



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - March 7, 2018

2:00 PM

MHSC Classrooms 1, 2 & 3

Meeting Book - Wednesday - March 7, 2018 Board of Trustees Regular Meeting

Board Meeting Agenda

Agenda

I. Call to Order

A. Pledge of Allegiance

Richard
Mathey

II. Minutes

For Approval

Richard
Mathey
Richard
Mathey

Minutes for February 7 2018.docx - Page 4

Minutes for February 27 2018 Special Joint Meeting with General
Medical Staff.docx - Page 9

III. Community Communication

Richard
Mathey

IV. Executive Session (W.S. 16-4-405(a)(ii), (a)(iii))

Richard
Mathey

V. Credentials

Confidential information available for review in the Board Portal.

For Approval

Richard
Mathey

VI. Medical Staff Report

Dr. David
Dansie,
Medical Staff
President

2018 Medical Staff Committees.pdf - Page 11

VII. Old Business

Richard
Mathey

A. Mission and Visions Statements

For Approval

Kristy Nielson,
Chief Nursing
Officer

Mission Vision Values 2018.pdf - Page 17

VIII. New Business

Richard
Mathey

A. Unemployment Claims

Richard
Mathey

Unemployment Claims Mathey 2018.pdf - Page 19

B. Cancer Center Update

Kari
Quickenden,
Chief Clinical
Officer

IX. Chief Executive Officer Report

Irene
Richardson,
Chief
Executive
Officer

X. Committee Reports

Richard
Mathey

A. Building & Grounds Committee

Taylor Jones

meeting book - tuesday - february 20, 2018 building & grounds
committee meeting.pdf - Page 20

Jim Horan's B&G Report to the F&A Committee - Page 40

Jim Horan,
Facilities
Director
Marty Kelsey

B. Foundation Board

C. Finance and Audit Committee		Taylor Jones
1. Capital Expenditures - Page 34	For Approval	Taylor Jones
2. Narratives - Pages 43, 69 & 88		Tami Love, Chief Financial Officer
3. Investment Recommendation - Page 127	For Approval	Tami Love
4. Bad Debt Final numbers distributed near or on meeting date.	For Approval	Ron Cheese, Patient Financial Services Director
meeting book - wednesday - february 28, 2018 finance & audit committee meeting.pdf - Page 25		
D. Human Resources Committee		Richard Mathey
Committee packet - 2-26-18.pdf - Page 156		
E. Quality Committee		Taylor Jones
Quality Committee Summary Report February 2017.docx - Page 165		
2 21 18 Quality Minutes.doc - Page 169		
<hr/> XI. Contract Review		Richard Mathey
A. Contract Consent Agenda	For Approval	Suzan Campbell, Chief Legal Executive/General Counsel
1. AGP Orthopedics, Inc.		
AGP Orthopedics.pdf - Page 172		
2. Merritt Hawkins		
Merritt Hawkins.pdf - Page 174		
B. Contracts Approved by CEO Since Last Board Meeting	For Your Information	
1. State Fire Information is available for review in the Board Portal.		
<hr/> XII. Good of the Order		Richard Mathey
<hr/> XIII. Executive Session as needed		Richard Mathey
<hr/> XIV. Adjourn		Richard Mathey

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

February 7, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on February 7, 2018, at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson, CEO; Dr. David Dansie, Medical Staff President; and Mr. Jim Phillips, Legal Counsel.

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

APPROVAL OF MINUTES

The motion to approve the minutes of the January 10, 2018, regular meeting as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.

COMMUNITY COMMUNICATION

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

MEDICAL STAFF REPORT

Dr. Dansie reported all committee assignments have been made. Due to Dr. Veronese's departure, there will be some changes and Dr. Dansie said he would get an updated assignment listing to the Board. Dr. Dansie recognized Dr. Veronese for his contributions and said he will be missed. Dr. Dansie welcomed Dr. Banu Symington. Dr. Dansie reported the Medical Executive Committee met. They continue work on new policies and protocols.

EXECUTIVE SESSION

Mr. Mathey said there would be an Executive Session. He explained why the Executive Session is conducted early in the meeting and said the purpose is to discuss litigation and personnel matters with legal counsel in attendance. The motion to go into Executive Session was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

RECONVENE INTO REGULAR SESSION

The Board of Trustees reconvened into Regular Session at 4:07 PM.

Mr. Phillips left the meeting.

The motion to approve the January 10, 2018 Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Mr. Jones; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Active Status (2 years)
 - Dr. Cielette Karn, Pathology
2. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Sheila Brown, Pediatrics
3. Initial Appointment to Consulting Staff
 - Dr. Raymond Bozman, Tele Radiology (VRC)
4. Reappointment to Active Staff (2 years)
 - Dr. Brandon Shelley, Podiatric Surgery
5. Reappointment to Consulting Staff (2 years)
 - Dr. Peter Crane, Neurology
 - Dr. Jack Morshedzadeh, Cardiology (U of U)
 - Dr. Cory Nitzel, Cardiology (U of U)
 - Dr. Toby Ennis, Tele ICU (U of U)
 - Dr. Benjamin Bak, Tele Radiology (VRC)
6. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Mallory Harling, OB/GYN (Health Dimensions)

The motion to authorize the CEO to sign an extension of the agreement with Dr. Curry was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

OLD BUSINESS

Mission and Vision Statements

Mr. Mathey said Dr. Kristy Nielson, Chief Nursing Officer, was unable to join us for the meeting. Ms. Richardson said Dr. Nielson is participating with others in a mock Joint Commission survey in preparation for their planned return in March. Mr. Mathey said we have been working on revising the mission, vision, and values for a long time. He said Dr. Nielson was asked to involve staff; she did this and then further work on the project was done by leadership. Mr. Mathey asked Ms. Richardson to introduce the draft information for the Board to review and then vote on adoption at the next meeting. Ms. Richardson said we have worked very hard to get a mission and vision statement to embody who we are and what we do. Executive Leaders met and worked on putting something into words. She said we know what we do as a hospital. We wanted to focus on how we do it. As the team put words together in a mission statement, they looked at capturing the essence of how we provide that care. Ms. Richardson said we want a statement that staff could put their arms around and embrace. Mission: Compassionate care for every life we touch. Vision: To be our community's trusted healthcare leader. Values: Be kind, be respectful, be accountable, work collaboratively, embrace excellence. Mr. Jones asked Ms. Richardson to e-mail the information to the Trustees for review. Ms. Richardson said we think we can embrace this as our mission moving forward. Mr. Mathey said we take this very seriously because staff, doctors, everyone that works here takes this very seriously. He said this

requires reflection now, time to think on this and think of the appropriateness of it before they decide if this is us. Mr. Mathey said he certainly likes what he has heard so far.

NEW BUSINESS

Mr. Mathey said a Strategic Planning Workshop is scheduled March 5. It will be advertised as a Board Workshop. It will be open to the public. Mr. Mathey said he does not anticipate the Board will take any action at the workshop.

Mr. Mathey said a regular Board meeting is scheduled March 7. A regular meeting is scheduled July 4. Mr. Mathey proposed that meeting be moved to the following week due to the holiday. The July meeting will be held July 11. Mr. Mathey said the September 5 meeting is during the Wyoming Hospital Association Annual Meeting. He proposed that meeting be moved to the following week. The September meeting will be held September 12.

Mr. Mathey said the debt ratio calculations for our bond covenants are done differently by the two banks involved. An amendment to our bond covenants has been proposed. Ms. Richardson distributed and reviewed the process and historical calculations. She said Wells Fargo, Key Bank, and Standard & Poor's were calculating it in different ways. They proposed an amendment to the continuing covenant agreement that is agreeable to everyone. She said it results in a slight change to the ratio. Ms. Richardson said the Board needs to sign as well as the Board of County Commissioners. She said the calculation is a more realistic way of calculating. Mr. Kelsey asked if the auditors have reviewed. Ms. Richardson said we certainly can ask them to review. Mr. Mathey said he sees this as a housekeeping matter. The motion to approve the amendment as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried. Mr. Mathey said we will get this to Commissioner John Kolb at the earliest convenience and ask to be on their next meeting. Ms. Richardson said she and Ms. Tami Love, Chief Financial Officer, had the Standard & Poor's phone call on February 1. S&P take the information to their committee by February 13. They will call us with their decision and report. Ms. Richardson said we have until the following morning to dispute any numbers; however we cannot dispute their findings. Our most recent rating was BBB- with a negative outlook. Ms. Richardson said Mr. Will Douglas, Wells Fargo, was a strong advocate for us in the call. He noted we turned around an \$8M loss in one year and asked them to take that into consideration.

CEO REPORT

Ms. Richardson thanked everyone for their hard work. She said everyone is doing an excellent job of taking care of patients and each other. She said she feels the Red Tie Gala was well-received. She spoke at the Rock Springs Chamber luncheon in January as well as the Green River Chamber luncheon in December. She will speak to the Enterprise Committee on March 1. Ms. Richardson said our presentations and information have been well-received. The University of Utah has office space in the Medical Office Building. Cardiology is in every Wednesday and Thursday. They have been so busy they are thinking of adding days. Vascular is in two days each month. The new Maternal Fetal Medicine Clinic saw their first patient February 6. They can see up to eleven patients in a day each month. Ms. Richardson said we are still looking to see what other specialties we can bring and sustain financially. We are working on Human Resources policies as well as Joint Commission Mock Survey work. The survey is following up but conducting a completely full survey. We received full accreditation in December. This is a brand

new survey. Dr. Sowada said Infection Control seemed to be a main topic on their website. She asked about other hot topics for 2018. Ms. Richardson said we are focusing on a “top ten list.” Ms. Richardson said the Strategic Planning Retreat is March 5. Ms. Richardson meets with Wyoming Hospital Association President, Eric Boley, on February 8. She said the WHA offers a valuable panel of CEO resources. Ms. Richardson said our budget planning for the next fiscal year is moving into full swing. We are gathering capital expenditure requests and setting up budget meetings. Ms. Richardson invited the Trustees to attend one of the Town Hall meetings that will be held in February. She wants to offer them quarterly in July, October, January, and April moving forward. Ms. Richardson thanked Dr. Veronese and welcomed Dr. Symington. She thinks Dr. Symington will do some really great things with our Cancer Center.

COMMITTEE REPORTS

Building and Grounds Committee

Mr. Jim Horan, Facilities Director, referenced his report in the meeting packet. He referenced heat in the Laundry and said we are proceeding with solutions. Mr. Horan said the CT replacement proposals low bid was a lot higher than the original estimate. The Committee discussed alternatives. Mr. Horan distributed information to the Board and asked the Board for approval so we can proceed. Ms. Richardson said we can financially sustain the change but she did not feel she had the authority to authorize the change after the bid came in so much higher than the Board previously approved. The motion to authorize Ms. Richardson and her staff to enter into an agreement with A-Pleasant for \$513,482 as presented was made by Mr. Kelsey; second by Mr. Tardoni. Mr. Mathey abstained. Motion carried.

Foundation Board

Mr. Kelsey said Ms. Tiffany Marshall, Foundation Director, would report. Mr. Mathey said it was a great Red Tie Gala and commended Ms. Marshall, the Foundation Board, and Hospital Staff. Ms. Marshall said she is busy with post-Gala reconciliation work. She said there was record attendance. Ms. Marshall said she has been working with the Cancer Center to submit grant applications. She said it has been a huge collaborative effort with a number of departments involved. She said we have one person staying at the Waldner House currently. She received a phone call from a local community donor who designated \$20K to the Foundation. Mr. Mathey thanked Mr. Jones and his wife, Stacy, along with Mr. Tardoni for doing such a good job of putting together the Trustees package for the auction at the Gala.

Finance and Audit Committee

Capital Expenditures Requests: The motion to approve capital expenditure FY18-15 as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried. Ms. Love noted the request form has been updated to include an area noting if multiple bids were obtained and if not, why.

Narratives: Ms. Love reviewed the narratives included in the packet. She announced a year-to-date gain and compared it to a \$2M loss at this same time last year. Expenses are under \$4M from the same time last year. Days in A/R were down to 42 days which is the record low number. The Debt Service Ratio is 3.5% using the new calculation. We had approximately \$7M

in collections. Ms. Love said the winter months are traditionally our busy times but census has been down. She said we continue to see a shift from inpatient to outpatient.

Investment Recommendation: The motion to approve the investment recommendation of \$17,007,406.85 as requested was made by Mr. Jones; second by Dr. Sowada. Motion carried.

Bad Debt: The motion to approve the net potential bad debt for \$432,548.76 as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Jones; second by Mr. Tardoni. Motion carried. Mr. Cheese said he projects the number will be higher next month.

Quality Committee

Mr. Jones reported we are staying with the same items and topics. We are condensing the agenda in an effort to focus more. Two areas of emphasis are the Emergency Department thru-put times and the 64 elements to move us forward in the star rating system.

CONTRACT REVIEW

Contract Consent Agenda

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

COMMUNITY COMMUNICATION

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

GOOD OF THE ORDER

Mr. Jones thanked the Board for pitching in for the Gala basket. He thanked donors to the basket and thanked the County Commissioners for participating. He said together they raised \$10K. The motion to present the traveling golden bedpan trophy to the Commissioners on March 6 was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 5:24 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

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

February 27, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the General Medical Staff on February 27, 2018, at 6:00 PM with Dr. Barbara Sowada, Vice President, presiding.

CALL TO ORDER

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

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

WELCOME MEDICAL STAFF

Dr. Sowada welcomed the Medical Staff and asked for introductions around the room.

MEDICAL STAFF UPDATE

Dr. Dansie reported the Bylaws Committee met and continue to move closer to completion of their work. Dr. Dansie welcomed Dr. Banu Symington.

HOSPITAL BOARD UPDATE

Dr. Sowada said there was no business to bring before the group. She said Mr. Mathey asked her to please thank the Medical Staff, especially Dr. Poyer, Dr. Theodosios, and Dr. Jamias for their skillful and compassionate care for “me and mine.” Dr. Sowada welcomed Dr. Bikram Sharma and Dr. Symington. She said she is glad Dr. Curry is staying. Dr. Sowada said she understands everyone is working hard to prepare for The Joint Commission.

CEO UPDATE

Ms. Richardson thanked the Medical Staff for all they do. She said their hard work is noticed and appreciated. She said The Joint Commission is coming. In a recent phone call, they were very helpful and are going to schedule their visit instead of arriving unannounced. She will keep everyone posted. The Strategic Planning Retreat is scheduled March 5. Strategic plan goals will be submitted to the Board for their approval at the April meeting. After approved, we will put together work groups to develop initiatives. Ms. Richardson said we want to get staff and physicians involved in that work. Ms. Richardson said the Klein case was mediated. The details are confidential. We are very glad that is over. She shared some brief financial highlights. We had a Standard and Poor’s credit rating review call on February 1. The results were given to us on February 13 that we are at BB+ with a stable outlook. We did have a BBB- with a negative

outlook rating last year. Our rating has gone down each year from 2013. Ms. Richardson said if we had not turned our finances around and shown an upturn, they said we would have had a multi-step downgrade this year.

Dr. Sowada asked Dr. Kristy Nielson, Chief Nursing Officer, to speak to The Joint Commission survey. Dr. Nielson said we have already been accredited so this is a follow-up survey. She highlighted the areas of emphasis and asked for people to contact her with any questions.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 6:21 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

COMMITTEES 2018

COMMITTEE/DEPARTMENT	VOTING MEMBERS	NONVOTING ATTENDEES
<u>Bylaws</u> Meets as needed	Dr. David Dansie Dr. Samer Kattan Dr. Larry Lauridsen Dr. Charles Knight Dr. Christian Theodosios Dr. Steven Croft Dr. Melinda Poyer	CEO or Designee CMO In-House Legal Counsel Med Staff Services Supervisor Reports to MEC
<u>Credentials</u> Meets Monthly	Dr. Brandon Mack, Chairman Dr. Melinda Poyer Dr. Sigsbee Duck	CEO or Designee Credentialing Clerk Med Staff Services Supervisor In-House Legal Counsel Reports Recommendations to MEC and Board of Trustees
<u>Infection Control Committee</u> Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Cielette Karn, Chair Dr. Rahul Pawar Dr. Cody Christensen IC Director	Chief Nursing Officer Chief Clinical Officer Dialysis Director OR Nurse Director Pharmacy Director Sterile Processing Representative Med/Surg /ICU/ED Nurse Director Lab Representative Medical Imaging Representative Cardiopulmonary Representative Laundry Representative Maintenance Representative Nutrition Services Representative Patient Safety Representative Oncology Representative Clinic Representative OB Nurse Director Med Staff Services Supervisor Reports to MEC
<u>Joint Conference Committee</u> Meets as needed	Dr. David Dansie Dr. Augusto Jamias CEO 2 Members of Board of Trustees	Written report of activities forwarded to MEC and Board of Trustees
<u>Medical Executive Committee</u> Meets monthly except July and December	Dr. David Dansie, President Dr. Samer Kattan, Vice-President Dr. Larry Lauridsen, Secretary Dr. Melinda Poyer, Immediate Past President Dr. Steven Croft, Chairman, Surgery Dr. Charles Knight, Chairman, Medicine Dr. Christian Theodosios, Chairman, General Services	CEO or Designee Chief Medical Officer, Non-Voting Member Chief Nursing Officer Chief Clinical Officer Med Staff Services Supervisor Reports to CEO and Board of Trustees

<u>Medical Records</u> Meets at least once per year or as needed	Dr. Jake Johnson, Chair Dr. Charles Knight Dr. David Dansie HIM Director Med/Surg/ICU/ED Nurse Manager - Nursing Rep.	CEO or Designee CFO Reports to MEC
<u>Nominating Committee</u> Meets annually	One representative elected by each Medical Staff Department – must meet prior to October of each year.	Med Staff Services Supervisor Reports to General Medical Staff
<u>Professional Practice Evaluation Committee (PPEC)</u> Meets quarterly to review OPPE Profiles. Will also meet on an as-needed basis to review cases referred by quality reviewers. Will meet when there are five (5) cases to review or sooner if there is an urgent need.	Dr. Michael Bowers, Chair Dr. Jeff Wheeler Dr. Jacques Denker Dr. Zach Nicholas Dr. Cielette Karn <hr/> Quality Reviewers: <u>Medicine Dept.:</u> Dr. Brytton Long & Dr. Bikram Sharma <hr/> <u>Surgery Dept.:</u> Dr. Preetpal Grewal & Dr. Neal Asper <hr/> <u>General Services Dept.:</u> Dr. Justine Macneil & Dr. Alicia Peterson	CMO acts as alternate when needed Director of Quality may attend, as needed, for training purposes Reports to MEC Quality Reviewers report to PPEC
<u>Pharmacy & Therapeutics & Safe Medication Practice Team</u> Ideally meets quarterly, but at the minimum must meet three times per year	Dr. David Liu, Chair Dr. Zachary Nicholas Dr. Pritam Neupane Renee Petty, Pharmacy Director CEO or Designee Melissa Anderson, Med/Surg/ICU/ED Manager/Nursing Rep	CFO Chief Nursing Officer Education Director Infection Control Coordinator Nutrition Services Representative Directory of Quality/Accreditation Chief Clinical Officer Med Staff Services Supervisor Reports to MEC
<u>Perinatal Committee</u> Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Chandra Yeshlur, Chair Dr. Preetpal Grewal Dr. Samer Kattan Dr. Wagner Veronese Dr. Jeff Wheeler Dr. William Sarette Dr. John Mercer OB Nurse Manager	All OB/GYN's, Pediatricians, FP's and CNMs are invited CEO or Designee Chief Nursing Officer Director of Quality Chief Clinical Officer Med Staff Services Supervisor Reports to Medicine Department and Surgery Department
<u>Radiation Safety</u> Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Fred Matti, Chairman Radiation Safety Officer – Keith Carnahan CEO or Designee Melissa Mansfield, Nursing Representative	Reports to the General Services Department

<u>Tissue & Blood</u> Meets at least once per year or as needed	Dr. Cielette Karn Dr. Jim Martinchick Dr. Brianne Crofts Dr. Rahul Pawar Mary Fischer, Clinical Lab Administrator CEO or Designee	Chief Nursing Officer Chief Clinical Officer Med Staff Services Supervisor Reports to UM
<u>Trauma Committee</u> Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Jamias, Chair ED Physicians Anesthesia Physicians Surgeons Orthopedic Surgeons	Trauma Coordinator Med/Surg/ICU/ED Nurse Manager ED Clinical Coordinators Chief Nursing Officer Medical Imaging Representative Lab Representative CEO or Designee Chief Clinical Officer Med Staff Services Supervisor Reports to the General Services Department
<u>Utilization Management</u> Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Melinda Poyer Dr. Israel Stewart Dr. Brianne Crofts Dr. Kishore Rasamallu Dr. Bikram Sharma <hr/> Dr. Augusto Jamias will help train new physicians before leaving the committee	CEO or Designee Chief Nursing Officer Chief Clinical Officer Director of Quality Case Managers Director of HIM Director of Compliance Med/Surg/ICU/ED Nurse Manager Pharmacy Director Business Office Representative Clinic Operations Manager Care Transition Representative Board Representative Reports to MEC
<u>Ethics Committee</u> As Needed	Dr. Brianne Crofts Dr. Brytton Long Dr. John Iliya Dr. David Dansie Dr. Allison Mulcahy	CEO or Designee In-house legal counsel
<u>Board Finance & Audit Committee</u> Appointed by board in July	Dr. Augusto Jamias Dr. Larry Lauridsen	
<u>Board Quality Committee</u> Appointed by board in July	Dr. Christian Theodosis Dr. David Liu	
<u>Foundation Board</u> Appointed by board in July	Dr. Jake Johnson	
<u>Emergency Management</u>	Dr. Steven Croft Dr. Jeff Wheeler	Director of Security

Task Forces

(These are committees that have asked for physician representatives, but they are not required by the Medical Staff Bylaws or Rules and Regulations)

<u>Antimicrobial Stewardship</u>	Dr. Brytton Long Dr. Kishore Rasamallu Pharmacy Director	
<u>Pain Management Task Force</u>	Dr. Brandon Mack Melissa Lehman, PA-C Care Transition Manager	Pharmacy Director
<u>Readmission Task Force</u>	Dr. Israel Stewart Dr. David Dansie Care Transition Manager	

DEPARTMENTS 2018

<u>DEPARTMENT</u>	<u>MEMBERS</u>	<u>NONVOTING ATTENDEES</u>
<u>General Services Department</u> ER Pathology Radiology Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Christian Theodosios, Chair Dr. Cielette Karn, Vice Chair Dr. Fred Matti Dr. Jim Martinchick Dr. Jessika Dingwall Dr. Alicia Peterson Dr. Justine Macneil Dr. Allison Mulcahy	Med/Surg/ICU/ED Nurse Manager Chief Nursing Officer Chief Clinical Officer CEO or Designee Pharmacy Director ED Clinical Coordinators Medical Imaging Representative Lab Representative Cardiopulmonary Representative Director of Quality Med Staff Services Supervisor Any Locum Tenens or Consulting Providers from ER, Lab, or Radiology Dr. Jonathan Roddy Dr. Phillip Craven Dr. Philip Najm Dr. Timothy Delgado Dr. Elizabeth Rutter Dr. Shakira Bandolin Dr. Graham Brant-Zawadzki Dr. Brendan Milliner Dr. Anna Rudolphi Dr. Jon Vivolo Reports to MEC
<u>Medicine Department</u> Internal Medicine Family Practice Pediatrics Pulmonology Cardiology Nephrology Oncology Occupational Medicine ICU Committee is included in Medicine Department meetings Ideally meets quarterly, but at the minimum must meet three times per year	Dr. Charles Knight, Chair Dr. Zach Nicholas, Vice Chair Dr. Pritam Neupane Dr. Michael Bowers Dr. Melinda Poyer Dr. Kurt Hunter Dr. Chandra Yeshlur Dr. David Dansie Dr. Brytton Long Dr. Jake Johnson Dr. Larry Lauridsen Dr. William Sarette Dr. Rahul Pawar Dr. Kishore Rasamallu Dr. Bikram Sharma Dr. Israel Stewart Dr. Banu Symington ----- Mark Sanders, PA-C Amy Dolce, PA-C Melissa Lehman, PA-C	Med/Surg/ICU/ER Nurse Manager Pharmacy Director Chief Nursing Officer Chief Clinical Officer CEO or Designee Director of Quality Med Staff Services Supervisor Any Locum Tenens or Consulting Providers from the Medicine Departments. Reports to MEC

<p><u>Surgery Department</u></p> <p>Anesthesia General Surgery ENT OB/GYN Orthopedic Surgery Ophthalmology Urology Plastic Surgery Podiatry Dentistry All Surgical Specialties</p> <p>Ideally meets quarterly, but at the minimum must meet three times per year</p>	<p>Dr. Steven Croft, Chair Dr. Jacques Denker, Vice Chair Dr. Neal Asper Dr. John Iliya Dr. Peter Jensen Dr. Joseph Oliver Dr. Brandon Mack Dr. Sigsbee Duck Dr. David Liu Dr. Scott Sulentich Dr. Jeff Wheeler Dr. Brianne Crofts Dr. Augusto Jamias Dr. Wallace Curry Dr. Preetpal Grewal Dr. Samer Kattan Dr. John Mercer Dr. Cody Christensen</p> <p>-----</p> <p>Dr. David Duckwitz (Podiatrist – ILP) Dr. Brandon Shelley (Podiatrist – ILP) Starla Leete, CNM Mandi Lew, CNM</p>	<p>OR/SDS Nurse Manager Chief Nursing Officer Chief Clinical Officer CEO or Designee Director of Quality Pharmacy Director Med Staff Services Supervisor Any Locum Tenens or Consulting Providers from the Surgery Department Reports to MEC</p>
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R 2/9/2018

Cindy Nelson

From: Cindy Nelson
Sent: Friday, February 09, 2018 1:35 PM
To: Richard Mathey; Barbara Sowada; Taylor Jones; Marty Kelsey; ttardoni@q.com
Cc: Irene Richardson
Subject: FW: Mission, Vision, Values

Tracking:	Recipient	Read
	Richard Mathey	
	Barbara Sowada	
	Taylor Jones	
	Marty Kelsey	
	ttardoni@q.com	
	Irene Richardson	

Trustees,
Irene asked me to forward the information below to you for your review.
Thank you. Hope you have a nice weekend.
Cindy

Cindy Nelson, *Executive Assistant*

Administration

Direct 307-352-8412

cnelson@sweetwatermemorial.com

Main 307-362-3711, Fax 307-352-8180

www.sweetwatermemorial.com



Start each day with a grateful heart. 

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From: Cindy Nelson
Sent: Tuesday, January 30, 2018 5:03 PM
To: Irene Richardson; Kari Quickenden; Kristy Nielson; Tami Love; Suzan Campbell
Subject: MVV

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MISSION *(Why we are here)*

Compassionate care for every life we touch.

VISION *(Where we want to be)*

To be our community's trusted healthcare leader.

VALUES

- ★ Be Kind
- ★ Be Respectful
- ★ Be Accountable
- ★ Work Collaboratively
- ★ Embrace Excellence

Appreciate each of you very much!

Cindy Nelson, Executive Assistant

Administration

Direct 307-352-8412

cnelson@sweetwatermemorial.com

Main 307-362-3711, Fax 307-352-8180

www.sweetwatermemorial.com



Start each day with a grateful heart. 

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Option 1 – Standard tax base

- % of taxable wages paid quarterly
- First 3 years are based on standard base rate
- Individual rate established after 36 months of actual claims information
 - Calculation takes total claims charges divided by taxable wages for past 3 years, that percentage is then added to the average standard base rate of the prior 3 years
 - 2017 standard base rate = 1.34%
 - 2016 taxable wages \$35,500,000 = \$475,700
- Ability to protest all claims

Option 2 – Reimbursing

- Payments based on actual claims, dollar for dollar
- Average/maximum claim \$12,000 per employee based on 26 weeks max benefit
- Lose protest rights if not last employer

Option 3 – remain with Wyoming Hospital Association

- Pay administration fees to WHA
- Keep \$50,000 balance in fund

FY2015 = \$34,000

FY2016 = \$20,000

FY2017 = \$30,000

FY2018 ytd = \$34,000 plus \$23,000 current claims

Other notes – 2 years minimum on Option 1 or 2, then must notify within 30 days of tax year (December 1st) if wanting to change options

Wyoming Hospital Association – Rose Fishback

- Need formal letter stating we would like to withdrawal from the WHA Unemployment Compensation Plan
- State would then forward all claims to us
- Hospital will need to enter quarterly wages
- Current claims of \$23k will be paid by WHA, future claims paid to State
- Balance of \$50k will then be paid back to us after all fees are paid



Memorial Hospital of Sweetwater County Board of Trustees

Building & Grounds Committee Meeting

Tuesday - February 20, 2018

3:00 PM

Classrooms 1 & 2

**Memorial Hospital of Sweetwater County
Building & Grounds Committee
Classrooms 1 & 2
3:00 PM**

Tuesday – February 20, 2018

Board Committee Members

**Taylor Jones, Chair
Ed Tardoni**

Staff Committee Members

**Irene Richardson
Jim Horan
Tami Love**

Guests

Gerry Johnson – *Facilities*

Stevie Nosich – *Facilities*

John Kolb – *Board of Sweetwater County Commissioners*

Agenda

- 1. Approve January 16, 2018 Minutes**
- 2. Project(s) Review**
 - A. Laundry Update**
 - B. CT Project Update**
 - C. Prioritized Projects List**
- 3. Old Business**
- 4. New Business**
- 5. Meeting Schedule**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building & Grounds Committee Meeting
January 16, 2018

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

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

Guests: Mr. Gerry Johnston
Mr. Clayton Radakovich
Q Ms. Brittany Morgan, *Plan One Architects*

Call Meeting to Order

Mr. Jones called the meeting to order.

Meeting Minutes

The motion to approve the minutes of the December 19, 2017, regular meeting as presented was made by Mr. Tardoni; second by Mr. Horan. Motion carried.

Projects Review

Laundry Project

Mr. Tardoni said he plans to work with Mr. Horan on ideas.

CT Project Update

Mr. Horan said he asked Ms. Morgan from Plan One to attend because the bid amount for the project was more than expected. The low bid came in at \$491K and the expected amount was \$365K. The high bid was \$620K. He said the bids have a 30-day window for validity. Ms. Morgan said Plan One added scope after the estimate. She said copper is 5% higher than last year. She said the plumbing, HVAC and electrical were off. Ms. Morgan said the way the low bidder does their bid is to add 10% for all subcontractors. Mr. Horan said we had a nice turnout for the walk-thru but we did not have a good turnout for the bid. Labor came in much higher than materials which is unusual. Ms. Morgan talked about the requirements for working in a hospital setting and how that discourages some companies from bidding. Ms. Richardson said the MRI project costs were higher because we made changes at that time that were to help with costs for the CT project. Ms. Morgan said it should have helped. Mr. Horan said the plumbing is more complicated. Mr. Tardoni asked about the time limit involved with using the current CT. Ms. Richardson said it is way past its useful life. She said we are missing on reimbursement because

we can't bill for Medicare because it's not certified for certain procedures. Mr. Radakovich said we are probably getting 70% of each charge. Ms. Morgan said when we bid the MRI we had a lot of Utah companies bidding and now there is no interest. Mr. Jones said he knows this is a huge project. He asked if it is a possibility to re-bid or to not hire subcontractors to save on costs. Mr. Horan said it is a possibility and that we can do lots of things but he remembers our former legal counsel being adamant about us not doing certain work. He said we have to consider the timeframe for the project. Mr. Johnston said he thinks us doing it would be biting off more than we can chew. He said if we wait two months with the way the economy is going right now, we may end up paying more than we would have to pay now. Ms. Morgan said she thinks it is a disadvantage for us to wait because the cost of materials will go up due to hurricanes, storms, etc., and the associated costs to materials. Mr. Jones said he is pretty irritated by the extra 5%. Mr. Tardoni said we all hate price increases; we hate surprises. Mr. Jones said he thinks it will come in higher in the end. Ms. Morgan said the MEP Engineer suggested going back to a different size for the chiller to try to lower the cost as well as have the Hospital remove the UPS. Ms. Morgan said we do have some Rocky Mountain Power incentives for this project at approximately \$5K. Unfortunately, we're not able to take a lot out of the bid. Mr. Jones asked for a breakdown of the bid so we know what the charges are for. There was discussion of a lot of local contractors being scared off because they have to bond and because it's a hospital there are control requirements. Ms. Morgan said when they bid the project, they contacted 10 companies they knew and put it in the paper. We thought there would be more interest. The Committee discussed the gamble of waiting and rebidding. Mr. Tardoni expressed his concern remains the maintenance demands on this place. Mr. Jones said the Board needs to know the needs of the maintenance staff. He would like to either rebid it or try to get this price down. Mr. Tardoni said we need to shave \$89/\$90K off to get close to the original estimate. Mr. Jones said change orders will eat us alive. Mr. Radakovich said sometimes companies will be willing to work with you on the timeline (holding their bid) if you let them know you're trying to get specific information to make it work. Ms. Morgan said there is usually a 10% contingency but this one has a 15% contingency. She suggested she and Mr. Horan meet with the representative from the low bid company and discuss our concerns with them. They won't want to show their hand if they have to rebid it later but maybe they will give us information on a couple of things. She said we can ask if they can take some things out and what is that price. Ms. Morgan said there were two change orders for the MRI project. She said she can definitely ask for a materials breakdown. Ms. Richardson said the difference is above her authority. It needs to be brought back to the Board. She said the bottom line can handle it but she is concerned about the other high bid. Ms. Morgan said if we are serious about accepting their bid, then we should ask for an extension. If we ask them for an extension and then rebid, it will just make them angry. Ms. Love said the extension will be needed to get the information and put before the Board on February 7. Ms. Morgan said this will push out the timeline and there is no way to get the UPS and CT ordered and here by March.

Prioritized Projects List

Return Air Ducts in Medical Office Building: Mr. Radakovich said he completed a risk assessment based on the current work process. The changes impact four separate providers. On the second floor, we are going to run a line straight over the procedure rooms. The changes are

not needed for every room. Our request for a variance was accepted by the State. Mr. Horan said this will be a capital request and will go to the Finance Committee next.

Old Business

None.

New Business

None.

The Committee agreed to meet again on Tuesday, February 20 at 5:00 PM.

Submitted by Cindy Nelson.



Wednesday - February 28, 2018 Finance & Audit Committee Meeting

%date

Classrooms 1 & 2

Meeting Book - Wednesday - February 28, 2018 Finance & Audit Committee Meeting

Agenda

Agenda

Agenda Finance Comm February 28, 2018.docx

I. Call Meeting to Order

Taylor
Jones
Taylor
Jones

II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes January 24 2018.doc

III. Capital Requests FY18

Taylor
Jones

CAPITAL REQUESTS February 28, 2018.xls

FY18-18.pdf

18 CAPITAL.xlsx

IV. Building & Grounds Committee Report

James
Horan

Building & Grounds February 2018.doc

V. IT Report

Rich Tyler

IT Report fo Finance Feb 2018.docx

VI. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial Statements

Tami Love

NARRATIVE TO JANUARY 2018 FINANCIALS.doc

FY18 FINANCIALS COMBINED - JANUARY 2018.pdf

FY18 Other Operating Revenue Detail.xlsx

CLINIC NARRATIVE TO JANUARY 2018 FINANCIALS.doc

FY18 FINANCIALS CLINIC - JANUARY 2018.pdf

FY18 FINANCIALS HOSPITAL ONLY - JANUARY 2018.pdf

HDRHCD January 2018 Financial Packet.pdf

Key Financial Ratios - Definitions.pdf

2. Statistics

Tami Love

18 Board Graphs January 2018.pdf

18 MHSC STATISTICS January 2018.pdf

18 FTE REPORT - 012118.pdf

3. Accounts Receivable report

Tami Love

18 PAYOR MIX-JANUARY 2018.pdf

DAYS IN AR - JANUARY 2018.pdf

4. Budget Adherence	Tami Love
B. Approve Investment Report	Tami Love
18 INVESTMENT SUMMARY 01-31-18.pdf	
18 DAYS OF CASH ON HAND JANUARY 2018.pdf	
C. Other Business	
1. Preliminary Bad Debt	Ron Cheese
2. Title 25 County Voucher	Ron Cheese
FY18 County Maintenance & Title 25 Voucher.xlsx	
3. Legal Summary	Tami Love
18 BOARD LEGAL January 2018.pdf	
4. Cash Disbursements	Tami Love
FY18 CASH DISBURSEMENTS - January 2018.pdf	
VII. New Business	
A. Financial Forum Discussions	Taylor Jones
FYE 2019 Budget Timeline.docx	
VIII. Adjournment	Taylor Jones

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

Wednesday ~ February 28, 2018

4:00 p.m.

Classrooms 1 & 2

Voting Members:

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

Non-Voting Members:

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

Guests:

John Kolb, Commission
Crystal Hamblin

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Taylor Jones |
| II. Approve January 24 th Meeting Minutes | Taylor Jones |
| III. Capital Requests FY 18 | Taylor Jones |
| IV. Building Project Review | Jim Horan |
| V. IT Report | Rich Tyler |
| VI. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | Tami Love |
| 1. Financial Statements | Tami Love |
| 2. Statistics | Tami Love |
| 3. Accounts Receivable report | Tami Love |
| 4. Department Budget Adherence | Tami Love |
| B. Approve Investment Report | Taylor Jones |
| C. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| 3. Legal Summary | Tami Love |
| 4. Cash Disbursements | Tami Love |
| VII. New Business | |
| A. FY19 Budget timeline | Tami Love |
| B. Financial Forum Discussion | Taylor Jones |
| VIII. Adjournment | Taylor Jones |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

January 24, 2018

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

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

Non-Voting Members Absent: Dr. Augusto Jamias
Dr. Larry Lauridsen

Guests: Mr. Jim Horan, *Facilities Director*
Mr. John Kolb, *County Commissioner Liaison*
Ms. Leslie Taylor, *Interim Clinic Operations Manager*

Call Meeting to Order

Mr. Kelsey called the meeting to order and welcomed everyone. He thanked everyone for being willing to change the date of the January meeting. Mr. Kelsey noted there are now more voting members present due to the updated committee charter. Ms. Love introduced Ms. Layne as the new Controller.

Approve Meeting Minutes

A motion to approve the meeting minutes of November 29, 2017, as presented was made by Ms. Love; second by Ms. Richardson. Motion carried.

Capital Requests FY 18

Mr. Horan reviewed capital expenditure request FY18-15 for HVAC work for the medical office building. He said the Wyoming Department of Health conducted a survey and 50 rooms were initially identified that would need work to meet the requirements. Mr. Horan said Mr. Clayton Radakovich, Director of Accreditation, did a lot of research and now the number needing return air ducting is 11. Mr. Horan said we are at the point for engineering and architect plans. At some point we will get bids to do the work. Mr. Horan said we chose Plan One because they were the original architects of the building and will use the original plans. Ms. Richardson said when the building was designed, the original plan was to use a different tax number for the providers there but that did not happen. They use the same number as the Hospital so the building and practice areas must comply with hospital survey requirements. The motion to approve forwarding FY18-15 for \$24,900 to the full Board for review and consideration as presented was made by Ms. Richardson; second by Ms. Love. Motion carried. Mr. Kolb clarified the request is going to the full Board. Ms. Love said it was brought forward for approval even though the amount is within

the approval limit for Ms. Richardson because the total for the project will be much higher than this one request.

Building and Grounds Committee Report

Mr. Horan reported it looked like the laundry/heat issues were mitigated and improved but we are learning that is not the case. We are looking into what we can do. Mr. Horan said we had the CT project bid opening in December. The results were surprising with the lowest bid coming in much higher than what the architectural estimate was. The Committee discussed what we can do to get the price closer. Mr. Horan and Ms. Britt Morgan from Plan One Architects have talked to the low bid contractor about the items we can take off the plate to lower the price. We have not seen the numbers yet. Mr. Horan said it is expedient that we move forward as quickly as we can. He said Mr. Radakovich said every day we stay put, we get less reimbursement for tests. Mr. Horan said it is precarious from a patient safety point-of-view, also. Ms. Love said \$350,000 was the estimate approved previously by the Board. When the bid amount of \$500,000 came in so much higher, we thought we needed to bring it back to the Board.

IT Report

Mr. Tyler reported we are building the new T-System servers in the next month or two. He said we requested tabling a capital expenditure last month because we no longer need to purchase those appliances. We finished the second piece of the security audit with no major findings. There is a recommendation to get our data storage off-site. Mr. Tyler said we are looking at cloud-based storage in the future. Mr. Kelsey asked if we have ever hired someone to hack into our system and suggested we do that if we have not. Mr. Tyler said he will work with Ms. Love and identify costs involved.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative and financial highlights. She said we experienced a gain for the month and highlighted the following:

- 3.93 debt service coverage (1.25 requirement in existing covenants)
- 9.7 average census
- In & outpatient surgeries under budget
- Outpatient visits under budget
- ER visits under budget
- OB births over budget but under year-to-date (YTD)
- Revenue is under budget for month and YTD
- We are still experiencing a shift from in to outpatient services
- Expenses are under budget
- Collections \$7.185M
- 108 days cash on-hand
- Days in receivables are at 42

Ms. Love reviewed the projections for January. She asked if the Committee wants her to continue reading the narrative aloud. Mr. Jones said yes and Mr. Kelsey said that would be fine for now. Ms. Love reviewed the Clinic highlights and noted the budget included Dr. Chad

Franks, Dr. Amanda Gilmartin, and Dr. Alan Brown. Their inclusion has an impact on expense and revenue.

Ms. Love reviewed the statistics dashboard graph reflecting department information. She said the FTE's are reported here now. She said we are still working on our own productivity model.

Mr. Cheese said he is about to lose six of his staff that has been instrumental to getting down to 42 day in A/R. He said he has a plan to replace them and thinks we will move to 46/47 days for awhile and then he hopes to move the number back down as he trains staff.

Ms. Love distributed the budget adherence information. Mr. Jones asked if Ms. Love can highlight or color-code in red or green where physicians stand. Ms. Love said she will do that for the next meeting. Ms. Quickenden asked why Dr. Sarette is included in the report when he is providing pediatric hospitalist services and is not in-clinic. Ms. Love said he is in the report because he did see patients in the clinic when the report began so his information is still being included this year even though he is currently serving as a hospitalist. She said her staff has been discussing how to report the information moving forward. Ms. Love reviewed the report and said the first page is December information and the second page is YTD information. She referred to MGMA and our assumption their numbers are based on a 40-hour week but our physicians are not always scheduled to be in-office each day each week.

Approve Investment Report

The motion to approve to forward to the full Board for review and consideration the investment report of \$17,007,406.85 as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Other Business

Mr. Cheese noted the preliminary bad debt estimate amount of \$471,827.07 and said the number is low again this month but creeping up a bit. He said it's nowhere near some of the numbers submitted this past year. He is expecting the number will be up by \$100K next month. Ms. Love said the budget is 9% of gross revenue so we are quite a bit under budget.

Mr. Cheese reported on the amount due from the County for Title 25 and said he feels confident we will receive it. He said the University of Utah Emergency Department submitted some claims and Mr. Cheese denied some because they submitted to us before they submitted to insurance. Mr. Cheese said he is working with Mr. Dale Davis with Sweetwater County on this issue. Ms. Richardson asked Mr. Kolb if there is an opportunity to move Title 25 "excess" funds in the budget into the maintenance fund. Mr. Kolb said it was previously discussed that when we look at everything at the end of the year, we could look at shifting amounts. He said if we have money left at the end of the day for use of Title 25 and we didn't use it, you could use a budget amendment to move it. He said we would need to calculate in May and request a budget amendment for both the County and the Hospital for general and maintenance funds. Mr. Kolb said he doesn't think there would be a problem with getting the same amount in next year's budget. He is confident it will remain stable. He said his belief is he doesn't think we will have to take another cut.

Ms. Love said the legal summary is through six months.

New Business

Financial Forum Discussion

Mr. Kolb said the days of cash on-hand graph highlights the years the Hospital was burning cash at a high rate (2013 and 2014). He said he wasn't aware it was that bad at the time.

Mr. Kolb said he had a recent visit to the Hospital as a patient and commended the nurses he met and visited with while here.

Mr. Kolb mentioned the county contract with the Wyoming Behavioral Institute. He said the County Attorney's office drove that agreement. Dr. Nielson said Southwest Counseling determines where people go. Ms. Taylor said the State Hospital also decides.

Ms. Richardson said the 6-penny tax ends in April. Mr. Kolb said we will have a two-month lag. He said we need to be ready for it to end and that the County is not planning for the original overrun. Ms. Love said we will be impacted because we thought it would end in August. That is what was included in the budget. Mr. Jones asked if we will have a shortfall. Ms. Love said we are overcompensated to-date and said it will be close. Mr. Kolb said the County Commissioners decided they need to give a break to the taxpayers so barring a special election, the next opportunity to apply for 6-penny would be 2020. He said now is the time to start thinking of a project if interested. The harder the sell for the issue, the greater your chance of isolation on the ballot. He said isolation is not a good thing usually.

The group agreed to move the February meeting to Tuesday, February 27, at 4:00 PM due to the Strategic Planning Retreat tentatively planned for Wednesday, February 28.

With no further business, the meeting was adjourned.

Submitted by Cindy Nelson

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

WEDNESDAY ~ FEBRUARY 28, 2018

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF DECEMBER 2017		221,027.00	-	2,000,000.00	1,778,973.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	AMOUNT REQUESTED	COMMENTS
FY18-18	Puritan Bennett 980 Ventilator Crystal Hamblin	34,342.00	

TOTAL AMOUNT REQUESTED	34,342.00	-	-
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Assigned: FY 18 - 18

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: Respiratory

Submitted by: Crystal Hamblin

Date: 02/06/2018

Provide a detailed description of the capital expenditure requested: This request is for a Puritan Bennett 980 Ventilator. We have two older PB 840 ventilators that are coming to end of life and we need to start replacing them. This is critical for life safety. Update 5/25/17 a PB 840 Ventilator stopped working correctly..Biomed verified that this equipment is at End of Life and cannot be repaired. It is imperative that we maintain our ventilator equipment and have it setup and ready to perform at a moments notice. This is vital lifesaving and sustaining equipment.

Preferred Vendor: Medtronic

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

1. Renovation	\$
2. Equipment	\$ 34342
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8) \$ 34342	

Does the requested item:

Require annual contract renewal? ☐ YES ☒ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service:

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

Engineering

\$

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure \$

Projected gross revenue \$

Projected net revenue \$

Projected Additional FTE's

Salaries \$

Benefits \$

Maintenance \$

Supplies \$

Total Annual Expenses \$

Net Income/(loss) from new service \$

Budgeted Item?

☒ YES ☐ NO

Review and Approvals

Submitted by: Verified enough Capital to purchase

Department Leader ☒ YES ☐ NO

Vice President of Operations ☐ YES ☐ NO

Chief Financial Officer ☒ YES ☐ NO

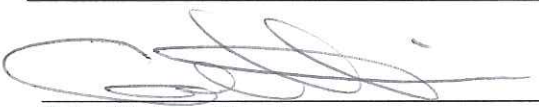
Chief Executive Officer ☒ YES ☐ NO

Board of Trustees Representative ☐ YES ☐ NO

Kari Quikend 2-6-18
Jone 2-19-18
219-18

OTHER CONSIDERATIONS

I am asking for this particular ventilator because we have 2 other 980 Ventilators and for consistency and continuity of care for our patients and the Respiratory Staff. The staff are already trained and know how to use these particular machines and supplies would all be the similar. Mark in Biomed knows how to service these machines and the physicians really like them because they are easy to read and see what the patient is doing for clinical decision making. The RT department now only has 4 ventilators and two of those are PB 840's (which has reach end of life) we will need to start replacing both of them very soon because they are no longer serviceable . One of these ventilators has been down and unable to use and must be replaced as soon as possible. Ventilators are very frequently used at this facility for long and short term patients including neonates. In the new revised quote Medtronis is giving us a \$1500.00 trade in credit for the broken PB 840. Please review attached quote, end of life letter from Covidien and Email from Mark St. Marie.


Submitted by: Signature

2/6/18
Date

Medtronic

January 18, 2018

Crystal Hamblin

MEM HOSP OF SWEETWATER COUNTY
1200 COLLEGE DR
ROCK SPRINGS, WY 82901-5868

Quote Number: Q-00004335
Customer Reporting Number: US-330296
GPO Affiliation: AMERINET/INTALERE
Net Payment Terms: Net 30 Days
Freight: Prepaid and added

Quotation Expires: 4/18/2018

Dear Crystal,

Thank you for your interest in purchasing products from Covidien Sales LLC, a Medtronic company, in consideration of the attached quotation (the "Quote").

Sincerely,

Christian Hall
Account Executive

christian.hall@medtronic.com

Quote Terms and Conditions

If applicable, the Group Purchasing Organization (GPO) contract identified above will govern all transactions resulting from the Quote and overrides any conflicting terms stated below. If purchases are not being made under a GPO contract, then Medtronic's Respiratory and Monitoring Solutions Standard Terms and Conditions of Sale will apply. Additional terms and conditions, if any, are attached to the Quote. No other terms and conditions apply unless expressly agreed to in writing between Medtronic and Customer.

Quoted prices do not include freight/shipping costs, which will be prepaid and added to the invoice.

Quoted prices do not include applicable sales or use taxes. Such taxes will be added to the invoice unless Customer is exempt from such taxes.

Quoted prices are based on the use of equipment within the 50 United States. Equipment that is shipped outside of the 50 United States needs to be shipped back to a designated Medtronic Service Center within the 50 United States, at Customer's sole expense, for warranty service.

Payment terms are subject to Medtronic's standard terms at time of shipment.

Purchase Orders should be made out to Covidien Sales LLC, a Medtronic Company, 15 Hampshire St., Mansfield, MA 02048. Remit to address: Covidien Sales LLC, a Medtronic Company, Department 00 10318, Palatine, IL 60055-0318 or PO Box 120823, Dallas, TX 75312-0823.

Please include your Customer Reporting Number list above, complete bill-to and ship-to addresses and the Quote number on your purchase order.

The pricing and other terms and conditions contained in this Quote are confidential and intended solely for the identified Customer's consideration. This information may not be disclosed to any other person or entity or used for any purpose other than the identified Customer's consideration of the proposed transaction.

Medtronic

Customer Name	MEM HOSP OF SWEETWATER COUNTY	Medtronic Contact
Customer Address	1200 COLLEGE DR	Christian Hall
	ROCK SPRINGS, WY 82901-5868	Account Executive
Customer Contact	Crystal Hamblin	Quote Number: Q-00004335
	chamblin@sweetwatermemorial.com	15 Hampshire St.
		Mansfield, MA 02048
		Phone:

Quote Configuration

Catalog #	Product Description	List Price	Quote Price	QTY	Extended Price
10086049	PB980 Humidifier Bracket	\$300.00	\$150.00	1	\$150.00
10086050	PB980 Cylinder Mount	\$900.00	\$450.00	1	\$450.00
980SIENDIUUS	PB980 Ped to Adult - standard base - ships with 1 Ped/Adult exhalation Filter, 2 EVQs, 1 EVQ seals kit, flex arm, gold standard circuit, Op Man on CD, power cord and software options PAV+, Leak Sync, BiLevel 2.0 (plus standard software features including VV+, Respiratory Mechanics, Trending, Tube Compensation) - and 3 year all inclusive service coverage. Note that 1 Li-ion battery, p/n 10086042 has been added at no charge with promo code QS980BAT1.	\$72,000.00	\$35,242.00	1	\$35,242.00
10086042	PROMO QS980BAT1 - Rechargeable Li-Ion Battery - Each ventilator requires at least one battery in order to operate. List price is \$800.	\$0.00	\$0.00	1	\$0.00

Promotion Summary

The following promotion(s) are included on this Quote Configuration

Promo Code	Promo Description
QS980BAT1	Purchase a 980 ventilator (any configuration) and receive one Rechargeable Li-Ion Battery at no additional charge. Only one no-charge battery included with each vent; additional batteries may be purchased at their standard price.

Page 37 of 176

Trade-in Summary

4-PBTRAD-T	4-PBTRAD-T - Trade-In 840 Ventilator	\$(1,500.00)	1	\$(1,500.00)
Trade-in Subtotal				\$(1,500.00)

By issuing a purchase order against this Quotation, Customer agrees that the terms and conditions referenced and contained in the Quotation will govern the purchase of products hereunder and the preprinted terms and conditions of any standard purchase order, invoice, or related forms that Customer or Medtronic may use for orders will have no force or effect. If trade-in equipment is not received by Medtronic within 90 days after

Customer's receipt of the new equipment, Medtronic will issue an invoice for the full amount of the trade-in credit which shall become immediately due and payable. The trade-in allowance(s)/discount(s) shown above may be considered a "discount or other reduction in price" under Section 1128(b)(3)(A) of the Social Security Act for the product(s) whose price(s) is/are being reduced on account of the trade-ins. Thus, the net price, after deduction of the trade-in allowance/discount, is the purchase price that the Customer should report for such products under any state or federal program which provides cost or charge based reimbursement for the products covered by this Quotation

Quote Summary

Net Amount	\$34,342.00
Quote Notes	Please Send Purchase Order to: christian.hall@medtronic.com

DRAFT

MHSC Capital Budget for FYE 6/30/2018

[illegible]

Capital Expenditure Dollars Authorized

221,027

Net Capital Outlay FYTD 2018

221,027

Remaining Balance FY2018 Capital Budget

1,778,973

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
2/20/2018

Trustee Committee Members Present: Ed Tardoni,
Committee Members Present: Irene Richardson, Tami Love, Jim Horan
Guests Present: Gerry Johnston, Stevie Nosich
Minutes taken by: Cindy Nelson
Location: Classrooms 1 & 2
Time Started: 3PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Offsite storage	No discussion	J. Horan	Schedule a second trip to the old hospital auxiliary buildings to further assess suitability for storage.	Spring 2018
CT Replacement	Contract for room renovation has been signed. Long lead times for equipment will push start date into April. All dates are approximate: <ul style="list-style-type: none"> April 1 = last scan date April 2-4 = Removal of existing CT machine/ Start renovation. May 7-11 = Installation of new CT machine. May 14 = Start scanning with new machine. 	J. Horan	Monitor work, meet with contractors daily to assure a smooth operation.	Review progress next meeting.
Laundry upgrade	Board member E. Tardoni conducted an extensive temperature assessment last week. Results show that temperature issues are most egregious around dryers and ironer. Suggested mitigation includes, rotating times for drying/ ironing to eliminate simultaneous operation, turn-on ironer closer to use time to minimize needless over-heating of the surrounding space, extending supply-air ducts to "wash" the ironer personnel who man the ironer, contacting ironer manufacturer to determine if heat protection of personnel has been added to newer models and is an option for us. Other options can be inserted into the heat-model E. Tardoni created to determine tentative effectiveness.	J. Horan	Attempt mitigation measures suggested and determine effectiveness. Re-engineering or validation of existing engineering may be necessary for any system changes made.	Report progress next meeting.
Itemized Maintenance projects.	These projects are to be considered in conjunction with WDH issue listed below. (No discussion) <ol style="list-style-type: none"> Failed steam expansion joint Collapsing retaining wall. Replace original ceilings and sprinkler heads. Seal mechanical room floor. 	J. Horan	<ol style="list-style-type: none"> Work in progress More engineering proposals needed Sprinkler heads have been replaced. Ceilings to follow. No discussion. 	Review progress next meeting.
Wyoming Department of Health (WDH) inspection of our Medical Office Building (MOB) and 3000 College Hill (CH)	Several items will need to be addressed for licensing by WDH: <ol style="list-style-type: none"> Return-air ducts for invasive procedure rooms. Discussed revised room list to receive ducting. Total of 11 rooms. Temp-limiting devices on handwashing faucets. Aerator removal from handwashing faucets. Continuous exhaust in restrooms and soiled/wet areas. Sprinkler remediation and signage at CH 	J. Horan	<ol style="list-style-type: none"> MOB – Design in progress CH—apply for variance Completed Completed MOB completed/ CH in progress Completed 	Review progress next meeting.
TJC findings review	Positive latching completed. TMS/ Accruent software upgrade to manage PM, WO and utility inventories will be arranged to take place soon.	S. Nosich/ J. Horan	Work to update as soon as possible.	Review progress next meeting.
"Thank you" plaque for donated stone.	A presentation will be made to "SunRoc" at the company's headquarters in Green River.	S. Nosich/ J. Horan	Contact interested parties and set-up date/ time for presentation.	Date/ time for presentation TBD.
Time Adjourned: 4:00P				
Next Meeting: March 20, 2018; 5PM				
Respectfully Submitted: Jim Horan				

Finance and Audit Committee

IT report

January 2018

Rich Tyler

1. We have had our kick-off call regarding the new T-Systems server environment (EMR used in the hospital Emergency Department). The servers have been built and are awaiting configuration by T-systems Technical team.
2. We have had our kick-off call regarding the major software upgrade for the OBIX software system. Obix is currently used in the hospital OB department. We are currently building the new servers for this, and investigating the possibility of adding more interfaces which will enhance documentation between OBIX and QCPR (hospital EMR system).
3. We have had a kick-off call regarding the migration of our current Nuance Clientegrity software system to new virtual servers. The servers are currently being build and configured. Once completed we will be working with Nuance to migrate the software to new and upgraded servers. Nuance Clientegrity is the software system the hospital uses for document management of scanned hospital records and paperwork, as well as the software system used to code charts for billing.
4. We have recently investigated and researched an off-site backup solution. We have been finalizing the details of the proposal and are working on gathering quotes for proposed purchase.
5. We continue to work on updating the state immunization registration interface. Earlier in the year we were told by the state of Wyoming department of health that we would have to update our immunization interface to conform to new specs provided by the CDC. (centers for disease control) We currently utilize this interface to send patient immunization information to the state program called the Wyrir. (Wyoming Immunization Registry).

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

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

February 16, 2018

NARRATIVE TO JANUARY 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for January was a loss of \$145,843, compared to a gain of \$248,412 in the budget. This yields a -1.89% operating margin for the month compared to 3.17% in the budget. The YTD net operating gain is \$149,088, compared to a gain of \$1,138,396 in the budget. This represents a YTD operating margin of 0.29% compared with 2.16% in the budget.

The total net gain for the month was \$94,906, compared to a gain of \$443,517 in the budget. The YTD total net gain is \$1,794,601, compared to a gain of \$2,504,131. This represents a YTD total profit margin of 3.52% compared with 4.74% in the budget.

Annual Debt Service Coverage came in at 3.43. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 13.7; under budget by 5.1. YTD average census is 11.3 compared to 18.6 in the budget and 18.6 in the prior year.

Inpatient surgeries were 3 under budget at 27 and outpatient surgeries were 16 under budget at 130. There were 6,603 outpatient visits, under budget by 401.

Total ER visits were 1,428, which was under budget by 99. There were 45 newborns in January, over budget by 3. Births are under budget by 11 year to date.

REVENUE. Revenue for the month was \$13,901,753, under budget by \$509,797. Inpatient revenue was under budget by \$1,000,387, outpatient revenue was over budget by \$699,282 and the employed Provider Clinic was under budget by \$208,692.

YTD total revenue was \$92,985,584, under budget by \$3,109,380. Inpatient revenue is under budget by \$9,228,381, outpatient revenue is over budget by \$7,339,320 and the Provider Clinic is under budget by \$1,220,319. We are experiencing a shift from inpatient care to outpatient care. YTD inpatient revenue is 21% of total revenue compared to 30% in the prior year.

Net patient revenue for the month was \$7,498,600, under budget by \$185,895. YTD net patient revenue was \$49,574,529, under budget by \$2,131,605.

Deductions from revenue were booked at 46.1% for January compared to 46.7% in the budget. YTD deductions from revenue are 46.7%, compared to 46.2% in the budget and 44.5% for the same period in FY 2017.

EXPENSES. Total expenses for the month were \$7,847,273 over budget by \$260,841. Salary & Wage, Utilities, Insurance, Other Operating Expenses and Depreciation were under budget for January. The following categories were over budget for January:

Fringe Benefits-This expenses is over budget by \$245,846. Group Health was over budget by \$211,870.

Contract Labor – This expense is over budget by \$135,764. Behavior Health, OB, ICU, Surgery, Dialysis, Emergency Room and Ultrasound are over budget for the month.

Physician Fees – This expense is over budget by \$78,385. Locum tenens fees for Oncology and Pediatrics are over budget.

Purchased Services – This expense is over budget by \$6,428. Consulting fees and Pharmacy Management services are over budget.

Supplies – This expense is over budget by \$242,342. Radioactive material, Lab supplies, Med/Surge supplies, Drugs and Outdates are over budget.

Repairs & Maintenance - This expense is over budget by \$42,106. Contract maintenance and Bio Med maintenance are both over budget for the month.

Monthly expenses increased in January with the increase in revenue. Through seven months, the daily cash expense is at \$214,000, down from a high of \$236,000 in last fiscal year.

BALANCE SHEET. Operating cash at month end was \$15,802,515, up \$2,426,393 from December. Collections for the month of January were \$7,028,750. The Days of Cash on Hand for January are 118, up ten days from December. We received the Medicaid QRA payment in January of \$1.1 million. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$20,620,854, up \$1,097,181 from the prior month. Net patient receivables at month end were \$10,509,869, up \$376,214 from last month. Days in Receivables are 43 for January, up 1 day from December.

OUTLOOK FOR FEBRUARY. We continue to experience a shift from inpatient care to outpatient care with inpatient revenue and patient days, admits and discharges projecting to come in under budget. Births are projecting to come in at budget. ER visits are projecting to be over budget. Outpatient visits, including imaging and lab services, are projecting to come in over budget for February.

Gross patient revenue is projecting to come in at \$12.2M, which is under budget with net revenue projecting to \$6.6M. Collections are projecting to come in at \$6.4M, which is under budget.



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

Unaudited Financial Statements

for

Seven months ended January 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

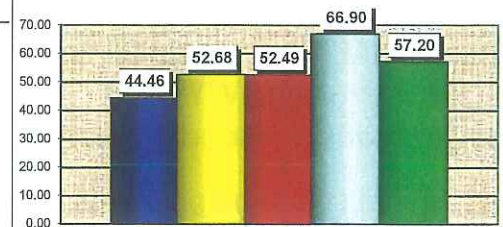
PAGE 2

Seven months ended January 31, 2018

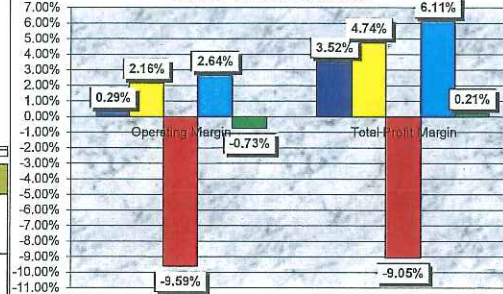
BALANCE SHEET

	YTD 1/31/2018	Prior FYE 6/30/2017
ASSETS		
Current Assets	\$31,949,269	\$28,430,788
Assets Whose Use is Limited	14,913,455	15,912,634
Property, Plant & Equipment (Net)	69,986,142	73,152,948
Other Assets	252,209	259,415
Total Unrestricted Assets	117,101,075	117,755,785
Restricted Assets	398,742	75,515
Total Assets	\$117,499,817	\$117,831,300
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,760,440	\$9,201,224
Long-Term Debt	27,940,043	30,738,726
Other Long-Term Liabilities	1,239,987	1,122,980
Total Liabilities	38,940,470	41,062,930
Net Assets	78,559,347	76,768,370
Total Liabilities and Net Assets	\$117,499,817	\$117,831,300

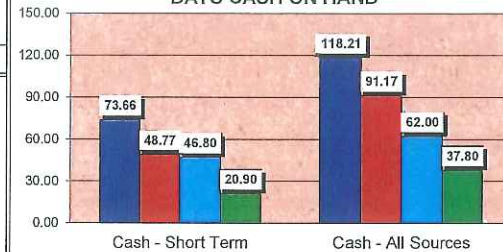
NET DAYS IN ACCOUNTS RECEIVABLE



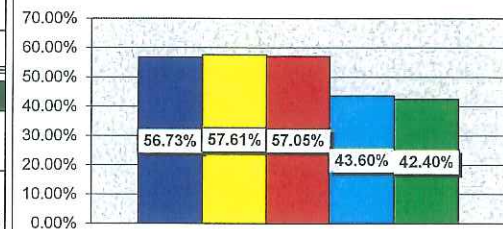
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	01/31/18 ACTUAL	01/31/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	425	583	2,422	3,999
Average Acute Length of Stay	3.0	3.2	2.7	3.3
Total Emergency Room Visits	1,428	1,527	9,651	10,075
Outpatient Visits	6,603	7,004	45,277	48,903
Total Surgeries	157	176	1,292	1,343
Total Worked FTE's	390.14	442.90	405.90	442.90
Total Paid FTE's	448.28	486.41	453.89	486.41
Net Revenue Change from Prior Yr	-0.12%	1.61%	-3.16%	0.36%
EBIDA - 12 Month Rolling Average			3.80%	14.50%
Current Ratio			3.27	
Days Expense in Accounts Payable			35.77	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	01/31/18
Budget	06/30/17
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$90M Net Rev.	

FINANCIAL STRENGTH INDEX - (0.54)

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 1/31/2018	Year to Date 1/31/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:						
Operating Margin	↑	-1.89%	0.29%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	1.23%	3.52%	-9.05%	6.11%	0.21%
Return on Assets	↑	0.14%	2.62%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		25.05%	23.28%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		65.07%	76.72%	68.92%	64.10%	71.70%
Liquidity:						
Days of Cash on Hand, Short Term	↑	N/A	73.66	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	118.21	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	43.45	44.46	52.49	66.90	57.20
Average Payment Period	↓	41.82	44.34	40.28	44.80	49.20
Current Ratio	↑	3.27	3.27	3.08	3.66	1.74
Capital Structure:						
Average Age of Plant (Annualized)	↓	10.34	10.34	8.42	9.50	12.40
Capital Costs as a % of Total Expense		6.54%	7.67%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	35.57%	35.57%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	26.23%	26.23%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	3.43	1.33	N/A	2.64
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	8.19	8.58	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$86,483	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		58.06%	56.73%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	32.97	32.16	52.24	49.04
		MTD - Actual 1/31/2018	YTD - Actual 1/31/2018	Prior FYE 6/30/2017	YTD - Budget 1/31/2018	
Other Ratios:						
Gross Days in Accounts Receivable	↓	45.98	47.57	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$13,683	\$12,078	\$12,261	\$13,322	
Operating Expenses per Adj. Discharge	↓	\$13,942	\$12,042	\$13,438	\$13,035	

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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	Current Month 1/31/2018	Prior Month 12/31/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$15,802,515	\$13,376,122	\$2,426,393	18.14%	\$11,368,899
Gross Patient Accounts Receivable	20,620,854	19,523,673	1,097,181	5.62%	19,972,096
Less: Bad Debt and Allowance Reserves	(10,110,985)	(9,390,018)	(720,967)	-7.68%	(9,329,712)
Net Patient Accounts Receivable	10,509,869	10,133,655	376,214	3.71%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	960,086	3,122,356	(2,162,270)	-69.25%	1,750,578
Inventories	2,623,682	2,643,112	(19,430)	-0.74%	2,664,302
Prepaid Expenses	2,053,117	1,926,825	126,292	6.55%	2,004,625
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	31,949,269	31,202,070	747,199	2.39%	28,430,788
Assets Whose Use is Limited					
Cash	4,242	3,675	567	15.43%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,137,668	3,024,354	113,314	3.75%	3,017,205
Trustee Held Funds - SPT	2,218,112	1,895,545	322,567	17.02%	3,013,114
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,253,433	8,253,433	0	0.00%	8,253,433
Total Limited Use Assets	14,913,455	14,477,006	436,449	3.01%	15,912,634
Property, Plant, and Equipment					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,033,185	38,033,185	(0)	0.00%	38,027,734
Equipment	107,278,978	107,238,930	40,048	0.04%	105,824,759
Construction In Progress	520,546	520,546	(0)	0.00%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	148,760,766	148,720,718	40,048	0.03%	147,263,807
Less: Accumulated Depreciation	(78,774,624)	(78,163,777)	(610,847)	-0.78%	(74,110,859)
Net Property, Plant, and Equipment	69,986,142	70,556,941	(570,799)	-0.81%	73,152,948
Other Assets					
Unamortized Loan Costs	252,209	253,238	(1,029)	-0.41%	259,415
Other	0	0	0	0.00%	0
Total Other Assets	252,209	253,238	(1,029)	-0.41%	259,415
TOTAL UNRESTRICTED ASSETS	117,101,075	116,489,256	611,819	0.53%	117,755,785
Restricted Assets	398,742	409,261	(10,519)	-2.57%	75,515
TOTAL ASSETS	\$117,499,817	\$116,898,517	\$601,300	0.51%	\$117,831,300

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 1/31/2018	Prior Month 12/31/2017	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,262,520	\$4,338,036	\$75,515	1.74%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,404,128	944,447	(459,682)	-48.67%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,654,741	1,580,810	(73,931)	-4.68%	2,001,046
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	1,939,318	1,939,318	0	0.00%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	499,733	388,297	(111,436)	-28.70%	411,236
Total Current Liabilities	9,760,440	9,190,907	(569,533)	-6.20%	9,201,224
Long Term Debt					
Bonds/Mortgages Payable	29,879,361	29,884,172	4,811	0.02%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,939,318	1,939,318	0	0.00%	1,585,000
Total Long Term Debt (Net of Current)	27,940,043	27,944,854	4,811	0.02%	30,738,726
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	1,239,987	1,287,796	47,809	3.71%	1,122,980
Total Other Long Term Liabilities	1,239,987	1,287,796	47,809	3.71%	1,122,980
TOTAL LIABILITIES	38,940,470	38,423,557	(516,913)	-1.35%	41,062,930
Net Assets:					
Unrestricted Fund Balance	74,367,872	74,367,872	0	0.00%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	437,755	448,274	10,519	2.35%	441,378
Net Revenue/(Expenses)	1,794,601	1,699,695	N/A	N/A	(7,625,019)
TOTAL NET ASSETS	78,559,347	78,474,960	(84,387)	-0.11%	76,768,370
TOTAL LIABILITIES AND NET ASSETS	\$117,499,817	\$116,898,517	(\$601,300)	-0.51%	\$117,831,300

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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	CURRENT MONTH				Prior Year 01/31/17
	Actual 01/31/18	Budget 01/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,482,532	\$4,482,919	(\$1,000,387)	-22.32%	\$4,246,481
Outpatient Revenue	9,046,087	8,346,805	699,282	8.38%	8,050,970
Clinic Revenue	1,215,537	1,263,185	(47,648)	-3.77%	1,243,745
Specialty Clinic Revenue	157,597	318,641	(161,044)	-50.54%	391,396
Total Gross Patient Revenue	13,901,753	14,411,550	(509,797)	-3.54%	13,932,592
Deductions From Revenue					
Discounts and Allowances	(5,865,394)	(5,424,733)	(440,661)	-8.12%	(5,439,949)
Bad Debt Expense (Governmental Providers Only)	(432,591)	(1,012,918)	580,327	57.29%	(908,069)
Charity Care	(105,168)	(289,405)	184,237	63.66%	(72,253)
Total Deductions From Revenue	(6,403,153)	(6,727,056)	323,903	4.81%	(6,420,271)
Net Patient Revenue	7,498,600	7,684,495	(185,895)	-2.42%	7,512,321
Other Operating Revenue	202,830	150,349	52,481	34.91%	198,334
Total Operating Revenue	7,701,430	7,834,844	(133,414)	-1.70%	7,710,655
Operating Expenses					
Salaries and Wages	3,269,915	3,721,470	451,555	12.13%	3,577,849
Fringe Benefits	1,119,679	873,833	(245,846)	-28.13%	1,091,981
Contract Labor	166,621	30,857	(135,764)	-439.98%	146,994
Physicians Fees	250,758	172,373	(78,385)	-45.47%	236,151
Purchased Services	427,741	421,313	(6,428)	-1.53%	620,997
Supply Expense	1,200,722	958,381	(242,341)	-25.29%	1,147,263
Utilities	95,685	98,844	3,159	3.20%	95,377
Repairs and Maintenance	389,140	347,035	(42,105)	-12.13%	304,454
Insurance Expense	58,940	65,472	6,532	9.98%	81,435
All Other Operating Expenses	177,214	187,374	10,160	5.42%	249,669
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	78,591	70,820	(7,771)	-10.97%	92,970
Depreciation and Amortization	612,267	638,660	26,393	4.13%	733,360
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,847,273	7,586,432	(260,841)	-3.44%	8,378,500
Net Operating Surplus/(Loss)	(145,843)	248,412	(394,255)	-158.71%	(667,845)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	(2,148)	7,100	(9,248)	-130.25%	9,979
Tax Subsidies (Except for GO Bond Subsidies)	322,567	279,743	42,824	15.31%	252,337
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(105,774)	(111,593)	(5,819)	5.21%	(110,073)
Other Non-Operating Revenue/(Expenses)	26,104	19,855	6,249	31.47%	Page 152 of 176
Total Non Operating Revenue/(Expense)	240,749	195,105	45,644	23.39%	(143,917)
Total Net Surplus/(Loss)	\$94,906	\$443,517	(\$348,611)	-78.60%	(\$811,762)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	\$94,906	\$443,517	(\$348,611)	-78.60%	(\$811,762)
Operating Margin	-1.89%	3.17%			-8.66%
Total Profit Margin	1.23%	5.66%			-10.53%
EBIDA	9.83%	14.38%			3.99%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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	YEAR-TO-DATE				Prior Year 01/31/17
	Actual 01/31/18	Budget 01/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$19,794,673	\$29,023,054	(\$9,228,381)	-31.80%	\$27,825,319
Outpatient Revenue	63,866,496	56,527,176	7,339,320	12.98%	53,870,099
Clinic Revenue	7,941,344	8,385,166	(443,822)	-5.29%	8,518,585
Specialty Clinic Revenue	1,383,070	2,159,568	(776,498)	-35.96%	2,380,051
Total Gross Patient Revenue	92,985,584	96,094,964	(3,109,380)	-3.24%	92,594,054
Deductions From Revenue					
Discounts and Allowances	(37,102,559)	(35,711,818)	(1,390,741)	-3.89%	(34,167,165)
Bad Debt Expense (Governmental Providers Only)	(5,013,933)	(6,748,786)	1,734,853	25.71%	(6,006,996)
Charity Care	(1,294,563)	(1,928,225)	633,662	32.86%	(995,871)
Total Deductions From Revenue	(43,411,054)	(44,388,829)	977,774	2.20%	(41,170,032)
Net Patient Revenue	49,574,529	51,706,135	(2,131,605)	-4.12%	51,424,022
Other Operating Revenue	1,373,160	1,092,443	280,717	25.70%	1,184,610
Total Operating Revenue	50,947,690	52,798,578	(1,850,888)	-3.51%	52,608,632
Operating Expenses					
Salaries and Wages	22,089,097	24,192,842	2,103,745	8.70%	24,788,337
Fringe Benefits	5,694,487	5,648,601	(45,885)	-0.81%	5,545,839
Contract Labor	1,032,974	576,125	(456,849)	-79.30%	1,538,934
Physicians Fees	1,420,372	1,331,728	(88,643)	-6.66%	1,752,518
Purchased Services	2,996,722	3,018,451	21,729	0.72%	3,693,141
Supply Expense	7,563,437	6,731,502	(831,935)	-12.36%	7,079,973
Utilities	647,013	691,063	44,050	6.37%	686,126
Repairs and Maintenance	2,512,313	2,470,728	(41,586)	-1.68%	2,380,117
Insurance Expense	442,923	455,759	12,836	2.82%	565,056
All Other Operating Expenses	1,277,780	1,271,804	(5,976)	-0.47%	1,674,845
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	449,815	426,306	(23,509)	-5.51%	670,221
Depreciation and Amortization	4,671,670	4,845,271	173,601	3.58%	5,213,811
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	50,798,602	51,660,182	861,580	1.67%	55,588,918
Net Operating Surplus/(Loss)	149,088	1,138,396	(989,309)	-86.90%	(2,980,287)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	26,796	49,700	(22,904)	-46.08%	(3,462)
Tax Subsidies (Except for GO Bond Subsidies)	2,342,114	1,958,201	383,913	19.61%	1,904,554
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(842,047)	(781,151)	(60,896)	7.80%	(758,824)
Other Non-Operating Revenue/(Expense)	118,650	138,985	(20,335)	-14.63%	(187,350)
Total Non Operating Revenue/(Expense)	1,645,513	1,365,735	279,778	20.49%	954,917
Total Net Surplus/(Loss)	\$1,794,601	\$2,504,131	(\$709,531)	-28.33%	(\$2,025,369)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,794,601	\$2,504,131	(\$709,531)	-28.33%	(\$2,025,369)
Operating Margin	0.29%	2.16%			-5.67%
Total Profit Margin	3.52%	4.74%			-3.85%
EBIDA	13.44%	14.50%			7.59%

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

	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,482,532	\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,824
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,046,087	\$9,332,424	\$9,091,002	\$9,761,390	\$8,831,699
Clinic Revenue	\$1,215,537	\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975
Specialty Clinic Revenue	\$157,597	\$191,061	\$176,581	\$205,457	\$236,113
Total Gross Patient Revenue	\$13,901,753	\$12,943,679	\$13,036,894	\$13,976,126	\$13,019,611
Deductions From Revenue					
Discounts and Allowances	\$5,865,394	\$4,987,914	\$5,399,047	\$5,490,404	\$5,069,104
Bad Debt Expense (Governmental Providers Only)	\$432,591	\$595,394	\$298,556	\$945,198	\$982,992
Charity Care	\$105,168	\$261,972	\$188,422	\$196,604	\$63,706
Total Deductions From Revenue	6,403,153	5,845,280	5,886,024	6,632,206	6,115,802
Net Patient Revenue	\$7,498,600	\$7,098,399	\$7,150,870	\$7,343,920	\$6,903,809
Other Operating Revenue	202,830	219,842	360,875	226,027	132,021
Total Operating Revenue	7,701,430	7,318,241	7,511,744	7,569,947	7,035,830
Operating Expenses					
Salaries and Wages	\$3,269,915	\$3,145,250	\$2,875,383	\$3,195,966	\$2,960,550
Fringe Benefits	\$1,119,679	\$854,959	\$865,713	\$899,647	\$620,573
Contract Labor	\$166,621	\$111,766	\$183,557	\$129,775	\$137,000
Physicians Fees	\$250,758	\$292,891	\$210,531	\$188,302	\$157,462
Purchased Services	\$427,741	\$364,808	\$505,848	\$412,633	\$480,197
Supply Expense	\$1,200,722	\$1,032,955	\$1,088,388	\$1,087,098	\$1,086,034
Utilities	\$95,685	\$94,092	\$91,389	\$85,365	\$106,004
Repairs and Maintenance	\$389,140	\$368,249	\$358,456	\$325,228	\$343,702
Insurance Expense	\$58,940	\$58,919	\$61,018	\$63,804	\$66,589
All Other Operating Expenses	\$177,214	\$139,568	\$172,447	\$215,922	\$169,070
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$78,591	\$68,724	\$72,622	(\$50,868)	\$89,248
Depreciation and Amortization	\$612,267	\$617,326	\$618,625	\$738,261	\$682,349
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,847,273	\$7,149,507	\$7,103,978	\$7,291,132	\$6,898,778
Net Operating Surplus/(Loss)	(\$145,843)	\$168,734	\$407,767	\$278,815	\$137,052
Non-Operating Revenue:					
Contributions					
Investment Income	(2,148)	1,833	902	4,510	10,888
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	322,567	334,349	338,547	308,743	420,876
Interest Expense (Governmental Providers Only)	(105,774)	(120,482)	(106,298)	(170,996)	(107,709)
Other Non-Operating Revenue/(Expenses)	26,104	11,269	23,279	20,605	1,481
Total Non Operating Revenue/(Expense)	\$240,749	\$226,968	\$256,429	\$162,862	\$325,536
Total Net Surplus/(Loss)	\$94,906	\$395,702	\$664,196	\$441,677	\$462,588
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$94,906	\$395,702	\$664,196	\$441,677	\$462,588
Operating Margin	-1.89%	2.31%	5.43%	3.68%	1.95%
Total Profit Margin	1.23%	5.41%	8.84%	5.83%	6.57%
EBIDA	6.06%	10.74%	13.66%	13.44%	11.65%

Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017
\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481
\$9,336,438	\$8,467,456	\$8,682,306	\$8,442,688	\$7,816,452	\$8,521,842	\$6,666,860	\$8,050,970
\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745
\$206,155	\$210,106	\$259,241	\$217,138	\$244,602	\$386,301	\$281,416	\$391,396
\$13,347,260	\$12,760,261	\$12,850,599	\$13,164,040	\$13,027,934	\$13,131,764	\$11,483,092	\$13,932,592
\$5,202,389	\$5,088,307	\$5,712,822	\$6,333,953	\$5,339,351	\$4,920,041	\$4,084,991	\$5,439,949
\$976,726	\$782,476	\$747,176	\$802,116	\$692,173	\$724,002	\$773,015	\$908,069
\$195,376	\$283,316	\$317,868	\$301,201	\$124,361	\$353,391	\$419,538	\$72,253
6,374,491	6,154,099	6,777,866	7,437,270	6,155,885	5,997,435	5,277,544	6,420,271
\$6,972,769	\$6,606,162	\$6,072,733	\$5,726,770	\$6,872,049	\$7,134,330	\$6,205,548	\$7,512,321
98,430	133,136	137,619	491,885	147,263	213,499	76,528	198,334
7,071,199	6,739,298	6,210,352	6,218,655	7,019,312	7,347,829	6,282,076	7,710,655
\$3,386,967	\$3,255,066	\$3,247,880	\$3,364,610	\$3,195,654	\$3,401,381	\$3,501,778	\$3,577,849
\$663,774	\$670,142	\$790,698	\$858,790	\$844,352	\$750,155	\$880,624	\$1,091,981
\$102,834	\$201,421	\$119,467	\$150,585	\$128,602	\$177,922	\$285,056	\$146,994
\$157,081	\$163,346	\$175,409	\$284,816	\$305,224	\$256,701	\$218,016	\$236,151
\$404,375	\$401,121	\$406,476	\$399,760	\$571,988	\$534,922	\$518,367	\$620,997
\$1,092,210	\$976,030	\$1,471,285	\$1,063,925	\$982,868	\$953,347	\$808,882	\$1,147,263
\$93,656	\$80,822	\$99,366	\$93,475	\$89,300	\$60,718	\$127,027	\$95,377
\$385,354	\$342,184	\$371,836	\$386,767	\$342,089	\$341,838	\$385,413	\$304,454
\$66,544	\$67,107	\$67,671	\$67,671	\$74,540	\$79,014	\$81,497	\$81,436
\$241,806	\$161,754	\$186,813	\$171,802	\$162,144	\$232,805	\$209,026	\$249,668
\$119,792	\$71,706	\$82,688	\$92,824	\$85,156	\$84,643	\$82,935	\$92,970
\$698,636	\$704,205	\$706,240	\$718,016	\$728,887	\$727,168	\$730,416	\$733,360
\$7,413,029	\$7,094,904	\$7,725,829	\$7,653,041	\$7,510,804	\$7,600,615	\$7,829,037	\$8,378,500
(\$341,830)	(\$355,606)	(\$1,515,477)	(\$1,434,386)	(\$491,492)	(\$252,786)	(\$1,546,961)	(\$667,845)
9,201	1,610	43,218	10,494	92,646	4,623	10,327	9,979
310,001	307,031	302,717	246,405	233,796	232,770	290,366	252,337
(124,049)	(106,739)	(129,860)	(109,196)	(108,951)	(130,517)	(109,112)	(110,073)
19,418	16,495	(232,314)	(264,249)	(286,531)	(300,886)	(284,874)	(296,160)
\$214,571	\$218,397	(\$16,239)	(\$116,546)	(\$69,040)	(\$194,010)	(\$93,293)	(\$195,955)
(\$127,259)	(\$137,209)	(\$1,531,716)	(\$1,550,932)	(\$560,532)	(\$446,796)	(\$1,640,254)	(\$811,762)
		10,679		97,892			
(\$127,259)	(\$137,209)	(\$1,521,037)	(\$1,550,932)	(\$462,640)	(\$446,796)	(\$1,640,254)	(\$811,762)
-4.83%	-5.28%	-24.40%	-23.07%	-7.00%	-3.44%	-24.62%	-8.66%
-1.80%	-2.04%	-24.66%	-24.94%	-7.99%	-6.08%	-26.11%	-10.53%
5.05%	5.17%	-13.03%	-11.52%	3.38%	6.46%	-13.00%	0.85%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Seven months ended January 31, 2018

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	CASH FLOW	
	Current Month 1/31/2018	Current Year-To-Date 1/31/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$94,906	\$1,794,601
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	612,267	4,671,670
(Increase)/Decrease in Net Patient Accounts Receivable	(376,214)	132,515
(Increase)/Decrease in Other Receivables	2,162,270	790,492
(Increase)/Decrease in Inventories	19,430	40,620
(Increase)/Decrease in Pre-Paid Expenses	(126,292)	(48,492)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(75,515)	85,081
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	533,612	31,320
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	111,436	88,497
Net Cash Provided by Operating Activities:	2,955,900	7,586,304
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(41,468)	(1,504,864)
(Increase)/Decrease in Limited Use Cash and Investments	(435,881)	674,539
(Increase)/Decrease in Other Limited Use Assets	(567)	324,640
(Increase)/Decrease in Other Assets	1,029	7,206
Net Cash Used by Investing Activities	(476,887)	(498,479)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,811)	(2,444,365)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(47,809)	117,007
Net Cash Used for Financing Activities	(52,620)	(2,327,358)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(326,851)
Net Increase/(Decrease) in Cash	2,426,393	4,433,616
Cash, Beginning of Period	13,376,122	11,368,899
Cash, End of Period	\$15,802,515	\$15,802,515

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

Current Month				Year-To-Date				
Actual 01/31/18	Budget 01/31/18	Positive/ (Negative) Variance	Prior Year 01/31/17					
STATISTICS				Actual 01/31/18	Budget 01/31/18	Positive/ (Negative) Variance	Prior Year 01/31/17	
Discharges								
141	183	(42)	183	Acute	898	1,197	(299)	1,197
141	183	(42)	183	Total Adult Discharges	898	1,197	(299)	1,197
45	42	3	42	Newborn	298	309	(11)	309
186	225	(39)	225	Total Discharges	1,196	1,506	(310)	1,506
Patient Days:								
425	583	(158)	583	Acute	2,422	3,999	(1,577)	3,999
425	583	(158)	583	Total Adult Patient Days	2,422	3,999	(1,577)	3,999
92	62	30	62	Newborn	525	494	31	494
517	645	(128)	645	Total Patient Days	2,947	4,493	(1,546)	4,493
Average Length of Stay (ALOS)								
3.0	3.2	(0.2)	3.2	Acute	2.7	3.3	(0.6)	3.3
3.0	3.2	(0.2)	3.2	Total Adult ALOS	2.7	3.3	(0.6)	3.3
2.0	1.5	0.6	1.5	Newborn ALOS	1.8	1.6	0.2	1.6
Average Daily Census (ADC)								
13.7	18.8	(5.1)	18.8	Acute	11.3	18.6	(7.3)	18.6
13.7	18.8	(5.1)	18.8	Total Adult ADC	11.3	18.6	(7.3)	18.6
3.0	2.0	1.0	2.0	Newborn	2.4	2.3	0.1	2.3
Emergency Room Statistics								
155	174	(19)	174	ER Visits - Admitted	951	1,073	(122)	1,073
1,273	1,353	(80)	1,353	ER Visits - Discharged	8,700	9,002	(302)	9,002
1,428	1,527	(99)	1,527	Total ER Visits	9,651	10,075	(424)	10,075
10.85%	11.39%		11.39%	% of ER Visits Admitted	9.85%	10.65%		10.65%
109.93%	95.08%		95.08%	ER Admissions as a % of Total	105.90%	89.64%		89.64%
Outpatient Statistics:								
6,603	7,004	(401)	7,004	Total Outpatients Visits	45,277	48,903	(3,626)	48,903
118	139	(21)	139	Observation Bed Days	840	719	121	719
4,405	4,537	(132)	4,385	Clinic Visits - Primary Care	28,303	30,350	(2,047)	31,056
321	578	(257)	600	Clinic Visits - Specialty Clinics	3,032	3,768	(736)	3,975
27	30	(3)	30	IP Surgeries	203	267	(64)	267
130	146	(16)	146	OP Surgeries	1,089	1,076	13	1,076
Productivity Statistics:								
390.14	442.90	(52.76)	435.73	FTE's - Worked	405.90	442.90	(37.00)	445.72
448.28	486.41	(38.13)	489.80	FTE's - Paid	453.89	486.41	(32.52)	491.99
1.4398	1.4552	(0.02)	1.4552	Case Mix Index -Medicare	1.3424	1.0435	0.30	1.4635
0.9055	0.8817	0.02	0.8817	Case Mix Index - All payers	0.8803	0.8446	0.04	0.8653

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
01/31/18

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	47.57	46.55
Net Days in Accounts Receivable	44.46	52.49
Number of Gross Days in Unbilled Revenue	2.22	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.26%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.76%	2.01%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.39%	2.01%
Bad Debts as a % of Gross Patient Revenue - Current Month	3.11%	7.03%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.39%	7.02%
Collections as a Percentage of Net Revenue - Current Month	93.73%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	99.24%	100% or >
Percentage of Blue Cross Receivable > 90 Days	13.61%	< 10%
Percentage of Insurance Receivable > 90 Days	11.75%	< 15%
Percentage of Medicaid Receivable > 90 Days	21.11%	< 20%
Percentage of Medicare Receivable > 60 Days	8.72%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ended January 31, 2018

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

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

PROFIT & LOSS STATEMENT	Current Month		Year-to-Date	
	Amount	%	Amount	%
Purchased Services	(6,428)	-1.53%	21,729	0.72%

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

Services over budget include Consulting fees, Bank Card fees and Pharmacy management.

Supply Expense	(242,341)	-25.29%	(831,935)	-12.36%
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Supplies are over budget for January and remain over budget year to date. Line items over budget include Lab Supplies, Other Med/Surg Supplies, Drugs and Outdated and Unused Supplies.

Repairs & Maintenance	(42,105)	-12.13%	(41,586)	-1.68%
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Repairs and Maintenance are over budget for January and over budget year to date.

All Other Operating Expenses	10,160	5.42%	(5,976)	-0.47%
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This expense is under budget in January and over budget year to date. Other expenses over budget are Physician Recruitment.

Leases and Rentals	(7,771)	-10.97%	(23,509)	-5.51%
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This expense is under budget for January and remains over budget year to date.

Depreciation and Amortization	26,393	4.13%	173,601	3.58%
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Depreciation is under budget for January and remains under budget year to date.

BALANCE SHEET

Cash and Cash Equivalents	\$2,426,393	18.14%
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Cash increased in January. Cash collections for January were \$7.0 million. Days Cash on Hand increased to 118.2 days.

Gross Patient Accounts Receivable	\$1,097,181	5.62%
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This receivable increased in January.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Seven months ended January 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
PROFIT & LOSS STATEMENT				
Bad Debt and Allowance Reserves	(720,967)	-7.68%		
Bad Debt and Allowances increased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	(2,162,270)	-69.25%		
Other Receivables decreased in January due to the payment received for QRA.				
Prepaid Expenses	126,292	6.55%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	436,449	3.01%		
These assets increased due to the special purpose tax.				
Plant Property and Equipment	(570,799)	-0.81%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	75,515	1.74%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(459,682)	-48.67%		
This liability decreased in January. The payroll accrual for January was 10 days.				
Accrued Benefits	(73,931)	-4.68%		
This liability increase in January with the normal accrual and usage of PTO .				
Other Current Liabilities	(111,436)	-28.70%		
This liability increased due to accrued bond interest.				
Other Long Term Liabilities	47,809	3.71%		
This liability decreased due to the normal monthly lease payments.				

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Higher Values are Favorable

Net Operating Gain/Loss

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

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

Higher Values are Favorable

Total Net Gain/Loss

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

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

Higher Values are Favorable

Operating Margin

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

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

Higher Values are Favorable

Total Profit Margin

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

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

Higher Values are Favorable

Return on Assets

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

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

Higher Values are Favorable

Contractual Allowance Percentage

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

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

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

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

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

Lower Values are Favorable

Long Term Debt to Capitalization

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

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

Lower Values are Favorable

Debt Service Coverage Ratio

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

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

Higher Values are Favorable

Salary Expense per Paid FTE

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

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

Lower Values are Favorable

Paid FTE's per Adjusted Occupied Bed

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

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

Lower Values are Favorable

Net Revenue per Adjusted Discharge

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

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

Higher Values are Favorable

Operating Expenses per Adjusted Discharge

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

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

OTHER OPERATING REVENUE - Detail

YEAR TO DATE JANUARY 2018

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

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

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

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

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

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

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

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

Jim Bridger Physician Services	13,302.50		
Tata Occupation Medicine on site	15,750.00		
Castle Rock	3,076.80		
Sage View	4,500.00		
Foundation	37,084.87		
High Desert Rural Health Clinic District Wamsutter- December			
Accrual	(27,000.00)		
High Desert Rural Health Clinic District Wamsutter- December	27,229.15		
High Desert Rural Health Clinic District Wamsutter - January	25,799.74		
Catering/Dietary	8,142.00		
Cafeteria sales	34,758.07		
JANUARY Totals		202,829.56	1,373,160.42

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

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

February 16, 2018

PROVIDER CLINIC – JANUARY 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for January was a loss of \$692,823, compared to a loss of \$718,693 in the budget. The YTD net operating loss is \$4,159,957, compared to a loss of \$4,482,355 in the budget.

VOLUME. Total visits were 4,726 for January, under budget by 389 visits. YTD patient visits are 31,335, under budget by 2,783 visits.

REVENUE. Revenue for the Clinic for January was \$1,373,134, under budget by \$208,692. YTD revenue was \$9,324,415, under budget by \$1,220,318. The Clinic physicians also generate hospital revenue in addition to their office revenue. This is called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated for January from the Clinic is \$3,357,691. This equates to \$1,813,153 of net enterprise revenue with an impact to the bottom line from enterprise revenue of \$143,420. The gross enterprise revenue represents 24% of the total Hospital revenue for January.

Net patient revenue for the Clinic for January was \$750,126, under budget by \$118,464. YTD net patient revenue was \$5,203,167, which was under budget by \$646,993.

Deductions from revenue for the Clinic were booked at 45.4% for January. Historically, the Clinic has a more favorable payor mix than the hospital. The Clinic has a much larger Commercial insurance population than the hospital and a smaller Medicare, Medicaid and Self Pay population than the hospital. In January, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 56.4% of revenue, Medicare and Medicaid consisted of 37.1% of revenue and Self Pay consisted of 5.7% of revenue.

EXPENSES. Total expenses for the month were \$1,482,153, which was under budget by \$157,129. YTD expenses were \$9,743,849, which was under budget by \$952,666. The majority of the expenses consist of Salaries and Benefits; which are about 86.7% of YTD total expenses.

OVERALL ASSESSMENT. The Provider Clinic revenue plus enterprise revenue makes up 34% of total hospital gross patient revenue for January.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Seven months ended January 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

PAGE 2

Seven months ended January 31, 2018


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 1/31/2018	Year to Date 1/31/2018	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
Profitability:					
Operating Margin		-87.77%	-74.50%	-108.66%	-36.58%
Total Profit Margin		-87.77%	-74.50%	-108.66%	-36.58%
Contractual Allowance %		45.37%	44.20%	45.28%	
Liquidity:					
Net Days in Accounts Receivable		48.52	48.61	48.86	39.58
Gross Days in Accounts Receivable		56.30	57.34	50.23	72.82
Productivity and Efficiency:					
Patient Visits Per Day		142.10	131.64	247.20	
Total Net Revenue per FTE		N/A	\$137,865	\$124,265	
Salary Expense per Paid FTE		N/A	\$180,418	\$179,022	
Salary and Benefits as a % of Net Revenue		162.18%	149.62%	164.96%	91.26%
Employee Benefits %		21.82%	14.33%	14.50%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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	CURRENT MONTH				Prior Year 01/31/17
	Actual 01/31/18	Budget 01/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,215,537	1,263,185	(47,648)	-3.77%	1,243,745
Specialty Clinic Revenue	157,597	318,641	(161,044)	-50.54%	391,396
Total Gross Patient Revenue	1,373,134	1,581,826	(208,692)	-13.19%	1,635,141
Deductions From Revenue					
Discounts and Allowances	(623,009)	(713,236)	90,228	12.65%	(713,716)
Total Deductions From Revenue	(623,009)	(713,236)	90,228	12.65%	(713,716)
Net Patient Revenue	750,126	868,590	(118,464)	-13.64%	921,425
Other Operating Revenue	39,205	52,000	(12,795)	-24.61%	52,780
Total Operating Revenue	789,330	920,590	(131,259)	-14.26%	974,205
Operating Expenses					
Salaries and Wages	1,050,815	1,245,692	194,877	15.64%	1,163,112
Fringe Benefits	229,329	201,433	(27,896)	-13.85%	282,026
Contract Labor	0	0	0	0.00%	0
Physicians Fees	49,360	5,375	(43,985)	-818.33%	53,171
Purchased Services	6,934	15,970	9,036	56.58%	75,253
Supply Expense	11,743	20,112	8,369	41.61%	32,574
Utilities	1,924	2,535	611	24.10%	1,779
Repairs and Maintenance	24,693	28,356	3,663	12.92%	16,474
Insurance Expense	17,762	21,143	3,381	15.99%	30,068
All Other Operating Expenses	58,416	66,810	8,394	12.56%	85,900
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,487	5,663	176	3.11%	77,521
Depreciation and Amortization	25,690	26,193	503	1.92%	29,970
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,482,153	1,639,283	157,129	9.59%	1,847,847
Net Operating Surplus/(Loss)	(692,823)	(718,693)	25,870	-3.60%	(873,643)
Total Net Surplus/(Loss)	(\$692,823)	(\$718,693)	\$25,870	-3.60%	(\$873,643)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$692,823)	(\$718,693)	\$25,870	-3.60%	(\$873,643)
Operating Margin	-87.77%	-78.07%			-89.68%
Total Profit Margin	-87.77%	-78.07%			-89.68%
EBIDA	-84.52%	-75.22%			-86.60%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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	YEAR-TO-DATE				Prior Year 01/31/17
	Actual 01/31/18	Budget 01/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	7,941,345	8,385,166	(443,822)	-5.29%	8,518,584
Specialty Clinic Revenue	1,383,070	2,159,567	(776,497)	-35.96%	2,380,051
Total Gross Patient Revenue	9,324,415	10,544,733	(1,220,318)	-11.57%	10,898,635
Deductions From Revenue					
Discounts and Allowances	(4,121,248)	(4,694,573)	573,325	12.21%	(4,926,634)
Total Deductions From Revenue	(4,121,248)	(4,694,573)	573,325	12.21%	(4,926,634)
Net Patient Revenue	5,203,167	5,850,160	(646,994)	-11.06%	5,972,001
Other Operating Revenue	380,725	364,000	16,725	4.59%	421,616
Total Operating Revenue	5,583,892	6,214,160	(630,268)	-10.14%	6,393,617
Operating Expenses					
Salaries and Wages	7,307,384	8,196,870	889,486	10.85%	9,058,928
Fringe Benefits	1,047,116	1,110,317	63,200	5.69%	1,211,733
Contract Labor	0	0	0	0.00%	0
Physicians Fees	121,369	50,475	(70,894)	-140.45%	460,528
Purchased Services	83,868	112,555	28,687	25.49%	478,977
Supply Expense	78,641	142,980	64,339	45.00%	208,651
Utilities	11,400	17,746	6,346	35.76%	15,399
Repairs and Maintenance	204,067	194,292	(9,775)	-5.03%	209,026
Insurance Expense	133,279	145,456	12,177	8.37%	210,705
All Other Operating Expenses	538,328	502,777	(35,551)	-7.07%	669,689
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	37,829	38,916	1,087	2.79%	533,133
Depreciation and Amortization	180,567	184,132	3,564	1.94%	197,879
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,743,849	10,696,515	952,666	8.91%	13,254,648
Net Operating Surplus/(Loss)	(4,159,957)	(4,482,355)	322,398	-7.19%	(6,861,031)
Total Net Surplus/(Loss)	(\$4,159,957)	(\$4,482,355)	\$322,398	-7.19%	(\$6,861,031)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(4,159,957)	(4,482,355)	\$322,398	-7.19%	(6,861,031)
Operating Margin	-74.50%	-72.13%			-107.31%
Total Profit Margin	-74.50%	-72.13%			-107.31%
EBIDA	-71.27%	-69.17%			-104.22%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

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	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017
Gross Patient Revenue					
Clinic Revenue	\$1,215,537	\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975
Specialty Clinic Revenue	\$157,597	\$191,061	\$176,581	\$205,457	\$236,113
Total Gross Patient Revenue	\$1,373,134	\$1,239,088	\$1,388,670	\$1,425,863	\$1,340,088
Deductions From Revenue					
Discounts and Allowances	623,009	543,305	612,876	692,936	555,237
Total Deductions From Revenue	623,009	543,305	612,876	692,936	555,237
Net Patient Revenue	\$750,126	\$695,783	\$775,795	\$732,927	\$784,851
Other Operating Revenue	39,205	75,425	47,316	57,810	55,461
Total Operating Revenue	789,330	771,208	823,111	790,737	840,312
Operating Expenses					
Salaries and Wages	\$1,050,815	\$1,074,475	\$911,619	\$1,011,079	\$981,413
Fringe Benefits	\$229,329	\$150,556	\$141,429	\$154,715	\$115,658
Contract Labor	\$0	\$0	\$0		
Physicians Fees	\$49,360	\$27,509	\$8,750	\$13,500	\$8,000
Purchased Services	\$6,934	\$3,674	\$16,060	\$14,349	\$14,339
Supply Expense	\$11,743	\$13,090	\$6,673	\$12,143	\$12,121
Utilities	\$1,924	\$1,576	\$1,293	\$1,885	\$1,574
Repairs and Maintenance	\$24,693	\$44,360	\$27,672	\$25,772	\$28,910
Insurance Expense	\$17,762	\$17,762	\$19,353	\$18,963	\$19,406
All Other Operating Expenses	\$58,416	\$67,389	\$60,479	\$75,621	\$65,091
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,487	\$4,823	\$5,002	\$4,831	\$5,018
Depreciation and Amortization	\$25,690	\$25,820	\$25,820	\$25,820	\$25,747
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,482,153	\$1,431,033	\$1,224,150	\$1,358,677	\$1,277,277
Net Operating Surplus/(Loss)	(\$692,823)	(\$659,824)	(\$401,039)	(\$567,940)	(\$436,964)
Total Net Surplus/(Loss)	(\$692,823)	(\$659,824)	(\$401,039)	(\$567,940)	(\$436,964)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$692,823)	(\$659,824)	(\$401,039)	(\$567,940)	(\$436,964)
Operating Margin	-87.77%	-85.56%	-48.72%	-71.82%	-52.00%
Total Profit Margin	-87.77%	-85.56%	-48.72%	-71.82%	-52.00%
EBIDA	-84.52%	-82.21%	-45.59%	-68.56%	-48.94%

Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017
\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366	\$1,243,745
\$206,155	\$210,106	\$259,241	\$217,138	\$244,602	\$386,301	\$281,416	\$391,396
\$1,387,455	\$1,170,116	\$1,628,842	\$1,385,376	\$1,572,035	\$1,449,397	\$1,225,781	\$1,635,141
608,792	485,094	760,859	633,239	696,587	674,925	530,700	713,716
608,792	485,094	760,859	633,239	696,587	674,925	530,700	713,716
\$778,663	\$685,022	\$867,983	\$752,136	\$875,448	\$774,472	\$695,081	\$921,425
50,468	55,040	39,611	56,796	52,177	58,889	33,589	52,780
829,131	740,062	907,594	808,932	927,625	833,362	728,670	974,205
\$1,231,456	\$1,046,527	\$1,214,764	\$1,195,299	\$1,111,333	\$1,295,287	\$1,394,959	\$1,163,112
\$129,549	\$125,879	\$193,095	\$181,519	\$200,857	\$203,069	\$224,546	\$282,026
\$5,500	\$8,750	\$5,250	\$37,370	\$36,162	\$33,662	\$32,063	\$53,171
\$13,213	\$15,299	\$30,068	\$16,317	\$60,702	\$85,726	\$49,315	\$75,253
\$12,785	\$10,087	\$10,932	\$15,371	\$13,857	\$28,457	\$16,519	\$32,574
\$1,566	\$1,584	\$1,564	\$1,684	\$780	\$5,604	\$1,982	\$1,779
\$26,427	\$26,233	\$27,118	\$25,153	\$30,199	\$29,953	\$26,846	\$16,474
\$19,406	\$20,627	\$21,360	\$21,360	\$29,117	\$29,788	\$30,034	\$30,068
\$137,030	\$74,302	\$56,952	\$71,115	\$57,325	\$91,004	\$82,429	\$85,900
\$5,391	\$7,277	\$75,265	\$76,910	\$77,311	\$78,130	\$78,112	\$77,521
\$25,747	\$25,924	\$27,194	\$30,719	\$30,719	\$30,392	\$30,392	\$29,970
\$1,608,070	\$1,362,489	\$1,663,563	\$1,672,816	\$1,648,362	\$1,911,070	\$1,967,199	\$1,847,847
(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)
0	0	0	0	0	0	0	0
(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)	(\$873,643)
-93.95%	-84.10%	-83.29%	-106.79%	-77.70%	-129.32%	-169.97%	-89.68%
-93.95%	-84.10%	-83.29%	-106.79%	-77.70%	-129.32%	-169.97%	-89.68%
-90.84%	-80.60%	-80.30%	-103.00%	-74.39%	-125.67%	-165.80%	-86.60%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
01/31/18	01/31/18	Variance	Year 01/31/17		01/31/18	01/31/18	Variance	Year 01/31/17
Outpatient Statistics:								
4,405	4,537	(132)	4,385	Clinic Visits - Primary Care	28,303	30,327	(2,024)	31,056
321	578	(257)	600	Clinic Visits - Specialty Clinics	3,032	3,883	(851)	3,975
Productivity Statistics:								
55.58	75.74	(20.16)	73.43	FTE's - Worked	60.59	75.74	(15.15)	77.23
65.70	83.23	(17.53)	86.53	FTE's - Paid	68.76	83.23	(14.47)	86.46



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

HOSPITAL ONLY

Unaudited Financial Statements

for

Seven months ended January 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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

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Seven months ended January 31, 2018

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 1/31/2018	Year to Date 1/31/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
Profitability:						
Operating Margin	↑	7.91%	9.50%	6.04%	2.64%	-0.73%
Total Profit Margin	↑	11.40%	13.13%	11.04%	6.11%	0.21%
Contractual Allowance %	↓	41.84%	39.42%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		27.80%	23.66%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		72.20%	76.34%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable	↓	42.89	43.99	53.22	66.90	57.20
Gross Days in Accounts Receivable	↓	44.85	46.48	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	7.76	8.09	7.35	6.60	4.63
Total Net Revenue per FTE	↑	N/A	\$199,966	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$69,712	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		47.40%	45.11%	46.65%	43.60%	42.40%
Employee Benefits %		40.12%	31.44%	30.51%	22.98%	29.27%

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

	Current Month 1/31/2018	Prior Month 12/31/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$0	\$0	\$0	0.00%	\$0
Gross Patient Accounts Receivable	18,127,175	17,101,369	1,025,806	6.00%	17,440,457
Less: Bad Debt and Allowance Reserves	(8,791,258)	(8,071,881)	(719,377)	-8.91%	(8,010,922)
Net Patient Accounts Receivable	9,335,917	9,029,487	306,430	3.39%	9,429,535
Interest Receivable	0	0	0	0.00%	0
Other Receivables	0	0	0	0.00%	0
Inventories	0	0	0	0.00%	0
Prepaid Expenses	0	0	0	0.00%	0
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	9,335,917	9,029,487	306,430	3.39%	9,429,535
Assets Whose Use is Limited					
Cash	0	0	0	0.00%	0
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds	0	0	0	0.00%	0
Funded Depreciation	0	0	0	0.00%	0
Board Designated Funds	0	0	0	0.00%	0
Other Limited Use Assets	0	0	0	0.00%	0
Total Limited Use Assets	0	0	0	0.00%	0
Property, Plant, and Equipment					
Land and Land Improvements	0	0	0	0.00%	0
Building and Building Improvements	0	0	0	0.00%	0
Equipment	0	0	0	0.00%	0
Construction In Progress	0	0	0	0.00%	0
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	0	0	0	0.00%	0
Less: Accumulated Depreciation	0	0	0	0.00%	0
Net Property, Plant, and Equipment	0	0	0	0.00%	0
Other Assets					
Unamortized Loan Costs	0	0	0	0.00%	0
Assets Held for Future Use	0	0	0	0.00%	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0.00%	0
Other	0	0	0	0.00%	0
Total Other Assets	0	0	0	0.00%	0
TOTAL UNRESTRICTED ASSETS	9,335,917	9,029,487	306,430	3.39%	9,429,535
Restricted Assets	0	0	0	0.00%	0
TOTAL ASSETS	\$9,335,917	\$9,029,487	\$306,430	3.39%	\$9,429,535

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2018

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	CURRENT MONTH				Prior Year 01/31/17
	Actual 01/31/18	Budget 01/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,482,532	\$4,482,919	(\$1,000,387)	-22.32%	\$4,246,481
Outpatient Revenue	9,046,087	8,346,805	699,282	8.38%	8,050,971
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	12,528,619	12,829,724	(301,105)	-2.35%	12,297,452
Deductions From Revenue					
Discounts and Allowances	(5,242,385)	(4,711,497)	(530,889)	-11.27%	(4,726,233)
Bad Debt Expense (Governmental Providers Only)	(432,591)	(1,012,918)	580,326	57.29%	(908,069)
Charity Care	(105,168)	(289,405)	184,237	63.66%	(72,253)
Total Deductions From Revenue	(5,780,144)	(6,013,819)	233,675	3.89%	(5,706,555)
Net Patient Revenue	6,748,475	6,815,905	(67,430)	-0.99%	6,590,896
Other Operating Revenue	163,628	98,349	65,279	66.37%	145,554
Total Operating Revenue	6,912,103	6,914,254	(2,151)	-0.03%	6,736,450
Operating Expenses					
Salaries and Wages	2,219,100	2,405,778	186,678	7.76%	2,414,737
Fringe Benefits	890,349	667,399	(222,950)	-33.41%	809,955
Contract Labor	166,621	30,857	(135,764)	-439.98%	146,994
Physicians Fees	201,398	183,498	(17,900)	-9.75%	182,980
Purchased Services	420,807	396,443	(24,364)	-6.15%	545,744
Supply Expense	1,188,979	935,821	(253,159)	-27.05%	1,114,689
Utilities	93,761	96,309	2,548	2.65%	93,597
Repairs and Maintenance	364,448	356,545	(7,902)	-2.22%	287,980
Insurance Expense	41,178	44,329	3,151	7.11%	51,368
All Other Operating Expenses	118,798	90,219	(28,580)	-31.68%	163,769
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	73,104	83,187	10,084	12.12%	15,450
Depreciation and Amortization	586,577	594,037	7,460	1.26%	703,390
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,365,120	5,884,423	(480,698)	-8.17%	6,530,652
Net Operating Surplus/(Loss)	546,983	1,029,832	(482,849)	-46.89%	205,798
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	(2,148)	7,100	(9,248)	-130.25%	9,979
Tax Subsidies (Except for GO Bond Subsidies)	322,567	279,743	42,824	15.31%	252,337
Tax Subsidies for GO Bonds	26,104	0	26,104	0.00%	0
Interest Expense (Governmental Providers Only)	(105,774)	(111,593)	(5,819)	5.21%	(110,073)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	(296,822)
Total Non Operating Revenue/(Expense)	240,749	195,105	45,644	23.39%	(143,917)
Total Net Surplus/(Loss)	\$787,732	\$1,224,937	(\$437,205)	-35.69%	\$61,881
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$787,732	\$1,224,937	(\$437,205)	-35.69%	\$61,881
Operating Margin	7.91%	14.89%			3.05%
Total Profit Margin	11.40%	17.72%			0.92%
EBIDA	20.13%	26.46%			16.62%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2018

	YEAR-TO-DATE				Prior Year 01/31/17
	Actual 01/31/18	Budget 01/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$19,794,673	\$29,023,055	(\$9,228,382)	-31.80%	\$27,825,318
Outpatient Revenue	63,866,496	56,527,177	7,339,319	12.98%	53,870,101
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	83,661,169	85,550,231	(1,889,062)	-2.21%	81,695,419
Deductions From Revenue					
Discounts and Allowances	(32,981,310)	(31,017,244)	(1,964,066)	-6.33%	(29,240,531)
Bad Debt Expense (Governmental Providers Only)	(5,013,933)	(6,748,786)	1,734,853	25.71%	(6,006,996)
Charity Care	(1,294,563)	(1,928,225)	633,662	32.86%	(995,872)
Total Deductions From Revenue	(39,289,806)	(39,694,255)	404,449	1.02%	(36,243,399)
Net Patient Revenue	44,371,363	45,855,976	(1,484,613)	-3.24%	45,452,021
Other Operating Revenue	992,438	728,443	263,995	36.24%	762,994
Total Operating Revenue	45,363,801	46,584,419	(1,220,618)	-2.62%	46,215,015
Operating Expenses					
Salaries and Wages	14,781,713	15,925,972	1,144,258	7.18%	15,729,409
Fringe Benefits	4,647,369	4,533,284	(114,085)	-2.52%	4,334,105
Contract Labor	1,032,974	576,126	(456,848)	-79.30%	1,538,935
Physicians Fees	1,299,002	1,297,753	(1,249)	-0.10%	1,291,990
Purchased Services	2,912,856	2,896,998	(15,858)	-0.55%	3,214,164
Supply Expense	7,484,796	6,586,074	(898,722)	-13.65%	6,871,324
Utilities	635,614	673,318	37,704	5.60%	670,726
Repairs and Maintenance	2,308,247	2,314,302	6,055	0.26%	2,171,090
Insurance Expense	309,643	310,303	660	0.21%	354,351
All Other Operating Expenses	739,452	738,682	(770)	-0.10%	1,005,156
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	411,986	405,421	(6,564)	-1.62%	137,089
Depreciation and Amortization	4,491,102	4,642,710	151,608	3.27%	5,015,932
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	41,054,753	40,900,942	(153,811)	-0.38%	42,334,270
Net Operating Surplus/(Loss)	4,309,048	5,683,477	(1,374,429)	-24.18%	3,880,745
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	26,796	49,700	(22,904)	-46.08%	(3,463)
Tax Subsidies (Except for GO Bond Subsidies)	2,342,113	1,958,201	383,912	19.61%	1,904,554
Tax Subsidies for GO Bonds	114,894	0	114,894	0.00%	0
Interest Expense (Governmental Providers Only)	(842,048)	(781,151)	(60,897)	7.80%	(758,826)
Other Non-Operating Revenue/(Expense)	3,757	138,985	(135,228)	-97.30%	(187,350)
Total Non Operating Revenue/(Expense)	1,645,512	1,365,735	279,777	20.49%	954,916
Total Net Surplus/(Loss)	\$5,954,560	\$7,049,212	(\$1,094,652)	-15.53%	\$4,835,661
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$5,954,560	\$7,049,212	(\$1,094,652)	-15.53%	\$4,835,661
Operating Margin	9.50%	12.20%			8.40%
Total Profit Margin	13.13%	15.13%			10.46%
EBIDA	23.36%	25.31%			22.45%

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

PAGE 5

	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,482,532	\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,823
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	9,046,087	9,332,424	9,091,002	9,761,390	8,831,699
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$12,528,619	\$11,704,591	\$11,648,224	\$12,550,263	\$11,679,522
Deductions From Revenue					
Discounts and Allowances	5,242,385	4,444,609	4,786,171	4,797,468	4,513,867
Bad Debt Expense (Governmental Providers Only)	432,591	595,394	298,556	945,198	982,992
Charity Care	105,168	261,972	188,422	196,604	63,706
Total Deductions From Revenue	5,780,144	5,301,974	5,273,149	5,939,270	5,560,565
Net Patient Revenue	\$6,748,475	\$6,402,616	\$6,375,075	\$6,610,993	\$6,118,958
Other Operating Revenue	163,625	144,416	313,559	168,217	76,560
Total Operating Revenue	6,912,100	6,547,032	6,688,634	6,779,210	6,195,517
Operating Expenses					
Salaries and Wages	\$2,219,100	\$2,070,775	\$1,963,764	\$2,184,887	\$1,979,137
Fringe Benefits	\$890,349	\$704,402	\$724,284	\$744,932	\$504,914
Contract Labor	\$166,621	\$111,766	\$183,557	\$129,775	\$137,000
Physicians Fees	\$201,398	\$265,382	\$201,781	\$174,802	\$149,461
Purchased Services	\$420,807	\$361,134	\$489,788	\$398,284	\$465,859
Supply Expense	\$1,188,979	\$1,019,865	\$1,081,715	\$1,074,955	\$1,073,913
Utilities	\$93,761	\$92,517	\$90,096	\$83,480	\$104,431
Repairs and Maintenance	\$364,448	\$323,889	\$330,784	\$299,456	\$314,793
Insurance Expense	\$41,178	\$41,157	\$41,666	\$44,841	\$47,183
All Other Operating Expenses	\$118,798	\$72,178	\$111,968	\$140,301	\$103,978
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$73,104	\$63,901	\$67,620	(\$55,699)	\$84,230
Depreciation and Amortization	\$586,577	\$591,507	\$592,805	\$712,442	\$656,602
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$6,365,120	\$5,718,475	\$5,879,828	\$5,932,455	\$5,621,502
Net Operating Surplus/(Loss)	\$546,980	\$828,558	\$808,806	\$846,755	\$574,016
Non-Operating Revenue:					
Contributions					
Investment Income	(2,148)	1,833	902	4,510	10,888
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	322,567	334,349	338,547	308,743	420,876
Interest Expense (Governmental Providers Only)	(105,774)	(120,482)	(106,298)	(170,996)	(107,709)
Other Non-Operating Revenue/(Expenses)	26,104	11,269	23,279	20,605	1,481
Total Non Operating Revenue/(Expense)	\$240,749	\$226,968	\$256,429	\$162,862	\$325,536
Total Net Surplus/(Loss)	\$787,729	\$1,055,526	\$1,065,235	\$1,009,617	\$899,552
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$787,729	\$1,055,526	\$1,065,235	\$1,009,617	\$899,552
Operating Margin	7.91%	12.66%	12.09%	12.49%	9.27%
Total Profit Margin	11.40%	16.12%	15.93%	14.89%	14.52%
EBIDA	16.40%	21.69%	20.96%	23.00%	19.86%

Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017
\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451	\$4,246,481
9,336,438	8,467,456	8,682,306	8,442,688	7,816,452	8,521,843	6,666,860	8,050,971
\$11,959,805	\$11,590,145	\$11,221,757	\$11,778,665	\$11,455,900	\$11,682,367	\$10,257,311	\$12,297,452
4,593,597	4,603,213	4,951,964	5,700,714	4,642,764	4,245,116	3,554,291	4,726,233
976,726	782,476	747,176	802,116	692,173	724,002	773,015	908,069
195,376	283,316	317,868	301,201	124,361	353,391	419,538	72,253
5,765,698	5,669,005	6,017,007	6,804,031	5,459,298	5,322,510	4,746,845	5,706,555
\$6,194,106	\$5,921,140	\$5,204,749	\$4,974,634	\$5,996,602	\$6,359,857	\$5,510,466	\$6,590,896
47,962	78,096	97,919	435,090	95,086	154,610	42,939	145,554
6,242,068	5,999,236	5,302,668	5,409,723	6,091,688	6,514,467	5,553,405	6,736,450
\$2,155,511	\$2,208,539	\$2,033,115	\$2,169,311	\$2,084,321	\$2,106,094	\$2,106,819	\$2,414,737
\$534,224	\$544,263	\$597,603	\$677,271	\$643,495	\$547,086	\$656,078	\$809,955
\$102,834	\$201,421	\$119,467	\$150,585	\$128,602	\$177,922	\$285,056	\$146,994
\$151,581	\$154,596	\$170,159	\$247,447	\$269,062	\$223,039	\$185,952	\$182,980
\$391,162	\$385,822	\$376,408	\$383,443	\$511,286	\$449,196	\$469,053	\$545,744
\$1,079,424	\$965,943	\$1,460,352	\$1,048,554	\$969,012	\$924,890	\$792,364	\$1,114,689
\$92,091	\$79,238	\$97,802	\$91,791	\$88,520	\$55,114	\$125,045	\$93,597
\$358,927	\$315,951	\$344,718	\$361,615	\$311,890	\$311,886	\$358,567	\$287,980
\$47,137	\$46,481	\$46,311	\$46,311	\$45,423	\$49,226	\$51,463	\$51,368
\$104,777	\$87,451	\$129,785	\$100,687	\$104,819	\$141,802	\$126,596	\$163,769
\$114,401	\$64,429	\$7,423	\$15,913	\$7,845	\$6,513	\$4,822	\$15,450
\$672,888	\$678,280	\$679,047	\$687,296	\$698,168	\$696,776	\$700,024	\$703,390
\$5,804,959	\$5,732,416	\$6,062,191	\$5,980,224	\$5,862,442	\$5,689,545	\$5,861,838	\$6,530,652
\$437,110	\$266,820	(\$759,522)	(\$570,501)	\$229,246	\$824,922	(\$308,433)	\$205,798
9,201	1,610	17,507	10,494	92,646	4,623	10,327	9,979
310,001	307,031	302,717	246,405	233,796	232,770	290,366	252,337
(124,049)	(106,739)	(129,860)	(109,197)	(108,951)	(130,517)	(109,112)	(110,073)
19,419	16,496	(232,314)	(264,249)	(286,531)	(300,886)	(284,874)	(296,160)
\$214,571	\$218,397	(\$41,950)	(\$116,546)	(\$69,040)	(\$194,010)	(\$93,292)	(\$143,917)
\$651,681	\$485,217	(\$801,472)	(\$687,047)	\$160,205	\$630,912	(\$401,726)	\$61,881
		(10,679)		(97,892)			
\$651,681	\$485,217	(\$812,151)	(\$687,047)	\$62,313	\$630,912	(\$401,726)	\$61,881
7.00%	4.45%	-14.32%	-10.55%	3.76%	12.66%	-5.55%	3.05%
10.44%	8.09%	-15.11%	-12.70%	2.63%	9.68%	-7.23%	0.92%
17.78%	15.75%	-1.52%	2.16%	15.22%	23.36%	7.05%	13.50%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

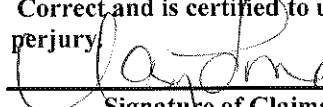
Seven months ended January 31, 2018

Current Month				Year-To-Date					
Actual 01/31/18	Budget 01/31/18	Positive/ (Negative) Variance	Prior Year 01/31/17	STATISTICS		Actual 01/31/18	Budget 01/31/18	Positive/ (Negative) Variance	Prior Year 01/31/17
Discharges									
141	183	(42)	183	Acute		898	1,197	(299)	1,197
141	183	(42)	183	Total Adult Discharges		898	1,197	(299)	1,197
45	42	3	42	Newborn		298	309	(11)	470
186	225	(39)	225	Total Discharges		1,196	1,506	(310)	1,667
Patient Days:									
425	583	(158)	583	Acute		2,422	3,999	(1,577)	3,999
425	583	(158)	583	Total Adult Patient Days		2,422	3,999	(1,577)	3,999
92	62	30	62	Newborn		525	494	31	494
517	645	(128)	645	Total Patient Days		2,947	4,493	(1,546)	4,493
Average Length of Stay (ALOS)									
3.0	3.2	(0.2)	3.2	Acute		2.7	3.3	(0.6)	3.3
3.0	3.2	(0.2)	3.2	Total Adult ALOS		2.7	3.3	(0.6)	3.3
2.0	1.5	0.6	1.5	Newborn ALOS		1.8	1.6	0.2	1.1
Average Daily Census (ADC)									
13.7	18.8	(5.1)	18.8	Acute		11.3	18.6	(7.3)	18.6
13.7	18.8	(5.1)	18.8	Total Adult ADC		11.3	18.6	(7.3)	18.6
3.0	2.0	1.0	2.0	Newborn		2.4	2.3	0.1	2.3
Emergency Room Statistics									
155	174	(19)	174	ER Visits - Admitted		951	1,073	(122)	1,073
1,273	1,353	(80)	1,353	ER Visits - Discharged		8,700	9,002	(302)	9,002
1,428	1,527	(99)	1,527	Total ER Visits		9,651	10,075	(424)	10,075
10.85%	11.39%		11.39%	% of ER Visits Admitted		9.85%	10.65%		10.65%
109.93%	95.08%		95.08%	ER Admissions as a % of Total		105.90%	89.64%		89.64%
Outpatient Statistics:									
6,603	7,004	(401)	7,004	Total Outpatients Visits		45,277	48,903	(3,626)	48,903
118	139	(21)	139	Observation Bed Days		840	719	121	719
27	30	(3)	30	IP Surgeries		203	267	(64)	267
130	146	(16)	146	OP Surgeries		1,089	1,076	13	1,076
Productivity Statistics:									
334.56	367.16	(32.60)	362.30	FTE's - Worked		345.31	367.16	(21.85)	368.49
382.58	403.18	(20.60)	406.08	FTE's - Paid		385.13	403.18	(18.05)	405.53
1.4398	1.4552	(0.02)	1.4552	Case Mix Index -Medicare		1.3424	0.9600	0.38	1.0194
0.9055	0.8817	0.02	0.8817	Case Mix Index - All payers		0.8803	0.8500	0.03	0.8653

HIGH DESERT RURAL HEALTH CARE DISTRICT
401 Fultz Drive
P.O. Box 338
WAMSUTTER, WYOMING 82336-0338

Check Number: _____
Voucher Number: _____
Inspected by _____
Trustee: _____
Certified to Under Penalty of Perjury
Trustee: _____
Certified to Under Penalty of Perjury
Date : _____

Pay to the Order of:
MHSC
1200 College Drive
Rock Springs, WY 82901
TIN – 83-6000295

I, Tami Love,
Certify that the foregoing bill is just and
Correct and is certified to under penalty of
perjury.

Signature of Claimant

(All Claims Must Be Dated and Itemized)

Bills to be Paid Must Be Accompanied by this Signed Voucher

			Dollars	Cents
		Net month of January, 2018 net operating loss as defined in the Clinical Services Agreement, dated August 14, 2015 and as documented in the attached MHSC Wamsutter Clinic Narrative and Financial Statement packet dated February 13, 2018 and addressed to the HDRHCD Trustees.	25,799	74

For Bookkeeper use:
Fund or account classification _____

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

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

February 13, 2018

HIGH DESERT RURAL HEALTHCARE DISTRICT – JANUARY 2018

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for January was a loss of \$25,799.74 compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$162,631.88 compared with a YTD loss of \$212,912.00 in the Budget.

REVENUE. Revenue for the Clinic for January was \$105.00, under Budget by \$18,395.63. YTD Revenue is \$19,592.75, under Budget by \$109,911.66. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were \$1,311.39 for January. The HDRHD Clinic has a favorable payor mix. In January, the Clinic Payor Mix was 100% Occupational Medicine.

EXPENSES. Total Expenses for the month were \$24,593.35 under Budget by \$16,553.02. YTD Expenses were \$175,308.33 under Budget by \$112,716.26. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

VOLUME. The volume for January was 29 patients, compared to 20 patients in December.

HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Seven months ended January 31, 2018

STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	105.00	18,500.63	19,592.75	129,504.41
Deductions	(1,311.39)	(7,770.26)	(6,916.30)	(54,391.82)
Net Revenue	(1,206.39)	10,730.37	12,676.45	75,112.59
Other Operating Revenue				
Total Net Operating Revenue	(1,206.39)	10,730.37	12,676.45	75,112.59
Operating Expenses				
Salaries and Wage	17,433.04	32,736.37	128,946.80	229,154.59
Fringe Benefits	3,076.85	2,650.00	20,554.45	18,550.00
Advertising	860.00	2,300.00	6,020.00	16,100.00
Other Purchased Services		50.00	402.00	350.00
Instruments		10.00	-	70.00
Other Med/Surg Supplies		300.00	331.39	2,100.00
Minor Equipment		300.00	-	2,100.00
Office & Admin Supplies		50.00	145.27	350.00
Maintenance Supplies		50.00	-	350.00
Outdates Unused Supplies		-	47.60	-
Other Non Med Supplies		50.00	19.88	350.00
Telephone	1,469.54	350.00	7,954.84	2,450.00
Cable Television	55.56	50.00	388.92	350.00
Contract Maintenance	220.50	100.00	220.50	700.00
Professional Liability Insurance		150.00	892.50	1,050.00
License & Taxes		10.00	-	70.00
Education & Travel		65.00	72.52	455.00
Pharmacy	200.55	500.00	249.00	3,500.00
Equipment Lease	52.09	200.00	486.12	1,400.00
Vehicle Lease	1,225.22	1,225.00	8,576.54	8,575.00
Total Operating Expenses	24,593.35	41,146.37	175,308.33	288,024.59
Total Clinic Gain (Loss)	\$ (25,799.74)	\$ (30,416.00)	\$ (162,631.88)	\$ (212,912.00)

REVENUE DETAIL

Gross Clinic Patient Revenue	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers			6,208.13	
Dr. Larry Lauridsen			4,388.04	
Dr. Brytton Long	105.00		6,597.01	
PA Melissa Lehman			2,399.57	
Total Revenue	\$ 105.00	\$ 18,500.63	\$ 19,592.75	\$ 129,504.41

HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Seven months ended January 31, 2018

PAYOR MIX DATA

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	0.0%	3.3%
Blue Cross	0.0%	1.6%
Medicaid	0.0%	0.1%
Medicare	0.0%	23.7%
Self Pay	0.0%	1.2%
Work Comp	0.0%	0.0%
Occ Med	100.0%	70.1%
TOTAL	100%	100%

PATIENT OFFICE VISITS

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	6		75	
Dr. David Dansie	4		4	
PA Amy Dolce	1		1	
Dr. Larry Lauridsen	1		42	
Dr. Brytton Long	11		51	
PA Melissa Lehman	6		56	
Total Clinic Statistics	29	60	229	420

HDRHCD VOUCHERS

	Received	Pending	Total
July	18,438.39		18,438.39
August	23,604.96		23,604.96
September	17,172.80		17,172.80
October	25,979.19		25,979.19
November	24,407.63		24,407.63
December	27,229.15		27,229.15
January		25,799.74	25,799.74
Total Vouchers	\$ 136,832.12	\$ 25,799.74	\$ 162,631.86

Memorial Hospital Clinic
1180 College Dr
Rock Springs, WY 82901-5863

Activity Analysis (Invoices & Payments)

Print Date: 02/05/2018
Print User: Layne, Jan

Facility = Wamsutter Clinic; Date Type = Use CPT Post Date; Date Range = 01/01/2018 - 01/31/2018

Users = All; Zip Code = All

Insurance = All; Insurance Class = All; Financial Group = All

Provider = All; Specialty = All; Referral = All; POS = All; TOS = All; Fee Type = Billed Fee

Summary By Provider

Provider	Charges				Payments			Adjustments		
	Count	CPT Units	Total Charge	Average	Count	Total Payment	Average	Count	Total Adjust.	Average
Bowers, Michael W	6	6	\$0.00	\$0.00	13	\$305.00	\$23.46	7	\$244.62	\$34.95
Dansie, David	4	4	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
Dolce, Amy M	1	1	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
Lauridsen, Lawrence	1	1	\$0.00	\$0.00	9	\$20.00	\$2.22	8	\$270.62	\$33.83
Lehman, Melissa M	6	6	\$0.00	\$0.00	7	\$411.57	\$58.80	5	\$323.99	\$64.80
Long, Bryton	11	11	\$105.00	\$9.55	18	\$294.79	\$16.38	16	\$472.16	\$29.51
Wilk, Ryan K	0	0	\$0.00	\$0.00	3	\$0.00	\$0.00	3	(\$35.00)	(\$11.67)
Total	29	29	\$105.00	\$3.62	50	\$1,031.36	\$20.63	39	\$1,276.39	\$32.73

1311.39

DETAILED TRIAL BALANCE BY PERIOD FOR 2018

Memorial Hospital of Sweetwater
General Ledger

Ranges: From: 1/31/2018 To: 1/31/2018
Date: 1/1/2018
Account: -971-

Subtotal By: Period
Sorted By: Department

Include: Posting
Print Currency In: Functional (Z-US\$)

Account: 4011-971-01 Description: OUTPATIENT ANCILLARY SERVICEWAMSUTTER CLIN Beginning Balance: (\$19,487.75)

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
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1/28/2018	444,338	GLTRX00069417						\$105.00
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Entries: 1	Period 7	Subtotals:	Net Change	Ending Balance			\$0.00	\$105.00
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Totals:			(\$105.00)	(\$19,592.75)			\$0.00	\$105.00
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Account: 4020-971-01 Description: REDUCTION OF REVENUEWAMSUTTER CLINIC Beginning Balance: \$5,604.91

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
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1/28/2018	444,338	GLTRX00069417					\$1,311.39	
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Entries: 1	Period 7	Subtotals:	Net Change	Ending Balance			\$1,311.39	\$0.00
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Totals:			\$1,311.39	\$6,916.30			\$1,311.39	\$0.00
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Account: 4620-971-01 Description: OTHER OP REVENUEWAMSUTTER CLINIC Beginning Balance: (\$157,825.84)

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
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1/1/2018	513,403	GLREV00068921	Wamsutter				\$27,000.00	
1/31/2018	517,151	GLTRX00069419	HIGH DESERT RURAL HEALTH					\$27,229.15

Entries: 2	Period 7	Subtotals:	Net Change	Ending Balance			\$27,000.00	\$27,229.15
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Totals:			(\$229.15)	(\$158,054.99)			\$27,000.00	\$27,229.15
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Account: 5000-971-01 Description: SALARY AND WAGESWAMSUTTER CLINIC Beginning Balance: \$78,863.12

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
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1/1/2018	510,247	DEC 2017		Labor Accrual Manager			\$1,539.36	
1/11/2018	512,077	UPRC000000875				Long, Bryton	\$769.68	
1/11/2018	512,079	UPRC000000875				Bowers, Michael	\$807.68	
1/11/2018	512,141	UPRC000000875				Lauridsen, Lawrence	\$865.44	
1/11/2018	512,213	UPRC000000875				Lehman, Melissa M.	\$1,175.20	
1/25/2018	514,391	UPRC000000878				Dansie, David	\$1,731.78	
1/25/2018	514,408	UPRC000000878				Long, Bryton	\$3,463.56	
1/25/2018	514,410	UPRC000000878				Bowers, Michael	\$865.44	
1/25/2018	514,545	UPRC000000878				Lehman, Melissa M.	\$2,844.45	
1/31/2018	515,366	JAN 2018		Labor Accrual Manager				\$3,558.76

Entries: 10	Period 7	Subtotals:	Net Change	Ending Balance			\$14,062.59	\$3,558.76
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Totals:			\$10,503.83	\$89,366.95			\$14,062.59	\$3,558.76
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Account: 5100-971-01 Description: FICA/WAMSUTTER CLINIC Beginning Balance: \$2,940.01

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
----------	----------	-------	-------------	------------------------	---------------------	-------------------	-------	--------

1/1/2018	510,247	DEC 2017		Labor Accrual Manager			\$117.76	
1/11/2018	512,077	UPRC000000875				Long, Bryton	\$58.88	
1/11/2018	512,079	UPRC000000875				Bowers, Michael	\$61.79	
1/11/2018	512,141	UPRC000000875				Lauridsen, Lawrence	\$66.21	
1/11/2018	512,213	UPRC000000875				Lehman, Melissa M.		\$115.99

DETAILED TRIAL BALANCE BY PERIOD FOR 2018
Memorial Hospital of Sweetwater

1/25/2018	514,391	UPRC00000878	DD0136808	Dansie, David	\$89.90			
1/25/2018	514,408	UPRC00000878	DD0136811	Long, Bryton	\$132.48			
1/25/2018	514,410	UPRC00000878	DD0136810	Bowers, Michael	\$264.96			
1/25/2018	514,545	UPRC00000878	DD0136839	Lehman, Melissa M.	\$66.21			
1/31/2018	515,366	JAN 2018			\$217.61			
1/31/2018	516,365	GLTRX00069327			\$133.93			
Entries:	11							

Account:	5100-971-01		Period 7	Subtotals:	\$1,093.74	\$4,033.75	\$1,209.73	\$115.99
			Totals:		\$1,093.74	\$4,033.75	\$1,209.73	\$115.99

Account:	5105-971-01		Description:	GROUP HEALTHWAMSUTTER CLINIC		Beginning Balance:	\$9,595.25	
Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/31/2018	517,787	GLTRX00069612		ALLOCATE GROUP HEALTH-JAN			\$1,147.59	
Entries:	1							

Account:	5105-971-01		Period 7	Subtotals:	\$1,147.59	\$10,742.84	\$1,147.59	\$0.00
			Totals:		\$1,147.59	\$10,742.84	\$1,147.59	\$0.00

Account:	5110-971-01		Description:	LIFE INSURANCEWAMSUTTER CLINIC		Beginning Balance:	\$71.11	
Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/31/2018	517,766	GLTRX00069694		ALLOCATE LIFE INS-JAN			\$5.68	
Entries:	1							

Account:	5110-971-01		Period 7	Subtotals:	\$5.68	\$76.79	\$5.68	\$0.00
			Totals:		\$5.68	\$76.79	\$5.68	\$0.00

Account:	5115-971-01		Description:	RETIREMENTWAMSUTTER CLINIC		Beginning Balance:	\$4,084.48	
Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/11/2018	512,077	UPRC00000875		DD01368393		Long, Bryton	\$73.67	
1/11/2018	512,079	UPRC00000875		DD01368392		Bowers, Michael	\$53.88	
1/11/2018	512,141	UPRC00000875		DD01368399		Lauridsen, Lawrence	\$56.54	
1/11/2018	512,213	UPRC00000875		DD0136421		Lehman, Melissa M.	\$43.27	
1/25/2018	514,391	UPRC00000878		DD0136808		Dansie, David	\$82.26	
1/25/2018	514,408	UPRC00000878		DD0136811		Long, Bryton	\$112.50	
1/25/2018	514,410	UPRC00000878		DD0136810		Bowers, Michael	\$242.45	
1/25/2018	514,545	UPRC00000878		DD0136839		Lehman, Melissa M.	\$43.27	
Entries:	8							

Account:	5115-971-01		Period 7	Subtotals:	\$707.84	\$4,792.32	\$707.84	\$0.00
			Totals:		\$707.84	\$4,792.32	\$707.84	\$0.00

Account:	5120-971-01		Description:	WORKERS COMPENSATIONWAMSUTTER CLINIC		Beginning Balance:	\$510.94	
Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/23/2018	514,698	GLTRX00069057		WC ADJ QTR 2				\$0.39
1/31/2018	515,898	UPRPE0000124					\$16.10	
1/31/2018	515,898	UPRPE0000124					\$88.23	
Entries:	3							

Account:	5120-971-01		Period 7	Subtotals:	\$103.94	\$614.88	\$104.33	\$0.39
			Totals:		\$103.94	\$614.88	\$104.33	\$0.39

Account:	5125-971-01		Description:	DISABILITY INSURANCEWAMSUTTER CLINIC		Beginning Balance:	\$290.64	
Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit

DETAILED TRIAL BALANCE BY PERIOD FOR 2018 Memorial Hospital of Sweetwater

1/31/2018 517.765 GLTRX00069593 ALLOCATE DISABILITY-JAN

Entries: 1

Account: 5125-971-01

Account: 5306-971-01

Description: ADVERTISING/WAMWSUTTER CLINIC

Beginning Balance: \$6,020.00

Trx Date Jmrl No. Orig. Audit Trail Distribution Reference

Orig. Master Number Orig. Master Name

Debit Credit

1/22/2018 513.988 PMTRX00003742 Purchases

108738706

LAMAR ADVERTISING

\$860.00

1/30/2018 515.788 PMTRX00003748 Purchases

108815613

LAMAR ADVERTISING

\$860.00

Entries: 2

Account: 5306-971-01

Account: 5335-971-01

Description: OTHER PURCHASED SERVICES/WAMWSUTTER CLINIC

Beginning Balance: \$402.00

Trx Date Jmrl No. Orig. Audit Trail Distribution Reference

Orig. Master Number Orig. Master Name

Debit Credit

Entries: 0

No transactions for this account
Account: 5335-971-01

Subtotals: \$0.00 \$402.00 \$0.00 \$0.00
Totals: \$0.00 \$402.00 \$0.00 \$0.00

Account: 5440-971-01

Description: OTHER MEDICAL SURGICAL SUPPLIES/WAMWSUTTER (

Beginning Balance: \$331.39

Trx Date Jmrl No. Orig. Audit Trail Distribution Reference

Orig. Master Number Orig. Master Name

Debit Credit

Entries: 0

No transactions for this account
Account: 5440-971-01

Subtotals: \$0.00 \$331.39 \$0.00 \$0.00
Totals: \$0.00 \$331.39 \$0.00 \$0.00

Account: 5510-971-01

Description: OFFICE & ADMIN SUPPLIES/WAMWSUTTER CLINIC

Beginning Balance: \$145.27

Trx Date Jmrl No. Orig. Audit Trail Distribution Reference

Orig. Master Number Orig. Master Name

Debit Credit

Entries: 0

No transactions for this account
Account: 5510-971-01

Subtotals: \$0.00 \$145.27 \$0.00 \$0.00
Totals: \$0.00 \$145.27 \$0.00 \$0.00

Account: 5530-971-01

Description: OUTDATED AND UNUSED SUPPLIES/WAMWSUTTER CLI

Beginning Balance: \$47.60

Trx Date Jmrl No. Orig. Audit Trail Distribution Reference

Orig. Master Number Orig. Master Name

Debit Credit

Entries: 0

No transactions for this account
Account: 5530-971-01

Subtotals: \$0.00 \$47.60 \$0.00 \$0.00
Totals: \$0.00 \$47.60 \$0.00 \$0.00

Account: 5535-971-01

Description: OTHER NON MED SURG SUPPLIES/WAMWSUTTER CLIN

Beginning Balance: \$19.88

Trx Date Jmrl No. Orig. Audit Trail Distribution Reference

Orig. Master Number Orig. Master Name

Debit Credit

DETAILED TRIAL BALANCE BY PERIOD FOR 2018 Memorial Hospital of Sweetwater

Entries: 0

No transactions for this account
 Account: 5535-971-01

Net Change	Ending Balance	Debit	Credit
\$0.00	\$19.88	\$0.00	\$0.00
Totals:	\$0.00	\$19.88	\$0.00

Account: 5615-971-01 Description: TELEPHONE/WAM/SUTTER CLINIC Beginning Balance: \$6,798.70

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/22/2018	514,013	PMTRX00003742		Purchases	DEC 2017.	CENTURY LINK	\$316.77	
1/30/2018	515,832	PMTRX00003748		Purchases	1430499434	CENTURY LINK	\$840.00	
1/31/2018	517,761	PMTRX00003760		Purchases	JAN 2018	CENTURY LINK	\$312.77	
Entries:	3							
Period 7 Subtotals:							Ending Balance	
							\$1,469.54	\$1,469.54
Totals:							\$8,268.24	\$1,469.54

Account: 5630-971-01 Description: CABLE TELEVISION/OUTSIDE CLINICS Beginning Balance: \$354.36

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/22/2018	513,998	PMTRX00003742		Purchases	JAN. 2018	DISH NETWORK LLC	\$55.56	
Entries:	1							
Period 7 Subtotals:							Ending Balance	
							\$55.56	\$409.92
Totals:							\$55.56	\$409.92

Account: 5700-971-01 Description: CONTRACT MAINTENANCE & LICENSES/WAM/SUTTER Beginning Balance: \$220.50

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
Entries:	0							
Subtotals:							Ending Balance	
							\$0.00	\$220.50
Totals:							\$0.00	\$220.50

Account: 6015-971-01 Description: EDUCATION & TRAVEL/WAM/SUTTER CLINIC Beginning Balance: \$72.52

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
Entries:	0							
Subtotals:							Ending Balance	
							\$0.00	\$72.52
Totals:							\$0.00	\$72.52

Account: 6065-971-01 Description: PHARMACY FLOOR DIRECT ALLOCATION/WAM/SUTTE Beginning Balance: \$117.44

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/31/2018	517,593	GLTRX00069524		Pharmacy Floor Alloc - Jan			\$200.55	
Entries:	1							
Period 7 Subtotals:							Ending Balance	
							\$200.55	\$317.99
Totals:							\$200.55	\$317.99

Account: 6105-971-01 Description: EQUIPMENT RENT LEASE/WAM/SUTTER CLINIC Beginning Balance: \$464.50

Trx Date	Jrnl No.	Orig.	Audit Trail	Distribution Reference	Orig. Master Number	Orig. Master Name	Debit	Credit
1/31/2018	517,754	PMTRX00003760		Purchases	AR16891	COPIER & SUPPLY COMPANY	\$11.35	



CenturyLink™

January 15, 2018
Invoice 1430499434

SWEETWATER CTY MEM HOSPITAL-WY
Account: 87472343



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Service Detail - Dedicated Services

WAMSUTTER 151370387

IP Solutions

401 FULTZ DR, WAMSUTTER, WY

Circuit ID: ETH100-17843798

Description	Qty	Period	Nonrecurring Charges	Monthly Charges
50 Mbps Internet IQ Port	1	12/16/2017 - 1/15/2018		\$480.00
50 Mbps CenturyLink Loop	1	1/16/2018 - 2/15/2018		\$360.00
Subtotal			\$0.00	\$840.00

ROCK SPRINGS 151370401

IP Solutions

1200 COLLEGE DR, ROCK SPRINGS, WY

Circuit ID: ETH1000-17843802

Description	Qty	Period	Nonrecurring Charges	Monthly Charges
100 Mbps Internet IQ Port	1	12/16/2017 - 1/15/2018		\$580.00
100 M CenturyLink Loop	1	1/16/2018 - 2/15/2018		\$700.00
Subtotal			\$0.00	\$1,280.00



MEM HOSP OF
SWEETWATER COUNTY
Bill Date: Jan 4, 2018
Account No: 307-324-8869 291B

Visit centurylink.com

Balance Forward	New Charges	Total Amount Due	Due Date for New Charges
\$591.35	\$316.77	\$908.12	Jan 27, 2018

Account Summary

Previous Balance

Charges

Balance Forward

New Charges

CenturyLink

Long Distance Service

Total New Charges

For questions, call:

1 800 777-9594

1 800 603-6000

Page

3

5

pd — 591.35

\$591.35

270.06

46.71

\$316.77

Includes late payment charge of \$23.65.

TOTAL AMOUNT DUE

\$908.12

A late payment charge of 4.0% or \$7.00, whichever is greater, may apply if amount due does not reach us by
Feb 3, 2018.

CenturyLink, P O Box 91155, Seattle, WA 98111-9255

Please fold, tear here and return this portion with your payment.



>002985 8312133 0001 008243 10Z

MEM HOSP OF
SWEETWATER COUNTY
PO BOX 1359
ROCK SPRINGS WY 82902-1359

Bill Date: Jan 4, 2018
Account No: 307-324-8869 291B
Bill Due Date: Jan 27, 2018
Balance Forward: ~~\$591.35~~
New Charges: \$316.77
TOTAL AMOUNT DUE: \$908.12

Amount Enclosed \$ 316.77

CENTURYLINK
P O BOX 91155
SEATTLE, WA 98111-9255



41 07307324886902914 1277010418 000005913504 000009081208 Page 99 of 176



Page 1 of 13

MEM HOSP OF
SWEETWATER COUNTY
Bill Date: Feb 4, 2018
Account No: 307-324-8869 291B

Visit centurylink.com

Balance Forward	New Charges	Total Amount Due	Due Date for New Charges
\$301.52	\$312.77	\$614.29	Feb 25, 2018

Account Summary

Previous Balance

Charges 908.12
Payments 606.60
Jan 11 289.83
Jan 30 316.77

Thank you for your payments.

Balance Forward

New Charges For questions, call: Page
CenturyLink 1 800 777-9594 3 258.47
Long Distance Service 1 800 603-6000 5 54.30
Total New Charges \$312.77

Includes late payment charge of \$12.06.

CenturyLink, P O Box 91155, Seattle, WA 98111-9255

Please fold, tear here and return this portion with your payment.



>003118 8414732 0001 008243 10Z
MEM HOSP OF
SWEETWATER COUNTY
PO BOX 1359
ROCK SPRINGS WY 82902-1359

Bill Date: Feb 4, 2018
Account No: 307-324-8869 291B
Bill Due Date: Feb 25, 2018
Balance Forward: \$301.52
New Charges: \$312.77
TOTAL AMOUNT DUE: \$614.29

Amount Enclosed

\$312.77

CENTURYLINK
P O BOX 91155
SEATTLE, WA 98111-9255



41 07307324886902914 1277020418 000003015203 000006142905

03118 8414732 011466 022931 0001/0007

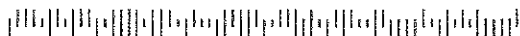
Page 100 of 176



P.O. BOX 7203 PASADENA CA 91109-7303
8255 7000 NO RP 12 01122018 NNYNNYNN 01 000893 0003
MEMORIAL HOSPITAL OF S.
1200 COLLEGE DR
ROCK SPRINGS WY 82901-5868

Page 1 of 2

Bill Creation Date: 01/12/18
Account Number: 8255 7070 8545 6213
Account Holder: MEMORIAL HOSPITAL OF S.
Service Address: 401 FULTZ
WAMSUTTER WY 82336



Summary

Previous Bill	\$55.56
Payment(s)	\$55.56
Previous Bill minus Payment(s)	\$0.00
TV	\$55.56
Payment Due 01/27/18	\$55.56



Payment Due Amount Due
Saturday
January
27 **\$55.56**

Additional details are on page 2

Find Us Here



dish.com/commercial



1-800-454-0843



myDISH App

▼ Detach here and send the bottom return portion with your payment ▼



Account Number: 8255 7070 8545 6213
Account Holder: MEMORIAL HOSPITAL OF S.
Billing Address: 1200 COLLEGE DR
ROCK SPRINGS WY 82901-5868

Payment Options

To pay your bill:

- **Online** - Go to mydish.com/paymybill
- **By Text Message** - Text "Pay Bill" to DISH1 (34741)
- **By Check** - Write your account number on your check and return this portion

To setup eAutoPay go to mydish.com/mypreferences

Payment Due 01/27/18

\$55.56 01 of 176

Amount Enclosed: \$_____

DISH
PO BOX 94063
PALATINE IL 60094-4063



825570708545621300055566


Cardinal Health Order Express

Interdepartmental Bill

Account: MEM HOSP SWEET WATER 2001 (FR) (35-220278)
Address: 1200 COLLEGE DRIVE
 ROCK SPRINGS, WY 82901-0000

Primary Account Contact: TONI VANVALKENBURG
Phone Number: 307-352-8389
Email Address:
Bill Id: Wamsutter Jan 2018
Billing Date: 01/01/2018

Primary Dept Contact:
Department: Wamsutter Clinic 971
Accounting Code:
Dept Address:

Status: Open
Bill Total: \$200.05 *includes Dispensing Fee (if applicable)

Phone Number:

CEN	NDC/UPC	TRADE NAME	STRENGTH	FORM	DISP SIZE	QTY	FILLED DATE	FINAL COST
1287176	00003-0293-20	KENALOG-40	40MG/ML	MDV	1X5 ML	2		\$101.02
4998589	49708-0146-01	BACTRIM DS	800-160MG	TABS	1X1 EA	10		\$27.64
4475984	55111-0280-50	LEVOFLOXACIN	500MG	TABS	1X1 EA	7		\$1.42
4476008	55111-0281-30	LEVOFLOXACIN	750MG	TABS	1X1 EA	10		\$2.61
3589050	00143-9928-01	CIPROFLOXACIN HCL	500MG	TABS	1X1 EA	20		\$3.75
4905352	42023-0159-25	ADRENALIN	1MG/ML	SDV	1X1 ML	4		\$63.61

Total lines for your bill: 6

SubTotal: \$200.05
Total: \$200.05



2319 N. PLAZA DRIVE
SUITE 1
RAPID CITY, SD 57702
PHONE: 970-472-5205
FAX: 970-416-8886

INVOICE
756632

BILL TO
MEM HOSP OF SWEETWATER
ATTN: Tina
1200 COLLEGE DR
ROCK SPRINGS, WY 82901-5868

JOB SITE
WAMSUTTER CLINIC
401 FULZ STREET
WAMSUTTER, WY
82336

Customer PO	Astea Reference No.	Our Job Number	Invoice Date	Customer No.	Terms
		EK2234	12-26-17	128148	NET 30

Job Description: MYR-WAMSUTTER CLINIC-A FA/FE
Problem Resolution: MATERIAL SALE ONLY FOR FIRE ALARM SYSTEM BATTERIES REPLACED DURING ANNUAL INSPECTION.

Invoiced as per Contract

DESCRIPTION	PRICE	QUANTITY	AMOUNT
BATTERY 12-V 7-AH	25.25	2.00	50.50

TO PAY BY CREDIT CARD, PLEASE COMPLETE THE FOLLOWING:

NAME ON CARD: _____

ACCT #: _____

SIGNATURE PANEL CODE (3 OR 4 DIGITS): _____ EXP DATE: _____

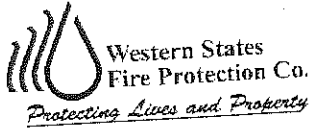
CREDIT CARD BILLING ADDRESS: _____

SIGNATURE: _____

** ALL PAST DUE BALANCES ARE SUBJECT TO THE MAXIMUM INTEREST RATE ALLOWED, PLUS ANY APPLICABLE COLLECTION FEES.

THANK YOU FOR YOUR BUSINESS!

Pay This
Amount  50.50



2319 N. PLAZA DRIVE
SUITE 1
RAPID CITY, SD 57702
PHONE: 970-472-5205
FAX: 970-416-8886

INVOICE

WSF119810

BILL TO
MEM HOSP OF SWEETWATER
ATTN: Tina
1200 COLLEGE DR
ROCK SPRINGS, WY 82901-5868

JOB
SITE

WAMSUTTER CLINIC
401 FULZ STREET
WAMSUTTER, WY 82336

Customer PO	Astea Reference No. CONT40000 2	Our Job Number EK2234	Invoice Date 12-26-17	Customer No. 128148	Terms NET 30
Job Description: MYR-WAMSUTTER CLINIC-A FA					

Invoiced as per Contract

AMOUNT
170.00

DESCRIPTION

ANNUAL FIRE ALARM INSPECTION

TO PAY BY CREDIT CARD, PLEASE COMPLETE THE FOLLOWING:

NAME ON CARD: _____
ACCT #: _____
SIGNATURE PANEL CODE (3 OR 4 DIGITS): _____ EXP DATE: _____
CREDIT CARD BILLING ADDRESS: _____

SIGNATURE: _____
** ALL PAST DUE BALANCES ARE SUBJECT TO THE MAXIMUM INTEREST
RATE ALLOWED, PLUS ANY APPLICABLE COLLECTION FEES.

THANK YOU FOR YOUR BUSINESS!

Pay This
Amount



Page 104 of 176
170.00

432 South Main Street, Rock Springs, WY 82901

Phone: 307-362-6530 Fax: 307-362-6533

Toll Free: 800-442-9699

CONTRACT INVOICE

Invoice Number:

AR16192

Invoice Date:

11/30/2017

Bill To: Memorial Hospital of Sweetwater County
Shawna Ortega / Purchasing-352-8446 / Angel Bennet
352-8487
1200 College Drive
Rock Springs, WY 829021359

Customer: Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 829021359

Account No	Payment Terms	Due Date	Invoice Total	Balance Due
MEMSW	Net In 30 Days From Invoice	12/30/2017	\$ 6,740.39	\$ 6,740.39

Number	Serial Number	Base Charge	Location
MSW-Wamsutter	W795P401903	\$0.00	MEMORIAL HOSPITAL OF SWC - WAMSUTTER 401 FULTZ DRIVE WAMSUTTER, WY 82336

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	Wamsut C305	15,126 *	15,797		671	0	671	\$0.013000	\$8.72
Color	Wamsut C305	7,025 *	7,414		389	0	389	\$0.036000	\$14.00
									\$22.72

* Estimated meter reading

SAVIN/MP C306SPF

Number	Serial Number	Base Charge	Location
MSW-1-0104	G446P701955	\$0.00	Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, WY 829021359

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	OB Direct C306	58,453	63,558		5,105	0	5,105	\$0.011000	\$56.16
Color	OB Direct C306	6,029	6,825		796	0	796	\$0.065000	\$51.74
									\$107.90

SAVIN/MP C307

Number	Serial Number	Base Charge	Location
C307-2676	C507P302676	\$0.00	Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, WY 829021359

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	Resp/Cardio C307	16,260	18,508		2,248	0	2,248	\$0.012000	\$26.98
Color	Resp/Cardio C307	3,749	4,373		624	0	624	\$0.066000	\$41.18
									\$68.16

SAVIN/MP C401SR

Number	Serial Number	Base Charge	Location
MOB-B-0016	G094P200007	\$0.00	MEMORIAL HOSP SWC - MOB MEDICAL OFFICE BUILDING ATTACHED TO HOSPITAL Rock Springs, WY 82901

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	MOB Cancer C401	36,342	37,160		818	0	818	\$0.013000	\$10.63
Color	MOB Cancer C401	43,724	45,002		1,278	0	1,278	\$0.070000	\$89.46
									\$100.09

SAVIN/MP C6004

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CONTRACT INVOICE

Supply Company, Inc.
432 South Main Street, Rock Springs, WY 82901
Phone: 307-362-6530 Fax: 307-362-6533
Toll Free: 800-442-9699

Invoice Number: AR16516
Invoice Date: 12/30/2017

Bill To: Memorial Hospital of Sweetwater County
Shawna Ortega / Purchasing-352-8446 / Angel Bennet
352-8487
1200 College Drive
Rock Springs, WY 829021359

Customer: Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 829021359

Account No	Payment Terms	Due Date	Invoice Total	Balance Due
MEMSW	Net In 30 Days From Invoice	01/29/2018	\$ 7,543.65	\$ 7,543.65

Number	Serial Number	Base Charge	Location
C3003-1390	E153MB61390	\$253.00	Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, WY 829021359

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	HR C3003 BW	46,447	48,169		1,722	0	1,722	\$0.015000	\$25.83
Color	HR C3003 Col	60,419	62,525		2,106	0	2,106	\$0.070000	\$147.42
									\$173.25

SAVIN/MP C305SPF

Number	Serial Number	Base Charge	Location
MOB-1-0022	W793P201700	\$160.00	MEMORIAL HOSP SWC - MOB MEDICAL OFFICE BUILDING ATTACHED TO HOSPITAL Rock Springs, WY 82901

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	MOB Billing C30	146,010	148,012		2,002	0	2,002	\$0.013000	\$26.03
Color	MOB Billing C30	44,016	44,051		35	0	35	\$0.070000	\$2.45
									\$28.48

Number	Serial Number	Base Charge	Location
MSW-Wamsutter	W795P401903	\$0.00	MEMORIAL HOSPITAL OF SWC - WAMSUTTER 401 FULTZ DRIVE WAMSUTTER, WY 82336

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	Wamsut C305	15,797	16,316 *		519	0	519	\$0.013000	\$6.75
Color	Wamsut C305	7,414	7,727 *		313	0	313	\$0.036000	\$11.27
									\$18.02

* Estimated meter reading

SAVIN/MP C306SPF

Number	Serial Number	Base Charge	Location
MSW-1-0104	G446P701955	\$0.00	Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, WY 829021359

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	OB Direct C306	63,558	69,965		6,407	0	6,407	\$0.011000	\$70.48
Color	OB Direct C306	6,825	7,697		872	0	872	\$0.065000	\$56.68
									\$127.16

SAVIN/MP C307

Copier & Supply Company, Inc.

CONTRACT INVOICE

432 South Main Street, Rock Springs, WY 82901

Invoice Number: AR16891

Phone: 307-362-6530 Fax: 307-362-6533

Invoice Date: 01/31/2018

Toll Free: 800-442-9699

Bill To: Memorial Hospital of Sweetwater County
Shawna Ortega / Purchasing-352-8446 / Angel Bennet
352-8487
1200 College Drive
Rock Springs, WY 829021359

Customer: Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 829021359

Account No	Payment Terms	Due Date	Invoice Total	Balance Due
MEMSW	Net In 30 Days From Invoice	03/02/2018	\$ 6,830.40	\$ 6,830.40

Number	Serial Number	Base Charge	Location
MOB-1-0022	W793P201700	\$160.00	MEMORIAL HOSP SWC - MOB MEDICAL OFFICE BUILDING ATTACHED TO HOSPITAL Rock Springs, WY 82901

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	MOB Billing C30	148,012	149,857		1,845	0	1,845	\$0.013000	\$23.99
Color	MOB Billing C30	44,051	44,063		12	0	12	\$0.070000	\$0.84
									\$24.83

Number	Serial Number	Base Charge	Location
MSW-Wamsutter	W795P401903	\$0.00	MEMORIAL HOSPITAL OF SWC - WAMSUTTER 401 FULTZ DRIVE WAMSUTTER, WY 82336

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	Wamsut C305	16,316 *	16,893		577	0	577	\$0.013000	\$7.50
Color	Wamsut C305	7,727 *	7,834		107	0	107	\$0.036000	\$3.85
									\$11.35

* Estimated meter reading

SAVIN/MP C306SPF

Number	Serial Number	Base Charge	Location
MSW-1-0104	G446P701955	\$0.00	Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, WY 829021359

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	OB Direct C306	69,965	75,083		5,118	0	5,118	\$0.011000	\$56.30
Color	OB Direct C306	7,697	8,370		673	0	673	\$0.065000	\$43.75
									\$100.05

SAVIN/MP C307

Number	Serial Number	Base Charge	Location
C307-2676	C507P302676	\$0.00	Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, WY 829021359

Meter Type	Meter Group	Begin Meter	End Meter	Credits	Total	Covered	Billable	Rate	Overage
B\W	Resp/Cardio C307	23,160	28,548		5,388	0	5,388	\$0.012000	\$64.66
Color	Resp/Cardio C307	4,932	5,812		880	0	880	\$0.066000	\$58.08
									\$122.74

SAVIN/MP C401SR

Bowers, Michael

5297

1/01/2018 - 1/31/2018, Selected
Range of Dates

31 Employee(s) Selected

Date	Schedule	In	Out	Transfer	Pay Code	Amount	
Sun 12/31							
Mon 1/01					New Years	8.0	
	8:00AM-4:00PM						
Tue 1/02	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/03	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/04	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Fri 1/05	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/06							
Sun 1/07							
Mon 1/08	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Tue 1/09	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/10	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/11	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Fri 1/12							
Sat 1/13							
Sun 1/14							
Mon 1/15	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Tue 1/16	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/17	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/18	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Fri 1/19	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/20							
Sun 1/21							
Mon 1/22	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Tue 1/23	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/24	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/25	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Fri 1/26							
Sat 1/27							
Sun 1/28							
Mon 1/29	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Tue 1/30	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/31	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 2/01							

Totals

All	All			
Location	Job	Account	Pay Code	
		962/296/-/-/-/-	PTO	
		962/296/-/-/-/-	REG	
		(x)971/296/-/-/-/-	REG	

Dansie, David

5219

1/01/2018 - 1/31/2018, Selected
Range of Dates

31 Employee(s) Selected

Date	Schedule	In	Out	Transfer	Pay Code	Amount	
Sun 12/31							
Mon 1/01					New Years	8.0	
					PTO	2.0	
	8:00AM-6:00PM						
Tue 1/02	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/03	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/04	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/05							
Sat 1/06							
Sun 1/07							
Mon 1/08	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/09	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/10	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/11	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/12	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/13							
Sun 1/14							
Mon 1/15	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/16	8:00AM-6:00PM	8:00AM	6:00PM	:971/11111			
Wed 1/17	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/18	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/19							
Sat 1/20							
Sun 1/21							
Mon 1/22	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/23	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/24	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/25	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/26	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/27					SP-DOL	\$1,000.00	
Sun 1/28							
Mon 1/29	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/30	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/31	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 2/01							

Totals

All	All			
Location	Job	Account	Pay Code	
		961/296/-/-/-/-	PTO	
		961/296/-/-/-/-	REG	
		(x)971/296/-/-/-/-	REG	
		961/296/-/-/-/-	SP-DOL	

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Lauridsen, Lawrence

5633

1/01/2018 - 1/31/2018, Selected
Range of Dates

31 Employee(s) Selected

Date	Schedule	In	Out	Transfer	Pay Code	Amount	
Sun 12/31							
Mon 1/01					New Years	8.0	
	8:00AM-4:00PM						
Tue 1/02	8:00AM-4:00PM	8:00AM	4:00PM	;971////////			
Wed 1/03	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/04	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/05	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/06							
Sun 1/07							
Mon 1/08					REG	10.0	
	4:00PM-6:00PM						
Tue 1/09	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/10	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/11	8:00AM-1:00PM	8:00AM	1:00PM				
		1:00PM			REG	5.0	
Fri 1/12							
Sat 1/13							
Sun 1/14							
Mon 1/15		8:00AM			PTO	8.0	
Tue 1/16		8:00AM			PTO	8.0	
Wed 1/17	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/18	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/19	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/20							
Sun 1/21							
Mon 1/22	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/23	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/24	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/25	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/26							
Sat 1/27					SP-DOL	\$500.00	
Sun 1/28					SP-DOL	\$2,250.00	
Mon 1/29	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/30	8:00AM-4:00PM	8:00AM	4:00PM	;971////////			
Wed 1/31	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 2/01							

Totals

All	All			
Location	Job	Account	Pay Code	
		973/296/-/-/-/-	PTO	
		(x)971/296/-/-/-/-	REG	
		973/296/-/-/-/-	REG	
		973/296/-/-/-/-	SP-DOL	

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Lehman, Melissa M

5870

1/01/2018 - 1/31/2018, Selected
Range of Dates

31 Employee(s) Selected

Date	Schedule	In	Out	Transfer	Pay Code	Amount	
Sun 12/31							
Mon 1/01					New Years	8.0	
					PTO	2.0	
	8:00AM-6:00PM						
Tue 1/02	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/03	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Thu 1/04	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/05					PTO	92.0	
Sat 1/06							
Sun 1/07							
Mon 1/08	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/09	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/10	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/11	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Fri 1/12	8:00AM-3:00PM	8:00AM	4:00PM				
Sat 1/13							
Sun 1/14							
Mon 1/15	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/16	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/17	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Thu 1/18	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/19							
Sat 1/20							
Sun 1/21							
Mon 1/22	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/23	8:00AM-4:00PM	8:00AM	4:00PM				
Wed 1/24	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Thu 1/25	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/26	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/27							
Sun 1/28							
Mon 1/29	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/30	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/31	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Thu 2/01							

Totals

All	All			
Location	Job	Account	Pay Code	
		976/290/-/-/-/-	PTO	
		976/290/-/-/-/-	REG	
		(x)971/290/-/-/-/-	REG	

Long, Brytton

5294

1/01/2018 - 1/31/2018, Selected
Range of Dates

31 Employee(s) Selected

Date	Schedule	In	Out	Transfer	Pay Code	Amount	
Sun 12/31							
Mon 1/01					New Years	8.0	
					PTO	2.0	
	8:00AM-6:00PM						
Tue 1/02	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/03	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 1/04	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/05							
Sat 1/06							
Sun 1/07							
Mon 1/08	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/09	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Wed 1/10	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/11	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/12	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/13							
Sun 1/14							
Mon 1/15	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/16	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/17	8:00AM-6:00PM	8:00AM	6:00PM	;971/////			
Thu 1/18	8:00AM-6:00PM	8:00AM	6:00PM				
Fri 1/19							
Sat 1/20							
Sun 1/21							
Mon 1/22	8:00AM-4:00PM	8:00AM	4:00PM				
Tue 1/23	8:00AM-4:00PM	8:00AM	4:00PM	;971/////			
Wed 1/24	8:00AM-4:00PM	8:00AM	4:00PM				
Thu 1/25	8:00AM-4:00PM	8:00AM	4:00PM				
Fri 1/26	8:00AM-4:00PM	8:00AM	4:00PM				
Sat 1/27					SP-DOL	\$1,000.00	
Sun 1/28					SP-DOL	\$2,250.00	
Mon 1/29	8:00AM-6:00PM	8:00AM	6:00PM				
Tue 1/30	8:00AM-6:00PM	8:00AM	6:00PM				
Wed 1/31	8:00AM-6:00PM	8:00AM	6:00PM				
Thu 2/01							

Totals

All

All

Location	Job	Account	Pay Code	
		963/296/-/-/-/-	PTO	
		963/296/-/-/-/-	REG	
		(x)971/296/-/-/-/-	REG	
		963/296/-/-/-/-	SP-DOL	

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Elkins, Gina

5736

1/01/2018 - 1/31/2018, Selected
Range of Dates

1 Employee(s) Selected

Date	Schedule	In	Out	Transfer	Pay Code	Amount
Sun 12/31						
Mon 1/01					PTO	3.75
Tue 1/02	5:00AM-3:30PM	4:47AM	3:25PM			
Wed 1/03	5:00AM-3:30PM	4:45AM	3:41PM			
Thu 1/04	5:00AM-3:30PM	4:50AM	3:25PM			
Fri 1/05		9:20AM	2:24PM			
Sat 1/06						
Sun 1/07						
Mon 1/08	5:00AM-3:30PM	4:50AM	3:26PM			
Tue 1/09	5:00AM-3:30PM	4:53AM	3:25PM			
Wed 1/10						
Thu 1/11		8:56PM	11:30PM			
Fri 1/12						
Sat 1/13	5:00AM-3:30PM	4:53AM	3:27PM			
Sun 1/14	5:00AM-3:30PM	4:52AM	3:24PM			
Mon 1/15						
Tue 1/16	5:00AM-3:30PM	4:51AM	3:23PM			
Wed 1/17	5:00AM-3:30PM	4:54AM	3:28PM			
Thu 1/18	5:00AM-3:30PM	4:53AM	3:08PM			
Fri 1/19	5:00AM-3:30PM	4:49AM	3:29PM			
Sat 1/20						
Sun 1/21						
Mon 1/22		7:48AM	5:26PM	;971/669/////		
Tue 1/23		7:49AM	5:28PM	;971/669/////		
Wed 1/24		7:49AM	5:26PM	;971/669/////		
Thu 1/25		7:50AM	5:27PM	;971/669/////		
Fri 1/26		7:51AM	11:09AM	;971/669/////		
Sat 1/27						
Sun 1/28						
Mon 1/29		7:48AM	5:24PM	;971/669/////		
Tue 1/30		7:48AM	5:23PM	;971/669/////		
Wed 1/31		7:48AM	5:24PM	;971/669/////		
Thu 2/01						

Totals

Location	Job	Account	Pay Code	Page 113 of 176
		700/77/-/-/-/-	OT	
		(x)971/669/-/-/-/-	OT	
		700/77/-/-/-/-	PTO	
		700/77/-/-/-/-	REG	
		(x)971/669/-/-/-/-	REG	
		700/77/-/-/-/-	WKE DAY	

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Net Operating Gain/Loss

Higher Values are Favorable

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

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

Total Net Gain/Loss

Higher Values are Favorable

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

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

Operating Margin

Higher Values are Favorable

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

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

Total Profit Margin

Higher Values are Favorable

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

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

Return on Assets

Higher Values are Favorable

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

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

Contractual Allowance Percentage

Lower Values are Favorable

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

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

Lower Values are Favorable

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

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

Long Term Debt to Capitalization

Lower Values are Favorable

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

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

Debt Service Coverage Ratio

Higher Values are Favorable

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

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

Salary Expense per Paid FTE

Lower Values are Favorable

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

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

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

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

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

Net Revenue per Adjusted Discharge

Higher Values are Favorable

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

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

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

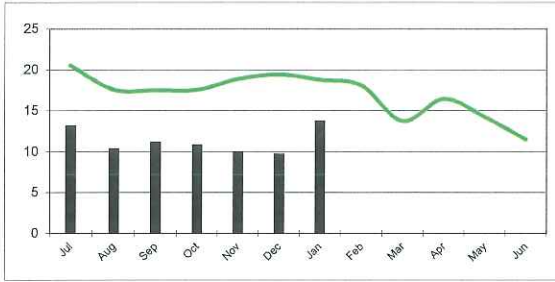
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
JANUARY 2018

FYE 2017 ACTUAL

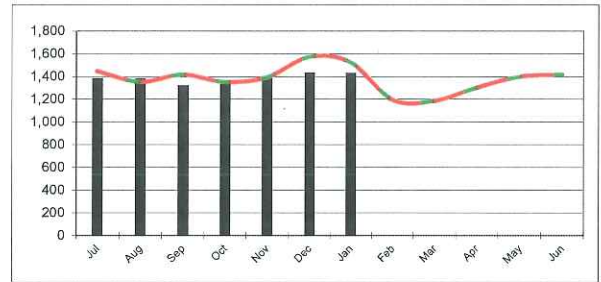
FYE 2018 BUDGET

FYE 2018 ACTUAL

AVERAGE ACUTE CENSUS



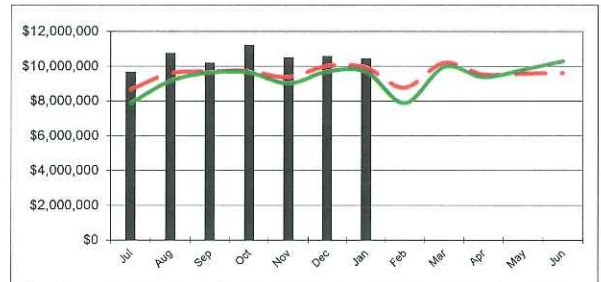
ER IP+OP VISITS



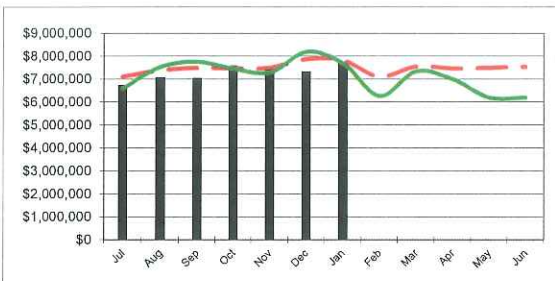
INPATIENT CHARGES



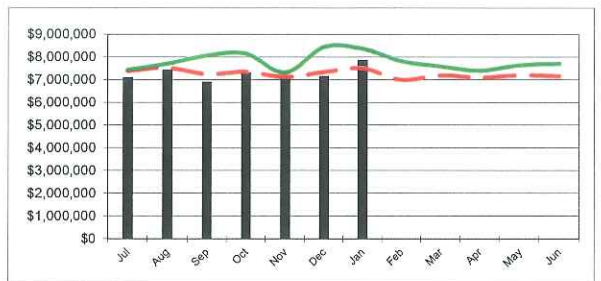
OUTPATIENT CHARGES



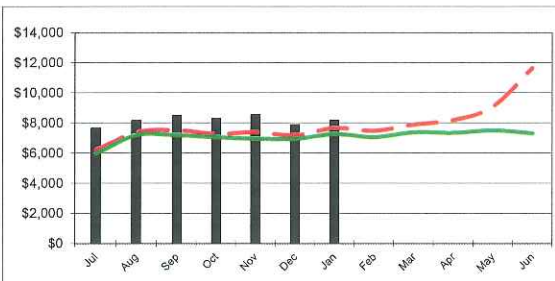
TOTAL NET OPERATING REVENUE



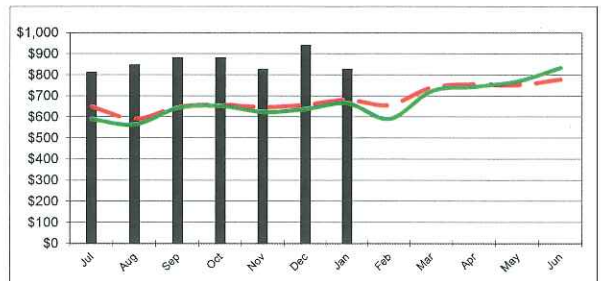
OPERATING EXPENSE



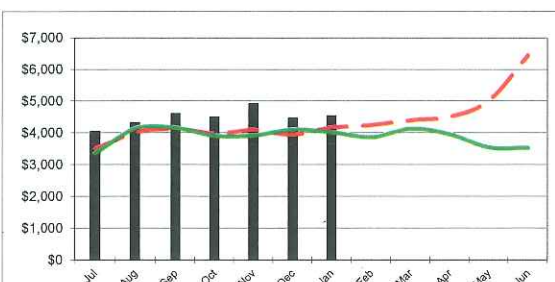
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



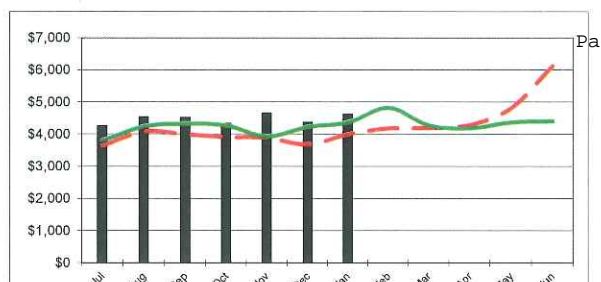
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
JANUARY 2018

STATISTICS	Actual Jan-18	Budget Jan-18	PY Jan-17	YTD Jan-18	YTD Jan-17	YTD Jan-16	YTD Jan-15
Volumes:							
Case Mix							
Medicare	1.4398	1.4552	1.4552	1.3153	1.4615	1.3793	1.2422
All payers	0.9055	0.8817	0.8817	0.8820	0.8640	0.8342	0.9258
Admissions							
Med	72	95	95	391	584	604	652
ICU	25	34	34	172	230	209	246
Surgery	3	16	16	37	75	78	83
OB	47	44	44	303	319	342	319
Newborn	47	43	43	299	311	334	296
Total Admissions	194	232	232	1,202	1,519	1,567	1,596
Discharges							
Med	77	111	111	455	681	660	662
ICU	13	10	10	86	97	125	174
Surgery	7	19	19	56	103	107	144
OB	44	43	43	301	316	340	317
Newborn	45	42	42	298	309	332	294
Total Discharges	186	225	225	1,196	1,506	1,564	1,591
Patient Days:							
Med	253	380	380	1,351	2,611	2,374	2,191
ICU	70	100	100	354	561	565	784
Surgery	24	38	38	211	292	304	371
OB	78	65	65	506	535	556	491
Newborn	92	62	62	525	494	512	440
Total Patient Days	517	645	645	2,947	4,493	4,311	4,277
Observation Bed Days	118	139	139	840	719	571	430
Surgery Statistics:							
IP Surgeries	27	30	30	203	267	244	249
OP Surgeries	130	146	146	1,089	1,076	1,065	1,003
Outpatient Statistics:							
X-ray	754	870	870	5,277	5,122	5,115	5,050
Mammography	105	86	86	1,032	987	1,152	1,170
Ultrasound	324	262	262	2,073	1,885	1,825	1,809
Cat Scan	433	414	414	3,001	2,782	2,770	2,245
MRI	126	99	99	769	669	758	771
Nuclear Medicine	42	38	38	343	250	240	206
PET Scan	11	6	6	76	67	51	42
Laboratory	2,502	3,173	3,173	17,604	21,366	18,714	17,749
Histology	152	96	96	1,115	983	996	977
Respiratory Therapy	279	354	354	1,920	1,915	1,618	1,468
Cardiovascular	464	503	503	3,099	3,257	3,274	2,779
Sleep Lab	31	27	27	212	184	137	122
Cardiac Rehab	401	270	270	2,362	2,896	2,926	2,788
Physical Therapy	147	146	146	1,222	1,615	1,660	2,131
Dialysis	336	262	262	2,208	1,707	1,874	1,906
Medical Oncology	210	189	189	1,197	1,290	1,374	847
Radiation Oncology	286	209	209	1,767	1,928	2,111	1,231
Total Outpatients Visits	6,603	7,004	7,004	45,277	48,903	46,595	43,291
Clinic Visits - Primary Care	4,405	4,537	4,385	28,303	31,056	42,060	34,762
Clinic Visits - Specialty Clinics	321	578	600	3,032	3,975	3,572	3,527
ER visits admitted	155	174	174	951	1,073	1,011	1,052
ER visits Discharged	1,273	1,353	1,353	8,700	9,002	8,891	9,077
Total ER visits	1,428	1,527	1,527	9,651	10,075	9,902	10,129

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE BUDGET	12/10/2017	12/24/2017	1/7/2018	1/21/2018	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
							Increase	Decrease		
AVG CENSUS	18.00	10.4	9.0	12.9	12.9	(5.1)	-	-	11.1	(6.9)
ER VISITS (Avg Day)	46	42.3	47.9	45.9	44.9	(0.6)	-	0.93	44.5	(1.0)
SURGERIES (IP+OP)	84	96	96	64	62	(22.2)	-	2.00	1188.0	
BIRTHS	20	20	18	24	22	2.2	-	2.00	290.0	
CHARGES -IP \$000	1,860	1261	991	1522	1474	(386.0)	-	48.00	19083.0	
-OP \$000	4,416	4838	5086	4210	4530	114.0	320.00	-	69842.0	
-TOTAL \$000	6,276	6099	6077	5732	6004	(272.0)	272.00	-	88925.0	
Adjusted Patient Days	850	701	773	682	737	(113.0)	(55.60)	-	10873.8	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	30.8	23.1	21.4	23.0	22.6	(8.1)	-	0.31	23.9	(6.8)
605	BEHAVIORAL HEALTH	8.0	3.1	10.2	6.8	7.0	(1.0)	0.16	-	6.7	(1.3)
610	OB FLOOR	5.9	5.7	5.7	6.0	5.8	(0.1)	-	0.25	5.6	(0.3)
611	NURSERY	7.3	7.5	6.7	7.5	7.5	0.2	0.02	-	6.9	(0.4)
612	LABOR & DELIVERY	6.1	5.7	5.6	5.9	4.9	(1.2)	-	0.96	5.8	(0.4)
620	ICU	13.9	14.2	11.2	13.6	14.8	0.9	1.22	-	13.3	(0.6)
630	OR	13.3	14.2	14.3	12.9	13.4	0.1	0.51	-	14.2	0.9
631	SAME DAY SURGERY	7.1	6.7	6.5	6.0	5.5	(1.6)	-	0.43	6.1	(1.0)
633	RECOVERY	2.0	3.9	2.9	2.6	2.8	0.8	0.25	-	2.8	0.8
634	CENTRAL STERILE	3.1	3.0	3.2	2.7	2.8	(0.3)	0.16	-	2.9	(0.2)
640	DIALYSIS	5.0	5.0	5.2	5.0	5.1	0.0	0.10	-	4.8	(0.2)
650	ER	25.6	24.9	24.5	24.2	25.3	(0.3)	1.02	-	24.8	(0.8)
651	TRAUMA	1.0	1.9	1.7	1.8	1.5	0.5	-	0.32	1.7	0.7
652	SANE	0.5	1.2	1.0	0.9	1.1	0.6	0.13	-	1.2	0.7
660	RADIATION ONC	6.6	6.1	6.0	5.8	6.0	(0.6)	0.21	-	6.1	(0.5)
661	MEDICAL ONC	5.5	4.2	4.3	4.0	4.2	(1.3)	0.22	-	4.7	(0.8)
700	LABORATORY	29.5	29.3	29.4	29.2	29.4	(0.1)	0.21	-	29.5	0.0
701	HISTOLOGY	2.0	2.0	1.9	1.9	1.9	(0.1)	-	0.04	2.0	(0.0)
702	BLOOD BANK	1.0	1.2	1.1	0.8	1.0	0.0	0.17	-	1.0	0.0
710	RADIOLOGY	7.7	9.6	9.3	10.3	10.4	2.7	0.07	-	9.2	1.5
711	MAMMOGRAPHY	2.0	1.2	1.2	0.7	1.2	(0.8)	0.48	-	1.1	(0.9)
712	ULTRASOUND	3.6	3.2	4.3	4.3	5.1	1.5	0.79	-	4.3	0.7
713	NUC MED	1.9	2.0	1.8	1.8	1.4	(0.5)	-	0.35	1.7	(0.2)
714	CAT SCAN	5.1	4.1	5.1	4.8	4.2	(0.9)	-	0.54	4.6	(0.5)
715	MRI	1.0	1.1	1.2	1.0	1.7	0.7	0.70	-	1.1	0.1
716	PET SCAN	0.1	-	0.1	0.1	0.1	0.0	0.02	-	0.1	(0.0)
720	RESPIRATORY	6.1	5.5	5.8	5.4	5.7	(0.4)	0.24	-	5.5	(0.6)
721	SLEEP LAB	1.8	1.8	1.7	1.6	1.7	(0.1)	0.05	-	1.5	(0.3)
722	CARDIO	2.8	2.9	2.8	2.8	2.9	0.1	0.09	-	2.8	(0.0)
723	CARDIAC REHAB	2.4	2.3	2.3	2.3	2.3	(0.1)	0.01	-	2.3	(0.1)
730	PHYSICAL THERAPY	4.0	3.5	3.5	3.3	3.5	(0.5)	0.20	-	3.6	(0.4)
780	EDUCATION	2.5	2.0	1.5	1.5	1.5	(1.0)	0.04	-	2.2	(0.3)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5.5	3.2	3.5	3.5	3.9	(1.6)	0.34	-	4.8	(0.7)
783	INFECTION CONTROL	1.0	1.9	1.4	1.8	1.9	0.9	0.04	-	1.5	0.5
784	ACCREDITATION	2.0	2.0	2.0	2.0	2.0	(0.0)	-	0.01	2.0	(0.0)
786	NURSING INFORMATICS	3.0	2.9	3.0	3.0	3.0	0.0	0.01	-	3.0	0.0
790	HEALTH INFORMATION	11.7	12.2	12.6	12.8	13.1	1.4	0.30	-	12.5	0.8
791	CASE MANAGEMENT	5.0	4.3	4.2	4.2	4.3	(0.7)	0.08	-	4.3	(0.7)
800	MAINTENANCE	11.0	10.9	11.4	10.9	11.3	0.3	0.47	-	10.7	(0.3)
801	HOUSEKEEPING	23.5	24.2	23.7	23.6	24.2	0.7	0.60	-	23.6	0.1
802	LAUNDRY	6.5	5.7	5.7	5.9	6.9	0.4	0.97	-	5.7	(0.8)
803	BIO MED	2.0	1.0	1.0	1.0	1.0	(1.0)	-	0.01	1.0	(1.0)
810	SECURITY	8.1	7.5	7.0	7.4	6.8	(1.3)	-	0.57	7.6	(0.5)
850	PURCHASING	5.0	5.0	5.0	5.0	5.0	-	-	0.01	5.0	(0.0)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	17.3	16.8	17.3	18.8	1.1	1.43	-	17.0	(0.6)
871	DIETICIANS	1.3	1.4	1.4	1.7	0.8	(0.5)	-	0.88	1.4	0.1
900	ADMINISTRATION	6.0	5.5	6.0	6.0	6.0	-	-	-	5.6	(0.4)
901	COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	2.0	-	-	0.00	2.0	0.0
903	MHSC FOUNDATION	1.5	1.3	1.5	1.4	1.5	(0.0)	0.07	-	1.3	(0.2)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	5.3	5.0	5.0	4.7	4.9	(0.4)	0.19	-	5.3	0.0
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8.0	7.0	7.1	7.1	7.1	(0.9)	0.01	-	7.7	(0.3)
920	HUMAN RESOURCES	4.7	4.7	4.2	4.3	4.3	(0.4)	-	0.02	4.2	(0.5)
930	FISCAL SERVICES	5.0	4.3	3.8	3.8	3.8	(1.2)	0.01	-	4.5	(0.5)
940	BUSINESS OFFICE	14.8	14.7	14.8	13.7	14.8	0.0	1.11	-	14.5	(0.3)
941	ADMITTING	13.4	14.1	14.3	13.7	15.1	1.7	1.36	-	14.4	1.0
942	COMMUNICATION	2.9	2.3	2.4	2.0	2.8	(0.1)	0.81	-	2.8	(0.0)
943	CENTRAL SCHEDULING	4.0	4.0	3.9	3.9	4.0	(0.0)	0.13	-	3.8	(0.2)

	PPE	12/10/2017	12/24/2017	1/7/2018	1/21/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
949 DENKER	3.8	4.0	4.0	3.8	4.0	0.2	0.17	-	3.9	0.1
950 OLIVER	3.7	3.0	2.9	2.9	2.8	(0.9)	-	0.13	3.0	(0.7)
951 JOHNSON	4.3	-	-	-	-	(4.3)	-	-	1.9	(2.4)
953 STEWART	1.0	1.0	1.0	1.0	1.0	-	-	-	0.3	(0.7)
954 WHEELER	2.0	1.9	1.9	1.9	2.0	0.0	0.08	-	1.9	(0.1)
955 CHOU	1.0	-	-	-	-	(1.0)	-	-	0.4	(0.6)
956 KATTAN	2.0	1.6	1.6	1.0	1.0	(1.0)	-	-	2.0	(0.0)
958 VERONESE	2.0	1.5	1.3	1.5	1.5	(0.5)	-	-	1.2	(0.8)
959 GREWAL	2.0	2.2	2.0	2.1	2.1	0.1	0.05	-	1.9	(0.1)
960 SANDERS	2.0	2.1	2.2	2.2	2.2	0.2	0.03	-	2.1	0.1
961 DANSIE	1.5	2.1	2.0	2.0	1.9	0.4	-	0.15	2.0	0.5
962 BOWERS	1.5	1.6	1.6	1.9	1.6	0.1	-	0.32	1.7	0.2
963 LONG	1.5	0.9	0.9	0.8	0.8	(0.7)	-	0.03	1.2	(0.3)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
966 OCC MED	2.0	1.3	1.2	1.2	1.2	(0.9)	-	0.08	1.6	(0.4)
968 GILMARTIN	2.0	-	-	-	-	(2.0)	-	-	0.8	(1.2)
969 PAWAR	2.0	2.0	2.0	2.0	2.0	0.0	-	-	2.0	0.0
970 CROFTS	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
971 WAMSUTTER CLINIC	1.5	1.7	2.0	0.6	1.0	(0.5)	0.40	-	1.5	0.0
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.5	2.6	0.9	0.9	1.0	(0.5)	0.10	-	1.0	(0.5)
974 SMG ADMIN/BILLING	24.9	19.6	22.5	21.7	24.5	(0.4)	2.79	-	20.2	(4.7)
975 NEUPANE	2.0	1.8	1.0	1.0	1.0	(1.0)	-	-	1.8	(0.2)
976 LEHMAN	1.5	0.8	0.8	1.9	0.8	(0.7)	-	1.15	0.9	(0.6)
978 HOSPITALIST	4.2	3.6	4.2	4.2	4.2	-	-	-	4.7	0.5
981 CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	0.8	(0.2)
983 MACK	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
984 FRANKS	1.3	0.3	-	-	-	(1.3)	-	-	0.8	(0.6)
985 NELSON	-	-	-	-	-	-	-	-	0.0	0.0
986 BONGIORNO	1.0	-	-	-	-	(1.0)	-	-	0.4	(0.6)
988 CURRY	3.5	3.9	3.7	3.4	3.8	0.3	0.42	-	3.7	0.2
989 SHAMO	-	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1.3	1.7	1.6	1.8	1.6	0.3	-	0.20	1.2	(0.1)
992 ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	2.0	2.0	2.0	2.0	-	-	0.00	2.0	0.0
994 DUCK	1.5	1.5	0.4	1.3	0.5	(1.1)	-	0.87	0.8	(0.7)
995 A. BROWN	2.0	2.1	2.3	1.7	1.0	(1.0)	-	0.75	2.1	0.1
996 SARETTE	0.6	0.9	-	1.0	0.4	(0.2)	-	0.60	0.4	(0.3)

TOTAL Paid FTEs	483.4	447.8	446.9	443.3	453.3	(30.1)	10.02	-	453.9	(29.5)
TOTAL WORKED FTEs	439.9	417.7	414.8	355.7	424.6	(15.3)	68.84	-	405.9	(34.0)

WORKED % Paid	91%	93%	93%	80%	94%	3%	0.13	-	89%	(0.0)
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CONTRACT FTES (Inc above)	3.0	12.8	11.5	8.9	8.3	5.3	-	0.54	10.3	7.3
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GROSS EMPLOYEE PAYROLL	1,599,017	1,424,990	1,300,730	1,423,567	1,336,183	(262,835)	-	87,384.56	21,328,631	
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Average Employee Hourly Rate	\$41.35	\$39.77	\$36.38	\$40.14	\$36.85	(\$4.50)	-	3.30	#DIV/0!	#DIV/0!
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Benchmark Paid FTEs	6.63	8.94	8.10	9.10	8.61	1.98	-	0.50	5.84	(0.79)
per Adj. Occupied Bed (APD)										

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	20.8	20.0	21.4	21.2	(6.7)	-	0.19	21.6	(6.4)
605 BEHAVIORAL HEALTH	7.3	2.9	10.2	6.5	6.9	(0.4)	0.31	-	6.3	(0.9)
610 OB FLOOR	5.4	5.2	4.6	5.5	5.4	(0.0)	-	0.17	5.1	(0.3)
611 NURSERY	6.6	7.0	6.2	6.8	7.1	0.4	0.31	-	6.3	(0.4)
612 LABOR & DELIVERY	5.6	5.4	5.3	5.5	4.8	(0.8)	-	0.69	5.4	(0.2)
620 ICU	12.6	12.7	10.3	12.0	12.5	(0.1)	0.55	-	11.7	(1.0)
630 OR	12.1	13.4	13.5	9.7	12.1	0.0	2.46	-	13.0	0.9
631 SAME DAY SURGERY	6.5	6.2	6.2	4.2	4.9	(1.5)	0.69	-	5.4	(1.0)
633 RECOVERY	1.8	2.8	2.9	2.4	2.6	0.8	0.25	-	2.4	0.6
634 CENTRAL STERILE	2.8	2.9	2.9	2.3	2.5	(0.3)	0.22	-	2.5	(0.3)
640 DIALYSIS	4.6	4.8	5.2	4.1	5.0	0.5	0.97	-	4.4	(0.1)
650 ER	23.3	23.3	23.4	21.6	22.0	(1.3)	0.38	-	22.6	(0.7)

		PPE	12/10/2017	12/24/2017	1/7/2018	1/21/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET							from Bud	Increase	Decrease		
651	TRAUMA	0.9	1.9	1.6	1.3	1.5	0.6	0.25	-	1.4	0.5
652	SANE	0.5	1.2	1.0	0.6	1.1	0.6	0.48	-	0.9	0.5
660	RADIATION ONC	6.0	5.5	5.3	4.2	5.9	(0.1)	1.68	-	5.3	(0.7)
661	MEDICAL ONC	5.0	4.1	3.8	2.9	4.1	(0.9)	1.22	-	4.2	(0.9)
700	LABORATORY	26.8	27.1	26.3	23.1	27.5	0.7	4.40	-	26.1	(0.7)
701	HISTOLOGY	1.8	2.0	1.9	1.2	1.8	(0.0)	0.63	-	1.8	(0.1)
702	BLOOD BANK	0.9	1.2	1.1	0.8	1.0	0.1	0.17	-	1.0	0.1
710	RADIOLOGY	7.0	8.6	8.4	7.7	10.4	3.4	2.68	-	8.2	1.2
711	MAMMOGRPAHY	1.8	1.1	1.2	0.7	1.2	(0.7)	0.42	-	1.0	(0.8)
712	ULTRASOUND	3.3	3.1	3.9	3.7	5.0	1.7	1.26	-	4.0	0.7
713	NUC MED	1.7	2.0	1.6	1.5	1.4	(0.3)	-	0.06	1.5	(0.2)
714	CAT SCAN	4.6	3.9	4.8	4.2	4.2	(0.5)	0.02	-	4.2	(0.5)
715	MRI	0.9	1.1	1.1	0.8	1.5	0.6	0.70	-	1.0	0.1
716	PET SCAN	0.1	-	0.1	0.1	0.1	0.0	0.02	-	0.1	(0.0)
720	RESPIRATORY	5.6	5.1	4.7	4.6	5.3	(0.2)	0.70	-	4.9	(0.7)
721	SLEEP LAB	1.6	1.7	1.7	0.9	1.6	(0.0)	0.76	-	1.4	(0.3)
722	CARDIO	2.5	2.6	2.4	2.3	2.5	(0.0)	0.24	-	2.4	(0.1)
723	CARDIAC REHAB	2.2	2.2	2.1	1.5	2.2	0.0	0.74	-	2.1	(0.1)
730	PHYSICAL THERAPY	3.6	3.3	3.4	2.5	3.4	(0.2)	0.88	-	3.2	(0.4)
780	PATIENT ED	2.3	2.0	1.3	1.3	1.4	(0.9)	0.14	-	2.0	(0.3)
781	SOCIAL SERVICES	0.9	1.0	1.0	1.0	0.8	(0.2)	-	0.25	0.9	0.0
782	QUALITY & ACCREDIT	5.0	3.0	2.8	1.9	3.1	(1.9)	1.18	-	4.1	(0.9)
783	INFECTION CONTROL	0.9	1.9	1.4	1.6	1.9	1.0	0.24	-	1.5	0.6
784	COMPLIANCE	1.8	2.0	1.8	1.5	2.0	0.1	0.45	-	1.8	(0.0)
786	NURSING INFORMATICS	2.7	2.8	2.8	2.1	2.8	0.0	0.72	-	2.7	(0.1)
790	HEALTH INFORMATION	10.6	11.4	11.4	9.6	12.5	1.8	2.90	-	11.0	0.3
791	CASE MANAGEMENT	4.6	4.3	3.8	3.5	4.0	(0.6)	0.43	-	3.8	(0.7)
800	MAINTENANCE	10.0	10.5	11.0	8.7	9.3	(0.7)	0.52	-	9.6	(0.4)
801	HOUSEKEEPING	21.4	22.8	22.2	19.9	22.8	1.4	2.91	-	21.5	0.1
802	LAUNDRY	5.9	5.3	5.3	4.9	6.1	0.2	1.23	-	5.3	(0.6)
803	BIO MED	1.8	1.0	1.0	0.6	1.0	(0.8)	0.40	-	0.9	(1.0)
810	SECURITY	7.4	6.9	6.5	5.9	6.5	(0.8)	0.68	-	6.6	(0.8)
850	PURCHASING	4.6	4.6	4.9	3.6	4.7	0.1	1.10	-	4.3	(0.3)
855	CENTRAL SUPPLY	2.7	3.0	2.6	2.4	3.0	0.2	0.55	-	2.6	(0.1)
870	DIETARY	16.1	15.1	15.9	15.4	17.8	1.8	2.44	-	15.6	(0.5)
871	DIETICIANS	1.2	1.4	1.2	0.7	0.7	(0.5)	0.07	-	1.2	0.0
900	ADMINISTRATION	5.5	5.1	5.8	3.0	5.9	0.4	2.90	-	4.6	(0.9)
901	COMM SVC	0.9	1.0	1.0	0.8	1.0	0.1	0.20	-	0.9	0.0
902	MED STAFF SVC	1.8	2.0	1.8	1.4	2.0	0.2	0.60	-	1.7	(0.1)
903	MHSC FOUNDATION	1.4	1.3	1.3	1.1	1.5	0.1	0.37	-	1.2	(0.2)
904	VOLUNTEER SRV	0.9	1.0	1.0	0.8	1.0	0.1	0.20	-	0.9	(0.0)
905	NURSING ADMIN	4.8	4.7	4.5	3.5	4.4	(0.4)	0.90	-	4.7	(0.1)
907	PHYSICIAN RECRUIT	0.9	1.0	0.8	0.6	1.0	0.1	0.36	-	0.9	(0.0)
910	INFORMATION SYSTEMS	7.3	7.0	6.8	5.1	6.9	(0.4)	1.73	-	7.0	(0.3)
920	HUMAN RESOURCES	4.3	4.7	4.2	3.5	4.1	(0.2)	0.63	-	3.9	(0.4)
930	FISCAL SERVICES	4.6	3.9	3.3	2.5	3.5	(1.1)	0.94	-	3.9	(0.6)
940	BUSINESS OFFICE	13.5	13.7	12.7	10.2	13.5	0.0	3.28	-	12.6	(0.9)
941	ADMITTING	12.2	13.1	13.7	12.5	14.6	2.4	2.12	-	13.3	1.1
942	COMMUNICATION	2.6	2.2	2.4	2.0	2.8	0.2	0.81	-	2.6	0.0
943	CENTRAL SCHEDULING	3.6	3.9	3.8	2.7	3.5	(0.1)	0.81	-	3.4	(0.2)
949	DENKER	3.5	3.8	3.8	2.8	3.9	0.5	1.07	-	3.4	(0.1)
950	OLIVER	3.4	3.0	2.5	2.5	2.4	(0.9)	-	0.01	2.7	(0.6)
951	JOHNSON	3.9	-	-	-	-	(3.9)	-	-	1.7	(2.2)
953	STEWART	0.9	1.0	1.0	0.7	1.0	0.1	0.30	-	0.3	(0.6)
954	WHEELER	1.8	1.8	1.8	1.4	2.0	0.2	0.58	-	1.7	(0.1)
955	CHOU	0.9	-	-	-	-	(0.9)	-	-	0.3	(0.6)
956	KATTAN	1.8	1.0	1.0	0.8	1.0	(0.8)	0.25	-	1.7	(0.2)
958	VERONESE	1.8	1.0	0.8	1.5	1.5	(0.3)	-	-	0.9	(0.9)
959	GREWAL	1.8	2.1	1.5	1.5	2.1	0.3	0.63	-	1.6	(0.2)
960	SANDERS	1.8	2.1	2.2	1.8	2.2	0.4	0.43	-	1.9	0.1
961	DANSIE	1.4	2.1	2.0	1.2	1.8	0.4	0.63	-	1.9	0.5
962	BOWERS	1.4	1.5	1.6	1.0	1.6	0.2	0.54	-	1.4	0.0
963	LONG	1.4	0.9	0.9	0.6	0.8	(0.6)	0.20	-	1.0	(0.4)
964	JAKE JOHNSON	0.9	1.0	0.6	0.8	0.9	(0.0)	0.13	-	0.9	(0.1)
965	DOLCE	0.9	1.0	1.0	0.9	0.5	(0.4)	-	0.38	0.8	(0.1)
966	OCC MED	1.8	1.3	1.2	1.0	1.2	(0.7)	0.17	-	1.5	(0.3)
968	GILMARTIN	1.8	-	-	-	-	(1.8)	-	-	0.6	(1.2)
969	PAWAR	1.8	1.9	1.8	1.8	2.0	0.2	0.20	-	1.7	(0.1)
970	CROFTS	1.2	1.0	0.8	0.4	1.0	(0.2)	0.60	-	0.8	(0.4)
971	WAMSUTTER CLINIC	1.4	1.6	1.3	0.6	1.0	(0.3)	0.40	-	1.4	0.0
972	FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1.4	0.9	0.8	0.5	0.8	(0.6)	0.34	-	0.8	(0.6)
974	SMG ADMIN/BILLING	22.7	19.1	21.4	16.8	23.9	1.3	7.08	-	18.4	(4.3)
975	NEUPANE	1.8	1.7	1.0	0.8	1.0	(0.8)	0.20	-	1.6	(0.2)
976	LEHMAN	1.4	0.7	0.8	0.5	0.8	(0.6)	0.33	-	0.7	(0.7)
978	HOSPITALIST	3.8	3.6	4.2	4.2	4.2	0.4	-	-	4.5	0.7

		PPE	12/10/2017	12/24/2017	1/7/2018	1/21/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET							from Bud	Increase	Decrease		
981	CROFT	0.9	1.0	0.9	0.8	1.0	0.1	0.20	-	0.9	(0.0)
982	CHRISTENSEN	0.9	1.0	1.0	0.6	1.0	0.1	0.40	-	0.7	(0.2)
983	MACK	0.9	1.0	0.8	0.6	1.0	0.1	0.40	-	0.8	(0.1)
984	FRANKS	1.2	-	-	-	-	(1.2)	-	-	0.7	(0.5)
986	BONGIORNO	0.9	-	-	-	-	(0.9)	-	-	0.3	(0.6)
988	CURRY	3.2	3.3	3.6	2.1	3.8	0.6	1.74	-	3.3	0.1
991	JAMIAS	1.2	1.7	1.6	1.5	1.6	0.4	0.10	-	1.1	(0.1)
992	ASPER	0.9	0.9	1.0	0.8	1.0	0.1	0.20	-	0.9	(0.0)
993	LIU	1.8	2.0	2.0	1.2	1.0	(0.8)	-	0.17	1.8	(0.0)
994	DUCK	1.4	1.1	0.4	1.1	0.5	(0.9)	-	0.63	0.6	(0.8)
995	A. BROWN	1.8	2.1	2.3	1.3	1.0	(0.8)	-	0.35	1.9	0.1
996	SARETTE	0.6	0.9	-	1.0	0.4	(0.2)	-	0.60	0.4	(0.2)
TOTAL WORKED FTEs		439.9	417.7	414.8	355.7	424.6	(15.35)	68.84	-	405.9	(34.0)
CNTRCT FTEs (Inc above)		3.0	12.8	11.5	8.9	8.3	5.35	-	0.54	10.3	7.3

OVERTIME HOURS

						Current OT			YTD Hours		
						OT Dollars					
600	MEDICAL FLOOR	-	18.5	0.3	1.5	95.52	1.25	-	83.8		
605	BEHAVIORAL HEALTH	15.8	138.8	18.0	33.0	751.99	15.00	-	571.8		
610	OB FLOOR	-	0.5	-	-	-	-	-	21.8		
611	NURSERY	-	-	-	-	-	-	-	16.8		
612	LABOR & DELIVERY	-	-	-	-	-	-	-	8.8		
620	ICU	-	-	1.8	2.5	110.63	0.75	-	123.0		
630	OR	20.0	14.0	-	0.5	12.84	0.50	-	173.5		
631	SAME DAY SURGERY	0.8	8.8	-	-	-	-	-	70.8		
633	RECOVERY	-	-	-	-	-	-	-	13.5		
634	CENTRAL STERILE	2.8	3.3	-	-	-	-	-	22.5		
640	DIALYSIS	-	18.5	-	3.3	184.27	3.25	-	45.5		
650	ER	2.3	2.3	17.3	-	-	-	17.25	226.3		
651	TRAUMA	1.0	-	0.8	1.8	39.15	1.00	-	12.3		
652	SANE	2.5	2.0	-	-	-	-	-	6.5		
660	RADIATION ONC	5.3	6.5	-	7.5	359.58	7.50	-	76.0		
661	MEDICAL ONC	0.5	0.1	-	0.3	7.12	0.25	-	4.4		
700	LABORATORY	20.8	19.5	17.5	34.0	1,000.58	16.50	-	327.0		
701	HISTOLOGY	3.5	-	-	-	-	-	-	16.5		
702	BLOOD BANK	-	-	-	-	-	-	-	4.5		
710	RADIOLOGY	0.5	1.5	1.0	2.3	62.13	1.25	-	28.5		
711	MAMMOGRPAHY	-	-	-	-	-	-	-	1.0		
712	ULTRASOUND	0.3	1.3	-	1.8	110.93	1.75	-	29.5		
713	NUC MED	3.5	-	-	4.0	153.05	4.00	-	11.0		
714	CAT SCAN	2.8	2.0	-	1.0	33.55	1.00	-	25.5		
715	MRI	-	2.3	-	0.5	28.71	0.50	-	5.3		
716	PET SCAN	-	0.8	-	-	-	-	-	1.0		
720	RESPIRATORY	-	12.0	12.3	-	-	-	12.25	59.5		
721	SLEEP LAB	10.0	13.8	19.8	17.5	815.33	-	2.25	70.3		
722	CARDIO	3.8	-	-	0.3	6.02	0.25	-	14.8		
723	CARDIAC REHAB	-	-	-	-	-	-	-	-		
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-		
780	PATIENT ED	1.8	-	-	-	-	-	-	23.3		
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-		
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	25.0		
783	INFECTION CONTROL	-	-	-	-	-	-	-	4.8		
784	COMPLIANCE	-	-	-	-	-	-	-	0.8		
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-		
790	HEALTH INFORMATION	-	-	-	13.0	323.55	13.00	-	13.8		
791	CASE MANAGEMENT	25.8	10.5	-	20.5	1,343.92	20.50	-	168.5		
800	MAINTENANCE	1.3	30.0	0.3	13.5	464.77	13.25	-	97.3		
801	HOUSEKEEPING	9.8	24.0	25.3	28.3	577.20	3.00	-	284.0		
802	LAUNDRY	2.5	12.5	23.0	15.3	304.76	-	7.75	111.5		
803	BIO MED	0.3	-	-	0.8	44.75	0.75	-	3.0		
810	SECURITY	8.3	1.8	10.8	29.0	870.09	18.25	-	164.5		
850	PURCHASING	-	-	-	-	-	-	-	1.0		
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-		
870	DIETARY	45.0	58.8	64.8	75.3	1,405.58	10.50	-	690.3		
871	DIETICIANS	-	-	-	-	-	-	-	-		
900	ADMINISTRATION	-	-	-	-	-	-	-	-		
901	COMM SVC	-	-	-	-	-	-	-	-		
902	MED STAFF SVC	-	-	-	-	-	-	-	-		
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-		
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-		
905	NURSING ADMIN	-	1.3	0.3	2.5	85.38	2.25	-	102.5		
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-		
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-		

		PPE	12/10/2017	12/24/2017	1/7/2018	1/21/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET							from Bud	Increase	Decrease		
920	HUMAN RESOURCES	-	1.5	-	-	-	-	-	-	1.5	
930	FISCAL SERVICES	-	-	-	-	-	-	-	-	-	
940	BUSINESS OFFICE	4.5	1.0	5.5	3.0	111.16	-	-	2.50	44.3	
941	ADMITTING	233.0	181.3	116.8	221.8	5,420.66	105.00	-	-	1,712.3	
942	COMMUNICATION	21.0	40.0	15.8	31.5	689.41	15.75	-	-	146.3	
943	CENTRAL SCHEDULING	1.5	0.5	-	7.0	149.51	7.00	-	-	32.8	
949	DENKER	2.8	0.5	-	1.4	40.43	1.37	-	-	23.3	
950	OLIVER	2.5	0.5	-	1.4	40.72	1.38	-	-	23.1	
951	JOHNSON	-	-	-	-	-	-	-	-	8.4	
953	STEWART	-	-	-	-	-	-	-	-	-	
954	WHEELER	-	-	-	1.8	42.67	1.75	-	-	4.5	
955	CHOU	-	-	-	-	-	-	-	-	-	
956	KATTAN	-	-	-	-	-	-	-	-	6.8	
958	VERONESE	-	-	-	-	-	-	-	-	-	
959	GREWAL	3.3	2.8	-	8.3	262.85	8.25	-	-	17.3	
960	SANDERS	7.8	13.8	-	14.8	462.41	14.75	-	-	155.8	
961	DANSIE	5.9	1.6	-	1.3	67.79	1.25	-	-	34.6	
962	BOWERS	3.8	4.5	-	4.0	95.60	4.00	-	-	29.0	
963	LONG	-	-	-	-	-	-	-	-	1.0	
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-	
965	DOLCE	-	-	-	-	-	-	-	-	1.0	
966	OCC MED	22.0	16.3	-	12.0	603.96	12.00	-	-	207.0	
968	GILMARTIN	-	-	-	-	-	-	-	-	10.5	
969	PAWAR	0.3	-	-	0.3	14.70	0.25	-	-	5.3	
970	CROFTS	-	-	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	0.3	
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	39.5	32.0	-	23.5	821.56	23.50	-	-	425.0	
975	NEUPANE	3.8	-	-	-	-	-	-	-	17.0	
976	PA LEHMAN	5.9	1.6	-	1.3	67.79	1.25	-	-	34.7	
978	HOSPITALIST	-	-	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	-	-	
982	CHRISTENSEN	6.6	4.2	-	3.8	107.86	3.75	-	-	26.1	
983	MACK	-	-	-	-	-	-	-	-	-	
984	FRANKS	-	-	-	-	-	-	-	-	-	
986	BONGIORNO	-	-	-	-	-	-	-	-	-	
988	CURRY	6.6	4.3	-	3.8	107.86	3.75	-	-	89.7	
991	JAMIAS	-	-	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	-	-	
993	LIU	0.4	0.1	-	-	-	-	-	-	4.0	
994	DUCK	0.4	0.1	-	-	-	-	-	-	4.0	
995	A. BROWN	9.5	10.5	-	-	-	-	-	-	48.5	
996	SARETTE	-	-	-	-	-	-	-	-	-	

TOTAL OT HOURS	571.0	721.8	350.8	650.0	18,298	299.25	-	6,874.7
TOTAL OT FTEs	7.1	9.0	4.4	8.1		3.74	-	5.7
OT % WORKED HOURS	1.8%	2.2%	1.3%	2.0%		0.01	0.0%	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Seven months ended January 31, 2018

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.98%	20.14%	18.37%
Blue Cross	21.50%	23.48%	23.66%
Medicaid	9.56%	8.23%	9.99%
Medicare	40.47%	37.46%	36.77%
Self Pay	6.71%	7.95%	9.42%
Other	2.79%	2.74%	1.79%
TOTAL	100%	100%	100%

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	24.99%	27.56%	28.94%
Blue Cross	26.55%	29.01%	30.49%
Medicaid	17.11%	13.22%	14.70%
Medicare	25.95%	23.90%	19.07%
Self Pay	4.86%	5.67%	6.18%
Other	0.55%	0.65%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	39.35%	39.14%	39.50%
Blue Cross	31.79%	32.15%	27.91%
Medicaid	4.05%	4.70%	6.32%
Medicare	21.14%	18.80%	23.02%
Self Pay	3.39%	4.41%	2.71%
Other	0.27%	0.81%	0.54%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.74%	21.06%	19.86%
Blue Cross	22.06%	24.09%	24.39%
Medicaid	10.16%	8.61%	10.34%
Medicare	38.97%	36.01%	34.80%
Self Pay	6.51%	7.70%	8.96%
Other	2.57%	2.53%	1.65%
TOTAL	100%	100%	100%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
1/31/18

	HOSPITAL AR DAYS
Jan-17	55
Feb-17	53
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44
Nov-17	42
Dec-17	42
Jan-18	45



	CLINIC AR DAYS
Jan-17	62
Feb-17	56
Mar-17	57
Apr-17	64
May-17	56
Jun-17	47
Jul-17	50
Aug-17	50
Sep-17	52
Oct-17	50
Nov-17	56
Dec-17	54
Jan-18	57

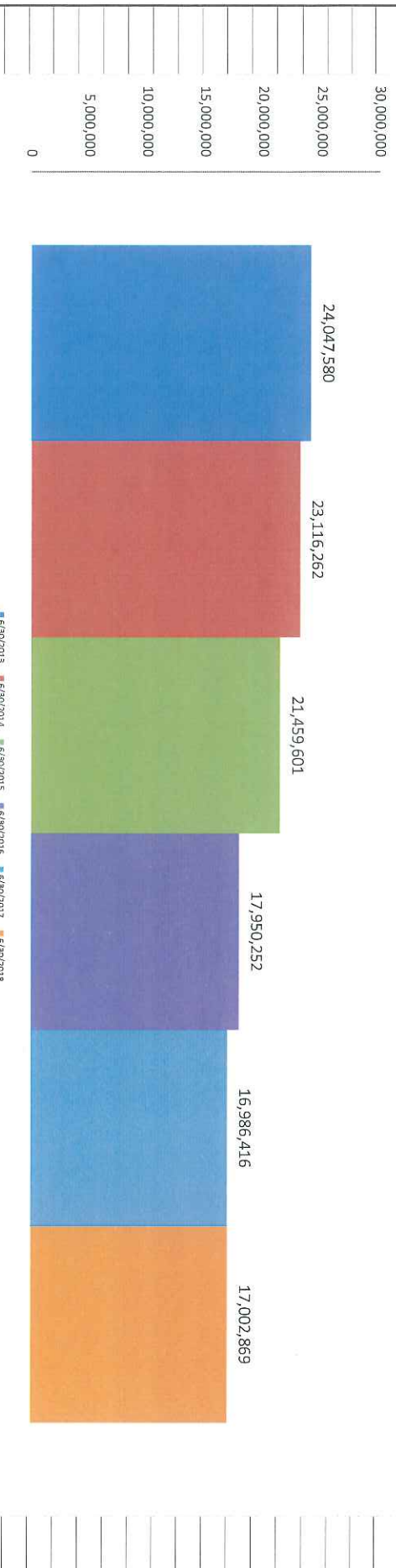


	ORTHO AR DAYS
Jan-17	53
Feb-17	41
Mar-17	51
Apr-17	53
May-17	44
Jun-17	52
Jul-17	47
Aug-17	50
Sep-17	54
Oct-17	45
Nov-17	35
Dec-17	41
Jan-18	44



MEMORIAL HOSPITAL OF SWEETWATER COUNTY OPEN BID INVESTMENT SUMMARY REPORT 01/31/18

ACCOUNT	FINANCIAL INST	INTEREST RATE	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
GENERAL	BANK OF WEST	0.300%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,379,776
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	0.860%			2,460,272	2,983,016	2,964,992	2,963,422
CAPITAL DEVELOPMENT	KEYBANK	1.500%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	1.016%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.016%	104,078	104,294	104,607	104,934	105,575	106,199
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	17,002,869

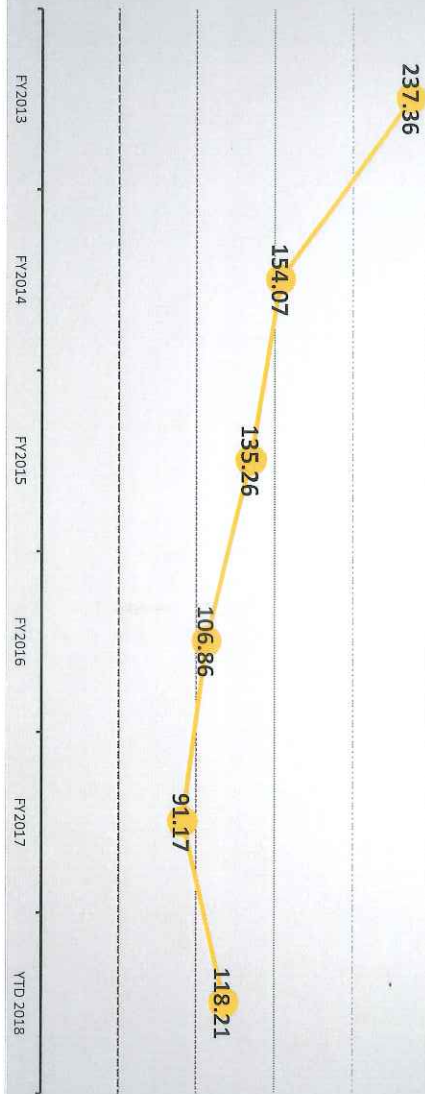


■ 6/30/2013 ■ 6/30/2014 ■ 6/30/2015 ■ 6/30/2016 ■ 6/30/2017 ■ 6/30/2018

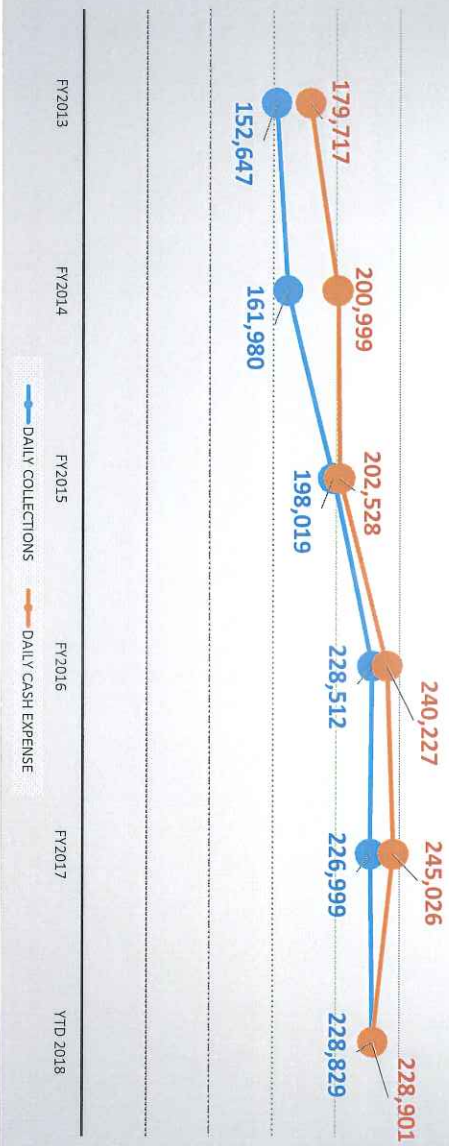
INFORMATION:								
CURRENT INVESTMENT BALANCE:	\$	17,002,869.41						
GENERAL FUND BALANCE AS OF 01/31/18		3,803,123						
REPRESENTING DAYS OF CASH ON HAND		18						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO COMPETITIVE INTEREST RATES, AND LIQUIDITY OF FUNDS.								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
1/31/2018

DAYS OF CASH ON HAND



DAILY CASH COLLECTIONS/DAILY CASH EXPENSE



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

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
November 2017	\$4,335.89	
December 2017	\$28,319.19	
January 2018	\$20,717.79	
County Requested Total Vouchers Submitted as of January 31, 2018	\$141,105.62	
Total Vouchers Submitted FY 2018		\$141,105.62
Less: Total Approved by County and Received by MHSC FY 2018		\$92,068.64
Total Vouchers Pending Approval by County		\$49,036.98

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	\$92,068.64
FY18 Title 25 Fund Budget Remaining	\$509,851.36
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
County Maintenance FY18 - November	\$269,311.46
County Maintenance FY18 - December	\$2,352.82
County Maintenance FY18 - January	\$43,689.71
	\$370,841.21
FY18 Maintenance Fund Budget Remaining	\$237,970.79

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

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
November 2017	\$4,335.89	
December 2017	\$28,319.19	
County Requested Total Vouchers Submitted as of December 31, 2017	<u>\$120,387.83</u>	
Total Vouchers Submitted FY 2018		\$120,387.83
Less: Total Approved by County and Received by MHSC FY 2018		\$87,732.75
Total Vouchers Pending Approval by County		<u><u>\$32,655.08</u></u>

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

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
County Maintenance FY18 - November	\$269,311.46
County Maintenance FY18 - December	\$2,352.82
	<u>\$327,151.50</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$281,660.50</u></u>

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

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

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

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
County Maintenance FY18 - November	\$269,311.46
	<u>\$324,798.68</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$284,013.32</u></u>

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

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
County Requested Total Vouchers Submitted as of October 31, 2017	<u>\$87,732.75</u>	
Total Vouchers Submitted FY 2018		\$87,732.75
Less: Total Approved by County and Received by MHSC FY 2018		\$31,782.87
Total Vouchers Pending Approval by County		<u><u>\$55,949.88</u></u>

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	<u>\$31,782.87</u>
FY18 Title 25 Fund Budget Remaining	\$570,137.13
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
	<u>\$55,487.22</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$553,324.78</u></u>

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

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
County Requested Total Vouchers Submitted as of September 30, 2017	\$68,328.55	
Total Vouchers Submitted FY 2018		\$68,328.55
Less: Total Approved by County and Received by MHSC FY 2018		\$31,782.87
Total Vouchers Pending Approval by County		\$36,545.68

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	\$31,782.87
FY18 Title 25 Fund Budget Remaining	\$570,137.13
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
	\$11,998.04
FY18 Maintenance Fund Budget Remaining	\$596,813.96

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

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017		\$25,316.51
August 2017		\$6,466.36
August 2017		\$12,235.93
County Requested Total Vouchers Submitted as of August 31, 2017		<u>\$44,018.80</u>
Total Vouchers Submitted FY 2018		\$44,018.80
Less: Total Approved by County and Received by MHSC FY 2018		\$31,782.87
Total Vouchers Pending Approval by County		<u><u>\$12,235.93</u></u>

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	<u>\$31,782.87</u>
FY18 Title 25 Fund Budget Remaining	\$570,137.13
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
	<u>\$1,700.34</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$607,111.66</u></u>

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

Vouchers Submitted by MHSC	
July 2017	\$0.00
County Requested Total Vouchers Submitted/Pending as of July 31, 2017	<u>\$0.00</u>
Total Vouchers Submitted FY 2018	\$0.00
Less: Total Approved by County and Received by MHSC FY 2018	
Total Vouchers Pending Approval by County	<u><u>\$0.00</u></u>

FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	<u>\$0.00</u>
FY18 Title 25 Fund Budget Remaining	\$601,920.00
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July	\$1,187.70
	<u>\$1,187.70</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$607,624.30</u></u>

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

FY 2018

Barry J. Walker	\$2,500.00
Dray, Dyekman, Reed & Healey PC	\$2,585.00
Edwards Law Office, P.C.	\$94,665.00
Hirst Applegate, LLP	\$94,308.30
Jamieson & Robinson, LLC	\$29,046.52
John H. Robinson, P.C.	\$53,276.64
Phillips Law, LLC	\$141,278.71
Ray Quinney & Nebeker P.C.	\$5,335.00
Settlements	\$50,000.00
Sundahl, Powers, Kapp & Martin, LLC	\$3,640.17
 Total FYTD 2018	 \$476,635.34

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	687	7,102,726.67
CAPITAL EQUIPMENT (PLANT FUND)	0	-
CONSTRUCTION IN PROGRESS (BUILDING FUND)	1	111,435.65
PAYROLL JANUARY 11, 2018	N/A	1,379,274.55
PAYROLL JANUARY 25, 2018	N/A	1,298,268.94
	N/A	
TOTAL CASH OUTFLOW		<u>\$7,214,162.32</u>
CASH COLLECTIONS		7,030,641.61
INCREASE/DECREASE IN CASH		\$ (183,520.71)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2018**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/18

Amount	Description
279,402.94	ABG Retirement Total
23,802.38	Advertising Total
567.00	Billing Services Total
14,933.45	Blood Bank Services Total
34,800.00	Building Lease Total
1,761.73	Cellular Telephone Total
49,143.68	Collection Agency Total
962.74	Computer Equipment Total
100,307.74	Consulting Fees Total
351,632.88	Contract Maintenance Total
131,773.38	Contract Personnel Total
294.66	Courier Services Total
3,495.16	Credit Card Payment Total
23,858.16	Dental Insurance Total
4,417.48	Dialysis Supplies Total
14,967.15	Education & Travel Total
489.00	Education Material Total
4,837.70	Employee Recruitment Total
115,599.76	Equipment Lease Total
46,963.39	Food Total
5,730.28	Freight Total
833.76	Fuel Total
1,987.47	Garbage Collection Total
614,688.02	Group Health Total
527.70	Guest Relations Total
327,706.85	Hospital Supplies Total
161.44	Instruments Total
41,711.98	Insurance Refund Total
10.00	Internet Services Total
72,209.12	Laboratory Services Total
126,697.47	Laboratory Supplies Total
70,188.53	Legal Fees Total
25.00	Licenses & Taxes Total
8,255.47	Life Insurance Total
334.80	Linen Total
9,300.00	Lithotripsy Service Total
28,553.84	Maintenance & Repair Total
17,615.02	Maintenance Supplies Total
2,280.40	Marketing & Promotional Supplies Total
1,464.50	Memberships Total
2,187.38	MHSC Foundation Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/18

845.75	Minor Equipment Total
237.00	Monthly Pest Control Total
10,528.40	Non Medical Supplies Total
7,047.86	Office Supplies Total
110.00	Other Employee Benefits Total
13,066.00	Other Purchased Services Total
3,428.24	Oxygen Rental Total
12,346.09	Patient Refund Total
1,300,000.00	Payroll 1 Total
1,400,000.00	Payroll 2 Total
285.00	Payroll Deduction Total
3,979.58	Payroll Garnishment Total
6,299.91	Payroll Transfer Total
30.50	Petty Cash Total
788,578.80	Pharmacy Management Total
7,455.00	Physician Recruitment Total
298,402.97	Physician Services Total
82,351.98	Physician Student Loan Total
2,000.00	Postage Total
230,490.00	Professional Liability Insurance Total
47,828.77	Professional Service Total
6,318.56	Proficiency Testing Total
64,485.28	Quarterly Tax Total
108.08	Radiology Film Total
35,475.86	Radiology Material Total
100.00	Reimbursement - CME Total
7,483.95	Reimbursement - Education & Travel Total
113.08	Reimbursement - Food Total
92.58	Reimbursement - Insurance Total
178.61	Reimbursement - Minor Equipment Total
273.16	Reimbursement - New Year Baby Basket Total
101.43	Reimbursement - Other Employee Benefits Total
134.39	Reimbursement - Supplies Total
2,296.24	Reimbursement - Tuition Total
114.99	Reimbursement - Uniforms Total
1,190.03	Sales Tax Payment Total
4,500.00	Sponsorship Total
19,793.92	Surgery Equipment Total
22,153.72	Surgery Supplies Total
7,128.28	Surveys Total
2,110.80	Transcription Services Total
273.28	Translation Services Total

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W/T	1/23/2018	ABG PPE 010718	162,995.17	ABG Retirement
W/T	1/8/2018	ABG PPE 122417	116,407.77	ABG Retirement
151460	1/4/2018	ADVERTISING TO GO	459.00	Advertising
151468	1/4/2018	BIG THICKET BROADCASTING	3,000.00	Advertising
EFT000000003323	1/4/2018	GREEN RIVER STAR	3,442.50	Advertising
EFT000000003329	1/4/2018	LAMAR ADVERTISING	380.00	Advertising
EFT000000003386	1/25/2018	LAMAR ADVERTISING	2,060.00	Advertising
151545	1/4/2018	PINEDALE ROUNDUP	200.00	Advertising
EFT000000003395	1/25/2018	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000003393	1/25/2018	ROCKET MINER	31.61	Advertising
151700	1/11/2018	RUMOR ADVERTISING	6,000.00	Advertising
151562	1/4/2018	SUBLETTE EXAMINER	479.25	Advertising
151984	1/24/2018	SWEETWATER NOW, LLC	2,675.00	Advertising
151569	1/4/2018	THE RADIO NETWORK	250.02	Advertising
151990	1/24/2018	THE RADIO NETWORK	4,000.00	Advertising
151572	1/4/2018	TOPP PUBLISHING LLC	545.00	Advertising
151810	1/24/2018	APEX ELECTRONIC DATA INTERCHANGE INC	6.52	Billing Services
151645	1/11/2018	EXPRESS MEDICAID BILLING SERV	560.48	Billing Services
151578	1/4/2018	UNITED BLOOD SERVICES	7,153.53	Blood Bank Services
152001	1/24/2018	UNITED BLOOD SERVICES	7,779.92	Blood Bank Services
151858	1/24/2018	BIG SANDY CLINIC	2,200.00	Building Lease
EFT000000003318	1/4/2018	CASTLE ROCK HSP DIST	5,200.00	Building Lease
151849	1/24/2018	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
151885	1/24/2018	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
151727	1/11/2018	VERIZON WIRELESS, LLC	1,761.73	Cellular Telephone
151483	1/4/2018	COLLECTION PROFESSIONALS, INC	646.60	Collection Agency
151839	1/24/2018	COLLECTION PROFESSIONALS, INC	358.90	Collection Agency
151698	1/11/2018	ROCKY MOUNTAIN SERVICE BUREAU	48,138.18	Collection Agency
151473	1/4/2018	CDW GOVERNMENT LLC	739.78	Computer Equipment
151631	1/11/2018	CDW GOVERNMENT LLC	27.99	Computer Equipment
151490	1/4/2018	DELL COMPUTER CORPORATION	194.97	Computer Equipment
151564	1/4/2018	SURGICAL DIRECTIONS	23,539.91	Consulting Fees
151740	1/11/2018	SURGICAL DIRECTIONS	31,473.35	Consulting Fees
151981	1/24/2018	SURGICAL DIRECTIONS	27,294.48	Consulting Fees
EFT000000003340	1/4/2018	THE SHEALY GROUP	9,000.00	Consulting Fees
EFT000000003400	1/25/2018	THE SHEALY GROUP	9,000.00	Consulting Fees
151799	1/24/2018	ABILITY NETWORK INC	2,673.30	Contract Maintenance
EFT000000003313	1/4/2018	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000003370	1/25/2018	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
151620	1/11/2018	BD DIAGNOSTICS	2,100.00	Contract Maintenance
151599	1/4/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	14,225.00	Contract Maintenance
151602	1/4/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	4,303.55	Contract Maintenance
151484	1/4/2018	COLORADO DOCUMENT SECURITY	2,465.00	Contract Maintenance
151850	1/24/2018	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
EFT000000003349	1/11/2018	GE HEALTHCARE	27,107.55	Contract Maintenance
151881	1/24/2018	GREENSHADES SOFTWARE	196.23	Contract Maintenance
151658	1/11/2018	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
151883	1/24/2018	HENRY SCHEIN PRACTICE SOLUTIONS	1,245.00	Contract Maintenance
EFT000000003351	1/11/2018	INDUSTRIAL SOLUTIONS, INC	60.30	Contract Maintenance
EFT000000003384	1/25/2018	INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
151513	1/4/2018	ISC, INC dba VENTURE TECHNOLOGIES	4,907.37	Contract Maintenance
151518	1/4/2018	LABORIE MEDICAL TECHNOLOGIES CORP	7,402.00	Contract Maintenance
151528	1/4/2018	MEDACIST	449.82	Contract Maintenance
151457	1/2/2018	MEDNET	121,107.30	Contract Maintenance
151682	1/11/2018	MNJ TECHNOLOGIES DIRECT	10,735.77	Contract Maintenance
151918	1/24/2018	MNJ TECHNOLOGIES DIRECT	100.03	Contract Maintenance
151673	1/11/2018	MRS SYSTEMS, INC	7,980.00	Contract Maintenance
151932	1/24/2018	NETWORK CONSULTING SERVICES, INC	20,460.00	Contract Maintenance

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151541	1/4/2018	OPTIMIS CORP	200.00	Contract Maintenance
151542	1/4/2018	OTIS ELEVATOR COMPANY	5,032.50	Contract Maintenance
151938	1/24/2018	OTIS ELEVATOR COMPANY	28,193.94	Contract Maintenance
151940	1/24/2018	PEAK 10, INC	8,637.24	Contract Maintenance
151693	1/11/2018	PHILIPS HEALTHCARE	440.70	Contract Maintenance
151941	1/24/2018	PHILIPS HEALTHCARE	12,702.36	Contract Maintenance
151544	1/4/2018	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
151547	1/4/2018	POLICYSTAT LLC	382.00	Contract Maintenance
151955	1/24/2018	RAVE WIRELESS, INC	4,500.00	Contract Maintenance
151551	1/4/2018	REMI CORPORATION	3,676.36	Contract Maintenance
151702	1/11/2018	SOUTHWESTERN BIOMEDICAL ELECT.	1,200.00	Contract Maintenance
151969	1/24/2018	SOUTHWESTERN BIOMEDICAL ELECT.	240.00	Contract Maintenance
EFT000000003339	1/4/2018	STATE FIRE DC SPECIALTIES	8,137.71	Contract Maintenance
EFT000000003364	1/11/2018	SYSMEX AMERICA INC.	23,774.00	Contract Maintenance
151571	1/4/2018	THOMSON REUTERS	749.10	Contract Maintenance
151573	1/4/2018	TRACTMANAGER INC	950.95	Contract Maintenance
151993	1/24/2018	TRACTMANAGER INC	950.95	Contract Maintenance
EFT000000003365	1/11/2018	T-SYSTEM, INC	13,244.00	Contract Maintenance
152014	1/24/2018	WESTERN STATES FIRE PROTECTION	220.50	Contract Maintenance
W/T	1/23/2018	CARECLOUD	349.00	Contract Maintenance
W/T	1/22/2018	TRIZETTO	1,000.00	Contract Maintenance
W/T	1/4/2018	ZENITH 1/4/18	107.00	Contract Maintenance
151617	1/11/2018	AVANT HEALTHCARE PROFESSIONALS, LLC	7,530.11	Contract Personnel
151817	1/24/2018	AVANT HEALTHCARE PROFESSIONALS, LLC	21,863.23	Contract Personnel
151501	1/4/2018	FOCUSONE SOLUTIONS LLC	32,089.32	Contract Personnel
151650	1/11/2018	FOCUSONE SOLUTIONS LLC	33,763.72	Contract Personnel
151870	1/24/2018	FOCUSONE SOLUTIONS LLC	36,527.00	Contract Personnel
151710	1/11/2018	SUSAN K CROFUTT	294.66	Courier Services
W/T	1/22/2018	UMB 1/30/18	3,495.16	Credit Card Payment
151643	1/11/2018	DELTA DENTAL	1,446.70	Dental Insurance
151851	1/24/2018	DELTA DENTAL	22,411.46	Dental Insurance
151871	1/24/2018	FRESENIUS USA MANUFACTURING	3,897.03	Dialysis Supplies
EFT000000003325	1/4/2018	HENRY SCHEIN INC	520.45	Dialysis Supplies
151923	1/24/2018	M.O.V. TRAINING SERVICES, LLC	1,000.00	Education & Travel
151678	1/11/2018	MGMA	399.00	Education & Travel
151536	1/4/2018	NAMSS	44.00	Education & Travel
151925	1/24/2018	NATIONAL FIRE PROTECTION ASSN	224.15	Education & Travel
152019	1/24/2018	WYOMING MEDICAL SOCIETY	13,300.00	Education & Travel
151633	1/11/2018	CHANNING L BETE CO	391.00	Education Material
151834	1/24/2018	CHANNING L BETE CO	90.00	Education Material
151684	1/11/2018	MY EDUCATIONAL RESOURCES	8.00	Education Material
151806	1/24/2018	AMERICU CREDIT UNION	932.31	Employee Recruitment
151613	1/11/2018	ARTHUR L. DAVIS PUBLISHING AGENCY	439.99	Employee Recruitment
151661	1/11/2018	HOLIDAY INN - ROCK SPRINGS	208.00	Employee Recruitment
EFT000000003326	1/4/2018	INSIGHT INVESTIGATIONS, INC	919.90	Employee Recruitment
EFT000000003352	1/11/2018	INSIGHT INVESTIGATIONS, INC	527.50	Employee Recruitment
151539	1/4/2018	NICOLE NORTON	15.00	Employee Recruitment
151948	1/24/2018	PUBLISHING CONCEPTS, INC.	975.00	Employee Recruitment
EFT000000003398	1/25/2018	SST TESTING +, INC.	780.00	Employee Recruitment
152012	1/24/2018	WESTERN WY COLLEGE	40.00	Employee Recruitment
151832	1/24/2018	CAREFUSION SOLUTIONS, LLC	20,375.00	Equipment Lease
151480	1/4/2018	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
151487	1/4/2018	COPIER & SUPPLY COMPANY	9,452.09	Equipment Lease
151649	1/11/2018	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00	Equipment Lease
151872	1/24/2018	GE HEALTHCARE FINANCIAL SERVICES	22,661.09	Equipment Lease
151888	1/24/2018	HP FINANCIAL SERVICES	295.11	Equipment Lease
151546	1/4/2018	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	935.76	Equipment Lease
EFT000000003397	1/25/2018	SHADOW MOUNTAIN WATER CO ,WY	419.75	Equipment Lease

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151557	1/4/2018	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
151967	1/24/2018	SIEMENS FINANCIAL SERVICES, INC	5,053.54	Equipment Lease
EFT000000003401	1/25/2018	TIMEPAYMENT CORP	1,950.00	Equipment Lease
151581	1/4/2018	US BANK EQUIPMENT FINANCE	1,306.98	Equipment Lease
151723	1/11/2018	US BANK EQUIPMENT FINANCE	1,573.83	Equipment Lease
152004	1/24/2018	US BANK EQUIPMENT FINANCE	654.78	Equipment Lease
W/T	1/8/2018	SIEMENS EDI 1/8/18	9,017.12	Equipment Lease
EFT000000003319	1/4/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	449.50	Food
EFT000000003345	1/11/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	435.00	Food
EFT000000003378	1/25/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	134.55	Food
151498	1/4/2018	F B MCFADDEN WHOLESale	2,058.64	Food
151647	1/11/2018	F B MCFADDEN WHOLESale	3,472.82	Food
151865	1/24/2018	F B MCFADDEN WHOLESale	3,558.22	Food
EFT000000003321	1/4/2018	FARMER BROS CO	488.77	Food
EFT000000003347	1/11/2018	FARMER BROS CO	839.19	Food
EFT000000003381	1/25/2018	FARMER BROS CO	411.46	Food
151521	1/4/2018	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
151527	1/4/2018	MEADOW GOLD DAIRY	1,051.40	Food
151676	1/11/2018	MEADOW GOLD DAIRY	774.08	Food
151906	1/24/2018	MEADOW GOLD DAIRY	485.81	Food
151538	1/4/2018	NICHOLAS & CO INC	8,892.39	Food
151686	1/11/2018	NICHOLAS & CO INC	3,771.87	Food
151933	1/24/2018	NICHOLAS & CO INC	4,031.20	Food
151565	1/4/2018	SYSCO INTERMOUNTAIN FOOD	2,917.53	Food
151714	1/11/2018	SYSCO INTERMOUNTAIN FOOD	7,812.97	Food
151986	1/24/2018	SYSCO INTERMOUNTAIN FOOD	2,279.51	Food
151586	1/4/2018	WESTERN WYOMING BEVERAGES INC	1,412.39	Food
151728	1/11/2018	WESTERN WYOMING BEVERAGES INC	883.35	Food
152013	1/24/2018	WESTERN WYOMING BEVERAGES INC	575.34	Food
151499	1/4/2018	FED EX	106.83	Freight
151866	1/24/2018	FED EX	628.45	Freight
151996	1/24/2018	TRIOSE, INC	4,995.00	Freight
151695	1/11/2018	RED HORSE OIL COMPANIES INC	833.76	Fuel
EFT000000003404	1/25/2018	WWS - ROCK SPRINGS	1,987.47	Garbage Collection
151622	1/11/2018	BLUE CROSS BLUE SHIELD OF WYOM	234.00	Group Health
151825	1/24/2018	BLUE CROSS BLUE SHIELD OF WYOM	160.00	Group Health
W/T	1/22/2018	BCBS 1/3/18	6,951.98	Group Health
W/T	1/18/2018	UUHP 01/17/18	91,278.42	Group Health
W/T	1/25/2018	UUHP 01/24/18	286,005.06	Group Health
W/T	1/4/2018	UUHP 01/03/18	95,363.03	Group Health
W/T	1/11/2018	UUHP 01/10/18	134,695.53	Group Health
151520	1/4/2018	LINCARE INC	191.34	Guest Relations
151899	1/24/2018	LINCARE INC	336.36	Guest Relations
151458	1/4/2018	ABBOTT LABORATORIES	1,268.17	Hospital Supplies
151604	1/11/2018	ABBOTT LABORATORIES	203.04	Hospital Supplies
151699	1/11/2018	ABBOTT NUTRITION	121.08	Hospital Supplies
151802	1/24/2018	AESULAP INC	104.49	Hospital Supplies
151607	1/11/2018	ALLEN MEDICAL SYSTEMS INC	470.77	Hospital Supplies
151461	1/4/2018	AMAZON.COM CREDIT PLAN	640.49	Hospital Supplies
151608	1/11/2018	AMAZON.COM CREDIT PLAN	550.09	Hospital Supplies
151464	1/4/2018	APPLIED MEDICAL	480.00	Hospital Supplies
151610	1/11/2018	APPLIED MEDICAL	900.00	Hospital Supplies
151811	1/24/2018	APPLIED MEDICAL	1,410.00	Hospital Supplies
151812	1/24/2018	AQUACAST LINER	836.00	Hospital Supplies
151813	1/24/2018	ARROW INTERNATIONAL, INC.	1,127.30	Hospital Supplies
151612	1/11/2018	ARTHREX INC.	2,294.00	Hospital Supplies
151814	1/24/2018	ARTHREX INC.	4,550.00	Hospital Supplies
151614	1/11/2018	ASPEN SURGICAL	732.88	Hospital Supplies

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151466	1/4/2018	B BRAUN MEDICAL INC.	1,489.60	Hospital Supplies
151821	1/24/2018	B BRAUN MEDICAL INC.	908.96	Hospital Supplies
151465	1/4/2018	BAXTER BIO SCIENCE	387.57	Hospital Supplies
151618	1/11/2018	BAXTER BIO SCIENCE	1,233.16	Hospital Supplies
151502	1/4/2018	BAXTER HEALTHCARE CORP	3,494.40	Hospital Supplies
151652	1/11/2018	BAXTER HEALTHCARE CORP	708.19	Hospital Supplies
EFT000000003315	1/4/2018	BAXTER HEALTHCARE CORP/IV	1,500.00	Hospital Supplies
151619	1/11/2018	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
151621	1/11/2018	BECTON DICKINSON	509.13	Hospital Supplies
151823	1/24/2018	BECTON DICKINSON	809.00	Hospital Supplies
EFT000000003372	1/25/2018	BEEKLEY CORPORATION	480.00	Hospital Supplies
151826	1/24/2018	BOCA DENTAL SUPPLY, LLC	2,450.00	Hospital Supplies
151623	1/11/2018	BOSTON SCIENTIFIC CORP	945.03	Hospital Supplies
151827	1/24/2018	BOSTON SCIENTIFIC CORP	1,942.61	Hospital Supplies
EFT000000003317	1/4/2018	BREG INC	52.80	Hospital Supplies
EFT000000003344	1/11/2018	BREG INC	350.99	Hospital Supplies
EFT000000003375	1/25/2018	BREG INC	637.18	Hospital Supplies
EFT000000003376	1/25/2018	BSN MEDICAL INC	69.35	Hospital Supplies
151628	1/11/2018	CARDINAL HEALTH/V. MUELLER	699.19	Hospital Supplies
151630	1/11/2018	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
151575	1/4/2018	CENTURION MEDICAL PRODUCTS	912.80	Hospital Supplies
151719	1/11/2018	CENTURION MEDICAL PRODUCTS	165.00	Hospital Supplies
151997	1/24/2018	CENTURION MEDICAL PRODUCTS	912.80	Hospital Supplies
151477	1/4/2018	CHEETAH MEDICAL, INC	3,875.00	Hospital Supplies
151637	1/11/2018	COMED MEDICAL SPECIALTIES INC	182.45	Hospital Supplies
151840	1/24/2018	COMED MEDICAL SPECIALTIES INC	196.64	Hospital Supplies
151638	1/11/2018	CONE INSTRUMENTS	344.57	Hospital Supplies
151639	1/11/2018	CONMED CORPORATION	177.84	Hospital Supplies
151842	1/24/2018	COOK MEDICAL INC.	480.00	Hospital Supplies
151486	1/4/2018	COOK MEDICAL INCORPORATED	2,109.60	Hospital Supplies
151640	1/11/2018	COOK MEDICAL INCORPORATED	1,785.50	Hospital Supplies
151843	1/24/2018	COOK MEDICAL INCORPORATED	8,747.79	Hospital Supplies
151845	1/24/2018	CR BARD, INC	201.20	Hospital Supplies
151489	1/4/2018	CURBELL MEDICAL	405.35	Hospital Supplies
151848	1/24/2018	CURBELL MEDICAL	259.50	Hospital Supplies
151644	1/11/2018	DIAGNOSTIGA STAGO INC	1,017.11	Hospital Supplies
151853	1/24/2018	DIAGNOSTIGA STAGO INC	2,142.60	Hospital Supplies
151491	1/4/2018	DIRECT SUPPLY	661.00	Hospital Supplies
EFT000000003320	1/4/2018	DJ ORTHOPEDICS, LLC	201.94	Hospital Supplies
EFT000000003346	1/11/2018	DJ ORTHOPEDICS, LLC	305.78	Hospital Supplies
EFT000000003380	1/25/2018	DJ ORTHOPEDICS, LLC	80.32	Hospital Supplies
151503	1/4/2018	GEM MEDICAL SUPPLIES, LLC	151.83	Hospital Supplies
EFT000000003324	1/4/2018	HARDY DIAGNOSTICS	1,009.00	Hospital Supplies
EFT000000003350	1/11/2018	HARDY DIAGNOSTICS	171.68	Hospital Supplies
EFT000000003383	1/25/2018	HARDY DIAGNOSTICS	1,146.25	Hospital Supplies
151506	1/4/2018	HEALTHCARE LOGISTICS INC	114.10	Hospital Supplies
151657	1/11/2018	HEALTHCARE LOGISTICS INC	61.55	Hospital Supplies
151882	1/24/2018	HEALTHCARE LOGISTICS INC	176.07	Hospital Supplies
151660	1/11/2018	HILL-ROM	425.00	Hospital Supplies
151884	1/24/2018	HILL-ROM	152.27	Hospital Supplies
151662	1/11/2018	HOLOGIC, INC.	6,150.00	Hospital Supplies
151510	1/4/2018	HULL ANESTHESIA INC	92.50	Hospital Supplies
151667	1/11/2018	KARL STORZ ENDOSCOPY-AMERICA	5,113.00	Hospital Supplies
151516	1/4/2018	KCI USA	500.46	Hospital Supplies
151668	1/11/2018	KCI USA	421.50	Hospital Supplies
151563	1/4/2018	LEICA BIOSYSTEMS RICHMOND	561.85	Hospital Supplies
151709	1/11/2018	LEICA BIOSYSTEMS RICHMOND	919.63	Hospital Supplies
151535	1/4/2018	M V A P MEDICAL SUPPLIES, INC.	921.90	Hospital Supplies

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151525	1/4/2018	MAQUET MEDICAL SYSTEMS USA	1,161.00	Hospital Supplies
151902	1/24/2018	MAQUET MEDICAL SYSTEMS USA	906.00	Hospital Supplies
151904	1/24/2018	MARKET LAB, INC	83.85	Hospital Supplies
EFT000000003355	1/11/2018	MARSHALL INDUSTRIES	271.95	Hospital Supplies
151675	1/11/2018	MCKESSON MEDICAL-SURGICAL	50,640.00	Hospital Supplies
151905	1/24/2018	MCKESSON MEDICAL-SURGICAL	5,123.93	Hospital Supplies
151529	1/4/2018	MEDELA INC	103.60	Hospital Supplies
151531	1/4/2018	MEDTRONIC, USA	672.00	Hospital Supplies
151916	1/24/2018	MINDRAY DS USA, INC.	360.36	Hospital Supplies
151926	1/24/2018	NATUS MEDICAL INC	197.20	Hospital Supplies
151537	1/4/2018	NEOTECH PRODUCTS, INC	95.00	Hospital Supplies
151685	1/11/2018	NEOTECH PRODUCTS, INC	160.00	Hospital Supplies
151540	1/4/2018	OLYMPUS AMERICA INC	10,148.52	Hospital Supplies
151688	1/11/2018	OLYMPUS AMERICA INC	855.44	Hospital Supplies
151936	1/24/2018	OLYMPUS AMERICA INC	513.56	Hospital Supplies
151543	1/4/2018	OWENS & MINOR 90005430	30,981.96	Hospital Supplies
151690	1/11/2018	OWENS & MINOR 90005430	26,159.74	Hospital Supplies
151939	1/24/2018	OWENS & MINOR 90005430	66,106.39	Hospital Supplies
151692	1/11/2018	PERFORMANCE HEALTH SUPPLY INC	158.11	Hospital Supplies
151549	1/4/2018	RADIOMETER AMERICA INC	11,283.36	Hospital Supplies
151954	1/24/2018	RADIOMETER AMERICA INC	550.00	Hospital Supplies
151553	1/4/2018	RESPIRONICS	89.00	Hospital Supplies
151555	1/4/2018	RSS MEDICAL	245.85	Hospital Supplies
151962	1/24/2018	S & W HEALTHCARE CORPORATION	394.00	Hospital Supplies
EFT000000003337	1/4/2018	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,624.36	Hospital Supplies
EFT000000003363	1/11/2018	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,060.00	Hospital Supplies
151703	1/11/2018	SPACELABS MEDICAL	10,782.88	Hospital Supplies
151970	1/24/2018	SPACELABS MEDICAL	104.44	Hospital Supplies
151561	1/4/2018	STERIS CORPORATION	1,290.02	Hospital Supplies
151706	1/11/2018	STERIS CORPORATION	8,180.51	Hospital Supplies
151977	1/24/2018	STERIS CORPORATION	2,198.31	Hospital Supplies
151567	1/4/2018	TELEFLEX MEDICAL INC.	996.00	Hospital Supplies
151988	1/24/2018	TELEFLEX MEDICAL INC.	579.52	Hospital Supplies
151717	1/11/2018	TRAIL RIDGE PRODUCTS INC	110.17	Hospital Supplies
151994	1/24/2018	TRAIL RIDGE PRODUCTS INC	183.88	Hospital Supplies
151574	1/4/2018	TRI-ANIM HEALTH SERVICES INC	2,967.03	Hospital Supplies
151718	1/11/2018	TRI-ANIM HEALTH SERVICES INC	155.28	Hospital Supplies
151995	1/24/2018	TRI-ANIM HEALTH SERVICES INC	685.26	Hospital Supplies
151583	1/4/2018	UTAH MEDICAL PRODUCTS INC	63.24	Hospital Supplies
151726	1/11/2018	UTAH MEDICAL PRODUCTS INC	63.24	Hospital Supplies
151585	1/4/2018	WAXIE SANITARY SUPPLY	6,296.39	Hospital Supplies
152008	1/24/2018	WAXIE SANITARY SUPPLY	1,146.72	Hospital Supplies
EFT000000003366	1/11/2018	ZOLL MEDICAL CORPORATION	29.20	Hospital Supplies
EFT000000003405	1/25/2018	ZOLL MEDICAL CORPORATION	29.20	Hospital Supplies
151494	1/4/2018	EDGE PHARMACEUTICALS, LLC	857.59	Hospital Supplies
151859	1/24/2018	EDGE PHARMACEUTICALS, LLC	377.12	Hospital Supplies
151934	1/24/2018	NIKON INSTRUMENTS	161.44	Instruments
151776	1/11/2018	INSURANCE REFUND	62.00	Insurance Refund
151731	1/11/2018	INSURANCE REFUND	313.20	Insurance Refund
152022	1/24/2018	INSURANCE REFUND	17.96	Insurance Refund
151755	1/11/2018	INSURANCE REFUND	1,020.24	Insurance Refund
151757	1/11/2018	INSURANCE REFUND	643.72	Insurance Refund
151594	1/4/2018	INSURANCE REFUND	4,595.00	Insurance Refund
151732	1/11/2018	INSURANCE REFUND	64.00	Insurance Refund
151751	1/11/2018	INSURANCE REFUND	6,376.98	Insurance Refund
151754	1/11/2018	INSURANCE REFUND	4,314.85	Insurance Refund
151764	1/11/2018	INSURANCE REFUND	212.04	Insurance Refund
151775	1/11/2018	INSURANCE REFUND	128.34	Insurance Refund

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151734	1/11/2018	INSURANCE REFUND	1,259.02	Insurance Refund
151773	1/11/2018	INSURANCE REFUND	46.52	Insurance Refund
151762	1/11/2018	INSURANCE REFUND	184.92	Insurance Refund
151795	1/11/2018	INSURANCE REFUND	502.05	Insurance Refund
151760	1/11/2018	INSURANCE REFUND	3,733.29	Insurance Refund
151766	1/11/2018	INSURANCE REFUND	1,358.92	Insurance Refund
151735	1/11/2018	INSURANCE REFUND	83.60	Insurance Refund
151736	1/11/2018	INSURANCE REFUND	12.60	Insurance Refund
151737	1/11/2018	INSURANCE REFUND	76.05	Insurance Refund
151797	1/11/2018	INSURANCE REFUND	379.95	Insurance Refund
151772	1/11/2018	INSURANCE REFUND	11.68	Insurance Refund
151785	1/11/2018	INSURANCE REFUND	2,531.05	Insurance Refund
151738	1/11/2018	INSURANCE REFUND	83.50	Insurance Refund
151744	1/11/2018	INSURANCE REFUND	847.89	Insurance Refund
151745	1/11/2018	INSURANCE REFUND	145.35	Insurance Refund
151749	1/11/2018	INSURANCE REFUND	24.15	Insurance Refund
151761	1/11/2018	INSURANCE REFUND	7,019.84	Insurance Refund
151774	1/11/2018	INSURANCE REFUND	3,073.69	Insurance Refund
151779	1/11/2018	INSURANCE REFUND	32.49	Insurance Refund
151780	1/11/2018	INSURANCE REFUND	33.83	Insurance Refund
151790	1/11/2018	INSURANCE REFUND	255.55	Insurance Refund
151783	1/11/2018	INSURANCE REFUND	241.95	Insurance Refund
151784	1/11/2018	INSURANCE REFUND	290.23	Insurance Refund
151598	1/4/2018	INSURANCE REFUND	32.07	Insurance Refund
151793	1/11/2018	INSURANCE REFUND	703.00	Insurance Refund
151794	1/11/2018	INSURANCE REFUND	146.96	Insurance Refund
151771	1/11/2018	INSURANCE REFUND	853.50	Insurance Refund
151729	1/11/2018	WYOMING.COM	10.00	Internet Services
151462	1/4/2018	AMERICAN ASSOCIATION OF BIOANALYSTS	313.00	Laboratory Services
151609	1/11/2018	AMERICAN ASSOCIATION OF BIOANALYSTS	594.00	Laboratory Services
EFT000000003314	1/4/2018	ARUP LABORATORIES, INC.	32,997.21	Laboratory Services
EFT000000003371	1/25/2018	ARUP LABORATORIES, INC.	33,074.91	Laboratory Services
151913	1/24/2018	METABOLIC NEWBORN SCREENING	5,230.00	Laboratory Services
151463	1/4/2018	ANAEROBE SYSTEMS	135.96	Laboratory Supplies
151809	1/24/2018	ANAEROBE SYSTEMS	160.30	Laboratory Supplies
151816	1/24/2018	ASSOCIATES OF CAPE COD INC	840.69	Laboratory Supplies
151467	1/4/2018	BECKMAN COULTER, INC	479.95	Laboratory Supplies
151822	1/24/2018	BECKMAN COULTER, INC	393.40	Laboratory Supplies
EFT000000003316	1/4/2018	BIO-RAD LABORATORIES	1,350.95	Laboratory Supplies
EFT000000003374	1/25/2018	BIO-RAD LABORATORIES	205.60	Laboratory Supplies
151829	1/24/2018	CANCER DIAGNOSTICS, INC	164.05	Laboratory Supplies
151471	1/4/2018	CARDINAL HEALTH	12,542.48	Laboratory Supplies
151627	1/11/2018	CARDINAL HEALTH	4,798.97	Laboratory Supplies
151830	1/24/2018	CARDINAL HEALTH	38,429.54	Laboratory Supplies
151474	1/4/2018	CEPHEID	514.25	Laboratory Supplies
151632	1/11/2018	CEPHEID	210.00	Laboratory Supplies
151833	1/24/2018	CEPHEID	5,499.30	Laboratory Supplies
EFT000000003322	1/4/2018	FISHER HEALTHCARE	7,591.91	Laboratory Supplies
EFT000000003348	1/11/2018	FISHER HEALTHCARE	3,285.50	Laboratory Supplies
EFT000000003382	1/25/2018	FISHER HEALTHCARE	16,973.09	Laboratory Supplies
EFT000000003327	1/4/2018	INTER-MOUNTAIN LABORATORIES	335.00	Laboratory Supplies
151665	1/11/2018	INTERNATIONAL MED EQUIP BROKER	376.04	Laboratory Supplies
151669	1/11/2018	KENTEC MEDICAL INC	48.28	Laboratory Supplies
EFT000000003328	1/4/2018	LABORATORY SUPPLY COMPANY	1,436.88	Laboratory Supplies
151901	1/24/2018	MAINE STANDARD	1,791.00	Laboratory Supplies
151908	1/24/2018	MEDIVATORS REPROCESSING SYSTEM	228.00	Laboratory Supplies
151911	1/24/2018	MERCEDES MEDICAL	40.00	Laboratory Supplies
151532	1/4/2018	MESA LABORATORIES	172.09	Laboratory Supplies

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EFT000000003331	1/4/2018	ORTHO-CLINICAL DIAGNOSTICS INC	1,850.93	Laboratory Supplies
EFT000000003356	1/11/2018	ORTHO-CLINICAL DIAGNOSTICS INC	23,558.32	Laboratory Supplies
EFT000000003388	1/25/2018	ORTHO-CLINICAL DIAGNOSTICS INC	856.61	Laboratory Supplies
EFT000000003334	1/4/2018	PDC HEALTHCARE	413.84	Laboratory Supplies
EFT000000003359	1/11/2018	PDC HEALTHCARE	111.32	Laboratory Supplies
EFT000000003391	1/25/2018	PDC HEALTHCARE	166.47	Laboratory Supplies
151512	1/4/2018	PLATINUM CODE	93.57	Laboratory Supplies
151664	1/11/2018	PLATINUM CODE	54.40	Laboratory Supplies
151953	1/24/2018	R&D SYSTEMS INC	66.75	Laboratory Supplies
151708	1/11/2018	STRECK LABORATORIES INC	228.80	Laboratory Supplies
151720	1/11/2018	TTE LABORATORIES	149.62	Laboratory Supplies
151999	1/24/2018	TYPENEX MEDICAL, LLC	380.00	Laboratory Supplies
151580	1/4/2018	UROLITHIASIS LABORATORY	170.00	Laboratory Supplies
151582	1/4/2018	US LABS	477.41	Laboratory Supplies
152011	1/24/2018	WESCOR INC	116.20	Laboratory Supplies
152035	1/24/2018	BARRY J. WALKER	4,500.00	Legal Fees
151493	1/4/2018	DRAY, DYKMAN, REED & HEALEY PC	467.50	Legal Fees
151856	1/24/2018	DRAY, DYKMAN, REED & HEALEY PC	467.50	Legal Fees
151893	1/24/2018	JOHN H. ROBINSON, P.C.	36,156.07	Legal Fees
151942	1/24/2018	PHILLIPS LAW, LLC	22,404.96	Legal Fees
151956	1/24/2018	RAY QUINNEY	5,335.00	Legal Fees
151980	1/24/2018	SUNDAHL, POWERS, KAPP & MARTIN, LLC	857.50	Legal Fees
152018	1/24/2018	WY DEPARTMENT OF AUDIT	25.00	Licenses & Taxes
151605	1/11/2018	AFLAC	2,040.92	Life Insurance
151672	1/11/2018	THE LINCOLN NATIONAL LIFE INSURANCE COMPANY	6,214.55	Life Insurance
151559	1/4/2018	STANDARD TEXTILE	334.80	Linen
151590	1/4/2018	WYOMING UROLOGICAL SERV. INC	9,300.00	Lithotripsy Service
151798	1/11/2018	A & B HOME IMPROVEMENTS	3,840.00	Maintenance & Repair
151818	1/24/2018	BADGER DAYLIGHTING CORP	2,250.00	Maintenance & Repair
EFT000000003377	1/25/2018	CARRIER COMMERCIAL SERVICE	2,371.62	Maintenance & Repair
151847	1/24/2018	CUMMINS ROCKY MOUNTAIN, LLC	4,793.27	Maintenance & Repair
151507	1/4/2018	HENINGER ENTERPRISES, LLC	4,185.00	Maintenance & Repair
151659	1/11/2018	HENINGER ENTERPRISES, LLC	360.00	Maintenance & Repair
151898	1/24/2018	LIGHTING MAINTENANCE & SERVICE, INC	254.50	Maintenance & Repair
151944	1/24/2018	P M AUTO GLASS, INC.	40.00	Maintenance & Repair
EFT000000003332	1/4/2018	PARTSSOURCE	76.36	Maintenance & Repair
EFT000000003357	1/11/2018	PARTSSOURCE	1,063.48	Maintenance & Repair
EFT000000003389	1/25/2018	PARTSSOURCE	216.62	Maintenance & Repair
151963	1/24/2018	SAKURA FINETEK USA INC	1,115.51	Maintenance & Repair
151964	1/24/2018	SCOTTCARE CORPORATION	1,550.00	Maintenance & Repair
151965	1/24/2018	SEPPIE TELECOMMUNICATIONS	175.06	Maintenance & Repair
EFT000000003361	1/11/2018	SERVCO	4,226.25	Maintenance & Repair
151975	1/24/2018	STEALTH TECHNOLOGIES C.S.	149.70	Maintenance & Repair
151983	1/24/2018	SWEETWATER PLUMBING & HEATING	158.75	Maintenance & Repair
151587	1/4/2018	WHISLER CHEVROLET	1,348.82	Maintenance & Repair
151593	1/4/2018	WYOMING TRUCKS AND CARS INC	220.00	Maintenance & Repair
152020	1/24/2018	WYOMING TRUCKS AND CARS INC	158.90	Maintenance & Repair
EFT000000003310	1/4/2018	ACE HARDWARE	64.91	Maintenance Supplies
EFT000000003342	1/11/2018	ACE HARDWARE	117.33	Maintenance Supplies
EFT000000003367	1/25/2018	ACE HARDWARE	52.37	Maintenance Supplies
EFT000000003312	1/4/2018	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000003369	1/25/2018	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
151819	1/24/2018	BARD ACCESS SYSTEMS	852.84	Maintenance Supplies
EFT000000003373	1/25/2018	BENNETT'S	842.00	Maintenance Supplies
151481	1/4/2018	CODALE ELECTRIC SUPPLY, INC	75.00	Maintenance Supplies
151636	1/11/2018	CODALE ELECTRIC SUPPLY, INC	2,682.57	Maintenance Supplies
151838	1/24/2018	CODALE ELECTRIC SUPPLY, INC	266.00	Maintenance Supplies
151505	1/4/2018	GRAINGER	791.08	Maintenance Supplies

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151653	1/11/2018	GRAINGER	88.29	Maintenance Supplies
151875	1/24/2018	GRAINGER	197.26	Maintenance Supplies
151509	1/4/2018	HOME DEPOT	36.83	Maintenance Supplies
151663	1/11/2018	HOME DEPOT	164.25	Maintenance Supplies
151887	1/24/2018	HOME DEPOT	1,267.52	Maintenance Supplies
151896	1/24/2018	KAMAN INDUSTRIAL TECHNOLOGIES	40.13	Maintenance Supplies
151635	1/11/2018	MSC INDUSTRIAL SUPPLY CO	219.04	Maintenance Supplies
EFT000000003392	1/25/2018	ROBERT I MERRILL COMPANY	1,626.00	Maintenance Supplies
EFT000000003335	1/4/2018	ROCK SPRINGS WINNELSON CO	457.66	Maintenance Supplies
EFT000000003360	1/11/2018	ROCK SPRINGS WINNELSON CO	281.61	Maintenance Supplies
EFT000000003394	1/25/2018	ROCK SPRINGS WINNELSON CO	5,946.00	Maintenance Supplies
EFT000000003336	1/4/2018	SHERWIN WILLIAMS CO	100.78	Maintenance Supplies
EFT000000003362	1/11/2018	SHERWIN WILLIAMS CO	93.15	Maintenance Supplies
151624	1/11/2018	BOTTOM LINE MARKETING	2,280.40	Marketing & Promotional Supplies
151656	1/11/2018	GREEN RIVER CHAMBER OF COMMERCE	134.00	Memberships
151879	1/24/2018	GREEN RIVER CHAMBER OF COMMERCE	865.00	Memberships
EFT000000003396	1/25/2018	R.S. CHAMBER OF COMMERCE	465.50	Memberships
151679	1/11/2018	MHSC-FOUNDATION	691.19	MHSC Foundation
151914	1/24/2018	MHSC-FOUNDATION	1,496.19	MHSC Foundation
151611	1/11/2018	ARMSTRONG MEDICAL INDUSTRIES	845.75	Minor Equipment
151568	1/4/2018	TERMINIX OF WYOMING	237.00	Monthly Pest Control
151651	1/11/2018	FOLLETT CORPORATION	155.44	Non Medical Supplies
151504	1/4/2018	GLOBAL EQUIPMENT COMPANY	1,513.48	Non Medical Supplies
151874	1/24/2018	GLOBAL EQUIPMENT COMPANY	115.18	Non Medical Supplies
151600	1/4/2018	HOBART CORPORATION	3,338.28	Non Medical Supplies
151900	1/24/2018	LINCOLN DIAGNOSTICS INC	1,510.00	Non Medical Supplies
151530	1/4/2018	MEDLINE INDUSTRIES INC	528.86	Non Medical Supplies
151677	1/11/2018	MEDLINE INDUSTRIES INC	375.04	Non Medical Supplies
151909	1/24/2018	MEDLINE INDUSTRIES INC	917.03	Non Medical Supplies
151689	1/11/2018	OPTUM360 LLC	129.97	Non Medical Supplies
151937	1/24/2018	OPTUM360 LLC	1,489.94	Non Medical Supplies
EFT000000003390	1/25/2018	POSITIVE PROMOTIONS	403.25	Non Medical Supplies
151701	1/11/2018	SMILEMAKERS	51.93	Non Medical Supplies
151495	1/4/2018	ENCOMPASS GROUP, LLC	2,738.52	Office Supplies
EFT000000003338	1/4/2018	SMYTH PRINTING	133.72	Office Supplies
151971	1/24/2018	STANDARD REGISTER COMPANY	2,176.38	Office Supplies
151560	1/4/2018	STAPLES BUSINESS ADVANTAGE	170.59	Office Supplies
151704	1/11/2018	STAPLES BUSINESS ADVANTAGE	360.75	Office Supplies
151972	1/24/2018	STAPLES BUSINESS ADVANTAGE	1,467.90	Office Supplies
152021	1/24/2018	YOUNG AT HEART SENIOR CITIZENS CENTER	110.00	Other Employee Benefits
151820	1/24/2018	BAUDVILLE DESKTOP PUBLISHING	84.45	Other Purchased Services
151634	1/11/2018	CINCINNATI CHILDRENS HOSPITAL MEDICAL CENTER	1,150.00	Other Purchased Services
151497	1/4/2018	EZ-STREET TAXI	114.00	Other Purchased Services
151863	1/24/2018	EZ-STREET TAXI	28.00	Other Purchased Services
151989	1/24/2018	THE CHRISTMAS LIGHT PROFESSIONALS	9,241.70	Other Purchased Services
151576	1/4/2018	TRUE COMMERCE, INC	105.00	Other Purchased Services
151998	1/24/2018	TRUE COMMERCE, INC	107.85	Other Purchased Services
152003	1/24/2018	UPDOX LLC	535.00	Other Purchased Services
151592	1/4/2018	WYOMING CANCER SURVEILLANCE	1,700.00	Other Purchased Services
EFT000000003311	1/4/2018	AIRGAS INTERMOUNTAIN INC	3,027.74	Oxygen Rental
EFT000000003343	1/11/2018	AIRGAS INTERMOUNTAIN INC	149.41	Oxygen Rental
EFT000000003368	1/25/2018	AIRGAS INTERMOUNTAIN INC	251.09	Oxygen Rental
151742	1/11/2018	PATIENT REFUND	107.92	Patient Refund
151743	1/11/2018	PATIENT REFUND	91.20	Patient Refund
151746	1/11/2018	PATIENT REFUND	136.79	Patient Refund
151747	1/11/2018	PATIENT REFUND	50.90	Patient Refund
152023	1/24/2018	PATIENT REFUND	550.00	Patient Refund
151756	1/11/2018	PATIENT REFUND	37.30	Patient Refund

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151748	1/11/2018	PATIENT REFUND	100.00	Patient Refund
151733	1/11/2018	PATIENT REFUND	80.00	Patient Refund
151595	1/4/2018	PATIENT REFUND	204.00	Patient Refund
152024	1/24/2018	PATIENT REFUND	100.00	Patient Refund
152025	1/24/2018	PATIENT REFUND	923.00	Patient Refund
151750	1/11/2018	PATIENT REFUND	118.75	Patient Refund
151752	1/11/2018	PATIENT REFUND	30.47	Patient Refund
151753	1/11/2018	PATIENT REFUND	7.41	Patient Refund
REMIT000000000000	1/11/2018	PATIENT REFUND	0.00	Patient Refund
151758	1/11/2018	PATIENT REFUND	91.98	Patient Refund
151759	1/11/2018	PATIENT REFUND	386.95	Patient Refund
152026	1/24/2018	PATIENT REFUND	130.13	Patient Refund
152027	1/24/2018	PATIENT REFUND	900.00	Patient Refund
152028	1/24/2018	PATIENT REFUND	99.91	Patient Refund
REMIT000000000000	1/11/2018	PATIENT REFUND	0.00	Patient Refund
152029	1/24/2018	PATIENT REFUND	228.75	Patient Refund
151763	1/11/2018	PATIENT REFUND	99.18	Patient Refund
151765	1/11/2018	PATIENT REFUND	271.78	Patient Refund
151767	1/11/2018	PATIENT REFUND	179.13	Patient Refund
151768	1/11/2018	PATIENT REFUND	772.00	Patient Refund
151769	1/11/2018	PATIENT REFUND	78.66	Patient Refund
151770	1/11/2018	PATIENT REFUND	256.12	Patient Refund
152030	1/24/2018	PATIENT REFUND	163.40	Patient Refund
151597	1/4/2018	PATIENT REFUND	123.79	Patient Refund
152031	1/24/2018	PATIENT REFUND	85.09	Patient Refund
151777	1/11/2018	PATIENT REFUND	182.00	Patient Refund
151778	1/11/2018	PATIENT REFUND	66.50	Patient Refund
151787	1/11/2018	PATIENT REFUND	3,597.85	Patient Refund
151781	1/11/2018	PATIENT REFUND	41.80	Patient Refund
151730	1/11/2018	PATIENT REFUND	136.60	Patient Refund
151782	1/11/2018	PATIENT REFUND	41.10	Patient Refund
151786	1/11/2018	PATIENT REFUND	324.81	Patient Refund
151788	1/11/2018	PATIENT REFUND	40.00	Patient Refund
152032	1/24/2018	PATIENT REFUND	76.82	Patient Refund
151789	1/11/2018	PATIENT REFUND	148.56	Patient Refund
151791	1/11/2018	PATIENT REFUND	40.77	Patient Refund
152033	1/24/2018	PATIENT REFUND	25.00	Patient Refund
152034	1/24/2018	PATIENT REFUND	842.91	Patient Refund
151792	1/11/2018	PATIENT REFUND	130.00	Patient Refund
151796	1/11/2018	PATIENT REFUND	246.76	Patient Refund
W/T	1/9/2018	XFR000004798	1,300,000.00	Payroll 1
W/T	1/23/2018	XFR000004811	1,400,000.00	Payroll 2
152002	1/24/2018	UNITED WAY OF SWEETWATER COUNTY	285.00	Payroll Deduction
151642	1/11/2018	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
151846	1/24/2018	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
151646	1/11/2018	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
151864	1/24/2018	FAMILY SUPPORT REGISTRY	679.77	Payroll Garnishment
151655	1/11/2018	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	219.92	Payroll Garnishment
151877	1/24/2018	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	162.51	Payroll Garnishment
151687	1/11/2018	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
151935	1/24/2018	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
151705	1/11/2018	STATE OF WYOMING DFS/CSES	581.68	Payroll Garnishment
151974	1/24/2018	STATE OF WYOMING DFS/CSES	492.80	Payroll Garnishment
151711	1/11/2018	SWEETWATER CIRCUIT COURT	319.03	Payroll Garnishment
151982	1/24/2018	SWEETWATER CIRCUIT COURT	301.48	Payroll Garnishment
W/T	1/12/2018	MFSA DFSA PR 1	3,470.78	Payroll Transfer
W/T	1/25/2018	MFSA DFSA PR 2	2,829.13	Payroll Transfer
151680	1/11/2018	MHSC - PETTY CASH	30.50	Petty Cash

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151472	1/4/2018	CARDINAL HEALTH PHARMACY MGMT	5,600.00	Pharmacy Management
151629	1/11/2018	CARDINAL HEALTH PHARMACY MGMT	777,378.80	Pharmacy Management
151831	1/24/2018	CARDINAL HEALTH PHARMACY MGMT	5,600.00	Pharmacy Management
151803	1/24/2018	DR. ALICIA GRAY	3,000.00	Physician Recruitment
151603	1/5/2018	THE PRESERVE AT ROCK SPRINGS	895.00	Physician Recruitment
151991	1/24/2018	THE PRESERVE AT ROCK SPRINGS	820.00	Physician Recruitment
152036	1/24/2018	THE PRESERVE AT ROCK SPRINGS	1,440.00	Physician Recruitment
152037	1/24/2018	THE PRESERVE AT ROCK SPRINGS	1,300.00	Physician Recruitment
151554	1/4/2018	ROCKY MOUNTAIN ONCOLOGY CENTER, LLC	27,740.50	Physician Services
151961	1/24/2018	ROCKY MOUNTAIN ONCOLOGY CENTER, LLC	29,728.00	Physician Services
151459	1/4/2018	ADVANCED MEDICAL IMAGING, LLC	1,408.00	Physician Services
151801	1/24/2018	ADVANCED MEDICAL IMAGING, LLC	36,900.00	Physician Services
151515	1/4/2018	JOHN A. ILIYA, M.D.	9,000.00	Physician Services
151697	1/11/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
151959	1/24/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
151475	1/4/2018	SWEETWATER PEDIATRICS	8,750.00	Physician Services
151570	1/4/2018	THE SLEEP SPECIALISTS	12,250.00	Physician Services
151722	1/11/2018	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDIC	171.34	Physician Services
151579	1/4/2018	UNIVERSITY OF UTAH HEALTH CARE	130,916.67	Physician Services
151601	1/4/2018	WYOMING PATHOLOGY	15,000.00	Physician Services
152017	1/24/2018	WYOMING PATHOLOGY	15,000.00	Physician Services
151805	1/24/2018	AMERICAN EDUCATION SERVICES	2,163.00	Physician Student Loan
151852	1/24/2018	DEPARTMENT OF EDUCATION	7,311.56	Physician Student Loan
151854	1/24/2018	DISCOVER STUDENT LOANS	140.67	Physician Student Loan
151892	1/24/2018	DR. JACQUES DENKER	6,498.33	Physician Student Loan
151857	1/24/2018	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
151867	1/24/2018	FEDLOAN SERVICING	11,712.49	Physician Student Loan
151869	1/24/2018	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
151654	1/11/2018	GREAT LAKES	472.91	Physician Student Loan
151876	1/24/2018	GREAT LAKES	6,722.91	Physician Student Loan
151878	1/24/2018	GREAT LAKES	378.97	Physician Student Loan
151920	1/24/2018	MOHELA-SOFI SERVICING	3,916.67	Physician Student Loan
151927	1/24/2018	NAVIENT	10,274.51	Physician Student Loan
151928	1/24/2018	NAVIENT	1,147.03	Physician Student Loan
151929	1/24/2018	NAVIENT	6,141.68	Physician Student Loan
151930	1/24/2018	NAVIENT	1,500.00	Physician Student Loan
151931	1/24/2018	NELNET LOAN SERVICES, INC	4,372.18	Physician Student Loan
151724	1/11/2018	US DEPARTMENT OF EDUCATION	399.78	Physician Student Loan
151725	1/11/2018	US DEPARTMENT OF EDUCATION	181.27	Physician Student Loan
152005	1/24/2018	US DEPARTMENT OF EDUCATION	7,455.31	Physician Student Loan
152006	1/24/2018	US DEPARTMENT OF EDUCATION	195.26	Physician Student Loan
152010	1/24/2018	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
151552	1/4/2018	RESERVE ACCOUNT	2,000.00	Postage
151577	1/4/2018	UMIA INSURANCE, INC	120,767.00	Professional Liability Insurance
152000	1/24/2018	UMIA INSURANCE, INC	109,723.00	Professional Liability Insurance
151949	1/24/2018	QUADRAMED	682.50	Professional Service
151837	1/24/2018	CLEANIQUE PROFESSIONAL SERVICES	2,700.00	Professional Service
151894	1/24/2018	JOINT COMMISSION RESOURCES	10,075.00	Professional Service
151907	1/24/2018	MEDICAL PHYSICS CONSULTANTS, INC	1,075.00	Professional Service
151915	1/24/2018	MILE HIGH MOBILE PET	16,655.00	Professional Service
151922	1/24/2018	MOUNTAIN STATES MEDICAL PHYSICS	6,875.00	Professional Service
EFT000000003399	1/25/2018	SWEETWATER MEDICS LLC	6,804.00	Professional Service
151496	1/4/2018	TRIBRIDGE HOLDINGS, LLC	1,121.25	Professional Service
151861	1/24/2018	TRIBRIDGE HOLDINGS, LLC	48.75	Professional Service
151584	1/4/2018	VERISYS INC.	35.00	Professional Service
EFT000000003341	1/4/2018	WESTERN STAR COMMUNICATIONS	739.40	Professional Service
EFT000000003402	1/25/2018	WESTERN STAR COMMUNICATIONS	801.87	Professional Service
151589	1/4/2018	WYOMING DEPARTMENT OF HEALTH	138.00	Professional Service

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/18

152016	1/24/2018	WYOMING DEPARTMENT OF HEALTH	78.00	Professional Service
151482	1/4/2018	COLLEGE OF AMERICAN PATHOLOGY	6,318.56	Proficiency Testing
151890	1/24/2018	INTERNAL REVENUE SERVICE	64,485.28	Quarterly Tax
151912	1/24/2018	MERRY X-RAY	108.08	Radiology Film
151469	1/4/2018	BRACCO DIAGNOSTICS INC	4,153.81	Radiology Material
151625	1/11/2018	BRACCO DIAGNOSTICS INC	2,170.05	Radiology Material
151828	1/24/2018	BRACCO DIAGNOSTICS INC	1,766.08	Radiology Material
151511	1/4/2018	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	3,800.00	Radiology Material
EFT000000003330	1/4/2018	LANTHEUS MEDICAL IMAGING, INC	2,521.15	Radiology Material
EFT000000003354	1/11/2018	LANTHEUS MEDICAL IMAGING, INC	13,012.29	Radiology Material
EFT000000003387	1/25/2018	LANTHEUS MEDICAL IMAGING, INC	5,149.00	Radiology Material
151524	1/4/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	328.48	Radiology Material
EFT000000003333	1/4/2018	PHARMALUCENCE, INC	450.00	Radiology Material
EFT000000003358	1/11/2018	PHARMALUCENCE, INC	2,125.00	Radiology Material
151526	1/4/2018	MARK SANDERS	100.00	Reimbursement - CME
151800	1/24/2018	ADAM PINEGAR	250.00	Reimbursement - Education & Travel
151807	1/24/2018	AMY SANTA	91.65	Reimbursement - Education & Travel
151815	1/24/2018	ASHLEY GIBLIN	55.82	Reimbursement - Education & Travel
151470	1/4/2018	BRITTANY GRIFFIN	145.96	Reimbursement - Education & Travel
151835	1/24/2018	CHRISTINE RADAKOVICH	30.00	Reimbursement - Education & Travel
151891	1/24/2018	DR. JACOB JOHNSON	389.13	Reimbursement - Education & Travel
151550	1/4/2018	DR. RAHUL PAWAR	1,501.74	Reimbursement - Education & Travel
151873	1/24/2018	GERRY JOHNSTON	117.30	Reimbursement - Education & Travel
151886	1/24/2018	HOLLY KOFOED	15.00	Reimbursement - Education & Travel
151671	1/11/2018	KRISTY NIELSON	241.05	Reimbursement - Education & Travel
151897	1/24/2018	LANA WELLS	675.00	Reimbursement - Education & Travel
151523	1/4/2018	MADELINE MEIDINGER	574.56	Reimbursement - Education & Travel
151903	1/24/2018	MARANDA DAVIS	55.82	Reimbursement - Education & Travel
151674	1/11/2018	MARY TYLER	33.66	Reimbursement - Education & Travel
151910	1/24/2018	MELIDA MARIN	181.56	Reimbursement - Education & Travel
151533	1/4/2018	MINDY BYRD	14.28	Reimbursement - Education & Travel
151681	1/11/2018	MINDY BYRD	7.14	Reimbursement - Education & Travel
151917	1/24/2018	MINDY BYRD	38.76	Reimbursement - Education & Travel
151924	1/24/2018	NATALIE HARRISON	38.76	Reimbursement - Education & Travel
151691	1/11/2018	PATTY O'LEXY	133.62	Reimbursement - Education & Travel
151957	1/24/2018	ROB FAIR	392.70	Reimbursement - Education & Travel
151556	1/4/2018	SARAH CORHN	45.00	Reimbursement - Education & Travel
151966	1/24/2018	SHANTEL GUERRERO	30.00	Reimbursement - Education & Travel
151558	1/4/2018	SOCIETY FOR HUMAN RES. MANAGE.	300.00	Reimbursement - Education & Travel
151976	1/24/2018	STEPHANIE WELSH	42.25	Reimbursement - Education & Travel
151987	1/24/2018	TAMMIE HENDERSON	33.66	Reimbursement - Education & Travel
151566	1/4/2018	TASHA HARRIS	355.05	Reimbursement - Education & Travel
151715	1/11/2018	TIFFANY URANKER	65.00	Reimbursement - Education & Travel
151716	1/11/2018	TINA FRULLO	12.24	Reimbursement - Education & Travel
151992	1/24/2018	TINA WILSON	27.24	Reimbursement - Education & Travel
151517	1/4/2018	YOUR HOSPITALIST TEAM	1,590.00	Reimbursement - Education & Travel
151808	1/24/2018	AMY CHAVEZ	49.14	Reimbursement - Food
151500	1/4/2018	FELIPA CHRISTENSEN	63.94	Reimbursement - Food
151895	1/24/2018	JOSEPHINA IBARRA	92.58	Reimbursement - Insurance
151862	1/24/2018	EVE PIZA	178.61	Reimbursement - Minor Equipment
151508	1/4/2018	HOLLY ELLISON	273.16	Reimbursement - New Year Baby Basket
151479	1/4/2018	CINDY NELSON	101.43	Reimbursement - Other Employee Benefits
151836	1/24/2018	CINDY NELSON	108.99	Reimbursement - Supplies
151514	1/4/2018	JOHANNA HERNANDEZ	15.87	Reimbursement - Supplies
152009	1/24/2018	WAYNE SEVERSON	9.53	Reimbursement - Supplies
151666	1/11/2018	JESSICA JANE HERNANDEZ	1,840.74	Reimbursement - Tuition
151522	1/4/2018	LUCRETIE ELLISON	455.50	Reimbursement - Tuition
151921	1/24/2018	MONTE GARRETT	114.99	Reimbursement - Uniforms

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/18

[illegible]

FY 2019 Budget Timeline

February – send out Capital Budget requests in February, to be returned by Friday, March 9th

February – send out Operational Expense Budgets Friday, February 23rd

March – budgets due on Friday, March 30th

April – conduct Budget Meetings during the weeks of April 9th and 16th

April – tentative Budget is due to the County the end of April

May – Budget workshop with Finance Committee.

May – approval of the Budget by the Finance and Audit Committee on Wednesday, May 30th

June – approval of the Budget by the Board of Trustees on Wednesday, June 6th

Human Resources Committee Meeting
Monday, February 26th, 2018
3:00 PM – MOB Conference Room
AGENDA

Old Business

- I. Approval of Minutes
- II. Turnover Report - Amy
- III. Open Positions –Amy
- IV. Employee Policies Update and Request for Approval– Suzan/Tami/Irene

New Business

- I. Determination of Next Meeting Date

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting
Monday, January 22, 2018
MOB Conference Room

TRUSTEE MEMBER(S) PRESENT: Ed Tardoni

MEMBERS PRESENT: Amber Fisk, Suzan Campbell, Irene Richardson

GUESTS: Kari Quickenden, Kristy Nielson, Tami Love, Brandon Nelson, Amy Lucy

TRUSTEE MEMBER(S) ABSENT: Richard Mathey

Ed Tardoni called meeting to order at 3:00 pm.

Ed asked for a motion to approve minutes. Suzan Campbell made the first motion. Amber Fisk seconded the motion. All ayes, none opposed. Motion carried.

OLD BUSINESS

Turnover Report

Amy Lucy went over the data for the turnover report:

- RNs at 13%
- 13% for housekeepers and laundry
- 9 other
- Clinic-24
- 116 total for 2017
- 26% is the national average for turnover

Open Positions

Amy Lucy shared open positions were as follows:

- 17 total
- 9 full-time
- 5 part-time
- 3 PRN

Amy shared that the open collection specialist position was being offered and that RNs for PACU were filled. She also shared that the Clinical Dietician position and Report Writer are difficult to fill positions.

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Update on HR Policies

None on policies for old business, however, there will be some policy discussion in new business.

Exit Interviews

Amber reviewed data from survey monkey results. It was requested on the question referring to "paid time off" to have PTO in parenthesis added behind the term.

NEW BUSINESS

Policies

Irene made suggestion that these be taken to leadership first before discussion. Amber explained that HR committee is where they should be brought first for discussion. Amber shared that there are three policies teetering on being out of compliance with FLSA. All three policies are in reference to exempt versus non-exempt. It was suggested that definitions for exempt and non-exempt be specified within the new pay practice policy. Suzan proposed that she would like to make two policies; one for exempt employees and one for non-exempt employees. Amber agreed and shared that she could help gather data and was trying to mitigate risk with FLSA. Discussion took place amongst the group in regards to current practices and whether or not they should be halted as there are concerns that our policies may not be in compliance with FLSA.. Suzan shared after discussion that there is no "leadership" classification according to federal law in regards to exempt employees; legally and technically there are five classifications for an employee to meet exempt status. Ed stated that there seemed to be some confusion and that sometimes past practice can sometimes "get ya". He liked the suggestion of separating the two, exempt and non-exempt and providing clear definitions. He asked for these to be put together before being presented to Board. It was also suggested a leadership training take place once the policies are completed and clearly laid out.

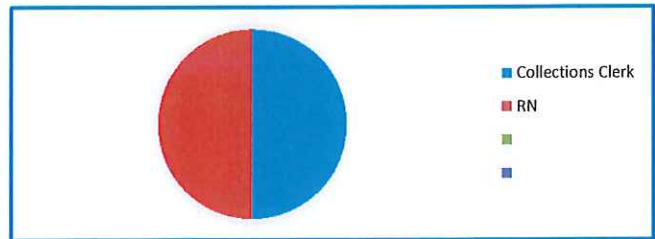
Next meeting set for Monday, February 26th at 3:00 PM.

Meeting adjourned.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2018 Overall Turnover Data (As of 1/31/2018)

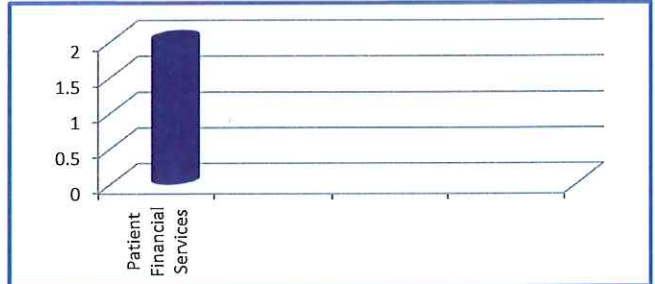
Top Position(s) / Turnover

	2018	%
Collections Clerk	2	18%
RN	2	2%



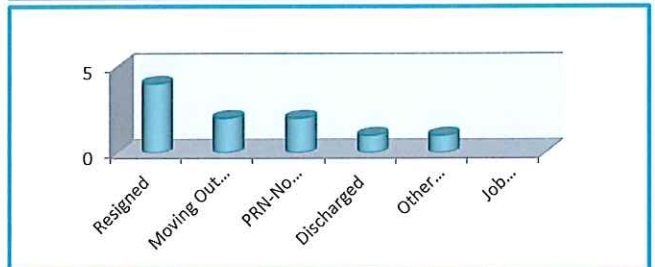
Top Department(s) / Turnover

	2018	%
Patient Financial Services	2	20%



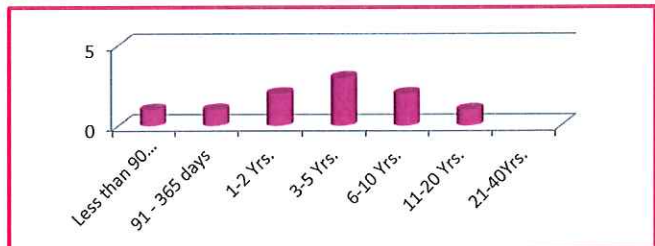
Top 5 Reasons / Turnover

	2018	%
Resigned	4	
Moving Out of Area/Relocation	2	
PRN-No Available Work	2	
Discharged	1	
Other Employment	1	
Job Abandonment		



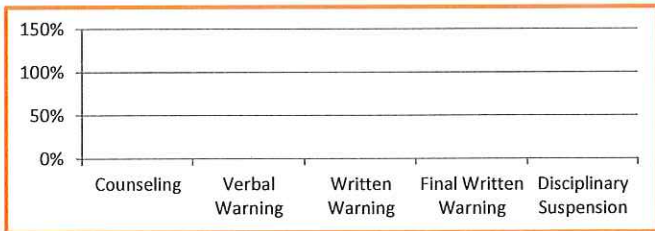
Length of Service

	2018	%
Less than 90 days	1	
91 - 365 days	1	
1-2 Yrs.	2	
3-5 Yrs.	3	
6-10 Yrs.	2	
11-20 Yrs.	1	
21-40Yrs.		
Total	10	



Corrective Action

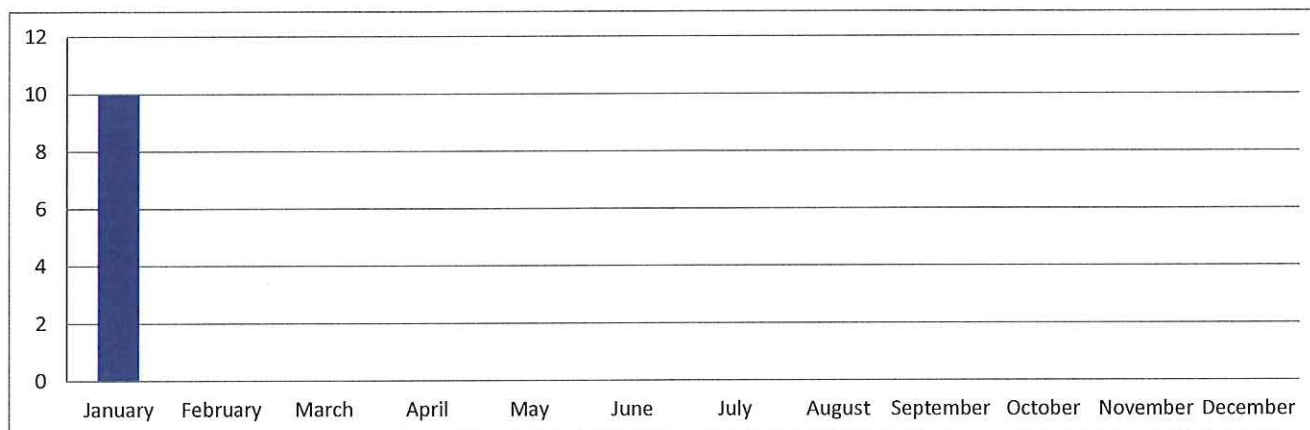
Counseling
Verbal Warning
Written Warning
Final Written Warning
Disciplinary Suspension



2018 Separations - Hospital Wide

	Separations	New Employees	Total Employees	505
January	10	7	502	
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total				

2%



Separations

Involuntary	1
Voluntary	9
Total	10

Overall Turnover

2009	96	25%
2010	98	27%
2011	79	16%
2012	104	24%
2013	113	26%
2014	88	18%
2015	97	19%
2016	86	16%
2017	116	21%
2018	10	2%

Classifications

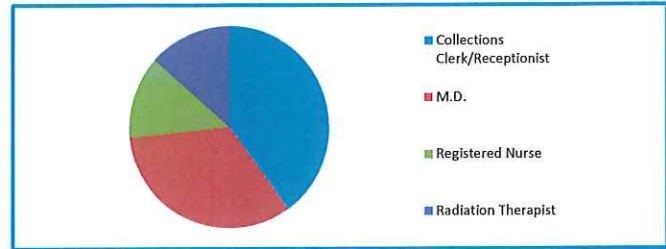
RN	2
Classified	8
Total	10

MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA
2018 Clinic Turnover Data (as of 1/31/2018)

Top 4 Positions / Turnover

2018

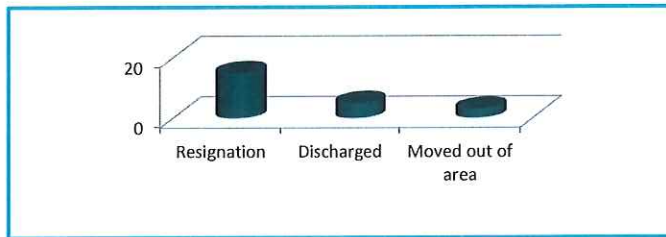
%



Top 3 Reasons / Turnover

2018

%



Length of Service

Less than 90 days

91 - 365 days

1-2 Yrs.

3-5 Yrs.

6-10 Yrs.

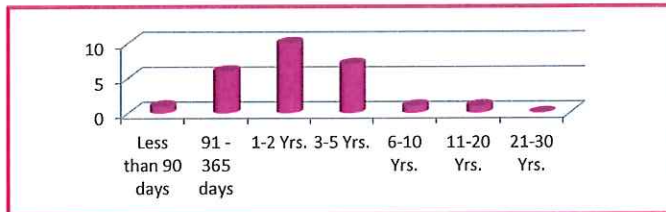
11-20 Yrs.

21-30 Yrs.

Total

2018

%



Corrective Action

Counseling

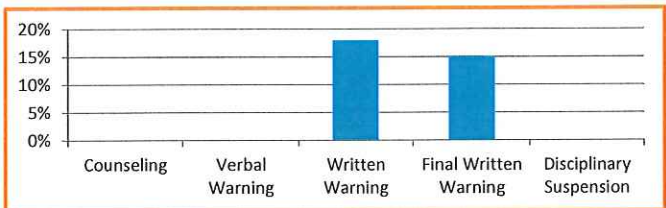
Verbal Warning

Written Warning

Final Written Warning

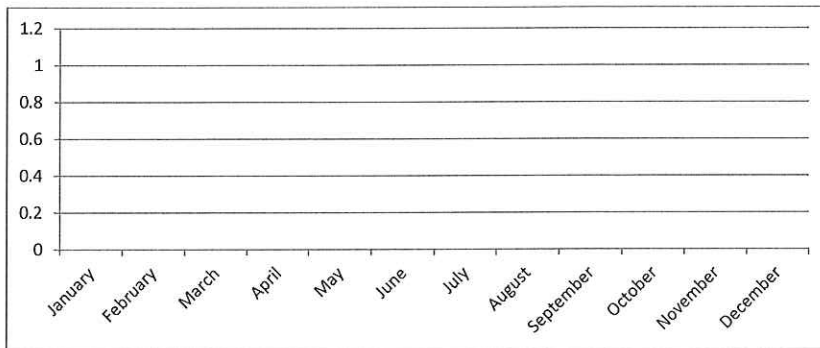
Disciplinary Suspension

0



2017 Separations - Clinic

	<u>Separations</u>	<u>New Employees</u>	<u>Total Employees</u>	
January				111
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total				0%



<u>Separations</u>		<u>Overall Turnover</u>	
Involuntary	2014	20	26%
Voluntary	2015	11	18%
Total	2016	16	14%
	2017	26	23%
	2018		
<u>Classifications</u>			
RN			
Classified			
Total			



Job Postings as of 02/16/2018



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>CLINIC</u>				
Clinic Admin Assistant	2062	Regular Full-Time	Days	High School diploma or equivalent and/or technical school with courses in related field required.
<u>COMMUNICATIONS</u>				
Admitting Specialist	2055	PRN	Variable	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
Admitting Specialist	2057	PRN	Variable	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
Admitting Specialist	2058	PRN	Variable	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
<u>COMMUNICATIONS</u>				
PBX/Operator	2056	Regular Full-Time	Variable	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
<u>DIETITIANS</u>				
Clinical Dietitian	2023	Regular Part-Time	Days	Possession of a Bachelor's or advanced degree from an accredited institution with a B.A. or B.S. degree in food and nutrition or equivalent. American Dietician Association registration required, Wyoming Dietitian License or ability to acquire within 6 months of hire date, and 1-2 years clinical nutrition experience preferred.
<u>DIALYSIS</u>				
Certified Patient Care Tech	2016	Regular Full-Time	Days	High School Diploma or equivalent required. Current EMT I License, National recognized PCT certification required.
<u>FACILITIES</u>				
Grounds/Maintenance Mechanic	2043	Regular Full-Time	Variable	High School Diploma or Equivalent required.
Carpenter	2060	Regular Part-Time	Variable	Possession of a high school diploma or equivalent is required. At least 2 years' experience in the building trades or as a woodworker plus maintenance experience. Graduation from a trade or technical school specializing in facilities maintenance or a building trade is highly desirable and may substitute for one year experience.
<u>ICU</u>				
Clinical Coordinator	2053	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification. It is preferred that the Clinical Coordinator has two years of clinical experience or has demonstrated progressive accountability and leadership abilities.
<u>INFORMATION SERVICES</u>				
Report Writer	2012	Regular Full-Time	Days	Requires a Bachelor's of Science degree in Computer Science, or related experience.
<u>MEDICAL IMAGING</u>				
Ultrasound	2061	Regular Full-Time	Variable + Call	Must be registered by the ARDMS, RVT, RDCS, or any other accredited ultrasound registry. Must be registered by ARRT if required to work in the role of Radiologic Technologist or other specialized modality, multiple modalities preferred. Proficiency in or willing to learn general, OB, GYN, and small body part ultrasound. Current BLS certification required.
<u>MOB/CLINIC</u>				
Clinic Registered Nurse/LPN	2040	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
<u>NUTRITION SERVICES</u>				
Cook	2041	Regular Full-Time	Variable	High School Diploma or Equivalent required.
Dietary Aide	2050	Regular Part-Time	Variable	High School Diploma or Equivalent preferred.
Dietary Aide	2051	Regular Part-Time	Variable	High School Diploma or Equivalent preferred.
Dietary Aide	2052	Regular Full-Time	Variable	High School Diploma or Equivalent preferred.
<u>PATIENT FINANCIAL SERVICES</u>				
Collection Clerk	2045	Regular Full-Time	Days	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
<u>REHABILITATION</u>				
Speech Therapist	1447	PRN	Days	Masters Degree in Speech Pathology. Certificate of Clinical Competence from American Speech Language and Hearing Association or presently completing clinical fellowship year. Wyoming License in Speech Pathology. BLS certification.
Occupational Therapist	1997	PRN	Days	Minimum of Bachelor's degree in Occupational Therapy. Master's degree in Occupational Therapy preferred. State of Wyoming Occupational Therapist License required. BLS certification.
<u>RESPIRATORY THERAPY</u>				
Respiratory Therapist	1615	PRN	Variable	High School diploma or equivalent required. Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.

<u>SURGICAL SERVICES</u>				
Registered Nurse - PAT (Internal Only)	1996	Regular Part-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
Scrub Tech	1966	Regular Full-Time	Days	High School diploma or equivalent required. BLS required. Prior healthcare experience preferred. Must be a Certified Surgical Technologist, or have comparable combination of education and experience.
Registered Nurse - PACU	2042	Regular Part-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.

VALUE DASHBOARD

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

Infection Prevention. We had 0 CAUTIs for quarter 4 (10/1-12/31). There were a total of 53 inpatients that had Foleys, and a total of 121 Foley days for this quarter. Our average patient days with a foley was 2.3.

We had 1 CLABSI this quarter. We had 8 patients with central lines, for a total of 25 days. The average days a patient had a central line in place was 3.1.

We had 0 VAE/VAP events this quarter. We had 5 patients on ventilators, for a total of 8 ventilator days. The average days any patient was on a vent was 0.6.

We had 2 hospital acquired CDI occurrences for this quarter, 2 MRSA BSIs from the community, and 19 C.Diff infections from the community.

Quality.

October and November's influenza screening and administration rate for inpatients was 94%. December's rate is 86% and this brings our quarter 4 overall rate to 91.38%. Our goal is to be greater than 92.4% (CMS national benchmark) for the quarter. The quality team continues to perform daily concurrent review of influenza vaccination screenings and sends reminders to department leaders for opportunities for improvement.

Opportunities for improvement exist in HOP Median Time to ECG, with times above national average. ED, Cardiopulmonary, and Quality had an initial meeting in December 2017 to discuss data and interventions for improvement. Interventions include improving timeliness of Code 1 communication with respiratory therapists, as well as exploring area of improvement with the physicians regarding discharge diagnosis. January's meeting brought forth further ideas for improvement. These interventions include placing EMT in the registration area to help with identifying patients that need to be triaged quickly. A second intervention includes standardizing the arrival time; i.e. always using the time displayed on the computer, instead of the wall clock or phone. Please see value summary for further details related to improving ECG times.

Opportunities for improvement exist in head CT/MRI results for stroke patients within 45 minutes of arrival, with small denominator values each month. Improvement opportunities were addressed, including establishing a clear process and protocol for ED and Medical Imaging to follow for this patient

population. The new process includes adjustments to the EHR, new alerts, and changes in communication between ED and Medical Imaging. Education was provided to staff involved in this new process as well. Will continue to study these changes to determine if this PDSA cycle has been a success.

ED Throughput median time for admitted patients at 298 minutes for Q4 2017. Interventions for improvement continue to occur in ED and Inpatient setting. Please see Timeliness of Care/ED Throughput value summary (attached in packet), as well as overall summary on next page.

ED admit decision time to admit departure median time remains above national benchmark at 121 mins for Q4 2017. This measure will correlate to the overall ED throughput time for admitted patients.

ED throughout time for patients discharged from ED at 138.5 mins for Q4 2017 with national benchmarks at 134 minutes.

Cost. Average length of stay for acute care inpatients for Q4 2017 is at 3.24 days with average case mix index at 1.34.

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

PATIENT SAFETY

The number of reports is remaining steady, which is good. There were no new serious safety events reported in January. Non-significant medication errors remain the most prevalent event type.

Inpatient units have gone 165 days without a fall (as of 2/14/18). This is the longest run of days in recent history.

Significant medication error numbers remain low, and new reporting intervals have been discussed with the P&T committee of the Medical Staff. Significant errors will be reviewed in that Medical Staff committee as they occur.

There was a case of Perioperative DVT in January which falls out on the AHRQ PSI measures.

Patient Grievances data from Nov 2017-January 2018 was shared with the committee. The most prevalent event types involved rude or unprofessional staff members, and physician communication

PATIENT EXPERIENCE

The ED CAHPs data profile reflects patient experience data collected from the ED population setting. This information is randomly sampled and surveyed via telephone by a third party vendor. This data does not affect our payment programs and is not publicly reported. The report provided is called the “key driver” questions. Our third party vendor has analyzed the data and provided the top 3 “key drivers” that are statistically show to “drive” the patient’s overall perceptions and overall quality of care. The dark blue bars in each graph represent the percentage of patients who answered the question with

“excellent”. The black line is our “% Excellent Rank”, meaning our rank compared to other users of our third party vendor (PRC).

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

Overall opportunities for improvement exist in MHSC’s culture towards patient and family centeredness and enhancing the patient experience across all spectrums (hospital, clinic, and outpatient settings). Clinic patient experience data will be shared next month, followed by Inpatient HCAHPS patient experience data. This data will rotate through each month from hospital/inpatient, ED, and clinic.

ACCREDITATION

The Laboratory survey response entries are complete, and we have been awarded our most recent accreditation.

The hospital accreditation was awarded in January. We have a follow-up survey that is coming in March 2018. A mock survey was performed on 2/7 which found areas of regulatory risk. Meeting on 2/14/18 addressed this with departments.

MERIT-BASED INCENTIVE PROGRAM (MIPS)

For this month’s MIPS summary, please see attached “MIPS Summary Sheet” and “ACI Dashboard”.

TIMELINESS OF CARE/ED THROUGHPUT

Median time from ED arrival to ED departure for admitted patients is 265 minutes for the month of November and 289 minutes for month of December. The data has shown tremendous improvement from the baseline over the past several months. The data trends are still within anticipated ranges per control chart. Since we have seen a consistent decreasing trend from baseline, we will reassess the goal which can be sustained and continually work towards national averages of 214 minutes and state averages of 176 minutes. ED teams continue to work on interventions. Addition of Ipads and ED wait time board for the public continue to be helpful per staff. Bedside shift report, triage in room as volume and acuity allow, patient admit and transfer process, and discussion of improved use of fast track are currently being worked on. Patient experience data dropped in August as a result of updating the comparison data benchmarks from 2016 to 2017. The data has been consistently improving from the baseline. If we are doing better, so are other hospitals. This goal also needs to be reevaluated and we need to find ways to consistently exceed what other hospitals are doing and continuously evaluate the moving target.

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

ANTIMICROBIAL STEWARDSHIP

Antibiotic stewardship efforts continue in the organization's goals to reduce the amount of antibiotics prescribed and evaluate necessity for antibiotics used. Much of the efforts currently reside in public awareness and importance of antibiotic stewardship along with physician understanding of importance. The inpatients numbers have been trending down, which is a huge success. The clinic data has been trending up over few quarters. Due to this, we are drilling down the data to the provider level to further identify opportunities for improvement. This has been challenge, as limitations exist with effective collection and measurement of clinic data. We have a meeting at the end of this month to discuss opportunities for improvement at the provider level. We recruited new physician champions (Dr. Rasamallu and Dr. Long) this past month and we are hoping that this will help with our improvement efforts. Cost data has been trending up as there were drug shortages and the organization needed to order in bulk to accommodate (when these drugs were available in the market again). In Q4 the data trended up as well, as the organization ordered more medications in order to be fully prepared for flu/pneumonia season.

Present: Clayton Radakovich, Kalpana Pokhrel, Kristy Nielson, Tami Love, Rich Tyler, Melissa Anderson, Crystal Hamblin, Ed Tardoni (in absence of Taylor Jones), Dr. Barbara Sowada, Leslie Taylor, Tracie Soller, Kari Quickenden, Irene Richardson, Kerry Downs, Jodi Corley, Kari Quickenden

Absent/Excused: Taylor Jones, Amanda Molski, Dr. David Liu, Dr. Christian Theodosios,

Chair: Dr. Barbara Sowada (in absence of Taylor Jones)

Minutes

January 17, 2018 Minutes were presented, motion to approve by Mr. Radakovich, seconded by Ms. Soller. Motion carried.

Consent Agenda - Hospital

Hospital Consent Agenda was presented, motion to approve by Mr. Radakovich, and seconded by Ms. Anderson.

Consent Agenda - Safety

Safety Consent Agenda was presented, motion to approve by Mr. Radakovich, seconded by Ms. Soller.

Consent Agenda - Clinic

Ms. Corley reviewed the MIPS data. We were required to reach 70%, which we did and may exceed at 90%. Overview of our cost score will be available this year, but they won't actually start scoring us until this year. We received bonus points for our immunization registry. The six (6) quality measures we are looking to submit this year are hypertension, colorectal cancer screening, breast cancer screening, preventive care and screening – influenza immunization, pneumonia vaccination status for older adults, and controlling high blood pressure.

We chose two (2) improvement activities; Antibiotic Stewardship and participating in CMS program. We would like to look into other programs for 2018, i.e. improving Clinical numbers, and health initiatives, which Dr. Banu Symington is very motivated in implementing. We have great buy in/involvement in the process with our physicians.

Ms. Taylor reported on Clinic efforts and the recent offer of monies for improvement projects through Mountain Pacific Quality Health. Implementation would need to start on this coming Monday. The program would complement many of the efforts we are currently working on, most notably being paid for the work that the nurses do. Previously we worked with the Care Transition Program; we came into the grant later than other facilities, but we are only one of two still remaining and exceeding with the program on our own.

TJC and Other Inspections

Laboratory survey response is complete and we have received accreditation. We also completed our Mock Survey on February 7, 2018. We seriously reviewed the behavioral health

rooms to make them as safe as humanly possible. We will continue to work with hand hygiene stats, which we continue to struggle with.

We have a phone call on Friday with TJC (we hope in lieu of a follow up survey).

Old Business

Ms. Pokhrel reviewed what the Star Rating is; 51 measures grouped into 7 domains. You are rated on each individual measure, and then they roll those into one rating for your Star Rating. We have a large margin for improvement in Admit decision time to ED Departure time. Dr. Sowada requested a possible drill down on our star rating for Communication with Doctors perhaps qualitative rather than quantitative. A rating of 2 for cleanliness could be directly correlated to the "old" look of the Radiology area, which has yet to be updated. Additionally the housekeeping staff works to clean patient rooms when patients aren't in there to minimize intrusion, but that has left the patient with the impression that the room is not being cleaned. This has been an educational piece. Overall the surveyors have complimented us on our cleanliness, especially given the age of our facility.

Willingness to Recommend has continued to score low. Mr. Tardoni noted that Sweetwater County's median age is 31.5 and queried how we can tap into that group. Ms. Taylor noted they surveyed OB/GYN patients and that patients under 30 were more concerned with cost, where over 30 were more concerned with quality of care. Mr. Radakovich noted the "high tech" generation seems to be the majority of our guest relations. He additionally noted what we don't do well with support the parents of our minor patients, not like they do at Primary Children's.

Mr. Radakovich suggested it would be possible, contract wise, to open the urgent care in the silver pod with a nurse practitioner to quickly take care of the low acuity patients that come in outside normal clinic hours.

Ms. Pokhrel summarized the change from our previous star rating of 2 to our current rating of 3 – was it our improvement or their change in scoring? She investigated and found it was actually a little of both; we have shown improvements.

Our goal is to work for another Star, we have definitely created "food for thought". Mr. Radakovich suggested we work on our individual composite score. Ms. Taylor suggested we look at expanding our Care Transition to encompass more of the young parent groups with continued education.

New Business

New Agenda – what are "your" thoughts and feelings on the new process? Overall consensus was good! We were able to see the numbers, but not rehash the information. We were able to expand the conversation and actually look at new ideas and options.

Wins

Ms. Richardson had a gentleman that followed her through the store, recognizing her as the CEO, he stated he followed the hospital happenings and that he wanted her to know he thought we were doing a good job!

Leadership rounding has shown an improvement in staff participation and even shown an openness of the staff to communicate.

Dr. Sowada requested we bring to the next meeting more thoughts and ideas for reaching out to the 30-something population.

Adjournment The meeting adjourned at 10:19 a.m.

Next Meeting Wednesday, March 21, 2018, 08:30 am, Classroom 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

Contract Check List

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

1. Name of Contract: **AGP Orthopedics, Inc**
2. Purpose of contract, including scope and description: **AGP Orthopedics, Inc. is a physician recruitment firm. They search for physicians for us under a contract. This contract is for an orthopedic search.**
3. Date of contract execution: **March 9, 2018**
4. Date of contract expiration: **One year from March 9 to March 8 2019.**
5. Rights of renewal and termination: **Can be terminated by either party with 14 day written notice.**
6. Monetary costs: **\$32,000.00**
7. Included in Department Budget: **Yes**
8. Extraneous costs associated with contract: **None**
9. Let for bid, if appropriate: **NA**
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES**

AGP Orthopedics, Inc.

Contingency Search Agreement for Permanent Placement

This contingency agreement ("Agreement") by and between Memorial Hospital of Sweetwater County ("Client") with its principal place of business located at 1200 College Drive, Rock Springs, WY 82901 and AGP Orthopedics Inc. (DBA OrthopedicJobs.net) (AGP) a Florida company with its principal place of business located at 102 Timber Lane, Jupiter, FL 33458 is entered into March 9, 2018.

As requested by Client, AGP shall search for orthopedic surgeons. Candidates presented by AGP are presumed to be introduced to Client by AGP unless client notifies AGP in writing within 2 business days of initial presentation that the candidate is already known. "Already known" shall mean that candidate submitted themselves or a recruiting company submitted to Client in the past 6 months prior to AGP's submission.

FEES: For each placement, the fee shall be \$32,000. Invoices are due net 30. Fee is due upon placement/signing of contract with surgeon. Fee will be owed by client if client refers doctor to any third party that hires candidate.

GUARANTEE: If candidate fails to maintain work with client for 30 days after start date then AGP will exercise best efforts to recruit a replacement candidate for client at no additional fee.

TERM: Agreement is valid from March 9, 2018 to March 8, 2019 and will renew on a month to month basis afterward. Either party may terminate this agreement with 14 days written notice.

GENERAL:

- This agreement shall be governed by the state of Wyoming.
- Facsimile, letter, text or electronic mail is suitable for all forms of official communications.
- Client will perform all final reference checks, verify license and credential candidate where necessary.
- The obligations for payment of fees and the guarantee shall survive this agreement.
- Past Due fees are charged a 1.5 % per month. Should it be necessary to collect past due money under this agreement, client agrees to pay all cost of collection, including a reasonable attorney fee.

By Signature below the undersigned represents that he or she is authorized to bind their respective party to the Contingency Search for Permanent Placement.

Memorial Hospital of Sweetwater County

By: _____

Title: _____

Date: _____

Printed Name: _____

AGP Orthopedics, LLC (DBA-OrthopedicJobs.net)

By: _____

Title: _____

Date: _____

Contract Check List

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

1. Name of Contract: **Merritt Hawkins**
2. Purpose of contract, including scope and description: **Merritt Hawkins is a physician recruitment firm. They search for physicians for us under a contract. This contract is for a pediatrician search.**
3. Date of contract execution: **March 7, 2018**
4. Date of contract expiration: **One year from execution**
5. Rights of renewal and termination: **Can suspend the search. If suspended for 90 days it will be deemed cancelled. Lose any money paid to that point such as \$1000.00 to open the search and any monthly fees to that point.**
6. Monetary costs: **\$1000.00 to open the search. \$2000.00 month for monthly fee for 4 months. \$10,000.00 advertising, email blasts, etc and then if a candidate is found and signed then we owe them \$15,000.00
Total of \$34,000.00**
7. Included in Department Budget: **Yes**
8. Extraneous costs associated with contract: **None**
9. Let for bid, if appropriate: **NA**
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES**

SEARCH AGREEMENT

MERRITT HAWKINS accepts the assignment to recruit physician(s)/allied healthcare professional(s) with specialty training listed below. **Memorial Hospital of Sweetwater County (CLIENT)** agrees to engage **MERRITT HAWKINS (MH)** under the following guidelines:

MERRITT HAWKINS AGREES TO:

1. Conduct an on-site consultation and evaluation to determine strategies and guidelines for maximizing opportunity for successful recruitment (Community Practice Profile).
2. Design suitable agreement/contract between candidate and Client if requested by Client.
3. Screen potential candidates telephonically to determine level of interest and compatibility with opportunity.
4. Request and provide initial reference information on candidates.
5. Arrange a complete travel and accommodation itinerary for candidate and spouse for Client interview.
6. Consultant will personally interview candidate and spouse prior to their visiting opportunity.
7. After the personal interview, consultant will inform Client of the current level of candidate interest.
8. Act as a liaison on behalf of Client in negotiating a mutual work agreement as requested.
9. Assist Client in relocation and licensing of selected candidate(s).

CLIENT AGREES TO:

1. Pay MH a Search Initiation Fee of \$1,000 per search, Monthly Fee for services rendered (**see Schedule I**) and, when a written agreement between Client and candidate is reached, a Completion Fee of \$15,000 per search.
2. Reimburse MH for all **Pre-Approved Expenses** incurred on Client's behalf. These will include travel expenses related to Candidate and Spouse Interview; travel expenses for the Search Consultant and Candidate Sourcing MH Initiates advertising (via online resources, mobile media, social media, personal letters and emails) on all searches it conducts on the clients behalf.

SCHEDULE I

4 Monthly Fee per Search - \$2,000

SEARCHES CONTRACTED:

- | | |
|--------------------------------|-----------|
| 1. <u>1 (ONE) Pediatrician</u> | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

GENERAL TERMS:

1. The term of this agreement shall be for one (1) year from the date this agreement is fully executed and will be automatically extended on a month-to-month basis unless otherwise terminated in accordance with the terms of this agreement. This agreement constitutes the entire understanding of the parties and may only be amended in writing by all parties hereto.
2. Client may place a search on hold by providing written notice during the term of this agreement. Any active search, which becomes inactive or is placed on hold by Client for more than ninety (90) days, will be deemed cancelled. Client may activate an on-hold search by providing written notice to MH prior to expiration of the aforementioned time frame. Client also has the option to terminate this agreement by providing thirty (30) days' written notice and paying all outstanding invoices.

In order to be prepared to respond to candidates on a timely basis, MH reserves the right to place a search on hold if Client has not provided an agreement/contract, including the specific obligations, financial terms and benefits, prior to the commencement of any contracted search. If requested, MH will consult with Client to develop an agreement/contract for Client use. MH also reserves the right to place a search on hold if developments occur, which would inhibit the Client's ability to respond on a timely basis with regard to prospective candidates.

3. MH agrees to a one-time replacement of any candidate who does not report to work or leaves the community within the first ninety (90) days for physician candidates or thirty (30) days for allied healthcare professionals at no additional Search Initiation or Completion Fee. Only monthly rates (Schedule I), if applicable, and out-of-pocket expenses will apply. To activate this replacement clause, Client must notify MH in writing within thirty (30) days of the original start date or the recruited candidate's departure. Client must allow MH to proceed with recruiting the replacement candidate within sixty (60) days of aforementioned notice. If Client elects not to recruit the replacement physician/allied provider for the original contracted opportunity, this replacement clause shall not apply. This replacement clause is valid providing original agreement/contract between Client and candidate has not been changed and all invoices have been paid according to the terms of this agreement.
4. If within three years of the termination of this agreement, Client employs, contracts with or otherwise associates with any candidate on either a temporary or permanent basis whose specialty or position was covered by this agreement and candidate was referred to Client by MH during the term of this agreement, then Client agrees to pay MH a Placement Fee equal to \$30,000 less professional fees paid to date for the contracted specialty.
5. If during the term of this agreement MH directly furnishes the name of any candidate whose specialty or position is not covered by this agreement (including physician or allied healthcare professionals such as a partner, associate or spouse) and such candidate is employed, contracted or otherwise associates with Client on either a temporary or permanent basis during the term of or within three years of the termination of this agreement, then Client agrees to pay MH a Placement Fee of \$30,000 which shall be due upon written agreement between candidate and Client. This paragraph will supersede any prior or existing agreements between Client and MH with regard to any non-contracted search. Such Placement Fee shall be in addition to any other monies due under the terms of this agreement.
6. Candidate referrals, curriculum vitae and references are confidential. Client shall not provide confidential candidate information to any third party. If such a breach in candidate confidentiality does occur, resulting in the placement, contracting or association of the candidate with a third party either on a temporary or permanent basis, Client shall pay MH a Placement Fee of \$30,000. Such Placement Fee shall be in addition to any other monies due under the terms of this agreement.
7. This is a non-exclusive agreement and Client may use other resources to complete any contracted search. MH also reserves the right to conduct other searches within the same service area. To avoid duplicating efforts with candidates, MH shall provide candidate information to Client in writing. Within two (2) business days of receipt of candidate information, Client will notify MH if it has previously received the candidate information directly or through a third party. Unless notified within this two (2) day time frame, it is agreed that MH will have the exclusive rights to the candidate and will proceed with the candidate in accordance with the terms of this agreement.
8. Initial reference information provided by MH to Client is received from third parties. For this reason MH cannot guarantee the content or accuracy of this information. Therefore, Client must rely upon its own referencing when making final candidate selection. MH does not discriminate against any individual candidate on the basis of age, race, gender, religion, national origin, disability, veteran status or other status protected by law. Therefore, MH will forward all adequately trained candidates to Client for consideration. After execution of an agreement/contract between Client and candidate, Client shall not hold MH responsible for the acts or omissions of the candidate during or after the term of said agreement/contract. This paragraph shall survive the termination of this agreement.
9. MH accepts this agreement in lieu of pursuing other potential opportunities in the region and therefore, the Search Initiation Fee(s) are deemed earned and are payable upon execution of this agreement. Professional Fees will be billed on a monthly basis. The full Completion Fee shall be due regardless of whether the candidate accepts a temporary or permanent assignment. All fees and expenses are payable within ten (10) days of invoice date. If concurrent or subsequent to an Agreement between Client and candidate, Client elects not to pursue the contracted opportunity/candidate for any reason or if Client materially changes the recruited opportunity resulting in the termination of the Client/Candidate Agreement by either party, the Completion and/or Placement Fees shall be deemed earned. Failure to timely pay any amounts owed under any search agreement between Client and MH will invalidate the replacement clause under Article #3 above. All unpaid amounts will be subject to a service charge of 1-1/2% added each month. In addition, MH reserves the right to terminate this agreement for non-payment of monies owed. Client agrees to reimburse MH for reasonable attorney's fees and collection costs in the event they become necessary to collect monies owed MH. Client also agrees to reimburse MH for reasonable attorney's fees if MH is the prevailing party in any litigation arising as a result of this agreement. Both MH and Client expressly agree that there are no third-party beneficiaries to this agreement. This agreement shall be governed by, and construed and interpreted in accordance with the laws of the State of Texas. This agreement is performable in Dallas County, Texas. Exclusive jurisdiction and venue of any dispute or legal action relating to this agreement shall lie within the courts of Dallas County, Texas.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

MERRITT HAWKINS

BY _____
NAME Irene Richardson
TITLE CEO
DATE _____

BY _____
NAME Tom M. Hudgins
TITLE Associate Director of Marketing
DATE _____