for the past several weeks on a central plant upgrade. The motion to approve a contract with ST&B Engineering to the extent that we take engineering through the schematic design phase with specification that article 30 be open to negotiation prior to approval of the entire contract for capital expenditure request FY19-24 was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

*Narratives:* Ms. Tami Love, Chief Financial Officer, reviewed the narrative highlights included in the meeting packet.

*Investment Recommendation:* Mr. Kelsey said that with passage of the investment policy earlier in the meeting, the Board will no longer present the investment summary for approval each month. Ms. Love said we are working on a new format for the report in the Finance and Audit Committee meeting packet.

*Bad Debt:* The motion to approve the net potential bad debt of \$552,375.45 as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

### Building and Grounds Committee

Mr. Mathey commended Mr. Tardoni for the report he included in the meeting packet. Mr. Tardoni reviewed scope creep comments and encouraged everyone to be very transparent in the project cost and avoid any add-ons. Mr. Jim Horan, Facilities Director, said many projects were on-hold due to preparations for The Joint Commission's visit. LED parking lot lighting work progresses. An invitation to bid for the retaining wall project will be in newspapers January 8.

### Foundation Board Committee

Ms. Tiffany Marshall, Foundation Director, wished everyone a happy new year. She reported we are focusing on the Red Tie Gala February 2. Ms. Marshall said the employee campaign is moving forward.

### Compliance Committee

Dr. Sowada reported the Committee did not meet in December.

### Joint Conference Committee

Mr. Mathey reported the Committee met in December and began their review of the medical staff bylaws. On January 1 the chairmanship of the committee moved to the Board of Trustees so Mr. Mathey will chair in 2019. Mr. Mathey said he intends to appoint Dr. David Dansie to the Committee because we do not want to lose his expertise.

### **CONTRACT REVIEW**

Ms. Campbell referenced the contract approved by the CEO since the last meeting. There were no questions or comments.

### **MEDICAL STAFF REPORT**

Dr. Lauridsen announced the medical staff leadership:

President: Dr. Lawrence Lauridsen  
Vice President: Dr. Wallace Curry  
Secretary/Treasurer: Dr. Israel Stewart  
Chief Medical Officer: Dr. Melinda Poyer  
Immediate Past President: Dr. David Dansie

General Services Department:

Chair: Dr. Cielette Karn  
Vice-Chair: Dr. Christian Theodosios

Medicine Department:

Chair: Dr. Charles Knight  
Vice-Chair: Dr. Zachary Nicholas

Surgery Department:

Chair: Dr. Steven Croft  
Vice-Chair: Dr. Jacques Denker

Dr. Lauridsen there were no medical staff meetings in December.

### **GOOD OF THE ORDER**

Mr. Mathey announced the WHA is again offering the Best on Board training program. It is free to new members of the Board and \$250 for returning members.

Dr. Sowada extended “hats off” to Ms. Janae Gale, Volunteers/Community Outreach Director, and to Mr. Horan for their work in the community with a cancer support group and suicide survivors support group. Dr. Sowada said they saw needs and stepped up to help.

Mr. Jones echoed his thanks to the Board of County Commissioners for their support.

Mr. Tardoni said medical knowledge is with the medical staff. By having an organized medical staff, they provide a service to our community and to our hospital. Mr. Tardoni said even though Dr. Lauridsen is not a “board member” he is a vital part of this process. Mr. Tardoni asked Dr. Lauridsen to please convey that feeling to the entire medical staff and thanked Dr. Lauridsen for his efforts. Mr. Mathey said he also considers Dr. Lauridsen a member of the Board and will call on him for his recommendations and ask for information.

### **EXECUTIVE SESSION**

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

### **RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 5:42 PM.

The motion to authorize the CEO to pursue contracts with the physicians as discussed was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

### **CREDENTIALS**

#### Approval of Privileges

The motion to approve the December 11, 2018, Credentials Committee Recommendations as follows for appointment to the Medical Staff with the exclusion of Dr. Mihail Chelu, which is tabled for further review, was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

1. Initial Appointment to Consulting Staff (1 year)
  - ~~Dr. Mihail Chelu, Cardiology (U of U)~~
  - Dr. Usman Khan, Cardiology (Casper Cardiology/Cedars Health)
2. Initial Appointment to Locum Tenens Staff (1 year)
  - Dr. Kimberly Kilgore, Pediatrics
  - Dr. Jonathan Schwartz, Hospitalist
3. Initial Appointment to AHP Staff (1 year)
  - Cathryn Koptiuch, Genetic Counselor (U of U)
4. Reappointment to Active Staff (2 years)
  - Dr. Augusto Jamias, General Surgery
  - Dr. Preetpal Grewal, OB/GYN
  - Dr. Lawrence Lauridsen, Occupational Medicine/Family Practice
5. Reappointment to Consulting Staff (2 years)
  - Dr. Patrick Plummer, Sleep Medicine
  - Dr. Lucy Dana DeWitt, Tele Stroke (U of U)
  - Dr. Jonathon Lee, Tele Radiology (VRAD)

6. Reappointment to Locum Tenens Staff (1 year)
  - Dr. Vidya Raj Krishnamurthy, Hospitalist
7. Reappointment to AHP Staff (2 years)
  - Kayleen Logan, APRN

The motion to approve the Genetic Counseling Delineation of Privileges and Podiatric Surgical Privileges as discussed was made by Mr. Jones; second by Dr. Sowada. Motion carried.

### **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. Ed Tardoni, Secretary

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

**January 31, 2019**

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session on January 31, 2019, at 3:00 PM with Mr. Richard Mathey, President, presiding.

**CALL TO ORDER**

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

Officially present: Mr. Ron Cheese, Patient Financial Services Director; Dr. Lawrence Lauridsen, Medical Staff President; Ms. Jan Layne, Controller; Ms. Tami Love, Chief Financial Officer; Ms. Irene Richardson, Chief Executive Officer; Mr. Jeff Smith, Sweetwater Board of County Commissioners; and Ms. Erika Taylor, Fiscal Services.

**WORKSHOP – BEGIN BUDGET RPROCESS FOR FY 2020**

Ms. Richardson introduced Ms. Love, Ms. Layne, Ms. Taylor, and Mr. Cheese. She said the workshop will give everyone an opportunity to discuss all aspects of the budget process. She reviewed the budget philosophy and said our priority is to meet the healthcare needs of the community. She said it is difficult to compare our hospital to one, two or several hospitals not knowing the details. Ms. Richardson said one of the pillars in the strategic plan is financial stewardship. She reviewed the budget process and timeline. Mr. Mathey said if the Finance and Audit Committee wants to meet as a full Board at any time it can be a workshop. Ms. Richardson reported we are very conservative with the budget for revenue. Mr. Tardoni said he is interested in strategies around reduction of revenue. Ms. Richardson said we have reduced expenses and maintained revenue in the provider clinics. She said the payer mix is better in the clinic. Mr. Kelsey said he assumes Ms. Richardson will involve the Board on prioritizing and deciding on the six-cent tax project. She said yes and said we want to be transparent. Mr. Mathey said it is beneficial for the Board to get a common perspective on the budget. He said he is very interested going forward in the options presented in the budget. Dr. Sowada said we have been following financials closely for two years and noted some marked improvements in Quality. Ms. Richardson said we want to make sure finances are understood and agreed finances are not the main focus.

**EXECUTIVE SESSION**

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

**RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 6:01 PM.



## **OTHER ITEMS FOR CONSIDERATION**

### Approval of Privileges

The motion to approve the January 8, 2019, Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Mr. Jones; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Locum Tenens Staff (1 year)
  - Dr. Michael Neyman, Hospitalist
2. Initial Appointment to AHP Staff (1 year)
  - Tenny Hanson, FNP
3. Reappointment to Active Staff (2 years)
  - Dr. Chandrashekar Yeshlur, Pediatrics
  - Dr. Kurt Hunter, Family Practice
  - Dr. David Duckwitz, Podiatric Surgery
4. Reappointment to Locum Tenens Staff ( 1 year)
  - Dr. Elizabeth Wuerslin, Pediatrics
5. Reappointment to Consulting Staff (2 years)
  - Dr. Muhammad Chauhan, Tele Stroke (U of U)
  - Dr. Gregg Sydow, Tele Radiology (VRAD)
  - Dr. Ronald Sonken, Tele Radiology (VRAD)
  - Dr. Celine Melitz, Tele Radiology (VRAD)
6. Old Business
  - Dr. Mihail Chelu, Cardiology (U of U)

The motion to authorize the CEO to execute contracts with physicians as discussed was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

### Capital Expenditure Requests

The motion to approve capital expenditure request FY19-24 for the central plant upgrade engineering for 85% of the engineering fees at an estimate of \$3M was made by Mr. Kelsey; second by Mr. Jones. Mr. Kelsey said the issues with article 30 in the terms and conditions were resolved. The new upper limit is \$1M. Motion carried.

The motion to approve capital expenditure request FY19-27 for a Muse cardiology system for \$174,093.40 as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried. The motion to approve a license/professional service fee for Quadramed Affinity for \$25,000 was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

The motion to approve capital expenditure request FY19-28 to replace core network switches as presented for \$93,812.50 was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

## ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 6:20 PM.

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Mr. Richard Mathey, President

Attest:

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Mr. Ed Tardoni, Secretary

DRAFT

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

**February 26, 2019**

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the General Medical Staff on February 26, 2019, at 6:00 PM with Mr. Richard Mathey, President, presiding.

**CALL TO ORDER**

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

Officially present: Mr. Irene Richardson, Chief Executive Officer, and Dr. Lawrence Lauridsen, Medical Staff President.

**WELCOME MEDICAL STAFF**

Mr. Mathey welcomed the Medical Staff to the meeting. He thanked them for attending.

**MEDICAL STAFF UPDATE**

Dr. Lauridsen said the medical executive committee continues work on the bylaws. He presented an award of appreciation from the Hospital and Medical Staff to Dr. David Dansie for his hard work and service as Medical Staff President. Dr. Dansie thanked everyone for the recognition.

**HOSPITAL BOARD UPDATE**

Mr. Mathey reported things are going very well at MHSC. Dr. Jake Johnson introduced a Cleveland Clinic video on empathy and said it will be shown during person-centered care training created by Planetree to continue improving our patient experience. Dr. Johnson said a culture change is to help us be more cohesive and this type of journey will be a good opportunity for all of us. He asked everyone to go forward with an open mind and said this is not a “flavor of the month” program. Ms. Richardson thanked Dr. Johnson and said this is part of the strategic plan to implement person-centered care to improve the patient experience. A Steering Committee has been formed and a Patient Family Advisory Council will be formed. Ms. Richardson reported we are almost one year into the strategic plan. We had a retreat last March where the strategic plan was developed. A half-day retreat is planned March 11 to revisit our progress. Ms. Richardson reminded everyone to complete their annual online education and said the deadline is February 28. Ms. Richardson said Commissioner Jeff Smith has been appointed as our liaison and has attended a special workshop and some committee meetings. We are working on facility improvements. Our building is 40 years old and we need to bring some items up-to-date. We are working to create a

maintenance fund to tackle some of the deferred items. Ms. Richardson expressed appreciation to the Board of County Commissioners for amending their budget to give \$1M for our central plant upgrade. Ms. Richardson said she does not get enough changes to thank the Medical Staff for all they do every day for our patients, our community, and for being here. We are working on retention events for the employed providers and events for the full general medical staff. A Doctor's Day Dinner will be held off-site April 10. Mr. Mathey commended Ms. Richardson and Ms. Tami Love, Chief Financial Officer, for their hard work to obtain the additional funding from the County. Mr. Mathey reported the Board had a special budget workshop January 31 instead of conducting a regular meeting in February. We are working on scheduling a Joint Conference Committee meeting.

### **ACTION ON RETAINING WALL BIDS**

The motion to approve capital expenditure request FY19-33 for \$298,609.30 for the retaining wall as described in the bid document was made by Mr. Kelsey; second by Mr. Jones. Mr. Mathey said he does vote in his capacity as President but he needed to disclose that he would not vote if there was a tie due to his personal relationship with both bidders. Following discussion motion carried.

### **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 6:43 PM.

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Mr. Richard Mathey, President

Attest:

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Mr. Ed Tardoni, Secretary

Updated after 12/17/18  
(final draft for approval) Committee discussion

Current Status: Draft

PolicyStat ID: 5275513



**Memorial  
Hospital**  
OF SWEETWATER COUNTY

Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standard:

## EMPLOYEE POLICIES - CONFLICT RESOLUTION

### STATEMENT OF PURPOSE

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

### PROCESS

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

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

### RETALIATION PROHIBITED

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

**Approved:**

**Attachments:**

No Attachments



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

Current Status: Draft

PolicyStat ID: 4989773



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

## EMPLOYEE POLICIES - DRUG AND ALCOHOL FREE WORKPLACE AND TESTING POLICY

### STATEMENT OF PURPOSE

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

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

### ADA Compliance

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

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

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

### ALCOHOL AND DRUG TESTING POLICY

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



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

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

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

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

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

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

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

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

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## Attachments:

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

***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***

\*Benchmarks updated to reflect 2018 comparisons. CDB= Midas comparative database and shows the average rate of all hospitals in the Midas system as compared to MHSC. When the midas comparisons are not used, national averages are used as comparison.

\*Dashboard updated to reflect recent changes with CMS and TJC reporting requirements per the final rule of the Outpatient Quality Reporting (OQR) and Inpatient Quality Reporting (IQR) programs.

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

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

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

**Infection prevention.** Data not available for October and November.

**Efficient Use of Medical Imaging.** Current focused efforts on improving OP-10, abdomen CT, rate of double scans with and without contrast. November performance at 5.33%, down from October performance of 7.17%. MHSC goal of 7.8%, goal met. Lower rates indicate improved performance. Cases in which double scans are being performed are sent to Dr. Matti and Tracie Soller, Director of Radiology, for review. Dr. Matti has developed a radiology newsletter to educate and inform area physicians on the importance of reducing unnecessary double scans for abdomen CT tests.

\*Removed from OQR reporting as of June 2018 claims (2021 Payment determination year) and have been removed the dashboard:

- OP-9- Mammography follow-up rates
  - Does not align with current clinical guidelines
  - Changes in clinical practice
- OP-11- Thorax CT-use of contrast material



- Performance is high and unvarying
- Removal will minimize burden
- OP-14- Simultaneous use of brain CT and sinus CT
  - Performance is high and unvarying
  - Removal will minimize burden

**Timeliness of Care.** Median time for ED arrival to ED departure for admitted patients was 277 minutes in November, down from 286 minutes in October. Measure removed from CMS and TJC reporting as of January 1, 2019, will remove from dashboard after December data reported.

Average length of stay for ED patients added to dashboard in place of CMS measure removal. ED Average length of stay includes both admitted and discharged patients in the ED. ED Average length of stay at 149 minutes in November. Length of stay for comparison benchmarks is average of 213 minutes.

\*Removal from IQR reporting as of January 1, 2019 (2021 payment determination year)

- ED-1- Median time from ED arrival to ED departure
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use

Median time from admit decision time to departure was 91 minutes in November, down from 135 minutes in October. MHSC goal is 75 minutes. Measure to be dropped by CMS as of January 2020. Lean process improvement education started November 6, 2018.

\*Removal from IQR reporting as of January 1, 2020 (2022 payment determination year):

- ED-2- Median time from admit decision time to ED departure time
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use

Median time from ED arrival to ED departure for discharged patients at 107 minutes in November, down from 159 minutes in October. MHSC goal is 100 minutes.

Median time to ECG at 10 minutes for November, down from 29 in October. MHSC goal is 7 minutes or less. Removal of measure end of March.

\*Removal from OQR reporting as of March 31, 2019 (2021 payment determination year), will continue on dashboard until end of March:

- OP-5- Median time to ECG
  - Costs and burdens to facilities and CMS outweigh benefits
  - Variation in performance is minimal
    - Does not contribute to beneficiary decision-making

***Effectiveness of Care.***

Sepsis bundle performance at 50% in November, up from 37.5% in October. Areas of opportunity identified in appropriate fluid volumes. Sepsis work team initiated to address barriers and opportunities. As of January 2019, quality team to review sepsis charts in detail and provide specific feedback and examples to physicians and nurses directly, face-to-face.

\*Removed from OQR reporting as of December 2017 (2020 Payment determination year) and moved from star rating. Changed to QAPI on the dashboard for internal review:

- OP-27- influenza vaccination coverage among healthcare personnel
  - Benefits outweighed costs and burdens of reporting
  - Retained in other CMS programs (NHSN) and public health surveillance

\*Removed from OQR/IQR reporting as of January 2019 (2021 Payment determination year) and will remove from dashboard after December data reported:

- IMM-2- Influenza immunization
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use
  - Topped out
- OP-30- Colonoscopy interval for patients with a history of adenomatous polyps- avoidance of inappropriate use
  - Cost of data collection and submission is burdensome
  - Availability of measure in other programs
  - Adverse outcomes tracked by OP-32 (OP-32- facility 7-day risk standardized hospital visit rate after outpatient colonoscopy)
- VTE-6- Hospital acquired potentially preventable VTE
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use

**QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)*****Opportunities for improvement.***

Antimicrobial stewardship days of therapy with increase, pharmacy reviewing all cases with antibiotics prescribed to assess appropriateness.

Labor induction rate at 31.25% for November, down from 40% in October. MHSC goal is under 23%, comparison benchmark changed. Information provided to medical staff and individual review of induction cases through peer review to assess for complications, adverse outcomes. Induction cases reviewed by nursing department to assess following of guidelines and hospital process.

Patient Experience. Refer to HCAHPS report.

\*Other measures removed from IQR/OQR reporting that are not part of star rating:

- Patient safety culture- hospital survey on patient safety culture
  - Does not assess the quality of care provided
  - Does not result in better patient outcomes
- Safe surgery checklist- safety surgery checklist use
  - Does not result in better patient outcomes
  - Costs associated with measure outweigh benefit of continued use
- OP-12- The ability for providers with HIT to receive laboratory data electronically directly into their ONC-certified EHR system as discrete searchable data
  - Does not assess the quality of care provided
  - Does not result in better patient outcomes
- OP-17- Tracking clinical results between visits
  - Does not assess the quality of care provided
  - Does not result in better patient outcomes

OAS (Outpatient ambulatory surgery) CAHPS- remains delayed for required reporting

Future considerations for CMS reporting:

- To develop a comprehensive set of quality measures and move:
  - Toward the use of outcome measures
  - Away from use of clinical process measures
- Suggested measure topics:
  - Antibiotic use to assess inappropriate prescribing
  - Cancer care
  - Psychiatric and behavioral health
  - Rural health
  - Access to care
  - Substance abuse
  - Surgical site infections and medication safety
  - Adult immunization

***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***

\*Benchmarks updated to reflect 2018 comparisons. CDB= Midas comparative database and shows the average rate of all hospitals in the Midas system as compared to MHSC. When the midas comparisons are not used, national averages are used as comparison.

\*Dashboard updated to reflect recent changes with CMS and TJC reporting requirements per the final rule of the Outpatient Quality Reporting (OQR) and Inpatient Quality Reporting (IQR) programs.

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

**Readmission.** Pneumonia readmission rate increased in December 2018 to 16.67%, benchmark is 12.27%. The percentage represented one pneumonia readmission for MHSC. This metric has low volume and therefore monthly data expected to fluctuate. 6-month average is 10.02%, this is below the benchmark.

**Safety of Care.** Refer to safety report. PSI Perioperative pulmonary embolism or DVT – per 1000 ACA has increased for December. This has also increased our Patient Safety Indicators Composite, ACA, as the composite is all of the PSI indicators combined. Both increases reflect one patient and is being reviewed internally.

**Infection prevention.** Data not available for October, November, and December.

**Efficient Use of Medical Imaging.** Current focused efforts on improving OP-10, abdomen CT, rate of double scans with and without contrast. December performance is 4.88%, which is even lower than November performance at 5.33%. MHSC goal of 7.8%, goal met. Lower rates indicate improved performance. Cases in which double scans are being performed are sent to Dr. Matti and Tracie Soller, Director of Radiology, for review. Dr. Matti has developed a radiology newsletter to educate and inform area physicians on the importance of reducing unnecessary double scans for abdomen CT tests.

\*Removed from OQR reporting as of June 2018 claims (2021 Payment determination year) and have been removed the dashboard:

- OP-9- Mammography follow-up rates
  - Does not align with current clinical guidelines
  - Changes in clinical practice
- OP-11- Thorax CT-use of contrast material
  - Performance is high and unvarying
  - Removal will minimize burden
- OP-14- Simultaneous use of brain CT and sinus CT
  - Performance is high and unvarying
  - Removal will minimize burden

**Timeliness of Care.** Median time for ED arrival to ED departure for admitted patients was 323 minutes in December, up from 277 minutes in November. 6-month average remains at 294.4 minutes. Measure removed from CMS and TJC reporting as of January 1, 2019, will remove from dashboard after this month.

Average length of stay for ED patients added to dashboard in place of CMS measure removal. ED Average length of stay includes both admitted and discharged patients in the ED. ED Average length of stay at 155 minutes in December. Length of stay for comparison benchmarks is average of 213 minutes.

\*Removal from IQR reporting as of January 1, 2019 (2021 payment determination year)

- ED-1- Median time from ED arrival to ED departure
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use

Median time from admit decision time to departure was 126 minutes, up from 91 minutes in November. MHSC goal is 75 minutes. Measure to be dropped by CMS as of January 2020. Lean process improvement education started November 6, 2018.

\*Removal from IQR reporting as of January 1, 2020 (2022 payment determination year)

- ED-2- Median time from admit decision time to ED departure time
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use

Median time from ED arrival to ED departure for discharged patients at 122 minutes in December, up from 107 minutes in November. MHSC goal is 100 minutes.

Median time to ECG at 8.5 minutes in December, down from 10 minutes for November. MHSC goal is 7 minutes or less. Removal of measure end of March.

\*Removal from OQR reporting as of March 31, 2019 (2021 payment determination year), will continue on dashboard until end of March:

- OP-5- Median time to ECG
  - Costs and burdens to facilities and CMS outweigh benefits
  - Variation in performance is minimal
    - Does not contribute to beneficiary decision-making

### ***Effectiveness of Care.***

Sepsis bundle performance at 62.5%, improved from 50% in November. Areas of opportunity identified in appropriate fluid volumes. Lean process improvement methods and sepsis work team initiated in December 2018 to address barriers and opportunities. As of January 2019, quality team to review sepsis charts in detail and provide specific feedback and examples to physicians and nurses directly, i.e. face-to-face.

Fibrinolytic Therapy Received within 30 minutes performance at 0% for month of December. This is a low volume metric and the opportunity for improvement this month reflected one patient treated. The fibrinolytics were received within 37 minutes and this data has been shared with General Services Committee.

\*Removed from OQR reporting as of December 2017 (2020 Payment determination year) and removed from star rating. Changed to QAPI on the dashboard for internal review:

- OP-27- influenza vaccination coverage among healthcare personnel
  - Benefits outweighed costs and burdens of reporting
  - Retained in other CMS programs (NHSN) and public health surveillance

\*Removed from OQR/IQR reporting as of January 2019 (2021 Payment determination year) and will remove from dashboard after December data reported:

- IMM-2- Influenza immunization
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use
  - Topped out
- OP-30- Colonoscopy interval for patients with a history of adenomatous polyps- avoidance of inappropriate use
  - Cost of data collection and submission is burdensome
  - Availability of measure in other programs
  - Adverse outcomes tracked by OP-32 (OP-32- facility 7-day risk standardized hospital visit rate after outpatient colonoscopy)

- VTE-6- Hospital acquired potentially preventable VTE
  - Does not focus on most critical quality issues with least burden for clinicians and providers
  - Costs associated with measure outweigh benefit of continued use

QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)

***Opportunities for improvement.***

Antimicrobial stewardship days of therapy with decrease in December. Pharmacy reviewing all cases with antibiotics prescribed to assess appropriateness. Revising guidelines for antibiotic administration guidelines. Sarah and Joy in Pharmacy are receiving antibiotic training through Cardinal and will become certified in antimicrobial stewardship. Pharmacy is also reviewing antibiogram with Dr. Karn.

Labor induction rate at 43.59% for December, up from 31.25% for November. MHSC goal is under 23%, comparison benchmark updated to reflect 2018 comparison. Information provided to medical staff and individual review of induction cases through peer review to assess for complications, adverse outcomes. Induction cases reviewed by nursing department to assess following of guidelines and hospital process. Lean process improvement initiated December 2018 and implementation plan in progress. Developing new guidelines to improve patient safety, discussing at various committees.

Inpatients- % Returned to Surgery- 8.33% for December, up from 0% in November. Percentage reflects one patient, Director of Surgical Services reviewing case.

Falls- 9.67 in December, up from 2.69 in November. This data reflects two patient falls. Director of Risk Management reviewing cases.

Patient Experience. Refer to HCAHPS report.

\*Other measures removed from IQR/OQR reporting that are not part of star rating:

- Patient safety culture- hospital survey on patient safety culture
  - Does not assess the quality of care provided
  - Does not result in better patient outcomes
- Safe surgery checklist- safety surgery checklist use
  - Does not result in better patient outcomes
  - Costs associated with measure outweigh benefit of continued use
- OP-12- The ability for providers with HIT to receive laboratory data electronically directly into their ONC-certified EHR system as discrete searchable data
  - Does not assess the quality of care provided
  - Does not result in better patient outcomes

- OP-17- Tracking clinical results between visits
  - Does not assess the quality of care provided
  - Does not result in better patient outcomes

OAS (Outpatient ambulatory surgery) CAHPS- remains delayed for required reporting

Future considerations for CMS reporting:

- To develop a comprehensive set of quality measures and move:
  - Toward the use of outcome measures
  - Away from use of clinical process measures
- Suggested measure topics:
  - Antibiotic use to assess inappropriate prescribing
  - Cancer care
  - Psychiatric and behavioral health
  - Rural health
  - Access to care
  - Substance abuse
  - Surgical site infections and medication safety
  - Adult immunization

### **Focused Dashboard**

Provides a focused view of our MHSC Quality Dashboard with quarterly data instead of monthly data. Quarterly data is a better indicator of trends within quality improvement processes. The data points are taken directly from the MHSC Quality Dashboard have been reviewed above.

### **Intermountain Donor Services - Organ and Tissue Report**

#### *Tissue Report.*

Quarterly report from Intermountain Donor Services for MHSC. Our focus is on the “Pre-Referral Declines” and the goal is 0. For quarter 3 of 2018, we had 1 eligible tissue referral and 1 pre-referral decline. When MHSC has a tissue or organ referral, the standard procedure is to contact Intermountain Donor Services and provide them with information regarding the case and Intermountain Donor Services completes the process from here. Organ and tissue donation is a sensitive matter in an already traumatic time for the family. Intermountain Donor Services has the training and experience necessary to deal with these circumstances appropriately. Our 1 pre-referral decline for quarter 3 of 2018 indicates the first point of contact with the family regarding this sensitive topic was someone other than Intermountain Donor Services. This report was discussed at QAPI and Kristy noted that our yearly on-site education from Intermountain Donor Services was provided in December of 2018.



Present: Clayton Radakovich, Leslie Taylor, Suzan Campbell, Kara Jackson, Dr. Barbara Sowada, Dr. Cielette Karn, Irene Richardson, Marty Kelsey, Dr. Christian Theodosios, Tami Love, Cindy Nelson, Dr. Kristy Nielson

Guests: Richard Mathey, BOT; Jeff Smith, CEO Dear Trail; Lori Shanahan, Planetree representative

Absent/Excused: Dr. Banu Symington, Kari Quickenden,

Chair: Dr. Barbara Sowada

### **Agenda and Minutes**

Minutes Clay & Marty, Unanimous. No changes to the agenda, Clay & Kara.

### **Patient – Advisory Exploration**

Dr. Sowada introduced Mr. Jeff Smith, CEO Deer Trail. Mr. Smith is also a newly elected County Commissioner and the Board Liaison to the Hospital Board. Mr. Smith opened the conversation with an incident that divided the hospital from Deer Trail. He noted he wanted to have an open conversation where collaboration could be achieved.

Dr. Theodosios agreed mistakes can and do happen and communication can often be a part of that. An open conversation ensued, discussing and looking to issues to help improve communication between the two entities. Opportunities for improvement were outlined.

Dr. Theodosios and Mr. Smith agreed to pursue conversations and address issues in real time, neither want a barrier to these open conversations.

### **Planetree**

A short video was shown, produced by the Cleveland Clinic. Ms. Nelson noted this video would be shared with all staff.

### **Old Business**

Dr. Sowada noted we are running short of time, so will close the meeting following updates to old business.

Mr. Radakovich reported that a task force has been created on Workplace Violence. They are starting with the Behavioral policies, then a risk assessment will be in place. Personal protective equipment (PPE) is also being looked into. Additionally abuse and human trafficking will be looked at.

Ms. Anderson updated the committee on the ongoing work to assist patients find a primary care provider (PCP). Ms. Anderson noted

Ms. Jackson stated that the Quality department will be meeting with Planetree today to discuss the potential Patient Advisory Council.

Dr. Karn reported that new OPPE's are being created for providers, one provider at a time – starting with herself.

Dr. Sowada questioned timing of the Quality meeting – does our current time work? Most noted morning was preferred to afternoon, and 90 minutes was optimal. The only issues lies with the Quality meeting immediately following another meeting, disallowing for setup time. Committee agreed to move the time to 8:15 am – 9:45 am starting in April. In March we will be entertaining the LEAN Forum where staff will be invited to attend. In an effort to better accommodate attendance we will move the March Quality Committee Meeting to 11am – 1pm.

Ms. Jackson reviewed the HCAHPS Scores with the provided report “More Nuanced Understanding of HCAHPS Reports without Goals”.

### **New Business**

No discussion.

### **Consent Agenda - Hospital**

Agenda approved with no discussion.

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

Agenda approved with no discussion.

### **Consent Agenda – Safety**

Agenda approved with no discussion.

### **Consent Agenda – Clinic**

Agenda approved with no discussion.

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

Agenda approved with no discussion.

### **Meeting Adjourned**

The meeting adjourned at 9:30 am.

### **Next Meeting**

March 20, 2019 at 11:00 am, CR 1, 2 & 3 – LEAN Forum

Respectfully Submitted,

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Robin Fife, Recording Secretary

**Human Resources Committee Meeting**  
**Monday, February 18<sup>th</sup>, 2019**  
**3:00 PM – Classrooms 1 & 2**  
**AGENDA**

**Old Business**

- I. Approval of outstanding minutes (10/15/18, 11/12//18, 1/21/19)
- II. Turnover Report - Amber
- III. Open Positions –Amy
- IV. Employee Health Plan Policy – Des Padilla
- V. Social Media Policy – Amber
- VI. Computer Usage Policy - Amber

**New Business**

- I. Determination of Next Meeting Date

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Human Resources Committee Meeting  
Monday, October 15<sup>th</sup>, 2018  
MOB Conference Room

**Trustee Members Present:** Marty Kelsey, Ed Tardoni

**Members Present:** Amber Fisk, Irene Richardson, and Suzan Campbell

**Guests:** Kari Quickenden, Kristy Nielson, Tami Love, Amy Lucy, Brandon McAninch

**Members Absent:** None.

Amber Fisk called the meeting to order at 3:02pm.

### **OLD BUSINESS:**

#### **Approval of Minutes:**

Suzan Campbell made a motion to approve the September 10<sup>th</sup> HR Committee Meeting Minutes, Amber Fisk seconded. All ayes, none opposed. Motion carried.

#### **Turnover Report:**

Amber shared the turnover report from January 1<sup>st</sup> to September 30<sup>th</sup> of 2018 yielded a 16% turnover rate, but that from a rolling twelve month (yearly period), the percentage is 26 which is typical. The report revealed many employees retiring. Amber stated that turnover is something that the HR Department is working to decrease on an ongoing basis. Focusing on employee retention rather than a decrease in turnover percentage.

#### **Open Positions:**

Amy Lucy shared the following:

- 10 open positions total; which include
- 6 Full Time
- 1 Part Time
- 3 PRN

Amy shared that she had an offer that had been later rescinded. Amy also shared that she had two other offers out on 2 of the Full Time positions.

#### **TPA (Insurance) Discussion:**

Amber shared two documents from Arthur J Gallagher that summarized new insurance carriers. Amber summarized the past year in review of obtaining proposals from available insurance carriers. Amber shared that a decision to move from the current insurance carrier, University of Utah Health Plans (UUHP) to Blue Cross Blue Shield of Wyoming (BCBSWY).

Mr. Tardoni stated that he would like to talk about four policies: Corrective Action, Conflict Resolution/Grievance, Drug and Alcohol, and Weapons.

**Policies: Corrective Action (id#5095637):**

Mr. Tardoni explained the origin of the policy, the subsequent revisions and what was approved by the full board in July of 2018. Mr. Tardoni requested a motion to halt any further discussion of the policy being that only grammatical changes were made to the policy by Suzan Campbell, and that the Committee will honor that revised policy as it stands, as an active policy in PolicyStat. Suzan Campbell made a motion, Amber Fisk seconded. All ayes, none opposed. Motion carries.

It was agreed that the method of sending the policy out to all the members by either Amber Fisk or Suzan Campbell, via email, requesting review and changes will be upheld, and all of those notes and change requests would be sent to Suzan Campbell within 10 days of receipt.

Mr. Tardoni requested a motion to bring the Corrective Action policy to the board with the narrative that there are suggested grammatical changes were identified by the Committee, but there would be no need to make the changes now, rather to wait until the annual review. Amber Fisk motioned, Irene Richardson seconded. All ayes, none opposed. Motion carried.

**Policies: Weapons:**

It was decided that the Committee was happy with the policy as it stands, and would take that recommendation/information to the full board. Mr. Tardoni requested a motion. Amber Fisk motioned. Irene Richardson seconded. All ayes, none opposed. Motion carried.

**Policies: EMPLOYEE POLICIES: Conflict Resolution (id#5062628)**

Mr. Tardoni requested a motion for the procedure discussed by the Committee to move policies the following way:

- Policy needing input will be sent to the Committee members as soon as possible by Amber Fisk.
- Members would have 10 days to review the policy and submit any comments or suggestions for changes to Suzan Campbell. If no suggestions for any member is submitted, it indicates that particular member's agreement with the policy as is.
- Suzan Campbell will redraft the policy with suggested changes and bring it back to the Committee (following meeting), to be voted on.

Mr. Tardoni requested a motion to adopt the above procedure. Irene Richardson motioned, Amber Fisk seconded. All ayes, none opposed. Motion carried.

**Policies: Drug and Alcohol, Employee and Organizational:**

Mr. Tardoni suggested that these policies be taken up at the next board meeting. No action taken.

**Employee Compensation and Classification Plan:**

Mr. Kelsey added this to the agenda. Mr. Kelsey discussed the board's role and responsibility to approve merit increases and budgets for compensation. Mr. Kelsey suggested reviewing the Compensation Plan with the Committee. Amber Fisk stated that if changes to compensation were to be made, the information and suggestions would come through the Committee. Amber Fisk motioned. Irene Richardson seconded. All ayes, none opposed, motion carried.

**NEW BUSINESS:**

**Nursing Services PRN Status (PolicyStat id#5302849):**

This policy was brought to the Committee's attention "just as a courtesy" by C.N.O., Kristy Nielson. Mrs. Nielson stated that this policy is purely from a Nursing background and gives guidelines and requirements of PRN nurses employed at the facility. No action needed by the Committee. Mr. Tardoni recognized that the policy did not need to be approved by the board, but it was decided that Mr. Tardoni and Mr. Kelsey, would give it to the full board as "informational only".

Amber Fisk asked if a PRN policy would be needed for other clinical areas of the hospital. Guest Kari Quickenden, CCO, said she would look at it.

**Next Meetings:**

Monday, November 12<sup>th</sup>, 2018.

Monday, December 17<sup>th</sup>, 2018.

Meeting adjourned.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Human Resources Committee Meeting  
Monday, November 12, 2018  
MOB Conference Room

**Trustee Members Present:** Marty Kelsey, Ed Tardoni

**Members Present:** Amber Fisk, Irene Richardson, and Suzan Campbell

**Guests:** Kari Quickenden, Kristy Nielson, Tami Love, Brandon McAninch

**Members Absent:** None.

Amber Fisk called the meeting to order at 3:31pm.

**OLD BUSINESS:**

**Approval of Minutes:**

Mr. Tardoni requested a motion to not approve the minutes, but to have them amended and brought to the following meeting. Irene motioned, Amber seconded, all ayes, none opposed. Motion carried.

**Turnover Report:**

Amber shared the turnover report from January 1<sup>st</sup> to October 31<sup>st</sup> of 2018 yielded a 16% turnover rate, but that from a rolling twelve month (yearly period), the percentage is 26, which is typical for a hospital nation wide. Amber shared that a lot of the turnover happens within an employee's introductory period. Corrective actions, included on the report, were discussed. Amber shared most of them are attendance and performance issues. Amber discussed the department's work on retention strategies.

**Open Positions:**

Amber Fisk shared the following:

- 12 open positions total; which include
- 7 Full Time
- 3 Part Time
- 2 PRN

Amber shared that an Ultrasound Technologist was still being sought.

**TPA (Insurance) Discussion/update:**

Amber wanted to thank the board for the approval to Blue Cross Blue Shield and that employees were very happy with the move.

Mr. Tardoni stated that he would like to talk about the Conflict Resolution and Drug and Alcohol policies:

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Human Resources Committee Meeting  
Monday, January 21, 2019  
MOB Conference Room

**Trustee Members Present:** Ed Tardoni

**Trustee Members Absent:** Marty Kelsey

**Members Present:** Amber Fisk, Suzan Campbell

**Members Absent:** Irene Richardson

**Guests:** Kari Quickenden, Kristy Nielson, Amy Lucy, Ruthann Wolfe

**Members Absent:** None.

Amber Fisk called the meeting to order at 3:02pm.

### **OLD BUSINESS:**

#### **Approval of Minutes:**

October minutes were discussed, many amendments were needed.

Mr. Tardoni requested a motion to not approve the minutes, but to have them amended and brought to the following meeting. Suzan motioned, Amber seconded, all ayes, none opposed. Motion carried.

Suzan mentioned that we have had a change in staff within the HR department. Brandon McAninch is no longer employed. Ruthann Wolfe has taken her place as Benefits Specialist.

#### **Turnover Report:**

Amber shared the turnover report from January 1<sup>st</sup> to December 31<sup>st</sup> of 2018 yielded an 18% turnover rate, which is very good. Kristy Nielson brought up Nursing in Acute Care hospitals is at a 16% turnover rate.

#### **Open Positions:**

Amy Lucy shared the following:

- 12 open positions total; which include
- 9 Full Time
- 2 PRN

Amy had a question for Kari Quickenden about the requirements of the Director of Nutrition Services position. The job description will be re-worded and updated on the job postings.



**Policies: Rules of Practice found at the County:**

Suzan mentioned that the appeal rights through the rule of practice have been used only once in 25 years. Mr. Tardoni said that he would like for Suzan to speak with Trustee Richard Mathey about this information before making any decisions. No action taken at this time.

Mr. Tardoni mentioned that he would like to see a policy about hospital owned computers and social media usage. It was decided that three policies would be brought to the next meeting:

1. Social Media/Computer Usage
2. Telework-Telecommuting
3. Employee Health Plan

**NEW BUSINESS:**

**Next Meetings:**

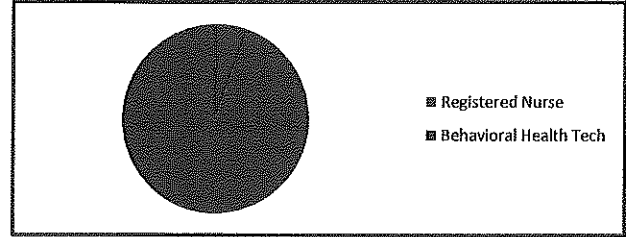
Monday, February 19, 2019.

Meeting adjourned.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**2019 Overall Turnover Data (As of 01/31/2019)**

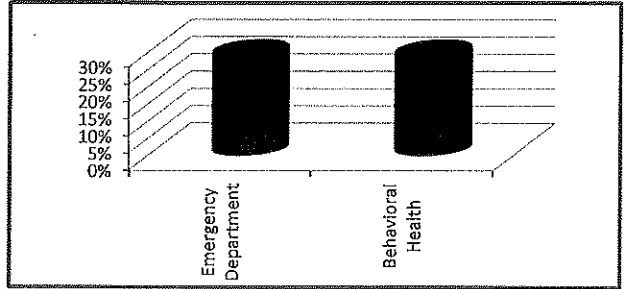
**Top Position(s) / Turnover**

	2019	%
Registered Nurse	2	2%
Behavioral Health Tech	2	29%
		0%



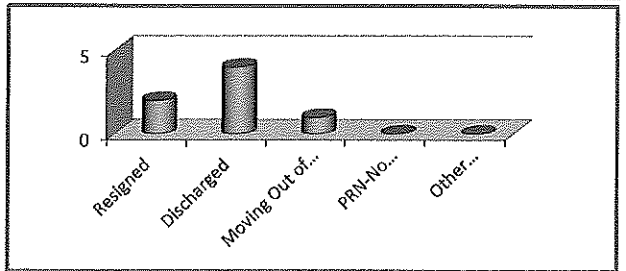
**Top Department(s) / Turnover**

	2019	%
Emergency Department	2	29%
Behavioral Health	2	29%



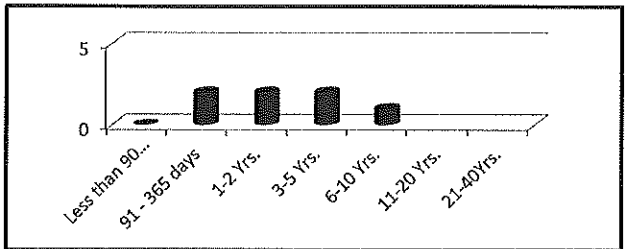
**Top 5 Reasons / Turnover**

	2019	%
Resigned	2	29%
Discharged	4	57%
Moving Out of Area/Relocation	1	14%
PRN-No Available Work	0	0%
Other Employment	0	0%



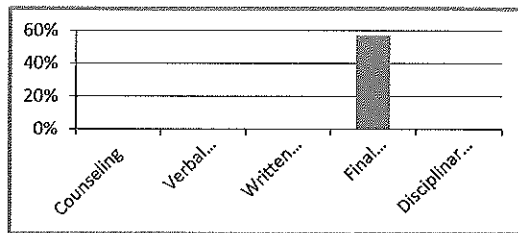
**Length of Service**

	2019	%
Less than 90 days	0	0%
91 - 365 days	2	29%
1-2 Yrs.	2	29%
3-5 Yrs.	2	29%
6-10 Yrs.	1	14%
11-20 Yrs.		
21-40Yrs.		
<b>Total</b>	<b>7</b>	



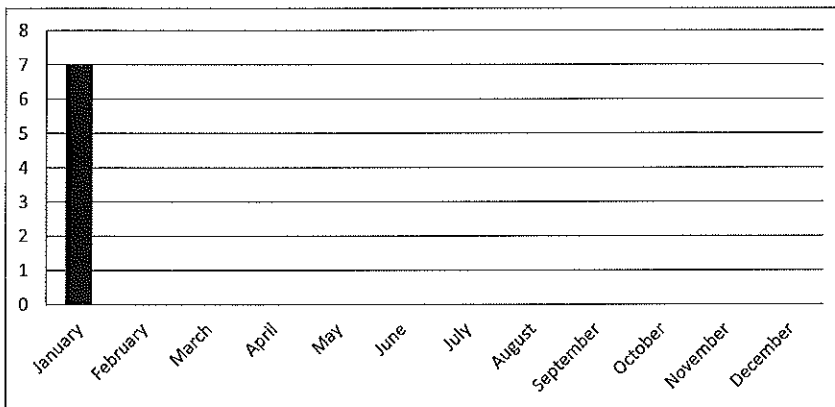
**Corrective Action**

Counseling	
Verbal Warning	
Written Warning	
Final Written Warning	57% (4 out of 7)
Disciplinary Suspension	



## 2019 Separations - Hospital Wide

	Separations	New Employees	Total Employees
		523	
January	7	12	528
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Total	7	12	1%

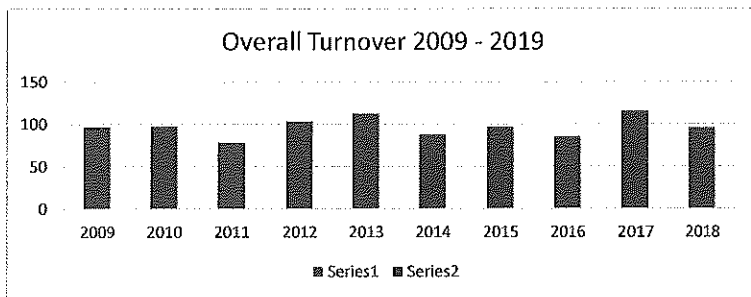


<u>Separations</u>	
Involuntary	4
Voluntary	3
Total	7

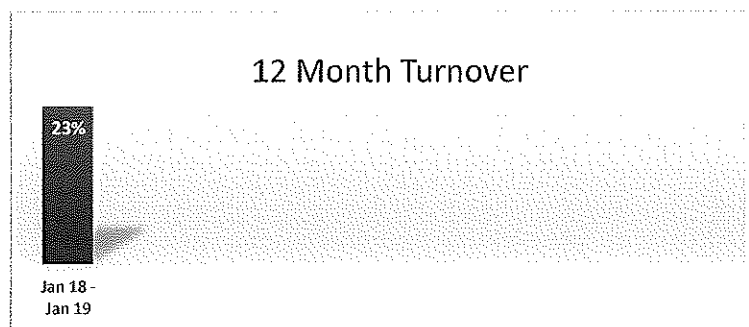
<u>Classifications</u>	
RN	2
Classified	5
Total	7

### Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96



### 12 Month Turnover



### Rolling 12

Jan 18 - Jan 19

### Separations

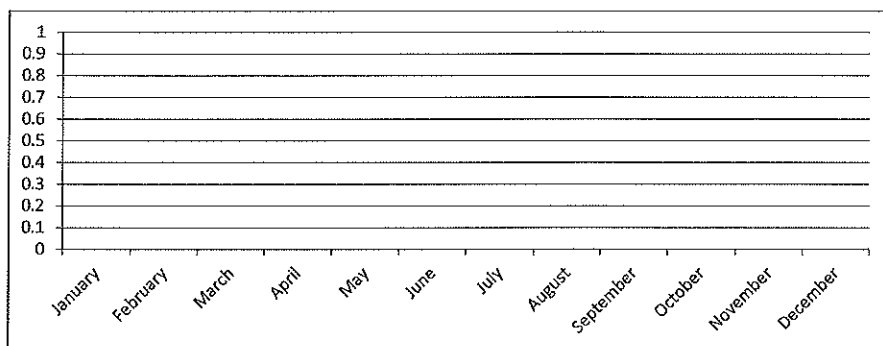
123

### %

23%

## 2019 Separations - Clinic

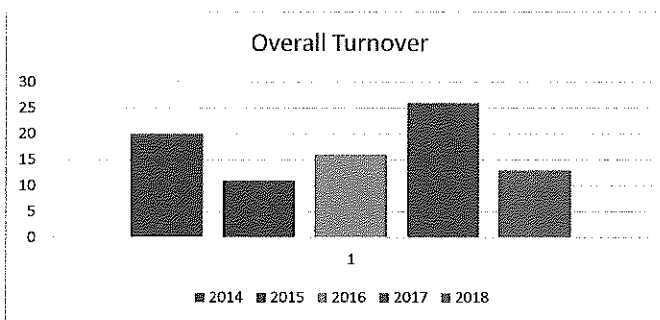
	Separations	New Employees	Total Employees
January	0	0	110
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Total			



<u>Separations</u>
Involuntary
Voluntary
Total

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

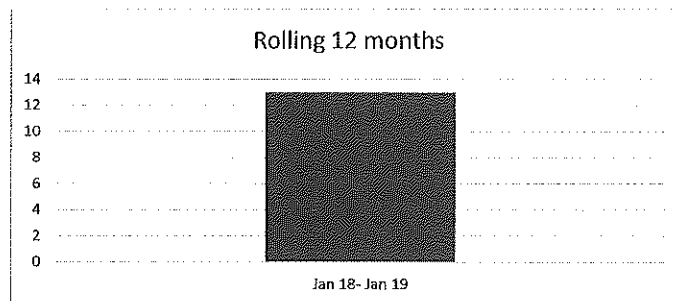
<u>Classifications</u>
RN
Classified
Total



Overall turnover starting Sept  
Jan 18- Jan 19

13

12%





Job Postings as of 02/08/19



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<b><u>ADMISSIONS</u></b>				
Admitting Specialist	2213	PRN	Variable	High School diploma or equivalent required. Typing test required, complete In HR.
Admitting Specialist	2237	PRN	Variable	High School diploma or equivalent required. Typing test required, complete In HR.
<b><u>BEHAVIORAL HEALTH</u></b>				
BHT - Temp	2241	Regular Full-Time	Variable	High School diploma or equivalent required.
BHT - Temp	2240	Regular Full-Time	Variable	High School diploma or equivalent required.
<b><u>CENTRAL SCHEDULING</u></b>				
Pre-Admissions Registrar	2236	Regular Full-Time	Variable	High School diploma or equivalent required. Typing test required, complete In HR.
<b><u>COMMUNICATIONS</u></b>				
PBX Operator/Receptionist	2242	Regular Full-Time	Variable	High School diploma or equivalent required. Typing test required, complete In HR.
<b><u>DIALYSIS</u></b>				
Patient Care Tech	2234	Regular Full-Time	Variable	High School Diploma or equivalent. Current EMT I license issued by the State of Wyoming and/or Certified Nursing Assistant (C.N.A.).
<b><u>EMERGENCY</u></b>				
Registered Nurse	2230	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification.
<b><u>FACILITIES</u></b>				
Grounds/Maintenance	2235	Regular Full-Time	Variable	Possession of a high school diploma or equivalent is required. One year experience in general grounds keeping functions is desirable.
<b><u>MEDICAL IMAGING</u></b>				
Ultrasound Tech	2158	Regular Full-Time	Variable	Must be registered by the ARDMS, RVT, RDCCS, 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.
Ultrasound Tech - Echo	2223	Regular Full-Time	Variable	Must be registered by the ARDMS, RVT, RDCCS, 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.
<b><u>MED/SURG</u></b>				
Registered Nurse	2229	Regular Full-Time	Night	Current Wyoming Nursing License and hold a current BLS certification.
C.N.A.	2239	Regular Full-Time	Variable	High School Diploma or equivalent required and completion of Nursing Assistant Program
<b><u>NUTRITION SERVICES</u></b>				
Cook	2204	Regular Full-Time	Variable	High School diploma or equivalent required.
Director of Nutrition Services	2224	Regular Full-Time	Days/Variable	Possession of an Associate's degree or advanced degree from an accredited institution in Culinary Arts, or a minimum of 1-2 years' work experience in a similar role as a chef/director of a health care facility or restaurant
<b><u>REHABILITATION</u></b>				
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.
<b><u>SURGICAL SERVICES</u></b>				
Registered Nurse - PACU	2185	Regular Part-Time	Days + Call	Current Wyoming Nursing License and hold a current BLS certification.

**Cardinal Health**

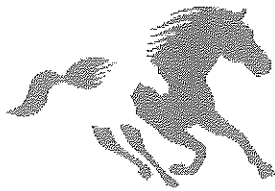
Must apply at [www.jobs.cardinalhealth.com](http://www.jobs.cardinalhealth.com)

Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<b><u>Pharmacy</u></b>				
Hospital Pharmacist	20044653	Full Time	Days (Variable)	More Details @ <a href="https://jobs.cardinalhealth.com/search/jobdetails/hospital-pharmacist/6609c1f8-16fe-4f7b-a04b-ce9674f38855">https://jobs.cardinalhealth.com/search/jobdetails/hospital-pharmacist/6609c1f8-16fe-4f7b-a04b-ce9674f38855</a>

CURRENT (IN PLACE)

Current Status: Active

PolicyStat ID: 1134181



**Memorial  
Hospital**  
OF SWEETWATER COUNTY

Approved: 03/2016  
Review Due: 03/2019  
Document Area: Employee Health  
Reg. Standard:

## Employee Health Plan

### INTRODUCTION

Maintaining and documenting a high level of wellness and safety among hospital employees is the primary goal of the Employee Health Plan. The intent of the Employee Health Plan is to provide a safe work environment by insuring that employees are trained in proper use of machinery, safety precautions, and personal protective equipment and assure that employees are healthy to care for patients. The policy applies to all employees, contract employees and volunteers.

### ADMINISTRATION AND MANAGEMENT OF THE PLAN

#### I. Responsibilities

- A. The Employee Health Plan is administered by the Department of Employee Health, which is also responsible for management of the ongoing activities mandated by the plan and maintenance of employee health records.
- B. The Department of Employee Health receives regular input from the Infection Control Committee and the Environment of Care Committee. Pertinent policies and procedures must be approved by the appropriate committee before being incorporated or appended to the plan.
- C. The MD Chairman of the Infection Control committee shall act as the Employee Health Physician. In their absence their will be a designated MD to cover.
- D. Each individual department Director is responsible for implementing and enforcing the Employee Health Plan within his/her department.

#### II. AUTHORITY

- A. The final authority on employee health issues is the Chief Executive Officer, except in cases of communicable disease outbreak control, when emergency measures are instituted by Employee Health with approval of the Infection Control Physician or designee and/or the chairman of the Infection Control Committee and knowledge of the Chief Executive Officer.

#### III. RECORD KEEPING

- A. The Employee Health record is maintained in the Employee Health Department and are considered confidential records.
- B. The following persons may access the Employee Health Record:

1. Employee Health Nurse or designee
2. Anyone who has WRITTEN consent from the employee
3. The employee
4. OSHA or other regulatory personnel on site

IV. The format and content of the employee health record are standardized.

- A. Employee Health Inventory (Attachment 1) or the Agency/Student/Shadower Inventory Form (Attachment 5)
- B. Rubella Rubeola Record
- C. Hepatitis B Record
- D. Tdap records
- E. Varicella status
- F. TST or Converter's Assessment/CXR record (if applicable)
- G. Influenza immunizations
- H. Pneumovax immunization (if applicable)
- I. Fit test record
- J. Employee illness/work release ( Attachment 2. )
- K. Physicians releases or no work documents.
- L. Worker's Compensation/Incident Reports (Attachments 3, 4)

V. Health records of hospital auxiliaries are maintained by the Employee Health Nurse, persons who have access to Employee Health Records also have access to the Volunteer health records.

**CONFIDENTIALITY**

- I. All employee health information is held in strict confidence by all persons treating or testing the employee, or having access to the employee health record
- II. To reduce the possibility of intentional or inadvertent leaks of confidential information, employee numbers may be used on all employee health documents and correspondence, unless the document or correspondence is being directed out of the hospital to an equally confidential source, such as an insurance company or physician
- III. Employee Health Information may be released only after the Employee has signed a Consent to Release of Medical Information

**FINANCIAL MANAGEMENT**

- I. All projected expenses incurred by the Employee Health Plan are budgeted by the Department of Employee Health
- II. Expenses incurred by treatment plans delineated in employee health protocols—those which are automatic and do not require physician evaluation—are paid from the budget of the Department of Employee Health

**EMPLOYEE COMPENSATION**

- I. Employees relieved of duty for a communicable disease acquired off the job, for which a work restriction is required by employee policy, are treated as any other employee and are compensated for lost time in

accordance with the hospital's PTO policy. The leave of absence policy and worker's compensation policy may also be followed.

- II. Employees covered by Worker's Compensation who become acutely ill with a well-documented hospital acquired infection which requires a work restriction, or is sufficiently severe that the employee is unable to work, are compensated for lost time according to Worker's Compensation rules and the hospital's PTO policy. Employees may utilize PTO's (Paid Time Off) to cover the first 3 days of required time off. Once PTO is used, the Employee may not request the time back or have WC reimburse the facility. Once the PTO is used it is gone.
- III. Employees not covered by Worker's Compensation insurance who become acutely ill with a well-documented hospital acquired infection which requires a work restriction, or is sufficiently severe that the employee is unable to work, are compensated for lost time according to the hospital's PTO policy except the hospital will pay for the first two (2) days of illness and all the days after sick leave compensation is exhausted.

## EMPLOYEE HEALTH REQUIREMENTS

### I. Employment

- A. Health Inventory: Employees, Licensed Independent Practitioners (LIP's,) agency, students, shadowers and volunteers are required to complete a Health Inventory Form upon employment (Attachment 1 & 2).
- B. Required immunity to Rubella, Rubeola and Varicella will be documented. Employees who have a history of having had Varicella (chickenpox) will be considered immune with a documented record.
- C. Other Requirements:
  - 1. TB skin test (TST) or Converter's Assessment form (Attachment 6) plus chest x-ray or Quantiferon gold test results if history of past positive reaction. Tuberculin skin testing (TST) will be done on all employees at hire and after a suspected or confirmed exposure to TB; LIP's, agency personnel and volunteers upon hire, and may require a 2 step TST as a baseline. Assessment of all employees, contractors and volunteers who have history of a positive TST will be reassessed annually using the converter form named Annual Tuberculosis Assessment. Frequency of CXR will be determined by Chairperson of Infection Control Committee, however, annually or at a regularly scheduled time is not recommended.
  - 2. All employees, LIP's, agency personnel, students, shadowers and volunteers are required to participate in the Hepatitis B Immunization Informational Program. Employees who are employed in "high" risk areas will be educated regarding the utmost importance of vaccination or required to sign a declination if they do not wish to receive the vaccine.
  - 3. A Tdap will be offered or given to all new employees who are not up to date or who have not been immunized for pertussis, especially in areas in contact with children or neonates
  - 4. All employees, LIP's, contract personnel, students and volunteers will complete an OSHA Respirator Medical Evaluation Questionnaire (attachment 7) and Respirator Fit Test (attachment 8) upon hire.

### II. Annual

- A. TB Facility Assessment will be conducted by the Employee Health Nurse to ensure and update the Risks of the Patients to Employees



- B. All Employees, LIP's, agency, volunteers, students or shadowers are required to take part in the Influenza and Fit Testing clinics and have 6 weeks to complete. Please refer to the annual Influenza/ Fit Test Policy

### **III. Student/Shadowers and Contract Health Requirements**

- A. All Agency, non-employed LIP's and students/shadowers participating in a supervised clinical rotation at the hospital are required to comply with all aspects of the hospital Employee Health Plan and will do so at the cost of the Agency personnel or Agency
- B. Costs for volunteers (MHSC Auxiliary members) will be paid by the hospital.

## **EMPLOYEE ILLNESS, INJURY, OR EXPOSURE TO COMMUNICABLE DISEASE**

1. Employees who become ill before they begin work will notify their supervisor before the designated starting time according to personnel policy
2. Employees who report to work ill, or who become ill at work, will notify their supervisor immediately. At the supervisor's discretion, the employee may be sent to the Employee Health Department. The Employee Health Nurse will determine the need to send the employee to the ER for examination by an emergency room physician, or to a private physician. The emergency room physician or the Employee Health Physician will determine whether the employee can return to work or be excused from work
3. Employees off work because of illness or injury for longer than two days, or who are returning to work from a medical leave of absence, may be asked to present a work release signed by their private physician to their supervisor. Employees restricted from work because of a significant communicable disease will have their work releases evaluated by the Employee Health Nurse, or designee, before they return to work. Work releases are to be sent to Infection Control/Employee Health. In turn, Employee Health will forward a copy to Human Resources, if not already given to HR.
4. Any employee with a work-related injury who seeks medical treatment must present a work release or restriction document to their Department Supervisor before returning to work. The Department Supervisor will then forward the document to the Employee Health Coordinator to place a copy in the employee's health file and to the Human Resources Department and then
5. Employees injured on the job – however minor the injury may appear – are encouraged to complete a Workman's Compensation Packet, an Employee Illness and Injury Report, (Attachment 2), and notify their supervisor who will complete a Supervisors Investigation of an Employee Accident report (Attachment 4) in its entirety, and report to the Department of Employee Health (7:00 – 4:30 Monday through Friday) or Emergency Services during other hours for evaluation. Employees who do not report injuries within 72 hours of occurrence may be ineligible for hospital funded treatment for complications of the injury. 24 hours to report such injury is preferred
6. Each incident report per department is completed for all the employees of that department exposed to an un-isolated communicable disease in MIDAS. Standard treatment and follow-up plans are used for the more common exposures (see below) which occur in the hospital setting. Treatment and follow-up plans for exposures not covered by standing protocol are developed on a case-by-case basis by the Director of Employee Health Nurse with the Employee Health Physician and coordinated with the appropriate departments by the Employee Health Nurse. The Employee Health Nurse will conduct case contact investigation as delineated in infection control policy
7. The following communicable disease control programs have been developed by the infection Control

Committee and are binding on employees as designated:

Tuberculosis control Plan  
Hepatitis B Program  
Rubella/Rubeola control  
Varicella (Chicken Pox)  
Influenza/Fit Testing Annual program  
Respiratory Program  
Pneumococcal Vaccine

1. Once the determination, through case contact investigation, of true exposure on an employee or employees to an un-isolated communicable disease is made, work restrictions will be instituted according to the Employee Work Restriction policy. Work restrictions may be initiated by a department director with consideration of the Director of Infection Control/Employee Health, but are enforced by the Infection Control Committee through the chairman and the Chief Executive Officer.

## REFERENCES:

### Attachments:

No Attachments

#### Approval Signatures

Approver	Date
Gerard Klein: Chief Executive Officer	03/2016
Kallie Mikkelsen: VP Nursing Services	03/2016
Irene Richardson: Chief Financial Officer	02/2016
Keri Chorazewitz: Senior Vice President	02/2016

DRAFT - To be approved

Current Status: Pending

PolicyStat ID: 5218781



**Memorial  
Hospital**  
OF SWEETWATER COUNTY

Approved: N/A  
Review Due: 3 years after approval  
Document Area: Employee Health  
Reg. Standard: CDC, OSHA 29 CFR  
1910.1030, TJC IC.02.01.01,  
TJC IC.02.03.01

## Employee Health Plan

### INTRODUCTION

The primary goal of the Employee Health Plan is to provide a high level of health, wellness and safety among hospital employees. Memorial Hospital of Sweetwater County strives to provide a safe working environment by ensuring that all employees are trained in the proper use of machinery, safety precautions and personal protective equipment. Employees will be screened to ensure they meet the minimum employee health standards to perform patient care activities and meet the recommendations of the CDC for vaccination of health care providers. The policy applies to all employees, contract employees, students, shadowers, medical staff, and volunteers (hereafter referred to as the "employee").

### ADMINISTRATION AND MANAGEMENT OF THE PLAN

#### I. RESPONSIBILITIES

- A. The employee health department receives regular input from the Infection Control Committee and the Environment of Care Committee. Pertinent policies and procedures must be approved by the appropriate committee before being incorporated or appended to the plan.
- B. Each individual department Director is responsible for implementing and enforcing the Employee Health Plan within his/her department.

#### II. AUTHORITY

- A. The final authority on employee health issues is the Chief Executive Officer
  1. Except in cases of communicable disease outbreak control, when emergency measures are instituted by Employee Health with approval of the Infection Control Physician or designee, and/or the chair of the Infection Control Committee, with knowledge of the Chief Executive Officer

#### III. RECORD KEEPING

- A. The employee health records are maintained in the Employee Health Department and are considered confidential records.
- B. The following persons may access the Employee Health Record:
  1. Employee health nurse or infection control/employee health director
  2. Anyone who has WRITTEN consent from the employee

3. The employee with WRITTEN consent
4. OSHA or other regulatory personnel on site
- C. The format and content of the employee health record are standardized.
  1. Employee Health Inventory (Form # 800263 - attached) or the Employee Health Inventory for Students/Shadower/Observer (Form # 802926 - attached)
  2. Immunizations and titers
  3. Fit test record and OSHA Respirator Medical Evaluation Questionnaire
  4. TST, IGRA or Converter's Assessment/CXR record (if applicable)
  5. Influenza immunizations
  6. All other work related documents
- D. Health records of hospital auxiliaries are maintained by the employee health nurse, persons who have access to employee health records also have access to the volunteer health records.
- E. Records will be maintained for 30 years following termination. After 30 years these records will be destroyed.

#### **IV. CONFIDENTIALITY**

- A. All employee health information is held in strict confidence by all persons treating or testing the employee, or having access to the employee health record.
- B. To reduce the possibility of intentional or inadvertent leaks of confidential information, employee identification numbers may be used on all employee health documents and correspondence, unless the document or correspondence is being directed out of the hospital to an equally confidential source.
- C. Employee health information may be released only after the employee has signed a Consent to Release of Medical Information.

#### **V. FINANCIAL MANAGEMENT AND RESPONSIBILITY**

- A. All projected expenses incurred by the Employee Health Plan are budgeted by the Infection Prevention Department.
- B. Expenses incurred by treatment plans, with the exception of worker's compensation claims, delineated by the employee health requirements, are paid for from the budget of the Infection Prevention Department.
- C. New hires, current employees, and volunteer staff costs will be covered by Memorial Hospital of Sweetwater County with the exception of pre-existing conditions (for example TB infection prior to hire)
- D. Non-employed staff, students, and shadowers will be financially responsible for meeting the requirements of the plan prior to arrival, please see policy #941517

## **EMPLOYEE HEALTH REQUIREMENTS**

### **I. Employment**

- A. Health Inventory: Employees are required to complete a Health Inventory Form upon employment (Form #802672 or #802926).

## B. TB

1. Tuberculin skin test (TST), Annual PPD Converter's Assessment (Form # 802691), plus chest x-ray or IGRA test results if history of past positive reaction are required. TST will be done on all employees at hire, and after a suspected or confirmed exposure to Tuberculosis (TB). All non employed staff will be required to submit annual test results.
  - a. Employees who have not had a documented TST in the last 12 months, will have a 2 step TST done 1 to 3 weeks after the first, with the first being completed prior to patient contact.
  - b. Employees who have history of a positive TST will be reassessed annually using the converter form. Frequency of CXR will be determined by an experienced primary care provider, however, annually or at a regularly scheduled time is not recommended by the CDC.
    - i. Education will be provided by the Employee Health Nurse regarding what signs and symptoms the employee should watch for regarding conversion.
    - ii. If a new employee has had a previous positive TST, the employee will need to provide a copy of the last chest x-ray or have a two view (PA/Lateral) performed.
    - iii. A chest x-ray and evaluation by an experienced provider will be ordered if symptoms develop (persistent cough, weight loss, anorexia, fever) in an employee with a history of TB or if recently exposed to TB.
  - c. The employee health physician will be notified of all positive TST reactions.
  - d. The Wyoming Department of Health will be notified of all TB conversions.
  - e. The hospital is not responsible for any reimbursement for medical care of an employee who is TST positive at time of hire.

## C. Mumps, Rubella, Rubeola, and Varicella

1. Required immunity to Rubella, Rubeola, Mumps and Varicella will be documented.
  - a. Laboratory evidence of serologic immunity or 2 MMR and 2 Varicella vaccines.
  - b. If not immune, employee will be given MMR or Varicella vaccination according to manufacturer guidelines at no cost to the employee.
  - c. In the event of an outbreak, those without documented immunity or documentation of vaccines will be excluded from high-risk areas.

## D. Hepatitis B

1. Required immunity to Hepatitis B virus will be documented.
  - a. Immunity will be determined by the presence of a 3 dose Hepatitis B vaccination series AND positive serologic immunity.
  - b. If not immune, employee will be given Hepatitis B vaccination according to manufacturer guidelines at no cost to the employee.
  - c. If the employee has received the maximum number of hepatitis B vaccine and fails to show immunity the employee will be documented as a "nonresponder" and will be counseled on the increased risk in the event of an exposure.

## E. Tetanus, Diphtheria and Pertussis

1. A TDAP or TD will be given to all new employees who are not up to date or who have not been

## EMPLOYEE ILLNESS OR INJURY

1. Employees who become ill before they begin work will notify their supervisor before the designated starting time according to personnel policy. Supervisors will then notify Employee Health.
2. Employees who report to work ill, or who become ill at work, will notify their supervisor immediately. At the supervisor's discretion, the employee may be sent to the Employee Health Department. The Employee Health Nurse will determine the need to send the employee home, to the ER for examination by an emergency room physician, or to a private physician.
3. Employees off work because of illness or injury for longer than two days, or who are returning to work from a medical leave of absence, may be asked to present a work release signed by their private physician to their supervisor. Employees restricted from work because of a significant communicable disease will have their work releases evaluated by the Employee Health Nurse or Infection Control, before they may return to work. Work releases are to be sent to Infection Control/Employee Health. In turn, Employee Health will forward a copy to Human Resources, if not already given to HR.
4. Any employee with a work-related injury who seeks medical treatment must present a work release or restriction document to their Department Supervisor before returning to work. The Department Supervisor will then forward the document to Employee Health or Human Resources.
5. Employees injured on the job – however minor the injury may appear – are encouraged to complete an Employee Packet (which includes Wyoming Report of Injury Form) and notify their supervisor who will complete a Supervisors Investigation of an Employee Incident report (Refer to Employee Packet) in its entirety, and report to the Employee Health Department, or Emergency Department if after hours for evaluation. Employees who do not report injuries within 72 hours of occurrence may be ineligible for hospital funded treatment for complications of the injury. Notification within 24 hours is preferred.

## EXPOSURE TO COMMUNICABLE DISEASE

- I. An incident report will be completed for any employee potentially exposed to a communicable disease in MIDAS. The employee supervisor will complete the gray packet (Supervisor Investigation of Employee Accident Form and sign the Worker's Compensation forms). The Infection Control Nurse will conduct case contact investigations as needed and delineated in Infection Control Policy.
  - A. Once the determination, through case contact investigation, of **true** exposure of an employee or employees to a communicable disease is made, work restrictions will be instituted according to the CDC guidelines. Work restrictions may be initiated by a department director with consideration of the Infection Control/Employee Health Director, but are enforced by the Infection Control Committee.
- II. Memorial Hospital of Sweetwater County follows current CDC guidelines for exposures to communicable diseases, including time off work, and job restrictions due to disease.

## EXPOSURE TO HAZARDOUS SUBSTANCES

- I. All employees identified as having routine exposure to hazardous substances, such as chemotherapy medications, will have a medical screening, TST and/or basic laboratory testing performed annually as indicated by the Employee Health Physician.
- II. Females who are pregnant or breast-feeding and/or any person actively trying to conceive a child will be reassigned to duties that do not involve the handling of hazardous medications.

## Approval: Infection Control Committee - Nov. 7, 2018

### REFERENCES:

Medical Surveillance for Healthcare Workers Exposed to Hazardous Drugs *Department of Health and Human Services* <https://www.cdc.gov/niosh/docs/wp-solutions/2013-103/pdfs/2013-103.pdf>

Healthcare Workers Handling Hazardous Drugs Should Be Monitored in Surveillance Program *Oncology Nursing Society* <https://www.ons.org/practice-resources/clinical-practice/healthcare-workers-handling-hazardous-drugs-should-be-monitored>

### Attachments:

800263P Employee Health Inventory 08.13.pdf  
802926 - EMPLOYEE HEALTH INVENTORY  
FOR STUDENTS-SHADOWER-OBSERVER &  
VOLUNTEER 07.17.pdf  
EHP TB & Vaccine Information.docx

### Approval Signatures

Approver	Date
Kristy Nielson: Chief Nursing Officer	pending
Cielette Karn: Laboratory & IP Medical Director, T&B Chair [RF]	01/2019
Isabell Lee: Infection Prevention Coordinator [RF]	01/2019
Deseriee Padilla: Employee Health	01/2019

**EMPLOYEES WHO DECLINE VACCINATION OR BLOOD WORK 2018 REVIEWS**

**FT Dietary Aide** - States developed a SEVERE full body rash, would ask for medical professional release

**FT Security Officer**- Declined due to personal reasons

**FT Admitting Specialist II**- Had reaction to last Tdap, discussed varicella- declined at that time

**FT Lab Assistant**- States reaction following previous dose, would ask for medical professional release

**FT Clinic Receptionist**- Declined due to personal reasons

**FT Dietary Aide/Room Service Attendant**- Declined due to personal reasons

**FT PFS Collections Clerk**- Declined due to personal reasons

**FT Payroll Clerk**- Declined due to personal reasons



# Healthcare Personnel Vaccination Recommendations

## VACCINES AND RECOMMENDATIONS IN BRIEF

**Hepatitis B** – If previously unvaccinated, give a 2-dose (Heplisav-B) or 3-dose (Engerix-B or Recombivax HB) series. Give intramuscularly (IM). For HCP who perform tasks that may involve exposure to blood or body fluids, obtain anti-HBs serologic testing 1–2 months after dose #2 (for Heplisav-B) or dose #3 (for Engerix-B or Recombivax HB).

**Influenza** – Give 1 dose of influenza vaccine annually. Inactivated injectable vaccine is given IM, except when using the intradermal influenza vaccine. Live attenuated influenza vaccine (LAIV) is given intranasally.

**MMR** – For healthcare personnel (HCP) born in 1957 or later without serologic evidence of immunity or prior vaccination, give 2 doses of MMR, 4 weeks apart. For HCP born prior to 1957, see below. Give subcutaneously (Subcut).

**Varicella (chickenpox)** – For HCP who have no serologic proof of immunity, prior vaccination, or diagnosis or verification of a history of varicella or herpes zoster (shingles) by a healthcare provider, give 2 doses of varicella vaccine, 4 weeks apart. Give Subcut.

**Tetanus, diphtheria, pertussis** – Give 1 dose of Tdap as soon as feasible to all HCP who have not received Tdap previously and to pregnant HCP with each pregnancy (see below). Give Td boosters every 10 years thereafter. Give IM.

**Meningococcal** – Give both MenACWY and MenB to microbiologists who are routinely exposed to isolates of *Neisseria meningitidis*. Every 5 years boost with MenACWY if risk continues. Give MenACWY and MenB IM.

*Hepatitis A, typhoid, and polio vaccines are not routinely recommended for HCP who may have on-the-job exposure to fecal material.*

## Hepatitis B

Unvaccinated healthcare personnel (HCP) and/or those who cannot document previous vaccination should receive either a 2-dose series of Heplisav-B at 0 and 1 month or a 3-dose series of either Engerix-B or Recombivax HB at 0, 1, and 6 months. HCP who perform tasks that may involve exposure to blood or body fluids should be tested for hepatitis B surface antibody (anti-HBs) 1–2 months after dose #2 of Heplisav-B or dose #3 of Engerix-B or Recombivax HB to document immunity.

- If anti-HBs is at least 10 mIU/mL (positive), the vaccinee is immune. No further serologic testing or vaccination is recommended.
- If anti-HBs is less than 10 mIU/mL (negative), the vaccinee is not protected from hepatitis B virus (HBV) infection, and should receive another 2-dose or 3-dose series of HepB vaccine on the routine schedule, followed by anti-HBs testing 1–2 months later. A vaccinee whose anti-HBs remains less than 10 mIU/mL after 2 complete series is considered a “non-responder.”

**For non-responders:** HCP who are non-responders should be considered susceptible to HBV and should be counseled regarding precautions to prevent HBV infection and the need to obtain HBIG prophylaxis for any known or probable parenteral exposure to hepatitis B surface antigen (HBsAg)-positive blood or blood with unknown HBsAg status. It is also possible that non-responders are people who are HBsAg positive. HBsAg testing is recommended. HCP found

to be HBsAg positive should be counseled and medically evaluated.

**For HCP with documentation of a complete 2-dose (Heplisav-B) or 3-dose (Engerix-B or Recombivax HB) vaccine series but no documentation of anti-HBs of at least 10 mIU/mL (e.g., those vaccinated in childhood):** HCP who are at risk for occupational blood or body fluid exposure might undergo anti-HBs testing upon hire or matriculation. See references 2 and 3 for details.

## Influenza

All HCP, including physicians, nurses, paramedics, emergency medical technicians, employees of nursing homes and chronic care facilities, students in these professions, and volunteers, should receive annual vaccination against influenza. Live attenuated influenza vaccine (LAIV) may be given only to non-pregnant healthy HCP age 49 years and younger. Inactivated injectable influenza vaccine (IIV) is preferred over LAIV for HCP who are in close contact with severely immunosuppressed patients (e.g., stem cell transplant recipients) when they require protective isolation.

## Measles, Mumps, Rubella (MMR)

HCP who work in medical facilities should be immune to measles, mumps, and rubella.

- HCP born in 1957 or later can be considered immune to measles, mumps, or rubella only if they have documentation of (a) laboratory confirmation of disease or immunity or (b) appropriate vaccination against measles, mumps, and rubella (i.e., 2 doses of live

measles and mumps vaccines given on or after the first birthday and separated by 28 days or more, and at least 1 dose of live rubella vaccine). HCP with 2 documented doses of MMR are not recommended to be serologically tested for immunity; but if they are tested and results are negative or equivocal for measles, mumps, and/or rubella, these HCP should be considered to have presumptive evidence of immunity to measles, mumps, and/or rubella and are not in need of additional MMR doses.

- Although birth before 1957 generally is considered acceptable evidence of measles, mumps, and rubella immunity, 2 doses of MMR vaccine should be considered for unvaccinated HCP born before 1957 who do not have laboratory evidence of disease or immunity to measles and/or mumps. One dose of MMR vaccine should be considered for HCP with no laboratory evidence of disease or immunity to rubella. For these same HCP who do not have evidence of immunity, 2 doses of MMR vaccine are recommended during an outbreak of measles or mumps and 1 dose during an outbreak of rubella.

## Varicella

It is recommended that all HCP be immune to varicella. Evidence of immunity in HCP includes documentation of 2 doses of varicella vaccine given at least 28 days apart, laboratory evidence of immunity, laboratory confirmation of disease, or diagnosis or verification of a history of varicella or herpes zoster (shingles) by a healthcare provider.

## Tetanus/Diphtheria/Pertussis (Td/Tdap)

All HCPs who have not or are unsure if they have previously received a dose of Tdap should receive a dose of Tdap as soon as feasible, without regard to the interval since the previous dose of Td. Pregnant HCP should be revaccinated during each pregnancy. All HCPs should then receive Td boosters every 10 years thereafter.

## Meningococcal

Vaccination with MenACWY and MenB is recommended for microbiologists who are routinely exposed to isolates of *N. meningitidis*. The two vaccines may be given concomitantly but at different anatomic sites, if feasible.

## REFERENCES

- 1 CDC. Immunization of Health-Care Personnel: Recommendations of the Advisory Committee on Immunization Practices (ACIP). *MMWR*, 2011; 60(RR-7).
- 2 CDC. Prevention of Hepatitis B Virus Infection in the United States. Recommendations of the Advisory Committee on Immunization Practices. *MMWR*, 2018; 67(RR1):1–30.
- 3 IAC. Pre-exposure Management for Healthcare Personnel with a Documented Hepatitis B Vaccine Series Who Have Not Had Post-vaccination Serologic Testing. Accessed at [www.immunize.org/catg.d/p2108.pdf](http://www.immunize.org/catg.d/p2108.pdf).

For additional specific ACIP recommendations, visit CDC's website at [www.cdc.gov/vaccines/hcp/acip-recs/index.html](http://www.cdc.gov/vaccines/hcp/acip-recs/index.html) or visit IAC's website at [www.immunize.org/acip](http://www.immunize.org/acip).

Technical content reviewed by the Centers for Disease Control and Prevention

# Hepatitis B and Healthcare Personnel

## CDC answers frequently asked questions about how to protect healthcare personnel

*The Immunization Action Coalition thanks experts at the Centers for Disease Control and Prevention for answering the following questions. Additional Q&As are available in the Hepatitis B Ask the Experts topic at [www.immunize.org/askexperts/experts\\_hepb.asp](http://www.immunize.org/askexperts/experts_hepb.asp).*

### Hepatitis B Vaccination

#### Which people who work in healthcare settings need hepatitis B vaccine?

The Occupational Safety and Health Administration (OSHA) requires that hepatitis B vaccine be offered to healthcare personnel (HCP) who have a reasonable expectation of being exposed to blood or body fluids on the job. This requirement does not include personnel who would not be expected to have occupational risk (e.g., general office workers).

#### At what anatomic site should hepatitis B vaccine be administered to adults? What needle size should be used?

For adults, administer hepatitis B vaccine intramuscularly (IM) in the deltoid muscle. A 22- to 25-gauge, 1–1½-inch needle should be used. The gluteus muscle should *not* be used as a site for administering hepatitis B vaccine. For optimal protection, it is crucial that the vaccine be administered IM, not subcutaneously.

#### Can Heplisav-B be used for vaccinating healthcare professionals?

Yes. Heplisav-B was approved by the Food and Drug Administration in November 2017 for persons 18 years of age and older. Heplisav-B contains a novel immunostimulatory adjuvant (CpG 1018) that binds to Toll-like receptor 9 to stimulate a directed immune response to HBsAg. It is provided in a single dose 0.5 mL vial and given as a 2-dose schedule. The doses should be separated by at least 4 weeks.

#### Can Heplisav-B be used to complete a vaccination series started with Engerix-B or Recombivax HB?

Yes. However, data are limited on the safety and immunogenicity effects when Heplisav-B

is interchanged with hepatitis B vaccines from other manufacturers. When feasible, the same manufacturer's vaccines should be used to complete the series. However, vaccination should not be deferred when the manufacturer of the previously administered vaccine is unknown or when the vaccine from the same manufacturer is unavailable.

The 2-dose hepatitis B vaccine series only applies when both doses in the series consist of Heplisav-B. Series consisting of a combination of 1 dose of Heplisav-B and a vaccine from a different manufacturer should consist of 3 total vaccine doses and should adhere to the 3-dose schedule minimum intervals of 4 weeks between dose 1 and 2, 8 weeks between dose 2 and 3, and 16 weeks between dose 1 and 3. Doses administered at less than the minimum interval should be repeated. However, a series containing 2 doses of Heplisav-B administered at least 4 weeks apart is valid, even if the patient received a single earlier dose from another manufacturer.

#### If a person who works in a healthcare setting had one dose only of hepatitis B vaccine 1 year ago, should the series be restarted?

No. The hepatitis B vaccine series should not be restarted when doses are delayed; rather, the series should be continued from where it stopped.

#### Is it safe for HCP to be vaccinated during pregnancy?

Yes. Many years of experience with hepatitis B vaccines indicate no apparent risk for adverse events to a developing fetus. Current hepatitis B vaccines contain noninfectious hepatitis B surface antigen (HBsAg) and should pose no risk to the fetus. If not vaccinated, a pregnant woman may contract an HBV infection during pregnancy, which might result in severe disease for the newborn. Women who breastfeed their babies and are healthcare professionals can and should be vaccinated against hepatitis B if they haven't been previously vaccinated. Receipt of the vaccine is not a reason to discontinue breastfeeding.

There are no clinical studies of Heplisav-B in pregnant women. Available human data on

Heplisav-B administered to pregnant women are insufficient to assess vaccine-associated risks in pregnancy. Until safety data are available for Heplisav-B, providers should continue to vaccinate pregnant women needing hepatitis B vaccination with a vaccine from a different manufacturer.

#### Is there a recommendation for routine booster doses of hepatitis B vaccine?

No. HCP who have documentation of receiving a complete series of hepatitis B vaccine and who subsequently tested positive for anti-HBs (defined as anti-HBs of  $\geq 10$  mIU/mL) are considered to be immune to hepatitis B. Immunocompetent persons who also have followed the protocol, have long-term protection against HBV and do not need further testing or vaccine doses. Some immunodeficient persons, including those on hemodialysis, may need periodic booster doses of hepatitis B vaccine.

#### We have a new employee with documentation of having received a series of hepatitis B vaccine as an adolescent. He now tests negative for hepatitis B surface antibody (anti-HBs). How should we manage him?

ACIP recommends that healthcare personnel with written documentation of having received a properly spaced series of hepatitis B vaccine in the past (such as in infancy or adolescence) but who now test negative for anti-HBs should receive a single "booster" dose of hepatitis B vaccine and be retested 1–2 months later (see Figure 1). Those who test positive following the "booster" dose are immune and require no further vaccination or testing. Those who test negative should complete a second series of hepatitis B vaccine on the usual schedule and be tested again 1–2 months after the last dose. Heplisav-B may be used to revaccinate new healthcare personnel (including the challenge dose) initially vaccinated with a vaccine from a different manufacturer in the distant past who have anti-HBs less than 10 mIU/mL upon hire or matriculation. For more information, see [www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.PDF](http://www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.PDF), pages 21–22.

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## Post-vaccination Anti-HBs Testing

Which HCP need serologic testing after receiving a hepatitis B vaccine series?

All HCP, including trainees, who have a high risk of occupational percutaneous or mucosal exposure to blood or body fluids (for example, HCP with direct patient contact, HCP at risk of needlestick or sharps injury, laboratory workers who draw, test or handle blood specimens) should have postvaccination testing

for antibody to hepatitis B surface antigen (anti-HBs). Postvaccination testing should be done 1–2 months after the last dose of vaccine. Postvaccination testing for persons at low risk for mucosal or percutaneous exposure to blood or body fluids (for example, public safety workers and HCP without direct patient contact) likely is not cost-effective; however, those who do not undergo postvaccination testing should be counseled to seek immediate testing if exposed.

What should be done if a person's post-vaccination anti-HBs test is negative (less than 10 mIU/mL) 1–2 months after the last dose of vaccine?

Repeat the 2- or 3-dose series (depending on vaccine brand) and test for anti-HBs 1–2 months after the final dose of the repeat series. Heplisav-B may be used for revaccination following an initial hepatitis B vaccine series

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FIGURE 1.

## Pre-exposure Management for Healthcare Personnel with a Documented Hepatitis B Vaccine Series Who Have Not Had Post-vaccination Serologic Testing

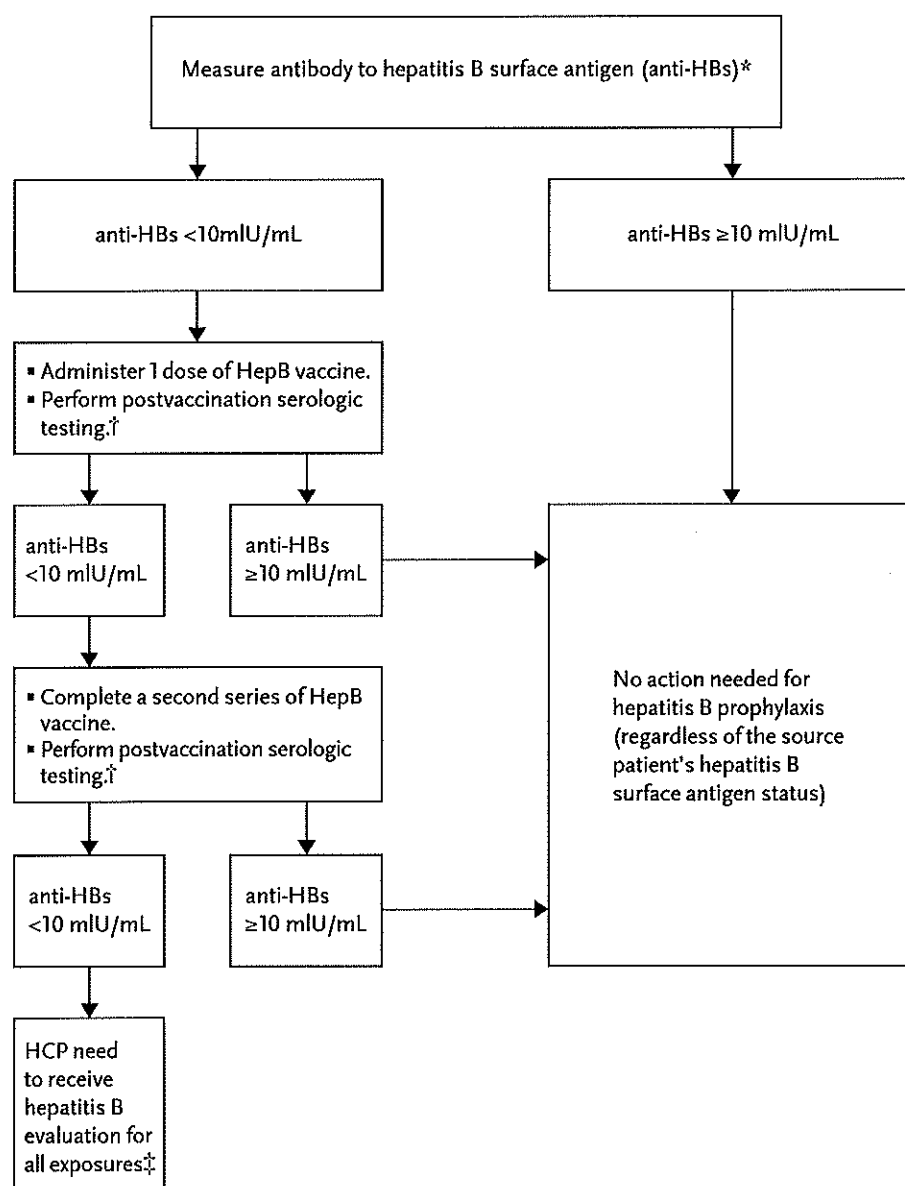
Healthcare personnel (HCP) with documentation of a complete series of HepB vaccine but no documentation of anti-HBs  $\geq 10$  mIU/mL who are at risk for occupational blood or body fluid exposure might undergo anti-HBs testing upon hire or matriculation. The algorithm at right will assist in the management of these people. It was adapted from CDC. Prevention of Hepatitis B Virus Infection in the United States: Recommendations of the Advisory Committee on Immunization Practices, *MMWR* 2018; 67(RR-1), available at [www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf](http://www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf).

NOTE: Also available as standalone form at [www.immunize.org/catg.d/p2108.pdf](http://www.immunize.org/catg.d/p2108.pdf).

\* Pre-exposure serologic testing may be recommended for all previously vaccinated HCP who were not tested 1 to 2 months after the third dose (such as people vaccinated as children or adolescents). Trainees, HCP in certain occupations, and HCP practicing in certain populations are at greater risk of exposure. Vaccinated HCP in these settings or occupations could benefit from pre-exposure serologic testing.

† Should be performed 1–2 months after the last dose of vaccine using a quantitative method that allows detection of the protective concentration of anti-HBs ( $\geq 10$  mIU/mL) (e.g., enzyme-linked immunosorbent assay [ELISA]).

‡ A nonresponder is defined as a person with anti-HBs  $< 10$  mIU/mL after 2 complete series of HepB vaccine. Persons who do not have a protective concentration of anti-HBs after revaccination should be tested for HBsAg. If positive, the person should receive appropriate management. See *MMWR* 2018;67(RR-1) at [www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf](http://www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf) for guidance on management of persons who do not respond to 2 complete series of HepB vaccine.



that consisted of doses of HepHisav-B or doses from a different manufacturer. HepHisav-B may also be used to revaccinate new healthcare personnel (including the challenge dose) initially vaccinated with a vaccine from a different manufacturer in the distant past who have anti-HBs less than 10 mIU/mL upon hire or matriculation.

If the test is still negative after a second vaccine series, the person should be tested for HBsAg and total anti-HBc to determine their HBV infection status. People who test negative for HBsAg and total anti-HBc should be considered vaccine non-responders and susceptible to HBV infection. They should be counseled about precautions to prevent HBV infection and the need to obtain hepatitis B immune globulin (HBIG) prophylaxis for any known or likely exposure to HBsAg-positive blood. Those found to be HBsAg negative but total anti-HBc positive were infected in the past and require no vaccination or treatment. If the HBsAg and total anti-HBc tests are positive, the person should receive appropriate counseling for preventing transmission to others as well as referral for ongoing care to a specialist experienced in the medical management of chronic HBV infection. They should not be excluded from work.

**How often should I test HCP after they've received the hepatitis B vaccine series to make sure they're protected?**

For immunocompetent HCP, periodic testing or periodic boosting is not needed. Post-vaccination testing (anti-HBs) should be done 1–2 months after the last dose of the hepatitis B vaccine series. If adequate anti-HBs (at least 10 mIU/mL) is present, nothing more needs to be done. This information should be made available to the individual and recorded in his or her health record. If postvaccination testing is less than 10 mIU/mL, the vaccine series should be repeated and anti-HBs testing should be completed 1–2 months after the last dose of the second series.

**Does CDC now recommend routine pre-exposure anti-HBs testing for all HCP who were previously vaccinated but not tested?**

In general, no, but the type of testing (pre-exposure or post-exposure) depends on the healthcare worker's profession and work setting. The risk for hepatitis B virus (HBV) infection for vaccinated HCPs can vary widely by setting and profession. The risk might be low enough in certain settings that assess-

ment of hepatitis B surface antibody (anti-HBs) status and appropriate follow-up can be done at the time of exposure to potentially infectious blood or body fluids. This approach relies on HCP recognizing and reporting blood and body fluid exposures and might be applied on the basis of documented low risk, implementation, and cost considerations. Trainees, some occupations (such as those with frequent exposure to sharp instruments and blood), and HCP practicing in certain populations are at greater risk of exposure to blood or body fluid exposure from an HBsAg-positive patient. Vaccinated HCP in these settings/occupations would benefit from a pre-exposure approach.

**At our facility we do routine pre-employment anti-HBs testing regardless of whether the employee has documentation of a hepatitis B vaccination series and consider those with a positive antibody to be immune. Is this the recommended strategy?**

No. HCP with written documentation of receipt of a complete, properly spaced series of hepatitis B vaccine AND a positive anti-HBs can be considered immune to HBV and require no further testing or vaccination. Testing unvaccinated or incompletely vaccinated HCP (including those without written documentation of vaccination) is not necessary and is potentially misleading because anti-HBs of 10 mIU/mL or higher as a correlate of vaccine-induced protection has only been determined for persons who have completed a hepatitis B vaccination series. Persons who cannot provide written documentation of a complete hepatitis B vaccination series should complete the series, then be tested for anti-HBs 1 to 2 months after the final dose.

**Several physicians in our group have no documentation showing they received hepatitis B vaccine. They are relatively sure, however, that they received the doses many years ago. What do we do now?**

Because there is no documentation of vaccination, a vaccination series should be administered and postvaccination testing should be performed 1–2 months after the final dose of vaccine. There is no harm in receiving extra doses of vaccine. Postvaccination testing results should also be documented, including the date testing was performed. All healthcare settings should develop policies or guidelines to assure valid hepatitis B immunization.

**I'm a nurse who received a documented series of hepatitis B vaccine more than 10 years ago and had a positive follow-up titer (at least 10 mIU/mL). At present, my titer is negative (<10 mIU/mL). What should I do now?**

Nothing. Data show that vaccine-induced anti-HBs levels might decline over time; however, immune memory (anamnestic anti-HBs response) remains intact following immunization. People with adequate anti-HBs concentrations that have declined to less than 10 mIU/mL are still protected against HBV infection. For HCP with normal immune status who have demonstrated adequate anti-HBs ( $\geq 10$  mIU/mL) following full vaccination, booster doses of vaccine or periodic anti-HBs testing are not recommended.

**Non-responders or HCP with Chronic HBV Infection**

**If an employee does not respond to hepatitis B vaccination (employee has had two full series of hepatitis B vaccine), does s/he need to be removed from activities that expose her/him to bloodborne pathogens?**

No. There are no regulations that require removal from job situations where exposure to bloodborne pathogens could occur; this is an individual policy decision within an organization. OSHA regulations require that employees, in jobs where there is a reasonable risk of exposure to blood, be offered hepatitis B vaccine. In addition, the regulation states that adequate personal protective equipment be provided and that standard precautions be followed. Check your state OSHA regulations regarding additional requirements. If there are no state OSHA regulations, federal OSHA regulations should be followed. Adequate documentation should be placed in the employee record regarding non-response to vaccination. HCP who do not respond after 2 complete series of vaccine should be tested for HBsAg and total anti-HBc to determine if they have chronic HBV infection. If the HBsAg and total anti-HBc tests are positive, HCP should receive appropriate counseling for preventing transmission to others as well as referral for ongoing care to a specialist experienced in the medical management of chronic HBV infection. People who are HBsAg-positive and who perform exposure-prone procedures should seek counsel from a review panel comprised of experts with a balanced perspective (e.g.,

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infectious disease specialists and their personal physician[s]) regarding the procedures that they can perform safely. They should not be excluded from work.

Nonresponders who test negative for HBsAg should be considered susceptible to HBV infection. They should be counseled about precautions to prevent HBV infection and the need to obtain HBIG prophylaxis for any known exposure to blood that is HBsAg-positive or if the HBsAg status of the source is unknown (see Table 1 below).

#### Can a person with chronic HBV infection work in a healthcare setting?

Yes. HCP should not be discriminated against because of their hepatitis B status. All HCP should practice standard precautions, which are designed to prevent HBV transmission, both from patients to HCP and from HCP to patient. There is, however, one caveat concerning HBV-infected HCP. Those who have HBV levels 1000 IU/mL or 5000 genomic equivalents/mL or higher should not perform exposure-prone procedures (e.g., gynecologic, cardiothoracic surgery) unless they have sought counsel from an expert review panel and been advised under what circumstances, if any, they may continue to perform these procedures. For more information on this issue, see Updated CDC Recommendations for the Management of Hepatitis B Virus–Infected Health-Care Providers and Students, *MMWR*, 2012; 61(RR03):1-12. This document is available at [www.cdc.gov/mmwr/pdf/rr/rr6103.pdf](http://www.cdc.gov/mmwr/pdf/rr/rr6103.pdf).

logic, cardiothoracic surgery) unless they have sought counsel from an expert review panel and been advised under what circumstances, if any, they may continue to perform these procedures. For more information on this issue, see Updated CDC Recommendations for the Management of Hepatitis B Virus–Infected Health-Care Providers and Students, *MMWR*, 2012; 61(RR03):1-12. This document is available at [www.cdc.gov/mmwr/pdf/rr/rr6103.pdf](http://www.cdc.gov/mmwr/pdf/rr/rr6103.pdf).

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**TABLE 1. Post-exposure management of healthcare personnel after occupational percutaneous and mucosal exposure to blood and body fluids, by healthcare personnel HepB vaccination and response status**

Healthcare personnel status	Postexposure testing		Postexposure prophylaxis		Postvaccination serologic testing <sup>†</sup>
	Source patient (HBsAg)	HCP testing (anti-HBs)	HBIG*	Vaccination	
Documented responder <sup>§</sup> after complete series	No action needed				
Documented nonresponder <sup>¶</sup> after 2 complete series	Positive/unknown	Not indicated	HBIG x2 separated by 1 month	—	No
	Negative	No action needed			
Response unknown after complete series	Positive/unknown	<10mIU/mL**	HBIG x1	Initiate revaccination	Yes
	Negative	<10mIU/mL	None		
		Any result	≥10mIU/mL	No action needed	
Unvaccinated/incompletely vaccinated or vaccine refusers	Positive/unknown	—**	HBIG x1	Complete vaccination	Yes
	Negative	—	None	Complete vaccination	Yes

\* HBIG should be administered intramuscularly as soon as possible after exposure when indicated. The effectiveness of HBIG when administered >7 days after percutaneous, mucosal, or nonintact skin exposures is unknown. HBIG dosage is 0.06 mL/kg.

† Should be performed 1–2 months after the last dose of the HepB vaccine series (and 6 months after administration of HBIG to avoid detection of passively administered anti-HBs) using a quantitative method that allows detection of the protective concentration of anti-HBs (≥10 mIU/mL).

§ A responder is defined as a person with anti-HBs ≥10 mIU/mL after 1 or more complete series of HepB vaccine.

¶ A nonresponder is defined as a person with anti-HBs <10 mIU/mL after 2 complete series of HepB vaccine.

\*\* HCP who have anti-HBs <10mIU/mL, or who are unvaccinated or incompletely vaccinated, and sustain an exposure to a source patient who is HBsAg-positive or has unknown HBsAg status, should undergo baseline testing for HBV infection as soon as possible after exposure, and follow-up testing approximately 6 months later. Initial baseline tests consist of total anti-HBs; testing at approximately 6 months consists of HBsAg and total anti-HBs.

#### ABBREVIATIONS

HCP = healthcare personnel

HBsAg = hepatitis B surface antigen

anti-HBs = antibody to hepatitis B surface antigen

HBIG = hepatitis B immune globulin

Adapted from CDC. Prevention of Hepatitis B Virus Infection in the United States: Recommendations of the Advisory Committee on Immunization Practices, *MMWR* 2018; 67(RR-1), available at [www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf](http://www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf).

## Post-exposure Management

**How should a fully vaccinated employee with an unknown anti-HBs response be managed if they have a percutaneous or mucosal exposure to blood or body fluids from an HBsAg-positive or HBsAg-unknown source?**

Management of the exposed HCP depends on both the anti-HBs status of the HCP and the HBsAg status of the source patient. The HCP should be tested for anti-HBs and the source patient (if known) should be tested for HBsAg as soon as possible after the exposure. Testing the source patient and the HCP should occur simultaneously; testing the source patient should not be delayed while waiting

for the HCP anti-HBs test results, and likewise, testing the HCP should not be delayed while waiting for the source patient's HBsAg results. See Table 1 for management recommendations based on the results of testing.

**If an employee receives both HBIG and hepatitis B vaccine after a needlestick from a patient who is HBsAg positive, how long should one wait to check the employee's response to the vaccine?**

Anti-HBs testing for HCP who receive both hepatitis B immune globulin (HBIG) and hepatitis B vaccine can be conducted as soon as 6 months after receipt of the HBIG.

**For more information on vaccination recommendations for healthcare personnel, see the following:**

- 1 CDC. CDC Guidance for Evaluating Health-Care Personnel for Hepatitis B Virus Protection and for Administering Postexposure Management, *MMWR*, 2013; 62(10):1–19, [www.cdc.gov/mmwr/pdf/rr/rr6210.pdf](http://www.cdc.gov/mmwr/pdf/rr/rr6210.pdf)
- 2 CDC. Prevention of Hepatitis B Virus Infection in the United States: Recommendations of the Advisory Committee on Immunization Practices, *MMWR* 2018; 67(RR-1), available at [www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf](http://www.cdc.gov/mmwr/volumes/67/rr/pdfs/rr6701-H.pdf).
- 3 Immunization Action Coalition. "Healthcare Personnel Vaccination Recommendations," [www.immunize.org/catg.d/p2017.pdf](http://www.immunize.org/catg.d/p2017.pdf)
- 4 Immunization Action Coalition. "Pre-exposure Management for Healthcare Personnel (HCP) with a Documented Hepatitis B Vaccine Series Who Have Not Had Post Vaccination Serologic Testing," [www.immunize.org/catg.d/p2108.pdf](http://www.immunize.org/catg.d/p2108.pdf)

## Amber Fisk

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**From:** Suzan Campbell  
**Sent:** Monday, February 11, 2019 3:34 PM  
**To:** Marty Kelsey; ttardoni@q.com; Irene Richardson; Tami Love; Kari Quickenden; Kristy Nielson; Amber Fisk  
**Subject:** social media policy and computer usage policy

Good afternoon, below is the link to the Use of Social Media policy. Amber and I just met about this policy and once we reviewed it we didn't think it needed much work. The new language is highlighted and the deletion is underlined. We also have an Employee Computer Usage Policy that went into effect July 1. Amber and I also reviewed this policy and did not believe it needed to be amended or changed. I have included it below for your review and reference. Please send me any comments on the Use of Social Media policy by Thursday February 14th. Thank you, Suzan

You have been sent a document titled "EMPLOYEE POLICIES- USE OF SOCIAL MEDIA" and "EMPLOYEE POLICIES-COMPUTER USAGE"

View it at [https://pstat-live-media.s3.amazonaws.com/pdf\\_cache/policy/5999789/046d07f0-ed5e-4d64-96e1-8e82882c4190/EMPLOYEE%20POLICIES-%20USE%20OF%20SOCIAL%20MEDIA-Draft.pdf](https://pstat-live-media.s3.amazonaws.com/pdf_cache/policy/5999789/046d07f0-ed5e-4d64-96e1-8e82882c4190/EMPLOYEE%20POLICIES-%20USE%20OF%20SOCIAL%20MEDIA-Draft.pdf)

View it at [https://pstat-live-media.s3.amazonaws.com/pdf\\_cache/policy/5095795/c2709091-dcd2-468d-8f68-b0f1f14c841c/EMPLOYEE%20POLICIES-%20COMPUTER%20USAGE.pdf](https://pstat-live-media.s3.amazonaws.com/pdf_cache/policy/5095795/c2709091-dcd2-468d-8f68-b0f1f14c841c/EMPLOYEE%20POLICIES-%20COMPUTER%20USAGE.pdf)

Please note that the link above will work for 30 days.

## Amber Fisk

---

**From:** Wm. Marty Kelsey <kelseym480@gmail.com>  
**Sent:** Wednesday, February 13, 2019 9:19 AM  
**To:** Suzan Campbell  
**Cc:** EDWARD F TARDONI Owner; Irene Richardson; Tami Love; Amber Fisk; Kristy Nielson; Kari Quickenden  
**Subject:** Social Media Policy

I am by no means very knowledgeable regarding social media. Notwithstanding, below are my comments on this policy.

### Policy

I. This sentence does not address the use of social media on working time using an employee's personal device. It seems to me that during working time employees should not be allowed to post to social media using any device, whether or not owned by the Hospital.

III. After the word "sites", add the following language: "on non-working time"....

My 2 cents.

Thanks for the opportunity to review.

Marty





**Memorial  
Hospital**  
OF SWEETWATER COUNTY

Approved:

N/A

Review Due:

N/A

Document Area:

Employee Policies

Reg. Standard:

## EMPLOYEE POLICIES- USE OF SOCIAL MEDIA

### Purpose

MHSC wants to ensure that employees understand social media and what is acceptable access to or posting on social media sites.

### Policy

- I. Personal use of social media is never permitted on working time by means of MHSC's computers, hospital issued mobile devices, networks, and other IT resources and communication systems.
  - A. Social media postings by an employee on a blog, wiki, or social networking sites are considered personal communications and are not MHSC communications.
  - B. All postings on a blog, wiki, or social networking sites on behalf of MHSC are only allowed by authorized employees. Such employees will be authorized through Administration and/or the IT department.
- II. Personal postings by an employee regarding MHSC matters are not to be done from Hospital computers.
- III. Employees are not prohibited from posting to social media sites as long as the post includes a disclaimer making it clear the posting is your own opinion and belongs to you and does not represent the Hospital's positions, strategies or policies.
- IV. When you use social media, use good judgment and **ensure that your social networking activity does not interfere with your work or workplace.**
  - A. Be respectful of the Hospital and any all relevant laws and regulations such as copyright laws, fair use laws and HIPAA.
  - B. Please be advised that any posts or responses to posts by a Hospital employee which reference a patient by name or other identifying information will be subject to corrective action up to and including termination.
- V. **In addition to these guidelines, MHSC employees who are posting to social media need to be aware that they are also subject to other MHSC policies including but not limited to MHSC HIPAA Policy, MHSC Computer Usage policy and MHSC Code of Conduct.**
- VI. Employees posting in violation of these policies will be not be tolerated and will be subject to corrective action.

**Approval: Board 6.6.18**

**Attachments:**

No Attachments

DRAFT



Approved: 05/2017  
Review Due: 05/2020  
Document Area: *Information Technology Services*  
Reg. Standard:

## Hospital Computer Use

### STATEMENT OF PURPOSE

This policy will establish guidelines on the use of Hospital owned Computer Desktops, laptops, and mobile devices.

### TEXT

Hospital workforce members will take all reasonable precautions to protect the ePHI on our information systems. Workforce members will not engage in any activity at their workstation that is not work-related. Passwords will be used for access and will not be shared with anyone else. Workforce members will log off or lock their workstation whenever they leave their workstation for 10 minutes or more and at the end of their workday. Our Security Official will review and revise this plan on an annual basis or when necessary.

Hospital workforce members must not use our workstations to engage in any activity that is either illegal under local, state, federal or international law or is in violation of our policy. Access to all of our workstations containing ePHI must be controlled with a unique username and password. All password-based access control systems on our workstations must mask, suppress, or otherwise obscure the passwords so the unauthorized persons are not able to observe them. Our workforce members must not share passwords with others. If a workforce member believes that someone is inappropriately using their user-ID or password, they must immediately inform our Security Official. Our workstations containing ePHI must be physically located in such a manner as to minimize the risk that unauthorized individuals can gain access to them. The display screen of all of our workstations containing ePHI must be positioned such that information cannot be readily viewed through a window, by persons walking in a hallway, or by persons waiting in the reception area or other related areas. Our workforce members must activate their workstation locking software whenever they leave their workstation unattended for 10 minutes or more. Our workforce members must log off from or lock their workstation(s) at the end of their workday.

- I. Workstations will be used only for authorized purposes that support our organization's mission. Such use demonstrates respect for intellectual property, ownership of data, security controls, and individuals' rights to privacy.
- II. Workforce members will not use workstations to engage in any activity that is either illegal under local, state, federal, or international law or is in violation of our policy.
- III. Access to workstations will be controlled and authenticated.
- IV. Purposefully causing security breaches. Security breaches include, but are not limited to, accessing



**Memorial  
Hospital**  
OF SWEETWATER COUNTY

Approved: 07/2018  
Review Due: 07/2021  
Document Area: *Employee Policies*  
Reg. Standard:

## EMPLOYEE POLICES- COMPUTER USAGE

### PURPOSE

To inform MHSC employees that they should have no expectation of a right to privacy on MHSC computers or other MHSC communication systems.

### POLICY

- I. The electronic communication systems such as computers, phone system, etc. are the property of the MHSC and intended for business use. Employees should not have an expectation of privacy.
  - A. This means the employer owns all the information sent within that network and has the right to search the information without employee knowledge or consent, according to Privacy Rights Clearinghouse.
  - B. Employees never should assume email sent between coworkers through a closed office network are in any way private.
  - C. An employer is not breaching the privacy rights of employees by reviewing these documents and holding employees accountable for information they contain.
- II. MHSC maintains the ability to access any computer files, use of software, Internet usage, e-mail and voice mail.
  - A. Although employees may select individual passwords, employees should not assume that such files are confidential.
  - B. Employees, other than your supervisor and leader who are acting on behalf of the Hospital, should not attempt to gain access to another employee's computer, internet files, email or voice mail.
- III. New employees are required to read and sign the Computer Account User Access Agreement.

**Link to Form #802563 Computer Account User Access Agreement**

<https://sweetwatermemorial.policystat.com/policy/4985147/latest/>

**Approved: Board 6.6.18**

### Attachments:

No Attachments

## Approval Signatures

Approver	Date
Kristy Nielson: Chief Nursing Officer	07/2018
Irene Richardson: CEO	07/2018
Amber Fisk: HR Director	06/2018
Suzan Campbell: In House Legal Counsel	06/2018

COPY



Full Name: \_\_\_\_\_ Agency/Department: \_\_\_\_\_  
(Please print)

**Memorial Hospital of Sweetwater County  
Computer Account User Access Agreement**

As an authorized user of the Computerized Patient Record System (QCPR) and having access to data stored in any electronic record form at Memorial Hospital of Sweetwater, I will be given sufficient access to perform my assigned duties. I will use this access ONLY for the purpose of patient care and/or performance improvement purposes and understand the following guidelines apply to the electronic patient record and electronic patient information in any form.

I agree to safeguard all passwords (e.g., Access/Verify codes, electronic signature codes) assigned to me and am strictly prohibited from disclosing these codes to anyone, including family, friends, fellow workers, supervisors, and subordinates for ANY reason.

I understand that I may be held accountable for all entries/changes made to any patient's electronic record using my passwords. I am aware of the regulations and facility security policies designed to ensure the confidentiality of all sensitive information. I am aware that information about patients, employees, or physicians is confidential and protected from unauthorized disclosure by law. I understand that my obligation to protect the information at MHSC does not end with either termination of my access to this facility's systems or with the termination of my employment.

I will exercise common sense and good judgment in the use of electronic mail. I understand that electronic mail is not inherently confidential and I have no expectation of privacy in using it. I understand that technical or administrative issues may create situations which require viewing of my messages. I also understand that facility management officials may authorize access to my electronic mail messages whenever there is a legitimate purpose for such access.

I understand that when I access a sensitive patient record, this access will be tracked and a report will be sent immediately to the HR Director, who will verify that I have accessed any sensitive records for the purpose of patient care. I understand that any violation of computer access constitutes disregard of MHSC policy and will result in appropriate corrective action with employees as defined in the MHSC handbook; appropriate actions taken as outlined in contractual agreements with external entities; and suspension/termination of access privileges and/or my employment/contractual relationship with MHSC as applicable.

I affirm with my signature that I have read, understand, and agree to fulfill the provisions of this User Access Agreement.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

		<b># Assigned: FY 19 -30</b>
<b>Capital Request</b>		
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
<b>Department:</b> Surgical Services	<b>Submitted by:</b> Alisha Mackie	<b>Date:</b> 2/7/2019
<b>Provide a detailed description of the capital expenditure requested:</b> Endoscopic System - Colonoscopes, EGD scopes, Bronchoscopes and video equipment		
<b>Preferred Vendor:</b> Olympus		
<b>Total estimated cost of project</b> (Check all required components and list related expense)		
1. Renovation	\$	
2. Equipment	\$	459,619.93
3. Installation	\$	
4. Shipping	\$	
5. Accessories	\$	
6. Training	\$	
7. Travel costs	\$	
8. Other e.g. interfaces	\$	-100,500.00 Trade In
<b>Total Costs (add 1-8)</b>		\$ 359,119.93
<b>Does the requested item:</b>		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
<b>Annualized impact on operations (if applicable):</b>		<b>Budgeted Item:</b>
<b>Increases/Decreases</b>		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? <u>1</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. <b>If no other bids obtained, reason:</b> All of our other scopes (ie. bronchoscope, fiberoptic intubation scopes, choledochoscope, flexible cystoscopes and ureterscopes are all Olympus, so we want to stick with this brand to ensure compatibility across our instruments
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
<b>Total Annual Expenses</b>	\$	
<b>Net Income/(loss) from new service</b>	\$	
<b>Review and Approvals</b>		
Submitted by: Alisha Mackie	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations <u>CNO</u>	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

#### OTHER CONSIDERATIONS

Our current endoscopes are at end of life use. Our most current colonoscopes, gastroscopes and video equipment were purchased in 2010 and 2012. The replacement age recommended by Olympus is 5 years. We depreciate these scopes with a useful life of 3 years per AHA guidelines.

There is new technology available that makes advancing the scope through the colon easier, provides a higher quality image and improves still pictures, and enhances cleaning processes due to a closed water tight seal system. These all affect patient safety and patient comfort.

Colonoscopes and EGD scopes are used by general surgeons in the majority of their cases. General surgery enterprise revenue is projecting to \$12.4 million for fiscal year 2019. New bronchoscopes are smaller and will be used by pulmonology, respiratory and anesthesia for easier intubations and pediatric patients.

Olympus is the preferred vendor as these scopes are compatible with our current sterilization equipment.

\_\_\_\_\_  
Submitted by: Signature

\_\_\_\_\_  
Date





Olympus America Inc.  
3500 Corporate Parkway  
P.O. BOX 610  
Center Valley, PA 18034-0610  
TEL: (800) 848-9024  
FAX: (800) 228-4963  
john.shafter@olympus.com  
www.olympusamerica.com

Quote Number: Q-00676428

Please refer to this number on all correspondence

Effective Date: February 14, 2019

Expiration Date: March 29, 2019

Dear Brooke Yarber

Thank you for providing Olympus America Inc. the opportunity to prepare quotation #Q-00676428 with solutions to meet your requirements. We are available to discuss the details of this quotation and answer any questions you have so that we may proceed with placing an order as soon as you are ready.

Olympus is fully committed to partnering with you to help meet the changing needs of your facility(ies). Together we can achieve the "triple aim" of Affordable Care to improve the quality of care, enhance patient satisfaction and reduce the total cost of healthcare.

In addition, as an enhancement to our systems, your Olympus account number below can now be used to order any Olympus products. Please reference this account number when conducting business with us:

Account Number: 20009731

We are truly excited about our future together and believe that our world-class medical technology and unparalleled service will help you meet your objectives, such as improving the lives of your patients and realizing benefits for your healthcare professionals.

Again, we thank you for your interest in Olympus' products and services. Please do not hesitate to contact me or our Customer Service team regarding this quotation or any of our quality products and services.

Sincerely,

John Shafter

Email: john.shafter@olympus.com

Phone: (720) 441-8789

Fax: (800) 228-4963

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**Customer Information**

**Olympus Information**



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Contact Name: Brooke Yarber

Contact Email: byarber@sweetwatermemorial.com

Account Name: MEM HOSP OF SWEETWATER CNTY

Representative: John Shafter

Phone: (720) 441-8789

Email: john.shafter@olympus.com

Cage code: 32212

DUNS#: 017018859

Tax ID: 11-2416961

Customer Address: 1200 COLLEGE DR  
ROCK SPRINGS, Wyoming  
82901-5868

Customer Number: 20009731  
(Sold To)

Payment Terms: Net 30 subject to Olympus credit approval

F.O.B.: Shipping point, unless otherwise mutually agreed  
upon in writing

Tax: Applicable taxes are not included in this quote and  
are the responsibility of the customer

Freight Term: Third Party Shipper

### Comments

PRICING FOR THE FOLLOWING KIT REFLECTS PROMOTIONAL PACKAGE PRICING. AVAILABILITY OF THIS PACKAGE PRICING IS CONTINGENT UPON PRODUCT AVAILABILITY AT THE TIME OF ORDER AND ON CUSTOMER'S PURCHASE OF ALL ITEMS INCLUDED IN THE KIT. TO RECEIVE CREDIT FOR RETURNED ITEMS, ALL OF THE ITEMS WITHIN THE KIT MUST BE RETURNED. PROMOTION IS SUBJECT TO TERMINATION AT ANY TIME.

BF-1TH190-STARTER- \*\*\* PRICING FOR THE FOLLOWING KIT REFLECTS PROMOTIONAL PACKAGE PRICING. AVAILABILITY OF THIS PACKAGE PRICING IS CONTINGENT UPON PRODUCT AVAILABILITY AT THE TIME OF ORDER AND ON CUSTOMER'S PURCHASE OF ALL ITEMS INCLUDED IN THE KIT. TO RECEIVE CREDIT FOR RETURNED ITEMS, ALL OF THE ITEMS WITHIN THE KIT MUST BE RETURNED. PROMOTION IS SUBJECT TO TERMINATION AT ANY TIME. \*\*\*

To ensure proper shipping, please provide the following information on your Purchase Order at the time of purchase:

- 1) Can your facility accommodate a 53 semi truck? \_\_\_\_\_  
A. If not, what size can be accepted? \_\_\_\_\_
- 2) Does your facility have a loading dock? \_\_\_\_\_  
A. If not, will a lift gate be needed? \_\_\_\_\_
- 3) Does your facility require inside delivery? \_\_\_\_\_  
A. If yes, what is the floor number? \_\_\_\_\_  
B. Does your facility have a freight elevator? \_\_\_\_\_  
C. How many doors will the equipment need to go through? \_\_\_\_\_
- 4) Receiving/ Delivery dock Contact Name: \_\_\_\_\_
- 5) Receiving/ Delivery dock Contact Phone #: \_\_\_\_\_

\*\*Please be sure to inspect thoroughly before signing the delivery documents.\*\*



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#	Item Type	Model And Description	Kit Component(s)	Qty	List Price	Contract Price	Unit Price	Total Price
1 *	New	<b>190-TOWER-KIT :</b> CV-190, CLV-190, Convert, Cable		2	\$48,414.50	Not available	\$30,000.00	\$60,000.00
1			: CLV-190 EVIS	2				
1			EXERA III LIGHT					
1			SOURCE					
1			: CV-190 EVIS	2				
1			EXERA III VIDEO					
1			PROCESSOR					
1			: MAJ-1916 CV-190	2				
1			INTERFACE					
1			CONVERT DEVICE					
1			: MAJ-1918	2				
1			REMOTE CABLE					
1			PERIPH DEVICE					
2	New	<b>LMD-X310S :</b> LMD- X310S 31 inch 4K Sony Monitor	1.8M	2	\$14,847.45	12,973.50	\$12,973.50	\$25,947.00
<b>Scopes - Starter Kit Promo</b>								
3 *	New	<b>GIF-H190-QCPSB- KIT :</b> GIF-H190 SCOPE QCP & SMARTBAND		3	\$55,056.80	Not available	\$34,480.35	\$103,441.05
3			: BW-412T DISP	3				
3			COMBO CLEANING					
3			BRUSH					
3			: DISP 3 PC AWS	3				
3			VALVE SET 25/bx					
3			: ENDOJAW AGTR	3				
3			LC W/NDL 2.8mm					
3			230cm 20/bx					
3			: GIF-H190 EVIS	3				
3			EXERA III HDTV					
3			GASTROSCOPE					
3			: HX-202UR.A	3				
3			QUICKCLIPPRO 230					
3			CM 10/BX(EN)					
3			: MAJ-1632 60FR.	3				
3			MOUTHPIECE					
3			: SD-240U-15	3				
3			SNAREMASTER					
3			SOFT 15MM DISP					
3			: SMARTBAND	9				
3			LIGATION KIT					
4 *	New	<b>PCF-H190DL-ECV110</b> : PCF-H190DL KIT SCOPE & ENDOCUFF VISION		5	\$57,344.00	Not available	\$37,314.00	\$186,570.00
4			: Endocuff Vision	50				
4			Med Blue I.D. 11.0					
4			8/bx					
4			: PCF-H190DL W/	5				
4			SCOPEGUIDE					
5 *	New	<b>BF-P190-STARTER2 :</b> BF-P190L KIT SCOPE AND DEVICES		1	\$45,895.20	Not available	\$26,681.00	\$26,681.00
5			: BC-202D-2010 DISP	2				
5			CYTO BRUSH					
5			2.0MM CH					
5			: BC-202D-3010 DISP	2				

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#	Item Type	Model And Description	Kit Component(s)	Qty	List Price	Contract Price	Unit Price	Total Price
5			CYTO BRUSH 2.0MM CH	1				
5			: BF-P190 EVIS EXERA III SLIM BRONCH 4.1MM	1				
5			: BW-411B DISP COMBO CLEANING BRUSH	1				
5			: FB-211D.A DISP BIOP FOR ALLGTR JAW 2.0MM	1				
5			: FB-231D.A DISP BIOP FRCPS OVAL CUP 2.0MM	1				
5			: K-201 GSK 2.0MM CH SET:	2				
5			GS,FCSP,CYT BRSH : PERIVIEW FLEX TBNA NDL 21G 4/bx	1				
6 *	New	<b>BF-1TH190- STARTER- : BF- 1TH190-STARTER- KIT BF-1TH190 W STARTE</b>		1	\$44,737.20	Not available	\$28,575.00	\$28,575.00
6			: BC-202D-2010 DISP CYTO BRUSH 2.0MM CH	2				
6			: BC-202D-3010 DISP CYTO BRUSH 2.0MM CH	2				
6			: BF-1TH190 EEIII HD THERAPEUTIC BRONCH W	1				
6			: BW-411B DISP COMBO CLEANING BRUSH	1				
6			: FB-211D.A DISP BIOP FOR ALLGTR JAW 2.0MM	1				
6			: FB-231D.A DISP BIOP FRCPS OVAL CUP 2.0MM	1				
<b>Sub Total</b>								<b>\$345,267.05</b>
19	New	<b>OEP-5 : OEP-5 HD OLYMPUS PRINTER</b>		1	\$10,500.00	8,878.39	\$8,878.39	\$8,878.39
20	New	<b>K10021769 : K10021769 WM-NP2 GI CO2 STANDARD SET</b>		1	\$6,250.00	5,693.01	\$5,693.01	\$5,693.01
21 *	New	<b>OL-0015-10 : TALL HEAVY ROLL STAND FOR 32" MONITOR LM</b>		1	\$1,630.00	Not available	\$1,260.00	\$1,260.00
Page 72 of 211								
<b>CO2</b>								
22	New	<b>UCR : UCR ENDOSCOPIC CO2 REGULATION UNIT</b>		2	\$8,116.40	5,431.80	\$5,431.80	\$10,863.60
<b>Sub Total</b>								<b>\$10,863.60</b>
25	New	<b>FB-24U-1 : FB-24U-1 BIOP FORCEPS</b>		4	\$557.00	427.72	\$427.72	\$1,710.88



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#	Item Type	Model And Description	Kit Component(s)	Qty	List Price	Contract Price	Unit Price	Total Price
		FENEST ELONG						

\* DENOTES OPEN MARKET ITEM

Pricing may be based on a local agreement or the following contract(s):

Intalere VQ08800 GI T1

Intalere VQ08800 Srg T1

Intalere VQ08800 ET Dsp T1

Trade-In Terms and Conditions (If Applicable)

Trade-In equipment must originate from the facility purchasing the new equipment and must have original serial number tags intact.

Trade-In credits are offered exclusively on a one-for-one basis toward the simultaneous purchase of a like-kind product from any product category (i.e. video/fiber GI, SIG, Pulmonary, ENT, Intubation) and listed in or identified under the quoted products section. Olympus reserves the right in its sole discretion to make the final determination of what constitutes like-kind product categories.

Trade-In credits will be issued to the customer facility upon Olympus receipt and inspection of the Trade-In equipment to verify its condition and value. Trade-In equipment must be received by the Olympus facility in San Jose, CA within 30 days from the customers receipt of the like-kind product. Olympus reserves the right to cancel the associated credits to the customer if the Trade-In equipment is not received within the 30-day timeframe.

Trade-In equipment will be accepted by Olympus for credit only, and under no circumstances will Trade-In equipment be exchanged for cash.

Olympus reserves the right to modify the list of qualified models for trade-in or the stated value for any qualified model from time to time, based on then current market conditions and needs. Trade-in values are valid until the expiration date of this quote.

#	Item Type	Model and Description	Serial Number	Qty	List Price	Contract Price	Unit Price	Total Price
7 *	Trade-In - Olympus	CV-180 : CV-180 EVIS EXERA II VIDEO PROCESSOR	7982138	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)
8 *	Trade-In - Olympus	CLV-180 : CLV-180 EVIS EXERA II LIGHT SOURCE	7901256	1	\$(4,000.00)	Not available	\$(4,000.00)	\$(4,000.00)
9 *	Trade-In - Olympus	CV-180 : CV-180 EVIS EXERA II VIDEO PROCESSOR	7643963	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)
10 *	Trade-In - Olympus	CLV-180 : CLV-180 EVIS EXERA II LIGHT SOURCE	7603912	1	\$(4,000.00)	Not available	\$(4,000.00)	\$(4,000.00)
11 *	Trade-In - Olympus	GIF-H180 : GIF-H180 HDTV NBI GASTROVIDEOSC OPE	2901255	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)
12 *	Trade-In - Olympus	GIF-H180J : GIF-H180J GASTROSCOPE HDTV, WATER JET	2002345	1	\$(8,000.00)	Not available	\$(8,000.00)	\$(8,000.00)

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TEL: (800) 848-9024  
FAX: (800) 228-4963  
john.shafter@olympus.com  
www.olympusamerica.com

Quote Number: Q-00676428

Please refer to this number on all correspondence

Effective Date: February 14, 2019

Expiration Date: March 29, 2019

13 *	Trade-In - Olympus	<b>GIF-H180J</b> : GIF-H180J GASTROSCOPE HDTV, WATER JET	2102508	1	\$(8,000.00)	Not available	\$(8,000.00)	\$(8,000.00)
14 *	Trade-In - Olympus	<b>GIF-H180J</b> : GIF-H180J GASTROSCOPE HDTV, WATER JET	2102528	1	\$(8,000.00)	Not available	\$(8,000.00)	\$(8,000.00)
15 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2003195	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
16 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2909517	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
17 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2908446	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
18 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2003462	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
23 *	Trade-In - Olympus	<b>BF-160</b> : BF-160 EVIS EXERA BRONCHOSCOPE	1110724	1	\$(2,500.00)	Not available	\$(2,500.00)	\$(2,500.00)
24 *	Trade-In - Olympus	<b>BF-1T180</b> : BF-1T180 VIDEOSCOPE 6.0MM DIA 3.0MM CH	2244661	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)

**MEM HOSP OF SWEETWATER CNTY**

Total List Price: \$705,887.50  
(Before Trade-Ins)

Signature: \_\_\_\_\_

Total Net Price: \$459,619.93  
(Before Trade-Ins)

Name: \_\_\_\_\_

Total Trade-In Value: \$(100,500.00)

Title: \_\_\_\_\_

Sub Total: \$359,119.93

Effective Date: \_\_\_\_\_

Freight: Page 74 of 211

Purchase Order #: \_\_\_\_\_

Third Party Shipper \$0.00

Grand Total: \$359,119.93

- I. Olympus Standard Terms and Conditions apply to this quote, unless otherwise mutually agreed upon in writing
- II. Errors & Omissions Excepted. Price quotes and the total package prices are for the quoted items only.
- III. Changes and additions to, or deletions from this quote may cause pricing adjustments.
- IV. Service manuals and additional operator manuals are not included and may be ordered by contacting the Customer Care Center at (800) 848 9024.



Olympus America Inc.  
3500 Corporate Parkway  
P.O. BOX 610  
Center Valley, PA 18034-0610  
TEL: (800) 848-9024  
FAX: (800) 228-4963  
john.shafter@olympus.com  
www.olympusamerica.com

Quote Number: Q-00676428

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- V. If freight charge is included, the freight charge may not necessarily reflect the exact charge paid by Olympus to the carrier due to the volume incentive discount agreements entered into between Olympus and carrier, unless otherwise mutually agreed upon in writing.

**Based on the products purchased, the following terms may apply:**

- I. ET1457 promotional kit: This package pricing is contingent upon product availability and on customer's purchase of all items included in the package. Return of any products under the promotion package pricing may increase the price for the other items purchased under the promotion package pricing. Promotion is subject to termination at any time.
- II. Certified Pre Owned promotional MP1752 This promotional package must be purchased in conjunction with the BTTF5 promotional package. Return of any items within this promotional package may trigger pricing changes to the remaining items. Promotion is subject to termination at any time.
- III. Quotes containing the following item numbers or promotional discount codes are eligible for the 160 Service Contract Upgrade Promotion (GIF-H180J-160SVCT, GIF-H180-160SVCT, GIF-Q180-160SVCT, CF-H180AL-160SVCT, CF-Q180AL-160SVCT, PCF-H180AL-160SVCT, PCF-Q180AL-160SVCT, and 160 to 190 Customer Loyalty). In order to receive the benefit of this promotion, customers must have an active service agreement which covers a corresponding like-type 160 generation endoscope. By accepting this promotional offer, Customer acknowledges and agrees that any applicable trade-in 160 scopes will be removed from their service agreement and replaced with a corresponding like-type promotional 180 or 190 generation endoscope ("Replacement Scope"). Once the Replacement Scope is shipped, Olympus will send Customer notification of the updated service agreement. Except as specifically modified by the above, the terms and conditions of the service agreement remain in full force and effect.
- IV. ScopeLocker storage product: Please take note of the ScopeLocker's specifications and dimensions and carefully measured the space where the ScopeLocker will be installed to ensure a good and proper fit. By submitting payment and/or a purchase order for any ScopeLocker, customer acknowledges and agrees that Olympus' standard return goods policy does not apply. ScopeLockers may only be returned if they have been delivered to the customer damaged. Customer is responsible for noting and reporting any external shipping damage prior to signing the carrier's receipt form for the ScopeLocker. Once customer signs the carrier's receipt form for the ScopeLocker, it is understood that the customer has inspected the shipment and has found no evidence of external shipping damage. Customer has seven (7) days after customer's receipt of the ScopeLocker to notify Olympus of any internal shipping damage which was undetectable at time of product receipt. Only returns with a valid Return Merchandise Authorization ("RMA") number issued by Olympus will be accepted and eligible for return. All authorized returns must be sent prepaid to Olympus or its designee and the RMA number must be prominently displayed on the shipping carton and all paperwork. Merchandise returned with proper RMA identification, with all accompanying items and manuals (as shipped to customer), shall be credited at the original customer's purchase price. No returns will be accepted more than 14 days from date of invoice. Credits will be given against customer's account; no cash refunds will be issued.
- V. Used Products: All used products carry a 90 day limited warranty, supplied with your order. These products are designated as 'Used' as the item type.



# Assigned: FY 19 - 32F

## Capital Request

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

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

Department: 631

Submitted by: Alisha Mackie/Deseriee Padilla

Date: 2/7/2019

**Provide a detailed description of the capital expenditure requested:**

Site rite Vision Ultrasound System and PICC placement verification device

**Preferred Vendor:** Bard

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

1. Renovation	\$
2. Equipment	\$ 35125.00
3. Installation	\$ Included
4. Shipping	\$ Included
5. Accessories	\$ Included
6. Training	\$ Included
7. Travel costs	\$ Included
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b>	<b>\$ 35125.00</b>

**Does the requested item:**

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☒ YES ☐ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

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

**Increases/Decreases**

**Budgeted Item:**

Projected Annual Procedures (NEW not existing)

☒ YES ☐ NO

Revenue per procedure

\$

# of bids obtained? 2

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

☐ Copies and/or Summary attached.

**If no other bids obtained, reason:**

Salaries

\$

MedComp 3CG System- summary of equipment attached. Does not include ultrasound transducer or ultrasound and would need to be purchased separately. Phillips Lumify is the ultrasound transducer probe the company had suggested but is not compatible with the IPAD they supply for their equipment. System is also not compatible with current equipment used throughout the hospital (Bard) and would require switching all central line access devices to MedComp equipment. All items would need to be purchased separately and from different manufacturers with varying warranties and coverages.

Benefits

\$

Maintenance

\$

Supplies

\$

**Total Annual Expenses**

\$

**Net Income/(loss) from new service**

\$

## Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations CNO

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

*Kristy Nielson*  
*[Signature]*



## OTHER CONSIDERATIONS

The acquisition of this equipment will offer patients state of the art technology when undergoing vascular access device placement, i.e. picc lines, midlines and IV starts. The benefits of this device include a lower risk of misplacement and in most cases, elimination of a post-procedure x-ray to confirm tip placement. Additionally, the ultrasound system will minimize the need for device manipulation post-placement leading to enhanced patient safety. The break in sterility which typically accompanies device manipulation of a catheter within a patient's body, for mal-positioned catheter tip, can serve as a portal of entry for bacteria, which can lead to a reportable hospital acquired infection.

The ultrasound transducer includes additional controls on the transducer handle which curtails the need to have a second nurse readily available to manipulate the ultrasound monitor, thereby reducing nursing time of a second RN. The 3CG system enables the user to locate, identify, and troubleshoot the vascular access device with increased visualization of tip location. Reduced imaging lessens the load of the imaging department, who often must fit PICC-placement patients into that day's schedule on an emergent basis. This will also reduce medical imaging tech time.

Upon approval, the Foundation has agreed to reimburse the hospital for this purchase.

---

Submitted by: Signature

---

Date



BARD ACCESS SYSTEMS, INC.

605 North 5600 West Salt Lake City, UT 84116

Phone: 801-595-0700 Fax: 801-522-5160

## PRICE QUOTATION

### PRIMARY INFORMATION SUMMARY

DATE: February 7th, 2019

MEMORIAL HOSPITAL/SWEET W

10056068

Dpadilla@sweetwatermemorial.com

dpadilla@sweetwatermemorial.com

1200 COLLEGE DRIVE

ROCK SPRINGS, WY 82901

**Salesperson:**

Randy Ashby

Cell: 303-960-2829

Email: randy.ashby@crbard.com

We are pleased to quote the following, subject to terms herein:

DESCRIPTION	QUANTITY	UNIT PRICE	UNIT FREIGHT	AMOUNT
Medical Equipment Roll Stand (MER) (9770116) Order 9770109 for laptop style ultrasound systems	1	\$2,000.00	\$250.00	\$2,250.00
Sherlock 3CG™ Tip Confirmation System (9770131) This part number includes the sensor ONLY	1	\$6,000.00	\$15.00	\$6,015.00
Site~Rite® Keyboard (9770517) Keyboard	1	\$500.00	\$10.00	\$510.00
Site~Rite 8® Ultrasound System Console (9770600) System includes: Console only (no probe), one year warranty, console, power supply, line cord, and electronic IFU.	1	\$17,500.00	\$50.00	\$17,550.00
SHERLOCK 3CG™ Diamond TCS Activation Key for the Site~Rite® 8 Ultrasound System (9770508) Software Key	1	\$1,785.00	\$0.00	\$1,785.00
Cue™ 20mm Linear Probe (9770603) Cue™ 20mm Linear Probe	1	\$7,000.00	\$15.00	\$7,015.00
			Sales Tax:	\$0.00
Total does not include tax unless otherwise noted			Grand Total:	\$35,125.00

RECOMMENDED PRODUCTS	PRODUCT LINE	UNIT PRICE
Site~Rite 8® Ultrasound System 1-Year Extended Warranty (1001e0155)	Site~Rite 8® Ultrasound System	\$599.00
Site~Rite 8® Ultrasound System 2-Year Extended Warranty (1001e0156)	Site~Rite 8® Ultrasound System	\$999.00
Site~Rite 8® Ultrasound System 3-Year Extended Warranty (1001e0157)	Site~Rite 8® Ultrasound System	\$1,299.00
Silex Wireless Bridge (BASWAN2US1)	Site~Rite 8® Ultrasound System	\$350.00

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PLEASE INCLUDE QUOTE WITH PURCHASE ORDER

Payment Terms: Net 30 days

Prices: in US Dollars

F.O.B: Origin

Quoted price does not include applicable sales tax. The prices and terms of this quotation are in effect for 90 days unless otherwise indicated and are not subject to verbal changes or other agreements unless approved in writing by Bard Access Systems. This quote and any attachments are intended only for the use of those to whom it is addressed and contains information that is CONFIDENTIAL and prohibited from further disclosure under law.

Go wireless with C3 Wave...



The future of ECG  
based tip confirmation.

## ORDERING INFORMATION

CATALOG #	C3 SYSTEM	QTY
MRC3S01US	NAVIGATION SYSTEM WITH IPAD*	1/BOX
MRC3S02US	NAVIGATION SYSTEM WITHOUT IPAD	1/BOX

### Includes:

- |                   |   |
|-------------------|---|
| (1) C3 Manual     | (1) Charger Base                          |
| (1) Power Supply  | (1) Hub                                   |
| (1) ECG Snap Lead | (1) iPad Case (Only for system with iPad) |
| (1) Remote        |   |

CATALOG #	SYSTEM ACCESSORIES	QTY
MRC3S90	PATIENT HUB	1/BOX
MRC3S91	REMOTE	1/BOX
MRC3S92	HUB BATTERY (AAA MEDICAL GRADE)	1/BOX
MRC3S93	LABEL PRINTER	1/BOX
MRC3S95	IPAD CASE (IPAD AIR)	1/BOX
MRC3S96	HUB CHARGER BASE	1/BOX
MRC3S97	REMOTE BATTERY	1/BOX
MRC3S911	IPAD POWER CORD	1/BOX
MRC3S915	C3 WAVE CASE	1/BOX
MRC3S916	POLE MOUNT KIT	1/BOX
MRC3S94	HUB BASE MOUNTING SYSTEM	1/BOX
MRC3S920	HUB POWER CORD	1/BOX
MRC3S921	ECG LEAD SET (USA)	1/BOX
MRC3S914	IPAD COVER (NON-STERILE)	10/BOX

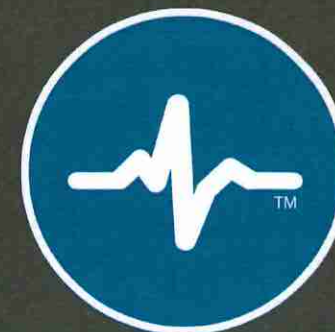
CATALOG #	PROCEDURE ACCESSORIES	QTY
MRC3A000	ECG CABLE ACCESSORY PACK (ECG CLIP, REMOTE COVER & WINDOW DRAPE)	12/BOX
MRC3A001	ELECTRODES & PREP PADS (3 ECG ADHESIVE ELECTRODE & 3 ELECTRODE PREP PADS)	25/BOX
MRC3A003	ECG CABLE ACCESSORY PACK (ECG CLIP & REMOTE COVER)	25/BOX

**medCOMP**

1499 Delp Dr., Harleysville, PA 19438  
P: 215.256.4201 F: 215.256.1787  
www.medcompnet.com

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trademarks of Apple Inc.

PN2606 Rev. B 4/16



# C3 WAVE



**medCOMP**





## C3 WAVE

THE INNOVATORS AT MEDCOMP® are proud to introduce you to the next generation of ECG PICC placement with the C3 Wave. C3 Wave is an easy to use, app-based wireless ECG system designed to free up clinicians hands by removing excess wires and allowing more focus on patient care.

### Features & Benefits

- Easy and intuitive from the very beginning
- Easily correlate catheter depth with P wave activity
- Seamlessly transition between extracavitary and intracavitary waveforms
- Intraprocedural system settings enable a stable and clear waveform
- Capture & compare multiple snapshots
- Store them all, but print or save to EMR only what is necessary



### ECG Based App

Featuring advanced, yet easy-to-use, software.



### Use ECG Wirelessly

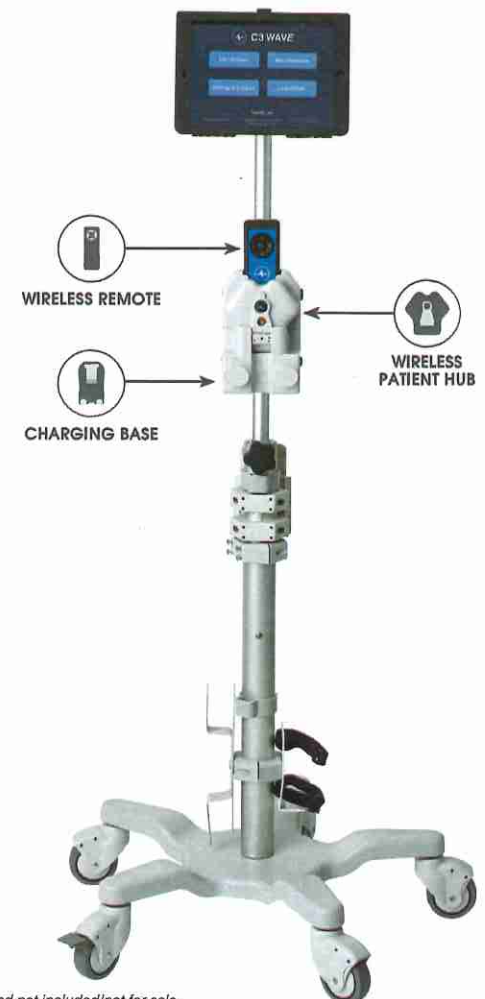
The ECG waveform is wirelessly transmitted to a tablet which allows the operator to view and record changes to the ECG waveform as the tip of the catheter approaches the heart. As the PICC approaches the atrium of the heart, the P wave in the ECG waveform shows substantial changes. This system is designed to aid the visualization of changes in P wave amplitude.



The use of Bluetooth technology eliminates the need to have cables running from the patient to the monitor.

### C3 System Integration

The charging base was designed not only to charge the patient hub, but to offer additional functionality to meet the clinicians' needs. The charging base allows the user to store all wireless components in one location. Depending on preference, the charging base acts as a table top, or mounts to a pole. The two front spools allow the user to wrap the ECG leads when not in use. The remote is propped up to allow the user to easily place it in its sterile cover.



\*Stand not included/not for sale.

Hello Deseriee,

Thank you for expressing interest in Lumify, Philips hand held ultrasound. Below are answers to frequently asked questions that may cover some of your initial inquiries. Also included is pricing on the outright and subscription options. Please let me know if I can provide further support.

**Pricing:**

Lumify is offered on a subscription base model or outright purchase.

**Subscription:**

It is \$199 per month per transducer. \*\*You do have the ability to pre-pay 12 or 24 months in advance for convenience.

- Includes: Transducer, Manufacturer's Warranty, Base App, SW upgrades, Phone Support, Carrying Case

- Damaged Probe Replacements = ~\$5000/ probe

**Additional warranty for subscription:**

There is an extended coverage option which is \$75 monthly per transducer and is available as an add-on to the base subscription.

- Provides coverage for up to 2 probe replacements per year if stolen, lost or damaged.

**Outright Purchase: \*we offer in-house financing**

Pricing (with 45% discount off of list price) will be approximately \$8k per transducer.

- Includes: Transducer, 5 year manufacturer's warranty, Base App, Carrying Case, 5 years of phone tech support, SW Updates for 5 years

**Additional warranty for outright purchase:**

There is an extended coverage option which is offered as an add-on to the purchase price at an additional fee of \$3200 per transducer for a 5 year term. We also offer flexible payment options (monthly, quarterly, annually, up front) and flexible terms. Xtend Premium starts with a minimum term of 2 years and includes options for 3, 4 or 5 years. If interested, please ask for pricing on the alternative terms.

With Xtend Premium coverage, customers are entitled to an exchange of accidentally damaged Lumify transducers (not to exceed 1 transducer replacement per year). Xtend Premium is designed to supplement the basic warranty coverage on a purchased Lumify transducer; it does not cover the replacement of lost or stolen transducers.

Page 81 of 211

**Transducer Options:**

You have the option of the curved, phased or linear transducer.



C5-2 Curved: gallbladder, OB/GYN, abdominal and lung  
L12-4 Linear: soft tissue, vascular, superficial, muscle, lung and MSK  
S4-1 Phased Array: cardiac, abdomen, lung, EFAST, OB/GYN

Export:

Lumify provides export options. You can export exams and images to a DICOM PACS, to a network share, or to a local repository. You can also e-mail images. Supported e-mail applications include Gmail, K-9 Mail, Yahoo, Outlook, and Inbox.

Mounting Solutions:

<https://www.gcx.com/products/medical-devices/philips/#lumify><<https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gcx.com%2Fproducts%2Fmedical-devices%2Fphilips%2F%23lumify&data=01%7C01%7Cwchin%40mednet.ucla.edu%7Cb90dbaa1a7df406cfefa08d48b431d9a%7C39c3716b64714fd5ac04a7dbaa32782b%7C0&sdata=m%2Ft60gJwowQ4fTEAcUcqNlelDhZfW53tVaU6qE3KE%3D&reserved=0>>

Trial (subscription only):

In lieu of a site visit we are offering a 30 day deferred payment promo which allows you 30 days to use Lumify in your real setting to see if it's the right fit. We ship Lumify to you. If it's not the right fit, notify us prior to the 30 days, and we will send you the return labels. You will not be billed. If you decide to keep Lumify, you would continue with your subscription, and after the 30 days you will be billed for that first 30 day period and so forth as this is a deferred payment promo. There is no contract on the monthly subscription so Lumify is returnable at any time.

Have an amazing day!

Brief introduction to Lumify ultrasound solution.

<https://www.youtube.com/watch?v=ny9s6CPrwHI><<https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3Dny9s6CPrwHI&data=01%7C01%7Cwchin%40mednet.ucla.edu%7Cb90dbaa1a7df406cfefa08d48b431d9a%7C39c3716b64714fd5ac04a7dbaa32782b%7C0&sdata=QXyV%2FSXj6v67b4xdfDWP37%2FPfAMkUwsZ7cMtkj3b1Q0%3D&reserved=0>>

Demo of ease-of-use and exceptional image quality

[https://www.youtube.com/watch?v=PI\\_94ThiCJc](https://www.youtube.com/watch?v=PI_94ThiCJc)<[https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DPI\\_94ThiCJc&data=01%7C01%7Cwchin%40mednet.ucla.edu%7Cb90dbaa1a7df406cfefa08d48b431d9a%7C39c3716b64714fd5ac04a7dbaa32782b%7C0&sdata=kVvUT3JvTSh6lpcpN%2F5o0PIppI0qdCwyMo3ih1L%2F8%3D&reserved=0](https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DPI_94ThiCJc&data=01%7C01%7Cwchin%40mednet.ucla.edu%7Cb90dbaa1a7df406cfefa08d48b431d9a%7C39c3716b64714fd5ac04a7dbaa32782b%7C0&sdata=kVvUT3JvTSh6lpcpN%2F5o0PIppI0qdCwyMo3ih1L%2F8%3D&reserved=0)>

Page 82 of 211

Best Regards,

Channa Ramzan

[cid:image001.png@01D3B146.ECADB330]

Lumify Inside Sales Account Manager

Direct Line: (425) 487-8183

Cell: (425) 419-7963

Email: [Channa.Ramzan@Philips.com](mailto:Channa.Ramzan@Philips.com)<<mailto:Channa.Ramzan@Philips.com>>

<http://www.philips.com><<http://www.philips.com/>>

Philips Healthcare North America

22100 Bothell Everett Highway MS 718

Bothell, WA 98021

[[cid:image005.jpg@01CEE6B0.CA19BCC0](#)][[cid:image002.png@01D2C968.83CF2C20](#)]



# February Finance & Audit Committee meeting

%date

Classrooms



## Meeting Book - February Finance & Audit Committee meeting

### Agenda

#### Agenda

Agenda Finance Comm February 27, 2019.docx

#### I. Call Meeting to Order

Marty  
Kelsey  
Marty  
Kelsey

#### II. Approve Meeting Minutes

Finance and Audit Comm Minutes January 30 2019 Draft.doc

#### III. Capital Requests FY19

Marty  
Kelsey

CAPITAL REQUESTS February 27.xls

FY19-30.pdf

FY19-31.pdf

FY19-32 Foundation.pdf

19 CAPITAL-Jan.pdf

Capital Priority by Quarter1-Jan.pdf

#### IV. Financial Report

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

Tami Love

##### 1. Financial reports and Narratives

Tami Love

NARRATIVE TO JANUARY 2019 FINANCIALS.doc

FY19 FINANCIALS COMBINED- Jan 2019.pdf

FY19 Other Operating Revenue Detail-Jan.pdf

CLINIC NARRATIVE JANUARY 2019 FINANCIALS.doc

FY19 FINANCIALS CLINIC -Jan 2019.pdf

Key Financial Ratio Definitions.pdf

19 Board Graphs Jan.pdf

19 MHSC STATISTICS-Jan.pdf

19 FTE REPORT - 020319.pdf

19 PAYOR MIX-JAN.pdf

Days in AR-Jan.pdf

19 BOARD LEGAL EXPENSE HISTORY-JAN.pdf

19 Cash Disbursements-Jan.pdf

Investment Summary January 31 2019.pdf

##### 2. Budget Adherence

Tami Love

##### B. Other Business

1. Preliminary Bad Debt

Ron  
Cheese  
Ron  
Cheese

2. County Title 25 and Maintenance Voucher

FY19 County Maintenance & Title 25 Voucher-Jan.pdf

3. Other Reports

Building and Grounds - Feb.doc

IT Report fo Finance February 2019.docx

V. Old Business

VI. New Business

A. Financial Forum Discussions

Marty  
Kelsey  
Marty  
Kelsey

VII. Adjournment

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

**Wednesday ~ February 27, 2019**

**4:00 p.m.**

**Classrooms 1 & 2**

**Voting Members:**

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

**Non-Voting Members:**

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

**Guests:**

Jeff Smith, Commission  
Alisha Mackie

Jim Horan

Leslie Taylor

- |  |              |
|--|--------------|
| I. Call Meeting to Order                           | Marty Kelsey |
| II. Approve January 30, 2019 Meeting Minutes       | Marty Kelsey |
| III. Capital Requests FY 19                        | Marty Kelsey |
| IV. Financial Report                               |              |
| A. Monthly Financial Statements & Statistical Data |              |
| 1. Narratives                                      | Tami Love    |
| 2. Budget Adherence                                | Tami Love    |
| B. Other Business                                  |              |
| 1. Preliminary Bad Debt                            | Ron Cheese   |
| 2. Title 25 County Voucher                         | Ron Cheese   |
| VII. Old Business                                  |              |
| A. Title 25 Update                                 | Ron Cheese   |
| VIII. New Business                                 |              |
| A. Financial Forum Discussion                      | Marty Kelsey |
| IX. Adjournment                                    | Marty Kelsey |

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## Finance & Audit Committee Meeting

January 30, 2019

### Voting Members Present:

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

### Non-Voting Members Present:

Mr. Ron Cheese, *Director of Patient Financial Services*  
Dr. Kristy Nielson, *CNO*  
Mr. Rich Tyler, *Director of Information Technology*  
Ms. Angel Bennet, *Director of Materials*

### Non-Voting Members Absent:

Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*  
Ms. Kari Quickenden, *CCO*  
Dr. Augusto Jamias  
Dr. Larry Lauridsen

### Guests:

Ms. Leslie Taylor, *Clinic Director*  
Mr. Jeff Smith, *Sweetwater Board of County  
Commissioners Liaison*

### **Call Meeting to Order**

Mr. Kelsey called the meeting to order.

### **Approve Meeting Minutes**

A motion to approve the meeting minutes of December 19, 2018 as presented was made by Mr. Jones; second by Ms. Love. Motion carried.

### **Capital Requests**

Ms. Hamblin explained capital request FY 19-27 for the Muse Cardiology System. She explained it would eliminate input into several systems and allow viewing of the EKG and stress tests from anywhere. The motion to approve the request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Mr. Tyler presented FY 19-28 for the replacement of Core network switches for IT. He explained that the switches are at their end-of-life. The motion to approve the request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Ms. Love brought back a revised contract from S&B Engineering as requested for the Central Plant Upgrade FY 19-24. The motion to approve the request for 8.5% of the engineering fees to forward to the full Board was made by Mr. Jones; second by Ms. Love. Motion carried.

## **Financial Report**

### Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narratives included in the meeting packet. Mr. Jones noted the significant improvements in the Clinic. Ms. Taylor said that primary care visits are a little down in January probably due to a slow on-set of the flu. Ms. Kelsey asked that a 'type' column be added to the new investment report.

### Other Business

Mr. Cheese distributed the potential bad debt information for review.

## **New Business**

### Financial Forum Discussion

Mr. Kelsey said that he had three topics he wanted to discuss. The first topic being an update on the Title 25 case. Mr. Cheese reported on Title 25. He reported that the state is now paying on Title 25 cases, but we are not receiving the amount that we have received in the past. We have had to add a CPT code to ER levels. He has a few accounts that he is submitting and watching through the whole process to see how they will pay. Mr. Cheese said he would continue to update the committee monthly.

Mr. Kelsey asked for an update on the carry-over of funds from the County. Ms. Love reported that we had received a \$1 million check this week from the County. Ms. Richardson said that they would meet with the Commissioners to request the carry-over of funds. She would like to create a funded depreciation account to use for maintenance projects. She said she would like to have around \$7 million in the account. The carry-over of funds would help us achieve this. Mr. Kelsey said that this would be hard to achieve with the current timeline barriers. Commissioner Smith agrees, but he is only one of five.

The third topic Mr. Kelsey wanted to discuss was the 6th cent tax. He was wondering if anyone had seen any legislation filed regarding this. He mentioned how Commissioner Kolb had alerted us that cities were possibly going to lobby on their own. This would hurt our chances of receiving the 6<sup>th</sup> cent tax again. He suggested to check the state website and try to find any information on this.

With no further business, the meeting adjourned at 5:13 PM.

*Submitted by Jan Layne*

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

WEDNESDAY ~ FEBRUARY 27, 2019

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2019 APPROVED BUDGET	REMAINING YTD BALANCE
As of January 2019		1,295,030.00	-	3,000,000.00	1,704,970.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	CAPITAL AMOUNT TO BE APPROVED	MAINTENANCE SUPPORT COSTS	FREIGHT COSTS	TOTAL AMOUNT	COMMENTS
FY19-30	Endoscopic System Alicia Mackie	359,119.93	-	-	459,619.93	
FY19-31	Stryker surgical monitor for new endoscopic system Alicia Mackie	13,598.91			13,598.91	
FY19-32	Vision Ultrasound System and PICC placement device Kristy Nielson	35,125.00			35,125.00	
TOTAL AMOUNT REQUESTED		407,843.84	-	-	508,343.84	

		<b># Assigned: FY 19 -30</b>
<b>Capital Request</b>		
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
<b>Department:</b> Surgical Services	<b>Submitted by:</b> Alisha Mackie	<b>Date:</b> 2/7/2019
<b>Provide a detailed description of the capital expenditure requested:</b> Endoscopic System - Colonoscopes, EGD scopes, Bronchoscopes and video equipment		
<b>Preferred Vendor:</b> Olympus		
<b>Total estimated cost of project</b> (Check all required components and list related expense)		
1. Renovation	\$	
2. Equipment	\$	459,619.93
3. Installation	\$	
4. Shipping	\$	
5. Accessories	\$	
6. Training	\$	
7. Travel costs	\$	
8. Other e.g. interfaces	\$	-100,500.00 Trade In
<b>Total Costs (add 1-8)</b>		\$ 359,119.93
<b>Does the requested item:</b>		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
<b>Annualized impact on operations (if applicable):</b>		<b>Budgeted Item:</b>
<b>Increases/Decreases</b>		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? <u>1</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. <b>If no other bids obtained, reason:</b> All of our other scopes (ie. bronchoscope, fiberoptic intubation scopes, choledochoscope, flexible cystoscopes and ureterscopes are all Olympus, so we want to stick with this brand to ensure compatibility across our instruments
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
<b>Total Annual Expenses</b>	\$	
<b>Net Income/(loss) from new service</b>	\$	
<b>Review and Approvals</b>		
Submitted by: Alisha Mackie	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations <i>CNO</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

#### OTHER CONSIDERATIONS

Our current endoscopes are at end of life use. Our most current colonoscopes, gastroscopes and video equipment were purchased in 2010 and 2012. The replacement age recommended by Olympus is 5 years. We depreciate these scopes with a useful life of 3 years per AHA guidelines.

There is new technology available that makes advancing the scope through the colon easier, provides a higher quality image and improves still pictures, and enhances cleaning processes due to a closed water tight seal system. These all affect patient safety and patient comfort.

Colonscopes and EGD scopes are used by general surgeons in the majority of their cases. General surgery enterprise revenue is projecting to \$12.4 million for fiscal year 2019. New bronchoscopes are smaller and will be used by pulmonology, respiratory and anesthesia for easier intubations and pediatric patients.

Olympus is the preferred vendor as these scopes are compatible with our current sterilization equipment.

\_\_\_\_\_  
Submitted by: Signature

\_\_\_\_\_  
Date





Olympus America Inc.  
3500 Corporate Parkway  
P.O. BOX 610  
Center Valley, PA 18034-0610  
TEL: (800) 848-9024  
FAX: (800) 228-4963  
john.shafter@olympus.com  
www.olympusamerica.com

Quote Number: Q-00676428

Please refer to this number on all correspondence

Effective Date: February 14, 2019

Expiration Date: March 29, 2019

Dear Brooke Yarber

Thank you for providing Olympus America Inc. the opportunity to prepare quotation #Q-00676428 with solutions to meet your requirements. We are available to discuss the details of this quotation and answer any questions you have so that we may proceed with placing an order as soon as you are ready.

Olympus is fully committed to partnering with you to help meet the changing needs of your facility(ies). Together we can achieve the "triple aim" of Affordable Care to improve the quality of care, enhance patient satisfaction and reduce the total cost of healthcare.

In addition, as an enhancement to our systems, your Olympus account number below can now be used to order any Olympus products. Please reference this account number when conducting business with us:

Account Number: 20009731

We are truly excited about our future together and believe that our world-class medical technology and unparalleled service will help you meet your objectives, such as improving the lives of your patients and realizing benefits for your healthcare professionals.

Again, we thank you for your interest in Olympus' products and services. Please do not hesitate to contact me or our Customer Service team regarding this quotation or any of our quality products and services.

Sincerely,

John Shafter

Email: john.shafter@olympus.com

Phone: (720) 441-8789

Fax: (800) 228-4963

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**Customer Information**

**Olympus Information**



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Contact Name: Brooke Yarber

Contact Email: byarber@sweetwatermemorial.com

Account Name: MEM HOSP OF SWEETWATER CNTY

Customer Address: 1200 COLLEGE DR  
ROCK SPRINGS, Wyoming  
82901-5868

Customer Number: 20009731  
(Sold To)

Representative: John Shafter

Phone: (720) 441-8789

Email: john.shafter@olympus.com

Cage code: 32212

DUNS#: 017018859

Tax ID: 11-2416961

Payment Terms: Net 30 subject to Olympus credit approval

F.O.B.: Shipping point, unless otherwise mutually agreed  
upon in writing

Tax: Applicable taxes are not included in this quote and  
are the responsibility of the customer

Freight Term: Third Party Shipper

### Comments

PRICING FOR THE FOLLOWING KIT REFLECTS PROMOTIONAL PACKAGE PRICING. AVAILABILITY OF THIS PACKAGE PRICING IS CONTINGENT UPON PRODUCT AVAILABILITY AT THE TIME OF ORDER AND ON CUSTOMER'S PURCHASE OF ALL ITEMS INCLUDED IN THE KIT. TO RECEIVE CREDIT FOR RETURNED ITEMS, ALL OF THE ITEMS WITHIN THE KIT MUST BE RETURNED. PROMOTION IS SUBJECT TO TERMINATION AT ANY TIME.

BF-1TH190-STARTER- \*\*\* PRICING FOR THE FOLLOWING KIT REFLECTS PROMOTIONAL PACKAGE PRICING. AVAILABILITY OF THIS PACKAGE PRICING IS CONTINGENT UPON PRODUCT AVAILABILITY AT THE TIME OF ORDER AND ON CUSTOMER'S PURCHASE OF ALL ITEMS INCLUDED IN THE KIT. TO RECEIVE CREDIT FOR RETURNED ITEMS, ALL OF THE ITEMS WITHIN THE KIT MUST BE RETURNED. PROMOTION IS SUBJECT TO TERMINATION AT ANY TIME. \*\*\*

To ensure proper shipping, please provide the following information on your Purchase Order at the time of purchase:

- 1) Can your facility accommodate a 53 semi truck? \_\_\_\_\_  
A. If not, what size can be accepted? \_\_\_\_\_
- 2) Does your facility have a loading dock? \_\_\_\_\_  
A. If not, will a lift gate be needed? \_\_\_\_\_
- 3) Does your facility require inside delivery? \_\_\_\_\_  
A. If yes, what is the floor number? \_\_\_\_\_  
B. Does your facility have a freight elevator? \_\_\_\_\_  
C. How many doors will the equipment need to go through? \_\_\_\_\_
- 4) Receiving/ Delivery dock Contact Name: \_\_\_\_\_
- 5) Receiving/ Delivery dock Contact Phone #: \_\_\_\_\_

\*\*Please be sure to inspect thoroughly before signing the delivery documents.\*\*



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#	Item Type	Model And Description	Kit Component(s)	Qty	List Price	Contract Price	Unit Price	Total Price
1 *	New	190-TOWER-KIT : CV-190, CLV-190, Convert, Cable		2	\$48,414.50	Not available	\$30,000.00	\$60,000.00
1			: CLV-190 EVIS EXERA III LIGHT SOURCE	2				
1			: CV-190 EVIS EXERA III VIDEO PROCESSOR	2				
1			: MAJ-1916 CV-190 INTERFACE CONVERT DEVICE	2				
1			: MAJ-1918 REMOTE CABLE PERIPH DEVICE 1.8M	2				
2	New	LMD-X310S : LMD- X310S 31 inch 4K Sony Monitor		2	\$14,847.45	12,973.50	\$12,973.50	\$25,947.00
Scopes - Starter Kit Promo								
3 *	New	GIF-H190-QCPSB- KIT : GIF-H190 SCOPE QCP & SMARTBAND		3	\$55,056.80	Not available	\$34,480.35	\$103,441.05
3			: BW-412T DISP COMBO CLEANING BRUSH	3				
3			: DISP 3 PC AWS VALVE SET 25/bx	3				
3			: ENDOJAW AGTR LC W/NDL 2.8mm 230cm 20/bx	3				
3			: GIF-H190 EVIS EXERA III HDTV GASTROSCOPE	3				
3			: HX-202UR.A QUICKCLIPPRO 230 CM 10/BX(EN)	3				
3			: MAJ-1632 60FR. MOUTHPIECE	3				
3			: SD-240U-15 SNAREMASTER SOFT 15MM DISP	3				
3			: SMARTBAND LIGATION KIT	9				
4 *	New	PCF-H190DL-ECV110 : PCF-H190DL KIT SCOPE & ENDOCUFF VISION		5	\$57,344.00	Not available	\$37,314.00	\$186,570.00
4			: Endocuff Vision Med Blue I.D. 11.0 8/bx	50				
4			: PCF-H190DL W/ SCOPEGUIDE	5				
5 *	New	BF-P190-STARTER2 : BF-P190L KIT SCOPE AND DEVICES		1	\$45,895.20	Not available	\$26,681.00	\$26,681.00
5			: BC-202D-2010 DISP CYTO BRUSH 2.0MM CH	2				
5			: BC-202D-3010 DISP	2				

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#	Item Type	Model And Description	Kit Component(s)	Qty	List Price	Contract Price	Unit Price	Total Price
5			CYTO BRUSH 2.0MM CH	1				
5			: BF-P190 EVIS EXERA III SLIM BRONCH 4.1MM	1				
5			: BW-411B DISP COMBO CLEANING BRUSH	1				
5			: FB-211D.A DISP BIOP FOR ALLGTR JAW 2.0MM	1				
5			: FB-231D.A DISP BIOP FRCPS OVAL CUP 2.0MM	1				
5			: K-201 GSK 2.0MM CH SET:	2				
5			GS,FCSP,CYT BRSH : PERIVIEW FLEX	1				
6 *	New	BF-1TH190- STARTER- : BF- 1TH190-STARTER- KIT BF-1TH190 W STARTE	TBNA NDL 21G 4/bx	1	\$44,737.20	Not available	\$28,575.00	\$28,575.00
6			: BC-202D-2010 DISP CYTO BRUSH 2.0MM CH	2				
6			: BC-202D-3010 DISP CYTO BRUSH 2.0MM CH	2				
6			: BF-1TH190 EEIII HD THERAPEUTIC BRONCH W	1				
6			: BW-411B DISP COMBO CLEANING BRUSH	1				
6			: FB-211D.A DISP BIOP FOR ALLGTR JAW 2.0MM	1				
6			: FB-231D.A DISP BIOP FRCPS OVAL CUP 2.0MM	1				
							<b>Sub Total</b>	<b>\$345,267.05</b>
19	New	OEP-5 : OEP-5 HD OLYMPUS PRINTER		1	\$10,500.00	8,878.39	\$8,878.39	\$8,878.39
20	New	K10021769 : K10021769 WM-NP2 GI CO2 STANDARD SET		1	\$6,250.00	5,693.01	\$5,693.01	\$5,693.01
21 *	New	OL-0015-10 : TALL HEAVY ROLL STAND FOR 32" MONITOR LM		1	\$1,630.00	Not available	\$1,260.00	\$1,260.00
Page 96 of 211								
CO2								
22	New	UCR : UCR ENDOSCOPIC CO2 REGULATION UNIT		2	\$8,116.40	5,431.80	\$5,431.80	\$10,863.60
							<b>Sub Total</b>	<b>\$10,863.60</b>
25	New	FB-24U-1 : FB-24U-1 BIOP FORCEPS		4	\$557.00	427.72	\$427.72	\$1,710.88



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#	Item Type	Model And Description	Kit Component(s)	Qty	List Price	Contract Price	Unit Price	Total Price
		FENEST ELONG						

\* DENOTES OPEN MARKET ITEM

Pricing may be based on a local agreement or the following contract(s):

Intalere VQ08800 GI T1

Intalere VQ08800 Srg T1

Intalere VQ08800 ET Dsp T1

#### Trade-In Terms and Conditions (If Applicable)

Trade-In equipment must originate from the facility purchasing the new equipment and must have original serial number tags intact.

Trade-In credits are offered exclusively on a one-for-one basis toward the simultaneous purchase of a like-kind product from any product category (i.e. video/fiber GI, SIG, Pulmonary, ENT, Intubation) and listed in or identified under the quoted products section. Olympus reserves the right in its sole discretion to make the final determination of what constitutes like-kind product categories.

Trade-In credits will be issued to the customer facility upon Olympus receipt and inspection of the Trade-In equipment to verify its condition and value. Trade-In equipment must be received by the Olympus facility in San Jose, CA within 30 days from the customers receipt of the like-kind product. Olympus reserves the right to cancel the associated credits to the customer if the Trade-In equipment is not received within the 30-day timeframe.

Trade-In equipment will be accepted by Olympus for credit only, and under no circumstances will Trade-In equipment be exchanged for cash.

Olympus reserves the right to modify the list of qualified models for trade-in or the stated value for any qualified model from time to time, based on then current market conditions and needs. Trade-in values are valid until the expiration date of this quote.

#	Item Type	Model and Description	Serial Number	Qty	List Price	Contract Price	Unit Price	Total Price
7 *	Trade-In - Olympus	CV-180 : CV-180 EVIS EXERA II VIDEO PROCESSOR	7982138	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)
8 *	Trade-In - Olympus	CLV-180 : CLV-180 EVIS EXERA II LIGHT SOURCE	7901256	1	\$(4,000.00)	Not available	\$(4,000.00)	\$(4,000.00)
9 *	Trade-In - Olympus	CV-180 : CV-180 EVIS EXERA II VIDEO PROCESSOR	7643963	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)
10 *	Trade-In - Olympus	CLV-180 : CLV-180 EVIS EXERA II LIGHT SOURCE	7603912	1	\$(4,000.00)	Not available	\$(4,000.00)	\$(4,000.00)
11 *	Trade-In - Olympus	GIF-H180 : GIF-H180 HDTV NBI GASTROVIDEOSCOPE	2901255	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)
12 *	Trade-In - Olympus	GIF-H180J : GIF-H180J GASTROSCOPE HDTV, WATER JET	2002345	1	\$(8,000.00)	Not available	\$(8,000.00)	\$(8,000.00)

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13 *	Trade-In - Olympus	<b>GIF-H180J</b> : GIF-H180J GASTROSCOPE HDTV, WATER JET	2102508	1	\$(8,000.00)	Not available	\$(8,000.00)	\$(8,000.00)
14 *	Trade-In - Olympus	<b>GIF-H180J</b> : GIF-H180J GASTROSCOPE HDTV, WATER JET	2102528	1	\$(8,000.00)	Not available	\$(8,000.00)	\$(8,000.00)
15 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2003195	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
16 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2909517	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
17 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2908446	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
18 *	Trade-In - Olympus	<b>CF-H180AL</b> : CF-H180AL EVIS EXERA II HD COLONOSCOPE	2003462	1	\$(9,000.00)	Not available	\$(9,000.00)	\$(9,000.00)
23 *	Trade-In - Olympus	<b>BF-160</b> : BF-160 EVIS EXERA BRONCHOSCOPE	1110724	1	\$(2,500.00)	Not available	\$(2,500.00)	\$(2,500.00)
24 *	Trade-In - Olympus	<b>BF-1T180</b> : BF-1T180 VIDEOSCOPE 6.0MM DIA 3.0MM CH	2244661	1	\$(7,500.00)	Not available	\$(7,500.00)	\$(7,500.00)

**MEM HOSP OF SWEETWATER CNTY**

Total List Price: \$705,887.50  
(Before Trade-Ins)

Signature: \_\_\_\_\_

Total Net Price: \$459,619.93  
(Before Trade-Ins)

Name: \_\_\_\_\_

Total Trade-In Value: \$(100,500.00)

Title: \_\_\_\_\_

Sub Total: \$359,119.93

Effective Date: \_\_\_\_\_

Freight: \$0.00

Purchase Order #: \_\_\_\_\_

Third Party Shipper

Grand Total: \$359,119.93

- I. Olympus Standard Terms and Conditions apply to this quote, unless otherwise mutually agreed upon in writing  
II. Errors & Omissions Excepted. Price quotes and the total package prices are for the quoted items only.  
III. Changes and additions to, or deletions from this quote may cause pricing adjustments.  
IV. Service manuals and additional operator manuals are not included and may be ordered by contacting the Customer Care Center at (800) 848 9024.



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- V. If freight charge is included, the freight charge may not necessarily reflect the exact charge paid by Olympus to the carrier due to the volume incentive discount agreements entered into between Olympus and carrier, unless otherwise mutually agreed upon in writing.

**Based on the products purchased, the following terms may apply:**

- I. ET1457 promotional kit: This package pricing is contingent upon product availability and on customer's purchase of all items included in the package. Return of any products under the promotion package pricing may increase the price for the other items purchased under the promotion package pricing. Promotion is subject to termination at any time.
- II. Certified Pre Owned promotional MP1752 This promotional package must be purchased in conjunction with the BTTF5 promotional package. Return of any items within this promotional package may trigger pricing changes to the remaining items. Promotion is subject to termination at any time.
- III. Quotes containing the following item numbers or promotional discount codes are eligible for the 160 Service Contract Upgrade Promotion (GIF-H180J-160SVCT, GIF-H180-160SVCT, GIF-Q180-160SVCT, CF-H180AL-160SVCT, CF-Q180AL-160SVCT, PCF-H180AL-160SVCT, PCF-Q180AL-160SVCT, and 160 to 190 Customer Loyalty). In order to receive the benefit of this promotion, customers must have an active service agreement which covers a corresponding like-type 160 generation endoscope. By accepting this promotional offer, Customer acknowledges and agrees that any applicable trade-in 160 scopes will be removed from their service agreement and replaced with a corresponding like-type promotional 180 or 190 generation endoscope ("Replacement Scope"). Once the Replacement Scope is shipped, Olympus will send Customer notification of the updated service agreement. Except as specifically modified by the above, the terms and conditions of the service agreement remain in full force and effect.
- IV. ScopeLocker storage product: Please take note of the ScopeLocker's specifications and dimensions and carefully measured the space where the ScopeLocker will be installed to ensure a good and proper fit. By submitting payment and/or a purchase order for any ScopeLocker, customer acknowledges and agrees that Olympus' standard return goods policy does not apply. ScopeLockers may only be returned if they have been delivered to the customer damaged. Customer is responsible for noting and reporting any external shipping damage prior to signing the carrier's receipt form for the ScopeLocker. Once customer signs the carrier's receipt form for the ScopeLocker, it is understood that the customer has inspected the shipment and has found no evidence of external shipping damage. Customer has seven (7) days after customer's receipt of the ScopeLocker to notify Olympus of any internal shipping damage which was undetectable at time of product receipt. Only returns with a valid Return Merchandise Authorization ("RMA") number issued by Olympus will be accepted and eligible for return. All authorized returns must be sent prepaid to Olympus or its designee and the RMA number must be prominently displayed on the shipping carton and all paperwork. Merchandise returned with proper RMA identification, with all accompanying items and manuals (as shipped to customer), shall be credited at the original customer's purchase price. No returns will be accepted more than 14 days from date of invoice. Credits will be given against customer's account; no cash refunds will be issued.
- V. Used Products: All used products carry a 90 day limited warranty, supplied with your order. These products are designated as 'Used' as the item type.

# Assigned: FY 19 - 31

## Capital Request

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

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

**Department:** Surgical Services

**Submitted by:** Alisha Mackle

**Date:** 2/7/2019

**Provide a detailed description of the capital expenditure requested:**

Stryker 32" 4K surgical monitor for new endoscopic system

**Preferred Vendor:** Olympus/Stryker

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

1. Renovation	\$
2. Equipment	\$ 13,598.91
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b>	<b>\$ 13,598.91</b>

**Does the requested item:**

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

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

**Increases/Decreases**

Projected Annual Procedures (NEW not existing)

**Budgeted Item:**

☒ YES ☐ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

# of bids obtained? 1

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

☒ Copies and/or Summary attached.

**If no other bids obtained, reason:**

Stryker screen most compatible with existing Berchtold boom arm

**Total Annual Expenses**

\$

**Net Income/(loss) from new service**

\$

## Review and Approvals

Submitted by: Alisha Mackle

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations CNO

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

*Kristy Nielson*



## OTHER CONSIDERATIONS

Our surgeons have requested that a bigger screen be purchased for the mounted boom arm in the endoscopy room (see attached photo). The Olympus Rep told us that it would be better to purchase a monitor from Stryker as they have purchased Berchtold (the brand of the boom arm) and their screen would be more compatible with the Berchtold mounting system. If we purchased a monitor from Olympus the screen would be too heavy for the boom arm weighing it down, frustrating the surgeons and then eventually having to replace the monitor with a Stryker one anyway.

\_\_\_\_\_  
Submitted by: Signature

\_\_\_\_\_  
Date

Stryker Endoscopy  
5900 Optical Court, San Jose, CA 95138  
t: 800 624 4422 f: 800 729 2917  
ELLIOT BILLINGS  
ELLIOT.BILLINGS@STRYKER.COM  
Cell: (208) 403-6042

CUSTOMER'S COPY

**stryker**<sup>®</sup>

32 inch Monitor ENDO ROOM  
1-86QKTH

**PROPOSAL**  
02/11/19

PROPOSAL SUBMITTED TO:  
MEMORIAL HOSP OF SWEETWATER CTY  
19990  
1200 COLLEGE DR  
ROCK SPRINGS, WY 82901

We are pleased to submit our  
quotation on the following  
Stryker Endoscopy products.

Line No.	Part No.	Description	U/M	Qty	List Price	Sell Price	Discount %	Total
1	0240031055	32" 4K SURGICAL DISPLAY 3G-SDI CONVERTER BOX KIT	Each	1	\$28,184.27	\$13,598.91	51.75%	\$13,598.91
					Product Total List Price	\$28,184.27		
					Total Discount	\$14,585.36		
					Total Discount %	51.75%		
					Total	\$13,598.91		

Pricing does not include applicable taxes and shipping.

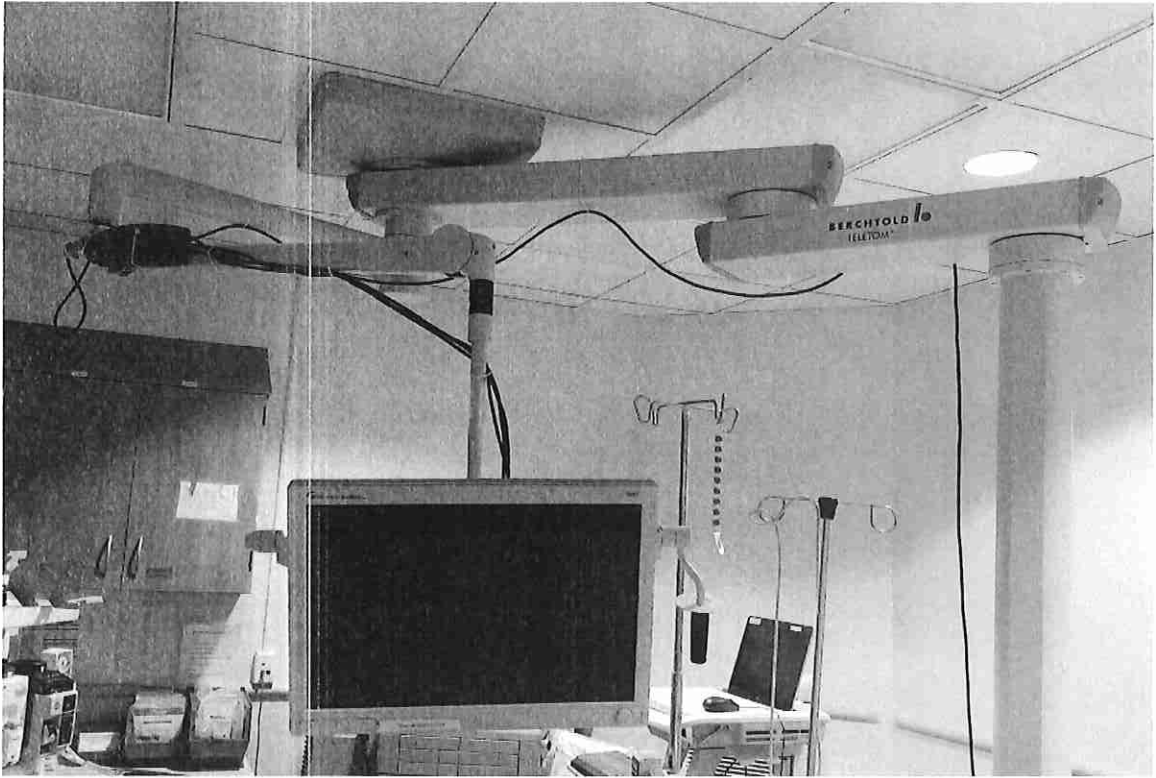
F.O.B.: Shipping Point  
Prices: In effect for 60 days  
Terms: Net 30 Days  
Ask your Stryker Sales Rep about our flexible financing options.

Comments

This pricing is based on distinctive Customer attributes, including but not limited to Customer's size, proximate geographic location, historic purchasing volume, product purchasing mix and length of commitment.

MEDICAL VIDEO | POWERED ARTHROSCOPY INSTRUMENTS | OPTICS & INSTRUMENTS FOR ARTHROSCOPY AND LAPAROSCOPY | FLOURESCENCE IMAGING

THIS SALES PROPOSAL IS THE ENTIRE AGREEMENT BETWEEN THE PARTIES AND IS SUBJECT TO STRYKER'S TERMS OF SALE (FOUND AT [www.stryker.com/en-us/StrykerEndoSalesTerms/index.htm](http://www.stryker.com/en-us/StrykerEndoSalesTerms/index.htm)), WHICH RELATE TO THE SALE AND PURCHASE OF THE PRODUCTS AND SERVICES OF STRYKER ENDOSCOPY, STRYKER COMMUNICATIONS, STRYKER SPORTS MEDICINE, AND STRYKER PROCARE, AND ANY DIFFERENT OR ADDITIONAL TERMS ARTICULATED BY STRYKER HEREIN. NONE OF STRYKER'S TERMS MAY BE REJECTED OR REVOKED BY BUYER WITHOUT THE CONSENT OF STRYKER ENDOSCOPY'S LEGAL TEAM. ADDITIONALLY, ANY DIFFERENT OR ADDITIONAL TERMS ON ANY PURCHASE ORDER OR OTHER DOCUMENT SUBSEQUENTLY SUBMITTED BY BUYER ARE NULL AND VOID UNLESS EXPLICITLY APPROVED BY STRYKER ENDOSCOPY'S LEGAL TEAM. ACCORDINGLY, ACCEPTANCE OF BUYER'S PURCHASE ORDER AND SHIPPING OF STRYKER PRODUCT TO BUYER DOES NOT SERVE AS ACCEPTANCE OF ANY SUCH DIFFERENT OR ADDITIONAL TERMS. IF YOU HAVE ISSUE WITH ANY OF STRYKER'S TERMS OF SALE, PLEASE CONTACT YOUR STRYKER SALES REPRESENTATIVE. BY ACCEPTING THE PRODUCT/S AND/OR SERVICES, YOU ACKNOWLEDGE AND AGREE TO THE FOREGOING.





		<b># Assigned: FY 19 - 32F</b>
<b>Capital Request</b>		
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
<b>Department:</b> 631	<b>Submitted by:</b> Alisha Mackle/Deseriee Padilla	<b>Date:</b> 2/7/2019
<b>Provide a detailed description of the capital expenditure requested:</b> Site rite Vision Ultrasound System and PICC placement verification device		
<b>Preferred Vendor:</b> Bard		
<b>Total estimated cost of project</b> (Check all required components and list related expense)		
1. Renovation	\$	
2. Equipment	\$	35125.00
3. Installation	\$	Included
4. Shipping	\$	Included
5. Accessories	\$	Included
6. Training	\$	Included
7. Travel costs	\$	Included
8. Other e.g. interfaces	\$	
<b>Total Costs (add 1-8)</b>		\$ 35125.00
<b>Does the requested item:</b>		
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
<b>Annualized impact on operations (if applicable):</b>		<b>Budgeted Item:</b>
<b>Increases/Decreases</b>		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? 2
Projected gross revenue	\$	
Projected net revenue	\$	
Projected Additional FTE's		<input type="checkbox"/> Copies and/or Summary attached. <b>If no other bids obtained, reason:</b> MedComp 3CG System- summary of equipment attached. Does not include ultrasound transducer or ultrasound and would need to be purchased separately. Phillips Lumify is the ultrasound transducer probe the company had suggested but is not compatible with the IPAD they supply for their equipment. System is also not compatible with current equipment used throughout the hospital (Bard) and would require switching all central line access devices to MedComp equipment. All items would need to be purchased separately and from different manufacturers with varying warranties and coverages.
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
<b>Total Annual Expenses</b>	\$	
<b>Net Income/(loss) from new service</b>	\$	
<b>Review and Approvals</b>		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations CNO	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

Christy Nielson

[Signature]



## OTHER CONSIDERATIONS

The acquisition of this equipment will offer patients state of the art technology when undergoing vascular access device placement, i.e. picc lines, midlines and IV starts. The benefits of this device include a lower risk of misplacement and in most cases, elimination of a post-procedure x-ray to confirm tip placement. Additionally, the ultrasound system will minimize the need for device manipulation post-placement leading to enhanced patient safety. The break in sterility which typically accompanies device manipulation of a catheter within a patient's body, for mal-positioned catheter tip, can serve as a portal of entry for bacteria, which can lead to a reportable hospital acquired infection.

The ultrasound transducer includes additional controls on the transducer handle which curtails the need to have a second nurse readily available to manipulate the ultrasound monitor, thereby reducing nursing time of a second RN. The 3CG system enables the user to locate, identify, and troubleshoot the vascular access device with increased visualization of tip location. Reduced imaging lessens the load of the imaging department, who often must fit PICC-placement patients into that day's schedule on an emergent basis. This will also reduce medical imaging tech time.

Upon approval, the Foundation has agreed to reimburse the hospital for this purchase.

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Submitted by: Signature

---

Date



BARD ACCESS SYSTEMS, INC.

605 North 5600 West Salt Lake City, UT 84116

Phone: 801-595-0700 Fax: 801-522-5160

## PRICE QUOTATION

### PRIMARY INFORMATION SUMMARY

DATE: February 7th, 2019

MEMORIAL HOSPITAL/SWEET W

10056068

Dpadilla@sweetwatermemorial.com

dpadilla@sweetwatermemorial.com

1200 COLLEGE DRIVE

ROCK SPRINGS, WY 82901

**Salesperson:**

Randy Ashby

Cell: 303-960-2829

Email: randy.ashby@crbard.com

We are pleased to quote the following, subject to terms herein:

DESCRIPTION	QUANTITY	UNIT PRICE	UNIT FREIGHT	AMOUNT
Medical Equipment Roll Stand (MER) (9770116) <i>Order 9770109 for laptop style ultrasound systems</i>	1	\$2,000.00	\$250.00	\$2,250.00
Sherlock 3CG™ Tip Confirmation System (9770131) <i>This part number includes the sensor ONLY</i>	1	\$6,000.00	\$15.00	\$6,015.00
Site~Rite® Keyboard (9770517) <i>Keyboard</i>	1	\$500.00	\$10.00	\$510.00
Site~Rite 8® Ultrasound System Console (9770600) <i>System includes: Console only (no probe), one year warranty, console, power supply, line cord, and electronic IFU.</i>	1	\$17,500.00	\$50.00	\$17,550.00
SHERLOCK 3CG™ Diamond TCS Activation Key for the Site~Rite® 8 Ultrasound System (9770508) <i>Software Key</i>	1	\$1,785.00	\$0.00	\$1,785.00
Cue™ 20mm Linear Probe (9770603) <i>Cue™ 20mm Linear Probe</i>	1	\$7,000.00	\$15.00	\$7,015.00
			Sales Tax:	\$0.00
Total does not include tax unless otherwise noted			Grand Total:	\$35,125.00

**RECOMMENDED PRODUCTS****PRODUCT LINE****UNIT PRICE**

Site~Rite 8® Ultrasound System 1-Year Extended Warranty (1001e0155)	Site~Rite 8® Ultrasound System	\$599.00
Site~Rite 8® Ultrasound System 2-Year Extended Warranty (1001e0156)	Site~Rite 8® Ultrasound System	\$999.00
Site~Rite 8® Ultrasound System 3-Year Extended Warranty (1001e0157)	Site~Rite 8® Ultrasound System	\$1,299.00
Silex Wireless Bridge (BASWAN2US1)	Site~Rite 8® Ultrasound System	\$350.00

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PLEASE INCLUDE QUOTE WITH PURCHASE ORDER

Payment Terms: Net 30 daysPrices: in US DollarsF.O.B.: Origin

Quoted price does not include applicable sales tax. The prices and terms of this quotation are in effect for 90 days unless otherwise indicated and are not subject to verbal changes or other agreements unless approved in writing by Bard Access Systems. This quote and any attachments are intended only for the use of those to whom it is addressed and contains information that is CONFIDENTIAL and prohibited from further disclosure under law.

Go wireless with C3 Wave...



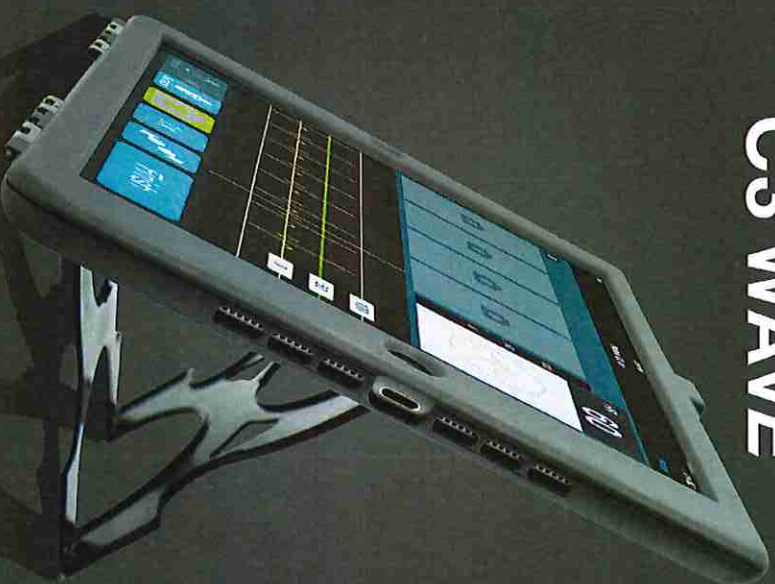
The future of ECG  
based tip confirmation.

## ORDERING INFORMATION

CATALOG #	C3 SYSTEM	QTY
MRC3S01US	NAVIGATION SYSTEM WITH IPAD*	1/BOX
MRC3S02US	NAVIGATION SYSTEM WITHOUT IPAD	1/BOX
Includes:		
(1) C3 Manual		(1) Charger Base
(1) Power Supply		(1) Hub
(1) ECG Snap Lead		(1) iPad Case (Only for system with iPad)
(1) Remote		
CATALOG #	SYSTEM ACCESSORIES	QTY
MRC3S90	PATIENT HUB	1/BOX
MRC3S91	REMOTE	1/BOX
MRC3S92	HUB BATTERY (AAA MEDICAL GRADE)	1/BOX
MRC3S93	LABEL PRINTER	1/BOX
MRC3S95	IPAD CASE (IPAD AIR)	1/BOX
MRC3S96	HUB CHARGER BASE	1/BOX
MRC3S97	REMOTE BATTERY	1/BOX
MRC3S911	IPAD POWER CORD	1/BOX
MRC3S915	C3 WAVE CASE	1/BOX
MRC3S916	POLE MOUNT KIT	1/BOX
MRC3S94	HUB BASE MOUNTING SYSTEM	1/BOX
MRC3S920	HUB POWER CORD	1/BOX
MRC3S921	ECG LEAD SET (USA)	1/BOX
MRC3S914	IPAD COVER (NON-STERILE)	10/BOX
CATALOG #	PROCEDURE ACCESSORIES	QTY
MRC3A000	ECG CABLE ACCESSORY PACK (ECG CLIP, REMOTE COVER & WINDOW DRAPE)	12/BOX
MRC3A001	ELECTRODES & PREP PADS (3 ECG ADHESIVE ELECTRODE & 3 ELECTRODE PREP PADS)	25/BOX
MRC3A003	ECG CABLE ACCESSORY PACK (ECG CLIP & REMOTE COVER)	25/BOX



# C3 WAVE



**medcomp**  
1499 Delco Dr., Hanleyville, PA 19438  
P: 215.256.4201 F: 215.256.1787  
www.medcompnet.com

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PN2606 Rev. B 4/16

**medcomp**





## C3 WAVE

THE INNOVATORS AT MEDCOMP® are proud to introduce you to the next generation of ECG PICC placement with the C3 Wave. C3 Wave is an easy to use, app-based wireless ECG system designed to free up clinicians hands by removing excess wires and allowing more focus on patient care.

### Features & Benefits

- Easy and intuitive from the very beginning
- Easily correlate catheter depth with P wave activity
- Seamlessly transition between extracavitary and intracavitary waveforms
- Intraprocedural system settings enable a stable and clear waveform
- Capture & compare multiple snapshots
- Store them all, but print or save to EMR only what is necessary



### ECG Based App

Featuring advanced, yet easy-to-use, software.



### Use ECG Wirelessly

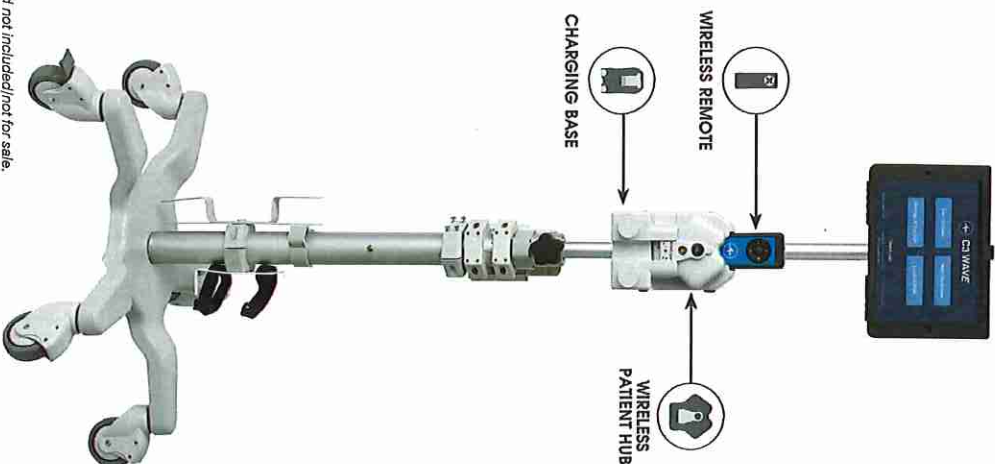
The ECG waveform is wirelessly transmitted to a tablet which allows the operator to view and record changes to the ECG waveform as the tip of the catheter approaches the heart. As the PICC approaches the atrium of the heart, the P wave in the ECG waveform shows substantial changes. This system is designed to aid the visualization of changes in P wave amplitude.



The use of Bluetooth technology eliminates the need to have cables running from the patient to the monitor.

### C3 System Integration

The charging base was designed not only to charge the patient hub, but to offer additional functionality to meet the clinicians' needs. The charging base allows the user to store all wireless components in one location. Depending on preference, the charging base acts as a table top, or mounts to a pole. The two front spools allow the user to wrap the ECG leads when not in use. The remote is propped up to allow the user to easily place it in its sterile cover.



\*Stand not included/not for sale.



Hello Deseriee,

Thank you for expressing interest in Lumify, Philips hand held ultrasound. Below are answers to frequently asked questions that may cover some of your initial inquiries. Also included is pricing on the outright and subscription options. Please let me know if I can provide further support.

**Pricing:**

Lumify is offered on a subscription base model or outright purchase.

**Subscription:**

It is \$199 per month per transducer. \*\*You do have the ability to pre-pay 12 or 24 months in advance for convenience.

- Includes: Transducer, Manufacturer's Warranty, Base App, SW upgrades, Phone Support, Carrying Case
- Damaged Probe Replacements = ~\$5000/ probe

**Additional warranty for subscription:**

There is an extended coverage option which is \$75 monthly per transducer and is available as an add-on to the base subscription.

- Provides coverage for up to 2 probe replacements per year if stolen, lost or damaged.

**Outright Purchase: \*we offer in-house financing**

Pricing (with 45% discount off of list price) will be approximately \$8k per transducer.

- Includes: Transducer, 5 year manufacturer's warranty, Base App, Carrying Case, 5 years of phone tech support, SW Updates for 5 years

**Additional warranty for outright purchase:**

There is an extended coverage option which is offered as an add-on to the purchase price at an additional fee of \$3200 per transducer for a 5 year term. We also offer flexible payment options (monthly, quarterly, annually, up front) and flexible terms. Xtend Premium starts with a minimum term of 2 years and includes options for 3, 4 or 5 years. If interested, please ask for pricing on the alternative terms.

With Xtend Premium coverage, customers are entitled to an exchange of accidentally damaged Lumify transducers (not to exceed 1 transducer replacement per year). Xtend Premium is designed to supplement the basic warranty coverage on a purchased Lumify transducer; it does not cover the replacement of lost or stolen transducers. Page 109 of 211

**Transducer Options:**

You have the option of the curved, phased or linear transducer.

Lumify Inside Sales Account Manager

Direct Line: (425) 487-8183

Cell: (425) 419-7963

Email: [Channa.Ramzan@Philips.com](mailto:Channa.Ramzan@Philips.com)<<mailto:Channa.Ramzan@Philips.com>>

<http://www.philips.com><<http://www.philips.com/>>

Philips Healthcare North America

22100 Bothell Everett Highway MS 718

Bothell, WA 98021

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## MHSC Capital Budget for FYE 6/30/2019

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Facilities	MOB Duct Renovation	278,240	277,743	(497)	FY19-1
Cancer Center	Looking Glass/ARIA equipment	9,168	9,168	-	FY19-2
Urology	Flexible Video Cystoscope	29,984	29,984	-	FY19-4
IT	Desktop Computers	55,938	55,223	(715)	FY19-5
IT	Laptop Computers	32,652	32,652	-	FY19-6
Cancer Center	Looking Glass/ARIA equipment	1,476	1,020	(455)	FY19-7
IT	Quadramed Electronic Health Record Upgrade	234,300	234,300	-	FY19-8
IT	Virtual Server Upgrade	155,843	155,843	-	FY19-9
Facilities	2019 Can Am 4 Wheeler w/ Plow	6,987	6,987	-	FY19-10
IT	WAN Bandwith upgrade	16,985	16,985	-	FY19-11
IT	iPrism internet content filter appliance	21,995	21,995	-	FY19-12
Respiratory	Trilogy Transport Ventilator	11,697	11,697	0	FY19-13
Medical Imaging	DR Bridge Program	27,891	27,891	-	FY19-14
Surgical Services	Steris V-Pro Max Sterilizer	111,829	111,829	-	FY19-15
Human Resources	Healthcare Source HT	24,025	24,025	-	FY19-16
Cancer Center	Centricity software update	9,852	9,852	-	FY19-17
IT	Mirth Connect interface engine	12,000	12,000	-	FY19-18
Dietary	Walk-in Cooler and Freezer w/ renovation	81,588	81,588	-	FY19-19
Clinic	Wall mounted otoscopes and ophthalmoscopes	11,002	11,002	-	FY19-20
Laboratory	-30 Degree Freezer	5,947	5,947	-	FY19-21
Blood Bank	Cell Washer	7,220	6,475	-	FY19-22
Emergency Room	SANE Evidence camera	25,500	25,500	-	FY19-23
Surgical Services	Pediatric Foreign Body Removal Instruments	15,254	15,254	-	FY19-25
Surgical Services	Percutaneous Nephrolithotomy System (nephroscope)	11,321	11,321	-	FY19-26
Cardiopulmonary	Muse Cardiology IS	174,094	174,094	-	FY19-27
IT	Replace Core Network Switches	79,777	79,777	-	FY19-28
Facilities	Central Plant upgrade engineering	255,000	-	-	FY19-24
Surgical Services	Autoclavable Cystoscopy Camera Heads	11,995	-	-	FY19-29
				-	
<b>Total Budgeted</b>	<b>3,000,000</b>	<b>1,719,559</b>	<b>1,450,152</b>	<b>(1,667)</b>	

### Capital Expenditure Dollars Authorized

**1,719,559**

### Less Donated Capital

<b>FY19-13 Trilogy Transport Ventilator</b>	Foundation purchase	<b>(11,697)</b>
<b>FY19-19 Walk-in Cooler &amp; Freezer</b>	Foundation purchase	<b>(81,588)</b>
<b>FY19-20 Oscopes &amp; Ophthalmoscopes</b>	Foundation purchase	<b>(11,002)</b>
<b>FY19-21 -30 Degree Freezer</b>	Foundation purchase	<b>(5,947)</b>
<b>FY19-22 Cell Washer</b>	Foundation purchase	<b>(7,220)</b>
<b>FY19-23 SANE evidence camera</b>	DVS grant	<b>(25,500)</b>
<b>FY19-25 Pediatric Foreign Body Instruments</b>	Foundation purchase	<b>(15,254)</b>
<b>FY19-26 Nephroscope</b>	Foundation purchase	<b>(11,321)</b>
<b>FY19-24 Central Plant engineering</b>	County Maintenance	<b>(255,000)</b>
		<b>(424,529)</b>

### Net Capital Outlay FYTD 2019

**1,295,030**

### Remaining Balance FY2019 Capital Budget

**1,704,970**

## Capital Expenditures Budget by Fiscal Quarter

### Budget For The Year Ending 6/30/2019

Department	Requested Item	Priority	Number of Units	Capital Budget	Notes	FY#
Quarter 1: July - September						
MAINTENANCE	MOB duct return project	1	1	\$278,240	approved	FY19-1
IT	Looking Glass equipment			\$9,168	approved	FY19-2
CLINIC - Urology	Cystoscope		1	\$29,984	approved	FY19-4
IT	Desktop Computers and Monitors	3	50	\$55,938	approved	FY19-5
IT	Laptops for Providers and Replacements	2	18	\$32,652	approved	FY19-6
IT	Looking Glass equipment			\$1,438	approved	FY19-7
IT	Upgrade QCPR to Version 6.2	4	1	\$234,300	approved	FY19-8
IT	Virtual Environment upgrade	1		\$155,843	approved	FY19-9
IT	WAN Bandwidth upgrade	5	1	\$16,985	approved	FY19-11
IT	iPrism internet content filter appliance	5	1	\$21,995	approved	FY19-12
				<b>\$836,543</b>	\$836,543	
Quarter 2: October - December						
MAINTENANCE	2019 Can-Am 4-wheeler with Snow Plow		1	\$6,987	approved	FY19-10
HR	Healthcare Source HT	1	1	\$34,025	approved	FY19-16
RADIOLOGY	DR Bridge Program Enterprise CR	1	1	\$27,891	approved	FY19-14
SURGERY	V-Pro Max Sterilizer	4	1	\$111,829	approved	FY19-15
IT	Upgrade Mirth appliances			\$12,000	approved	FY19-18
CANCER CENTER	Centricity software update			\$9,852	approved	FY19-17
				<b>\$202,584</b>	\$1,039,127	
Quarter 3: January - March						
CARDIOPULMONARY	Muse Cardiology IS	1	1	\$174,094	approved	FY19-27
IT	Replace Core Network Switches	6	2	\$79,777	approved	FY19-28
SURGERY	Autoclavable Cystoscopy Camera heads			\$11,995	approved	FY19-29
SURGERY	Endoscopic System Replacement	3	1	\$350,664		
SURGERY	Stryker 32" surgical monitor			\$14,073		
SECURITY	Security Camera System	1	1	\$57,034		
SURGERY	Ultrasound System and PICC Placement device	6	1	\$35,225		
RADIOLOGY	Digital Portable X-Ray Unit #1	3	1	\$172,535		
RADIOLOGY	Digital Portable X-Ray Unit #2	4	1	\$172,535		
				<b>\$1,067,932</b>	\$2,107,059	
Quarter 4: April - June						
IT	QCPR Server upgrade	7	1	\$120,000		
MAINTENANCE	Roof Fall Protection System		1	\$69,000	county maintenance	
LABORATORY	Automated Urinalysis Analyzer	1	1	\$130,195		

LABORATORY	Fluorescent Microscope	5	1	\$7,371	
BLOOD BANK	Blood Bank double door refrigerator	4	1	\$13,196	
BLOOD BANK	Automated Blood Bank Analyzer	1	1	\$113,500	
RADIOLOGY-ECHO	EPIC 7C Cardiac Ultrasound System	4	1	\$151,557	
RADIATION ONCOLOGY	Sterotactic Cone System	2	1	\$96,015	
OB	Wireless Fetal Monitor	2	1	\$5,308	possible grant
OB	Fetal Monitor Carts	1	1	\$9,095	possible grant
LABORATORY	Centrifuge, replacement	3	1	\$6,810	
LABORATORY	Refrigerator	4	1	\$7,196	
BLOOD BANK	Blood Bank -20 degrees freezer	3	1	\$10,573	
RADIOLOGY	DR for the GE Precision 500	5	1	\$88,560	
MAINTENANCE - Other Depts	Engineering Medical Imaging remodel	5	1	\$130,000	county maintenance
MAINTENANCE - Other Depts	OR Architectural/Engineering/Redesign of patient spaces	8	1	\$90,000	county maintenance
DIETARY	Refrigeration Unit For Cooks Line	3	1	\$12,889	
MAINTENANCE - Other Depts	Kitchen Refrigerator Prep Line		1	\$10,000	county maintenance
				<b>\$1,071,265</b>	<b>\$3,178,324</b>

		Possible Reimbursements:		10,000.00	WY Community Foundation grant	
				\$299,000	County Maintenance	
MAINTENANCE-College Hill	Fire Notification System	2	1	\$24,957	tabled	FY19-3
EMERGENCY ROOM	SDFI Camera for SANE nurses	1	1	\$25,500	DVS grant	FY19-23
DIETARY	Walk-In Cooler and Freezer Units/Including Renovation	1	1	\$81,588	Foundation	FY19-19
SURGERY	Percutaneous Nephrolithotomy System	2	1	\$12,217	Foundation	FY19-26
LABORATORY	-30 degrees freezer	2	1	\$5,947	Foundation	FY19-21
BLOOD BANK	Blood Bank Cell Washer	2	1	\$7,220	Foundation	FY19-22
RESPIRATORY	Respironics Trilogy Vent	2	1	\$11,687	Foundation	FY19-13
SURGERY	Pediatric Foreign Body Removal	1	1	\$15,254	Foundation	FY19-25
CLINIC	Wall mounted otoscopes and ophthalmoscopes		32	\$11,002	Foundation	FY19-20
<b>Foundation total</b>				<b>\$144,915</b>		
MAINTENANCE	Central Plant Upgrade phase 1	6	1	\$255,000	approved	FY19-24
<b>County Maintenance Fund total</b>				<b>\$255,000</b>		

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

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

**February 21, 2019**

**NARRATIVE TO JANUARY 2018 FINANCIAL STATEMENT**

**THE BOTTOM LINE.** The bottom line from operations for January was a gain of \$135,591, compared to a gain of \$299,531 in the budget. This yields a 1.77% operating margin for the month compared to 3.79% in the budget. The YTD net operating gain is \$945,792, compared to a gain of \$1,013,409 in the budget. This represents a YTD operating margin of 1.85% compared with 1.92% in the budget.

The total net gain for the month was \$1,067,665, compared to a gain of \$207,197 in the budget. The YTD total net gain is \$1,550,075, compared to a gain of \$367,068 in the budget. This yields a YTD total profit margin of 3.03% compared to .70% in the budget. The \$1 million budget resolution funds were received from the County in January.

Annual Debt Service Coverage came in at 4.40. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

**VOLUME.** Average inpatient census for the month was 14.1; over budget by .4. YTD average census is 12.6 compared to 11.3 in the budget and 17.6 in the prior year.

Inpatient surgeries were 2 under budget at 25 and outpatient surgeries were 8 over budget at 138. There were 8,165 outpatient visits, over budget by 1,562.

Total ER visits were 1,410, under budget by 18. There were 40 newborns in January, under budget by 5. Births are under budget year to date by 51.

**REVENUE.** Revenue for the month was \$14,438,082, under budget by \$56,891. Inpatient revenue was under budget by \$49,844, outpatient revenue was over budget by \$152,457 and the employed Provider Clinic was under budget by \$159,503.

YTD total revenue was \$94,732,724, under budget by \$1,472,672. Inpatient revenue is over budget by \$695,450, outpatient revenue is under budget by \$1,938,011 and the Provider Clinic is under budget by \$230,111.

Net patient revenue for the month was \$7,387,322, under budget by \$280,086. YTD net patient revenue was \$49,185,687, under budget by \$1,850,081.

Deductions from revenue were booked at 48.8% for January compared to 47.1% in the budget. YTD deductions from revenue are 48.1%, compared to 46.9% in the budget and 46.7% for the same period in fiscal year 2018.

**EXPENSES.** Total expenses for the month were \$7,515,479, under budget by \$79,481. YTD expenses are under budget by \$1,507,002. All expense categories were under budget for January except Contract Labor, Supplies, Utilities, Repairs & Maintenance, Insurance expense and Leases & Rentals.

**Contract Labor** – This expense is over budget by \$25,642 but remains under budget \$34,176 year to date.

**Supplies** – This expense is over budget by \$3,277 but remains under budget \$259,368 year to date. Lab supplies continue to be over budget with the increased volumes.

**Utilities** – This expense is over budget by \$6,410 but remains under budget \$33,626 year to date.

**Repairs and Maintenance** – This expense is over budget by \$26,253 but remains under budget \$43,178 year to date.

**Insurance expense** – This expense is over budget by \$6,376 and over budget \$41,279 year to date.

**Leases and Rentals** - This expense is over budget by \$22,643 and remains over budget year to date.

**BALANCE SHEET.** Operating cash at month end was \$10,458,359, a decrease of \$994,797 from December. Collections for the month of January were \$6,652,731. The Days of Cash on Hand remain at 120 in January. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$24,595,692, an increase of \$681,418 from the prior month. Net patient receivables at month end were \$13,487,969, up \$619,292 from last month. Days in Receivables are 59 for January, up 2 days from December.

**OUTLOOK FOR FEBRUARY.** Gross revenue is projecting to be over budget in the Hospital and slightly under budget in the Clinic. Inpatient admits, Patient days, Births, ER visits, Lab, Surgeries and other Outpatient visits are all projecting to come in above budget. Gross patient revenue is projecting to come in at \$13.2M which is over budget, net revenue is projecting to \$7M which is right at budget. Collections are projecting to come in at \$5M, which is under budget. With expenses expected to come in at budget of \$7.2M, we are projecting to a loss in February.





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

**Unaudited Financial Statements**

**for**

**Seven months ended January 31, 2019**

**Certification Statement:**

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

Page 116 of 211

**Certified by:**

**Tami Love**

**Chief Financial Officer**

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

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**ROCK SPRINGS, WY**

**Seven months ended January 31, 2019**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

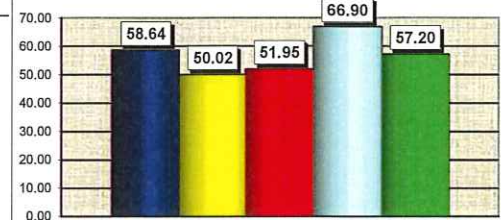
PAGE 2

Seven months ended January 31, 2019

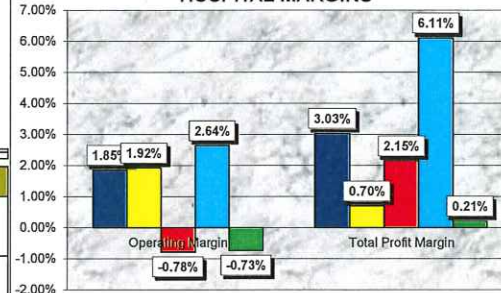
### BALANCE SHEET

	YTD 1/31/2019	Prior FYE 6/30/2018
<b>ASSETS</b>		
Current Assets	\$29,776,622	\$32,985,887
Assets Whose Use is Limited	21,145,057	16,103,800
Property, Plant & Equipment (Net)	65,271,826	68,224,600
Other Assets	239,856	247,062
<b>Total Unrestricted Assets</b>	<b>116,433,361</b>	<b>117,561,349</b>
Restricted Assets	362,486	426,203
<b>Total Assets</b>	<b>\$116,795,847</b>	<b>\$117,987,552</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$7,444,608	\$9,791,188
Long-Term Debt	27,882,300	27,915,983
Other Long-Term Liabilities	693,643	1,070,720
<b>Total Liabilities</b>	<b>36,020,550</b>	<b>38,777,891</b>
Net Assets	80,775,296	79,209,661
<b>Total Liabilities and Net Assets</b>	<b>\$116,795,847</b>	<b>\$117,987,552</b>

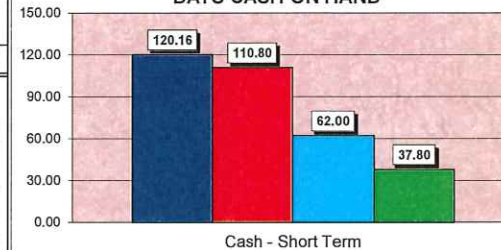
### NET DAYS IN ACCOUNTS RECEIVABLE



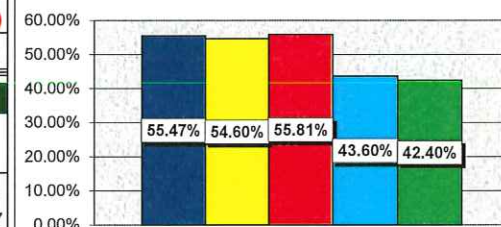
### HOSPITAL MARGINS



### DAYS CASH ON HAND



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



### KEY STATISTICS AND RATIOS

	01/31/19 ACTUAL	01/31/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	436	425	2,707	2,422
Average Acute Length of Stay	3.1	3.0	3.0	2.7
Total Emergency Room Visits	1,410	1,428	9,348	9,651
Outpatient Visits	8,165	6,603	48,219	45,277
Total Surgeries	163	157	1,139	1,292
Total Worked FTE's	395.27	427.27	405.92	427.27
Total Paid FTE's	451.38	464.23	448.97	464.23
Net Revenue Change from Prior Yr	-0.65%	2.51%	0.27%	3.36%
EBIDA - 12 Month Rolling Average			8.64%	10.25%
Current Ratio			4.00	
Days Expense in Accounts Payable			25.89	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	01/31/19
Budget	06/30/18
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$90M Net Rev.	

### FINANCIAL STRENGTH INDEX - 0.81

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



## Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Seven months ended January 31, 2019

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📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 1/31/2019	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>								
Operating Margin	📈	1.85%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	📈	3.03%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
<b>Liquidity:</b>								
Days Cash, All Sources **	📈	120.16	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	📉	58.64	50.02	52.40	51.80	51.95	66.90	57.20
<b>Capital Structure:</b>								
Average Age of Plant (Annualized)	📉	12.32	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	📉	26.25%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	4.40	3.97	1.80	2.30	3.15	N/A	2.64
<b>Productivity and Efficiency:</b>								
Paid FTE's per Adjusted Occupied Bed	📉	7.89	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$85,534	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.47%	56.43%			55.81%	43.60%	42.40%

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

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

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

# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Seven months ended January 31, 2019

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	Current Month 1/31/2019	Prior Month 12/31/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
<b>Current Assets</b>					
Cash and Cash Equivalents	\$10,458,359	\$11,453,156	(\$994,797)	-8.69%	\$14,404,653
Gross Patient Accounts Receivable	24,595,692	23,914,273	681,418	2.85%	21,199,648
Less: Bad Debt and Allowance Reserves	(11,107,722)	(11,045,596)	(62,127)	-0.56%	(9,770,080)
Net Patient Accounts Receivable	13,487,969	12,868,677	619,292	4.81%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,104,383	902,691	201,692	22.34%	1,957,332
Inventories	2,807,662	2,806,797	865	0.03%	2,829,223
Prepaid Expenses	1,918,249	2,003,215	(84,966)	-4.24%	2,365,112
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
<b>Total Current Assets</b>	<b>29,776,622</b>	<b>30,034,537</b>	<b>(257,915)</b>	<b>-0.86%</b>	<b>32,985,887</b>
<b>Assets Whose Use is Limited</b>					
Cash	13,621	13,049	572	4.38%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,162,463	3,047,972	114,491	3.76%	3,034,341
Trustee Held Funds - SPT	2,378,638	2,376,506	2,132	0.09%	3,452,951
Board Designated Funds	1,300,821	1,300,000	821	0.06%	1,300,000
Other Limited Use Assets	14,289,514	12,989,514	1,300,000	10.01%	8,303,935
<b>Total Limited Use Assets</b>	<b>21,145,057</b>	<b>19,727,041</b>	<b>1,418,016</b>	<b>7.19%</b>	<b>16,103,800</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,928,057
Building and Building Improvements	38,116,158	38,116,158	0	0.00%	38,041,246
Equipment	109,651,748	109,559,920	91,827	0.08%	108,303,077
Construction In Progress	817,252	787,425	29,828	3.79%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	151,542,831	151,421,175	121,655	0.08%	150,283,261
Less: Accumulated Depreciation	(86,271,005)	(85,668,316)	(602,689)	-0.70%	(82,058,661)
<b>Net Property, Plant, and Equipment</b>	<b>65,271,826</b>	<b>65,752,860</b>	<b>(481,034)</b>	<b>-0.73%</b>	<b>68,224,600</b>
<b>Other Assets</b>					
Unamortized Loan Costs	239,856	240,885	(1,029)	-0.43%	247,062
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>239,856</b>	<b>240,885</b>	<b>(1,029)</b>	<b>-0.43%</b>	<b>247,062</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>116,433,361</b>	<b>115,755,322</b>	<b>678,038</b>	<b>0.59%</b>	<b>117,561,349</b>
<b>Restricted Assets</b>	<b>362,486</b>	<b>353,745</b>	<b>8,741</b>	<b>2.47%</b>	<b>426,203</b>
<b>TOTAL ASSETS</b>	<b>\$116,795,847</b>	<b>\$116,109,067</b>	<b>\$686,779</b>	<b>0.59%</b>	<b>\$117,987,552</b>

# Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2019

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## LIABILITIES AND FUND BALANCE

	Current Month 1/31/2019	Prior Month 12/31/2018	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
<b>Current Liabilities</b>					
Accounts Payable	\$2,959,061	\$3,837,417	\$878,356	22.89%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,490,552	1,085,943	(404,608)	-37.26%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,895,214	1,862,888	(32,326)	-1.74%	1,702,057
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	575,631	575,631	0	0.00%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	524,150	414,385	(109,765)	-26.49%	432,632
<b>Total Current Liabilities</b>	<b>7,444,608</b>	<b>7,776,265</b>	<b>331,657</b>	<b>4.26%</b>	<b>9,791,188</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	28,457,931	28,462,743	4,812	0.02%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	575,631	575,631	0	0.00%	1,810,631
<b>Total Long Term Debt (Net of Current)</b>	<b>27,882,300</b>	<b>27,887,112</b>	<b>4,812</b>	<b>0.02%</b>	<b>27,915,983</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	693,643	746,800	53,158	7.12%	1,070,720
<b>Total Other Long Term Liabilities</b>	<b>693,643</b>	<b>746,800</b>	<b>53,158</b>	<b>7.12%</b>	<b>1,070,720</b>
<b>TOTAL LIABILITIES</b>	<b>36,020,550</b>	<b>36,410,177</b>	<b>389,626</b>	<b>1.07%</b>	<b>38,777,891</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	76,794,258	76,794,258	0	0.00%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	471,844	463,103	(8,741)	-1.89%	465,216
Net Revenue/(Expenses)	1,550,075	482,410	N/A	N/A	2,396,794
<b>TOTAL NET ASSETS</b>	<b>80,775,296</b>	<b>79,698,891</b>	<b>(1,076,406)</b>	<b>-1.35%</b>	<b>79,209,661</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$116,795,847</b>	<b>\$116,109,067</b>	<b>(\$686,779)</b>	<b>-0.59%</b>	<b>\$117,987,552</b>



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Seven months ended January 31, 2019

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	CURRENT MONTH				Prior Year 01/31/18
	Actual 01/31/19	Budget 01/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,505,789	\$3,555,633	(\$49,844)	-1.40%	\$3,482,532
Outpatient Revenue	9,655,343	9,502,886	152,457	1.60%	9,046,087
Clinic Revenue	1,069,404	1,235,664	(166,260)	-13.46%	1,215,537
Specialty Clinic Revenue	207,546	200,789	6,757	3.37%	157,597
Total Gross Patient Revenue	14,438,082	14,494,973	(56,891)	-0.39%	13,901,753
Deductions From Revenue					
Discounts and Allowances	(5,973,406)	(5,944,308)	(29,098)	-0.49%	(5,865,394)
Bad Debt Expense (Governmental Providers Only)	(1,068,211)	(712,436)	(355,774)	-49.94%	(432,591)
Medical Assistance	(9,144)	(170,821)	161,677	94.65%	(105,168)
Total Deductions From Revenue	(7,050,760)	(6,827,564)	(223,196)	-3.27%	(6,403,153)
Net Patient Revenue	7,387,322	7,667,408	(280,086)	-3.65%	7,498,600
Other Operating Revenue	263,747	227,083	36,665	16.15%	202,830
Total Operating Revenue	7,651,070	7,894,491	(243,421)	-3.08%	7,701,430
Operating Expenses					
Salaries and Wages	3,186,722	3,243,179	56,457	1.74%	3,269,915
Fringe Benefits	865,517	871,141	5,624	0.65%	1,119,679
Contract Labor	69,678	44,037	(25,642)	-58.23%	166,621
Physicians Fees	385,122	407,574	22,452	5.51%	250,758
Purchased Services	389,034	409,874	20,840	5.08%	427,741
Supply Expense	1,157,310	1,154,033	(3,277)	-0.28%	1,200,722
Utilities	104,011	97,601	(6,410)	-6.57%	95,685
Repairs and Maintenance	415,540	389,287	(26,253)	-6.74%	389,140
Insurance Expense	68,029	61,654	(6,376)	-10.34%	58,940
All Other Operating Expenses	175,580	224,940	49,360	21.94%	177,214
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	94,749	72,106	(22,643)	-31.40%	78,591
Depreciation and Amortization	604,188	619,535	15,347	2.48%	612,267
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,515,479	7,594,960	79,481	1.05%	7,847,273
Net Operating Surplus/(Loss)	135,591	299,531	(163,940)	-54.73%	(145,843)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	3,652	3,985	(333)	-8.36%	(2,148)
Tax Subsidies (Except for GO Bond Subsidies)	2,132	0	2,132	0.00%	322,567
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(101,257)	(113,824)	(12,566)	11.04%	(105,774)
Other Non-Operating Revenue/(Expenses)	1,027,547	17,504	1,010,043	5770.36%	26,104
Total Non Operating Revenue/(Expense)	932,074	(92,335)	1,024,408	-1109.45%	240,749
Total Net Surplus/(Loss)	\$1,067,665	\$207,197	\$860,468	415.29%	\$94,906
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$1,067,665	\$207,197	\$860,468	415.29%	\$94,906
Operating Margin	1.77%	3.79%			-1.89%
Total Profit Margin	13.95%	2.62%			1.23%
EBIDA	9.69%	11.64%			9.83%



# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2019

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	YEAR-TO-DATE				Prior Year 01/31/18
	Actual 01/31/19	Budget 01/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$20,953,682	\$20,258,231	\$695,450	3.43%	\$19,794,673
Outpatient Revenue	64,352,253	66,290,264	(1,938,011)	-2.92%	63,866,496
Clinic Revenue	8,189,072	8,221,215	(32,144)	-0.39%	7,941,344
Specialty Clinic Revenue	1,237,718	1,435,686	(197,968)	-13.79%	1,383,070
Total Gross Patient Revenue	<u>94,732,724</u>	<u>96,205,396</u>	<u>(1,472,672)</u>	<u>-1.53%</u>	<u>92,985,584</u>
Deductions From Revenue					
Discounts and Allowances	(37,916,030)	(38,986,830)	1,070,800	2.75%	(37,102,559)
Bad Debt Expense (Governmental Providers Only)	(6,212,240)	(4,987,054)	(1,225,185)	-24.57%	(5,013,933)
Medical Assistance	(1,418,767)	(1,195,744)	(223,023)	-18.65%	(1,294,563)
Total Deductions From Revenue	<u>(45,547,037)</u>	<u>(45,169,628)</u>	<u>(377,409)</u>	<u>-0.84%</u>	<u>(43,411,054)</u>
Net Patient Revenue	<u>49,185,687</u>	<u>51,035,768</u>	<u>(1,850,081)</u>	<u>-3.63%</u>	<u>49,574,529</u>
Other Operating Revenue	<u>1,900,131</u>	<u>1,624,671</u>	<u>275,461</u>	<u>16.95%</u>	<u>1,373,160</u>
Total Operating Revenue	<u>51,085,818</u>	<u>52,660,439</u>	<u>(1,574,620)</u>	<u>-2.99%</u>	<u>50,947,690</u>
Operating Expenses					
Salaries and Wages	22,063,200	22,490,314	427,114	1.90%	22,089,097
Fringe Benefits	5,192,122	5,668,443	476,320	8.40%	5,694,487
Contract Labor	557,275	591,451	34,176	5.78%	1,032,974
Physicians Fees	2,093,703	2,169,857	76,154	3.51%	1,420,372
Purchased Services	2,539,521	2,827,150	287,629	10.17%	2,996,722
Supply Expense	7,781,537	8,040,904	259,367	3.23%	7,563,437
Utilities	654,786	688,412	33,626	4.88%	647,013
Repairs and Maintenance	2,627,803	2,670,981	43,178	1.62%	2,512,313
Insurance Expense	468,959	427,679	(41,279)	-9.65%	442,923
All Other Operating Expenses	1,318,496	1,184,236	(134,260)	-11.34%	1,277,780
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	573,882	503,746	(70,136)	-13.92%	449,815
Depreciation and Amortization	4,268,743	4,383,856	115,113	2.63%	4,671,670
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>50,140,027</u>	<u>51,647,029</u>	<u>1,507,002</u>	<u>2.92%</u>	<u>50,798,602</u>
Net Operating Surplus/(Loss)	<u>945,792</u>	<u>1,013,409</u>	<u>(67,618)</u>	<u>-6.67%</u>	<u>149,088</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	47,664	27,895	19,769	70.87%	26,796
Tax Subsidies (Except for GO Bond Subsidies)	186,091	0	186,091	0.00%	2,342,114
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(763,090)	(796,765)	33,675	-4.23%	(842,047)
Other Non-Operating Revenue/(Expense)	1,133,618	122,528	1,011,090	825.19%	118,650
Total Non Operating Revenue/(Expense)	<u>604,283</u>	<u>(646,342)</u>	<u>1,250,624</u>	<u>-193.49%</u>	<u>1,645,513</u>
Total Net Surplus/(Loss)	<u>\$1,550,075</u>	<u>\$367,068</u>	<u>\$1,183,007</u>	<u>322.29%</u>	<u>\$1,794,601</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	<u>\$1,550,075</u>	<u>\$367,068</u>	<u>\$1,183,007</u>	<u>322.29%</u>	<u>\$1,794,601</u>
Operating Margin	1.85%	1.92%			0.29%
Total Profit Margin	3.03%	0.70%			3.52%
EBIDA	10.53%	10.25%			13.44%

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

**PAGE 8**

	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018
Gross Patient Revenue					
Inpatient Revenue	\$3,505,789	\$2,955,935	\$3,151,638	\$3,043,704	\$2,499,813
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,655,343	\$9,010,217	\$8,820,378	\$9,273,432	\$8,246,354
Clinic Revenue	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778	\$1,076,083
Specialty Clinic Revenue	\$207,546	\$180,950	\$104,902	\$116,899	\$146,133
Total Gross Patient Revenue	\$14,438,082	\$13,401,215	\$13,211,087	\$13,795,813	\$11,968,383
Deductions From Revenue					
Discounts and Allowances	\$5,973,406	\$5,230,019	\$5,351,709	\$5,646,755	\$4,581,170
Bad Debt Expense (Governmental Providers Only)	\$1,068,211	\$557,421	\$986,087	\$706,393	\$1,072,535
Charity Care	\$9,144	\$653,219	\$60,045	\$273,186	\$135,091
Total Deductions From Revenue	7,050,760	6,440,659	6,397,840	6,626,333	5,788,796
Net Patient Revenue	\$7,387,322	\$6,960,556	\$6,813,247	\$7,169,480	\$6,179,587
Other Operating Revenue	263,747	220,308	254,511	173,401	678,067
Total Operating Revenue	7,651,070	7,180,863	7,067,758	7,342,881	6,857,654
Operating Expenses					
Salaries and Wages	\$3,186,722	\$3,269,823	\$2,935,437	\$3,318,255	\$3,014,576
Fringe Benefits	\$865,517	\$717,581	\$746,950	\$702,719	\$648,010
Contract Labor	\$69,678	\$65,504	\$74,832	\$80,488	\$45,634
Physicians Fees	\$385,122	\$388,350	\$342,975	\$268,744	\$239,881
Purchased Services	\$389,034	\$360,563	\$350,678	\$354,072	\$342,090
Supply Expense	\$1,157,310	\$1,032,789	\$1,097,604	\$1,103,598	\$1,060,199
Utilities	\$104,011	\$88,476	\$96,033	\$88,710	\$90,628
Repairs and Maintenance	\$415,540	\$320,266	\$415,236	\$348,112	\$351,939
Insurance Expense	\$68,029	\$68,606	\$68,606	\$67,412	\$66,217
All Other Operating Expenses	\$175,580	\$140,791	\$250,438	\$225,179	\$138,767
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$94,749	\$75,445	\$87,400	\$86,440	\$85,136
Depreciation and Amortization	\$604,188	\$619,201	\$597,556	\$599,007	\$604,823
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,515,479	\$7,147,397	\$7,063,744	\$7,242,736	\$6,687,899
<b>Net Operating Surplus/(Loss)</b>	<b>\$135,591</b>	<b>\$33,467</b>	<b>\$4,014</b>	<b>\$100,145</b>	<b>\$169,755</b>
Non-Operating Revenue:					
Contributions					
Investment Income	3,652	5,279	3,333	10,560	4,652
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	2,132	183,959			
Interest Expense (Governmental Providers Only)	(101,257)	(116,158)	(101,983)	(102,369)	(127,030)
Other Non-Operating Revenue/(Expenses)	1,027,547	13,517	23,880	15,965	16,934
Total Non Operating Revenue/(Expense)	\$932,074	\$86,597	(\$74,770)	(\$75,844)	(\$405,446)
<b>Total Net Surplus/(Loss)</b>	<b>\$1,067,665</b>	<b>\$120,063</b>	<b>(\$70,756)</b>	<b>\$24,301</b>	<b>\$64,310</b>
Change in Unrealized Gains/(Losses) on Investments					
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>\$1,067,665</b>	<b>\$120,063</b>	<b>(\$70,756)</b>	<b>\$24,301</b>	<b>\$64,310</b>
Operating Margin	1.77%	0.47%	0.06%	1.36%	2.48%
Total Profit Margin	13.95%	1.67%	-1.00%	0.33%	0.94%
EBIDA	9.67%	9.09%	8.51%	9.52%	11.30%

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Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018
\$2,459,161	\$3,337,641	\$2,691,073	\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532
\$9,927,413	\$9,424,838	\$8,882,234	\$9,045,341	\$8,179,117	\$9,117,338	\$8,217,125	\$9,046,087
\$1,193,552	\$1,094,250	\$1,252,867	\$1,294,418	\$1,045,617	\$1,318,708	\$1,119,761	\$1,215,537
\$215,242	\$266,047	\$179,865	\$209,960	\$190,157	\$247,601	\$83,134	\$157,597
\$13,795,368	\$14,122,776	\$13,006,039	\$13,023,332	\$12,518,293	\$14,256,134	\$11,959,881	\$13,901,753
\$5,240,990	\$5,891,982	\$4,273,304	\$5,120,197	\$5,180,571	\$5,699,847	\$4,779,964	\$5,865,394
\$972,129	\$849,465	\$1,232,693	\$750,881	\$608,142	\$888,176	\$510,331	\$432,591
\$202,867	\$85,215	\$419,740	\$188,399	\$162,130	(\$6,620)	\$160,500	\$105,168
6,415,986	6,826,662	5,925,738	6,059,477	5,950,844	6,581,403	5,450,794	6,403,153
\$7,379,382	\$7,296,114	\$7,080,302	\$6,963,855	\$6,567,449	\$7,674,731	\$6,509,087	\$7,498,600
159,188	150,909	482,048	116,501	398,959	122,609	246,357	202,830
7,538,570	7,447,023	7,562,349	7,080,357	6,966,408	7,797,340	6,755,443	7,701,430
\$3,132,114	\$3,206,273	\$2,975,968	\$3,095,577	\$2,982,785	\$3,211,428	\$3,005,037	\$3,269,915
\$825,597	\$685,749	\$694,860	\$852,917	\$992,919	\$649,692	\$990,578	\$1,119,679
\$87,004	\$134,135	\$46,590	\$106,303	\$122,359	\$44,526	\$79,857	\$166,621
\$211,428	\$257,203	\$443,327	\$364,555	\$346,772	\$254,190	\$255,063	\$250,758
\$366,075	\$377,009	\$439,285	\$420,404	\$437,651	\$439,077	\$421,063	\$427,741
\$1,133,975	\$1,196,063	\$1,010,111	\$1,002,232	\$1,080,684	\$1,182,216	\$972,465	\$1,200,722
\$104,407	\$82,521	\$98,439	\$93,552	\$90,887	\$107,529	\$81,728	\$95,685
\$417,795	\$358,916	\$369,736	\$343,807	\$378,782	\$376,215	\$440,924	\$389,140
\$66,217	\$63,871	\$61,525	\$67,521	\$53,077	\$56,861	\$56,861	\$58,940
\$193,415	\$194,326	\$270,617	\$195,498	\$198,362	\$201,300	\$154,373	\$177,214
\$72,008	\$72,703	\$100,598	\$69,589	\$67,974	\$73,351	\$75,743	\$78,591
\$621,957	\$622,012	\$952,632	\$608,857	\$610,433	\$610,991	\$610,388	\$612,267
\$7,231,993	\$7,250,778	\$7,463,688	\$7,220,813	\$7,362,685	\$7,207,378	\$7,144,081	\$7,847,273
\$306,577	\$196,245	\$98,661	(\$140,456)	(\$396,277)	\$589,963	(\$388,637)	(\$145,843)
14,772	5,416	18,869	103,261	(1,767)	10,816	4,898	(2,148)
(102,944)	(111,348)	51,516	315,887	233,293	291,849	379,346	322,567
14,644	20,631	(197,203)	(104,082)	(104,431)	(148,675)	(105,421)	(105,774)
(\$73,528)	(\$85,301)	12,052	16,881	12,688	40,555	8,609	26,104
\$233,049	\$110,943	(\$114,766)	\$331,947	\$139,783	\$194,545	\$287,431	\$240,749
\$233,049	\$110,943	(\$16,105)	\$191,491	(\$256,494)	\$784,508	(\$101,206)	\$94,906
4.07%	2.64%	1.30%	-1.98%	-5.69%	7.57%	-5.75%	-1.89%
3.09%	1.49%	-0.21%	2.70%	-3.68%	10.06%	-1.50%	1.23%
12.32%	10.99%	13.90%	6.62%	3.07%	15.40%	3.28%	6.06%

Statement of Cash Flows

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Seven months ended January 31, 2019**

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	<b>CASH FLOW</b>	
	<b>Current Month 1/31/2019</b>	<b>Current Year-To-Date 1/31/2019</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$1,067,665	\$1,550,075
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	604,188	4,268,743
(Increase)/Decrease in Net Patient Accounts Receivable	(619,292)	(2,058,402)
(Increase)/Decrease in Other Receivables	(201,692)	852,949
(Increase)/Decrease in Inventories	(865)	21,560
(Increase)/Decrease in Pre-Paid Expenses	84,966	446,863
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(878,356)	(1,975,905)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	436,934	772,807
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	109,765	91,519
<b>Net Cash Provided by Operating Activities:</b>	<b>603,313</b>	<b>3,970,209</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(123,154)	(1,315,969)
(Increase)/Decrease in Limited Use Cash and Investments	(1,417,445)	(5,040,210)
(Increase)/Decrease in Other Limited Use Assets	(572)	(1,047)
(Increase)/Decrease in Other Assets	1,029	7,206
<b>Net Cash Used by Investing Activities</b>	<b>(1,540,141)</b>	<b>(6,350,020)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(1,268,683)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(53,158)	(377,077)
<b>Net Cash Used for Financing Activities</b>	<b>(57,970)</b>	<b>(1,645,761)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(0)</b>	<b>79,277</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(994,797)</b>	<b>(3,946,294)</b>
Cash, Beginning of Period	11,453,156	14,404,653
<b>Cash, End of Period</b>	<b>\$10,458,359</b>	<b>\$10,458,359</b>



# Patient Statistics

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Seven months ended January 31, 2019

Current Month				Year-To-Date				
Actual 01/31/19	Budget 01/31/19	Positive/ (Negative) Variance	Prior Year 01/31/18					
STATISTICS				Actual 01/31/19	Budget 01/31/19	Positive/ (Negative) Variance	Prior Year 01/31/18	
Discharges								
142	141	1	183	Acute	907	898	9	1,189
142	141	1	183	Total Adult Discharges	907	898	9	1,189
40	45	(5)	42	Newborn	247	298	(51)	475
182	186	(4)	225	Total Discharges	1,154	1,196	(42)	1,664
Patient Days:								
436	425	11	583	Acute	2,707	2,422	285	3,775
436	425	11	583	Total Adult Patient Days	2,707	2,422	285	3,775
62	92	(30)	62	Newborn	406	525	(119)	508
498	517	(19)	645	Total Patient Days	3,113	2,947	166	4,283
Average Length of Stay (ALOS)								
3.1	3.0	0.1	3.2	Acute	3.0	2.7	0.3	3.2
3.1	3.0	0.1	3.2	Total Adult ALOS	3.0	2.7	0.3	3.2
1.6	2.0	(0.5)	1.5	Newborn ALOS	1.6	1.8	(0.1)	1.1
Average Daily Census (ADC)								
14.1	13.7	0.4	18.8	Acute	12.6	11.3	1.3	17.6
14.1	13.7	0.4	18.8	Total Adult ADC	12.6	11.3	1.3	17.6
2.0	3.0	(1.0)	2.0	Newborn	1.9	2.4	(0.6)	2.4
Emergency Room Statistics								
162	155	7	174	ER Visits - Admitted	975	951	24	1,065
1,248	1,273	(25)	1,353	ER Visits - Discharged	8,373	8,700	(327)	8,941
1,410	1,428	(18)	1,527	Total ER Visits	9,348	9,651	(303)	10,006
11.49%	10.85%		11.39%	% of ER Visits Admitted	10.43%	9.85%		10.64%
114.08%	109.93%		95.08%	ER Admissions as a % of Total	107.50%	105.90%		89.57%
Outpatient Statistics:								
8,165	6,603	1,562	7,004	Total Outpatients Visits	48,219	45,277	2,942	48,682
156	118	38	139	Observation Bed Days	765	840	(75)	751
4,503	4,399	104	4,385	Clinic Visits - Primary Care	28,076	27,825	251	30,907
452	426	26	600	Clinic Visits - Specialty Clinics	2,815	3,090	(275)	4,069
25	27	(2)	30	IP Surgeries	182	203	(21)	257
138	130	8	146	OP Surgeries	957	1,089	(132)	1,123
Productivity Statistics:								
395.27	427.27	(32.00)	390.14	FTE's - Worked	405.92	427.27	(21.35)	405.90
451.38	464.23	(12.85)	448.28	FTE's - Paid	448.97	464.23	(15.26)	453.89
1.1323	1.4398	(0.31)	1.4552	Case Mix Index -Medicare	1.3049	9.3965	(8.09)	1.0124
0.7020	0.9055	(0.20)	0.8817	Case Mix Index - All payers	0.7800	6.1624	(5.38)	0.8626

## Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**01/31/19**

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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	55.12	50.05
Net Days in Accounts Receivable	58.64	51.95
Number of Gross Days in Unbilled Revenue	2.25	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	26.40%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.06%	1.18%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.50%	1.24%
Bad Debts as a % of Gross Patient Revenue - Current Month	7.40%	4.92%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.56%	5.18%
Collections as a Percentage of Net Revenue - Current Month	90.06%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	94.60%	100% or >
Percentage of Blue Cross Receivable > 90 Days	12.59%	< 10%
Percentage of Insurance Receivable > 90 Days	13.14%	< 15%
Percentage of Medicaid Receivable > 90 Days	23.33%	< 20%
Percentage of Medicare Receivable > 60 Days	30.99%	< 6%



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ended January 31, 2019

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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	(56,891)	-0.39%	(1,472,672)	-1.53%
Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include discharges, Patient days and ER visits. Average Daily Census is 14.1 in January which is under budget by 0.4				
Deductions from Revenue	(223,196)	-3.27%	(377,409)	-0.84%
Deductions from revenue are over budget for Dec and over budget year to date. They are currently booked at 49% for Jan and 48% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	(355,774)	-49.94%	(1,225,185)	-24.57%
Bad debt expense is booked at 7% for Jan. and 6.5% year to date.				
Charity Care	161,677	94.65%	(223,023)	-18.65%
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	36,665	16.15%	275,461	16.95%
Other Operating Revenue is over budget for the month and is over budget year to date.				
Salaries and Wages	56,457	1.74%	427,114	1.90%
Salary and Wages are over budget and remain under budget year to date. With the lower census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 12.85 FTEs for the month and 15.26 FTEs year to date.				
Fringe Benefits	5,624	0.65%	476,320	8.40%
Fringe benefits are under budget in Jan. and remain under budget year to date.				
Contract Labor	(25,642)	-58.23%	34,176	5.78%
Contract labor is over budget for Dec. and remains under budget year to date. Behavioral Health, Labor & Delivery and Ultrasound are over budget for the month.				

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ended January 31, 2019

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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	22,452	5.51%	76,154	3.51%
Physician fees are under budget in Jan. and remain under budget year to date. Sleep Lab, Locum Radiology and Locum Pediatrics are over budget in Jan.				
Purchased Services	20,840	5.08%	287,629	10.17%
Purchased services are under budget for Jan. and under budget year to date. Services over budget include Pharmacy management and Other purchased services.				
Supply Expense	(3,277)	-0.28%	259,367	3.23%
Supplies are over budget for Jan. and remain under budget year to date. Line items over budget include Lab supplies, Blood, Implants, Other Med Supplies, Maintenance Supplies and Outdated Supplies.				
Repairs & Maintenance	(26,253)	-6.74%	43,178	1.62%
Repairs and Maintenance are over budget for Jan. and under budget year to date.				
All Other Operating Expenses	49,360	21.94%	(134,260)	-11.34%
This expense is under budget in Jan. and over budget year to date. Other expenses over budget are Licenses & taxes, Freight and Pharmacy Floor Direct.				
Leases and Rentals	(22,643)	-31.40%	(70,136)	-13.92%
This expense is over budget for Jan. and remains over budget year to date.				
Depreciation and Amortization	15,347	2.48%	115,113	2.63%
Depreciation is under budget for Jan. and remains under budget year to date.				

#### BALANCE SHEET

Cash and Cash Equivalents (994,797) -8.69%

Cash decreased in Jan. Cash collections for Jan. were \$6.6 million. Days Cash on Hand increased to 120 days.

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Gross Patient Accounts Receivable \$681,418 2.85%

This receivable increased in Dec.

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ended January 31, 2019

PAGE 15

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(62,127)	-0.56%		
Bad Debt and Allowances increased.				
Other Receivables	201,692	22.34%		
Other Receivables increased in Jan. due to Occ Med & County invoices				
Prepaid Expenses	(84,966)	-4.24%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	1,418,016	7.19%		
These assets increased due to transferring of BOW funds				
Plant Property and Equipment	(481,034)	-0.73%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	878,356	22.89%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(404,608)	-37.26%		
This liability decreased in Jan. The payroll accrual for Jan. was 11 days.				
Accrued Benefits	(32,326)	-1.74%		
This liability increased in Jan. with the normal accrual and usage of PTO .				
Other Current Liabilities	(109,765)	-26.49%		
This liability increased due to the monthly interest payment on the bonds.				
Other Long Term Liabilities	53,158	7.12%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(1,076,406)	-1.35%		
The net gain from operations for Jan. is \$135,591				

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

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

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



NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	19,875.30		
Retirement Forfeiture	57,400.00		
Medical Records	273.40		
Pharmacy sales	25.32		
Radiology Films	1,009.90		
HPSA	(7,631.94)		
Becton, Dickinson and Co	90.00		
BLS	135.00		
Inmar Rebate	204.18		
Supplies	447.46		
PACS Storage	552.00		
Interlare	1,838.97		
Pacific Steel	39.10		
WWB Commissions	130.44		
Red Tie Gala	750.00		
Foundation	40,250.45		
Grants	(818.15)		
Post Partum	120.92		
Castle Rock - Lab Courier	780.00		
Shriners	458.02		
County Maintenance Fund	23,729.06		
Solvay	900.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	10,625.00		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	13,500.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	48,341.04		
Cafeteria sales	25,619.43		
Catering	9,270.00		
<b>November Totals</b>		<b>254,510.95</b>	<b>1,416,075.84</b>
DECEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	12,432.17		
Retirement Forfeiture	24,109.90		
Medical Records	418.03		
HPSA	0.86		
WWB Commissions	136.57		
BLS	400.00		
Castle Rock to be Reversed	80.60		
Supplies	195.48		
PACS Storage	624.00		
Disproportionate Share	31,490.14		
Red Tie Gala	3,000.00		
Grants	(430.74)		
Post Partum	60.04		
Castle Rock - Lab Courier	260.00		
Reversal of Other Op Rev	(280.00)		
County Maintenance Fund	59,200.07		
Jim Bridger Physician Services	12,687.50		
Castle Rock	2,019.15		
Tata Occupation Medicine on site	13,050.00		
Sage View	1,800.00		
High Desert Rural Health Clinic District Wamsutter	27,384.74		
Cafeteria sales	22,737.29		
Catering	8,932.00		
<b>December Totals</b>		<b>220,307.80</b>	<b>1,636,383.64</b>

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	21,825.30		
Radiology Films	10.00		
Pharmacy sales	13.52		
Medical Records	49.65		
HPSA	34,281.32		
Cache Valley Rebate	12.00		
WWB Commissions	138.52		
Wind River Vending	174.43		
Coca Cola Commission	94.23		
Pacific Steel	116.25		
BLS	70.00		
Interlare	975.30		
Castle Rock Reversal	(80.60)		
Red Tie Gala	7,608.00		
Grants	1,426.87		
Post Partum	147.10		
County Maintenance Fund	98,522.57		
Solvay Reclass	4,781.69		
Jim Bridger Physician Services	13,812.50		
Jim Bridger Retainer	800.00		
Castle Rock	3,172.95		
Tata Occupation Medicine on site	15,300.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	31,411.89		
Cafeteria sales	26,683.95		
<b>January Totals</b>		<b>263,747.44</b>	<b>1,900,131.08</b>

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

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

**February 21, 2019**

**PROVIDER CLINIC – JANUARY 2019**

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for January was a loss of \$566,689, compared to a loss of \$493,252 in the budget. The YTD net operating loss is \$3,000,950, compared to a loss of \$3,172,984 in the budget.

**VOLUME.** Total visits were 4,955 for January, over budget by 130 visits. YTD patient visits are 30,891, under budget by 24 visits.

**REVENUE.** Revenue for the Clinic for January was \$1,276,950, under budget by \$159,503. YTD revenue was \$9,426,790, under budget by \$230,111. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through January from the Clinic is \$25,223,801. This equates to \$12,989,733 of net enterprise revenue with an impact to the bottom line of \$1,130,107. The gross enterprise revenue represents 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for January was \$708,251, under budget by \$87,062. YTD net patient revenue was \$5,224,962, which was under budget by \$47,330.

Deductions from revenue for the Clinic were booked at 44.5% for January and are at 44.6% year to date. In January, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.3% of revenue, Medicare and Medicaid consisted of 38.4% of revenue and Self Pay consisted of 5.8% of revenue.

**EXPENSES.** Total expenses for the month were \$1,346,620, which was under budget by \$11,627. YTD expenses were \$8,698,867, which was under budget by \$229,275. The majority of the expenses consist of Salaries and Benefits; which are 83.3% of YTD total expenses. The following categories were over budget for January:

**Purchased Services** – This expense is over budget by \$2,701 in January and \$420 over budget year to date.

**Supplies** – This expense is over budget by \$2,195 in January and \$1,175 over budget year to date.

**Repairs and Maintenance** – This expense is over budget \$2,436 in January and \$1,730 over budget year to date.

**Other Operating Expenses** – This expense is over budget by \$21,804. Pharmacy floor allocation was over budget by \$28,054.

**Depreciation** – This expense is over budget by \$5,291 and remains over budget \$16,835 year to date.

**OVERALL ASSESSMENT.** Through January, the Provider Clinic revenue plus enterprise revenue makes up 36.6% of total hospital gross patient revenue.



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

PHYSICIAN CLINICS

**Unaudited Financial Statements**

**for**

**Seven months ended January 31, 2019**

**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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## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Seven months ended January 31, 2019

PAGE 2

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 1/31/2019	Year to Date 1/31/2019	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin	↑	-72.66%	-52.67%	-76.57%	-36.58%
Total Profit Margin	↑	-72.66%	-52.67%	-76.57%	-36.58%
Contractual Allowance %	↓	44.54%	44.57%	46.36%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable	↓	85.07	81.33	62.33	39.58
Gross Days in Accounts Receivable	↓	76.23	73.12	55.18	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day	↓	145.26	130.08	133.67	
Total Net Revenue per FTE	↑	N/A	\$147,211	\$139,450	
Salary Expense per Paid FTE		N/A	\$164,647	\$181,602	
Salary and Benefits as a % of Net Revenue		139.59%	127.21%	150.24%	91.26%
Employee Benefits %		19.87%	13.74%	15.36%	6.10%

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Seven months ended January 31, 2019

PAGE 3

	CURRENT MONTH				Prior Year 01/31/18
	Actual 01/31/19	Budget 01/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,069,404	1,235,664	(166,260)	-13.46%	1,215,537
Specialty Clinic Revenue	207,546	200,789	6,757	3.37%	157,597
Total Gross Patient Revenue	1,276,950	1,436,453	(159,503)	-11.10%	1,373,134
Deductions From Revenue					
Discounts and Allowances	(568,699)	(641,140)	72,441	11.30%	(623,009)
Total Deductions From Revenue	(568,699)	(641,140)	72,441	11.30%	(623,009)
Net Patient Revenue	708,251	795,313	(87,062)	-10.95%	750,126
Other Operating Revenue	71,679	69,682	1,998	2.87%	39,205
Total Operating Revenue	779,930	864,995	(85,064)	-9.83%	789,330
Operating Expenses					
Salaries and Wages	908,217	947,540	39,323	4.15%	1,050,815
Fringe Benefits	180,456	180,715	258	0.14%	229,329
Contract Labor	0	0	0	0.00%	0
Physicians Fees	72,313	79,693	7,381	9.26%	49,360
Purchased Services	9,273	6,572	(2,701)	-41.11%	6,934
Supply Expense	14,809	12,614	(2,195)	-17.40%	11,675
Utilities	1,639	1,557	(82)	-5.25%	1,924
Repairs and Maintenance	34,184	31,748	(2,436)	-7.67%	24,693
Insurance Expense	16,109	16,119	10	0.06%	17,762
All Other Operating Expenses	79,550	57,746	(21,804)	-37.76%	58,416
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,652	4,816	(836)	-17.36%	5,487
Depreciation and Amortization	24,416	19,125	(5,291)	-27.66%	25,690
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,346,620	1,358,247	11,627	0.86%	1,482,085
Net Operating Surplus/(Loss)	(566,689)	(493,252)	(73,437)	14.89%	(692,755)
Total Net Surplus/(Loss)	(566,689)	(493,252)	(73,437)	14.89%	(692,755)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(566,689)	(493,252)	(73,437)	14.89%	(692,755)
Operating Margin	-72.66%	-57.02%			-87.76%
Total Profit Margin	-72.66%	-57.02%			-87.76%
EBIDA	-69.53%	-54.81%			-84.51%

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Seven months ended January 31, 2019

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	YEAR-TO-DATE				Prior Year 01/31/18
	Actual 01/31/19	Budget 01/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	8,189,072	8,399,778	(210,706)	-2.51%	7,941,345
Specialty Clinic Revenue	1,237,718	1,257,124	(19,405)	-1.54%	1,383,070
Total Gross Patient Revenue	9,426,790	9,656,902	(230,111)	-2.38%	9,324,415
Deductions From Revenue					
Discounts and Allowances	(4,201,828)	(4,384,609)	182,781	4.17%	(4,121,248)
Total Deductions From Revenue	(4,201,828)	(4,384,609)	182,781	4.17%	(4,121,248)
Net Patient Revenue	5,224,962	5,272,292	(47,330)	-0.90%	5,203,167
Other Operating Revenue	472,955	482,867	(9,911)	-2.05%	380,725
Total Operating Revenue	5,697,917	5,755,159	(57,241)	-0.99%	5,583,892
Operating Expenses					
Salaries and Wages	6,372,799	6,571,360	198,561	3.02%	7,307,384
Fringe Benefits	875,419	1,001,258	125,839	12.57%	1,047,116
Contract Labor	0	0	0	0.00%	0
Physicians Fees	242,253	317,097	74,845	23.60%	121,369
Purchased Services	42,656	42,236	(420)	-1.00%	83,868
Supply Expense	90,292	89,117	(1,175)	-1.32%	77,631
Utilities	10,177	10,876	699	6.43%	11,400
Repairs and Maintenance	207,692	205,962	(1,730)	-0.84%	204,067
Insurance Expense	112,660	112,683	23	0.02%	133,279
All Other Operating Expenses	536,144	390,778	(145,366)	-37.20%	538,328
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	37,883	32,718	(5,165)	-15.79%	37,829
Depreciation and Amortization	170,892	154,058	(16,835)	-10.93%	180,567
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	8,698,867	8,928,142	229,275	2.57%	9,742,839
Net Operating Surplus/(Loss)	(3,000,950)	(3,172,984)	172,034	-5.42%	(4,158,948)
Total Net Surplus/(Loss)	(3,000,950)	(3,172,984)	\$172,034	-5.42%	(\$4,158,948)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease) in Unrestricted Net Assets	(3,000,950)	(3,172,984)	\$172,034	-5.42%	(4,158,948)
Operating Margin	-52.67%	-55.13%			-74.48%
Total Profit Margin	-52.67%	-55.13%			-74.48%
EBIDA	-49.67%	-52.46%			-71.25%



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

**PAGE 5**

	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018
Gross Patient Revenue					
Clinic Revenue	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778	\$1,076,083
Specialty Clinic Revenue	\$207,546	\$180,950	\$104,902	\$116,899	\$146,133
Total Gross Patient Revenue	\$1,276,950	\$1,435,063	\$1,239,071	\$1,478,677	\$1,222,216
Deductions From Revenue					
Discounts and Allowances	\$568,699	\$641,731	\$542,081	\$647,172	\$580,856
Total Deductions From Revenue	568,699	641,731	542,081	647,172	580,856
Net Patient Revenue	\$708,251	\$793,332	\$696,990	\$831,505	\$641,360
Other Operating Revenue	\$71,679	\$56,661	\$80,420	\$71,582	\$62,144
Total Operating Revenue	779,930	849,993	777,410	903,087	703,504
Operating Expenses					
Salaries and Wages	\$908,217	\$988,124	\$769,198	\$985,567	\$863,345
Fringe Benefits	\$180,456	\$113,727	\$116,382	\$114,843	\$100,447
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$72,313	\$20,783	\$48,757	\$53,865	\$38,235
Purchased Services	\$9,273	\$6,153	\$4,481	\$4,278	\$5,363
Supply Expense	\$14,809	\$11,076	\$10,235	\$21,975	\$10,863
Utilities	\$1,639	\$1,859	\$1,568	\$1,563	\$1,267
Repairs and Maintenance	\$34,184	\$30,589	\$28,045	\$30,519	\$29,160
Insurance Expense	\$16,109	\$16,099	\$16,099	\$16,088	\$16,088
All Other Operating Expenses	\$79,550	\$71,337	\$53,223	\$102,317	\$45,658
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,652	\$5,061	\$6,300	\$5,403	\$4,874
Depreciation and Amortization	\$24,416	\$24,654	\$24,523	\$23,690	\$23,690
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,346,620	\$1,289,462	\$1,078,811	\$1,360,108	\$1,138,991
Net Operating Surplus/(Loss)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)
Total Net Surplus/(Loss)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)
Operating Margin	-72.66%	-51.70%	-38.77%	-50.61%	-61.90%
Total Profit Margin	-72.66%	-51.70%	-38.77%	-50.61%	-61.90%
EBIDA	-69.53%	-48.80%	-35.62%	-47.98%	-58.54%

Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018
\$1,193,552	\$1,099,971	\$1,246,901	\$1,294,418	\$1,045,617	\$1,318,709	\$1,119,761	\$1,215,537
\$215,242	\$266,047	\$179,865	\$209,960	\$190,157	\$247,601	\$83,134	\$157,597
\$1,408,794	\$1,366,018	\$1,426,767	\$1,504,378	\$1,235,774	\$1,566,309	\$1,202,895	\$1,373,134
\$628,019	\$593,270	721,946	723,707	553,735	713,615	704,136	623,009
628,019	593,270	721,946	723,707	553,735	713,615	704,136	623,009
\$780,776	\$772,749	\$704,821	\$780,671	\$682,039	\$852,694	\$498,759	\$750,126
\$64,664	\$65,804	56,368	51,230	62,427	65,331	92,755	39,205
845,440	838,552	761,188	831,901	744,466	918,025	591,514	789,330
\$905,846	\$952,502	\$997,175	\$1,006,587	\$929,322	\$996,616	\$1,044,644	\$1,050,815
\$133,815	\$115,748	\$130,925	\$167,936	\$182,950	\$149,196	\$208,855	\$229,329
\$0	\$0						
\$4,150	\$4,150	\$44,124	\$20,989	\$46,770	\$54,331	\$35,838	\$49,360
\$6,258	\$6,849	\$5,025	\$4,336	\$5,124	\$6,119	\$6,909	\$6,934
\$14,751	\$6,583	\$31,946	\$15,134	\$26,988	\$15,838	\$13,586	\$11,675
\$1,563	\$719	\$1,296	\$1,296	\$1,917	\$1,612	\$1,292	\$1,924
\$27,304	\$27,891	\$25,292	\$30,760	\$23,559	\$23,975	\$44,024	\$24,693
\$16,088	\$16,088	\$18,578	\$18,396	\$18,396	\$17,662	\$17,762	\$17,762
\$93,350	\$90,708	\$95,556	\$80,282	\$65,989	\$69,590	\$52,427	\$58,416
\$5,276	\$5,317	\$5,457	\$5,130	\$5,328	\$4,923	\$5,658	\$5,487
\$24,915	\$25,005	\$24,495	\$24,525	\$25,871	\$25,156	\$25,537	\$25,690
\$1,233,317	\$1,251,560	\$1,379,869	\$1,375,371	\$1,332,214	\$1,365,018	\$1,456,533	\$1,482,085
(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)
0	0	0	0	0	0	0	0
(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)
0	0	0	0	0	0	0	0
(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)
-45.88%	-49.25%	-81.28%	-65.33%	-78.95%	-48.69%	-146.24%	-87.76%
-45.88%	-49.25%	-81.28%	-65.33%	-78.95%	-48.69%	-146.24%	-87.76%
-42.93%	-46.27%	-78.06%	-62.38%	-75.47%	-45.95%	-141.92%	-84.51%



Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Seven months ended January 31, 2019

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
01/31/19	01/31/19	Variance	Year 01/31/18		01/31/19	01/31/19	Variance	Year 01/31/18
Outpatient Statistics:								
4,503	4,399	104	4,405	Clinic Visits - Primary Care	27,968	27,825	143	28,303
452	426	26	321	Clinic Visits - Specialty Clinics	2,923	3,090	(167)	3,032
Productivity Statistics:								
58.14	65.96	(7.82)	55.58	FTE's - Worked	59.62	65.96	(6.34)	60.59
57.54	71.70	(14.16)	65.70	FTE's - Paid	65.71	71.70	(5.99)	68.76

## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

### EBITDA

**Higher Values are Favorable**

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

### Net Operating Gain/Loss

**Higher Values are Favorable**

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

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

### Total Net Gain/Loss

**Higher Values are Favorable**

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

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

### Operating Margin

**Higher Values are Favorable**

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

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

### Total Profit Margin

**Higher Values are Favorable**

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

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

### Return on Assets

**Higher Values are Favorable**

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

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

### Contractual Allowance Percentage

**Lower Values are Favorable**

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

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

## **KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE**

### **Days Cash on Hand, Short Term**

**Higher Values are Favorable**

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

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

### **Days Cash on Hand, All Sources**

**Higher Values are Favorable**

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

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

### **Gross Days in Accounts Receivable**

**Lower Values are Favorable**

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

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

### **Net Days in Accounts Receivable**

**Lower Values are Favorable**

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

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

### **Average Payment Period**

**Lower Values are Favorable**

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

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

### **Current Ratio**

**Higher Values are Favorable**

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

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

### **Average Age of Plant**

**Lower Values are Favorable**

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

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

### **Capital Costs as a Percentage of Total Expenses**

**Lower Values are Favorable**

## **KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE**

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

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

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

**Lower Values are Favorable**

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

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

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

**Lower Values are Favorable**

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

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

### **Debt Service Coverage Ratio**

**Higher Values are Favorable**

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

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

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

**Lower Values are Favorable**

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

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

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

**Lower Values are Favorable**

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

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

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

**Higher Values are Favorable**

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

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

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

**Lower Values are Favorable**

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

## **KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE**

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

### **Financial Strength Index**

**Higher Values are Favorable**

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

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



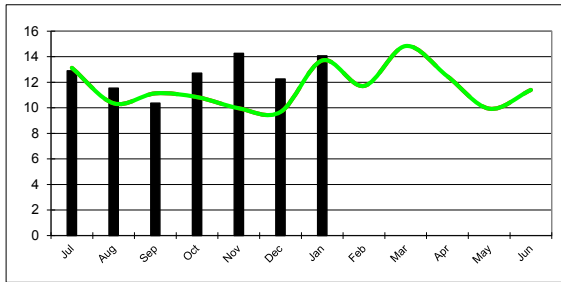
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
"DASHBOARD" GRAPHS  
JANUARY 2019**

— FYE 2018 ACTUAL

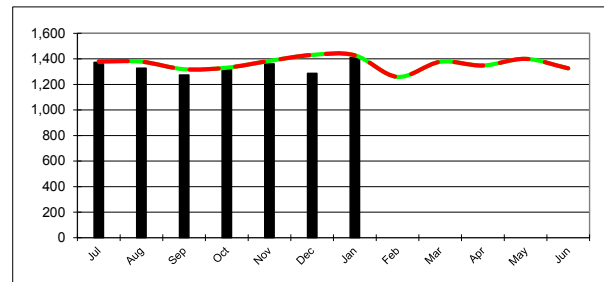
- - - FYE 2019 BUDGET

■ FYE 2019 ACTUAL

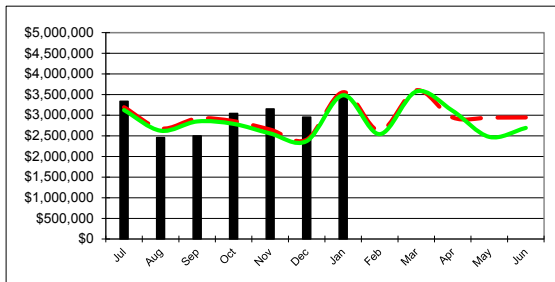
**AVERAGE ACUTE CENSUS**



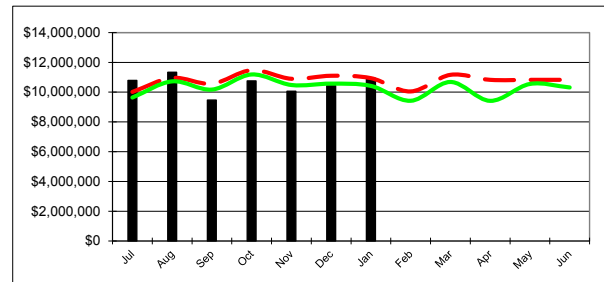
**ER IP+OP VISITS**



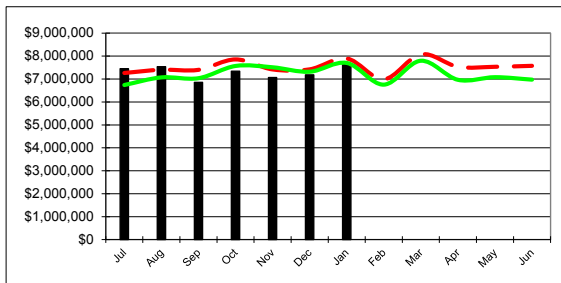
**INPATIENT CHARGES**



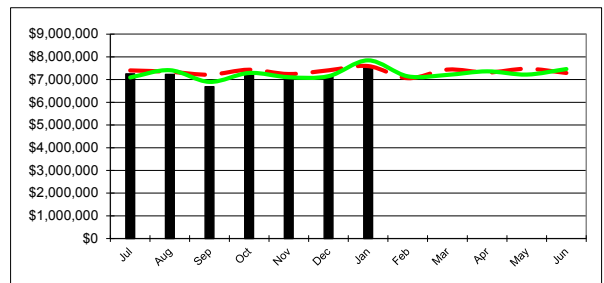
**OUTPATIENT CHARGES**



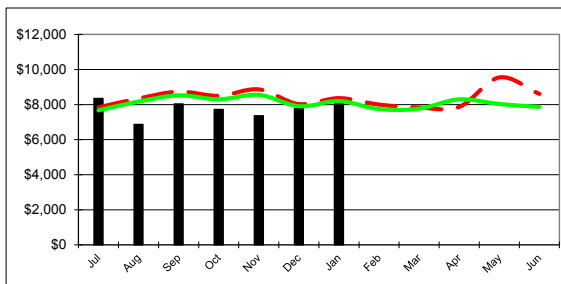
**TOTAL NET OPERATING REVENUE**



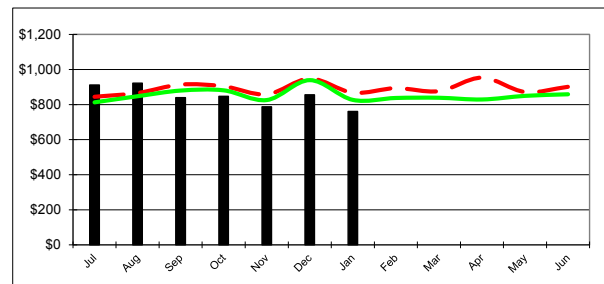
**OPERATING EXPENSE**



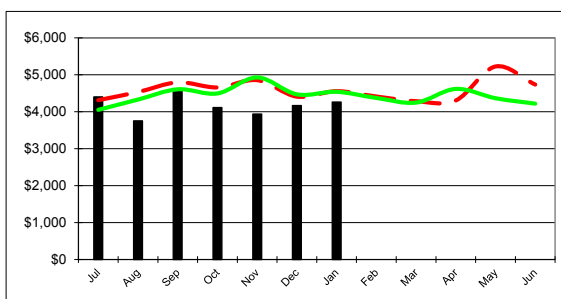
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



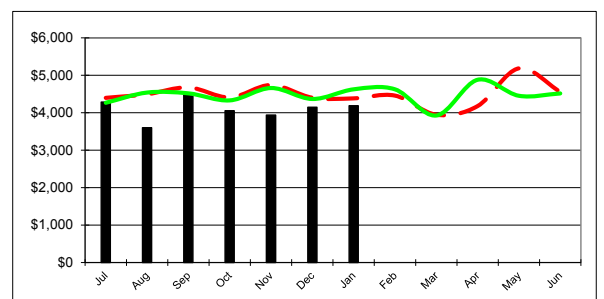
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



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



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
JANUARY 2019

STATISTICS	Actual Jan-19	Budget Jan-19	PY Jan-18	YTD Jan-19	YTD Jan-18	YTD Jan-17	YTD Jan-16
<b>Volumes:</b>							
<b>Case Mix</b>							
Medicare	1.1323	1.4398	1.4398	1.2364	1.3153	1.4615	1.3793
All payers	0.7020	0.9055	0.9055	0.7535	0.8820	0.8640	0.8342
<b>Admissions</b>							
Med	74	72	72	456	391	584	604
ICU	23	25	25	152	172	230	209
Surgery	5	3	3	48	37	75	78
OB	43	47	47	252	303	319	342
Newborn	43	47	47	248	299	311	334
Total Admissions	188	194	194	1,156	1,202	1,519	1,567
<b>Discharges</b>							
Med	88	77	77	529	455	681	660
ICU	7	13	13	60	86	97	125
Surgery	6	7	7	66	56	103	107
OB	41	44	44	252	301	316	340
Newborn	40	45	45	247	298	309	332
Total Discharges	182	186	186	1,154	1,196	1,506	1,564
<b>Patient Days:</b>							
Med	291	253	253	1,735	1,351	2,611	2,374
ICU	59	70	70	318	354	561	565
Surgery	20	24	24	239	211	292	304
OB	66	78	78	415	506	535	556
Newborn	62	92	92	406	525	494	512
Total Patient Days	498	517	517	3,113	2,947	4,493	4,311
Observation Bed Days	156	118	118	765	840	719	571
<b>Surgery Statistics:</b>							
IP Surgeries	25	27	27	182	203	267	244
OP Surgeries	138	130	130	957	1,089	1,076	1,065
<b>Outpatient Statistics:</b>							
X-ray	759	754	754	4,899	5,277	5,122	5,115
Mammography	114	105	105	1,006	1,032	987	1,152
Ultrasound	283	324	324	2,072	2,073	1,885	1,825
Cat Scan	428	433	433	3,022	3,001	2,782	2,770
MRI	117	126	126	837	769	669	758
Nuclear Medicine	30	42	42	245	343	250	240
PET Scan	5	11	11	38	76	67	51
Echo	69	0	0	178		0	0
Laboratory	4,160	2,502	2,502	21,669	17,604	21,366	18,714
Histology	182	152	152	1,216	1,115	983	996
Respiratory Therapy	269	279	279	1,487	1,920	1,915	1,618
Cardiovascular	431	464	464	2,822	3,099	3,257	3,274
Sleep Lab	42	31	31	250	212	184	137
Cardiac Rehab	288	401	401	1,912	2,362	2,896	2,926
Physical Therapy	224	147	147	1,093	1,222	1,615	1,660
Dialysis	426	336	336	2,779	2,208	1,707	1,874
Medical Oncology	204	210	210	1,222	1,197	1,290	1,374
Radiation Oncology	134	286	286	1,259	1,767	1,928	2,111
Total Outpatients Visits	8,165	6,603	6,603	48,006	45,277	48,903	46,595
Clinic Visits - Primary Care	4,503	4,399	4,405	28,076	28,303	31,056	42,060
Clinic Visits - Specialty Clinics	452	426	321	2,815	3,032	3,975	3,572
ER visits admitted	162	155	155	975	951	1,073	1,011
ER visits Discharged	1,248	1,273	1,273	8,373	8,700	9,002	8,891
Total ER visits	1,410	1,428	1,428	9,348	9,651	10,075	9,902

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUDGET	PPE	1/6/2019	1/20/2019	2/3/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
						Increase	Decrease		
AVG CENSUS	11.80	11.9	14.2	11.9	0.1	-	2.36	202.4	
ER VISITS (Avg Day)	45	42.8	43.9	47.1	2.3	3.21	-	688.6	
SURGERIES (IP+OP)	78	57	72	68	(9.6)	-	4.00	1170.0	
BIRTHS	19	18	20	16	(3.0)	-	4.00	266.0	
CHARGES -IP \$000	1,358	1234	1538	1484	126	-	54.00	21971.0	
-OP \$000	4,987	4006	4696	4982	(5)	286.00	-	73808.0	
-TOTAL \$000	6,345	5240	6234	6466	121	232.00	-	95779.0	
Adjusted Patient Days	772	705	807	723	(49)	-	83.32	12,378.33	

## Paid FTEs (Including Contract)

600	MEDICAL FLOOR	24.5	22.4	21.3	22.3	(2.2)	0.93	-	21.6	(2.9)
605	BEHAVIORAL HEALTH	7.2	9.6	9.9	8.0	0.8	-	1.93	7.5	0.3
610	OB FLOOR	5.3	5.5	5.6	5.7	0.4	0.07	-	6.2	0.9
611	NURSERY	7.2	6.4	6.3	7.2	(0.0)	0.83	-	6.6	(0.6)
612	LABOR & DELIVERY	4.9	2.8	3.9	4.1	(0.8)	0.21	-	3.2	(1.7)
615	OUTPATIENT SERVICES	0.9	1.4	1.6	1.6	0.7	0.02	-	1.6	0.7
620	ICU	12.5	9.4	11.1	11.0	(1.5)	-	0.03	10.7	(1.8)
630	OR	12.1	9.9	11.9	12.4	0.3	0.54	-	13.0	0.9
631	SAME DAY SURGERY	6.8	5.4	5.9	5.9	(0.9)	-	0.04	5.8	(1.0)
633	RECOVERY	2.8	3.0	3.2	2.8	(0.0)	-	0.38	3.2	0.4
634	CENTRAL STERILE	3	2.9	3.1	3.1	0.1	0.02	-	2.9	(0.1)
640	DIALYSIS	7	8.0	7.9	8.6	1.6	0.68	-	7.6	0.6
650	ER	21.5	22.8	23.2	20.8	(0.7)	-	2.45	21.9	0.4
651	TRAUMA	1.3	2.2	2.2	2.0	0.7	-	0.15	2.0	0.7
652	SANE	0.9	1.4	1.3	2.0	1.1	0.70	-	1.2	0.3
660	RADIATION ONC	6.6	6.9	6.9	7.0	0.4	0.04	-	6.9	0.3
661	MEDICAL ONC	6	5.5	5.9	5.8	(0.2)	-	0.12	6.0	(0.0)
700	LABORATORY	31.1	29.4	30.8	30.2	(0.9)	-	0.68	29.7	(1.4)
701	HISTOLOGY	2	1.9	2.0	2.0	-	-	-	2.0	0.0
702	BLOOD BANK	1	0.8	1.1	1.1	0.1	-	0.03	1.1	0.1
710	RADIOLOGY	9.7	8.4	7.3	8.4	(1.3)	1.13	-	9.0	(0.7)
711	MAMMOGRAPY	1.6	1.1	1.2	1.2	(0.5)	-	0.01	1.2	(0.4)
712	ULTRASOUND	3.25	3.8	3.0	3.0	(0.2)	-	0.02	3.7	0.5
713	NUC MED	1.6	1.6	2.2	2.0	0.4	-	0.16	1.5	(0.1)
714	CAT SCAN	4.7	4.6	5.7	4.7	(0.0)	-	1.08	4.5	(0.2)
715	MRI	1.3	1.2	1.4	1.4	0.1	0.01	-	1.2	(0.1)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.25	0.7	2.2	2.1	0.8	-	0.14	1.0	(0.3)
720	RESPIRATORY	6	6.0	6.1	6.0	0.0	-	0.10	6.9	0.9
721	SLEEP LAB	2.3	1.8	1.9	1.9	(0.4)	0.05	-	1.8	(0.5)
722	CARDIO	2.3	2.5	2.7	2.8	0.5	0.11	-	2.1	(0.2)
723	CARDIAC REHAB	2.4	2.2	2.3	2.4	0.0	0.09	-	2.3	(0.1)
730	PHYSICAL THERAPY	3.5	3.0	3.7	3.7	0.2	-	0.03	3.4	(0.1)
780	EDUCATION	2	0.8	1.2	1.1	(0.9)	-	0.12	0.7	(1.3)
781	SOCIAL SERVICES	1	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	4	4.0	4.7	3.6	(0.4)	-	1.18	4.3	0.3
783	INFECTION CONTROL	2	0.9	1.0	1.8	(0.2)	0.75	-	1.9	(0.1)
784	ACCREDITATION	3	2.8	3.0	3.0	-	-	-	2.7	(0.3)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	0.0	0.01	-	3.0	0.0
790	HEALTH INFORMATION	12.6	12.6	12.9	13.1	0.5	0.13	-	12.9	0.3
791	CASE MANAGEMENT	5.3	5.4	5.6	5.5	0.2	-	0.15	5.3	(0.0)
800	MAINTENANCE	11.7	11.7	12.0	12.2	0.5	0.21	-	11.6	(0.1)
801	HOUSEKEEPING	23.5	21.9	25.4	25.2	1.7	-	0.19	23.1	(0.4)
802	LAUNDRY	6.5	6.6	6.6	6.6	0.1	-	0.03	6.3	(0.2)
803	BIO MED	2	1.0	1.1	1.1	(0.9)	0.00	-	1.0	(1.0)
810	SECURITY	8.3	8.2	8.0	8.2	(0.1)	0.22	-	8.1	(0.2)
811	EMERGENCY MGMT	0.1	-	0.2	-	(0.1)	-	0.15	0.1	(0.0)
850	PURCHASING	5	5.0	5.0	5.0	-	-	0.01	5.0	0.0
855	CENTRAL SUPPLY	3	2.9	3.0	3.0	-	-	-	3.0	(0.0)
870	DIETARY	17.6	17.6	17.2	17.2	(0.4)	-	0.02	17.0	(0.6)
871	DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.5	(0.0)
900	ADMINISTRATION	6	6.0	6.0	6.0	-	-	-	6.0	0.0
901	COMM SVC	1	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	0.00	-	2.5	0.0
903	MHSC FOUNDATION	1.3	1.0	1.5	1.7	0.4	0.18	-	1.1	(0.2)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	3.7	3.7	4.1	(0.2)	0.33	-	4.2	(0.1)
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8	8.0	8.0	8.0	-	-	-	7.9	(0.1)
920	HUMAN RESOURCES	4.6	5.4	3.8	3.8	(0.8)	0.05	-	4.4	(0.2)
930	FISCAL SERVICES	5	4.8	4.8	4.8	(0.2)	0.00	-	4.8	(0.2)
940	BUSINESS OFFICE	14	11.9	12.8	13.0	(1.0)	0.18	-	13.6	(0.4)
941	ADMITTING	13.4	13.7	15.4	15.7	2.3	0.29	-	14.9	1.5
942	COMMUNICATION	3	2.8	2.9	2.9	(0.1)	0.01	-	2.9	(0.1)
943	CENTRAL SCHEDULING	4	3.6	4.0	4.0	-	-	0.03	3.8	(0.2)
948	NEW ORTHO	1	-	-	-	(1.0)	-	-	0.0	(1.0)
949	DENKER	3	2.8	3.0	3.0	(0.0)	-	0.03	3.1	0.1
950	OLIVER	3.1	3.0	3.2	2.3	(0.8)	-	0.93	2.9	(0.2)
952	NEW PULMONOLOGIST	2	-	-	-	(2.0)	-	-	0.0	(2.0)
953	STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
954	WHEELER	3	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
956	KATTAN	3.5	1.0	1.0	1.0	(2.5)	-	-	1.3	(2.2)
957	STARLA LETTE	2	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
958	VERONESE	0	-	-	-	-	-	-	0.1	0.1
959	GREWAL	3	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
960	SANDERS	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
961	DANSIE	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
962	BOWERS	2	0.9	0.3	0.7	(1.3)	0.35	-	0.9	(1.1)
963	LONG	3	1.0	0.9	0.9	(2.1)	-	0.03	1.0	(2.0)
964	JAKE JOHNSON	2	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966	OCC MED	1	1.0	1.1	1.1	0.1	-	0.03	1.1	0.1
967	PA PALINEK	1.5	1.0	1.0	1.0	(0.5)	-	-	0.3	(1.2)
969	PAWAR	2	2.0	2.0	2.0	0.0	0.00	-	2.0	0.0
970	CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)

	PPE	1/6/2019	1/20/2019	2/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
971	WAMSUTTER CLINIC	1	1.2	1.9	0.9	0.01	-	1.9	0.9
972	FARSON CLINIC	0	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1	1.0	0.9	(0.1)	-	0.03	0.9	(0.1)
974	SMG ADMIN/BILLING	13.5	35.1	39.6	25.9	-	0.16	33.3	19.8
976	LEHMAN	2	0.9	1.9	0.7	(1.3)	-	1.20	0.9
978	HOSPITALIST	4.2	3.9	3.0	(1.2)	-	-	4.0	(0.2)
980	JENSEN	1	1.0	1.0	-	-	-	0.8	(0.2)
981	CROFT	1	1.0	1.0	1.0	-	-	1.0	0.0
982	CHRISTENSEN	3	1.0	1.0	(2.0)	-	-	1.3	(1.7)
986	HANSON	1	-	-	1.0	1.00	-	0.1	(0.9)
988	CURRY	2	1.2	1.0	(0.9)	0.15	-	1.4	(0.6)
990	NEW PEDIATRICIAN	0	-	-	-	-	-	0.0	0.0
991	JAMIAS	2	1.0	1.0	(1.0)	-	-	1.1	(0.9)
992	ASPER	1	1.0	1.0	-	-	-	1.1	0.1
993	LIU	2	1.0	1.0	(1.0)	-	-	1.0	(1.0)
994	DUCK	2	1.1	-	(0.9)	1.08	-	0.8	(1.2)
996	SARETTE	0.6	0.8	1.4	(0.2)	-	0.90	1.0	0.4
997	OUTPATIENT SERVICES	0.5	-	-	(0.5)	-	-	0.0	(0.5)

<b>TOTAL Paid FTEs</b>	<b>465.2</b>	<b>440.3</b>	<b>462.5</b>	<b>460.4</b>	<b>(4.8)</b>	<b>-</b>	<b>2.12</b>	<b>449.7</b>	<b>(15.5)</b>
<b>TOTAL WORKED FTEs</b>	<b>423.4</b>	<b>355.6</b>	<b>434.9</b>	<b>431.0</b>	<b>7.6</b>	<b>-</b>	<b>3.93</b>	<b>407.8</b>	<b>(15.6)</b>

<b>WORKED % Paid</b>	<b>91%</b>	<b>81%</b>	<b>94%</b>	<b>94%</b>	<b>3%</b>	<b>-</b>	<b>0.00</b>	<b>91%</b>	<b>(0.0)</b>
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<b>CONTRACT FTES (Inc above)</b>	<b>2.3</b>	<b>2.0</b>	<b>2.0</b>	<b>2.1</b>	<b>(0.2)</b>	<b>0.06</b>	<b>-</b>	<b>4.4</b>	<b>2.1</b>
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<b>GROSS EMPLOYEE PAYROLL</b>	<b>1,425,610</b>	<b>1,379,551</b>	<b>1,456,347</b>	<b>1,456,347</b>	<b>76,795.86</b>	<b>-</b>	<b>22,396,244</b>		
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<b>Average Employee Hourly Rate</b>	<b>\$40.47</b>	<b>\$37.29</b>	<b>\$39.54</b>	<b>\$39.54</b>	<b>2.26</b>	<b>-</b>	<b>861,394.01</b>	<b>861,394.01</b>	
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<b>Benchmark Paid FTEs</b>	<b>6.63</b>	<b>8.74</b>	<b>8.03</b>	<b>8.91</b>	<b>2.28</b>	<b>0.88</b>	<b>-</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
<b>per Adj. Occupied Bed (APD)</b>									

#### WORKED FTEs (Including Contract)

600	MEDICAL FLOOR	22.3	19.8	19.3	21.4	(0.9)	2.02	-	19.5	(2.8)
605	BEHAVIORAL HEALTH	6.6	8.1	9.9	7.8	1.3	-	2.06	7.1	0.6
610	OB FLOOR	4.8	4.3	5.0	4.9	0.1	-	0.04	5.6	0.8
611	NURSERY	6.6	5.5	6.1	6.5	(0.1)	0.35	-	5.6	(0.9)
612	LABOR & DELIVERY	4.5	2.6	3.8	3.6	(0.9)	-	0.23	2.9	(1.5)
615	OUTPATIENT SERVICES	0.8	1.1	1.6	1.5	0.6	-	0.08	1.5	0.7
620	ICU	11.4	8.4	10.7	10.5	(0.9)	-	0.20	9.7	(1.7)
630	OR	11.0	8.2	11.2	11.9	0.9	0.67	-	12.2	1.2
631	SAME DAY SURGERY	6.2	4.3	5.7	5.7	(0.5)	-	0.01	5.2	(1.0)
633	RECOVERY	2.5	2.7	3.1	2.4	(0.2)	-	0.68	3.0	0.4
634	CENTRAL STERILE	2.7	2.4	2.9	2.8	0.1	-	0.04	2.6	(0.2)
640	DIALYSIS	6.4	7.1	7.8	7.5	1.1	-	0.36	7.1	0.7
650	ER	19.6	19.5	20.5	18.2	(1.3)	-	2.31	20.1	0.5
651	TRAUMA	1.2	1.4	2.2	2.0	0.8	-	0.15	1.8	0.6
652	SANE	0.8	1.3	1.3	1.8	1.0	0.53	-	1.2	0.4
660	RADIATION ONC	6.0	4.9	6.7	6.6	0.6	-	0.13	6.2	0.1
661	MEDICAL ONC	5.5	3.8	5.8	5.1	(0.3)	-	0.62	5.1	(0.3)
700	LABORATORY	28.3	23.6	28.0	27.6	(0.7)	-	0.41	26.4	(1.9)
701	HISTOLOGY	1.8	1.4	1.8	1.8	(0.1)	-	0.08	1.8	(0.0)
702	BLOOD BANK	0.9	0.8	1.1	1.1	0.2	-	0.03	1.1	0.2
710	RADIOLOGY	8.8	6.2	6.7	8.1	(0.8)	1.36	-	8.2	(0.6)
711	MAMMOGRAPY	1.5	1.0	1.2	1.2	(0.3)	-	0.01	1.1	(0.4)
712	ULTRASOUND	3.0	2.6	3.0	2.8	(0.1)	-	0.22	3.4	0.4
713	NUC MED	1.5	1.3	2.2	2.0	0.5	-	0.16	1.3	(0.2)
714	CAT SCAN	4.3	3.9	5.7	4.5	0.2	-	1.27	4.3	(0.0)
715	MRI	1.2	1.0	1.0	1.2	0.1	0.26	-	1.0	(0.2)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.1	0.5	2.2	2.1	0.9	-	0.14	0.9	(0.2)
720	RESPIRATORY	5.5	5.4	5.9	5.6	0.2	-	0.25	6.2	0.8
721	SLEEP LAB	2.1	1.3	1.9	1.8	(0.3)	-	0.11	1.6	(0.5)
722	CARDIO	2.1	1.9	2.6	2.7	0.6	0.13	-	1.9	(0.2)
723	CARDIAC REHAB	2.2	1.3	2.3	2.0	(0.2)	-	0.29	2.0	(0.2)
730	PHYSICAL THERAPY	3.2	2.0	3.7	3.6	0.4	-	0.14	3.0	(0.2)
780	PATIENT ED	1.8	0.8	1.2	1.1	(0.7)	-	0.12	0.7	(1.1)
781	SOCIAL SERVICES	0.9	1.0	1.0	1.0	0.1	-	-	0.9	(0.0)
782	QUALITY & ACCREDIT	3.6	2.8	4.2	3.5	(0.2)	-	0.79	3.8	0.2
783	INFECTION CONTROL	1.8	0.8	0.4	1.7	(0.1)	1.33	-	1.4	(0.4)
784	COMPLIANCE	2.7	2.4	2.9	3.0	0.2	0.06	-	2.5	(0.2)
786	NURSING INFORMATICS	2.7	2.6	2.8	2.8	0.0	0.01	-	2.6	(0.1)
790	HEALTH INFORMATION	11.5	11.0	12.2	12.3	0.9	0.09	-	11.5	(0.0)
791	CASE MANAGEMENT	4.8	3.6	5.4	5.4	0.5	-	0.06	4.7	(0.1)
800	MAINTENANCE	10.6	8.1	11.7	11.7	1.0	-	0.07	10.5	(0.1)
801	HOUSEKEEPING	21.4	18.9	23.2	23.6	2.2	0.36	-	21.0	(0.4)
802	LAUNDRY	5.9	4.9	6.4	6.3	0.4	-	0.07	5.6	(0.3)
803	BIO MED	1.8	0.7	1.1	1.0	(0.8)	-	0.05	0.9	(0.9)
810	SECURITY	7.6	7.0	7.5	7.8	0.2	0.22	-	7.2	(0.3)
811	EMERGENCY MGMT	0.1	-	0.2	-	(0.1)	-	0.15	0.1	(0.0)
850	PURCHASING	4.6	3.7	4.7	4.8	0.3	0.15	-	0.1	(4.5)
855	CENTRAL SUPPLY	2.7	2.1	3.0	2.6	(0.1)	-	0.38	4.4	1.7
870	DIETARY	16.0	13.5	15.5	15.5	(0.6)	-	0.07	2.5	(13.5)
871	DIETICIANS	1.4	1.9	1.9	2.0	0.6	0.10	-	15.4	14.1
900	ADMINISTRATION	5.5	4.5	4.9	5.3	(0.2)	0.40	-	1.4	(4.0)
901	COMM SVC	0.9	1.0	0.5	0.9	(0.0)	0.40	-	5.3	4.4
902	MED STAFF SVC	2.3	1.9	2.6	2.5	0.2	-	0.12	0.9	(1.4)
903	MHSC FOUNDATION	1.2	1.0	1.5	1.7	0.5	0.18	-	2.2	1.0
904	VOLUNTEER SRV	0.9	0.7	0.8	0.8	(0.1)	-	-	1.0	0.1

	PPE	1/6/2019	1/20/2019	2/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
905 NURSING ADMIN	3.9	3.2	3.7	3.7	(0.2)	-	0.02	0.9	(3.1)
907 PHYSICIAN RECRUIT	0.9	0.7	0.8	0.8	(0.1)	-	0.02	3.8	2.8
910 INFORMATION SYSTEMS	7.3	6.7	7.8	7.8	0.5	-	0.02	0.9	(6.4)
920 HUMAN RESOURCES	4.2	3.9	3.8	3.8	(0.4)	0.05	-	7.3	3.1
930 FISCAL SERVICES	4.6	3.2	4.7	4.5	(0.1)	-	0.27	4.2	(0.4)
940 BUSINESS OFFICE	12.7	8.2	12.1	12.4	(0.3)	0.35	-	4.2	(8.5)
941 ADMITTING	12.2	13.2	15.0	14.1	1.9	-	0.92	12.1	(0.1)
942 COMMUNICATION	2.7	2.8	2.8	2.9	0.1	0.09	-	14.1	11.4
943 CENTRAL SCHEDULING	3.6	2.7	3.9	3.7	0.1	-	0.16	2.8	(0.9)
948 NEW OTHO	0.9	-	-	-	(0.9)	-	-	3.4	2.5
949 DENKER	2.7	2.2	3.0	2.9	0.2	-	0.10	0.0	(2.7)
950 OLIVER	2.8	2.2	2.1	2.3	(0.5)	0.19	-	2.7	(0.1)
952 NEW PULMONOLOGIST	1.8	-	-	-	(1.8)	-	-	2.5	0.7
953 STEWART	2.3	0.7	1.0	1.0	(1.3)	-	-	0.0	(2.3)
954 WHEELER	2.7	1.0	1.0	1.0	(1.7)	-	-	1.1	(1.7)
956 KATTAN	3.2	1.0	1.0	1.0	(2.2)	-	-	1.2	(2.0)
957 STARLA LETTE	1.8	0.8	1.0	1.0	(0.8)	-	-	1.3	(0.6)
958 VERONESE	-	-	-	-	-	-	-	1.1	1.1
959 GREWAL	2.7	1.0	1.0	1.0	(1.7)	-	-	0.1	(2.7)
960 SANDERS	1.8	0.6	1.0	1.0	(0.8)	-	-	1.1	(0.7)
961 DANSIE	2.3	0.8	1.0	1.0	(1.3)	-	-	1.0	(1.2)
962 BOWERS	1.8	0.4	0.2	0.6	(1.2)	0.35	-	1.1	(0.7)
963 LONG	2.7	1.0	0.9	0.9	(1.9)	-	0.03	0.7	(2.1)
964 JAKE JOHNSON	1.8	1.0	1.0	0.5	(1.3)	-	0.50	1.0	(0.8)
966 OCC MED	0.9	0.7	1.1	1.1	0.1	-	0.03	0.9	0.0
967 PA PALINEK	1.4	1.0	1.0	1.0	(0.4)	-	-	1.0	(0.3)
969 PAWAR	1.8	1.9	2.0	1.5	(0.3)	-	0.47	0.3	(1.5)
970 CROFTS	2.3	0.8	1.0	0.5	(1.8)	-	0.50	1.8	(0.4)
971 WAMSUTTER CLINIC	0.9	1.0	1.9	1.9	1.0	0.01	-	1.0	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	1.8	1.8
973 LAURIDSEN	0.9	1.0	0.9	0.9	(0.0)	-	0.03	0.0	(0.9)
974 SMG ADMIN/BILLING	12.3	25.5	37.8	38.2	25.9	0.44	-	0.8	(11.5)
976 LEHMAN	1.8	0.7	0.8	0.7	(1.1)	-	0.10	30.5	28.7
978 HOSPITALIST	3.8	3.9	3.0	3.0	(0.8)	-	-	0.7	(3.1)
980 JENSEN	0.9	0.9	1.0	1.0	0.1	-	-	4.0	3.0
981 CROFT	0.9	0.9	1.0	0.9	(0.0)	-	0.10	0.8	(0.1)
982 CHRISTENSEN	2.7	0.5	1.0	1.0	(1.7)	-	-	0.9	(1.9)
986 HANSON	1.0	-	-	1.0	-	1.00	-	1.2	0.2
988 CURRY	1.8	0.9	1.0	1.0	(0.8)	-	-	1.2	(0.6)
990 NEW PEDIATRICIAN	-	-	-	-	-	-	-	0.1	0.1
991 JAMIAS	1.8	1.0	1.0	1.0	(0.8)	-	-	1.2	(0.6)
992 ASPER	0.9	0.8	1.0	1.0	0.1	-	-	0.0	(0.9)
993 LIU	1.8	1.0	1.0	1.0	(0.8)	-	-	1.0	(0.8)
994 DUCK	1.8	0.9	-	1.0	(0.8)	0.98	-	0.9	(0.9)
996 SARETTE	0.5	0.8	1.4	0.5	(0.1)	-	0.90	1.0	0.5
997 OUTSIDE CLINICS	0.5	-	-	-	(0.5)	-	-	0.8	0.3

<b>TOTAL WORKED FTEs</b>	<b>423.4</b>	<b>355.6</b>	<b>434.9</b>	<b>431.0</b>	<b>7.59</b>	<b>-</b>	<b>3.93</b>	<b>407.8</b>	<b>(15.6)</b>
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<b>CONTRACT FTEs (inc above)</b>	<b>2.3</b>	<b>2.0</b>	<b>2.0</b>	<b>2.1</b>	<b>(0.24)</b>	<b>0.06</b>	<b>-</b>	<b>4.4</b>	<b>2.1</b>
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# OVERTIME HOURS

				Current OT			
				OT Dollars		YTD Hours	
600 MEDICAL FLOOR	8.0	0.8	0.3	11.03	-	0.50	54.0
605 BEHAVIORAL HEALTH	148.3	251.8	151.3	3,250.14	-	100.50	1,156.3
610 OB FLOOR	-	0.5	-	-	-	0.50	52.5
611 NURSERY	-	0.8	4.5	214.86	3.75	-	46.3
612 LABOR & DELIVERY	-	-	-	-	-	-	4.0
615 OUTPATIENT SERVICES	-	-	1.8	72.92	1.75	-	1.8
620 ICU	-	-	6.3	262.73	6.25	-	9.0
630 OR	1.0	0.8	18.8	794.24	18.00	-	167.3
631 SAME DAY SURGERY	1.3	14.5	5.0	205.96	-	9.50	147.8
633 RECOVERY	-	0.8	0.8	31.90	-	-	32.0
634 CENTRAL STERILE	-	0.3	3.3	78.49	3.00	-	62.3
640 DIALYSIS	10.5	11.8	32.3	1,470.75	20.50	-	283.8
650 ER	2.0	12.8	130.3	5,880.15	117.50	-	396.0
651 TRAUMA	2.5	13.0	0.5	11.39	-	12.50	86.0
652 SANE	6.5	8.0	26.3	1,384.16	18.25	-	75.0
660 RADIATION ONC	-	1.5	1.8	96.79	0.25	-	14.5
661 MEDICAL ONC	-	1.0	-	-	-	1.00	13.3
700 LABORATORY	12.5	33.8	43.6	1,374.37	9.80	-	426.1
701 HISTOLOGY	-	-	-	-	-	-	28.8
702 BLOOD BANK	-	-	1.3	47.30	1.25	-	13.5
710 RADIOLOGY	1.3	3.3	1.8	66.79	-	1.50	63.8
711 MAMMOGRAPHY	-	-	-	-	-	-	1.8
712 ULTRASOUND	-	3.0	1.3	73.45	-	1.75	58.0
713 NUC MED	-	4.3	0.3	8.96	-	4.00	23.0
714 CAT SCAN	-	0.8	2.3	75.02	1.50	-	15.3
715 MRI	-	1.8	-	-	-	1.75	9.8
716 PET SCAN	-	-	-	-	-	-	2.8
717 ECHOCARDIOGRAPHY	-	15.0	4.0	289.04	-	11.00	26.8
720 RESPIRATORY	-	-	-	-	-	-	14.8
721 SLEEP LAB	7.5	3.8	6.3	297.56	2.50	-	90.8
722 CARDIO	-	-	-	-	-	-	5.5
723 CARDIAC REHAB	-	-	-	-	-	-	-
730 PHYSICAL THERAPY	-	-	-	-	-	-	-
780 PATIENT ED	-	-	-	-	-	-	-
781 SOCIAL SERVICES	-	-	-	-	-	-	-
782 QUALITY & ACCREDIT	-	-	-	-	-	-	4.3
783 INFECTION CONTROL	-	-	-	-	-	-	33.5
784 COMPLIANCE	-	-	-	-	-	-	3.0
786 NURSING INFORMATICS	-	-	-	-	-	-	-
790 HEALTH INFORMATION	-	-	-	-	-	-	0.3
791 CASE MANAGEMENT	1.0	24.3	35.3	2,148.17	11.00	-	187.8
800 MAINTENANCE	-	17.5	18.5	576.31	1.00	-	117.8
801 HOUSEKEEPING	36.5	163.3	104.0	2,091.31	-	59.25	906.5
802 LAUNDRY	30.5	8.3	20.3	347.50	12.00	-	317.5

	PPE BUDGET	1/6/2019	1/20/2019	2/3/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
803	BIO MED	-	-	-	-	-	-	8.3	
810	SECURITY	25.0	28.0	26.3	713.84	-	1.75	219.8	
811	EMERGENCY MGMT	-	-	-	-	-	-	-	
850	PURCHASING	-	0.5	-	-	-	0.50	12.0	
855	CENTRAL SUPPLY	-	-	-	-	-	-	0.3	
870	DIETARY	65.3	118.0	133.8	3,066.21	15.75	-	849.3	
871	DIETICIANS	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	0.8	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	-	-	9.5	685.06	9.50	-	115.3	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	-	2.0	-	-	-	2.00	2.0	
930	FISCAL SERVICES	-	-	0.3	7.07	0.25	-	1.3	
940	BUSINESS OFFICE	-	4.0	13.5	528.06	9.50	-	196.0	
941	ADMITTING	61.0	91.8	123.5	2,978.57	31.75	-	1,913.8	
942	COMMUNICATION	19.8	24.0	29.5	501.34	5.50	-	258.5	
943	CENTRAL SCHEDULING	-	2.0	0.5	10.99	-	1.50	14.5	
948	NEW ORTHO	-	-	-	-	-	-	-	
949	DENKER	-	0.4	0.1	3.54	-	0.25	8.0	
950	OLIVER	-	1.4	2.4	93.80	1.00	-	35.0	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	
953	STEWART	-	-	-	-	-	-	14.5	
954	WHEELER	-	-	-	-	-	-	4.3	
956	KATTAN	-	-	-	-	-	-	1.8	
957	STARLA LETTE	-	-	-	-	-	-	-	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	-	-	-	-	-	-	5.5	
960	SANDERS	-	-	-	-	-	-	26.5	
961	DANSIE	-	-	-	-	-	-	5.9	
962	BOWERS	-	-	-	-	-	-	-	
963	LONG	-	-	-	-	-	-	3.8	
964	JAKE JOHNSON	-	-	-	-	-	-	-	
966	OCC MED	-	6.5	4.0	205.32	-	2.50	122.5	
967	PA PALINEK	-	-	-	-	-	-	-	
969	PAWAR	-	-	0.3	14.99	0.25	-	5.3	
970	CROFTS	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	1.8	0.8	17.39	-	1.00	37.3	
972	FARSON CLINIC	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	-	60.3	68.0	2,256.33	7.75	-	676.5	
976	PA LEHMAN	-	-	-	-	-	-	2.4	
978	HOSPITALIST	-	-	-	-	-	-	-	
980	JENSEN	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	10.4	
986	HANSON	-	-	-	-	-	-	-	
988	CURRY	-	-	-	-	-	-	8.4	
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	
991	JAMIAS	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	
993	LIU	-	-	-	-	-	-	1.0	
994	DUCK	-	-	-	-	-	-	1.0	
996	SARETTE	-	-	-	-	-	-	-	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	

<b>TOTAL OT HOURS</b>	<b>440.3</b>	<b>937.3</b>	<b>1,033.6</b>	<b>32,244</b>	96.30	-	<b>9,513.6</b>
<b>TOTAL OT FTEs</b>	<b>5.5</b>	<b>11.7</b>	<b>12.9</b>		1.20	-	<b>7.4</b>
<b>OT % WORKED HOURS</b>	<b>1.6%</b>	<b>2.7%</b>	<b>3.0%</b>		0.00	0.0%	

CONTRACT HOURS	PPE BUDGET	1/6/2019	1/20/2019	2/3/2019	Current FTE	CHANGE FROM LAST PAY PERIOD		FTE YTD	Variance from budget
						Increase	Decrease		
600	MEDICAL FLOOR	-	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH	24.8	-	10.3	0.1	10.25	-	1.06	1.06
610	OB FLOOR	0.5	-	-	-	-	-	-	(0.50)
611	NURSERY	-	-	-	-	-	-	-	-
612	LABOR & DELIVERY	-	-	-	-	-	-	-	-
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-	-
620	ICU	-	-	-	-	-	-	0.04	0.04
630	OR	1.0	63.3	81.8	0.9	-	7.75	2.05	1.05
631	SAME DAY SURGERY	-	-	-	-	-	-	-	-
633	RECOVERY	-	-	-	-	-	-	-	-
634	CENTRAL STERILE	-	-	-	-	-	-	-	-
640	DIALYSIS	-	-	-	-	-	-	-	-
650	ER	0.3	-	-	-	-	-	0.22	(0.08)
651	TRAUMA	-	-	-	-	-	-	-	-
652	SANE	-	-	-	-	-	-	-	-
660	RADIATION ONC	-	-	-	-	-	-	-	-
661	MEDICAL ONC	-	-	-	-	-	-	-	-
700	LABORATORY	-	-	-	-	-	-	-	-
701	HISTOLOGY	-	-	-	-	-	-	0.09	0.09
702	BLOOD BANK	-	-	-	-	-	-	-	-
710	RADIOLOGY	-	-	-	-	-	-	-	-
711	MAMMOGRAPHY	-	-	-	-	-	-	-	-
712	ULTRASOUND	0.5	69.8	78.0	1.0	2.25	-	0.64	0.14
713	NUC MED	-	-	-	-	-	-	-	-
714	CAT SCAN	-	-	-	-	-	-	-	-
715	MRI	-	-	-	-	-	-	-	-
716	PET SCAN	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	-	-	-	-	-	-	-
720	RESPIRATORY	-	-	-	-	-	-	0.32	0.32
721	SLEEP LAB	-	-	-	-	-	-	-	-
722	CARDIO	-	-	-	-	-	-	-	-



	PPE BUDGET	1/6/2019	1/20/2019	2/3/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
723	CARDIAC REHAB	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-
850	PURCHASING	-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-
870	DIETARY	-	-	-	-	-	-	-	-
871	DIETICIANS	-	-	-	-	-	-	-	-
900	ADMINISTRATION	-	-	-	-	-	-	-	-
901	COMM SVC	-	-	-	-	-	-	-	-
902	MED STAFF SVC	-	-	-	-	-	-	-	-
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-
905	NURSING ADMIN	-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-
930	FISCAL SERVICES	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE	-	-	-	-	-	-	-	-
941	ADMITTING	-	-	-	-	-	-	-	-
942	COMMUNICATION	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING	-	-	-	-	-	-	-	-
948	NEW ORTHO	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-
957	STARLA LETTE	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		157.8	159.8	164.5		4.8	-		
TOTAL CONTRACT FTEs	2.3	2.0	2.0	2.1	(0.2)	0.1	-	4.4	2.1
CONTRACT % WORKED HOURS		0.6%	0.5%	0.5%		0.0%	0.0%		

Paid FTEs (Excluding Contract)					Budget Variance				
600	MEDICAL FLOOR	24.5	22.4	21.3	22.3	(2.2)	0.93	-	21.6 (2.9)
605	BEHAVIORAL HEALTH	7.2	9.3	9.9	7.8	0.6	-	2.06	6.4 (0.8)
610	OB FLOOR	4.8	5.5	5.6	5.7	0.9	0.07	-	6.2 1.4
611	NURSERY	7.2	6.4	6.3	7.2	(0.0)	0.83	-	6.6 (0.6)
612	LABOR & DELIVERY	4.9	2.8	3.9	4.1	(0.8)	0.21	-	3.2 (1.7)
615	OUTPATIENT SERVICES	0.9	1.4	1.6	1.6	0.7	0.02	-	1.6 0.7
620	ICU	12.5	9.4	11.1	11.0	(1.5)	-	0.03	10.6 (1.9)
630	OR	11.1	9.1	10.9	11.5	0.4	0.63	-	11.0 (0.1)
631	SAME DAY SURGERY	6.8	5.4	5.9	5.9	(0.9)	-	0.04	5.8 (1.0)
633	RECOVERY	2.8	3.0	3.2	2.8	(0.0)	-	0.38	3.2 0.4
634	CENTRAL STERILE	3.0	2.9	3.1	3.1	0.1	0.02	-	2.9 (0.1)
640	DIALYSIS	7.0	8.0	7.9	8.6	1.6	0.68	-	7.6 0.6
650	ER	21.2	22.8	23.2	20.8	(0.4)	-	2.45	21.7 0.5
651	TRAUMA	1.3	2.2	2.2	2.0	0.7	-	0.15	2.0 0.7
652	SANE	0.9	1.4	1.3	2.0	1.1	0.70	-	1.2 0.3
660	RADIATION ONC	6.6	6.9	6.9	7.0	0.4	0.04	-	6.9 0.3

		PPE	1/6/2019	1/20/2019	2/3/2019	Variance	LAST PAY PERIOD		YTD	from budget
		BUDGET				from Bud	Increase	Decrease		
661	MEDICAL ONC	6.0	5.5	5.9	5.8	(0.2)	-	0.12	6.0	(0.0)
700	LABORATORY	31.1	29.4	30.8	30.2	(0.9)	-	0.68	29.7	(1.4)
701	HISTOLOGY	2.0	1.9	2.0	2.0	-	-	-	1.9	(0.1)
702	BLOOD BANK	1.0	0.8	1.1	1.1	0.1	-	0.03	1.1	0.1
710	RADIOLOGY	9.7	8.4	7.3	8.4	(1.3)	1.13	-	9.0	(0.7)
711	MAMMOGRAPHY	1.6	1.1	1.2	1.2	(0.5)	-	0.01	1.2	(0.4)
712	ULTRASOUND	2.8	2.9	2.1	2.0	(0.7)	-	0.05	3.1	0.3
713	NUC MED	1.6	1.6	2.2	2.0	0.4	-	0.16	1.5	(0.1)
714	CAT SCAN	4.7	4.6	5.7	4.7	(0.0)	-	1.08	4.5	(0.2)
715	MRI	1.3	1.2	1.4	1.4	0.1	0.01	-	1.2	(0.1)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.3	0.7	2.2	2.1	0.8	-	0.14	1.0	(0.3)
720	RESPIRATORY	6.0	6.0	6.1	6.0	0.0	-	0.10	6.5	0.5
721	SLEEP LAB	2.3	1.8	1.9	1.9	(0.4)	0.05	-	1.8	(0.5)
722	CARDIO	2.3	2.5	2.7	2.8	0.5	0.11	-	2.1	(0.2)
723	CARDIAC REHAB	2.4	2.2	2.3	2.4	0.0	0.09	-	2.3	(0.1)
730	PHYSICAL THERAPY	3.5	3.0	3.7	3.7	0.2	-	0.03	3.4	(0.1)
780	PATIENT ED	2.0	0.8	1.2	1.1	(0.9)	-	0.12	0.7	(1.3)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	-
782	QUALITY & ACCREDIT	4.0	4.0	4.7	3.6	(0.4)	-	1.18	4.3	0.3
783	INFECTION CONTROL	2.0	0.9	1.0	1.8	(0.2)	0.75	-	1.9	(0.1)
784	COMPLIANCE	3.0	2.8	3.0	3.0	-	-	-	2.7	(0.3)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	0.0	0.01	-	3.0	0.0
790	HEALTH INFORMATION	12.6	12.6	12.9	13.1	0.5	0.13	-	12.9	0.3
791	CASE MANAGEMENT	5.3	5.4	5.6	5.5	0.2	-	0.15	5.3	(0.0)
800	MAINTENANCE	11.7	11.7	12.0	12.2	0.5	0.21	-	11.6	(0.1)
801	HOUSEKEEPING	23.5	21.9	25.4	25.2	1.7	-	0.19	23.1	(0.4)
802	LAUNDRY	6.5	6.6	6.6	6.6	0.1	-	0.03	6.3	(0.2)
803	BIO MED	2.0	1.0	1.1	1.1	(0.9)	0.00	-	1.0	(1.0)
810	SECURITY	8.3	8.2	8.0	8.2	(0.1)	0.22	-	8.1	(0.2)
811	EMERGENCY MGMT	0.1	-	0.2	-	(0.1)	-	0.15	0.1	(0.0)
850	PURCHASING	5.0	5.0	5.0	5.0	-	-	0.01	5.0	0.0
855	CENTRAL SUPPLY	3.0	2.9	3.0	3.0	-	-	-	3.0	(0.0)
870	DIETARY	17.6	17.6	17.2	17.2	(0.4)	-	0.02	17.0	(0.6)
871	DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.5	(0.0)
900	ADMINISTRATION	6.0	6.0	6.0	6.0	-	-	-	6.0	-
901	COMM SVC	1.0	1.0	1.0	1.0	-	-	-	1.0	-
902	MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	0.00	-	2.5	0.0
903	MHSC FOUNDATION	1.3	1.0	1.5	1.7	0.4	0.18	-	1.1	(0.2)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	-
905	NURSING ADMIN	4.3	3.7	3.7	4.1	(0.2)	0.33	-	4.2	(0.1)
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	-
910	INFORMATION SYSTEMS	8.0	8.0	8.0	8.0	-	-	-	7.9	(0.1)
920	HUMAN RESOURCES	4.6	5.4	3.8	3.8	(0.8)	0.05	-	4.4	(0.2)
930	FISCAL SERVICES	5.0	4.8	4.8	4.8	(0.2)	0.00	-	4.8	(0.2)
940	BUSINESS OFFICE	14.0	11.9	12.8	13.0	(1.0)	0.18	-	13.6	(0.4)
941	ADMITTING	13.4	13.7	15.4	15.7	2.3	0.29	-	14.9	1.5
942	COMMUNICATION	3.0	2.8	2.9	2.9	(0.1)	0.01	-	2.9	(0.1)
943	CENTRAL SCHEDULING	4.0	3.6	4.0	4.0	-	-	0.03	3.8	(0.2)
948	NEW ORTHO	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
949	DENKER	3.0	2.8	3.0	3.0	(0.0)	-	0.03	3.1	0.1
950	OLIVER	3.1	3.0	3.2	2.3	(0.8)	-	0.93	2.9	(0.2)
952	NEW PULMONOLOGIST	2.0	-	-	-	(2.0)	-	-	0.0	(2.0)
953	STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
954	WHEELER	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
956	KATTAN	3.5	1.0	1.0	1.0	(2.5)	-	-	1.3	(2.2)
957	STARLA LETTE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
958	VERONESE	-	-	-	-	-	-	-	0.1	0.1
959	GREWAL	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
960	SANDERS PA	2.0	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
961	DANSIE	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
962	BOWERS	2.0	0.9	0.3	0.7	(1.3)	0.35	-	0.9	(1.1)
963	LONG	3.0	1.0	0.9	0.9	(2.1)	-	0.03	1.0	(2.0)
964	JAKE JOHNSON	2.0	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966	OCC MED	1.0	1.0	1.1	1.1	0.1	-	0.03	1.1	0.1
967	PA PALINEK	1.5	1.0	1.0	1.0	(0.5)	-	-	0.3	(1.2)
969	PAWAR	2.0	2.0	2.0	2.0	0.0	0.00	-	2.0	0.0
970	CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
971	WAMSUTTER CLINIC	1.0	1.2	1.9	1.9	0.9	0.01	-	1.9	0.9
972	FARSON CLINIC	-	-	-	-	-	-	-	0.0	-
973	LAURIDSEN	1.0	1.0	0.9	0.9	(0.1)	-	0.03	0.9	(0.1)
974	SMG ADMIN/BILLING	13.5	35.1	39.6	39.4	25.9	-	0.16	33.3	19.8
976	LEHMAN	2.0	0.9	1.9	0.7	(1.3)	-	1.20	0.9	(1.1)
978	HOSPITALIST	4.2	3.9	3.0	3.0	(1.2)	-	-	4.0	(0.2)
980	JENSEN	1.0	1.0	1.0	1.0	-	-	-	0.8	(0.2)
981	CROFT	1.0	1.0	1.0	1.0	-	-	-	1.0	-
982	CHRISTENSEN	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
986	HANSON	1.0	-	-	1.0	-	1.00	-	0.1	(0.9)
988	CURRY	2.0	1.2	1.0	1.2	(0.9)	0.15	-	0.1	(1.9)
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	1.4	1.4
991	JAMIAS	2.0	1.0	1.0	1.0	(1.0)	-	-	0.0	(2.0)
992	ASPER	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993	LIU	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
994	DUCK	2.0	1.1	-	1.1	(0.9)	1.08	-	1.0	(1.0)
996	SARETTE	0.6	0.8	1.4	0.5	(0.2)	-	0.90	0.8	0.2
997	OUTSIDE CLINICS	0.5	-	-	-	(0.5)	-	-	1.0	0.5
<b>TOTAL Paid FTEs (no Contr</b>		<b>462.9</b>	<b>438.3</b>	<b>460.5</b>	<b>458.3</b>		<b>-</b>	<b>2.2</b>	<b>445.3</b>	<b>(17.6)</b>

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Seven months ending January 31, 2019

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	15.04%	17.32%	18.37%
Blue Cross	23.70%	21.16%	23.66%
Medicaid	9.59%	8.67%	9.99%
Medicare	41.07%	41.76%	36.77%
Self Pay	7.78%	8.33%	9.42%
Other	2.82%	2.76%	1.79%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

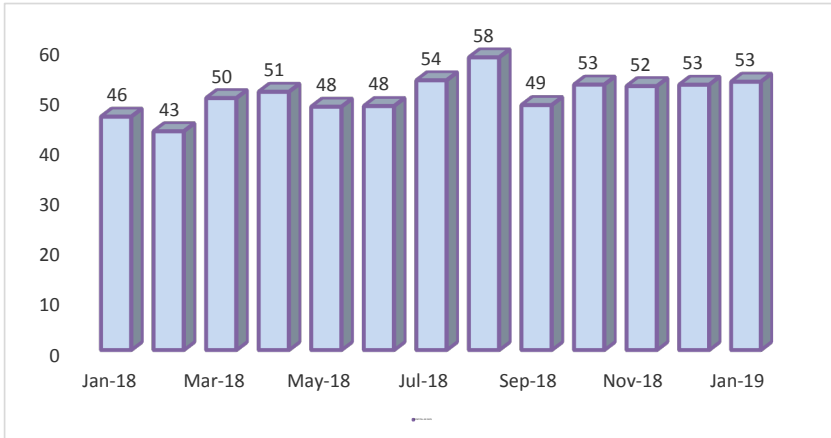
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	25.62%	27.21%	28.94%
Blue Cross	28.84%	28.10%	30.49%
Medicaid	13.14%	13.23%	14.70%
Medicare	25.27%	25.21%	19.07%
Self Pay	6.76%	5.80%	6.18%
Other	0.37%	0.45%	0.62%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	46.27%	40.57%	39.50%
Blue Cross	23.71%	21.78%	27.91%
Medicaid	3.59%	3.73%	6.32%
Medicare	14.78%	28.38%	23.02%
Self Pay	5.26%	4.13%	2.71%
Other	6.40%	1.40%	0.54%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

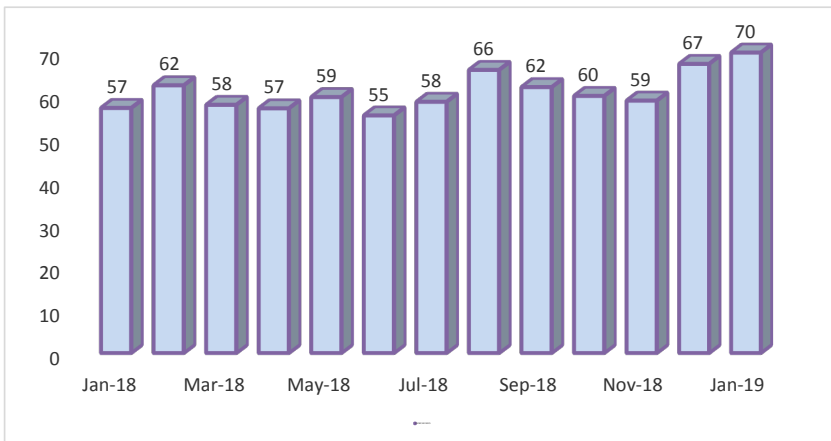
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	16.37%	18.54%	19.86%
Blue Cross	24.10%	21.80%	24.39%
Medicaid	9.77%	9.02%	10.34%
Medicare	39.41%	40.07%	34.80%
Self Pay	7.66%	8.05%	8.96%
Other	2.69%	2.53%	1.65%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**01/31/19**

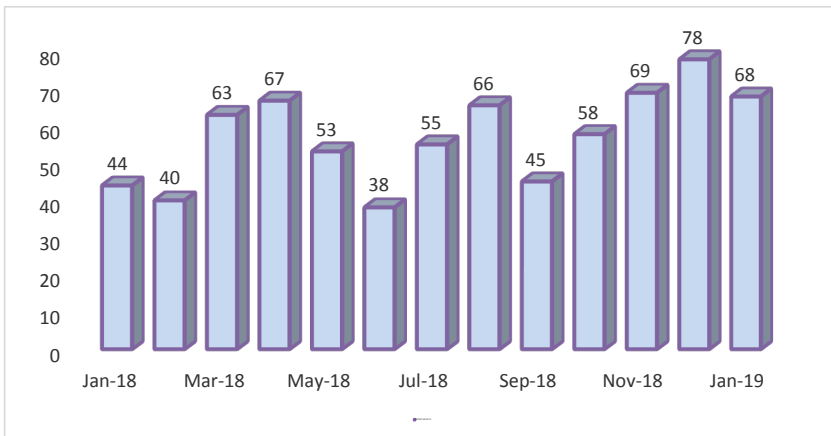
	<b>HOSPITAL A/R DAYS</b>
Jan-18	46
Feb-18	43
Mar-18	50
Apr-18	51
May-18	48
Jun-18	48
Jul-18	54
Aug-18	58
Sep-18	49
Oct-18	53
Nov-18	52
Dec-18	53
Jan-19	53



	<b>CLINIC A/R DAYS</b>
Jan-18	57
Feb-18	62
Mar-18	58
Apr-18	57
May-18	59
Jun-18	55
Jul-18	58
Aug-18	66
Sep-18	62
Oct-18	60
Nov-18	59
Dec-18	67
Jan-19	70



	<b>ORTHO A/R DAYS</b>
Jan-18	44
Feb-18	40
Mar-18	63
Apr-18	67
May-18	53
Jun-18	38
Jul-18	55
Aug-18	66
Sep-18	45
Oct-18	58
Nov-18	69
Dec-18	78
Jan-19	68



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

**FY 2019**

<b>BARRY J WALKER</b>	<b>\$3,000.00</b>
<b>CROWLEY FLECK ATTORNEYS</b>	<b>\$7,697.50</b>
<b>DRAY, DYEKMAN, REED &amp; HEALEY PC</b>	<b>\$12,055.16</b>
<b>SETTLEMENTS</b>	<b>\$70,000.00</b>
<b>PHILLIPS LAW, LLC</b>	<b>\$50,312.12</b>
<b>KING &amp; SPALDING, LLP</b>	<b>\$7,094.09</b>
<b>Total FYTD 2019</b>	<b>\$150,158.87</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
CASH DISBURSEMENT SUMMARY FOR JANUARY 19**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	876	7,304,042.10
CAPITAL EQUIPMENT (PLANT FUND)	7	118,004.26
CONSTRUCTION IN PROGRESS (BUILDING FUND)	3	115,498.98
PAYROLL December 09, 2018	N/A	1,384,459.34
PAYROLL December 23, 2018	N/A	1,314,961.67
TOTAL CASH OUTFLOW		<u>\$7,537,545.34</u>
CASH COLLECTIONS		\$6,652,731.04
INCREASE/DECREASE IN CASH		\$ (884,814.30)



**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2019**

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002209	12/5/2018	OWENS & MINOR 90005430	11,002.40	WALL MOUNTED OTOSCOPES		
002210	12/12/2018	NEXTGEN HEALTHCARE, INC.	4,000.00	MIRTH CONNECT INTERFACE ENGINE		
002211	12/19/2018	FISHER HEALTHCARE	6,614.70	CELL WASHER		
002211	12/19/2018	FISHER HEALTHCARE	5,914.94	-30 DEGREE FREEZER		
002212	12/19/2018	VENTURE TECHNOLOGIES (ISC, INC)	5,640.00	VIRTUAL SERVER UPGRADE		
002213	12/19/2018	PHILIPS HEALTHCARE	11,529.61	TRILOGY TRANSPORT SYSTEM		
002214	12/19/2018	SDFI-TELEMEDICINE LLC	25,500.00	SANE EVIDENCE CAMERA		
002215	12/19/2018	UNLIMITED TECHNOLOGY SYSTEMS, L	4,926.00	CENTRICITY SOFTWARE UPDATE		
<b>DECEMBER TOTALS</b>					75,127.65	798,295.96

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002216	1/3/2019	FISHER HEALTHCARE	808.94	CELL WASHER		
002217	1/9/2019	FISHER HEALTHCARE	185.01	-30 DEGREE FREEZER		
002218	1/9/2019	QUADRAMED CORPORATION	58,575.00	QUADRAMED UPGRADE		
002219	1/9/2019	OLYMPUS AMERICA INC	10,304.73	PERCUTANEOUS NEPHROLOGY SYSTEM		
002220	1/17/2019	KARL STORZ ENDOSCOPY-AMERICA	15,313.58	PEDIATRIC FOREIGN BODY REMOVAL		
002221	1/23/2019	UNLIMITED TECHNOLOGY SYSTEMS, L	4,926.00	CENTRICITY SOFTWARE UPDATE		
002222	1/30/2019	KONICA MINOLTA MEDICAL IMAGING	27,891.00	DR BRIDGE PROGRAM		
<b>JANUARY TOTALS</b>					118,004.26	916,300.22

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

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

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

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001008	12/5/2018	A. PLEASANT CONSTRUCTION, INC	122,643.00	MHSC DUCT RENOVATION		
001009	12/12/2018	A. PLEASANT CONSTRUCTION, INC	64,032.80	CT REPLACEMENT		
001010	12/19/2018	PLAN ONE/ARCHITECTS	2,407.50	DUCT RENO/PRIVATE CHEMO ROOM		
001011	12/19/2018	SHADOW MOUNTAIN WATER CO,	1,500.00	MHSC DUCT RENOVATION		
W/T	12/17/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICE		
<b>DECEMBER TOTALS</b>					300,348.78	995,597.93

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001012	1/3/2019	WESTERN ENGINEERS & GEOLOGI	2,006.00	RETAINING WALL		
001013	1/9/2019	PLAN ONE/ARCHITECTS	3,727.50	DUCT RENO/PRIVATE CHEMO ROOM		
W/T	1/18/2019	WF DEBT SERVICES	109,765.48	WF DEBT SERVICE		
<b>JANUARY TOTALS</b>					115,498.98	1,111,096.91

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS

1/31/19

Amount	Description
53,997.07	<b>Advertising Total</b>
16,135.87	<b>Billing Services Total</b>
30,854.97	<b>Blood Bank Service Total</b>
30,150.00	<b>Building Lease Total</b>
4,407.07	<b>Cellular Telephone Total</b>
35,650.23	<b>Collection Agency Total</b>
19,754.53	<b>Computer Equipment Total</b>
11,000.00	<b>Computer Software Total</b>
1,950.00	<b>Consulting Fees Total</b>
332,247.81	<b>Contract Maintenance Total</b>
110,577.04	<b>Contract Personnel Total</b>
294.66	<b>Courier Services Total</b>
23,248.65	<b>Dental Insurance Total</b>
2,729.11	<b>Diabetes Education Program Total</b>
2,702.37	<b>Dialysis Supplies Total</b>
75,796.00	<b>Education &amp; Travel Total</b>
3,445.05	<b>Employee Recruitment Total</b>
5,648.50	<b>Employee Vision Plan Total</b>
199,279.79	<b>Equipment Lease Total</b>
63,686.83	<b>Food Total</b>
11,252.08	<b>Freight Total</b>
829.71	<b>Fuel Total</b>
1,639.90	<b>Garbage Collection Total</b>
621,306.23	<b>Group Health Total</b>
160.00	<b>Guest Relations Total</b>
291,627.39	<b>Hospital Supplies Total</b>
26,237.70	<b>Insurance Premium Total</b>
4,077.48	<b>Insurance Refund Total</b>
10.00	<b>Internet Services Total</b>
64,125.73	<b>Laboratory Services Total</b>
182,797.52	<b>Laboratory Supplies Total</b>
1,283.10	<b>Laundry Supplies Total</b>
12,207.81	<b>Legal Fees Total</b>
25.00	<b>Licenses &amp; Taxes Total</b>
3,591.06	<b>Life Insurance Total</b>
5,755.72	<b>Linen Total</b>
6,200.00	<b>Lithrotripsy Services Total</b>
138,547.14	<b>Locum Tenens Total</b>
35,255.69	<b>Maintenance &amp; Repair Total</b>
14,572.32	<b>Maintenance Supplies Total</b>
3,439.37	<b>Marketing &amp; Promotional Supplies Total</b>
3,445.00	<b>Memberships Total</b>
1,995.88	<b>MHSC Foundation Total</b>
199.97	<b>Minor Equipment Total</b>
474.00	<b>Monthly Pest Control Total</b>
14,245.43	<b>Non Medical Supplies Total</b>
10,324.82	<b>Office Supplies Total</b>

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2,061.50	Other Employee Benefits Total
8,591.00	Other Expenses Total
532.95	Other Medical Surgical Supplies Total
10,633.63	Other Purchased Services Total
6,890.00	Oxygen Rental Total
1,530.59	Patient Refund Total
1,980.84	Payroll Deduction Total
8,047.65	Payroll Garnishment Total
465.70	Payroll taxes Total
2,658,354.49	Payroll Transfer Total
25.50	Petty Cash Total
738,744.57	Pharmacy Management Total
4,901.87	Physician Recruitment Total
434,929.37	Physician Services Total
54,445.00	Physician Student Loan Total
6,210.00	Postage Total
150,383.00	Professional Liability Insurance Total
40,402.86	Profession Service Total
6,678.15	Proficiency Testing Total
13.50	Radiation Monitoring Total
497.16	Radiology Film Total
32,326.08	Radiology Material Total
18,688.98	Reimbursement - CME Total
13,861.96	Reimbursement - Education & Travel Total
727.90	Reimbursement - Non Hospital Supplies Total
154.60	Reimbursement - Office Supplies Total
526.99	Reimbursement - Payroll Total
507.38	Reimbursement - Uniforms Total
71.18	Reimbursment - Food Total
15,000.00	Retention Bonus Total
276,483.80	Retirement Total
2,395.44	Sales Tax Payment Total
10,000.00	Settlement Total
1,150.00	Sponsorships Total
8,241.05	Surgery Equipment Total
89,322.80	Surgery Supplies Total
9,210.00	Surveys Total
1,221.17	Translation Services Total
384.62	Uniforms Total
121,933.61	Utilities Total
1,423.32	Waste Disposal Total
1,939.00	Window Cleaning Total
82,971.29	Workman's Comp Total
7,304,042.10	Grand Total

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Check Number	Date	Vendor Check Name	Amount	Description
160135	1/3/2019	ALL WORLD PROMOTIONS	991.25	Advertising
160149	1/3/2019	BIG THICKET BROADCASTING	4,500.00	Advertising
160253	1/3/2019	PINEDALE ROUNDUP	200.00	Advertising
160268	1/3/2019	RUMOR ADVERTISING	6,642.95	Advertising
160460	1/9/2019	RUMOR ADVERTISING	10,780.21	Advertising
160282	1/3/2019	SUBLETTE EXAMINER	479.25	Advertising
160285	1/3/2019	SWEETWATER NOW, LLC	4,350.00	Advertising
160476	1/9/2019	SWEETWATER NOW, LLC	900.00	Advertising
160291	1/3/2019	THE RADIO NETWORK	2,916.65	Advertising
160267	1/3/2019	ROYAL FLUSH ADVERTISING	1,296.00	Advertising
160701	1/23/2019	ALERT MAGAZINE	550.00	Advertising
160715	1/23/2019	BIG THICKET BROADCASTING	3,650.00	Advertising
160767	1/23/2019	KEMMERER GAZETTE	770.00	Advertising
160816	1/23/2019	SUBLETTE EXAMINER	279.25	Advertising
160824	1/23/2019	THE RADIO NETWORK	2,916.65	Advertising
160863	1/30/2019	CASPER STAR TRIBUNE	608.50	Advertising
160937	1/30/2019	SWEETWATER NOW, LLC	1,850.00	Advertising
EFT000000004440	1/3/2019	GREEN RIVER STAR	657.50	Advertising
EFT000000004442	1/3/2019	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000004444	1/3/2019	LAMAR ADVERTISING	380.00	Advertising
EFT000000004451	1/3/2019	ROCKET MINER	3,309.03	Advertising
EFT000000004473	1/9/2019	ROCKET MINER	297.17	Advertising
EFT000000004492	1/17/2019	ROCKET MINER	247.80	Advertising
EFT000000004508	1/23/2019	GREEN RIVER STAR	80.00	Advertising
EFT000000004515	1/23/2019	ROCKET MINER	859.86	Advertising
EFT000000004517	1/23/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000004528	1/30/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000004534	1/30/2019	ROCKET MINER	1,295.00	Advertising
160260	1/3/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
160455	1/9/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
160482	1/9/2019	TRUE COMMERCE, INC	106.05	Billing Services
160687	1/17/2019	TRUE COMMERCE, INC	107.85	Billing Services
160800	1/23/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
160877	1/30/2019	EXPRESS MEDICAID BILLING SERV	3,171.97	Billing Services
160301	1/3/2019	UNITED BLOOD SERVICES	11,859.01	Blood Bank Services
160484	1/9/2019	UNITED BLOOD SERVICES	3,347.77	Blood Bank Services
160829	1/23/2019	UNITED BLOOD SERVICES	15,648.19	Blood Bank Services
160738	1/23/2019	BIG SANDY CLINIC	2,200.00	Building Lease
160732	1/23/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
160757	1/23/2019	HILLTOP PROPERTIES, LLC	24,450.00	Building Lease
160309	1/3/2019	VERIZON WIRELESS, LLC	2,111.76	Cellular Telephone
160944	1/30/2019	VERIZON WIRELESS, LLC	2,295.31	Cellular Telephone
160490	1/9/2019	WAKEFIELD & ASSOCIATES, INC.	35,448.23	Collection Agency
160727	1/23/2019	COLLECTION PROFESSIONALS, INC	202.00	Collection Agency
160161	1/3/2019	CDW GOVERNMENT LLC	10,415.60	Computer Equipment
160330	1/3/2019	CDW GOVERNMENT LLC	100.35	Computer Equipment
160398	1/9/2019	CDW GOVERNMENT LLC	4,142.23	Computer Equipment
160627	1/17/2019	CDW GOVERNMENT LLC	646.78	Computer Equipment
160719	1/23/2019	CDW GOVERNMENT LLC	1,100.00	Computer Equipment
160864	1/30/2019	CDW GOVERNMENT LLC	3,349.57	Computer Equipment
160421	1/9/2019	HEALTHICITY LLC	10,000.00	Computer Software
160755	1/23/2019	HEALTHICITY LLC	1,000.00	Computer Software
160449	1/9/2019	PLAN ONE/ARCHITECTS	1,250.00	Consulting Fees



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160197	1/3/2019	HALL NOBLE & ASSOCIATES P.C.	700.00	Consulting Fees
160169	1/3/2019	COLORADO DOCUMENT SECURITY	3,598.00	Contract Maintenance
160420	1/9/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
160419	1/9/2019	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
160422	1/9/2019	HENRY SCHEIN PRACTICE SOLUTIONS	1,261.50	Contract Maintenance
160209	1/3/2019	ISC,INC dba VENTURE TECHNOLOGIES	332.64	Contract Maintenance
160227	1/3/2019	MCKESSON HEALTH SOLUTIONS	586.38	Contract Maintenance
160544	1/10/2019	MEDNET	3,660.00	Contract Maintenance
160246	1/3/2019	OPTIMIS CORP	200.00	Contract Maintenance
160251	1/3/2019	PHILIPS HEALTHCARE	3,747.41	Contract Maintenance
160362	1/3/2019	PHILIPS HEALTHCARE	288.68	Contract Maintenance
160250	1/3/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
160270	1/3/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
160463	1/9/2019	SOUTHWESTERN BIOMEDICAL ELECT.	240.00	Contract Maintenance
160296	1/3/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
160181	1/3/2019	DEXPRO DYNAMICS LLC	780.00	Contract Maintenance
160205	1/3/2019	ICONTRACTS	401.00	Contract Maintenance
160239	1/3/2019	MNJ TECHNOLOGIES DIRECT	1,142.00	Contract Maintenance
160223	1/3/2019	MRS SYSTEMS, INC	7,980.00	Contract Maintenance
160243	1/3/2019	NEXTGEN HEALTHCARE,INC.	587.00	Contract Maintenance
160254	1/3/2019	QUADRAMED	243.75	Contract Maintenance
160452	1/9/2019	QUADRAMED	5,302.40	Contract Maintenance
160628	1/17/2019	CHANGE HEALTHCARE SOLUTIONS, LLC	15,169.03	Contract Maintenance
160645	1/17/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
160664	1/17/2019	OTIS ELEVATOR COMPANY	29,160.91	Contract Maintenance
160667	1/17/2019	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
160669	1/17/2019	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
160672	1/17/2019	REMI CORPORATION	2,739.79	Contract Maintenance
160678	1/17/2019	SOUTHWESTERN BIOMEDICAL ELECT.	170.00	Contract Maintenance
160693	1/17/2019	WASATCH CONTROLS	4,785.00	Contract Maintenance
160642	1/17/2019	FLEXENTIAL CORP.	8,620.08	Contract Maintenance
160661	1/17/2019	NEXTGEN HEALTHCARE,INC.	587.00	Contract Maintenance
160720	1/23/2019	CHANGE HEALTHCARE SOLUTIONS, LLC	1,000.00	Contract Maintenance
160728	1/23/2019	COLORADO DOCUMENT SECURITY	3,397.00	Contract Maintenance
160763	1/23/2019	ISC,INC dba VENTURE TECHNOLOGIES	441.06	Contract Maintenance
160786	1/23/2019	NUANCE COMMUNICATIONS, INC	37,344.92	Contract Maintenance
160788	1/23/2019	OPTIMIS CORP	200.00	Contract Maintenance
160792	1/23/2019	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
160791	1/23/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
160794	1/23/2019	PLAYNETWORK, INC.	179.70	Contract Maintenance
160805	1/23/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
160808	1/23/2019	SOUTHWESTERN BIOMEDICAL ELECT.	750.00	Contract Maintenance
160734	1/23/2019	DEXPRO DYNAMICS LLC	1,170.00	Contract Maintenance
160759	1/23/2019	ICONTRACTS	401.00	Contract Maintenance
160796	1/23/2019	QUADRAMED	390.00	Contract Maintenance
160858	1/30/2019	BISCOM	6,500.00	Contract Maintenance
160866	1/30/2019	CHANGE HEALTHCARE SOLUTIONS, LLC	7,755.48	Contract Maintenance
160848	1/30/2019	ABILITY NETWORK INC	733.00	Contract Maintenance
160882	1/30/2019	FLEXENTIAL CORP.	8,445.00	Contract Maintenance
160887	1/30/2019	GREENSHADES SOFTWARE	577.16	Contract Maintenance
160900	1/30/2019	LENOVO GLOBAL TECHNOLOGY	12,415.10	Contract Maintenance
EFT000000004439	1/3/2019	GE HEALTHCARE	27,790.90	Contract Maintenance
EFT000000004443	1/3/2019	INDUSTRIAL SOLUTIONS, INC	2,315.00	Contract Maintenance
EFT000000004455	1/3/2019	T-SYSTEM, INC	13,244.00	Contract Maintenance

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EFT000000004456	1/3/2019	UP TO DATE	15,719.00	Contract Maintenance
EFT000000004461	1/9/2019	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000004479	1/9/2019	SYSMEX AMERICA INC.	23,774.00	Contract Maintenance
EFT000000004494	1/17/2019	STATE FIRE DC SPECIALTIES	1,762.80	Contract Maintenance
EFT000000004507	1/23/2019	GE HEALTHCARE	24,740.28	Contract Maintenance
EFT000000004510	1/23/2019	INDUSTRIAL SOLUTIONS, INC	5,014.63	Contract Maintenance
EFT000000004520	1/23/2019	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000004538	1/30/2019	STATE FIRE DC SPECIALTIES	75.00	Contract Maintenance
W/T	1/3/2019	APEX EDI DEC FEES	67.00	Contract Maintenance
W/T	1/22/2019	GATEWAY EDI 1/22/19	3,925.00	Contract Maintenance
W/T	1/23/2019	CARE CLOUD	349.00	Contract Maintenance
W/T	1/30/2019	ZENITH	107.00	Contract Maintenance
160185	1/3/2019	ELWOOD STAFFING SERVICES, INC	1,143.61	Contract Personnel
160337	1/3/2019	ELWOOD STAFFING SERVICES, INC	565.96	Contract Personnel
160408	1/9/2019	ELWOOD STAFFING SERVICES, INC	296.65	Contract Personnel
160191	1/3/2019	FOCUSONE SOLUTIONS LLC	28,845.85	Contract Personnel
160340	1/3/2019	FOCUSONE SOLUTIONS LLC	16,070.54	Contract Personnel
160413	1/9/2019	FOCUSONE SOLUTIONS LLC	19,026.26	Contract Personnel
160203	1/3/2019	HOMWOOD SUITES	462.24	Contract Personnel
160637	1/17/2019	ELWOOD STAFFING SERVICES, INC	456.01	Contract Personnel
160643	1/17/2019	FOCUSONE SOLUTIONS LLC	19,127.00	Contract Personnel
160740	1/23/2019	ELWOOD STAFFING SERVICES, INC	408.29	Contract Personnel
160748	1/23/2019	FOCUSONE SOLUTIONS LLC	11,182.13	Contract Personnel
160875	1/30/2019	ELWOOD STAFFING SERVICES, INC	663.19	Contract Personnel
160883	1/30/2019	FOCUSONE SOLUTIONS LLC	12,329.31	Contract Personnel
160936	1/30/2019	SUSAN K CROFUTT	294.66	Courier Services
160179	1/3/2019	DELTA DENTAL	23,248.65	Dental Insurance
160477	1/9/2019	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	2,129.11	Diabetes Education Program
160819	1/23/2019	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	600.00	Diabetes Education Program
160414	1/9/2019	FRESENIUS USA MANUFACTURING	2,161.26	Dialysis Supplies
160199	1/3/2019	HENRY SCHEIN INC	20.72	Dialysis Supplies
160345	1/3/2019	HENRY SCHEIN INC	124.95	Dialysis Supplies
160754	1/23/2019	HACH COMPANY	50.49	Dialysis Supplies
160756	1/23/2019	HENRY SCHEIN INC	220.00	Dialysis Supplies
160889	1/30/2019	HENRY SCHEIN INC	124.95	Dialysis Supplies
EFT000000004480	1/9/2019	WESTERN WYOMING COLLEGE	285.00	Education & Travel
160259	1/3/2019	READY RESPONSE TRAINING, LLC	4,500.00	Education & Travel
160749	1/23/2019	FRED PRYOR SEMINARS	128.00	Education & Travel
160841	1/23/2019	WYOMING HOSPITAL ASSOCIATION	70,813.00	Education & Travel
160910	1/30/2019	MY EDUCATIONAL RESOURCES	40.00	Education & Travel
EFT000000004518	1/23/2019	R.S. CHAMBER OF COMMERCE	30.00	Education & Travel
160201	1/3/2019	HOLIDAY INN - ROCK SPRINGS	435.24	Employee Recruitment
160467	1/9/2019	STATE OF WYO DEPT FAMILY SERVICES	10.00	Employee Recruitment
160705	1/23/2019	AMERICU CREDIT UNION	932.31	Employee Recruitment
160891	1/30/2019	HOLIDAY INN - ROCK SPRINGS	723.00	Employee Recruitment
EFT000000004468	1/9/2019	INSIGHT INVESTIGATIONS, INC	924.50	Employee Recruitment
EFT000000004477	1/9/2019	SST TESTING +, INC.	420.00	Employee Recruitment
160310	1/3/2019	VISION SERVICE PLAN - WY	5,648.50	Employee Vision Plan
160158	1/3/2019	CAREFUSION SOLUTIONS, LLC	20,524.00	Equipment Lease
160165	1/3/2019	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
160172	1/3/2019	COPIER & SUPPLY COMPANY	12,508.08	Equipment Lease
160189	1/3/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	106.00	Equipment Lease
160342	1/3/2019	GE HEALTHCARE FINANCIAL SERVICES	9,580.00	Equipment Lease
160415	1/9/2019	GE HEALTHCARE FINANCIAL SERVICES	13,560.09	Equipment Lease

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160459	1/9/2019	RON'S ACE RENTALS & EQUIP.SALE	255.00	Equipment Lease
160271	1/3/2019	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
160306	1/3/2019	US BANK EQUIPMENT FINANCE	2,028.07	Equipment Lease
160488	1/9/2019	US BANK EQUIPMENT FINANCE	251.28	Equipment Lease
160668	1/17/2019	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	1,149.48	Equipment Lease
160690	1/17/2019	US BANK EQUIPMENT FINANCE	1,428.69	Equipment Lease
160731	1/23/2019	COPIER & SUPPLY COMPANY	6,979.92	Equipment Lease
160806	1/23/2019	SIEMENS FINANCIAL SERVICES, INC	26,500.75	Equipment Lease
160832	1/23/2019	US BANK EQUIPMENT FINANCE	1,046.86	Equipment Lease
160861	1/30/2019	CAREFUSION SOLUTIONS, LLC	20,524.00	Equipment Lease
160867	1/30/2019	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
160880	1/30/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
160885	1/30/2019	GE HEALTHCARE FINANCIAL SERVICES	9,580.00	Equipment Lease
160895	1/30/2019	HP FINANCIAL SERVICES	584.72	Equipment Lease
160942	1/30/2019	US BANK EQUIPMENT FINANCE	1,256.25	Equipment Lease
EFT000000004476	1/9/2019	SHADOW MOUNTAIN WATER CO ,WY	1,999.35	Equipment Lease
EFT000000004493	1/17/2019	SHADOW MOUNTAIN WATER CO ,WY	20.25	Equipment Lease
EFT000000004496	1/17/2019	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000004519	1/23/2019	SHADOW MOUNTAIN WATER CO ,WY	33.75	Equipment Lease
EFT000000004536	1/30/2019	SHADOW MOUNTAIN WATER CO ,WY	456.34	Equipment Lease
W/T	1/8/2019	SIEMENS EDI	9,017.12	Equipment Lease
160188	1/3/2019	F B MCFADDEN WHOLESale	3,894.64	Food
160338	1/3/2019	F B MCFADDEN WHOLESale	3,674.93	Food
160411	1/9/2019	F B MCFADDEN WHOLESale	2,250.96	Food
160229	1/3/2019	MEADOW GOLD DAIRY	397.95	Food
160433	1/9/2019	MEADOW GOLD DAIRY	478.44	Food
160244	1/3/2019	NICHOLAS & CO INC	6,195.65	Food
160359	1/3/2019	NICHOLAS & CO INC	2,182.70	Food
160443	1/9/2019	NICHOLAS & CO INC	2,107.28	Food
160287	1/3/2019	SYSCO INTERMOUNTAIN FOOD	6,850.73	Food
160377	1/3/2019	SYSCO INTERMOUNTAIN FOOD	6,532.11	Food
160479	1/9/2019	SYSCO INTERMOUNTAIN FOOD	1,919.62	Food
160311	1/3/2019	WESTERN WYOMING BEVERAGES INC	1,107.31	Food
160639	1/17/2019	F B MCFADDEN WHOLESale	2,278.09	Food
160745	1/23/2019	F B MCFADDEN WHOLESale	1,885.84	Food
160769	1/23/2019	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
160772	1/23/2019	MEADOW GOLD DAIRY	843.99	Food
160784	1/23/2019	NICHOLAS & CO INC	4,931.99	Food
160821	1/23/2019	SYSCO INTERMOUNTAIN FOOD	1,979.97	Food
160838	1/23/2019	WESTERN WYOMING BEVERAGES INC	1,262.27	Food
160878	1/30/2019	F B MCFADDEN WHOLESale	3,028.92	Food
160901	1/30/2019	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
160905	1/30/2019	MEADOW GOLD DAIRY	781.29	Food
160912	1/30/2019	NICHOLAS & CO INC	4,137.30	Food
160946	1/30/2019	WESTERN WYOMING BEVERAGES INC	1,176.70	Food
EFT000000004438	1/3/2019	FARMER BROS CO	393.06	Food
EFT000000004465	1/9/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	214.40	Food
EFT000000004503	1/23/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	619.00	Food
EFT000000004506	1/23/2019	FARMER BROS CO	894.01	Food
EFT000000004524	1/30/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	542.75	Food
EFT000000004526	1/30/2019	FARMER BROS CO	670.13	Food
160298	1/3/2019	TRIOSE, INC	4,871.84	Freight
160381	1/3/2019	UPS STORE	25.00	Freight
160827	1/23/2019	TRIOSE, INC	6,164.66	Freight

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160879	1/30/2019	FED EX	190.58	Freight
160456	1/9/2019	RED HORSE OIL COMPANIES INC	829.71	Fuel
EFT000000004481	1/9/2019	WWS - ROCK SPRINGS	1,639.90	Garbage Collection
160611	1/15/2019	MUNICH RE STOP LOSS, INC	74,213.34	Group Health
W/T	1/3/2019	UUHP 1/2/19	91,276.96	Group Health
W/T	1/10/2019	UUHP 1/9/19	121,459.14	Group Health
W/T	1/17/2019	UUHP 1/16/19	86,129.24	Group Health
W/T	1/24/2019	UUHP 1/23/19	24,075.96	Group Health
W/T	1/31/2019	UUHP 1/31/18	44,478.75	Group Health
W/T	1/11/2019	BCBS 1/8/19	35,238.30	Group Health
W/T	1/18/2019	BCBS 1/17/19	12,142.20	Group Health
W/T	1/25/2019	BCBS 1/24/19	21,562.16	Group Health
W/T	1/31/2019	BCBS 1/29/19	110,730.18	Group Health
160631	1/17/2019	CODY MOTEL INC.	160.00	Guest Relations
160132	1/3/2019	ABBOTT LABORATORIES	1,268.17	Hospital Supplies
160383	1/9/2019	ABBOTT LABORATORIES	145.54	Hospital Supplies
160266	1/3/2019	ABBOTT NUTRITION	18.49	Hospital Supplies
160367	1/3/2019	ABBOTT NUTRITION	19.70	Hospital Supplies
160322	1/3/2019	ALLEN MEDICAL SYSTEMS INC	418.00	Hospital Supplies
160136	1/3/2019	AMAZON.COM CREDIT PLAN	1,233.00	Hospital Supplies
160139	1/3/2019	APPLIED MEDICAL	1,626.00	Hospital Supplies
160323	1/3/2019	APPLIED MEDICAL	5,304.00	Hospital Supplies
160387	1/9/2019	APPLIED MEDICAL	306.00	Hospital Supplies
160324	1/3/2019	AQUACAST LINER	368.00	Hospital Supplies
160388	1/9/2019	ARTHREX INC.	4,784.00	Hospital Supplies
160146	1/3/2019	B BRAUN MEDICAL INC.	1,414.08	Hospital Supplies
160325	1/3/2019	B BRAUN MEDICAL INC.	516.00	Hospital Supplies
160143	1/3/2019	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
160144	1/3/2019	BAXTER BIO SCIENCE	775.14	Hospital Supplies
160392	1/9/2019	BAXTER BIO SCIENCE	2,466.32	Hospital Supplies
160192	1/3/2019	BAXTER HEALTHCARE CORP	1,799.62	Hospital Supplies
160341	1/3/2019	BAXTER HEALTHCARE CORP	1,458.88	Hospital Supplies
160145	1/3/2019	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
160393	1/9/2019	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
160326	1/3/2019	BG MEDICAL LLC	745.00	Hospital Supplies
160150	1/3/2019	BIOMET SPORTS MEDICINE	183.00	Hospital Supplies
160152	1/3/2019	BOSTON SCIENTIFIC CORP	392.04	Hospital Supplies
160176	1/3/2019	C R BARD INC	189.10	Hospital Supplies
160334	1/3/2019	C R BARD INC	567.30	Hospital Supplies
160175	1/3/2019	C.R. BARD, INC.	442.56	Hospital Supplies
160157	1/3/2019	CARDINAL HEALTH/V. MUELLER	189.38	Hospital Supplies
160329	1/3/2019	CARDINAL HEALTH/V. MUELLER	1,008.08	Hospital Supplies
160397	1/9/2019	CARDINAL HEALTH/V. MUELLER	1,844.54	Hospital Supplies
160159	1/3/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
160160	1/3/2019	CARSTENS HEALTH INDUSTRIES INC	85.91	Hospital Supplies
160332	1/3/2019	CONE INSTRUMENTS	201.12	Hospital Supplies
160333	1/3/2019	CONMED CORPORATION	118.25	Hospital Supplies
160402	1/9/2019	CONMED CORPORATION	118.25	Hospital Supplies
160403	1/9/2019	COOK MEDICAL INC.	1,441.67	Hospital Supplies
160171	1/3/2019	COOK MEDICAL INCORPORATED	2,834.32	Hospital Supplies
160404	1/9/2019	COOK MEDICAL INCORPORATED	3,836.94	Hospital Supplies
160182	1/3/2019	DIAGNOSTICA STAGO INC	7,468.58	Hospital Supplies
160184	1/3/2019	DOCTOR EASY MEDICAL PRODUCTS	33.00	Hospital Supplies
160193	1/3/2019	GEM MEDICAL SUPPLIES, LLC	592.28	Hospital Supplies

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160343	1/3/2019	GENERAL HOSPITAL SUPPLY CORPORATION	737.00	Hospital Supplies
160198	1/3/2019	HEALTHCARE LOGISTICS INC	20.00	Hospital Supplies
160344	1/3/2019	HEALTHCARE LOGISTICS INC	13.35	Hospital Supplies
160418	1/9/2019	HEALTHCARE LOGISTICS INC	59.58	Hospital Supplies
160346	1/3/2019	HOLOGIC, INC.	50.00	Hospital Supplies
160423	1/9/2019	HULL ANESTHESIA INC	180.00	Hospital Supplies
160206	1/3/2019	IN PRO CORPORATION	675.08	Hospital Supplies
160347	1/3/2019	IN PRO CORPORATION	2,949.09	Hospital Supplies
160425	1/9/2019	J & J HEALTH CARE SYSTEMS INC	580.92	Hospital Supplies
160284	1/3/2019	LEICA BIOSYSTEMS RICHMOND	716.20	Hospital Supplies
160474	1/9/2019	LEICA BIOSYSTEMS RICHMOND	803.73	Hospital Supplies
160240	1/3/2019	M V A P MEDICAL SUPPLIES, INC.	148.43	Hospital Supplies
160228	1/3/2019	MCKESSON MEDICAL-SURGICAL	8,795.91	Hospital Supplies
160350	1/3/2019	MCKESSON MEDICAL-SURGICAL	774.00	Hospital Supplies
160432	1/9/2019	MCKESSON MEDICAL-SURGICAL	5,132.85	Hospital Supplies
160230	1/3/2019	MEAD JOHNSON NUTRITION	281.16	Hospital Supplies
160231	1/3/2019	MEDELA INC	124.43	Hospital Supplies
160235	1/3/2019	MEDTRONIC USA INC	260.00	Hospital Supplies
160353	1/3/2019	MEDTRONIC, USA	462.00	Hospital Supplies
160435	1/9/2019	MEDTRONIC, USA	274.00	Hospital Supplies
160355	1/3/2019	MES	144.25	Hospital Supplies
160237	1/3/2019	MICROTEK MEDICAL INC.	305.28	Hospital Supplies
160238	1/3/2019	MINDRAY DS USA, INC.	46.80	Hospital Supplies
160356	1/3/2019	MINDRAY DS USA, INC.	308.10	Hospital Supplies
160440	1/9/2019	MINDRAY DS USA, INC.	97.50	Hospital Supplies
160245	1/3/2019	OLYMPUS AMERICA INC	6,363.59	Hospital Supplies
160446	1/9/2019	OLYMPUS AMERICA INC	116.06	Hospital Supplies
160248	1/3/2019	OWENS & MINOR 90005430	30,272.80	Hospital Supplies
160448	1/9/2019	OWENS & MINOR 90005430	21,773.52	Hospital Supplies
160249	1/3/2019	PERFORMANCE HEALTH SUPPLY INC	45.64	Hospital Supplies
160361	1/3/2019	PERFORMANCE HEALTH SUPPLY INC	183.78	Hospital Supplies
160363	1/3/2019	PREFERRED MEDICAL PRODUCTS	38.20	Hospital Supplies
160453	1/9/2019	QUESET MEDICAL	73.68	Hospital Supplies
160365	1/3/2019	RADIOMETER AMERICA INC	962.59	Hospital Supplies
160454	1/9/2019	RADIOMETER AMERICA INC	1,394.27	Hospital Supplies
160457	1/9/2019	RESMED CORP	425.00	Hospital Supplies
160262	1/3/2019	RESPIRONICS	89.00	Hospital Supplies
160274	1/3/2019	SMITHS MEDICAL ASD INC	195.35	Hospital Supplies
160369	1/3/2019	SPACELABS MEDICAL	105.76	Hospital Supplies
160260	1/3/2019	STERIS CORPORATION	2,416.59	Hospital Supplies
160469	1/9/2019	STERIS CORPORATION	2,529.43	Hospital Supplies
160473	1/9/2019	STRYKER CRANIOMAXILLOFACIAL	260.00	Hospital Supplies
160288	1/3/2019	TELEFLEX MEDICAL INC.	1,037.70	Hospital Supplies
160378	1/3/2019	TELEFLEX MEDICAL INC.	224.26	Hospital Supplies
160480	1/9/2019	TRAIL RIDGE PRODUCTS INC	209.04	Hospital Supplies
160297	1/3/2019	TRI-ANIM HEALTH SERVICES INC	328.60	Hospital Supplies
160380	1/3/2019	TRI-ANIM HEALTH SERVICES INC	1,215.40	Hospital Supplies
160481	1/9/2019	TRI-ANIM HEALTH SERVICES INC	725.50	Hospital Supplies
160302	1/3/2019	UNITED STATES PLASTIC CORP	55.34	Hospital Supplies
160307	1/3/2019	VERATHON INC.	180.00	Hospital Supplies
160382	1/3/2019	WAXIE SANITARY SUPPLY	6,849.62	Hospital Supplies
160335	1/3/2019	CR BARD, INC	195.00	Hospital Supplies
160407	1/9/2019	EDGE PHARMACEUTICALS, LLC	665.30	Hospital Supplies
160194	1/3/2019	GETINGE USA SALES, LLC	1,411.00	Hospital Supplies

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160416	1/9/2019	GETINGE USA SALES, LLC	607.12	Hospital Supplies
160613	1/17/2019	AESCLAP INC	222.40	Hospital Supplies
160617	1/17/2019	APPLIED MEDICAL	324.00	Hospital Supplies
160622	1/17/2019	BECTON DICKINSON	662.00	Hospital Supplies
160635	1/17/2019	C.R. BARD, INC.	84.48	Hospital Supplies
160626	1/17/2019	CARDINAL HEALTH/V. MUELLER	144.51	Hospital Supplies
160633	1/17/2019	CONE INSTRUMENTS	381.86	Hospital Supplies
160634	1/17/2019	COOK MEDICAL INCORPORATED	3,402.97	Hospital Supplies
160636	1/17/2019	DIAGNOSTIGA STAGO INC	547.09	Hospital Supplies
160644	1/17/2019	GENERAL HOSPITAL SUPPLY CORPORATION	249.00	Hospital Supplies
160660	1/17/2019	M V A P MEDICAL SUPPLIES, INC.	1,022.00	Hospital Supplies
160653	1/17/2019	MCKESSON MEDICAL-SURGICAL	896.96	Hospital Supplies
160662	1/17/2019	OLYMPUS AMERICA INC	6,377.77	Hospital Supplies
160665	1/17/2019	OWENS & MINOR 90005430	11,362.27	Hospital Supplies
160670	1/17/2019	QUESET MEDICAL	83.10	Hospital Supplies
160673	1/17/2019	RESPIRONICS	473.64	Hospital Supplies
160683	1/17/2019	STERIS CORPORATION	929.51	Hospital Supplies
160686	1/17/2019	TELEFLEX MEDICAL INC.	594.00	Hospital Supplies
160691	1/17/2019	VERATHON INC.	180.00	Hospital Supplies
160803	1/23/2019	ABBOTT NUTRITION	442.92	Hospital Supplies
160700	1/23/2019	AESCLAP INC	599.55	Hospital Supplies
160704	1/23/2019	AMAZON.COM CREDIT PLAN	696.89	Hospital Supplies
160707	1/23/2019	APPLIED MEDICAL	1,147.00	Hospital Supplies
160708	1/23/2019	ARROW INTERNATIONAL, INC.	1,180.00	Hospital Supplies
160709	1/23/2019	ARTHREX INC.	1,100.00	Hospital Supplies
160712	1/23/2019	B BRAUN MEDICAL INC.	1,451.44	Hospital Supplies
160710	1/23/2019	BARD PERIPHERIAL VASCULAR INC	1,044.00	Hospital Supplies
160750	1/23/2019	BAXTER HEALTHCARE CORP	1,439.69	Hospital Supplies
160711	1/23/2019	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
160714	1/23/2019	BECTON DICKINSON	626.40	Hospital Supplies
160716	1/23/2019	BOSTON SCIENTIFIC CORP	284.96	Hospital Supplies
160718	1/23/2019	CARDINAL HEALTH/V. MUELLER	2,884.05	Hospital Supplies
160729	1/23/2019	COOK MEDICAL INCORPORATED	391.28	Hospital Supplies
160743	1/23/2019	EXPAND-A-BAND, LLC	60.00	Hospital Supplies
160758	1/23/2019	HULL ANESTHESIA INC	92.50	Hospital Supplies
160760	1/23/2019	INNOVATIVE PRODUCTS INC.	130.50	Hospital Supplies
160770	1/23/2019	MARK COSTELLO COMPANY	1,002.52	Hospital Supplies
160771	1/23/2019	MCKESSON MEDICAL-SURGICAL	1,782.64	Hospital Supplies
160787	1/23/2019	OLYMPUS AMERICA INC	54.48	Hospital Supplies
160790	1/23/2019	OWENS & MINOR 90005430	20,061.89	Hospital Supplies
160809	1/23/2019	SPACELABS MEDICAL	79.32	Hospital Supplies
160814	1/23/2019	STERIS CORPORATION	318.59	Hospital Supplies
160823	1/23/2019	TELEFLEX MEDICAL INC.	409.00	Hospital Supplies
160826	1/23/2019	TRI-ANIM HEALTH SERVICES INC	865.24	Hospital Supplies
160836	1/23/2019	WAXIE SANITARY SUPPLY	41.74	Hospital Supplies
160739	1/23/2019	EDGE PHARMACEUTICALS, LLC	427.54	Hospital Supplies
160847	1/30/2019	ABBOTT LABORATORIES	445.96	Hospital Supplies
160851	1/30/2019	AMAZON.COM CREDIT PLAN	30.33	Hospital Supplies
160853	1/30/2019	APPLIED MEDICAL	1,220.00	Hospital Supplies
160854	1/30/2019	ARTHREX INC.	850.00	Hospital Supplies
160855	1/30/2019	B BRAUN MEDICAL INC.	765.44	Hospital Supplies
160884	1/30/2019	BAXTER HEALTHCARE CORP	1,439.69	Hospital Supplies
160857	1/30/2019	BECTON DICKINSON	312.87	Hospital Supplies
160862	1/30/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies



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160870	1/30/2019	CONE INSTRUMENTS	41.97	Hospital Supplies
160872	1/30/2019	COOK MEDICAL INCORPORATED	391.28	Hospital Supplies
160888	1/30/2019	HEALTHCARE LOGISTICS INC	150.45	Hospital Supplies
160890	1/30/2019	HILL-ROM	1,393.39	Hospital Supplies
160893	1/30/2019	HOLOGIC, INC.	1,062.00	Hospital Supplies
160897	1/30/2019	IN PRO CORPORATION	1,689.42	Hospital Supplies
160935	1/30/2019	LEICA BIOSYSTEMS RICHMOND	502.57	Hospital Supplies
160904	1/30/2019	MCKESSON MEDICAL-SURGICAL	1,717.80	Hospital Supplies
160907	1/30/2019	MEDTRONIC USA INC	604.00	Hospital Supplies
160914	1/30/2019	OLYMPUS AMERICA INC	579.77	Hospital Supplies
160916	1/30/2019	OWENS & MINOR 90005430	23,066.81	Hospital Supplies
160917	1/30/2019	PRESCOTT'S INC.	155.53	Hospital Supplies
160921	1/30/2019	S & W HEALTHCARE CORPORATION	197.00	Hospital Supplies
160926	1/30/2019	SPACELABS MEDICAL	79.32	Hospital Supplies
160931	1/30/2019	STERIS CORPORATION	10,705.86	Hospital Supplies
160934	1/30/2019	SUREMARK CO	529.04	Hospital Supplies
160943	1/30/2019	VERATHON INC.	618.00	Hospital Supplies
160945	1/30/2019	WAXIE SANITARY SUPPLY	5,097.90	Hospital Supplies
EFT000000004433	1/3/2019	BEEKLEY CORPORATION	480.00	Hospital Supplies
EFT000000004435	1/3/2019	BREG INC	1,377.32	Hospital Supplies
EFT000000004436	1/3/2019	BSN MEDICAL INC	84.54	Hospital Supplies
EFT000000004441	1/3/2019	HARDY DIAGNOSTICS	729.26	Hospital Supplies
EFT000000004454	1/3/2019	STRYKER INSTRUMENTS	296.80	Hospital Supplies
EFT000000004463	1/9/2019	BREG INC	71.28	Hospital Supplies
EFT000000004464	1/9/2019	BSN MEDICAL INC	69.35	Hospital Supplies
EFT000000004467	1/9/2019	HARDY DIAGNOSTICS	1,093.20	Hospital Supplies
EFT000000004478	1/9/2019	STRYKER INSTRUMENTS	244.86	Hospital Supplies
EFT000000004482	1/9/2019	ZOLL MEDICAL CORPORATION	30.75	Hospital Supplies
EFT000000004484	1/17/2019	BIODEX MEDICAL SYSTEMS INC	506.45	Hospital Supplies
EFT000000004486	1/17/2019	BREG INC	359.59	Hospital Supplies
EFT000000004488	1/17/2019	DJ ORTHOPEDICS, LLC	100.22	Hospital Supplies
EFT000000004489	1/17/2019	HARDY DIAGNOSTICS	93.15	Hospital Supplies
EFT000000004497	1/17/2019	ZOLL MEDICAL CORPORATION	1,115.20	Hospital Supplies
EFT000000004501	1/23/2019	BEEKLEY CORPORATION	320.00	Hospital Supplies
EFT000000004502	1/23/2019	BREG INC	155.16	Hospital Supplies
EFT000000004509	1/23/2019	HARDY DIAGNOSTICS	971.08	Hospital Supplies
EFT000000004523	1/30/2019	BREG INC	362.56	Hospital Supplies
EFT000000004527	1/30/2019	HARDY DIAGNOSTICS	1,210.35	Hospital Supplies
EFT000000004529	1/30/2019	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000004532	1/30/2019	OVATION MEDICAL	224.75	Hospital Supplies
EFT000000004540	1/30/2019	ZOLL MEDICAL CORPORATION	1,145.95	Hospital Supplies
160305	1/3/2019	PROVIDENT LIFE & ACCIDENT	26,237.70	Insurance Premium
160151	1/3/2019	INSURANCE REFUND	162.00	Insurance Refund
160496	1/9/2019	INSURANCE REFUND	300.00	Insurance Refund
160319	1/3/2019	INSURANCE REFUND	262.20	Insurance Refund
160508	1/9/2019	INSURANCE REFUND	108.92	Insurance Refund
160320	1/3/2019	INSURANCE REFUND	17.39	Insurance Refund
160697	1/17/2019	INSURANCE REFUND	3,226.97	Insurance Refund
160315	1/3/2019	WYOMING.COM	10.00	Internet Services
160226	1/3/2019	MAYO COLLABORATIVE SERVICES, INC.	299.40	Laboratory Services
160236	1/3/2019	METABOLIC NEWBORN SCREENING	2,940.00	Laboratory Services
160437	1/9/2019	METABOLIC NEWBORN SCREENING	2,436.00	Laboratory Services
160657	1/17/2019	METABOLIC NEWBORN SCREENING	1,400.00	Laboratory Services
160615	1/17/2019	ALLERMETRIX INC	4,947.00	Laboratory Services

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160850	1/30/2019	ALLERMETRIX INC	1,027.00	Laboratory Services
EFT000000004500	1/23/2019	ARUP LABORATORIES, INC.	51,076.33	Laboratory Services
160138	1/3/2019	ANAEROBE SYSTEMS	45.25	Laboratory Supplies
160386	1/9/2019	ANAEROBE SYSTEMS	23.30	Laboratory Supplies
160140	1/3/2019	ASSOCIATES OF CAPE COD INC	57.75	Laboratory Supplies
160147	1/3/2019	BECKMAN COULTER, INC	669.30	Laboratory Supplies
160394	1/9/2019	BECKMAN COULTER, INC	298.18	Laboratory Supplies
160328	1/3/2019	CANCER DIAGNOSTICS, INC	86.05	Laboratory Supplies
160156	1/3/2019	CARDINAL HEALTH	9,690.14	Laboratory Supplies
160396	1/9/2019	CARDINAL HEALTH	1,381.82	Laboratory Supplies
160162	1/3/2019	CEPHEID	1,133.50	Laboratory Supplies
160399	1/9/2019	CEPHEID	5,534.30	Laboratory Supplies
160190	1/3/2019	FISHER HEALTHCARE	9,889.23	Laboratory Supplies
160339	1/3/2019	FISHER HEALTHCARE	4,972.45	Laboratory Supplies
160412	1/9/2019	FISHER HEALTHCARE	11,143.67	Laboratory Supplies
160215	1/3/2019	KENTEC MEDICAL INC	1,873.50	Laboratory Supplies
160540	1/10/2019	LIFELOC TECHNOLOGIES	50.00	Laboratory Supplies
160543	1/10/2019	LIFELOC TECHNOLOGIES	50.00	Laboratory Supplies
160221	1/3/2019	MAINE STANDARD	2,495.00	Laboratory Supplies
160351	1/3/2019	MEDIVATORS REPROCESSING SYSTEM	102.00	Laboratory Supplies
160434	1/9/2019	MEDIVATORS REPROCESSING SYSTEM	1,275.00	Laboratory Supplies
160436	1/9/2019	MERCEDES MEDICAL	262.62	Laboratory Supplies
160424	1/9/2019	PLATINUM CODE	99.98	Laboratory Supplies
160257	1/3/2019	R&D SYSTEMS INC	71.75	Laboratory Supplies
160471	1/9/2019	STRECK LABORATORIES INC	236.04	Laboratory Supplies
160299	1/3/2019	TYPENEX MEDICAL, LLC	206.00	Laboratory Supplies
160483	1/9/2019	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
160278	1/3/2019	STATLAB MEDICAL PRODUCTS, INC	445.48	Laboratory Supplies
160641	1/17/2019	FISHER HEALTHCARE	1,749.09	Laboratory Supplies
160654	1/17/2019	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
160656	1/17/2019	MERCEDES MEDICAL	190.00	Laboratory Supplies
160713	1/23/2019	BECKMAN COULTER, INC	345.03	Laboratory Supplies
160717	1/23/2019	CARDINAL HEALTH	5,819.86	Laboratory Supplies
160747	1/23/2019	FISHER HEALTHCARE	4,624.91	Laboratory Supplies
160773	1/23/2019	MEDIVATORS REPROCESSING SYSTEM	5,685.69	Laboratory Supplies
160762	1/23/2019	PLATINUM CODE	275.19	Laboratory Supplies
160852	1/30/2019	ANAEROBE SYSTEMS	34.95	Laboratory Supplies
160856	1/30/2019	BECKMAN COULTER, INC	2,269.77	Laboratory Supplies
160860	1/30/2019	CARDINAL HEALTH	51,597.52	Laboratory Supplies
160865	1/30/2019	CEPHEID	1,098.50	Laboratory Supplies
160881	1/30/2019	FISHER HEALTHCARE	17,602.91	Laboratory Supplies
160908	1/30/2019	MERCEDES MEDICAL	260.00	Laboratory Supplies
160930	1/30/2019	STATLAB MEDICAL PRODUCTS, INC	745.20	Laboratory Supplies
EFT000000004434	1/3/2019	BIO-RAD LABORATORIES	452.87	Laboratory Supplies
EFT000000004446	1/3/2019	ORTHO-CLINICAL DIAGNOSTICS INC	23,642.49	Laboratory Supplies
EFT000000004450	1/3/2019	PDC HEALTHCARE	166.47	Laboratory Supplies
EFT000000004462	1/9/2019	BIO-RAD LABORATORIES	8,494.57	Laboratory Supplies
EFT000000004472	1/9/2019	PDC HEALTHCARE	108.33	Laboratory Supplies
EFT000000004485	1/17/2019	BIO-RAD LABORATORIES	2,560.00	Laboratory Supplies
EFT000000004490	1/17/2019	ORTHO-CLINICAL DIAGNOSTICS INC	534.21	Laboratory Supplies
EFT000000004512	1/23/2019	ORTHO-CLINICAL DIAGNOSTICS INC	531.78	Laboratory Supplies
EFT000000004514	1/23/2019	PDC HEALTHCARE	111.32	Laboratory Supplies
EFT000000004531	1/30/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,410.55	Laboratory Supplies
EFT000000004445	1/3/2019	MARTIN-RAY LAUNDRY SYSTEMS	589.86	Laundry Supplies

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EFT000000004530	1/30/2019	MARTIN-RAY LAUNDRY SYSTEMS	693.24	Laundry Supplies
160252	1/3/2019	PHILLIPS LAW, LLC	7,109.39	Legal Fees
160405	1/9/2019	CROWLEY FLECK ATTORNEYS	1,855.00	Legal Fees
160218	1/3/2019	LEXISNEXIS	182.06	Legal Fees
160793	1/23/2019	PHILLIPS LAW, LLC	3,061.36	Legal Fees
160316	1/3/2019	WY DEPARTMENT OF AUDIT	25.00	Licenses & Taxes
160242	1/3/2019	NEW YORK LIFE INSURANCE COMPANY	3,591.06	Life Insurance
160186	1/3/2019	ENCOMPASS GROUP, LLC	530.40	Linen
160409	1/9/2019	ENCOMPASS GROUP, LLC	220.56	Linen
160370	1/3/2019	STANDARD TEXTILE	151.20	Linen
160638	1/17/2019	ENCOMPASS GROUP, LLC	551.08	Linen
160741	1/23/2019	ENCOMPASS GROUP, LLC	1,898.28	Linen
160876	1/30/2019	ENCOMPASS GROUP, LLC	2,177.40	Linen
160927	1/30/2019	STANDARD TEXTILE	226.80	Linen
160694	1/17/2019	WYOMING UROLOGICAL SERV.INC	6,200.00	Lithotripsy Service
160170	1/3/2019	COMPHEALTH,INC.	100,589.96	Locum Tenens
160632	1/17/2019	COMPHEALTH,INC.	35,428.18	Locum Tenens
EFT000000004432	1/3/2019	BARTON ASSOCIATES	2,529.00	Locum Tenens
160395	1/9/2019	BOBCAT OF CASPER	205.30	Maintenance & Repair
160173	1/3/2019	COUNTERWISE	4,171.81	Maintenance & Repair
160204	1/3/2019	HOSE & RUBBER	87.71	Maintenance & Repair
160349	1/3/2019	LIGHTING MAINTENANCE & SERVICE, INC	622.00	Maintenance & Repair
160279	1/3/2019	STEALTH TECHNOLOGIES C.S.	236.00	Maintenance & Repair
160372	1/3/2019	STEALTH TECHNOLOGIES C.S.	356.96	Maintenance & Repair
160468	1/9/2019	STEALTH TECHNOLOGIES C.S.	648.00	Maintenance & Repair
160375	1/3/2019	SWEETWATER PLUMBING & HEATING	85.56	Maintenance & Repair
160336	1/3/2019	EATON CORPORATION	2,205.00	Maintenance & Repair
160646	1/17/2019	HIGH SECURITY LOCK & ALARM	50.00	Maintenance & Repair
160648	1/17/2019	JIM'S UPHOLSTERY	3,325.00	Maintenance & Repair
160682	1/17/2019	STEALTH TECHNOLOGIES C.S.	72.00	Maintenance & Repair
160724	1/23/2019	CLARK'S QUALITY ROOFING, INC	4,135.00	Maintenance & Repair
160817	1/23/2019	SURFACES	29.00	Maintenance & Repair
160699	1/23/2019	A & B HOME IMPROVEMENTS	8,730.00	Maintenance & Repair
160764	1/23/2019	ISI WATER CHEMISTRIES	176.23	Maintenance & Repair
160947	1/30/2019	WYOMING TRUCKS AND CARS INC	65.00	Maintenance & Repair
EFT000000004447	1/3/2019	PARTSSOURCE	789.62	Maintenance & Repair
EFT000000004470	1/9/2019	PARTSSOURCE	315.95	Maintenance & Repair
EFT000000004491	1/17/2019	PARTSSOURCE	1,876.40	Maintenance & Repair
EFT000000004504	1/23/2019	COLORADO DOORWAYS, INC	1,590.60	Maintenance & Repair
EFT000000004513	1/23/2019	PARTSSOURCE	1,226.99	Maintenance & Repair
EFT000000004533	1/30/2019	PARTSSOURCE	327.92	Maintenance & Repair
EFT000000004535	1/30/2019	SERVCO	3,927.64	Maintenance & Repair
160391	1/9/2019	BARD ACCESS SYSTEMS	967.50	Maintenance Supplies
160167	1/3/2019	CODALE ELECTRIC SUPPLY, INC	10.80	Maintenance Supplies
160401	1/9/2019	CODALE ELECTRIC SUPPLY, INC	487.50	Maintenance Supplies
160417	1/9/2019	GRAINGER	295.29	Maintenance Supplies
160202	1/3/2019	HOME DEPOT	987.62	Maintenance Supplies
160241	1/3/2019	NAPA AUTO PARTS	145.37	Maintenance Supplies
160366	1/3/2019	RMI	191.23	Maintenance Supplies
160458	1/9/2019	RMI	735.00	Maintenance Supplies
160630	1/17/2019	CODALE ELECTRIC SUPPLY, INC	2,082.53	Maintenance Supplies
160647	1/17/2019	HOME DEPOT	116.85	Maintenance Supplies
160726	1/23/2019	CODALE ELECTRIC SUPPLY, INC	2,066.05	Maintenance Supplies
160752	1/23/2019	GRAINGER	54.96	Maintenance Supplies

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160766	1/23/2019	KAMAN INDUSTRIAL TECHNOLOGIES	157.81	Maintenance Supplies
160725	1/23/2019	MSC INDUSTRIAL SUPPLY CO	312.13	Maintenance Supplies
160780	1/23/2019	NAPA AUTO PARTS	129.39	Maintenance Supplies
160801	1/23/2019	RMI	1,419.46	Maintenance Supplies
160869	1/30/2019	CODALE ELECTRIC SUPPLY, INC	788.51	Maintenance Supplies
160886	1/30/2019	GRAINGER	193.57	Maintenance Supplies
160894	1/30/2019	HOME DEPOT	1,444.06	Maintenance Supplies
160911	1/30/2019	NAPA AUTO PARTS	5.49	Maintenance Supplies
160918	1/30/2019	RMI	9.61	Maintenance Supplies
EFT000000004459	1/9/2019	ACE HARDWARE	78.94	Maintenance Supplies
EFT000000004474	1/9/2019	ROCK SPRINGS WINNELSON CO	676.38	Maintenance Supplies
EFT000000004499	1/23/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000004516	1/23/2019	ROCK SPRINGS WINNELSON CO	18.63	Maintenance Supplies
EFT000000004521	1/30/2019	ACE HARDWARE	127.93	Maintenance Supplies
EFT000000004537	1/30/2019	SHERWIN WILLIAMS CO	393.51	Maintenance Supplies
160180	1/3/2019	DESKTOP DESIGN	110.00	Marketing & Promotional Supplies
160451	1/9/2019	PURPLE LIZARDS, LLC	926.50	Marketing & Promotional Supplies
160623	1/17/2019	BOTTOM LINE MARKETING	2,402.87	Marketing & Promotional Supplies
160195	1/3/2019	GREEN RIVER CHAMBER OF COMMERCE	865.00	Memberships
160283	1/3/2019	SUBLETTE COUNTY CHAMBER OF COMMERCE	380.00	Memberships
160651	1/17/2019	LEXISNEXIS	1,810.00	Memberships
EFT000000004475	1/9/2019	R.S. CHAMBER OF COMMERCE	390.00	Memberships
160438	1/9/2019	MHSC-FOUNDATION	1,132.94	MHSC Foundation
160776	1/23/2019	MHSC-FOUNDATION	862.94	MHSC Foundation
160923	1/30/2019	SENSONICS, INC	199.97	Minor Equipment
160379	1/3/2019	TERMINIX OF WYOMING	237.00	Monthly Pest Control
160940	1/30/2019	TERMINIX OF WYOMING	237.00	Monthly Pest Control
160234	1/3/2019	MEDLINE INDUSTRIES INC	1,893.17	Non Medical Supplies
160352	1/3/2019	MEDLINE INDUSTRIES INC	815.82	Non Medical Supplies
160247	1/3/2019	OPTUM360 LLC	75.00	Non Medical Supplies
160360	1/3/2019	OPTUM360 LLC	49.00	Non Medical Supplies
160447	1/9/2019	OPTUM360 LLC	260.00	Non Medical Supplies
160655	1/17/2019	MEDLINE INDUSTRIES INC	1,749.24	Non Medical Supplies
160663	1/17/2019	OPTUM360 LLC	770.00	Non Medical Supplies
160620	1/17/2019	AXON ENTERPRISES, INC.	2,986.00	Non Medical Supplies
160722	1/23/2019	CIVCO MEDICAL SOLUTIONS	2,083.33	Non Medical Supplies
160774	1/23/2019	MEDLINE INDUSTRIES INC	312.91	Non Medical Supplies
160789	1/23/2019	OPTUM360 LLC	500.00	Non Medical Supplies
160896	1/30/2019	IDENTICARD SYSTEMS INC.	140.00	Non Medical Supplies
160906	1/30/2019	MEDLINE INDUSTRIES INC	805.67	Non Medical Supplies
160915	1/30/2019	ORIENTAL TRADING COMPANY	89.83	Non Medical Supplies
EFT000000004449	1/3/2019	POSITIVE PROMOTIONS	1,715.46	Non Medical Supplies
160232	1/3/2019	MEDICAL ARTS PRESS	51.62	Office Supplies
160275	1/3/2019	STANDARD REGISTER COMPANY	220.50	Office Supplies
160464	1/9/2019	STANDARD REGISTER COMPANY	116.55	Office Supplies
160276	1/3/2019	STAPLES BUSINESS ADVANTAGE	1,026.49	Office Supplies
160371	1/3/2019	STAPLES BUSINESS ADVANTAGE	1,267.97	Office Supplies
160465	1/9/2019	STAPLES BUSINESS ADVANTAGE	89.44	Office Supplies
160428	1/9/2019	LABELMATCH	179.90	Office Supplies
160679	1/17/2019	STANDARD REGISTER COMPANY	754.95	Office Supplies
160680	1/17/2019	STAPLES BUSINESS ADVANTAGE	304.17	Office Supplies
160810	1/23/2019	STANDARD REGISTER COMPANY	1,049.74	Office Supplies
160811	1/23/2019	STAPLES BUSINESS ADVANTAGE	4,121.39	Office Supplies
160902	1/30/2019	MARK AND MEND INC.	333.85	Office Supplies

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160928	1/30/2019	STANDARD REGISTER COMPANY	73.50	Office Supplies
160929	1/30/2019	STAPLES BUSINESS ADVANTAGE	516.87	Office Supplies
EFT000000004453	1/3/2019	SMYTH PRINTING	217.88	Office Supplies
160348	1/3/2019	JOY'S FLOWERS & GIFTS	56.50	Other Employee Benefits
160317	1/3/2019	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
160898	1/30/2019	JOY'S FLOWERS & GIFTS	35.00	Other Employee Benefits
160658	1/17/2019	MHSC MEDICAL STAFF	8,591.00	Other Expenses
160265	1/3/2019	ROCK SPRINGS I.V. CENTER	262.95	Other Medical Surgical Supplies
160828	1/23/2019	TSI INCORPORATED	270.00	Other Medical Surgical Supplies
160166	1/3/2019	CITY OF ROCK SPRINGS	469.00	Other Purchased Services
160217	1/3/2019	QUICK RESPONSE TAXI	105.00	Other Purchased Services
160429	1/9/2019	QUICK RESPONSE TAXI	10.00	Other Purchased Services
160619	1/17/2019	A TOUCH OF CLASS	314.50	Other Purchased Services
160303	1/3/2019	UNITED AUDIT SYSTEMS, INC.	990.00	Other Purchased Services
160625	1/17/2019	CACHE VALLEY ELECTRIC CO.	3,816.63	Other Purchased Services
160629	1/17/2019	CJ SIGNS	100.00	Other Purchased Services
160688	1/17/2019	UNITED AUDIT SYSTEMS, INC.	1,287.50	Other Purchased Services
160616	1/17/2019	NRDR	500.00	Other Purchased Services
160723	1/23/2019	CJ SIGNS	60.00	Other Purchased Services
160768	1/23/2019	QUICK RESPONSE TAXI	30.00	Other Purchased Services
EFT000000004487	1/17/2019	DANIEL'S JEWELRY, INC	2,951.00	Other Purchased Services
EFT000000004431	1/3/2019	AIRGAS INTERMOUNTAIN INC	5,416.04	Oxygen Rental
EFT000000004460	1/9/2019	AIRGAS INTERMOUNTAIN INC	152.07	Oxygen Rental
EFT000000004483	1/17/2019	AIRGAS INTERMOUNTAIN INC	675.02	Oxygen Rental
EFT000000004498	1/23/2019	AIRGAS INTERMOUNTAIN INC	136.66	Oxygen Rental
EFT000000004522	1/30/2019	AIRGAS INTERMOUNTAIN INC	510.21	Oxygen Rental
160492	1/9/2019	PATIENT REFUND	10.00	Patient Refund
160494	1/9/2019	PATIENT REFUND	21.20	Patient Refund
160493	1/9/2019	PATIENT REFUND	249.00	Patient Refund
160495	1/9/2019	PATIENT REFUND	5.00	Patient Refund
160497	1/9/2019	PATIENT REFUND	25.00	Patient Refund
160498	1/9/2019	PATIENT REFUND	37.62	Patient Refund
160499	1/9/2019	PATIENT REFUND	7.40	Patient Refund
160321	1/3/2019	PATIENT REFUND	20.00	Patient Refund
160500	1/9/2019	PATIENT REFUND	45.00	Patient Refund
160501	1/9/2019	PATIENT REFUND	25.00	Patient Refund
160502	1/9/2019	PATIENT REFUND	30.00	Patient Refund
160503	1/9/2019	PATIENT REFUND	35.00	Patient Refund
160504	1/9/2019	PATIENT REFUND	40.00	Patient Refund
160505	1/9/2019	PATIENT REFUND	14.77	Patient Refund
160506	1/9/2019	PATIENT REFUND	70.00	Patient Refund
160507	1/9/2019	PATIENT REFUND	25.00	Patient Refund
160509	1/9/2019	PATIENT REFUND	30.00	Patient Refund
160510	1/9/2019	PATIENT REFUND	20.00	Patient Refund
160511	1/9/2019	PATIENT REFUND	5.00	Patient Refund
160512	1/9/2019	PATIENT REFUND	30.00	Patient Refund
160513	1/9/2019	PATIENT REFUND	20.00	Patient Refund
160514	1/9/2019	PATIENT REFUND	20.00	Patient Refund
160515	1/9/2019	PATIENT REFUND	10.00	Patient Refund
160516	1/9/2019	PATIENT REFUND	12.00	Patient Refund
160517	1/9/2019	PATIENT REFUND	30.00	Patient Refund
160518	1/9/2019	PATIENT REFUND	12.60	Patient Refund
160519	1/9/2019	PATIENT REFUND	80.00	Patient Refund
160520	1/9/2019	PATIENT REFUND	17.40	Patient Refund

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160521	1/9/2019	PATIENT REFUND	40.00	Patient Refund
160523	1/9/2019	PATIENT REFUND	67.45	Patient Refund
160522	1/9/2019	PATIENT REFUND	14.77	Patient Refund
160524	1/9/2019	PATIENT REFUND	9.09	Patient Refund
160525	1/9/2019	PATIENT REFUND	25.00	Patient Refund
160526	1/9/2019	PATIENT REFUND	30.00	Patient Refund
160527	1/9/2019	PATIENT REFUND	25.00	Patient Refund
160528	1/9/2019	PATIENT REFUND	20.00	Patient Refund
160529	1/9/2019	PATIENT REFUND	40.00	Patient Refund
160530	1/9/2019	PATIENT REFUND	10.08	Patient Refund
160531	1/9/2019	PATIENT REFUND	20.00	Patient Refund
160532	1/9/2019	PATIENT REFUND	50.00	Patient Refund
160533	1/9/2019	PATIENT REFUND	76.05	Patient Refund
160534	1/9/2019	PATIENT REFUND	30.00	Patient Refund
160535	1/9/2019	PATIENT REFUND	21.16	Patient Refund
160536	1/9/2019	PATIENT REFUND	25.00	Patient Refund
160537	1/9/2019	PATIENT REFUND	10.00	Patient Refund
160538	1/9/2019	PATIENT REFUND	20.00	Patient Refund
160539	1/9/2019	PATIENT REFUND	50.00	Patient Refund
160485	1/9/2019	UNITED WAY OF SWEETWATER COUNTY	200.00	Payroll Deduction
160830	1/23/2019	UNITED WAY OF SWEETWATER COUNTY	1,780.84	Payroll Deduction
160410	1/9/2019	FAMILY SUPPORT REGISTRY	496.14	Payroll Garnishment
160466	1/9/2019	STATE OF WYOMING DFS/CSES	2,535.58	Payroll Garnishment
160475	1/9/2019	SWEETWATER CIRCUIT COURT	428.53	Payroll Garnishment
160400	1/9/2019	CIRCUIT COURT 3RD JUDICIAL	203.63	Payroll Garnishment
160445	1/9/2019	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40	Payroll Garnishment
160491	1/9/2019	WASHINGTON STATE SUPPORT REGISTRY	311.83	Payroll Garnishment
160744	1/23/2019	FAMILY SUPPORT REGISTRY	496.14	Payroll Garnishment
160813	1/23/2019	STATE OF WYOMING DFS/CSES	2,535.58	Payroll Garnishment
160818	1/23/2019	SWEETWATER CIRCUIT COURT	447.70	Payroll Garnishment
160835	1/23/2019	WASHINGTON STATE SUPPORT REGISTRY	311.83	Payroll Garnishment
160721	1/23/2019	CIRCUIT COURT 3RD JUDICIAL	176.29	Payroll Garnishment
160208	1/3/2019	UNITED STATES TREASURY	465.70	Payroll taxes
W/T	1/25/2019	MFS/DFS 1/25/19	8,354.49	Payroll Transfer
W/T	1/8/2019	PAYROLL 1	1,300,000.00	Payroll Transfer
W/T	1/22/2019	PAYROLL 2	1,350,000.00	Payroll Transfer
160777	1/23/2019	MHSC - PETTY CASH	25.50	Petty Cash
160698	1/17/2019	CARDINAL HEALTH PHARMACY MGMT	738,744.57	Pharmacy Management
160676	1/17/2019	SANDS CATERING	1,781.88	Physician Recruitment
160702	1/23/2019	DR. ALICIA GRAY	3,000.00	Physician Recruitment
160892	1/30/2019	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	119.99	Physician Recruitment
160212	1/3/2019	JOHN A. ILIYA, M.D.	17,500.00	Physician Services
160219	1/3/2019	LOCUM TENENS.COM	39,656.65	Physician Services
160542	1/10/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
160163	1/3/2019	SWEETWATER PEDIATRICS	6,750.00	Physician Services
160292	1/3/2019	THE SLEEP SPECIALISTS	10,000.00	Physician Services
160486	1/9/2019	UNIVERSITY OF UTAH	4,256.29	Physician Services
160304	1/3/2019	UNIVERSITY OF UTAH HEALTH CARE	142,716.67	Physician Services
160487	1/9/2019	UNIVERSITY OF UTAH HEALTH CARE	390.88	Physician Services
160290	1/3/2019	TERRY DONALDSON, M.D.	22,270.50	Physician Services
160612	1/17/2019	ADVANCED MEDICAL IMAGING	120.78	Physician Services
160652	1/17/2019	LOCUM TENENS.COM	37,724.59	Physician Services
160689	1/17/2019	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	144.98	Physician Services
160133	1/3/2019	ADVANCED MEDICAL REVIEWS, INC	2,394.90	Physician Services



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160802	1/23/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
160831	1/23/2019	UNIVERSITY OF UTAH HEALTH CARE	83,316.67	Physician Services
160842	1/23/2019	WYOMING PATHOLOGY	15,000.00	Physician Services
160849	1/30/2019	ADVANCED MEDICAL IMAGING, LLC	32,148.00	Physician Services
160941	1/30/2019	THE SLEEP SPECIALISTS	9,000.00	Physician Services
160489	1/9/2019	US DEPARTMENT OF EDUCATION	213.13	Physician Student Loan
160733	1/23/2019	DEPARTMENT OF EDUCATION	4,426.95	Physician Student Loan
160735	1/23/2019	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
160737	1/23/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
160746	1/23/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
160753	1/23/2019	GREAT LAKES	11,225.00	Physician Student Loan
160781	1/23/2019	NAVIENT	5,869.25	Physician Student Loan
160782	1/23/2019	NAVIENT	1,500.00	Physician Student Loan
160783	1/23/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
160833	1/23/2019	US DEPARTMENT OF EDUCATION	157.73	Physician Student Loan
160837	1/23/2019	WELLS FARGO EDUCATION FINANCIAL SERVICES	5,769.26	Physician Student Loan
160765	1/23/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
160261	1/3/2019	RESERVE ACCOUNT	5,000.00	Postage
160795	1/23/2019	POSTMASTER	1,210.00	Postage
160300	1/3/2019	UMIA INSURANCE, INC	150,383.00	Professional Liability Insurance
160187	1/3/2019	CE BROKER	262.25	Professional Service
160214	1/3/2019	KEITH WILLIAMS & ASSOCIATES, INC.	1,995.00	Professional Service
160233	1/3/2019	MEDICAL PHYSICS CONSULTANTS, INC	1,075.00	Professional Service
160441	1/9/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63	Professional Service
160308	1/3/2019	VERISYS INC.	44.00	Professional Service
160314	1/3/2019	WYOMING DEPARTMENT OF HEALTH	305.00	Professional Service
160649	1/17/2019	JOINT COMMISSION RESOURCES	8,215.00	Professional Service
160742	1/23/2019	CE BROKER	251.95	Professional Service
160778	1/23/2019	MILE HIGH MOBILE PET	2,860.00	Professional Service
160834	1/23/2019	VERISYS INC.	48.00	Professional Service
160840	1/23/2019	WYOMING DEPARTMENT OF HEALTH	336.00	Professional Service
160868	1/30/2019	CLEANIQUE PROFESSIONAL SERVICES	5,250.00	Professional Service
160909	1/30/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63	Professional Service
EFT000000004457	1/3/2019	WESTERN STAR COMMUNICATIONS	774.00	Professional Service
EFT000000004495	1/17/2019	SWEETWATER MEDICS LLC	4,050.00	Professional Service
EFT000000004539	1/30/2019	WESTERN STAR COMMUNICATIONS	815.40	Professional Service
160168	1/3/2019	COLLEGE OF AMERICAN PATHOLOGY	6,378.15	Proficiency Testing
160331	1/3/2019	COLLEGE OF AMERICAN PATHOLOGY	300.00	Proficiency Testing
160258	1/3/2019	RADIATION DETECTION COMPANY	6.75	Radiation Monitoring
160364	1/3/2019	RADIATION DETECTION COMPANY	6.75	Radiation Monitoring
160354	1/3/2019	MERRY X-RAY	248.58	Radiology Film
160775	1/23/2019	MERRY X-RAY	248.58	Radiology Film
160153	1/3/2019	BRACCO DIAGNOSTICS INC	1,473.88	Radiology Material
160327	1/3/2019	BRACCO DIAGNOSTICS INC	1,907.15	Radiology Material
160207	1/3/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	2,110.00	Radiology Material
160222	1/3/2019	CURIUM US LLC	1,425.54	Radiology Material
160431	1/9/2019	CURIUM US LLC	975.76	Radiology Material
160624	1/17/2019	BRACCO DIAGNOSTICS INC	3,843.14	Radiology Material
160761	1/23/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	2,540.00	Radiology Material
160859	1/30/2019	BRACCO DIAGNOSTICS INC	138.74	Radiology Material
EFT000000004448	1/3/2019	PHARMALUCENCE, INC	2,660.00	Radiology Material
EFT000000004469	1/9/2019	LANTHEUS MEDICAL IMAGING, INC	9,606.15	Radiology Material
EFT000000004471	1/9/2019	PHARMALUCENCE, INC	4,607.00	Radiology Material
EFT000000004511	1/23/2019	LANTHEUS MEDICAL IMAGING, INC	1,038.72	Radiology Material

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160154	1/3/2019	BRIANNE CROFTS	890.00	Reimbursement - CME
160269	1/3/2019	DR SAMER KATTAN	1,906.00	Reimbursement - CME
160142	1/3/2019	DR. BANU SYMINGTON	1,483.72	Reimbursement - CME
160210	1/3/2019	DR. JACOB JOHNSON	4,950.00	Reimbursement - CME
160272	1/3/2019	DR. SIGSBEE DUCK	420.00	Reimbursement - CME
160318	1/3/2019	DR. ZACHARY NICHOLAS	1,922.52	Reimbursement - CME
160213	1/3/2019	JOSEPH J. OLIVER, M.D.	199.00	Reimbursement - CME
160224	1/3/2019	MARK SANDERS	100.00	Reimbursement - CME
160621	1/17/2019	DR. BANU SYMINGTON	1,116.20	Reimbursement - CME
160677	1/17/2019	DR. SIGSBEE DUCK	660.00	Reimbursement - CME
160684	1/17/2019	STEVEN CROFT, M.D.	950.00	Reimbursement - CME
160216	1/3/2019	YOUR HOSPITALIST TEAM	3,360.54	Reimbursement - CME
160148	1/3/2019	DR. BENJAMIN JENSEN	731.00	Reimbursement - CME
160225	1/3/2019	MARY TYLER	33.66	Reimbursement - Education & Travel
160155	1/3/2019	BRITTANY GRIFFIN	510.50	Reimbursement - Education & Travel
160406	1/9/2019	DANYLLE GOMEZ	1,118.60	Reimbursement - Education & Travel
160164	1/3/2019	DR. CHARLES KNIGHT	2,894.76	Reimbursement - Education & Travel
160196	1/3/2019	DR. GRISHMA PARIKH	1,325.61	Reimbursement - Education & Travel
160426	1/9/2019	JESSICA JANE HERNANDEZ	1,980.57	Reimbursement - Education & Travel
160220	1/3/2019	LUCRETIE ELLISON	499.78	Reimbursement - Education & Travel
160442	1/9/2019	NATALIE HARRISON	29.58	Reimbursement - Education & Travel
160444	1/9/2019	NICOLE HALSTEAD	1,098.00	Reimbursement - Education & Travel
160263	1/3/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
160264	1/3/2019	ROBIN SNOWBERGER	40.01	Reimbursement - Education & Travel
160289	1/3/2019	TENNY HANSON	811.00	Reimbursement - Education & Travel
160294	1/3/2019	TONY PEDRI	710.80	Reimbursement - Education & Travel
160666	1/17/2019	PATTY O'LEXY	89.25	Reimbursement - Education & Travel
160685	1/17/2019	TASHA HARRIS	300.00	Reimbursement - Education & Travel
160692	1/17/2019	VICTOR KEELE	52.00	Reimbursement - Education & Travel
160650	1/17/2019	KELLY SUGIHARA	123.50	Reimbursement - Education & Travel
160799	1/23/2019	RAMONA K BEACH	2.34	Reimbursement - Education & Travel
160822	1/23/2019	TAMI LOVE	858.96	Reimbursement - Education & Travel
160903	1/30/2019	MARY TYLER	42.84	Reimbursement - Education & Travel
160874	1/30/2019	DEB SUTTON	569.50	Reimbursement - Education & Travel
160919	1/30/2019	ROB FAIR	428.40	Reimbursement - Education & Travel
160922	1/30/2019	SAMANTHA WHITE	7.14	Reimbursement - Education & Travel
160924	1/30/2019	SHELYNN EDWARDS	52.00	Reimbursement - Education & Travel
160939	1/30/2019	TAMMIE HENDERSON	48.96	Reimbursement - Education & Travel
160200	1/3/2019	HOLDIN MUNIZ	20.00	Reimbursement - Education & Travel
160178	1/3/2019	DEBORAH DEFAUW	290.00	Reimbursement - Non Hospital Supplies
160295	1/3/2019	TRACIE SOLLER	375.00	Reimbursement - Non Hospital Supplies
160706	1/23/2019	AMY MAGANA	62.90	Reimbursement - Non Hospital Supplies
160785	1/23/2019	NICOLE HALSTEAD	37.67	Reimbursement - Office Supplies
160913	1/30/2019	NICOLE HALSTEAD	116.93	Reimbursement - Office Supplies
160541	1/10/2019	RICKY KLEINLEIN	526.99	Reimbursement - Payroll
160751	1/23/2019	GERRY JOHNSTON	112.38	Reimbursement - Uniforms
160825	1/23/2019	TRENTON MCKENZIE	395.00	Reimbursement - Uniforms
160293	1/3/2019	TIFFANY MARSHALL	71.18	Reimbursement - Food
160439	1/9/2019	DR MICHAEL BOWERS	15,000.00	Retention Bonus
W/T	1/3/2019	ABG 12/27/18	111,131.20	Retirement
W/T	1/23/2019	ABG 1/10/19	165,352.60	Retirement
160277	1/3/2019	STATE OF WYO.DEPT.OF REVENUE	1,285.97	Sales Tax Payment
160681	1/17/2019	STATE OF WYO.DEPT.OF REVENUE	10.00	Sales Tax Payment
160812	1/23/2019	STATE OF WYO.DEPT.OF REVENUE	1,099.47	Sales Tax Payment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
1/31/19

W/T	1/23/2019	HUNTINGTON BANK	10,000.00	Settlement
EFT000000004458	1/3/2019	WESTERN WYOMING COLLEGE	300.00	Sponsorships
160312	1/3/2019	WESTMINSTER COLLEGE	150.00	Sponsorships
160137	1/3/2019	AMERICAN LEGION TOM WHITMORE POST 28	250.00	Sponsorships
160804	1/23/2019	RSGSA	200.00	Sponsorships
160920	1/30/2019	ROCK SPRINGS AMATEUR HOCKY ASSOCIATION	250.00	Sponsorships
160357	1/3/2019	MOBILE INSTRUMENT SERVICE	2,700.00	Surgery Equipment
160659	1/17/2019	MOBILE INSTRUMENT SERVICE	495.00	Surgery Equipment
160779	1/23/2019	MOBILE INSTRUMENT SERVICE	5,046.05	Surgery Equipment
160134	1/3/2019	ALI MED INC	132.73	Surgery Supplies
160384	1/9/2019	ALI MED INC	302.44	Surgery Supplies
160174	1/3/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	4,062.56	Surgery Supplies
160177	1/3/2019	CR BARD INC	207.99	Surgery Supplies
160427	1/9/2019	KEY SURGICAL INC	47.70	Surgery Supplies
160273	1/3/2019	SMITH & NEPHEW ENDOSCOPY INC	1,494.46	Surgery Supplies
160368	1/3/2019	SMITH & NEPHEW ENDOSCOPY INC	425.22	Surgery Supplies
160461	1/9/2019	SMITH & NEPHEW ENDOSCOPY INC	1,662.89	Surgery Supplies
160462	1/9/2019	SMITH & NEPHEW INC.	1,232.38	Surgery Supplies
160281	1/3/2019	STRYKER ENDOSCOPY	1,759.60	Surgery Supplies
160374	1/3/2019	STRYKER ENDOSCOPY	850.08	Surgery Supplies
160472	1/9/2019	STRYKER ENDOSCOPY	1,993.69	Surgery Supplies
160286	1/3/2019	SYNTHES LTD	12,814.56	Surgery Supplies
160376	1/3/2019	SYNTHES LTD	3,319.36	Surgery Supplies
160478	1/9/2019	SYNTHES LTD	7,610.24	Surgery Supplies
160358	1/3/2019	NANOSONICS, INC	518.00	Surgery Supplies
160614	1/17/2019	ALI MED INC	116.58	Surgery Supplies
160696	1/17/2019	ZIMMER BIOMET	10,874.00	Surgery Supplies
160703	1/23/2019	ALI MED INC	446.83	Surgery Supplies
160730	1/23/2019	COOPER SURGICAL	512.89	Surgery Supplies
160807	1/23/2019	SMITH & NEPHEW ENDOSCOPY INC	1,006.04	Surgery Supplies
160815	1/23/2019	STRYKER ENDOSCOPY	2,767.34	Surgery Supplies
160820	1/23/2019	SYNTHES LTD	6,640.48	Surgery Supplies
160844	1/23/2019	ZIMMER BIOMET	4,544.79	Surgery Supplies
160871	1/30/2019	CONMED LINVATEC	31.50	Surgery Supplies
160873	1/30/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	7,167.60	Surgery Supplies
160925	1/30/2019	SMITH & NEPHEW ENDOSCOPY INC	2,887.97	Surgery Supplies
160933	1/30/2019	STRYKER ENDOSCOPY	519.35	Surgery Supplies
160938	1/30/2019	SYNTHES LTD	5,211.36	Surgery Supplies
EFT000000004437	1/3/2019	COOPER SURGICAL	4,919.88	Surgery Supplies
EFT000000004466	1/9/2019	COOPER SURGICAL	885.01	Surgery Supplies
EFT000000004452	1/3/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,493.27	Surgery Supplies
EFT000000004505	1/23/2019	COOPER SURGICAL	801.08	Surgery Supplies
EFT000000004525	1/30/2019	COOPER SURGICAL	62.93	Surgery Supplies
160450	1/9/2019	PROFESSIONAL RESEARCH CONSULTANTS	9,210.00	Surveys
160899	1/30/2019	LANGUAGE LINE SERVICES	1,221.17	Translation Services
160843	1/23/2019	WYOMING WORK WAREHOUSE	384.62	Uniforms
160385	1/9/2019	ALL WEST COMMUNICATIONS	4,072.35	Utilities
160141	1/3/2019	AT&T	50.37	Utilities
160389	1/9/2019	AT&T	4,990.66	Utilities
160390	1/9/2019	AT&T	84.85	Utilities
160256	1/3/2019	CENTURY LINK	5,714.18	Utilities
160183	1/3/2019	DISH NETWORK LLC	60.47	Utilities
160255	1/3/2019	DOMINION ENERGY WYOMING	20,149.97	Utilities
160313	1/3/2019	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities

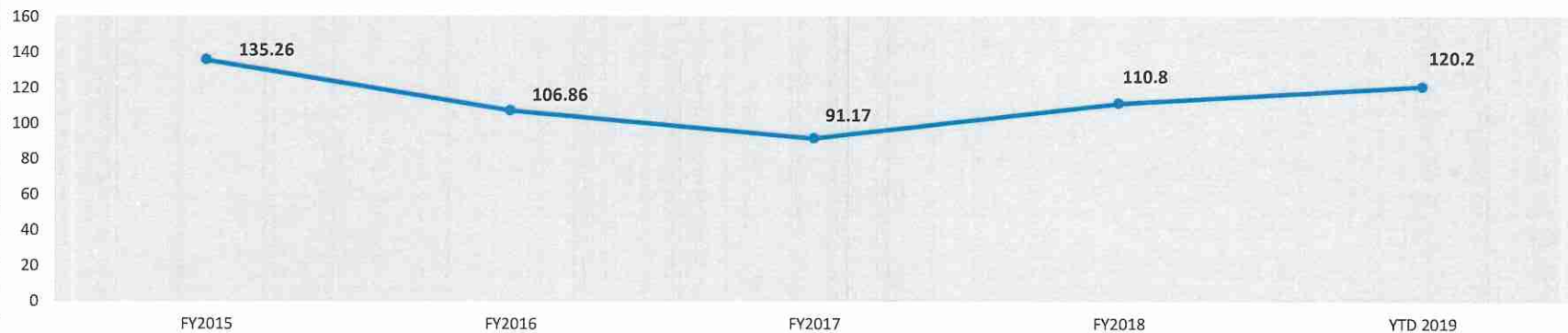
MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
1/31/19

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
INVESTMENT SUMMARY AND CASH ON HAND REPORT  
01/31/19**

	FINANCIAL INSTITUTION	TYPE	INTEREST RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	1/31/2019
	BANK OF WEST	Money Market	0.300%					366
	UINTA BANK	Money Market	2.406%					1,000,000
	KEYBANK	US Govt Bonds	1.485%					7,087,337
	MBS	US Govt Bonds, CD's	2.330%					5,694,969
	WELLS FARGO	CD's	3.080%					1,507,208
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	2.306%					1,300,821
	WYOSTAR - Boice Fund	US Govt Bonds	2.306%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	2.306%					108,057
<b>TOTAL</b>				<b>21,459,601</b>	<b>17,950,252</b>	<b>16,986,416</b>	<b>17,079,273</b>	<b>16,698,799</b>
	Operating Cash							6,953,653
	Plant and Building Cash							13,621
	Foundation Unrestricted Cash							2,396,242
	<b>TOTAL FOR "DAYS CASH ON HAND"</b>							<b>26,062,315</b>

**DAYS OF CASH ON HAND**



**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending January 31, 2019**

<b>Vouchers Submitted by MHSC at agreed discounted rate</b>		
July 2018		\$25,263.47
August 2018		\$19,080.15
September 2018		\$16,565.76
October 2018		\$22,530.05
November 2018		\$17,397.84
January 2019		\$37,526.68
County Requested Total Vouchers Submitted	<u>\$138,363.95</u>	
Total Vouchers Submitted FY 2019		\$138,363.95
Less: Total Approved by County and Received by MHSC FY 2019		\$100,837.27
Total Vouchers Pending Approval by County		<u><u>\$37,526.68</u></u>

FY19 Title 25 Fund Budget from Sweetwater County	\$338,580.00
Funds Received From Sweetwater County	<u>\$100,837.27</u>
FY19 Title 25 Fund Budget Remaining	\$237,742.73
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY19 Maintenance Fund Budget from Sweetwater County	\$1,063,752.00
County Maintenance FY19 - July	\$13,120.28
County Maintenance FY19 - August	\$48,851.71
County Maintenance FY19 - September	\$21,866.14
County Maintenance FY19 - October	\$24,844.65
County Maintenance FY19 - November	\$23,729.06
County Maintenance FY19 - December	\$59,200.07
County Maintenance FY19 - January	\$98,522.57
	<u>\$290,134.48</u>
FY19 Maintenance Fund Budget Remaining	<u><u>\$773,617.52</u></u>



**BUILDING AND GROUNDS COMMITTEE**  
**Memorial Hospital of Sweetwater County**  
2/19/2019

**Trustee Committee Members Present:** Ed Tardoni, Barbara Sowada  
**Committee Members Present:** Jim Horan, Tami Love, Irene Richardson  
**Guests Present:** Gerry Johnston, Leslie Taylor  
**Minutes taken by:** Jim Horan  
**Location:** Classroom 1  
**Time Started:** 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1. Number of open W/O?	Not reported. Metric can be compiled at any time in the month preceding	J. Horan/ S. Nosich	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #2. Number of open W/O > 30 days?	Not reported. Metric can be compiled at any time in the month preceding.	J. Horan/ S. Nosich	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #3. Amount of OT for the month?	Projected slightly more due to snow removal season.	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4. Over/ under budget for the month?	Projected slightly over budget for the month due to TJC expenses	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Plan to start this winter to resolve issues. Overview presented.	J. Horan	Give update.	Review next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall. 2. Seal mechanical room floor.	J. Horan	1. Bid received. Pending approval at 2/26/19 board meeting 2. This winter	Review next meeting.
WDH inspection of our MOB and 3000 CH	1. Project completed and approved by WDH	J. Horan/ C. Radakovich	1. Noted.	Drop next meeting.
Utility systems upgrades	Engineering approved for central plant upgrade. RFP sent to specialty engineers and architects for plan support. Discussed if re-grading of vacated cooling tower area may be outside of scope.	J. Horan	Engineering timeline established. Final design submittal 6/21/2019. Discuss scope creep with ST&B.	Review next meeting.
LED parking lot lighting	Light fixtures have arrived. Installation to be completed in spring 2019	J. Horan	Noted	Review next meeting
PP presentation	Showed various photos depicting work performed over the previous month and various TJC issues and resolutions.	J. Horan	Noted	None
EOC Annual report of 6 Management plans	Presented report to committee members. Discussed upcoming plans to have Hazardous Waste Audit performed as part of FY2020.	J. Horan.	Committee to review report and discuss	Review next meeting
<b>Time Adjourned:</b> 4:45P				
<b>Next Meeting:</b> March 19, 2019 3:30P-4:30P				
<b>Respectfully Submitted:</b> Jim Horan				

Finance and Audit Committee

IT report

February 2019

Rich Tyler

1. Continuing work on auditing software implementation. Currently looking at a go-live in March 2019.
2. Continuing working with the Cancer Center team and Pharmacy team to implement the new Looking Glass software. Also working to implement Varian Aria for the medical oncology department. Possible go-live in April 2019.
3. Continuing to work with the state of Wyoming HIE (Health Information Exchange). We are still testing out interfaces, and working on getting the correct formatting of the data.
4. Continuing work on the telehealth project.
5. Successfully migrated Nuance Document management software to new virtual environment.
6. Working with clinic staff in the MOB to implement new Phreesia software for patient appointment reminders/call backs.
7. Continuing to work on printer consolidation project to reduce costs.

#### IT News and Info:

1. Patient records are currently being sold on the black market and “dark web” for an average of \$1,000 each. In comparison social security numbers can be purchased for as little as \$1.00 each, and credit card information sells for up to \$110.
2. A hospital in Mississippi notified roughly 30,000 patients that their information may have been leaked. The hospital discovered an employee’s email account was victim to a phishing attack in late 2018, which gave an outside party access to patients PHI. The hospital is offering credit monitoring services for those patients that were affected.
3. Rocky Mountain Health Care services in Colorado Springs notified 971 patients their data has been leaked. An employee’s laptop was stolen which contained the PHI. Also in September of 2017 a laptop and cell phone were stolen from an employee at this hospital as well.
4. AdventHealth is Florida is notifying 42,161 patients about a data breach in August of 2017. The hospital discovered an unauthorized third party gained access to their systems.
5. According to a report over 15 million US patient health records were breached in 2018.
  - a. There was a slight increase in reported data breaches from 2017. In 2017 there were 477 breaches compared to 503 in 2018
  - b. The single largest incident in 2018 was a hack on a business associate of a North Carolina based health system, affecting 2.65 million patient records
  - c. Hacking was the most common type of data breach in 2018.
  - d. Roughly 2,056,138 patient records were breached because of an insider error, while 386,469 records were breached because of insider wrongdoing.
  - e. Of the 503 incidents in 2018, 353 (70%) involved healthcare providers, 62 (12%) involved health plans, and 39 (8%) involved some other type of entity.
  - f. 89 of the incidents in 2018 involved paper records.
  - g. California had the most reported incidents (63), followed by Texas with 38, and Florida with 31. Delaware and South Dakota reported no breaches in 2018.

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

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

**February 21, 2019**

**NARRATIVE TO JANUARY 2018 FINANCIAL STATEMENT**

**THE BOTTOM LINE.** The bottom line from operations for January was a gain of \$135,591, compared to a gain of \$299,531 in the budget. This yields a 1.77% operating margin for the month compared to 3.79% in the budget. The YTD net operating gain is \$945,792, compared to a gain of \$1,013,409 in the budget. This represents a YTD operating margin of 1.85% compared with 1.92% in the budget.

The total net gain for the month was \$1,067,665, compared to a gain of \$207,197 in the budget. The YTD total net gain is \$1,550,075, compared to a gain of \$367,068 in the budget. This yields a YTD total profit margin of 3.03% compared to .70% in the budget. The \$1 million budget resolution funds were received from the County in January.

Annual Debt Service Coverage came in at 4.40. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

**VOLUME.** Average inpatient census for the month was 14.1; over budget by .4. YTD average census is 12.6 compared to 11.3 in the budget and 17.6 in the prior year.

Inpatient surgeries were 2 under budget at 25 and outpatient surgeries were 8 over budget at 138. There were 8,165 outpatient visits, over budget by 1,562.

Total ER visits were 1,410, under budget by 18. There were 40 newborns in January, under budget by 5. Births are under budget year to date by 51.

**REVENUE.** Revenue for the month was \$14,438,082, under budget by \$56,891. Inpatient revenue was under budget by \$49,844, outpatient revenue was over budget by \$152,457 and the employed Provider Clinic was under budget by \$159,503.

YTD total revenue was \$94,732,724, under budget by \$1,472,672. Inpatient revenue is over budget by \$695,450, outpatient revenue is under budget by \$1,938,011 and the Provider Clinic is under budget by \$230,111.

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Net patient revenue for the month was \$7,387,322, under budget by \$280,086. YTD net patient revenue was \$49,185,687, under budget by \$1,850,081.

Deductions from revenue were booked at 48.8% for January compared to 47.1% in the budget. YTD deductions from revenue are 48.1%, compared to 46.9% in the budget and 46.7% for the same period in fiscal year 2018.



**EXPENSES.** Total expenses for the month were \$7,515,479, under budget by \$79,481. YTD expenses are under budget by \$1,507,002. All expense categories were under budget for January except Contract Labor, Supplies, Utilities, Repairs & Maintenance, Insurance expense and Leases & Rentals.

**Contract Labor** – This expense is over budget by \$25,642 but remains under budget \$34,176 year to date.

**Supplies** – This expense is over budget by \$3,277 but remains under budget \$259,368 year to date. Lab supplies continue to be over budget with the increased volumes.

**Utilities** – This expense is over budget by \$6,410 but remains under budget \$33,626 year to date.

**Repairs and Maintenance** – This expense is over budget by \$26,253 but remains under budget \$43,178 year to date.

**Insurance expense** – This expense is over budget by \$6,376 and over budget \$41,279 year to date.

**Leases and Rentals** - This expense is over budget by \$22,643 and remains over budget year to date.

**BALANCE SHEET.** Operating cash at month end was \$10,458,359, a decrease of \$994,797 from December. Collections for the month of January were \$6,652,731. The Days of Cash on Hand remain at 120 in January. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$24,595,692, an increase of \$681,418 from the prior month. Net patient receivables at month end were \$13,487,969, up \$619,292 from last month. Days in Receivables are 59 for January, up 2 days from December.

**OUTLOOK FOR FEBRUARY.** Gross revenue is projecting to be over budget in the Hospital and slightly under budget in the Clinic. Inpatient admits, Patient days, Births, ER visits, Lab, Surgeries and other Outpatient visits are all projecting to come in above budget. Gross patient revenue is projecting to come in at \$13.2M which is over budget, net revenue is projecting to \$7M which is right at budget. Collections are projecting to come in at \$5M, which is under budget. With expenses expected to come in at budget of \$7.2M, we are projecting to a loss in February.

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

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

**February 21, 2019**

**PROVIDER CLINIC – JANUARY 2019**

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for January was a loss of \$566,689, compared to a loss of \$493,252 in the budget. The YTD net operating loss is \$3,000,950, compared to a loss of \$3,172,984 in the budget.

**VOLUME.** Total visits were 4,955 for January, over budget by 130 visits. YTD patient visits are 30,891, under budget by 24 visits.

**REVENUE.** Revenue for the Clinic for January was \$1,276,950, under budget by \$159,503. YTD revenue was \$9,426,790, under budget by \$230,111. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through January from the Clinic is \$25,223,801. This equates to \$12,989,733 of net enterprise revenue with an impact to the bottom line of \$1,130,107. The gross enterprise revenue represents 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for January was \$708,251, under budget by \$87,062. YTD net patient revenue was \$5,224,962, which was under budget by \$47,330.

Deductions from revenue for the Clinic were booked at 44.5% for January and are at 44.6% year to date. In January, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.3% of revenue, Medicare and Medicaid consisted of 38.4% of revenue and Self Pay consisted of 5.8% of revenue.

**EXPENSES.** Total expenses for the month were \$1,346,620, which was under budget by \$11,627. YTD expenses were \$8,698,867, which was under budget by \$229,275. The majority of the expenses consist of Salaries and Benefits; which are 83.3% of YTD total expenses. The following categories were over budget for January:

**Purchased Services** – This expense is over budget by \$2,701 in January and \$420 over budget year to date.

**Supplies** – This expense is over budget by \$2,195 in January and \$1,175 over budget year to date.

**Repairs and Maintenance** – This expense is over budget \$2,436 in January and \$1,730 over budget year to date.

**Other Operating Expenses** – This expense is over budget by \$21,804. Pharmacy floor allocation was over budget by \$28,054.



**Depreciation** – This expense is over budget by \$5,291 and remains over budget \$16,835 year to date.

**OVERALL ASSESSMENT.** Through January, the Provider Clinic revenue plus enterprise revenue makes up 36.6% of total hospital gross patient revenue.

# February 19, 2019 Building & Grounds Committee Meeting

## Agenda

### Agenda

Agenda Bldg Grounds February 19 2019.docx - Page 2

#### I. Approve Minutes

Building and Grounds - Jan.doc - Page 3

#### II. Project Review

CPU Design timeline.pdf - Page 4

EOC Management Plans annual evaluation.pdf - Page 6

#### III. Old Business

#### IV. New Business

#### V. Next Meeting Timing

**Memorial Hospital of Sweetwater County  
Building & Grounds Committee  
Classroom 1  
3:30 PM**

**Tuesday – February 19, 2019**

**Board Committee Members**

**Ed Tardoni  
Barbara Sowada**

**Staff Committee Members**

**Irene Richardson  
Jim Horan  
Tami Love**

**Guests**

**Gerry Johnson – *Facilities*  
Stevie Nosich – *Facilities*  
Leslie Taylor - *Clinic***

**Agenda**

- 1. Approve January 15, 2019 Minutes**
- 2. Metrics Report**
- 3. Project(s) Review**
  - A. Old Business**
  - B. New Business**
- 4. Meeting Schedule**

**BUILDING AND GROUNDS COMMITTEE**  
**Memorial Hospital of Sweetwater County**  
1/15/2019

**Trustee Committee Members Present:** Ed Tardoni, Barbara Sowada

**Committee Members Present:** Jim Horan

**Guests Present:** Gerry Johnston

**Minutes taken by:** Jim Horan

**Location:** Classroom 1 & 2

**Time Started:** 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1, Number of open W/O?	218	J. Horan/ S. Nosich	Continue to report each month	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	197... December open W/O = 21	J. Horan/ S. Nosich	Continue to report each month	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Projected slightly more due to snow removal season.	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Projected slightly over budget for the month due to TJC expenses	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Plan to start this winter to resolve issues	J. Horan	Give update.	Next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall. 2. Seal mechanical room floor.	J. Horan	1. RFB January 21-28 2. This winter	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. Balancing of ducting still to be completed.	J. Horan/ C. Radakovich	1. Awaiting TAB contractor to validate compliant installation.	Review progress next meeting.
Utility systems upgrades	Discussed engineered phasing: Engineer's liability coverage a point of discussion.	J. Horan	Awaiting revised proposal from ST&B	Review progress next meeting.
LED parking lot lighting	Purchase of lighting is pending. Installation to be completed in spring 2019	J. Horan	Noted	Progress report next meeting.
Power-point presentation	Showed various photos depicting work performed over the previous month and various TJC issues and resolutions.	J. Horan	Noted	None
Scope creep	Discussed importance of maintaining transparency of the large Central Plant upgrade. Commissioners and residents deserve and expect a well-managed project.	J. Horan, G. Johnston.	Manage project with high integrity and transparency.	Progress report next meeting
<b>Time Adjourned:</b> 4:30P				
<b>Next Meeting:</b> February 19, 2019 3:30P-4:30P				
<b>Respectfully Submitted:</b> Jim Horan				

# MHSC - Plant Major Maintenance Project

smartsheet

Task Name	Start	Finish	Duration	Predecessors	Status	Comments	Assigned To
1							
2 Design Schedule	02/11/19	07/29/19	121d				
3 Schematic Design	02/11/19	03/19/19	27d		In Progress		
4 Project Start	02/11/19	02/11/19	0				
5 Concepts Review w/ Owner (for Subconsultant Scoping)	02/11/19	02/12/19	2d	4	Complete		
6 Subconsultants Procurement (Arch, Struct, Civil)	02/13/19	02/27/19	11d	5	In Progress		
7 RFP Subconsultants (Arch, Struct, Civil)	02/13/19	02/15/19	3d	5			
8 Subconsultant RFP response (Proposals)	02/18/19	02/25/19	6d	7			
9 Authorize Subconsultants	02/26/19	02/27/19	2d	8			
10 Subcontractor Procurement (Locates & Geotech)	02/28/19	03/14/19	11d	9			
14 Utility Locates	02/13/19	03/04/19	14d				
15 Draw areas required	02/13/19	02/15/19	3d	5			
16 MHSC Owned Locates	02/18/19	03/01/19	10d	15			
17 Utility Owned Locates	02/28/19	03/04/19	3d	9			
18 Utility Rebate/Incentives	02/11/19	02/20/19	8d	4			
22 Gas Utility Relocation	02/13/19	02/13/19	1d				
23 Notify Questar	02/13/19	02/13/19	1d	5			
24 Determine placement concept	02/13/19	02/13/19	1d	5			
25 Schematic Deliverable Package	02/13/19	03/12/19	20d	5			
26 Schematic Drawings	02/13/19	03/05/19	15d				
27 Schematic Design Report	02/13/19	03/05/19	15d				
28 Cost Estimate	03/06/19	03/12/19	5d	26			
29 Owner Review/Comment	03/13/19	03/19/19	5d	25			
30 Design Development	03/05/19	05/06/19	45d				
31 Design Development Phase Starts	03/19/19	03/19/19	0	29			
32 Preliminary Submittal to WYDOH HLS	03/20/19	03/20/19	1d	29			
33 Civil Site Survey	03/05/19	04/01/19	20d	9, 14			
34 Geotech Study	03/15/19	04/11/19	20d	13			
35 Utility Coordination (Questar)	04/02/19	04/15/19	10d	33			
36 Utility Coordination (Dominion Power)	04/02/19	04/02/19	0				
37 Utility Rebate/Incentives Refinement (Solarc)	04/02/19	04/15/19	10d	33			
38 Finalize Chiller Plant & Steam DA Options	03/20/19	04/02/19	10d	31			
39 Finalize EM Power considerations	03/20/19	04/02/19	10d	31			
40 Detail Tower Location	04/02/19	04/08/19	5d	33			
41 Phasing Consideration	04/03/19	04/09/19	5d				
42 Depict Drawing Concepts	04/03/19	04/09/19	5d	38			
43 Owner Phasing Conference	04/09/19	04/09/19	0	42			
44 Design Development Package	03/20/19	04/29/19	29d				
45 DD Drawing Package	03/20/19	04/22/19	24d	31			
46 DD Outline Specifications	04/22/19	04/22/19	0	45			
47 DD Cost Estimate	04/23/19	04/29/19	5d	46			
48 DD Design Team Presentation	04/22/19	04/22/19	0	45			
49 Owner Review/Comment	04/30/19	05/06/19	5d	44			
50 Construction Documents	05/06/19	06/21/19	34d				
51 Construction Documents Phase Starts	05/06/19	05/06/19	0	49			
52 Design Finalization	05/07/19	06/07/19	24d	51			

	Task Name	Start	Finish	Duration	Predecessors	Status	Comments	Assigned To
53	Finalize/Complete Equipment & Piping Layouts	05/07/19	05/27/19	15d	51			
54	Finalize/Complete Project Phasing	05/07/19	05/20/19	10d	51			
55	Finalize/Complete Piping & Equipment Support Structural Design	05/07/19	06/03/19	20d	51			
56	Finalize/Complete Chiller Plant Design	05/07/19	06/07/19	24d	51			
57	Finalize/Complete Site Plan, Grading Drainage, Utilities	05/07/19	06/03/19	20d	51			
58	Finalize/Complete Architectural and Structural	05/07/19	06/03/19	20d	51			
59	95% CD Progress Submittal	06/07/19	06/07/19	0	52			
60	95% CD Document Presentation	06/07/19	06/07/19	0				
61	Owner Review/Comment Period	06/10/19	06/14/19	5d	60			
62	Incorporate Owner Comments/Issue Bid Package	06/17/19	06/21/19	5d	61			
63	HLS Final Design Submittal	06/21/19	06/21/19	0	62			
64	Bidding	06/21/19	07/29/19	28d				
71	Construction	07/30/19	04/29/20	197d				





## Annual Evaluation for six (6) Environment of Care Management Plans:

1. Fire Safety Management Plan
2. Security Management Plan
3. Safety Management Plan
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The following is the annual evaluation for the six (6) Environment of Care (EOC) Management Plans for the calendar year 2018. This evaluation is to be reported to the EOC Committee, to the QAPI Committee and a copy to Senior Leadership. This annual report for each plan will contain:

1. Plan status (does policy reflect current statutes/ codes/ practices?)
2. Were the Plan's objective and performance met?
3. Survey findings (TJC or other surveys) in the previous year and their resolutions. Any other activities in the previous year showing compliance to the plan.
4. Pertinent changes that affected the plan in the previous year, including Performance Improvement (PI) Indicator status (if current PI indicator is met, then a new PI Indicator will be selected and referenced in this evaluation report).
5. Any new upcoming developments that may affect each plan.

### **FIRE SAFETY MANAGEMENT PLAN**

1. **Plan Status:** The Fire Safety Management Plan (henceforth the "FS Plan") was revised in June 2018. The revision made the FS Plan compliant with current TJC standards. It also reflects changes in our practice to conform to those standards (see item #3 below for description. Any change to the FS Plan will be reviewed by the EOC Committee as part of the overall approval process.
2. **Plan Objective:** The FS Plan's objective is to protect building occupants from fire and the products of combustion, and to conform to all pertinent TJC Standards. The plan met its 3-phase objective for 2018. The Plan's three (3) phases are:
  - i. Phase 1... Design of spaces conform to local, state and national building codes. All repairs, renovations, modifications, reconstruction, change of use/ occupancy, and additions comply with EC.02.06.01, which references NFPA 101-2012 Chapter 43 (see "Construction/ Rehabilitation Impact" policy). The work done in 2018 includes:
    - i. A new CT machine and room renovation; architect/ engineer design with WDH approval.
    - ii. Return-ducting for various invasive procedure rooms in the MOB; architect/ engineer design with WDH approval. Work began in 2018 and will be completed in 2019.
    - iii. Many smoke-rated and fire-rated doors were retrofitted with positive latching to conform to CMS standards per TJC standards
    - iv. Upgrade of behavioral health detention rooms to resolve ligature issues identified by TJC surveyor.
    - v. Fire/ Smoke Barrier walls were inspected and several repairs made, per TJC standards.
  - ii. Phase 2... Testing, Inspection, and maintenance of fire prevention features of the facility. This is done in strict compliance with TJC standards which are based-on NFPA 10-2010, NFPA 13-2010, NFPA 25-2011, NFPA 72-



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2010, NFPA 80-2010, NFPA 90A-2012, NFPA 96-2011, NFPA 101-2012 codes. The testing, inspection and maintenance done in 2018 includes:

- i. Annual fire alarm system inspection and verification, including all devices.
  - ii. Quarterly and annual inspections of our sprinkler system and their components.
  - iii. Bi-annual inspections of our kitchen hood suppression system and IT suppression system
  - iv. Monthly and annual inspection of fire extinguishers.
  - v. Inspections of exit and egress.
  - vi. Annual fire/ smoke/ corridor door inspection and adjustment.
- iii. Phase 3... An active training program of fire prevention/ safety/ response. This is accomplished through our annual HLC training and new hire orientation. The training includes:
- i. Notification that MHSC is a tobacco and smoke-free environment.
  - ii. Notification that all exits and egress pathways must be free and unobstructed.
  - iii. Fire Response Plan orientation including staff roles.
  - iv. Monthly, quarterly, and annual fire drills where staff participate in real-life simulation of fire within the facility.
3. **Survey Findings:** Several findings from our 2017 TJC survey were identified and addressed. The following are pertinent excerpts from TJC survey. The survey in its entirety is located in the FSS office:
- i. Fire drills were not performed with at least 1-hour between consecutive monthly drills. One shift was missed. A new schedule was devised to prevent further occurrences.
  - ii. One quarterly sprinkler inspection was performed more than 3-months plus 10 days from the previous. A new schedule with email reminders was created to assure future compliance.
  - iii. Documentation for annual inspection of smoke detector shutdown of air-handlers did not clearly state that proper validation of activation. A re-validation inspection was performed. Successive testing and accompanying validation is now part of our 3<sup>rd</sup> party vendor's responsibility.
  - iv. Testing report for fire and smoke dampers did not clearly demonstrate proper operation after activation. Report was modified to show this validation.
  - v. Several small openings were detected above ceilings on fire/ smoke barrier walls. Penetrations were promptly sealed.
  - vi. Several corridor doors did not have positive latching. A 3<sup>rd</sup> party contractor installed this latching.



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4. **Changes to this Plan:** The changes in this plan for 2018 include:
    - i. Editorial changes to reflect current code and TJC Standards.
    - ii. Changes to reflect current 3<sup>rd</sup> party vendors who perform tests, maintenance, inspections and repairs.
    - iii. PI Indicator = 100% accurate compliance for Fire Drills in the Hospital, MOB and "College Hill" clinic. We had one fallout in 2017.
  5. **Upcoming Developments that will affect this Plan:**
    - i. More editorial revisions will be made to assure conformity to codes and standards.

## **SECURITY MANAGEMENT PLAN**

1. **Plan Status:** The Security Management Plan is designed to manage the security risks the environment of Memorial Hospital of Sweetwater County presents to patients, staff and visitors. The program is designed to assure identification of general and high security risks and to develop effective responses. The Plan is applied to Memorial Hospital of Sweetwater County, its Medical Clinics, and all adjacent structures and grounds.
2. **Plan Objective:** The Objectives for the Security Management Plan are developed from information gathered during routine and special risk assessment activities, annual evaluation of the previous year's program activities, performance measures, and environmental tours. The Objectives for this Plan are:
  - i. Take proactive measures to identify and mitigate potential and/or actual security risks.
  - ii. Establish and maintain security policies and procedures to direct staff performance when responding to security incidents.
  - iii. Control vehicle movement on hospital grounds, including control of parking access to the Emergency Department.
  - iv. Limit access to grounds, buildings, and information sensitive areas by enforcement of staff identification policies and by assisting in the removal of persons from unauthorized areas.
  - v. Provide new employee orientation about the Security Management Program, including what types of incidents Security Department staff can respond to, how to report incidents and obtain assistance in an emergency and training for staff in designated sensitive areas.
  - vi. Evaluate the potential for workplace violence and take steps to deal with it.
3. **Survey Findings:** There were no findings for the 2017-18 surveys.
4. **Changes to this Plan:** There are currently no plans to deviate from the current one and there's no changes from the previous year that affected the plan and we can show our compliance with the plan from our "performance indicator"



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from last year which was patrolling the MOB. We had 100% success rate. Our new Performance Indicator during this time is "unsecured doors". So far we have a 100% success rate in finding and reporting unsecured doors.

5. **Upcoming developments that will affect this Plan:** There aren't any developments in the near future that will have any significant changes to the MHSC Security Management Plan.

### **SAFETY MANAGEMENT PLAN**

1. **Plan Status:** The plan was edited and approved in 11/18 to reflect nomenclature and job duty changes. Further information was also added to expand upon education and risk assessment requirements. The plan is otherwise up to regulatory snuff.
2. **Plan Objective:** The objectives of the plan center on improved awareness and abatement of safety issues that may occur within the facility. This is performed by education, risk assessment, occurrence reporting, and purposeful rounding.
3. **Survey Findings:** There were no recent survey findings in this area. However, there were recent risk management adjustments that will likely necessitate further update in 2019.
4. **Changes to this Plan:** Changes to the plan are as follows.
  - a. Changing of job titles to reflect current organizational hierarchy.
  - b. Expansion of education and risk assessment explanation
  - c. PI Indicator = improving occurrence reporting across departments. Target is to have a 10% increase in near-miss reporting by the end of 2019.
5. **Upcoming developments that will affect this Plan:** The completion of the Employee Hazard Assessment may necessitate a change to this plan.

### **UTILITY MANAGEMENT PLAN**

1. **Plan Status:** The Utility Management Plan (henceforth the "UM Plan"), was drastically revised in 2018. This revision made the UM Plan conform to the current TJC Standards. It also reflects changes in our practice to conform to those standards (see item #3 below). Any changes to the UM Plan will be reviewed by the EOC Committee as part of the overall approval process.
2. **Plan Objective:** The UM Plan's objective is to provide a process for proper design, installation, and maintenance of appropriate utility Systems and equipment to support a safe patient care and treatment environment. It is designed to assure continual availability of safe, effective equipment through a program of planned maintenance, ongoing education and training of staff, and evaluation of all events that could have an adverse impact on the



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safety of patients or staff, as applied to the building and services provided. The plan met its 5 objectives for 2018. Those 5 objectives are:

- i. Maintain an accurate inventory of the critical components for each utility system. This inventory was established over a decade ago and has been constantly updated as new equipment arrives. Out TMS building management software holds this data as well as work orders and preventative maintenance assigned to this equipment.
  - ii. Assure operational reliability of utility systems by performing recommended maintenance. Out TMS building management software stores manufacturers' recommended maintenance tasks for each listed item. We do not have any alternate maintenance schedules for any item.
  - iii. Identify safety risks involving utility systems with the occurrence reporting process. No such occurrences were reported for the year 2018.
  - iv. Identify opportunities to improve utility system performance. Each technician is aware that processes and tasks can be improved and look for such opportunities.
  - v. Train all staff to use utility systems appropriately, including appropriate responses to failures and disruptions. All staff go through an intensive orientation period during the first 90 days of employment. This training involves all items under their purview. It also includes training in policies designed to give guidance when systems fail.
3. **Survey Findings:** Our last survey revealed a few findings related to our "Utility Management Plan":
- a. A comprehensive risk Assessment had not been completed. This has been accomplished and is used to craft preventative maintenance schedules and plans.
  - b. OR humidity levels did not consider the humidity requirements for OR equipment. A risk assessment revealed that humidity levels needed to be 30% RH to 60% RH. Revised log sheets reflect this range.
  - c. The pressurization of some storerooms were positive, not negative. A permanent resolution will be forthcoming.
  - d. A few electrical panel-boards were missing labeling. Panels were correctly labeled.
4. **Changes to this Plan:** This plan had a complete overhaul in 2018 to conform to current TJC Standards. This plan now covers all utility systems including:
- a. Medical Gas Systems.
  - b. Emergency Electrical Power Systems.



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- c. New surge strip requirements.
- d. PI Indicator = to verify proper labelling of all panel-boards, switchgear and disconnects.
5. **Upcoming developments that will affect this Plan:** Some minor editing for 2019.

### **MEDICAL EQUIPMENT MANAGEMENT PLAN**

1. **Plan Status:** This plan was revised in 3/2018 to comply with current TJC Standards.
2. **Plan Objective:** The objectives for the Medical Equipment Management Plan are developed from collected evidence.
  - i. Select and purchase medical equipment appropriate to the scope of services, patient needs and need of those providing patient-care.
  - ii. Assure operational reliability and functionality of medical equipment through programmed maintenance.
  - iii. Assure adherence to manufacturer "instructions for use" (IFU).
  - iv. Identify medical equipment safety issues through the occurrence reporting process
  - v. Effectively process device recall notices to minimize impact on patient-care services.
  - vi. Assure compliance of all medical equipment with the Health Information Privacy Protection Act (HIPPA).
3. **Survey Findings:** The Biomed Department has replaced several Oxygen "quick-connectors" to comply with EC.02.04.03 EP8
4. **Changes to this Plan:** Complete planned maintenance on all medical equipment each month. Approximately 100 assets are to be completed each month (100% completion of PM's for 11 months in 2018). PI Indicator = 90% of all corrective work orders for equipment completed and closed within 5 days of initiation.
5. **Upcoming developments that will affect this Plan:** Small editorial changes.

### **HAZARDOUS MATERIALS/ WASTE MANAGEMENT PLAN**

1. **Plan Status:** Plan was revised in 12/2018 to comply with TJC standards.
2. **Plan Objective:** The objectives for the Hazardous Materials/ Waste Management Plan are developed from collected evidence.
  - i. Maintain an inventory of hazardous materials that may pose a risk to staff, patients, visitors, or the environment; located on MSDS ONLINE.
  - ii. Maintain areas where hazardous materials or waste are used,





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stored or disposed.

- iii. Provide training for staff that handle or use hazardous materials or waste.
  - iv. Provide appropriate collection containers and storage areas for hazardous wastes.
  - v. Monitor or measure staff exposure levels required by regulation.
- 3. Survey Findings:** During TJC survey:
- i. Waste carts were barring the egress path around the autoclave. Lines were painted on floor to assure carts do not impinge on egress path.
  - ii. Compactor has activation key left in lock. Revised policies and rounding observation to assure key is stored properly when compactor being activated by staff.
- 4. Changes to this Plan:** Revisions to comply with TJC. PI Indicator = Performing an actual count of items on our inventory of Hazardous Materials. Working with each department and with Materials Management to create an easy and accurate procedure to perform routine tallies of all such inventoried items.
- 5. Upcoming developments that will affect this Plan:** In summer of 2019 (FY2020) have an independent Environmental Compliance company work with us to assure we are conforming to Environmental health and safety regulations. This will be an onsite audit protocol including all applicable Federal and State environmental regulations including:
- i. Air Programs.
  - ii. Water Programs.
  - iii. Pesticide programs.
  - iv. Solid and Hazardous Wastes.
  - v. Hazardous Substances and Chemicals, Environmental Response, Emergency Planning, and Community "Right-to-Know" Programs.
  - vi. Toxic substances.
  - vii. Department of Transportation Hazardous Materials Transport.

This will likely result in changes to our policies, our processes, and procedures.

APPROVED by EOC Committee = January 24, 2019

SENT TO Senior Leadership = January 31, 2019

SENT TO Quality Committee = January 31, 2019



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Board Compliance Committee  
Minutes  
February 27, 2019

Present: Barbara Sowada, Ed Tardoni, Irene Richardson, Suzan Campbell, and Clayton Radakovich

Barbara Sowada called the meeting to order at 1:12 pm.

Minutes and agenda were approved as written.

The following items were discussed:

1. Old Business
  - a. Peer Review Process Audit: C. Radakovich provided a summary of the audit performed by A. Prado. The policy states a peer review may be requested for issues or fallouts with the expectation the review be completed within two weeks. The Committee reviewed the audit results. B. Sowada requested we revisit the policy. C. Radakovich recommends we add this to this year's work plan and evaluate information every six months. He will take the request for update to the Medical Staff Peer Review Committee.
  - b. Code of Conduct Update: The work team is still reviewing draft information. The final draft will be provided to the Committee for review in March to present to the full Board for review in April with a request for approval in May.
  - c. Risk Assessment / Work Plan Update: The draft was provided to the work team this month and assignments were made for further review. The draft will be discussed again in March. Priorities will be set and a work plan provided. C. Radakovich will create a glossary to assist with the terms used in the draft. Following the risk assessments, a heat map will be created and available to help direct areas of focus.
2. New Business
  - a. January Compliance Report: S. Campbell and C. Radakovich asked if the format is acceptable and requested feedback on information to add/remove. The Committee agreed on the format provided. S. Campbell wants to ensure staff know how to report issues.

The Committee will continue to meet monthly on the final Wednesday of the month at 1:00 pm as a general rule. Individual meetings will be changed as needed.

Meeting was adjourned at 2:00 pm.

*Submitted by Cindy Nelson*

## Compliance Report – February 2019

### Investigations

Number	Status	Outcome
2018-01-Billing	Complete	No corrective action necessary
2018-02 HIPAA	Complete	Corrective action completed
2018-03 HIPAA	Complete	No findings, no corrective action necessary
2018-04 Scope	Complete	No findings, no corrective action necessary
2018-05 HIPAA	Complete	No findings, Corrective action complete
2018-06 HIPAA	Complete	No findings, no corrective action necessary
2019-01 HIPAA	In progress	
2019-02 HIPAA	In progress	
2019-03 HIPAA	Complete	Corrective action completed

### Hotline Calls

1 call in December and January. Wrong number with no complaint filed. No investigations.

### Audits

Topic	Initiation	Status
Peer Review Process	11/6/18	Complete

### Patterns and Trends

HIPAA related cases remain the most prevalent. Continuous education is being provided to staff in many areas.

## 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: **DISA**
2. Purpose of contract, including scope and description: **DISA is a middle man for drug screen collection. They set up the screening of employees for companies. We will do the testing for other employers in the area. We will test urine and hair and BA testing and confirmation. Benefit is to patients who are employees of company that contract with DISA.**
3. Effective Date: **date of execution**
4. Expiration Date: **One year from date of execution**
5. Rights of renewal and termination: **If we decide we don't want to be a collector for them we would just terminate the agreement and they would take us off the list of collection sites. Is this auto-renew? No**
6. Monetary cost of the contract and is the cost included in the department budget? **There is no direct monetary cost to the hospital. The Hospital will be reimbursed for the collections it handles for DISA. A per collection charge paid to the hospital. Hospital will bill DISA and DISA will reimburse us. \$20.00 Urine \$27.00 Hair \$40.00 BA screening and confirmation.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No**
8. Any confidentiality provisions? **Hospital agrees to handle all drug collection services and records in a confidential manner.**
9. Indemnification clause present? **Yes each party indemnifies the other**
10. Is this contract appropriate for other bids? **No**

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: **SWOG PURCHASE SERVICE AGREEMENT**
2. Purpose of contract, including scope and description: **SWOG was Southwest Oncology Group but is now just SWOG. Part of the Cancer Research Network and this is the group we will be working with to select clinical cancer trials. Any trial we select will be a SWOG trial as we are only working with SWOG for trials at this time (through a recommendation of Huntsman). If you recall the board approved the contract with Huntsman to start this process last year. Selecting a Lead Protocol Organization (LPO) and becoming a member is the next step. In this Agreement MHSC is the Institution and SWOG (through Oregon Health and Science University) is the Grantee.**
3. Effective Date: **When signed by both parties**
4. Expiration Date: **Until terminated by either party. Can be terminated with cause with 30-days' notice and a chance to cure; or without cause with 90-days' notice.**
5. Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **SWOG will pay us \$5000.00 at the Letter of Intent (LOI) Approval and \$5000 at the time of first accrual to study to offset the cost of staff time who will be doing research, paperwork associated with the set-up and initiation of the trials. No new staff will be hired.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Jurisdiction not addressed as this is agreement.**

- 8. Any confidentiality provisions? **Yes**
- 9. Indemnification clause present? **No**
- 10. Is this contract appropriate for other bids? **NA**
- 11. Is County Attorney review required? **No**