

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
REGULAR MEETING OF THE BOARD OF TRUSTEES  
January 7, 2020  
2:00 p.m.  
Classrooms 1, 2 & 3**

**AGENDA**

- I. Call to Order Taylor Jones
  - A. Pledge of Allegiance
  - B. [Our Mission and Vision](#) Richard Mathey
  - C. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Notice of Claim *(For Action)* Taylor Jones
- III. Agenda *(For Approval)* Taylor Jones
- IV. [Minutes](#) *(For Approval)* Taylor Jones
- V. Community Communication Taylor Jones
- VI. Old Business Taylor Jones
  - A. From the Human Resources Committee *(For Approval)* Ed Tardoni
    - 1. [Telecommuting Policy](#)
  - B. Outstanding – Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)
    - 1. Credentialing Criteria *(presented following approval of new medical staff bylaws)*
- VII. New Business Taylor Jones
- VIII. Chief Executive Officer Report Irene Richardson
- IX. Committee Reports
  - A. [Quality Committee](#) Barbara Sowada
  - B. Human Resources Committee Ed Tardoni
  - C. Finance & Audit Committee Marty Kelsey
    - 1. [Capital Expenditure Requests](#) *(For Approval)* Marty Kelsey
    - 2. [Narratives](#) Tami Love, *Chief Financial Officer*
    - 3. Bad Debt *(For Approval)* Ron Cheese, *Director of Patient Financial Services*  
[Committee Meeting Packet](#)
  - D. Building & Grounds Committee Ed Tardoni
  - E. [Foundation Board](#) Taylor Jones
  - F. [Compliance Committee](#) Barbara Sowada
  - G. [Governance Committee](#) Barbara Sowada
  - H. Joint Conference Committee Richard Mathey

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REGULAR MEETING OF THE BOARD OF TRUSTEES

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2:00 p.m.

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AGENDA

- X. Contract Review Suzan Campbell, *Chief Legal Executive/General Counsel*
  - A. Contract Consent Agenda (*For Approval*)
    - 1. [CLA Cybersecurity Assessment and Consulting Services](#)
- XI. Medical Staff Report Dr. Lawrence Lauridsen
- XII. Good of the Order Taylor Jones
- XIII. Executive Session Taylor Jones
- XIV. Action Following Executive Session Taylor Jones
  - A. Approval of Privileges
- XV. Adjourn Taylor Jones



# Memorial Hospital

OF SWEETWATER COUNTY

## OUR MISSION

*Compassionate care for  
every life we touch.*

## OUR VISION

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

## OUR VALUES

*Be Kind*

*Be Respectful*

*Be Accountable*

*Work Collaboratively*

*Embrace Excellence*

## OUR STRATEGIES

*Patient Experience*

*Quality & Safety*

*Workplace Experience*

*Growth, Opportunity & Community*

*Financial Stewardship*

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

**December 4, 2019**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on December 4, 2019, at 1:00 p.m. with Mr. Taylor Jones, President, presiding.

**CALL TO ORDER**

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

Officially present: Ms. Irene Richardson, Chief Executive Officer; Dr. Lawrence Lauridsen, Medical Staff President; Mr. Jim Phillips, Legal Counsel; and Mr. Jeff Smith, Sweetwater County Board of County Commissioners Liaison.

**Pledge of Allegiance**

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

**Our Mission and Vision**

Mr. Tardoni read aloud the mission and vision statements.

**Mission Moment**

Ms. Richardson shared a mission moment. Staff conduct a Person Centered Care Workshop each week. Ms. Patty O'Lexey, Care Transition Nurse, is one of the workshop leaders. She shared with Ms. Richardson a story about a visit with a patient and comments made about the person centered care culture at MHSC. The patient told Ms. O'Lexey, "Well, whatever you are doing is working!" Ms. Richardson said we can see a shift and feel it. The patient's family said they have been coming here for years and said the Hospital has figured out how to bridge the gap in helping staff move in this direction. Mr. Jones said there are a lot of good things happening. He said he loves that HCAHPs (patient experience scores) information is hanging on the wall in Administration and we are sharing it with everyone.

**APPROVAL OF AGENDA**

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

**INSURANCE DISCUSSION**

Mr. James Graham joined the meeting via telephone. Mr. Graham said he is a consultant doing an audit and some other potential services moving forward. He said he developed a preliminary



review and was prepared to discuss MHSC information. Mr. Jones said the Board wants to know if we have the right insurance coverage and not too much coverage. Mr. Graham said he reviewed the hospital insurance policies. He said he has some additional questions he wants to follow up on with the current broker. Mr. Graham said he was pleased to meet with Ms. Tami Love, Chief Financial Officer, to learn about some of the adjustments made to more closely comply with the Wyoming Claims Act. Mr. Graham said he understands the Hospital has paid some claims above what is expected for this type of facility in this area. He said state law dictates if you are going to provide broader coverage and more than is required by law you need to dictate why you are doing that. In the process of vetting some agreements the Hospital has, Mr. Graham said he sees we need to have appropriate qualifying language in there such as, "in no way meant to waive our governmental immunity protection." He said every policy we have would have to have that language in it. Mr. Graham said we don't want to go to bare bones coverage if having more does not put us at a disadvantage. There is a balance to have a little extra coverage with very little additional cost. Mr. Graham said the Wyoming Claims Act is a procedural guide. He said he feels one of the providers to the Hospital does not handle things appropriately related to the Wyoming Claims Act. Mr. Graham said MHSC is a county hospital and has immunity. He said you don't follow the traditional path of litigation when the Wyoming Claims Act is applicable. He said more information will be included in his audit. Mr. Graham briefly noted some additional items of review including faithful performance coverage, a government form for the Treasurer, the use agreement with the University of Utah for the helipad, non-owned aircraft exposure, inspections on underground storage tanks and hazardous substances. Mr. Graham said all the coverages are in play of major significance. He thinks the property needs some adjustments, and liability, also. The bond indenture study says we should have basic and customary coverages. Mr. Graham said some tweaking needs to happen here and there. He has to see what exposures we have that are beyond protection from the Wyoming Claims Act. Mr. Graham said he provided a proposal to MHSC in June and was engaged in the middle of August. Data did not start circulating in until mid-September. MHSC shifted off the Request for Proposal (RFP) and back in the mode of following up. The broker was not forthcoming on information that was not in MHSC's databank. Mr. Graham has gone back for an insurance summary. MHSC's risk management department is growing. Mr. Graham said he has some recommendations for the risk manager to be more portable to keep information in-house and do our analytics. Mr. Graham said he hopes to supply his report the week of December 16. It will contain a roadmap and recommendations. Mr. Graham said he is not sure if the Hospital has time to go out into a competitive bid process. He will give recommendations for getting the coverages we want and need vs. being told what we must have. He will have some limit recommendations and deductible recommendations. Mr. Graham said people should not have to search through the insurance policy documents to find the important information. He said that is part of the problem when not going out into the market and having a professional bid process. Mr. Graham said he is coming at it from a risk and financial direction of cost, coverage limits, and deductibles. He said we want a relationship where someone helps educate as opposed to the traditional approach to go buy a policy and see if it meets your needs. Mr. Phillips asked about umbrella coverage and a \$1M limit. Mr. Graham said the Hospital has \$10M out there and it is an extreme injustice to a public entity. He believes the Hospital should limit protection to that (\$1M) level. Mr. Graham said he knows there are some hospitals in Wyoming that waive governmental immunity to those thresholds. Mr. Graham said he does not agree with that. He said we should reduce the per claim limit to match the governmental claim limit. Mr. Kelsey asked about the hacking into computer systems going on across the country. He asked about Mr. Graham's comfort with the Hospital's business interruption coverage. Mr. Graham said he was skeptical at first but

was pleased with the protection. He feels we should err on the side of caution and get higher limits. Mr. Graham said cyber is one of our greatest unknown exposures and changing constantly. He said the MHSC IT Department was very helpful with providing information and Mr. Graham is pleased with the program and pricing. Mr. Jones thanked Mr. Graham. Mr. Kelsey suggested a meeting following receipt of Mr. Graham's report. There was discussion of timing related to the RFP process. Mr. Rob Zotti in the audience said waiting until January is pushing the timeline if renewal is in April. He said it is do-able but he is not sure what the response rate will be. The Board agreed to meet December 18 at 5:30 PM.

## **APPROVAL OF MINUTES**

The motion to approve the minutes of the November 6, 2019, regular meeting as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the November 13, 2019, special meeting as presented was made by Mr. Mathey; second by Dr. Sowada. Mr. Kelsey abstained and the motion carried.

## **COMMUNITY COMMUNICATION**

Ms. Richardson introduced Ms. Sharon Fiola, a consultant onsite to help with quality initiatives, risk management, The Joint Commission, and mentor leadership. Ms. Fiola said she is happy to be at MHSC.

## **OLD BUSINESS**

### **Surgical First Assist Privileges**

Dr. Lauridsen reviewed the information. He said we have had nursing first assists since 2016. He said this request is for non-RN first assists and is basically designed to set standards. The request was made by Dr. Scott Sulentich. The Board discussed wording of timeframe of review. Dr. Lauridsen said the request would go to the Credentials Committee and there is a mechanism in place to review for approval. He assured the Board someone is checking. Ms. Kerry Downs, Medical Staff Services Director, said applicants are asked to explain any gaps. Mr. Kelsey noted the word "current." The motion to approve the request as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

### **Credentialing Policy**

Mr. Mathey said bylaws review work is progressing and the Joint Conference Committee is scheduled to meet December 16.

## **NEW BUSINESS**

### **Telecommuting Policy**

Mr. Kelsey said the Human Resources Committee has been hammering on this policy for a number of months. There will be a separate telework policy. Mr. Kelsey asked for correction of a couple of typos. Mr. Tardoni said it took time because the Committee was learning and raising awareness on what telecommuting is.

## **January Meeting Date**

The Board will not meet on January 1 due to the holiday. The January regular meeting will be held on January 7, 2020.

### **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson reported the Lab successfully completed The Joint Commission survey with stellar results. She congratulated the Lab staff as well as Cardiorespiratory staff. Ms. Richardson said the surveyor was very complimentary of the Lab and the entire facility. Ms. Richardson reported in the area of patient experience, over 50% of staff have been trained. We are extending sessions to weekends to help train people unable to attend on Tuesday, Wednesday or Thursday. She said we believe we have seen a shift in our culture. In the area of quality and safety, Ms. Richardson met with Mr. John Rubio from Simplr. He gave us high marks on our strategic plan. He gave her some good ideas she will share with Quality. We are moving to Press Ganey in January for patient experience surveys. The surveys will no longer be offered via phone call but via e-mail. Ms. Richardson reviewed a list of best practices from Press Ganey and said we are doing most of these things already. In the area of community and growth, we continue to work on access to clinics and outside services. In the area of financial stewardship, we will schedule another finance workshop with the Board. Ms. Richardson requested a workshop on Thursday, January 30 at 5:00 PM. She requested no regular February Board meeting due to the timing of the workshop. Ms. Richardson said she will present the Hospital 6 Penny Projects to the Board of County Commissioners on December 5 at 3:00 PM. Ms. Richardson reported the first quarterly meeting with the University of Utah Emergency Department group will be conducted via phone call on December 9. Dr. Lucy Ryan, Pediatrician, joined us this week. A 24-day legislative budget session begins February 10. A couple of items of interest are Medicaid expansion and healthcare special districts. Ms. Richardson said she will keep the Board updated. She said a hospital cost study was completed. Forty percent of healthcare in Wyoming is provided outside state lines. She said we have fixed costs. We want to treat patients here. The fixed costs drive up some costs. Ms. Richardson asked the Trustees to note some upcoming education opportunities:

- May 7 Wyoming Hospital Association Trustee & CEO Conference in Thermopolis
- September 1 – 3 Wyoming Hospital Association Annual Meeting

Ms. Richardson invited Trustees to attend the community gingerbread village holiday event and Foundation tree lighting December 6 from 6:00 – 8:00 PM, as well as the staff holiday meal December 12 from 11:30 AM – 2:00 PM or 5:00 – 6:30 PM. The Rock Springs holiday lighted parade is December 7 and everyone is invited to walk with the Hospital. Mr. Jones said there are so many good things happening here; things are coming together. He said the Hospital has an outstanding captain and great people throughout the facility. Ms. Richardson said it is a group effort.

## COMMITTEE REPORTS

### Quality Committee

Dr. Sowada said information is in the meeting packet. She thanked the Lab for the wonderful survey. She said a survey of credentialing was 100%. Dr. Sowada said Ongoing Professional Practice Evaluation (OPPE) development has been a three-year project and is complete.

### Human Resources Committee

Mr. Kelsey said Ms. Amber Fisk, Human Resources Director, shared with the group the turnover report. The numbers are improved from the past year.

### Finance and Audit Committee

**Capital Expenditure Requests:** The motion to approve capital expenditure request FY 20-26 for accounting software for the Hospital for \$30,000 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. The motion to approve capital expenditure request FY 20-28 for equipment to diagnose respiratory diseases for \$57,570.99 as presented was made by Mr. Kelsey; second by Dr. Sowada. Motion carried. The motion to approve capital expenditure request FY 20-29 for laptops for \$90,000 as presented was made by Mr. Kelsey; second by Dr. Sowada. Motion carried. Mr. Tardoni noted some proposals include confidentiality requirements. He recommends adding a box on the approval page of requests for confidentiality if that is applicable and also change the form so the Chief Clinical Officer does not have to cross out a different box to sign the form.

**Narratives:** Ms. Love reviewed the narrative highlights included in the meeting packet. She said group health is over budget. We have seen an increase of 28% over the past year. She said it appears some of the increase is the Blue Cross Blue Shield issue. We are reviewing the payment of claims process. Drug expenses are over budget. There is growth of self-pay in accounts receivable and we are working to bring that down. Ms. Love said we are working on a plan to decrease self-pay balances. We are seeing an issue with Medicare due to their system update. We are waiting on the State to survey peritoneal dialysis. Medicare is pulling all of our infusion and chemo bills due to the increase in drug pricing. Mr. Kelsey said he is appalled with the State not surveying our location yet. Ms. Richardson said she will reach out to Department of Health Director Ceballos. Mr. Tardoni said he really appreciates the minutes and the information in the Finance and Audit Committee packet. He said everyone can see what we are doing and that is very good. Mr. Kelsey said we have significant issues on the revenue side and the expense side. He asked staff to help us on a path that is very problematic. Mr. Kelsey said he does not like what he sees. He said there are some environmental factors out there that are very troubling. As staff works on the FY21 budget, there could be some significant changes. Mr. Tardoni said we need to do some real out-of-the-box thinking.

**Bad Debt:** The motion to approve the net potential bad debt of \$750,246.93 as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. Mr. Cheese noted the number presented is a net number with the actual being higher.

### **Building & Grounds Committee**

Dr. Sowada said the report from Mr. Jim Horan, Facilities Director, and Dr. Sowada's notes are in the meeting packet. She said it was a surprise with grading when water and power lines were not expected to be where they were but the issue was handled.

### **Foundation Board**

Ms. Tiffany Marshall, Foundation Director, said there will be amazing "gingerbread" houses at the Christmas event. The Gala event is going well. We have sold over 50% of tables and sponsorships are up. She said we are constantly keeping our eyes open for donations and grant opportunities. We received \$7,000 from Tata for wireless monitors in the OB Department. A video crew came in and we are hoping to have a video to roll out at the Gala. Ms. Cindy Wakefield, Foundation Assistant, has been working on a project on why our employees give to the Foundation. Ms. Marshall said the Guardian Angel (grateful patient) program should be started again in March. We will have posters and information in discharge packets. Ms. Marshall is proofing the donor wall and hopes to have it up by March. The Foundation was asked to purchase some clocks for the Surgery Department to help with timeliness. The Foundation approved a synchronized clock system for \$9,508. Ms. Marshall said the Foundation is working on committees and focusing on planned gifts and annual giving.

### **Compliance Committee**

Dr. Sowada said the report is in the packet.

## **CONTRACT REVIEW**

The motion to approve the CLA Cybersecurity Assessment as presented was made by Mr. Tardoni; second by Dr. Sowada. Mr. Kelsey asked if any reference checking was completed on Clifton Larson Allen (CLA) for their cybersecurity assessment. Ms. Suzan Campbell, Chief Legal Executive and General Counsel, said she reviewed the contract after Mr. Rich Tyler, Information Technology Director, obtained a number of quotes. Ms. Love said she does not think reference checking was completed on this group. Mr. Kelsey said he prefers to wait and not approve the agreement at this time.

Mr. Jones announced a five-minute break. Mr. Jones called the meeting back to order at 3:13 PM.

Mr. Tyler confirmed he did not complete reference checks on CLA for the proposal. This work is new to us so we based our decision on our previous experience with a separate arm of CLA so we felt confident in the decision. He thinks they provided some references. Mr. Kelsey recommends we do reference checking before we sign the contract. He said it is a lot of money and an important project. Mr. Tardoni withdrew his motion to approve. Dr. Sowada said there is a federal service she heard about through the Wyoming Hospital Association that helps with cybersecurity. Mr. Tyler said he has reached out to the contact two times a week for over a month with no reply. He reviewed the information and it looked basic, not in-depth. Mr. Tyler said he will bring the contract back to the Board at the January meeting.

## **MEDICAL STAFF REPORT**

Dr. Lauridsen reported the General Medical Staff met December 3. Elections were held with the following officers:

- Dr. Lawrence Lauridsen – President
- Dr. Cielette Karn – Vice President
- Dr. Jacques Denker – Secretary
- Dr. Rahul Pawar - Medical Executive Committee Chair
- Dr. Augusto Jamias – Surgery Chair

Dr. Lauridsen said Dr. Ryan joined us. Ms. Tammy Walker, NP, is also in Pediatrics. Dr. Honeycutt joined us in Medical Imaging.

## **GOOD OF THE ORDER**

Mr. Jones said “hats off” for what everybody does. There are a lot of good things happening. None of it came easy and none came quickly. He thanked everyone.

## **EXECUTIVE SESSION**

The motion to go into Executive Session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

## **RECONVENE INTO REGULAR SESSION**

At 4:31 PM, the motion to come out of executive session and into open session was made by Dr. Sowada; second by Mr. Mathey. Motion carried.

## **ACTION FOLLOWING EXECUTIVE SESSION**

### **Approval of Privileges**

The motion to approve the November 12, 2019, Credentials Committee Recommendations for physician and healthcare provider privileges as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Associate Staff (1 year)
  - Dr. Lucy Haberthier-Ryan, Pediatrics
2. Initial Appointment to Locum Tenens Staff (1 year)
  - Dr. Margaret Barnes, Radiation Oncology
  - Dr. Gary Van Heuvelen, Radiation Oncology
3. Initial Appointment to AHP Staff (1 year)
  - Tamara Walker, Pediatric Nurse Practitioner
  - Holly Allen, Professional Counselor (SWCS)
4. Reappointment to Active Staff (2 years)
  - Dr. Frederick Matti, Radiology
5. Reappointment to Locum Tenens Staff (1 year)
  - Dr. Kimberly Kilgore, Pediatrics

6. Reappointment to Consulting Staff (2 years)
  - Dr. Kevin Whitehead, Cardiovascular Disease (U of U)
  - Dr. Jade Nunez, Tele Burn (U of U)
  - Dr. Jason Young, Tele Burn (U of U)
  - Dr. Naomi Saenz, Tele Radiology (VRad)
  - Dr. Michael Allen, Tele Radiology (VRad)
7. Reappointment to AHP Staff (2 years)
  - Jocelyn Palinek, Family Practice Nurse Practitioner
8. Change in Staff Status
  - Dr. Janene Glyn, Pediatrics – Associate Staff
  - Dr. Preetpal Grewal, OB/GYN – Locum Tenens Staff

The motion to authorize the CEO to execute a physician contract as discussed in executive session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

### **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 4:32 PM.

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Mr. Taylor Jones, President

Attest:

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Mr. Ed Tardoni, Secretary

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

**December 23, 2019**

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session on December 23, 2019, at 7:00 AM with Mr. Taylor Jones, President, presiding via telephone.

**CALL TO ORDER**

Mr. Jones called the special meeting to order. The following Trustees were present: Mr. Taylor Jones (*via telephone*), Mr. Marty Kelsey, Mr. Richard Mathey (*via telephone*), and Mr. Ed Tardoni. Excused: Dr. Barbara Sowada.

Officially present: Ms. Irene Richardson, Chief Executive Officer, and Dr. Lawrence Lauridsen, Medical Staff President (*via telephone*).

**INSURANCE DISCUSSION**

Mr. Jones thanked Mr. James Graham for attending the meeting and providing a very detailed audit. Mr. Kelsey said the Board needs to make some decisions for the Hospital. We are out of time and need to send this package out. Mr. Kelsey said the Board is counting heavily on Mr. Graham's professional opinion. Mr. Graham said insurance coverage for a hospital is predicated on governmental immunity. It is structured on what we agreed to on contract and level of out-of-state suits we may be subjected to, and federal suits. In the audit, he found liability coverages are out of balance with limits we must maintain. We insure limits to high levels where we have the least amount of liability. Contingency-based coverage is available based on governmental immunity. He reviewed five contracts and found we are not adhering to it but then trim back our coverage as if we are. We have been sold a program on what a hospital would buy if they were a private entity. Most will buy D & O (Directors and Officers), not for D & O side, but for federal side. We are spending a lot of money in areas where we don't need coverage. Carriers will use lower deductibles for competitive rates. We over-inflate our values. Insurance is something we want to buy at an economical rate. Can we stay with the current at current state? Absolutely not. Mr. Graham said he believes the Hospital needs to resurrect the Request for Proposal (RFP) process. The Hospital has taken a lot of initiative to strengthen their risk management and safety programs. What needs to happen is a complete risk management plan. The risk management program needs to evolve. Mr. Graham said he believes we have just cause to go out and see what the plan can do. We must have a foundation for checking policies and compliance moving forward. The program doesn't pass muster on what it could be based on sound underwriting practices. Underwriters will use umbrella to fill in. Limit amounts need to be worked out in discussions with the Hospital. The Wyoming Claims Act (WCA) says if we broaden coverage scope, or don't explain, we waive immunity. Our carriers are not in tune with our policy and the WCA. We have to educate everyone we do business with. There are hospitals in the state for competitive reasons who agree to waive government immunity up to a certain amount. Mr. Graham said his 90-page report goes into more detail. He said this is the first time he has come into a Board meeting without talking to staff first and then the Board. Mr. Tardoni commented on auto-renew contracts. He said there are more tasks than just bidding this time. Mr. Graham said we want all parties to use a common set of specs. Mr. Kelsey asked what decisions must be made at this time. Mr. Graham said identify exposures to loss. The bid process looks at those exposures to loss. We need to look



at this from a cost benefit analysis basis. The Hospital needs to decide if negotiate with current providers or take out to bid. Mr. Graham said his recommendation is to take it out to bid. He has developed a timeline based on having this discussion on January 6. The RFP has been out there. We have been securing data not only to fulfill the audit but to prepare the survey data. Mr. Tardoni suggested running this through the Finance and Audit Committee and bring a recommendation to the Board. The motion to move forward with the process of going out for competitive bids was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. Mr. Tardoni said we need an insurance manual with the view this is a long-term item. Mr. Mathey said he very much liked the report and direction we are taking here. Mr. Graham said these processes are educational. We want everybody in the organization familiar with goals we are working toward to better-understand the results when presented. The group agreed to move forward with the Finance and Audit Committee working with Mr. Graham. Ms. Richardson asked for more information on the timeline. Mr. Graham said they can notify providers the RFP is reactivated and adjust the timetable in the packet, then answer their questions from phase one. He will be ready to work in the next two weeks to formulate responses and we take one week to assess, bless it, send it out to the market, another Q&A. Quotes will be submitted and we analyze them. Mr. Jones asked Mr. Graham to e-mail out the timetable for those not in attendance physically at the meeting. Mr. Kelsey said Finance and Audit has a meeting January 6 but can meet before and/or after – they are pretty flexible and committed to making this work. Mr. Mathey said he really liked the report and said it is the most comprehensive analysis he has ever seen. Mr. Kelsey thought it was a great report, very professional, very well done, and educational. He said he appreciates Mr. Graham's time. Mr. Jones thanked everyone for their time.

#### **ADJOURNMENT**

There being no further business to discuss, the meeting was adjourned at 7:56 AM.

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Mr. Taylor Jones, President

Attest:

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Mr. Ed Tardoni, Secretary

## EMPLOYEE POLICIES-TELECOMMUTING

A MHSC employee who successfully completes the process to become a telecommuter will perform his or her job duties from a “workspace.” For purpose of telecommuting, the term “workspace” is defined as the immediate area in which the computer is located.

The employee agrees that once he/she is a telecommuter, he/she remains subject to the terms and conditions of MHSC employment pursuant to MHSC employee policies, job descriptions, procedures, guidelines, and instruction.

A telecommuting employee is eligible for the same benefits, insurance and worker’s compensation coverage as other MHSC employees. All benefits are subject to change by MHSC. Eligibility for workers compensation is determined through the worker’s compensation application process. Contact employee health or HR for information.

Telework: Temporary or occasional work from home. Telework is not the same as Telecommuting. This policy is not applicable to telework. Telework is addressed in a separate policy and process.

Employees wishing to telecommute:

- 1) Will apply to be a telecommuter through the Human Resource Department.
- 2) If the application is approved by HR and the appropriate supervisor, the employee will then need to agree to the terms and conditions of the MHSC Telecommuting Agreement.

### ***Application***

Employees who desire to be a telecommuter shall complete a *Telecommuting Application* and submit it to the HR Department. HR will process this application as any other employment application.

Employees who are allowed to telecommute will be subject to a 90-day introductory period to determine whether the telecommuting arrangement is working for both the employee and MHSC. This 90-day period may be extended if circumstances require.

## ***Agreement***

Employees who are approved for telecommute shall sign and abide by a *Telecommuting Agreement*. The agreement may require modification to fit individual telecommute-site circumstances. A copy of the Agreement will be retained in the employee's personnel file.

Unless otherwise stated in the agreement, the supervisor, the HR Department, Senior Leadership or the employee may discontinue the arrangement, generally giving at least one-week notice. The parties may negotiate a longer notice to provide for a smooth transition.

## **General Provisions**

A. **Communication.** While telecommuting, the employee must be reachable by telephone, fax, pager, or e-mail during agreed-upon work hours. The employee and supervisor shall agree on expected turnaround time and the medium for responses.

B. **Conditions of Employment.** The telecommuter's conditions of employment shall remain the same as for non-telecommuting employees; wages, benefits and leave accrual will remain unchanged.

C. **Equipment.** The telecommuter will provide his/her own workspace furniture, laptop computer and equipment. MHSC will provide VPN software for installation on the telecommuter's personal computer. This will allow remote access to the hospital's intranet. Any software provided by MHSC shall not be duplicated.

D. **Work Space.** The telecommuter will not hold business visits or meetings with professional colleagues or the public at the workspace. Meetings with other MHSC staff at the workspace will not be permitted unless approved in advance by the employee's supervisor.

E. **Hours of Work.** The telecommuter will have specific available hours and telephone accessibility with the department and supervisor. The agreed upon work schedule shall comply with FLSA regulations. Overtime work for a non-exempt employee must be pre-approved by the supervisor. Unapproved overtime work will lead to corrective action against the telecommuter. Excessive unavailability of the telecommuter will lead to corrective action as per Exempt or Non-Exempt Employee Policies.

**F. Incidental Costs.** Unless otherwise stated in the Telecommute Agreement, all incidental costs of telecommuting, such as residential utility costs, internet costs, phone costs or cleaning services, are the responsibility of the telecommuter.

**G. Inclement weather.** If there is an emergency at the workspace, such as a power outage, the telecommuter will notify his/her supervisor as soon as possible. The telecommuter may be reassigned to the Hospital or an alternate worksite.

**I. Intellectual Property.** Products, documents, and records developed while telecommuting are the property of MHSC and will not be shared with others at the workspace. This includes any software provided to the employee such as VPN, or HIPAA compliant software.

**J. Network.** MHSC will provide instructions on the installation and use of VPN software to allow secure connectivity to MHSC.

**K. Performance & Evaluations.** The supervisor and telecommuter will formulate objectives, expected results, and job duty evaluation the same as is required for all MHSC employees. The supervisor will monitor and evaluate performance by relying more heavily on work results rather than direct observation. The supervisor and telecommuting employee will meet, either by phone or in person, at regular intervals to review the employee's work performance.

**M. Policies.** All MHSC policies, rules and practices shall apply to the telecommuter, including all employee policies, HIPAA, confidentiality, IT policies and computer usage policies. Failure to follow MHSC policies, rules and procedures may result in termination of the telecommuting arrangement and/or disciplinary action. Of utmost importance is compliance with MHSC confidentiality and HIPAA policies and requirements.

**N. Record Retention.** Products, documents, data and records that are used, developed, or revised while telecommuting shall be retained on MHSC equipment only and not the employee's personal computer.

**O. Security.** Security of records, files and other documents shall be maintained by the telecommuter at the same level as expected in the hospital. Confidential and PHI data shall not be shared with anyone in any format. Sharing of PHI with anyone other than those with approved access will result in immediate corrective action.

Present: Dr. Kari Quickenden, Clayton Radakovich, Dr. Cielette Karn, Leslie Taylor, Dr. Kristy Nielson, Tami Love, Suzan Campbell, Marty Kelsey, Dr. Barbara Sowada, Irene Richardson, Dr. Banu Symington, Kara Jackson, Corey Worden, Gabrielle Seilbach, Karali Plonsky, Cindy Nelson

Guest: Richard Mathey

Absent/Excused:

Chair: Dr. Barbara Sowada

### **Mission Moment**

Dr. Sowada opened the meeting by introducing a new agenda topic – Mission Moment. Planetree suggests this positive move. Several members shared stories.

### **Approval of Agenda & Minutes**

Clay karns

### **Old Business**

Ms. Jackson stated we learned a few pointers from the Mentor and that Ms. Seilbach will be spearheading the Sepsis Protocol. She is working with the frontline staff to pinpoint our gaps.

Dr. Quickenden reporting on Scheduling of Biopsies. She noted we are working with Dr. Matti on turn-around time on breast biopsies. We also are working through the additional influx of New Frontier patients.

Dr. Sowada talked about Telemedicine usage. She noted a question came up in another meeting – “Are we Joint Commission ready?”. Dr. Sowada requested Ms. Richardson appoint a group that could compile a report – Mr. Radakovich volunteered to compile the report.

Dr. Sowada questioned our Telelcu and/or Telemedicine usage response time. A conversation from another meeting suggested that physicians were not always responsive within the 30 minutes. Dr. Nielson will compile the statistics and report next month.

Ms. Nelson reported every PFAC member was able to attend the hospital dinner, one sat with Dr. Symington and another invited Dr. Sowada to attend the next meeting.

### **New Business**

Ms. Jackson reviewed the Hospital Compare Report. We are seeing some fluctuation within HCHAPS, hopefully we will see some trend up. Refresh is coming in January, and we continue to be a 4 Star.

Dr. Sowada questioned what is our goal for flu vaccination for staff? Dr. Karn reported our goal is 90% and that we are currently at 94%. Mr. Worden gave a shout out to Ms. Desirée Padilla for making the flu program so robust!

Dr. Nielson reported on the new Discharge folders that have been created for patients. Ms. Patty O'Lexey, with the help of front line staff have developed a beautiful and comprehensive folder for each department. Dr. Sowada requested Dr. Nielson bring an example next month.

Dr. Sowada opened the floor for discussion on "Could it happen here?". Ms. Richardson noted that workplace violence is always a concern. We of course want our staff and patients to feel safe and not like they are walking into a battlefield. Security has de-escalation training. Mr. Radakovich noted since we have changed the seclusion of behavioral health patients to open door, we have had zero (0) incidents. We also have panic buttons located in ICU, and throughout the MOB.

Secondly, Dr. Sowada questioned concerns we might have with technology integration.

Dr. Karn reported sepsis is in the forefront of provider discussion. In a recent meeting a provider called in from France, to ensure they were part of the conversation.

### **Consent Agenda**

Pg 9, 12, 13

Dr. Sowada question Patient Experience statistics (pg. 9). Ms. Plonsky stated Quality has been rounding monthly on the floors, sharing the statistics. It's been beneficial to both us and them. Ms. Valarie Boggs, Clinical Coordinator of Med/Surg holds a huddle each day to discuss points with staff. Ms. Megan Jacobson, OB Director and Ms. Emily , OB Clinical Coordinator have also put steps in place to work with staff on Patient Experience statistics.

Dr. Sowada noted a jump down in Efficient use of Medical Imaging (pg. 12). Dr. Quickenden was unable to expand on this and will follow up with Ms. Tracie Soller.

Dr. Symington stated the ASCO meeting yesterday was beneficial, and questioned whether we could reach out to sub-specialties for indicators. Dr. Karn and Ms. Jackson noted there were points they had in place, but they were unable to move forward with. Continued work is needed.

Dr. Sowada wished everyone a Merry Christmas! Ms. Richardson thanked everyone for their hard work.

### **Meeting Adjourned**

The meeting adjourned at 9:06 am

### **Next Meeting**

January 15, 2020 at 08:15 am, CR 1 & 2

Respectfully Submitted,

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DRAFT

Quality Committee  
Consent Agenda Quality Summary  
December 2019

Four Priority/Focus Areas (**Bolded** in Summary Below)

1. ED Patient Flow
2. HCAHPS/Patient Experience
3. Sepsis
4. Hand Off

1) Star Rating

- a. There are seven categories within the Star Rating and they are as follows: mortality, readmission, safety of care, efficient use of medical imaging, timeliness of care, patient experience (see next bullet) and effectiveness of care. Each of these seven categories contain several data metrics. Data within the following categories continues to trend in right direction: mortality, safety of care, and readmission. Efficient use of medical imaging has mixed results. OP – 8: MRI Lumbar Spine for Low Back Pain measure is a claims based measure and we receive data annually. We are not able to replicate OP-8 (as we have in OP-10), due to the complexity of the measure. New Appropriate Use criteria from CMS will help improve this outcome. For OP-10, we are projected to continue improvement towards the national average of 7.8%. In the past, Dr. Matti has sent educational newsletter to all of our providers, as well as providers within the community, to help with improvement efforts for this measure. We have also included it in our internal review process, as each case is ordered, Dr. Matti reviews for appropriateness, and sent for further review as necessary. Dr. Matti also provides education to individual physicians based on the results of this process. Within the Timeliness of Care category, **Ed-2b: ED Median Admit Decision Time to ED Departure Time** continues to see fluctuation, however improvements over time are noted in the quarterly graph provided. Two Lean projects are complete for ED Patient Flow. ED department has completed second value stream map and recently completed associated data collection. Next step is picking storm cloud and developing an A3. Please note that the 6-month average is down to 107 minutes and ED has consistently remained near or under the goal of 120 minutes. Discussions are in place to decide future goals for ED-2B. Within the Effectiveness of Care category, we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. We are working closely with medical staff and nursing staff to develop a nurse driven protocol to improve our compliance with sepsis bundle, which in turn improves patient outcomes. MEC approved the protocol and we are working with our sepsis focus group to combine previous documents in Policy Stat and ensure the protocol is incorporated into the EMR. We will also address continued education in this area. We continue to monitor data for Core Op - 29 Colonoscopy-Follow up for average risk patients to ensure sustainment of improvement.



- b. **Patient Experience-HCAHPS:** The “Overall Inpatient HCAHPS Dashboard” is the survey data that affects our Star Rating and Value Based Purchasing reimbursement program. This survey includes OB, ICU, and Med-Surg. Within this survey, we closed third quarter of 2019 with two questions in the 75<sup>th</sup> percentile and one question in the 50<sup>th</sup> percentile saw a steady increase in our scores in six out of eight “categories” of questions compared to quarter two of 2019. While Q3 2019 data is not complete, we each seven out of eight questions are above the 50<sup>th</sup> percentile. Each department continues to work on improvements specific to their area and chosen key driver in order to keep this momentum moving in the right direction.

- i. In May of 2019, we adopted a new focus on the “Overall Quality of Care” question score at the QAPI Committee level. Our vendor for HCAHPS provides a statistical analysis of our HCAHPS and targets the three questions, known as Key Drivers, within the HCAHPS that will improve our “Overall Quality of Care” Score. Research has shown that if our patients perceive our “Overall Quality of Care” as excellent, they are more likely to rate us better in all HCAHPS questions. Each department has been provided with three key drivers, specific to their department, and are asked to pick a key driver to focus on and incorporate into a quality improvement project already occurring in the department. The Medical Staff have also received the Key Drivers pertaining to their departments and we are providing simple suggestions for improvement. The Quality Department, along with department leaders, continue rounding on the floors to assist in educating staff on HCAHPS. The Quality Department has also completed presentations to the Planetree Steering Committee and the Leadership Team to help raise awareness and provide education regarding HCAHPS and each employee’s role in improving patient experience. Department leaders and their staff have each picked one Key Driver to focus on and continue to practice their chosen counter measures.

- ii. Data for Overall Quality of Care by Department

1. ED: Goal 42.2% - Q3 2019- 42.6%; Q4 2019\* 46.8%- Met goal Q3 2019, highest result since July 2016, trending up for last four quarters.
2. ICU: Goal 59% - Q3 2019 – 60.0%, Q4 2019\* 33%- Met goal quarter 3, results decreased so far this quarter- Low sample size can contribute to fluctuation in data.
3. Med/Surg: Goal 60.6% - Q3 2019 – 61.3%; Q4 2019\* 78.9%- Goal met and improvements noted over the last 4 quarters.
4. OB: Goal 71.9% - Q3 2019 – 75%; Q4 2019\* 70%- Just under goal- improvement seen over last three quarters.
5. Surgery: Goal 73.1% - Q3 2019 – 76.2%, Q4 2019\* 66.7%- - Met goal for Q3 2019, starting to see some trending down in results.

- iii. \*data not yet complete

## 2) Risk/Safety

- a. Safety – Due to holiday schedules, the group did not meet in November. The Diagnostic Error Risk Assessment also had to be rescheduled. We hope to perform these in December.
- b. Exploration/Research teams are working on the following topics.

- i. Falls – Team leader: Valerie Boggs – The team is currently analyzing the data. There is a presentation that has been created. No actions have been presented at this time.
    - ii. Medication Overrides – Team Leader: None – Project placed on hold during transition of Director of Pharmacy.
    - iii. Violence Risk Assessment – Team Leader: Jessica Van Valkenburg and Dirk Anderson – No report provided.
    - iv. Hand-off – Team leader: Melissa Anderson – The implementation of hand-off has completed the pilot project phase at the end of October. A write-up from the team will be provided to Safety and Quality in the January agenda.
  - c. November occurrence report numbers remain static after the positive rebound. Numbers are going to continue to be monitored. The event types have not largely changed, though severity seems to be decreasing across the board for all event types. The event types are included in this agenda.
  - d. Environment of Care – Environment of Care Committee discussed the need to proactively plan for construction taking place within the facility. A gap analysis will be completed in December regarding where we can improve our planning process. A new software program will be put in place in mid-December to facilitate environmental rounding.
  - e. Guest Relations – The grievance outcome report is included in the risk dashboard. The grievances reviewed were from various departments in November. The group is still meeting as planned with no issues noted.
- 3) PI Standards
- a. Our PI Standards within the dashboard include data metrics defined by Centers for Medicare and Medicaid Services (CMS) and The Joint Commission (TJC), as well as priorities identified by MHSC on the Quality Assessment Performance Improvement (QAPI) plan. Data is trending in right direction on all metrics except Maternal Deliveries - % with Labor Induction. We have completed a Lean project surrounding the scheduling of inductions. Our physicians recently defined the term “postdates”, which with help with streamlining improvement efforts. Dr. Karn is working with OB department and Perinatal Committee to further evaluate data. Updates will be provided at meeting by Dr. Karn.
- 4) Accreditation
- a. Rounding reports are included in this dashboard. All non-facility fallouts have been mitigated at the time of this writing.
  - b. The Laboratory Survey took place 11/13/19-11/15/19. All staff involved performed in an exemplary fashion. The report is attached. There are 5 findings that require responses to the Joint Commission. The due date for the response is 1/15/20. There are no suspected barriers to this completion taking place on-time.

## Capital Request Summary

**Capital Request #**

FY20-34

**Name of Capital Request:**

Airway intubation equipment – Emergency Department

**Requestor/Department:**

Melissa Anderson, Dr. Christian Theodosis – Emergency Department

**Sole Source Purchase:** Yes or No

**Reason:** Olympus unable to quote similar equipment and Physician preference

**Quotes/Bids/ Proposals received:**

	Vendor	City	Amount
1.	Karl Storz Endoscopy – America Inc	El Segundo, CA	\$45,826.81
2.			
3.			

**Recommendation:**

Karl Storz Endoscopy – America Inc - \$45,826.81



<b># Assigned: FY 20 - 34</b>	
<b>Capital Request</b>	
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
<b>Department:</b> Emergency	<b>Submitted by:</b> Melissa Anderson
<b>Date:</b> 8/20/19	
<b>Provide a detailed description of the capital expenditure requested:</b>	
Airway/intubation equipment. Difficult airway kit, blades, fiber optic & video laryngoscopes (HDMI) & cart for storage and platform.	
<b>Preferred Vendor:</b> Karl Storz	
<b>Total estimated cost of project (Check all required components and list related expense)</b>	
1. Renovation	\$
2. Equipment	\$ 45,826.81
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b> \$ 45,826.81	
<b>Does the requested item:</b>	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space?	Explain:
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Attach to a new service?	Explain:
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Require physical plan modifications? If yes, list to the right:	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
<b>Annualized impact on operations (if applicable):</b>	
<b>Increases/Decreases</b>	
<b>Projected Annual Procedures (NEW not existing)</b>	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
	\$
<b>Total Annual Expenses</b>	\$
<b>Net Income/(loss) from new service</b>	\$
<b>Budgeted Item:</b>	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
# of bids obtained? 1	
<input type="checkbox"/> Copies and/or Summary attached. <b>If no other bids obtained, reason:</b> sole source - Olympus unable to provide similar equipment	
<b>Review and Approvals</b>	
<b>Submitted by:</b>	<b>Verified enough Capital to purchase</b>
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO



## OTHER CONSIDERATIONS

Airway/intubation equipment. Difficult airway kit, blades, fiber optic & video laryngoscopes (HDMI) & cart for storage and platform.

We are currently using basic equipment for this procedure. The equipment we are requesting is top of the line and will replace several items: glidescope (new one has fiberoptic and screen for all clinical viewing) and blades will be replaced as well.

This is a set of advanced tools that enable lives to be saved that would certainly be lost with conventional tools. In particular, these tools improve chances of survival for patients who are very young, or very old, or have very serious diseases.

Current volumes are 4 - 8 total intubations each month.

Melissa Anderson

Digitally signed by Melissa  
Anderson  
Date: 2019.03.08 13:27:46 -07'00'

Submitted by: Signature

8-20-19

Date



## Quotation

**Quotation No.**  
**41057827**

**Ship To 309624**

Memorial Hospital of Sweetwater County  
1200 College Dr  
Rock Springs WY 82901-5868

**Sold To 108860**

Memorial Hospital Of  
Attn: Accounts Payable  
PO Box 1359  
Rock Springs WY 82902

**Attention**

MELISSA ANDERSON

**Information**

**Quote Expires on** 03/02/2020  
**Document Date** 12/03/2019  
**Sales Rep Name** Stephen Van Dijk  
**Sales Rep Ext**  
**Sales Rep Email** Stephen.vanDijk@karlstorz.com  
**Sales Rep Cell** 801-503-4818  
**Contract Name** Intalere  
**Payment Terms** Net due in 30 days

**Details for Quotation # 41057827**

Page 1 of 4

Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
1	8403ZXK 7" FLAT PANEL MONITOR SET FOR C-MAC VIDEO LARYNGOSCOPES WITH OUTPUT: HDMI * Manufacturer's Warranty - 2 years	1 EA	8,958.79	6,539.92	6,539.92
2	8403X C-MAC® CONNECTION CABLE, LENGTH: 200CM * Manufacturer's Warranty - 2 years	1 EA	919.99	671.59	671.59
3	8403AX C-MAC® VIDEO LARYNGOSCOPE MAC #3, WITH MACINTOSH LARYNGOSCOPE BLADE, SIZE 3 * Manufacturer's Warranty - 2 years	1 EA	6,181.32	4,512.36	4,512.36
4	8403BX C-MAC® VIDEO LARYNGOSCOPE MAC #4, WITH MACINTOSH LARYNGOSCOPE BLADE, SIZE 4 * Manufacturer's Warranty - 2 years	1 EA	6,181.32	4,512.36	4,512.36
5	8403MXC C-MAC® VIDEO LARYNGOSCOPE MILLER #2, FOR USE WITH 8403X/8403XDK/8403ZXK * Manufacturer's Warranty - 2 years	1 EA	6,916.90	5,049.34	5,049.34
6	8403HXX C-MAC® VIDEO LARYNGOSCOPE D-BLADE SET FOR DIFFICULT INTUBATION * Manufacturer's Warranty - 2 years	1 EA	7,284.69	5,317.82	5,317.82

C: MELISSA ANDERSON L: F: N: Stephen van Dijk E: Stephen.vanDijk@karlstorz.com K: 5010

SEE ATTACHED APPLICABLE KARL STORZ ENDOSCOPY AMERICA, INC. TERMS AND CONDITIONS





## Quotation No. 41057827

Details for Quotation # 41057827				Page 2 of 4	
Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
7	8401DS REUSABLE ET TUBE STYLET F/C-MAC® D-BLADE FOR USE W/8401HX, PKG/10 * Manufacturer's Warranty - 1 year	1 PAC	439.90	321.13	321.13
8	809125 BOEDECKER MAGILL STYLE FORCEPS FOR 8401A/B VIDEO LARYNGOSCOPES, LGTH: 25CM * Manufacturer's Warranty - 1 year	1 EA	486.26	354.97	354.97
9	9700VIP-PLUS C-MAC VIDEO INTUBATION PLATFORM CART W/ 4 DRAWERS AND FLEXIBLE SCOPE HOLDER <i>Cart ships separately via ground with estimated lead time of 2-3 days. Please contact sales representative for estimated shipping fee.</i> * Manufacturer's Warranty - 1 year	1 EA	2,651.79	1,935.81	1,935.81
10	11303BNXK FLEX. INTUBATION VIDEO ENDOSCOPE 5.5X 65 * Manufacturer's Warranty - 1 year	1 EA	21,379.13	15,606.76	15,606.76
11	KSZ-39406AS-ZBH SEALED CONTAINER SYSTEM FOR FLEXIBLE CMOS VIDEOENDOSCOPES The kit part number is composed of the following products: KSZ-39406AS CONTAINERS SYSTEM, FLEX CMOS VIDEOSCOPES DM: 23.5"L X 11"W X 4"H * Manufacturer's Warranty - 1 year	1 EA	1,376.37	1,004.75	1,004.75
				List Price	62,776.46
				Sell Price Discount	- 16,949.65
				Sell Price Subtotal	45,826.81
				Quote Total	45,826.81



## Quotation No. 41057827

Details for Quotation # 41057827					Page 3 of 4
Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
	<p><i>The attached KARL STORZ Terms and Conditions shall govern purchases made pursuant to this Quotation and shall prevail over any conflicting, inconsistent, and/or additional provisions set forth in Customer's purchase order except to the extent otherwise provided in (i) a currently-effective direct written agreement by and between KARL STORZ and Customer for the purchase of the products identified in this Quotation or (ii) a group purchasing organization ("GPO") agreement, negotiated by and between KARL STORZ and the respective GPO on behalf of the Customer/member, which is currently effective with respect to Customer, for the purchase of the products identified in this Quotation.</i></p> <p>Signed _____ Name: _____ Title: _____ Phone: _____ Date: _____</p> <p><b>Sales Tax:</b> Sales tax will be added to the Invoice total unless we have an exemption certificate on file for the "Ship-to" entity. <b>Freight:</b> The freight charge will be calculated during the shipment process and will be included on the Invoice.</p>				





KARL STORZ Endoscopy-America, Inc.  
2151 E. Grand Avenue  
El Segundo CA 90245

Phone: 800-421-0837 Ext: 7577  
Fax: 800-321-1304

## Quotation No. 41057827

**QUOTE TOTAL:** **\$45,826.81**  
(Excludes applicable freight/tax)

### FINANCING OPTIONS:

Page 4 of 4

**KARL STORZ CAPITAL ("KSC")**, the captive finance arm of KSEA specializes in providing our customers with the basic and customized financial solutions necessary to meet their fiscal and technological requirements.

Our field based KSC Finance Managers are ready to meet with you to develop a plan specific to your needs to help you service your patients while meeting the economic challenges of today and tomorrow.

For additional information on how we can best help you acquire your KSEA equipment, please ask your KSEA Sales Executive or contact us directly at 800-421-0837 ext. 8258.

**KARL STORZ CAPITAL**  
...PROVIDING SOLUTIONS, CREATING RELATIONSHIPS



**KARL STORZ ENDOSCOPY – AMERICA, INC.**  
**TERMS AND CONDITIONS**



The following terms and conditions ("Terms") apply to the acquisition of KARL STORZ products.

1. **ORDERS.** Orders are to be placed with the Customer Support Department or sales force of KARL STORZ Endoscopy-America, Inc. ("KARL STORZ"); however, orders will only be accepted by KARL STORZ's Customer Support Department located in California or Massachusetts. In the event of any conflicting, inconsistent and/or additional provisions in a customer purchase order or other document, these Terms will supersede and prevail and such conflicting, inconsistent and/or additional provisions shall be of no force or effect; KARL STORZ hereby objects to such other provisions or terms proposed by customer. By accepting delivery of products from, and/or the performance of services by KARL STORZ and/or by paying for same, customer accepts and agrees to these Terms, all of which constitute the sole and entire agreement between KARL STORZ and customer.

2. **PRICES.** Prices are subject to change without notice. Nevertheless, prices in effect at the time that an order is accepted will prevail; provided, however, that quotations, including pricing therein, are valid until the expiration date reflected on the quotation. All applicable taxes, shipping and/or handling charges, will be added to the invoice. If customer is tax exempt, customer shall provide a tax exemption certificate for the "sold to" entity at the time of issuance of the purchase order under these Terms.

3. **SHIPPING.** Shipments are F.O.B. shipping point, shipping and handling prepaid by KARL STORZ and added to the invoice. However, KARL STORZ will utilize customer-designated third party freight programs for shipment and payment when requested by customer. In such case, customer is solely responsible for all third party freight charges. KARL STORZ handling charges and any loss or damage to products during shipment. If use of a customer-designated third party freight program is not requested by customer, and any loss or damage to products occurs during shipment, KARL STORZ will replace such products at no additional cost. All shipments should be carefully examined upon receipt and, if a product is damaged, customer must promptly notify KARL STORZ of the nature and extent of the damage and return such product to KARL STORZ in accordance with the "Return Policy" below. If shipments are received short, customer must promptly contact KARL STORZ's Customer Support Department. KARL STORZ may make partial shipments on any order with customer's authorization.

4. **PAYMENT.** Invoices are due and payable upon receipt, net 30 days from date of invoice, which shall not be earlier than the date of shipment. Invoices will be issued on authorized partial shipments and are payable as set forth in this section. A finance charge equal to 1-1/2% per month or the maximum amount allowed by law, whichever is less, may be assessed on all balances outstanding for more than 30 days. Any and all collection expenses, including reasonable attorneys' fees, incurred by KARL STORZ to secure payment of any sums due from customer and/or to effectuate repossession of products purchased from KARL STORZ but not paid for will be borne by customer. Amounts payable to KARL STORZ for the purchase, lease or rental of products and/or the provision of services are not subject to withholding, set-off or counter-claim under any circumstances without the prior written consent of KARL STORZ.

5. **SECURITY INTEREST.** Until customer has paid KARL STORZ in full for all products purchased pursuant to an order, KARL STORZ shall have, and customer hereby grants to KARL STORZ, a security interest in all products purchased pursuant to such order to secure payment of the entire purchase price for all products sold, shipped and delivered to customer pursuant to such order and all costs, expenses or other charges relating thereto which are payable by customer to KARL STORZ.

6. **RETURN MERCHANDISE AUTHORIZATION PROCESS.** A return merchandise authorization ("RMA") must be obtained from KARL STORZ's Customer Support Department prior to sending any products to KARL STORZ for any reason. When contacting KARL STORZ for an RMA, the Customer Support Representative must be provided with: (a) the applicable P.O. number; (b) the KARL STORZ catalog number and, if applicable, the serial number for each product; and (c) the reason for the return. KARL STORZ will not be responsible for products returned without an RMA. Returns must be carefully packed and shipped pre-paid to KARL STORZ, Attn: RMA number. KARL STORZ's Customer Support Department will provide the return address and the RMA number. In order to prevent the transmission of disease to the medical facilities' and/or KARL STORZ's personnel, all opened products must be cleaned and then sterilized and/or disinfected before sending to KARL STORZ, which reserves the right to return unclean and contaminated products to customer. Additionally, if any product becomes damaged and is not immediately returned for repair or exchange, KARL STORZ assumes no responsibility or liability for customer's continued use of that damaged product. KARL STORZ does not guarantee the performance of, and may decline to repair or accept for repair/exchange, any product that has been repaired, modified and/or altered by any person or entity other than KARL STORZ or a KARL STORZ authorized repair facility.

7. **RETURN POLICY.** Full credit will only be issued for products that are received by KARL STORZ within 120 days of date of shipment ("Ship Date") so long as such items are unused and in resalable condition. If products are received by KARL STORZ more than 120 days after the Ship Date, KARL STORZ may, in its sole and absolute discretion, either refuse acceptance of the returned products or require payment of an inspection fee of up to 25% of the invoiced price of the product, which will require a separate P.O. number. Shipping charges will be reimbursed, inspection fees will not be charged and full credit will be given if the return was due to a shipping error on the part of KARL STORZ. Customer must follow the RMA procedure set forth in the "Return Merchandise Authorization Process" above to return products for credit. The following products may not be returned for credit or exchange: (a) products held longer than 120 days from Ship Date (except as provided above); (b) sterile packaged products where the package is opened and/or damaged; (c) products identified and purchased as discontinued products; (d) instruments that are etched or engraved by customer; (e) products damaged by customer; and (f) used products.

8. **WARRANTY POLICY.** This section ("Warranty Policy") applies to all warranty repairs and exchanges. All products are warranted to be in good working order and free from defects in workmanship and materials on the date of shipment and continuing for a period of one (1) year thereafter, unless otherwise specified in a quotation or product specific literature. All repairs made under this Warranty Policy shall be free from defects in materials and workmanship for the remainder of the original warranty period (if any) or 90 days, whichever is longer. To submit a warranty claim, customer must follow the RMA procedure set forth in the "Return Merchandise Authorization Process" above. Customer must return the defective product within 30 days of issuance of the RMA.

For all warranty claims submitted within the first 30 days of the applicable warranty period ("Advance Replacement Period"), a replacement product will be provided to the customer prior to receipt of the product subject to such warranty claim. KARL STORZ will notify customer if the warranty claim is not valid. In such event, customer must submit a purchase order for the replacement product including any shipping and handling costs. Some limited product categories may qualify for a longer Advance Replacement Period to be confirmed by KARL STORZ's Customer Support Department at the time of issuance of the RMA. For all warranty claims submitted after the Advance Replacement Period, KARL STORZ shall evaluate the warranty claim following receipt of the product from customer and, if valid, shall at its sole discretion either repair or replace the product at no charge to the customer. KARL STORZ will notify customer if such warranty claim is not valid and provide an estimate of the repair cost. In such event, customer must submit a purchase order for the repair.

Damage which might arise or be caused, whether by customer or by any of the users of the products provided by KARL STORZ, as a result of, in connection with, or otherwise attributable to the following is excluded from all product and service warranty coverage: (a) misuse, abuse, mishandling and/or improper operation and/or storage; (b) repairs, servicing, modifications and/or alterations performed by any person or entity other than KARL STORZ or an authorized repair facility of KARL STORZ; (c) use in combination with adaptors, accessories and/or equipment from other manufacturers unless authorized or recommended by KARL STORZ; (d) use in any manner other than those for which such products are designed and are otherwise intended to be used; or (e) a failure to comply with power and grounding specifications provided by KARL STORZ. THE WARRANTIES SET FORTH HEREIN ARE IN LIEU OF ALL OTHER WARRANTIES.



**KARL STORZ ENDOSCOPY – AMERICA, INC.**  
**TERMS AND CONDITIONS**



EXPRESS, IMPLIED AND/OR STATUTORY, INCLUDING, BUT NOT LIMITED TO WARRANTIES OF MERCHANTABILITY, FITNESS AND/OR SUITABILITY FOR A PARTICULAR PURPOSE, WITH RESPECT TO ALL KARL STORZ PRODUCTS AND/OR SERVICES. ANY AND ALL OTHER WARRANTIES, REPRESENTATIONS AND/OR GUARANTEES, OF ANY TYPE, NATURE OR EXTENT, BE IT IMPLIED, EXPRESS AND/OR WHETHER ARISING UNDER OR AS A RESULT OF ANY STATUTE, LAW, COMMERCIAL USAGE, CUSTOM, TRADE OR OTHERWISE, ARE HEREBY EXPRESSLY EXCLUDED AND DISCLAIMED. Any contrary course of performance by and between the parties will not modify any representations and/or warranties set forth herein. KARL STORZ neither assumes nor authorizes any person to assume for it any other liabilities in conjunction with and/or related to the sale and/or use of KARL STORZ products or provision of services. To ensure proper use, handling and care of KARL STORZ products, customer should consult the product-specific literature, instruction manual and/or labeling included with the product or otherwise available. Repair, modification or alteration of KARL STORZ products performed by any person or entity other than by KARL STORZ or an authorized repair facility of KARL STORZ nullifies and otherwise voids all applicable KARL STORZ warranties. Repair or replacement of a KARL STORZ product shall not extend the term of any applicable warranty. The remedies provided herein are customer's exclusive remedies under this Warranty Policy.

**9. REPAIR PROGRAM.** This section ("Repair Program") applies to all repairs and exchanges not covered under the Warranty Policy. If such repairs or exchanges become necessary, customer must follow the RMA procedure set forth in the "Return Merchandise Authorization Process" above. All repairs and exchanges shall be subject to KARL STORZ's applicable standard repair or exchange charges. Customer will be advised of the estimated cost of the repair work or a product exchange before it is undertaken. All repairs under this Repair Program carry a 90 day warranty. Any exchange product provided under this Repair Program carries the applicable KARL STORZ new product warranty. If an exchange product is provided and the damaged product is not returned within 30 days of receipt of the exchange product, Customer will be invoiced for the applicable contracted price or the full list price of the exchange product. Subject to the availability of product, KARL STORZ may, provide customer with loaner product while repairs are being made.

**10. SOFTWARE OWNERSHIP AND LICENSING.** Subject to annual license fees, as applicable, set forth in the applicable quotation, KARL STORZ grants to customer a non-exclusive, limited, non-transferable (except in connection with a transfer of a product), non-sublicensable and irrevocable (except as provided herein) license ("License") to use software (including, but not limited to, programmed logic, computer programs and/or operating information) programmed into and/or embedded in products provided by KARL STORZ or separately provided by KARL STORZ. Such licensed software may be developed by or on behalf of (a) KARL STORZ ("KARL STORZ Software") and/or (b) third party developers (all of whom are considered third party beneficiaries of this section) ("Third Party Software") ("KARL STORZ Software" and "Third Party Software" are referred to collectively as "Software"). The Software is licensed only in the form in which delivered to customer and only for use in accordance with KARL STORZ's written instructions for the Software or the product in which the Software is embedded or to which the Software relates and may be subject to annual license fees as set forth in the applicable quotation. The Software, and all modifications, updates, enhancements and upgrades provided by KARL STORZ, will, at all times, remain the property of KARL STORZ or the applicable third party developer. Customer may not (a) duplicate, copy, reverse-engineer, create, re-create, de-compile or disassemble the Software (or the source code of the Software), (b) create derivatives of the Software, or (c) unless authorized by KARL STORZ in advance, modify or customize the Software. Any and all duplicates, copies and derivatives of the Software, and any and all unauthorized modifications to, or customizations of, the Software will immediately become the sole property of KARL STORZ. Customer acknowledges and agrees that (a) neither the licensing of Software to customer, nor the purchase, lease or other acquisition of products by customer constitutes a transfer of the Software, (b) the Software is the property of KARL STORZ or the applicable third party developer, (c) customer neither owns nor acquires any interest in any copyright, patent or other intellectual property right in or to the Software as a result of the License granted herein or the purchase, lease or other acquisition of any product, and (d) KARL STORZ, or the applicable third party developer, retains and owns all right, title, and interest in and to the Software and the ownership rights therein, at all times, regardless of the form or media in or on which the original or any copy of the Software may exist. In the event of a failure of customer or its agents, employees or representatives to comply with any terms and conditions of the License granted herein, the License will, without any further action by KARL STORZ or any other party, immediately terminate.

**11. SOFTWARE AND SECURITY SERVICES.** Solely with respect to products for which customer has purchased software licenses and security services, KARL STORZ shall: (a) install security patches for such products connected to customer's network; (b) provide software updates to address bug fixes; (c) provide remote troubleshooting and related services; and (d) provide software upgrades including new features (excluding EHR implementation and interfacing, and hardware upgrades). KARL STORZ shall provide the foregoing services at times and frequency, and in the manner, determined solely by KARL STORZ based upon the critical or non-critical nature of such software patches, updates and upgrades. The services provided by KARL STORZ pursuant to this section do not apply to any related hardware issues, and do not carry a repair warranty or otherwise affect any warranty provided under these Terms. KARL STORZ does not warrant or represent that use of the software application will be uninterrupted or error-free.

**12. DISPUTES.** All controversies, disputes and claims, shall be adjudicated by a court of competent jurisdiction within the County of Los Angeles, State of California or the United States District Court, Central District of California, which courts shall have exclusive jurisdiction over such matters. All transactions by and between customer and KARL STORZ shall be governed by and construed in accordance with the laws of the State of California without regard to its conflict of laws principles. The invalidity or unenforceability of any of the within Terms will not affect the validity or enforceability of any other or remaining term or condition hereof.

**13. LIMITATION OF LIABILITY.** KARL STORZ is not liable for any special, incidental, consequential, punitive, exemplary or indirect damages, from any cause whatsoever in connection with or arising from the purchase, sale, lease, rental, installation, performance or use of KARL STORZ products or services, even if KARL STORZ has been advised of the possibility of such damages. SOME JURISDICTIONS DO NOT ALLOW EXCLUSIONS AND DISCLAIMERS OF CERTAIN WARRANTIES OR LIMITATIONS OF LIABILITY, SO THE LIMITATIONS AND/OR EXCLUSIONS SET FORTH IN THESE TERMS MAY NOT APPLY. IN THAT EVENT, KARL STORZ'S LIABILITY WILL BE LIMITED TO THE GREATEST EXTENT PERMITTED BY LAW IN THE SUBJECT JURISDICTION.

**14. COMPLIANCE WITH LAWS; DISCOUNT EXCEPTION AND SAFE HARBOR.** Customer shall comply with all applicable laws and regulations, including but not limited to the federal health care program anti-kickback statute, 42 U.S.C. § 1320a-7b(b) ("AKS"). Customer acknowledges its obligations to fully and accurately report the discounts, rebates, credits, product replacements (including those related to a warranty, service, or otherwise) and/or other price reductions (collectively "Discounts"), if any, it receives from KARL STORZ, under all applicable laws and regulations, including but not limited to the AKS, the Discount Exception and the Discount Safe Harbor. Customer may be obligated to report and/or provide information concerning any such Discounts provided by KARL STORZ pursuant to 42 U.S.C. § 1320a-7b(b)(3)(A) (the "Discount Exception") and/or 42 C.F.R. § 1001.952(h) (the "Discount Safe Harbor"), other federal or state laws, or agreement with third party payers. Customer should retain documentation of Discounts and make such information available to federal or state health care programs, applicable federal and/or state agencies, and/or third party payors, upon request. KARL STORZ will provide to customer invoices related to purchases, and other reports/documentation as applicable, documenting any Discounts for such products and/or services. Customer is responsible for appropriate allocation and/or apportionment of any Discounts among products and/or services purchased. Customer acknowledges that this section has put customer on notice of its obligations under the AKS, Discount Exception and Discount Safe Harbor and all other applicable laws and regulations.



## Capital Request Summary

Capital Request #

Name of Capital Request:

FY20-35

Renovation of Chemo Compounding room - Pharmacy

Requestor/Department:

James Horan - Facilities

Sole Source Purchase: Yes or No

Reason: We obtained bids for the HVAC & Mechanical systems from Harris and KK Mechanical. The rest of the project will be done in-house and are estimates.

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Harris	Salt Lake City, UT	\$61,660.00
2.	KK Mechanical	Roy, UT	\$95,125.00
3.			

Recommendation:

Harris - \$61,660.00



<b># Assigned: FY</b> -	
<b>Capital Request</b>	
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
<b>Department:</b> Facilities	<b>Submitted by:</b> Jim Horan
<b>Date:</b> 12/2/19	
<b>Provide a detailed description of the capital expenditure requested:</b> Renovation of chemotherapy compounding room - Pharmacy	
<b>Preferred Vendor:</b> multiple vendors	
<b>Total estimated cost of project</b> (Check all required components and list related expense)	
1. Renovation	\$ 132,000.00
2. Equipment	\$
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b> \$ 132,000.00 estimate	
<b>Does the requested item:</b>	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space?	Explain:
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Attach to a new service?	Explain:
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Require physical plan modifications?	Electrical
If yes, list to the right:	HVAC
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Safety
	Plumbing
	Infrastructure (I/S cabling, software, etc.)
	\$ 3,000.00
	\$ 95,000.00
	\$ 8,000.00 (engineering)
	\$
	\$ 26,000.00
<b>Annualized impact on operations (if applicable):</b>	
<b>Increases/Decreases</b>	
<b>Projected Annual Procedures (NEW not existing)</b>	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
	\$
<b>Total Annual Expenses</b>	\$
<b>Net Income/(loss) from new service</b>	\$
<b>Budgeted Item:</b>	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
# of bids obtained? 2	
<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: 2 bids on HVAC work obtained	
<b>Review and Approvals</b>	
<b>Submitted by:</b>	<b>Verified enough Capital to purchase</b>
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO



## OTHER CONSIDERATIONS

We are currently unable to measure the hepa filters as they are sealed into the ceiling and Pharmacy staff has had to revise compounding procedures due to the lack of this filtration. The current room no longer qualifies as an IV room but rather a segregated compounding area. This project will convert Pharmacy's internal ducted hood to external ducted hood per usp797. This will allow us to compound in a room that will give beyond 12 hour use dates.

Facilities staff will be coordinating this project and acting as general contractor. Bids were received for HVAC work:

Harris - \$61,660.00

KK - \$95,125.00

Other costs to include:

ST&B engineering - \$8,000.00

A&B Improvements - \$26,160.00

Wasatch Controls - \$23,000.00

State Fire - \$3,000.00 estimate

flooring - \$3,000.00 estimate

Ceiling - \$4,500.00 estimate

in-house electrical - \$2,000.00

Submitted by: Signature

Date



1193 WEST 2200 SOUTH, SUITE A  
SALT LAKE CITY, UT 84119

12/02/2019

Gerry Johnston  
Project Manager/Maintenance Supervisor  
Sweetwater Memorial  
1200 College Drive  
Rock Springs, WY 82901

**RE: Memorial Hospital of Seawater County**

**SUBJECT: HVAC/Mechanical Piping for Pharmacy Renovation**

HARRIS is pleased to provide the following proposal based upon the information provided in the drawings dated 10-08-2019. If proposal pricing is accepted, we respectfully request that this bid letter will be attached to any contract or notice to proceed as an exhibit.

**Base Proposal                      \$61,660.00**

**Project Scope**

1. HVAC & Mechanical Systems
  - All associated new ductwork, relocation of existing GRD's, mechanical piping and insulation
  - Demolition of existing ductwork as specified by drawings
  - System test and balance for new area only
  - (2) Re-heat coils
  - (2) Sound Attenuators

**Project Specific Exclusions**

Contractor specifically **DOES NOT** include cost of any of the following unless explicitly included in the body of this bid proposal letter:

- Overtime or premium time work not included
- Paint and patch work
- Fire alarm system and devices
- All electrical 120VAC power wiring and above
- All control work to be preformed by others

*Harris also excludes the following unless specifically included in the job scope: dumpster rental, fees or waste removal costs, patching of penetrations, overtime or premium time, structural or secondary steel, start-up charges (such as water, chemical, fuel or energy), payment or performance bond(s), plumbing or mechanical impact fees, local municipality plumbing or mechanical permit fees by contractor, poured in place concrete, temporary utilities*

*such as electricity, toilet facilities, heating, etc., grouting of any kind, electrical line voltage wiring, conduit, starters or disconnects, any piping, fixtures, equipment or ductwork not shown on mechanical or plumbing drawings, extended warranties, use of new equipment for temporary heating or cooling, and fire suppression.*

If you have any questions about this document or the enclosed scope of work, please call (801) 433-2640 at your earliest convenience. We look forward to working with your fine organization. Proposal pricing is good for thirty days from date of proposal.

Sincerely,

HARRIS

Jason Hatcher  
Estimator



## Proposal: MHSC Pharmacy Renovation

**KK MECHANICAL**

November 25, 2019

Attn: Gerry Johnston  
Memorial Hospital of  
Sweetwater County

Proposal Date: 11/25/2019  
Proposal Time: 5:00 PM

We offer the following proposal for your consideration for the Plumbing & HVAC scope of work on the above referenced project. Subject to the following scope narrative, exclusions & clarifications, this proposal is in accordance with the drawings & specifications. This proposal is based on KK Mechanical, Inc's interpretation of the engineer's current design. Should changes occur in the design intent KKM reserves the right to modify our pricing. We acknowledge 0 addenda. Our price is valid for 30 days.

Item	Description	Price
1.	Base Bid:	\$95,125

**Scope of Work includes the following sections as they apply to the Plumbing & HVAC systems:**

Division 00	Procurement & Contracting Requirements	Division 22	Plumbing
Division 01	General Requirements	Division 23	Heating, Ventilating, & Air-Conditioning (HVAC)

### HVAC Systems to 5'-0" Outside the Building

HVAC Scope	KKM Furnish	KKM Install	Exclude	Notes
Hydronic Piping	X	X		
General Valves for HVAC Piping	X	X		
Hangers & Supports	X	X		
Vibration Isolation & Seismic	X	X		
Operation & Maintenance Manuals	X	X		
Identification for Piping & Equip.	X	X		
Wet-side Equipment Insulation	X	X		
Piping Insulation	X	X		
Temperature Controls	X	X		
Split Heat Pumps	X	X		
Cooling Split AC Units	X	X		
Sound Attenuators			X	
Dry-Side Equipment Supports	X			
Ductwork	X	X		
Grilles, Registers, & Diffusers	X	X		
Exhaust Fans	X	X		
Louvers & Vents	X	X		
Refrigerant Piping	X	X		
Duct Wrap & Insulation	X	X		
Fire Smoke Dampers	X	X		
Test & Balance	X	X		

## Proposal: MHSC Pharmacy Renovation

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**KK MECHANICAL**

### Scope Clarifications & Additional Inclusions:

1. Coordination drawings for the above mentioned scope are included in our proposal.
2. We have included deck sleeves & layout for our work only. Penetrations by others.
3. Ladders, lifts, scaffolds & work platforms for our work. Hoisting for our equipment is included.
4. Fire-stop & sound caulk for all piping & HVAC penetrations is included.
5. Excavation, backfill & on-site stockpile of spoils are included for our underground piping.
6. It is assumed the GC will provide a staging area within the construction jobsite for use by KKM, their employees and subcontractors.
7. Final P.O.C. will be made by KKM on wet utilities 5' outside the buildings, provided site utility contractor verifies locations. Site utility subcontractor is responsible to provide means to chlorinate site domestic waterline.

### Additional Scope Exclusions:

1. Commissioning of Plumbing & Mechanical Systems
2. Bond Cost, Permits & Fees
3. Inspection Fees
4. Concrete work of any kind, including Saw Cutting, Patching, and Housekeeping Pads
5. Temporary Power, Heating & Cooling
6. Costs associated with using Mechanical Equipment during construction, including Extended Warranty
7. Line Voltage & Low Voltage Wiring not associated with Temperature Controls
8. Electrical Disconnects & Starters
9. Fire Protection
10. Piping & Materials associated with Landscaping
11. Painting
12. Architectural Louvers, VFD's
13. Heat Trace
14. BIM
15. Appliances, Kitchen Equipment, Bathroom Grab Bars & Accessories
16. Dewatering, Heating & Tarping of Trenches for Winter Conditions
17. Snow Removal, Disposal of Onsite Spoils
18. Structural Framing of any kind
19. Parking Costs, Dumpster Costs
20. Overtime / Weekend Work

Respectfully,

Kurtis Keller  
(801) 820-2502  
kask@kkmechanical.net



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

**NARRATIVE TO NOVEMBER 2019 FINANCIAL STATEMENTS**

**THE BOTTOM LINE.** The bottom line from operations for November was a gain of \$105,960, compared to a loss of \$89,422 in the budget. This yields a 1.39% operating margin for the month compared to -1.21%. The YTD net operating loss is \$816,196, compared to a loss of \$148,760 in the budget. This represents a YTD operating margin of -2.20% compared with -0.40% in the budget.

The total net gain is \$104,583, compared to a loss of \$93,242 in the budget. The YTD total net loss is \$825,076, compared to a loss of \$167,859 in the budget. This represents a YTD profit margin of -2.23% compared to -0.45% in the budget.

**REVENUE.** Revenue for the month was \$14,300,990, over budget by \$266,922. Inpatient revenue was under budget by \$321,771, outpatient revenue was over budget by \$574,541 and the employed Provider Clinic was over budget by \$14,152.

Combined Days in AR were 48, 49 in the Hospital, up four days and 54 in the Clinic, up three days from last month. Annual Debt Service Coverage came in at 3.65.

**REDUCTION OF REVENUE.** Deductions from revenue were booked at 47.9% for November. While total accounts receivable increased \$1.5 million from October, reductions of revenue decreased for the month. The increases in AR came from Blue Cross, Commercial and Medicare and we saw a decrease in Self Pay AR. Reduction of revenue is over budget \$59,686. Total collections for the month were \$6,497,276. Days of Cash on Hand are 122 in November, down 5 days from last month. Daily cash expense is \$229,000.

November						
Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,170,166.50	82%	2,599,536.53	2,454,181.00	(145,355.53)	77%
COMMERCIAL	1,716,248.00	83%	1,424,485.84	1,339,920.00	(84,565.84)	78%
GOVERNMENT	693,897.00	17%	117,962.49	118,773.00	810.51	17%
MEDICAID	970,963.00	19%	184,482.97	210,737.00	26,254.03	22%
MEDICARE	5,445,897.50	32%	1,742,687.20	1,108,573.00	(634,114.20)	20%
SELF PAY	1,075,269.00	52%	559,139.88	484,130.00	(75,009.88)	45%
WORKERS COMP	184,359.00	35%	64,525.65	30,762.00	(33,763.65)	17%
TOTAL HOSPITAL	13,256,800.00	50.5%	6,692,820.56	5,747,076.00	(945,744.56)	43%

The table shows the November variance of expected to actual collections by payer for the Hospital only. The total collections variance is a negative \$945,745. Blue Cross and Commercial payers were under by \$229,921. Medicare still has the largest negative variance at \$634,114. Overall collections were at 43% as compared to our goal of 51%.



**Medicare** – Unbilled peritoneal dialysis accounts equal about \$65,000 a month. Medicare inpatient claims were held until the October 2019 pricing updates were uploaded into their system.

**Blue Cross** - At the close of November, BCBS accounts receivable balance is \$3,300,934 compared to prior year average balances of \$2.9 million. The increase is in the current aging. We continue weekly calls and correspondence with Blue Cross to follow up on aging accounts estimated at \$100K at month end.

Gross days in AR – the goal for days in AR is to get back to FY18 figures by December and down to 43 days by June 2020.

PAYER	Current	FY19	FY18
BLUE CROSS	36.25	45.74	29.85
COMMERCIAL	51.05	38.68	47.39
GOVERNMENT	128.61	111.55	133.98
MEDICAID	29.87	44.68	26.07
MEDICARE	33.73	32.77	31.63
SELF PAY	170.69	175.65	178.38
WORKERS COMP	52.06	74.14	67.94
TOTAL HOSPITAL	51.3	52.58	48.23

**EXPENSES.** Total expenses for the month were \$7,508,757, under budget by \$884 and over budget \$171,426 year to date. The following line items were over budget:

**Group Health** – Group health is over budget by \$174,313 for November, over budget \$532,169 year to date. We have seen an increase over prior year of \$799,970 or 40%. Gross revenue from employee usage of hospital and clinic services is projecting 26% higher than the prior calendar year under UUHP. We are working with Arthur J Gallagher to review the paid claims to see where the increase is coming from and to audit the BCBS payments.

**Contract Labor** – Contract labor is over budget by \$20,471 and over budget \$90,182 year to date. We currently have contract labor in Labor & Delivery, ICU, Surgery, Ultrasound and Respiratory Therapy.

**Other Purchased Services** – Laboratory send outs are over budget by \$25,712, Pharmacy is over budget \$15,657 for hood inspections.

**Supplies** - Patient chargeables came in over budget by \$13,096. New supplies for urology procedures were purchased for \$23,400. Implants are over budget by \$33,085 and include new orthopedic trays being purchased for Dr. Pedri's surgeries. The surgery department has recognized the corresponding increase in department revenue.

**Maintenance & Repair Service** – BioMed repairs are over budget by \$22,225 due to scope repairs for the operating room. Year to date, \$527,043 has been sent for reimbursement from the County maintenance fund.

**Leases and Rentals** – Building rent lease is over budget by \$2,750 and \$11,550 year to date. We did not budget for the Farson lease payment to continue in FY2020.



**OUTLOOK FOR DECEMBER.** Gross patient revenue is projecting to come in over budget at \$14.7 million. This projection may decrease due to the Holidays. Expenses are projecting to come in near budget at \$7.5 million.

This table shows projected collections compared to expected collections for December.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance
BLUE CROSS	3,325,510.50	82%	2,726,918.61	1,803,161.00	(923,757.61)	54%	3,288,117.12	561,198.51
COMMERCIAL	1,780,672.00	83%	1,477,957.76	909,464.00	(568,493.76)	51%	1,658,434.35	180,476.59
GOVERNMENT	559,361.50	17%	95,091.46	81,431.00	(13,660.46)	15%	148,491.82	53,400.37
MEDICAID	976,728.00	19%	185,578.32	103,378.00	(82,200.32)	11%	188,512.82	2,934.50
MEDICARE	5,356,239.00	32%	1,713,996.48	748,854.00	(965,142.48)	14%	1,365,557.29	(348,439.19)
SELF PAY	1,006,880.00	50%	503,440.00	378,609.00	(124,831.00)	38%	690,404.65	186,964.65
WORKERS COMP	172,140.50	35%	60,249.18	46,037.00	(14,212.18)	27%	83,949.82	23,700.65
TOTAL HOSPITAL	13,177,531.50	51.3%	6,763,231.80	4,070,934.00	(2,692,297.80)	31%	7,423,467.88	660,236.08

Collection goal for December ~ \$7,210,000:

- 51% of prior two months charges ~ \$6,760,000
- Portion of aging AR ~ \$450,000

**Medicare** – The majority of Medicare inpatient accounts delayed for system updates were received the first two weeks of December, with the exception of about \$200,000.

The Wyoming Department of Health completed their survey of the peritoneal dialysis service on December 11, finding zero deficiencies. Once the State provides the certificate, we can upload it to Medicare and they will start processing the outstanding claims of \$350,000. It could take between 45 to 90 days to receive payments.

Due to the increase in volumes in chemotherapy and infusion, Medicare has started pulling these claims for medical review. This delays payments by 45 – 60 days.

**Blue Cross** - Blue Cross collections are projecting to \$3.2 million for the month. The variance on accounts > 90 days decreased about \$100k from last month. We continue to work with their staff and are prioritizing based on dollar amount of claim.

**Self-Pay** – We saw a decrease in our Self Pay AR by about \$400,000. Some of the decrease came from the self-pay after insurance category, which had grown after the large cleanup of BCBS. We continue to work on our plan to decrease our Self-Pay accounts receivable by the end of the fiscal year.

**Reduction of revenue** – Payer mix is projecting to be similar to November with increases in Blue Cross and Commercial and decreases in Medicare.



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

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

**December 23, 2019**

**PROVIDER CLINIC – NOVEMBER 2019**

**CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for November was a loss of \$621,997, compared to a loss of \$640,499 in the budget. The YTD net operating loss is \$2,621,185, compared to a loss of \$2,703,133 in the budget.

**VOLUME.** Total visits were 4,376 for November.

**REVENUE.** Revenue for the Clinic for November was \$1,373,338, over budget by \$14,152. YTD revenue is \$7,239,422, under budget by \$155,869.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$19,672,549. This equates to \$9,478,357 of net enterprise revenue with an impact to the bottom line of \$522,257. The gross enterprise revenue is 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for November was \$716,033, under budget by \$13,245. YTD net patient revenue was \$3,910,034, which was under budget by \$167,732.

Deductions from revenue for the Clinic were booked at 47.9% for November and at 46% year to date, which is also over budget for the year.

In November, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 54.9% of revenue, Medicare and Medicaid is 38.5% of revenue and Self Pay is 6.1% of revenue. The current payer mix is in line with the prior year.

Days in receivable for November are at 54 in the Clinic, up two days from October and at 43 days in the Ortho clinic, up six days from last month.

**EXPENSES.** Total expenses for the month were \$1,396,328, which was under budget by \$63,791. The majority of the expenses consist of Salaries and Benefits; at 81% of total expenses. The following categories were over budget for November:

**Fringe Benefits** – This expense is over budget by \$19,623 for the month due to group health.

**Other Physician Fees** – This expense is over budget \$7,257 for the month due to locums coverage for the OB/GYN clinic.

**Purchased Services** – This expense is over budget by \$5,473 for the month.

**Supplies** – This expense is over budget \$2,456 for the month. The Pediatric clinic supplies came in over budget for the new providers.

**OVERALL ASSESSMENT.** Through November, the Provider Clinic revenue plus enterprise revenue makes up 36.4% of total hospital gross patient revenue.



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

**Monday ~ January 06, 2020**

**4:00 p.m.**

**Classrooms 1 & 2**

**Voting Members:**

Marty Kelsey, Chairman  
Richard Mathey  
Irene Richardson  
Tami Love  
Jan Layne

**Non-Voting Members:**

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

**Guests:**

Jeff Smith, Commission  
Melissa Anderson

Jim Horan  
Dr. Theodosis

Leslie Taylor

- |   |              |
|---|--------------|
| I. Call Meeting to Order                                      | Marty Kelsey |
| II. <a href="#">Approve November 21, 2019 Meeting Minutes</a> | Marty Kelsey |
| III. <a href="#">Capital Requests FY 20</a>                   | Marty Kelsey |
| IV. Financial Report  |              |
| A. Monthly Financial Statements & Statistical Data            |              |
| 1. <a href="#">Narratives</a>                                 | Tami Love    |
| 2. <a href="#">Financial Information</a>                      | Tami Love    |
| 3. Budget Adherence   | Tami Love    |
| B. Other Business   |              |
| 1. Preliminary Bad Debt                                       | Ron Cheese   |
| V. Old Business   |              |
| A. BCBS/Medicare/PD Update                                    | Ron Cheese   |
| VI. New Business  |              |
| A. FY2021 Budget Discussion                                   | Marty Kelsey |
| B. Financial Forum Discussion                                 | Marty Kelsey |
| VIII. Adjournment   | Marty Kelsey |

# **Finance and Audit Comm Minutes November 21 2019**

## **Draft**



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Finance & Audit Committee Meeting  
November 21, 2019

Voting Members Present: Mr. Marty Kelsey, *Trustee - Chair*  
Mr. Richard Mathey, *Trustee*  
Ms. Irene Richardson, *CEO*  
Ms. Tami Love, *CFO*

Voting Members Absent: Ms. Jan Layne, *Controller*

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

Non-Voting Members Absent: Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*  
Dr. Augusto Jamias

Guests: Mr. Jim Horan, *Director of Facilities*  
Ms. Leslie Taylor, *Clinic Director*  
Ms. Crystal Hamblin, *Director of Cardiopulmonary*

**Call Meeting to Order**

Mr. Kelsey called the meeting to order.

**Approve Meeting Minutes**

A motion to approve the meeting minutes of October 30, 2019 as presented was made by Ms. Richardson; second by Mr. Mathey. Motion carried.

**Capital Requests**

Ms. Love presented capital request FY20-26 for the Dynamics GP v2018.R2 upgrade. She said we need to upgrade to the newest version of our core financial software before April 2020 when the current version will no longer be supported. Mr. Mathey asked about the actual software costs and Ms. Love explained that is included in the P3 Consulting proposal. Mr. Tyler asked about timing. Ms. Love estimates it will take a couple months to implement, test and trained on the new software. The motion to approve the request to forward to the full Board was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

Ms. Hamblin presented capital request FY20-28 for the Vyntus One PFT machine. She explained that the vendor of our current machine has gone out of business so we no longer have support on the equipment. She said she chose this vendor because of infection control and quality control analytics. Mr. Kelsey asked about the life of the machine. Ms. Hamblin says the

recommended life is 8 years. Mr. Mathey asked if all quotes included the trade-in discount of the current machine. She said all quotes were comparable. She also explained the revenue numbers included on the form and it would take 3 – 4 weeks for delivery. The motion to approve the request to forward to the full Board was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

Mr. Tyler presented capital request FY20-29 for 50 Laptop Computers. He said the last large batch of laptops were purchased in 2016 and we have started seeing battery issues with them. This purchase will replace the majority of our current laptops and he will ask to replace the remaining 30 in the next two years. He was unable to get a direct quote from Dell. Mr. Kelsey asked his professional opinion on Dell versus Apple. Mr. Tyler said our servers run on Microsoft Windows and most of the hospital applications require Windows and will not run on Apple products. The motion to approve the request to forward to the full Board was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

## **Financial Report**

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

Ms. Love reviewed the narrative to the October financial statements. She noted that our gross revenue continues to come in over budget but our reductions of revenue remain higher than budget. Expenses also came in over budget in October. Group health continues to be over budget. We are reviewing claims with Arthur J Gallagher and looking at how the BCBS delayed payments affected the FY20 budget and actual expenses. She also explained the budget variance in drug costs, physician fees and maintenance costs. Ms. Love said that they have seen a decrease in Medicare and Self-Pay and an increase in BCBS and Commercial for November payer mix.

Mr. Kelsey noted the decrease in inpatient days and increase in outpatient visits and the corresponding collection rates from Medicare. Ms. Love said the State has still not been here to certify the peritoneal dialysis service line so we are still unable to bill Medicare for this service. Ms. Taylor added that we are also working with the State to certify our vaccine program before our new pediatrician starts. Mr. Kelsey suggested we be more aggressive in our contact with the Department of Health to get these issues fixed.

Ms. Richardson started a discussion about the growth in our accounts receivable of Self-pay accounts. Ms. Love, Mr. Cheese and Ms. Richardson will be meeting to come up with a plan to decrease these AR numbers. The plan will include looking at payment plans, the current collection policy and point of service collections. Mr. Kelsey challenged the staff to look at ways to increase cash flow versus bad debt and asked for a set of recommendations to be presented at the February Finance & Audit committee meeting. Mr. Mathey agreed that we shouldn't start writing off accounts that may be collectible.

Mr. Cheese reported an update on BCBS. He and his staff continue to have weekly calls to identify ongoing issues. Compared to June 2018, current BCBS balances are up about \$154,000. Mr. Kelsey reiterated that we need to be aggressive.

### **Financial Forum Discussion**

Mr. Kelsey asked for discussion on the timing of the December meeting due to the holidays. It was decided the next meeting would be January 6, 2020. He requested that we have a list of critical areas to focus our FY2021 budget ready to discuss at the next Finance meeting and the January Board meeting.

With no further business, the meeting adjourned at 5:28 PM.

*Submitted by Tami Love*

DRAFT

# Capital

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

MONDAY ~ January 06, 2020

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2020 APPROVED BUDGET	REMAINING YTD BALANCE
As of December 2019		839,331.00	-	3,000,000.00	2,160,669.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	CAPITAL AMOUNT TO BE APPROVED	MAINTENANCE SUPPORT COSTS	FREIGHT COSTS	TOTAL AMOUNT	COMMENTS
FY20-34	Airway intubation equipment Melissa Anderson	45,826.81			45,826.81	
FY20-35	Renoation of Chemo compounding room James Horan	132,000.00			132,000.00	
					-	
TOTAL AMOUNT REQUESTED		177,826.81	-	-	177,826.81	

## FY20-34 Airway Intubation

## Capital Request Summary

Capital Request #

FY20-34

Name of Capital Request:

Airway intubation equipment – Emergency Department

Requestor/Department:

Melissa Anderson, Dr. Christian Theodosis – Emergency Department

Sole Source Purchase: Yes or No

Reason: Olympus unable to quote similar equipment and Physician preference

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Karl Storz Endoscopy – America Inc	El Segundo, CA	\$45,826.81
2.			
3.			

Recommendation:

Karl Storz Endoscopy – America Inc - \$45,826.81



		# Assigned: FY 20 - 34
<b>Capital Request</b>		
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: Emergency	Submitted by: Melissa Anderson	Date: 8/20/19
<b>Provide a detailed description of the capital expenditure requested:</b> Airway/intubation equipment. Difficult airway kit, blades, fiber optic & video laryngoscopes (HDMI) & cart for storage and platform.		
Preferred Vendor: Karl Storz		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$ 45,826.81
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces		\$
<b>Total Costs (add 1-8)</b>		\$ 45,826.81
<b>Does the requested item:</b>		
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Fit into existing space?	Explain:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Attach to a new service?	Explain:	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	\$
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety	\$
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$
<b>Annualized impact on operations (if applicable):</b>		<b>Budgeted Item:</b>
<b>Increases/Decreases</b>		<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? 1
Projected gross revenue	\$	
Projected net revenue	\$	<input type="checkbox"/> Copies and/or Summary attached.
Projected Additional FTE's		<b>If no other bids obtained, reason:</b>
Salaries	\$	sole source - Olympus unable to
Benefits	\$	provide similar equipment
Maintenance	\$	
Supplies	\$	
<b>Total Annual Expenses</b>	\$	
<b>Net Income/(loss) from new service</b>	\$	
<b>Review and Approvals</b>		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	



## OTHER CONSIDERATIONS

Airway/intubation equipment. Difficult airway kit, blades, fiber optic & video laryngoscopes (HDMI) & cart for storage and platform.

We are currently using basic equipment for this procedure. The equipment we are requesting is top of the line and will replace several items: glidescope (new one has fiberoptic and screen for all clinical viewing) and blades will be replaced as well.

This is a set of advanced tools that enable lives to be saved that would certainly be lost with conventional tools. In particular, these tools improve chances of survival for patients who are very young, or very old, or have very serious diseases.

Current volumes are 4 - 8 total intubations each month.

Melissa Anderson

Digitally signed by Melissa  
Anderson  
Date: 2019.03.08 13:27:46 -07'00'

Submitted by: Signature

8-20-19

Date



## Quotation

**Quotation No.**  
**41057827**

**Ship To 309624**

Memorial Hospital of Sweetwater County  
1200 College Dr  
Rock Springs WY 82901-5868

**Sold To 108860**

Memorial Hospital Of  
Attn: Accounts Payable  
PO Box 1359  
Rock Springs WY 82902

**Attention**

MELISSA ANDERSON

**Information**

Quote Expires on 03/02/2020  
Document Date 12/03/2019  
Sales Rep Name Stephen Van Dijk  
Sales Rep Ext  
Sales Rep Email Stephen.vanDijk@karlstorz.com  
Sales Rep Cell 801-503-4818  
Contract Name Intalere  
Payment Terms Net due in 30 days

**Details for Quotation # 41057827**

Page 1 of 4

Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
1	<b>8403ZXK</b> 7" FLAT PANEL MONITOR SET FOR C-MAC VIDEO LARYNGOSCOPES WITH OUTPUT: HDMI * Manufacturer's Warranty - 2 years	1 EA	8,958.79	6,539.92	6,539.92
2	<b>8403X</b> C-MAC® CONNECTION CABLE, LENGTH: 200CM * Manufacturer's Warranty - 2 years	1 EA	919.99	671.59	671.59
3	<b>8403AX</b> C-MAC® VIDEO LARYNGOSCOPE MAC #3, WITH MACINTOSH LARYNGOSCOPE BLADE, SIZE 3 * Manufacturer's Warranty - 2 years	1 EA	6,181.32	4,512.36	4,512.36
4	<b>8403BX</b> C-MAC® VIDEO LARYNGOSCOPE MAC #4, WITH MACINTOSH LARYNGOSCOPE BLADE, SIZE 4 * Manufacturer's Warranty - 2 years	1 EA	6,181.32	4,512.36	4,512.36
5	<b>8403MXC</b> C-MAC® VIDEO LARYNGOSCOPE MILLER #2, FOR USE WITH 8403X/8403XDK/8403ZXK * Manufacturer's Warranty - 2 years	1 EA	6,916.90	5,049.34	5,049.34
6	<b>8403HXX</b> C-MAC® VIDEO LARYNGOSCOPE D-BLADE SET FOR DIFFICULT INTUBATION * Manufacturer's Warranty - 2 years	1 EA	7,284.69	5,317.82	5,317.82



## Quotation No. 41057827

### Details for Quotation # 41057827

Page 2 of 4

Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
7	<b>8401DS</b> REUSABLE ET TUBE STYLET F/C-MAC® D-BLADE FOR USE W/8401HX, PKG/10 * Manufacturer's Warranty - 1 year	1 PAC	439.90	321.13	321.13
8	<b>809125</b> BOEDECKER MAGILL STYLE FORCEPS FOR 8401A/B VIDEO LARYNGOSCOPES, LGTH: 25CM * Manufacturer's Warranty - 1 year	1 EA	486.26	354.97	354.97
9	<b>9700VIP-PLUS</b> C-MAC VIDEO INTUBATION PLATFORM CART W/ 4 DRAWERS AND FLEXIBLE SCOPE HOLDER <i>Cart ships separately via ground with estimated lead time of 2-3 days. Please contact sales representative for estimated shipping fee.</i> * Manufacturer's Warranty - 1 year	1 EA	2,651.79	1,935.81	1,935.81
10	<b>11303BNXK</b> FLEX. INTUBATION VIDEO ENDOSCOPE 5.5X 65 * Manufacturer's Warranty - 1 year	1 EA	21,379.13	15,606.76	15,606.76
11	<b>KSZ-39406AS-ZBH</b> SEALED CONTAINER SYSTEM FOR FLEXIBLE CMOS VIDEOENDOSCOPES The kit part number is composed of the following products: <b>KSZ-39406AS</b> CONTAINERS SYSTEM, FLEX CMOS VIDEOSCOPES DM: 23.5"L X 11"W X 4"H * Manufacturer's Warranty - 1 year	1 EA	1,376.37	1,004.75	1,004.75
				List Price	62,776.46
				Sell Price Discount	- 16,949.65
				Sell Price Subtotal	45,826.81
				Quote Total	45,826.81



## Quotation No. 41057827

### Details for Quotation # 41057827

Page 3 of 4

Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
	<p><i>The attached KARL STORZ Terms and Conditions shall govern purchases made pursuant to this Quotation and shall prevail over any conflicting, inconsistent, and/or additional provisions set forth in Customer's purchase order except to the extent otherwise provided in (i) a currently-effective direct written agreement by and between KARL STORZ and Customer for the purchase of the products identified in this Quotation or (ii) a group purchasing organization ("GPO") agreement, negotiated by and between KARL STORZ and the respective GPO on behalf of the Customer/member, which is currently effective with respect to Customer, for the purchase of the products identified in this Quotation.</i></p> <p>Signed _____ Name: _____ Title: _____ Phone: _____ Date: _____</p> <p><b>Sales Tax:</b> Sales tax will be added to the invoice total unless we have an exemption certificate on file for the "Ship-to" entity.</p> <p><b>Freight:</b> The freight charge will be calculated during the shipment process and will be included on the invoice.</p>				



KARL STORZ Endoscopy-America, Inc.  
2151 E. Grand Avenue  
El Segundo CA 90245

Phone: 800-421-0837 Ext: 7577  
Fax: 800-321-1304

## Quotation No. 41057827

**QUOTE TOTAL:** **\$45,826.81**  
(Excludes applicable freight/tax)

### FINANCING OPTIONS:

Page 4 of 4

**KARL STORZ CAPITAL ("KSC")**, the captive finance arm of KSEA specializes in providing our customers with the basic and customized financial solutions necessary to meet their fiscal and technological requirements.

Our field based KSC Finance Managers are ready to meet with you to develop a plan specific to your needs to help you service your patients while meeting the economic challenges of today and tomorrow.

For additional information on how we can best help you acquire your KSEA equipment, please ask your KSEA Sales Executive or contact us directly at 800-421-0837 ext. 8258.

**KARL STORZ CAPITAL**  
**...PROVIDING SOLUTIONS, CREATING RELATIONSHIPS**

**KARL STORZ ENDOSCOPY – AMERICA, INC.**  
**TERMS AND CONDITIONS**



The following terms and conditions ("Terms") apply to the acquisition of KARL STORZ products.

1. **ORDERS.** Orders are to be placed with the Customer Support Department or sales force of KARL STORZ Endoscopy-America, Inc. ("KARL STORZ"); however, orders will only be accepted by KARL STORZ's Customer Support Department located in California or Massachusetts. In the event of any conflicting, inconsistent and/or additional provisions in a customer purchase order or other document, these Terms will supersede and prevail and such conflicting, inconsistent and/or additional provisions shall be of no force or effect; KARL STORZ hereby objects to such other provisions or terms proposed by customer. By accepting delivery of products from, and/or the performance of services by KARL STORZ and/or by paying for same, customer accepts and agrees to these Terms, all of which constitute the sole and entire agreement between KARL STORZ and customer.
2. **PRICES.** Prices are subject to change without notice. Nevertheless, prices in effect at the time that an order is accepted will prevail; provided, however, that quotations, including pricing therein, are valid until the expiration date reflected on the quotation. All applicable taxes, shipping and/or handling charges, will be added to the invoice. If customer is tax exempt, customer shall provide a tax exemption certificate for the "sold to" entity at the time of issuance of the purchase order under these Terms.
3. **SHIPPING.** Shipments are F.O.B. shipping point, shipping and handling prepaid by KARL STORZ and added to the invoice. However, KARL STORZ will utilize customer-designated third party freight programs for shipment and payment when requested by customer. In such case, customer is solely responsible for all third party freight charges, KARL STORZ handling charges and any loss or damage to products during shipment. If use of a customer-designated third party freight program is not requested by customer, and any loss or damage to products occurs during shipment, KARL STORZ will replace such products at no additional cost. All shipments should be carefully examined upon receipt and, if a product is damaged, customer must promptly notify KARL STORZ of the nature and extent of the damage and return such product to KARL STORZ in accordance with the "Return Policy" below. If shipments are received short, customer must promptly contact KARL STORZ's Customer Support Department. KARL STORZ may make partial shipments on any order with customer's authorization.
4. **PAYMENT.** Invoices are due and payable upon receipt, net 30 days from date of invoice, which shall not be earlier than the date of shipment. Invoices will be issued on authorized partial shipments and are payable as set forth in this section. A finance charge equal to 1-1/2% per month or the maximum amount allowed by law, whichever is less, may be assessed on all balances outstanding for more than 30 days. Any and all collection expenses, including reasonable attorneys' fees, incurred by KARL STORZ to secure payment of any sums due from customer and/or to effectuate repossession of products purchased from KARL STORZ but not paid for will be borne by customer. Amounts payable to KARL STORZ for the purchase, lease or rental of products and/or the provision of services are not subject to withholding, set-off or counter-claim under any circumstances without the prior written consent of KARL STORZ.
5. **SECURITY INTEREST.** Until customer has paid KARL STORZ in full for all products purchased pursuant to an order, KARL STORZ shall have, and customer hereby grants to KARL STORZ, a security interest in all products purchased pursuant to such order to secure payment of the entire purchase price for all products sold, shipped and delivered to customer pursuant to such order and all costs, expenses or other charges relating thereto which are payable by customer to KARL STORZ.
6. **RETURN MERCHANDISE AUTHORIZATION PROCESS.** A return merchandise authorization ("RMA") must be obtained from KARL STORZ's Customer Support Department prior to sending any products to KARL STORZ for any reason. When contacting KARL STORZ for an RMA, the Customer Support Representative must be provided with: (a) the applicable P.O. number; (b) the KARL STORZ catalog number and, if applicable, the serial number for each product; and (c) the reason for the return. KARL STORZ will not be responsible for products returned without an RMA. Returns must be carefully packed and shipped pre-paid to KARL STORZ, Attn: RMA number. KARL STORZ's Customer Support Department will provide the return address and the RMA number. In order to prevent the transmission of disease to the medical facilities' and/or KARL STORZ's personnel, all opened products must be cleaned and then sterilized and/or disinfected before sending to KARL STORZ, which reserves the right to return unclean and contaminated products to customer. Additionally, if any product becomes damaged and is not immediately returned for repair or exchange, KARL STORZ assumes no responsibility or liability for customer's continued use of that damaged product. KARL STORZ does not guarantee the performance of, and may decline to repair or accept for repair/exchange, any product that has been repaired, modified and/or altered by any person or entity other than KARL STORZ or a KARL STORZ authorized repair facility.
7. **RETURN POLICY.** Full credit will only be issued for products that are received by KARL STORZ within 120 days of date of shipment ("Ship Date") so long as such items are unused and in resalable condition. If products are received by KARL STORZ more than 120 days after the Ship Date, KARL STORZ may, in its sole and absolute discretion, either refuse acceptance of the returned products or require payment of an inspection fee of up to 25% of the invoiced price of the product, which will require a separate P.O. number. Shipping charges will be reimbursed, inspection fees will not be charged and full credit will be given if the return was due to a shipping error on the part of KARL STORZ. Customer must follow the RMA procedure set forth in the "Return Merchandise Authorization Process" above to return products for credit. The following products may not be returned for credit or exchange: (a) products held longer than 120 days from Ship Date (except as provided above); (b) sterile packaged products where the package is opened and/or damaged; (c) products identified and purchased as discontinued products; (d) instruments that are etched or engraved by customer; (e) products damaged by customer; and (f) used products.
8. **WARRANTY POLICY.** This section ("Warranty Policy") applies to all warranty repairs and exchanges. All products are warranted to be in good working order and free from defects in workmanship and materials on the date of shipment and continuing for a period of one (1) year thereafter, unless otherwise specified in a quotation or product specific literature. All repairs made under this Warranty Policy shall be free from defects in materials and workmanship for the remainder of the original warranty period (if any) or 90 days, whichever is longer. To submit a warranty claim, customer must follow the RMA procedure set forth in the "Return Merchandise Authorization Process" above. Customer must return the defective product within 30 days of issuance of the RMA.

For all warranty claims submitted within the first 30 days of the applicable warranty period ("Advance Replacement Period"), a replacement product will be provided to the customer prior to receipt of the product subject to such warranty claim. KARL STORZ will notify customer if the warranty claim is not valid. In such event, customer must submit a purchase order for the replacement product including any shipping and handling costs. Some limited product categories may qualify for a longer Advance Replacement Period to be confirmed by KARL STORZ's Customer Support Department at the time of issuance of the RMA. For all warranty claims submitted after the Advance Replacement Period, KARL STORZ shall evaluate the warranty claim following receipt of the product from customer and, if valid, shall at its sole discretion either repair or replace the product at no charge to the customer. KARL STORZ will notify customer if such warranty claim is not valid and provide an estimate of the repair cost. In such event, customer must submit a purchase order for the repair.

Damage which might arise or be caused, whether by customer or by any of the users of the products provided by KARL STORZ, as a result of, in connection with, or otherwise attributable to the following is excluded from all product and service warranty coverage: (a) misuse, abuse, mishandling and/or improper operation and/or storage; (b) repairs, servicing, modifications and/or alterations performed by any person or entity other than KARL STORZ or an authorized repair facility of KARL STORZ; (c) use in combination with adaptors, accessories and/or equipment from other manufacturers unless authorized or recommended by KARL STORZ; (d) use in any manner other than those for which such products are designed and are otherwise intended to be used; or (e) a failure to comply with power and grounding specifications provided by KARL STORZ. THE WARRANTIES SET FORTH HEREIN ARE IN LIEU OF ALL OTHER WARRANTIES.

**KARL STORZ ENDOSCOPY – AMERICA, INC.**  
**TERMS AND CONDITIONS**



EXPRESS, IMPLIED AND/OR STATUTORY, INCLUDING, BUT NOT LIMITED TO WARRANTIES OF MERCHANTABILITY, FITNESS AND/OR OF SUITABILITY FOR A PARTICULAR PURPOSE, WITH RESPECT TO ALL KARL STORZ PRODUCTS AND/OR SERVICES. ANY AND ALL OTHER WARRANTIES, REPRESENTATIONS AND/OR GUARANTEES, OF ANY TYPE, NATURE OR EXTENT, BE IT IMPLIED, EXPRESS AND/OR WHETHER ARISING UNDER OR AS A RESULT OF ANY STATUTE, LAW, COMMERCIAL USAGE, CUSTOM, TRADE OR OTHERWISE, ARE HEREBY EXPRESSLY EXCLUDED AND DISCLAIMED. Any contrary course of performance by and between the parties will not modify any representations and/or warranties set forth herein. KARL STORZ neither assumes nor authorizes any person to assume for it any other liabilities in conjunction with and/or related to the sale and/or use of KARL STORZ products or provision of services. To ensure proper use, handling and care of KARL STORZ products, customer should consult the product-specific literature, instruction manual and/or labeling included with the product or otherwise available. Repair, modification or alteration of KARL STORZ products performed by any person or entity other than by KARL STORZ or an authorized repair facility of KARL STORZ nullifies and otherwise voids all applicable KARL STORZ warranties. Repair or replacement of a KARL STORZ product shall not extend the term of any applicable warranty. The remedies provided herein are customer's exclusive remedies under this Warranty Policy.

**9. REPAIR PROGRAM.** This section ("Repair Program") applies to all repairs and exchanges not covered under the Warranty Policy. If such repairs or exchanges become necessary, customer must follow the RMA procedure set forth in the "Return Merchandise Authorization Process" above. All repairs and exchanges shall be subject to KARL STORZ's applicable standard repair or exchange charges. Customer will be advised of the estimated cost of the repair work or a product exchange before it is undertaken. All repairs under this Repair Program carry a 90 day warranty. Any exchange product provided under this Repair Program carries the applicable KARL STORZ new product warranty. If an exchange product is provided and the damaged product is not returned within 30 days of receipt of the exchange product, Customer will be invoiced for the applicable contracted price or the full list price of the exchange product. Subject to the availability of product, KARL STORZ may, provide customer with loaner product while repairs are being made.

**10. SOFTWARE OWNERSHIP AND LICENSING.** Subject to annual license fees, as applicable, set forth in the applicable quotation, KARL STORZ grants to customer a non-exclusive, limited, non-transferable (except in connection with a transfer of a product), non-sublicensable and irrevocable (except as provided herein) license ("License") to use software (including, but not limited to, programmed logic, computer programs and/or operating information) programmed into and/or embedded in products provided by KARL STORZ or separately provided by KARL STORZ. Such licensed software may be developed by or on behalf of (a) KARL STORZ ("KARL STORZ Software") and/or (b) third party developers (all of whom are considered third party beneficiaries of this section) ("Third Party Software") ("KARL STORZ Software" and "Third Party Software" are referred to collectively as "Software"). The Software is licensed only in the form in which delivered to customer and only for use in accordance with KARL STORZ's written instructions for the Software or the product in which the Software is embedded or to which the Software relates and may be subject to annual license fees as set forth in the applicable quotation. The Software, and all modifications, updates, enhancements and upgrades provided by KARL STORZ, will, at all times, remain the property of KARL STORZ or the applicable third party developer. Customer may not (a) duplicate, copy, reverse-engineer, create, re-create, de-compile or disassemble the Software (or the source code of the Software), (b) create derivatives of the Software, or (c) unless authorized by KARL STORZ in advance, modify or customize the Software. Any and all duplicates, copies and derivatives of the Software, and any and all unauthorized modifications to, or customizations of, the Software will immediately become the sole property of KARL STORZ. Customer acknowledges and agrees that (a) neither the licensing of Software to customer, nor the purchase, lease or other acquisition of products by customer constitutes a transfer of the Software, (b) the Software is the property of KARL STORZ or the applicable third party developer, (c) customer neither owns nor acquires any interest in any copyright, patent or other intellectual property right in or to the Software as a result of the License granted herein or the purchase, lease or other acquisition of any product, and (d) KARL STORZ, or the applicable third party developer, retains and owns all right, title, and interest in and to the Software and the ownership rights therein, at all times, regardless of the form or media in or on which the original or any copy of the Software may exist. In the event of a failure of customer or its agents, employees or representatives to comply with any terms and conditions of the License granted herein, the License will, without any further action by KARL STORZ or any other party, immediately terminate.

**11. SOFTWARE AND SECURITY SERVICES.** Solely with respect to products for which customer has purchased software licenses and security services, KARL STORZ shall: (a) install security patches for such products connected to customer's network; (b) provide software updates to address bug fixes; (c) provide remote troubleshooting and related services; and (d) provide software upgrades including new features (excluding EHR implementation and interfacing, and hardware upgrades). KARL STORZ shall provide the foregoing services at times and frequency, and in the manner, determined solely by KARL STORZ based upon the critical or non-critical nature of such software patches, updates and upgrades. The services provided by KARL STORZ pursuant to this section do not apply to any related hardware issues, and do not carry a repair warranty or otherwise affect any warranty provided under these Terms. KARL STORZ does not warrant or represent that use of the software application will be uninterrupted or error-free.

**12. DISPUTES.** All controversies, disputes and claims, shall be adjudicated by a court of competent jurisdiction within the County of Los Angeles, State of California or the United States District Court, Central District of California, which courts shall have exclusive jurisdiction over such matters. All transactions by and between customer and KARL STORZ shall be governed by and construed in accordance with the laws of the State of California without regard to its conflict of laws principles. The invalidity or unenforceability of any of the within Terms will not affect the validity or enforceability of any other or remaining term or condition hereof.

**13. LIMITATION OF LIABILITY.** KARL STORZ is not liable for any special, incidental, consequential, punitive, exemplary or indirect damages, from any cause whatsoever in connection with or arising from the purchase, sale, lease, rental, installation, performance or use of KARL STORZ products or services, even if KARL STORZ has been advised of the possibility of such damages. SOME JURISDICTIONS DO NOT ALLOW EXCLUSIONS AND DISCLAIMERS OF CERTAIN WARRANTIES OR LIMITATIONS OF LIABILITY, SO THE LIMITATIONS AND/OR EXCLUSIONS SET FORTH IN THESE TERMS MAY NOT APPLY. IN THAT EVENT, KARL STORZ'S LIABILITY WILL BE LIMITED TO THE GREATEST EXTENT PERMITTED BY LAW IN THE SUBJECT JURISDICTION.

**14. COMPLIANCE WITH LAWS; DISCOUNT EXCEPTION AND SAFE HARBOR.** Customer shall comply with all applicable laws and regulations, including but not limited to the federal health care program anti-kickback statute, 42 U.S.C. § 1320a-7b(b) ("AKS"). Customer acknowledges its obligations to fully and accurately report the discounts, rebates, credits, product replacements (including those related to a warranty, service, or otherwise) and/or other price reductions (collectively "Discounts"), if any, it receives from KARL STORZ, under all applicable laws and regulations, including but not limited to the AKS, the Discount Exception and the Discount Safe Harbor. Customer may be obligated to report and/or provide information concerning any such Discounts provided by KARL STORZ pursuant to 42 U.S.C. § 1320a-7b(b)(3)(A) (the "Discount Exception") and/or 42 C.F.R. § 1001.952(h) (the "Discount Safe Harbor"), other federal or state laws, or agreement with third party payers. Customer should retain documentation of Discounts and make such information available to federal or state health care programs, applicable federal and/or state agencies, and/or third party payors, upon request. KARL STORZ will provide to customer invoices related to purchases, and other reports/documentation as applicable, documenting any Discounts for such products and/or services. Customer is responsible for appropriate allocation and/or apportionment of any Discounts among products and/or services purchased. Customer acknowledges that this section has put customer on notice of its obligations under the AKS, Discount Exception and Discount Safe Harbor and all other applicable laws and regulations.



## **FY20-35 Chemo compounding room**

## Capital Request Summary

**Capital Request #**

FY20-35

**Name of Capital Request:**

Renovation of Chemo Compounding room - Pharmacy

**Requestor/Department:**

James Horan - Facilities

**Sole Source Purchase:** Yes or No

**Reason:** We obtained bids for the HVAC & Mechanical systems from Harris and KK Mechanical. The rest of the project will be done in-house and are estimates.

**Quotes/Bids/ Proposals received:**

	Vendor	City	Amount
1.	Harris	Salt Lake City, UT	\$61,660.00
2.	KK Mechanical	Roy, UT	\$95,125.00
3.			

**Recommendation:**

Harris - \$61,660.00



		<b># Assigned: FY</b> -
<b>Capital Request</b>		
<b>Instructions:</b> YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. <b>Note:</b> When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
<b>Department:</b> Facilities	<b>Submitted by:</b> Jim Horan	<b>Date:</b> 12/2/19
<b>Provide a detailed description of the capital expenditure requested:</b> Renovation of chemotherapy compounding room - Pharmacy		
<b>Preferred Vendor:</b> multiple vendors		
<b>Total estimated cost of project</b> (Check all required components and list related expense)		
1. Renovation	\$	132,000.00
2. Equipment	\$	
3. Installation	\$	
4. Shipping	\$	
5. Accessories	\$	
6. Training	\$	
7. Travel costs	\$	
8. Other e.g. interfaces	\$	
<b>Total Costs (add 1-8)</b>		\$ 132,000.00 estimate
<b>Does the requested item:</b>		
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Fit into existing space?	Explain:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Attach to a new service?	Explain:	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Require physical plan modifications?	Electrical	\$ 3,000.00
If yes, list to the right:	HVAC	\$ 95,000.00
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Safety	\$ 8,000.00 (engineering)
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$ 26,000.00
<b>Annualized impact on operations (if applicable):</b>		<b>Budgeted Item:</b>
<b>Increases/Decreases</b>		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? 2
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached.
Projected Additional FTE's		<b>If no other bids obtained, reason:</b>
Salaries	\$	2 bids on HVAC work obtained
Benefits	\$	
Maintenance	\$	
Supplies	\$	
<b>Total Annual Expenses</b>	\$	
<b>Net Income/(loss) from new service</b>	\$	
<b>Review and Approvals</b>		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

## OTHER CONSIDERATIONS

We are currently unable to measure the hepa filters as they are sealed into the ceiling and Pharmacy staff has had to revise compounding procedures due to the lack of this filtration. The current room no longer qualifies as an IV room but rather a segregated compounding area. This project will convert Pharmacy's internal ducted hood to external ducted hood per usp797. This will allow us to compound in a room that will give beyond 12 hour use dates.

Facilities staff will be coordinating this project and acting as general contractor. Bids were received for HVAC work:

Harris - \$61,660.00

KK - \$95,125.00

Other costs to include:

ST&B engineering - \$8,000.00

A&B Improvements - \$26,160.00

Wasatch Controls - \$23,000.00

State Fire - \$3,000.00 estimate

flooring - \$3,000.00 estimate

Ceiling - \$4,500.00 estimate

in-house electrical - \$2,000.00

Submitted by: Signature

Date



1193 WEST 2200 SOUTH, SUITE A  
SALT LAKE CITY, UT 84119

12/02/2019

Gerry Johnston  
Project Manager/Maintenance Supervisor  
Sweetwater Memorial  
1200 College Drive  
Rock Springs, WY 82901

**RE: Memorial Hospital of Seawater County**

**SUBJECT: HVAC/Mechanical Piping for Pharmacy Renovation**

HARRIS is pleased to provide the following proposal based upon the information provided in the drawings dated 10-08-2019. If proposal pricing is accepted, we respectfully request that this bid letter will be attached to any contract or notice to proceed as an exhibit.

**Base Proposal                      \$61,660.00**

**Project Scope**

1. HVAC & Mechanical Systems
  - All associated new ductwork, relocation of existing GRD's, mechanical piping and insulation
  - Demolition of existing ductwork as specified by drawings
  - System test and balance for new area only
  - (2) Re-heat coils
  - (2) Sound Attenuators

**Project Specific Exclusions**

Contractor specifically **DOES NOT** include cost of any of the following unless explicitly included in the body of this bid proposal letter:

- Overtime or premium time work not included
- Paint and patch work
- Fire alarm system and devices
- All electrical 120VAC power wiring and above
- All control work to be preformed by others

*Harris also excludes the following unless specifically included in the job scope: dumpster rental, fees or waste removal costs, patching of penetrations, overtime or premium time, structural or secondary steel, start-up charges (such as water, chemical, fuel or energy), payment or performance bond(s), plumbing or mechanical impact fees, local municipality plumbing or mechanical permit fees by contractor, poured in place concrete, temporary utilities*



*such as electricity, toilet facilities, heating, etc., grouting of any kind, electrical line voltage wiring, conduit, starters or disconnects, any piping, fixtures, equipment or ductwork not shown on mechanical or plumbing drawings, extended warranties, use of new equipment for temporary heating or cooling, and fire suppression.*

If you have any questions about this document or the enclosed scope of work, please call (801) 433-2640 at your earliest convenience. We look forward to working with your fine organization. Proposal pricing is good for thirty days from date of proposal.

Sincerely,

HARRIS

Jason Hatcher  
Estimator

## Proposal: MHSC Pharmacy Renovation

**KK MECHANICAL**

November 25, 2019

Attn: Gerry Johnston  
Memorial Hospital of  
Sweetwater County

Proposal Date: 11/25/2019

Proposal Time: 5:00 PM

We offer the following proposal for your consideration for the Plumbing & HVAC scope of work on the above referenced project. Subject to the following scope narrative, exclusions & clarifications, this proposal is in accordance with the drawings & specifications. This proposal is based on KK Mechanical, Inc's interpretation of the engineer's current design. Should changes occur in the design intent KKM reserves the right to modify our pricing. We acknowledge 0 addenda. Our price is valid for 30 days.

Item	Description	Price
1.	Base Bid:	\$95,125

Scope of Work includes the following sections as they apply to the Plumbing & HVAC systems:

Division 00	Procurement & Contracting Requirements	Division 22	Plumbing
Division 01	General Requirements	Division 23	Heating, Ventilating, & Air-Conditioning (HVAC)

### HVAC Systems to 5'-0" Outside the Building

HVAC Scope	KKM Furnish	KKM Install	Exclude	Notes
Hydronic Piping	X	X		
General Valves for HVAC Piping	X	X		
Hangers & Supports	X	X		
Vibration Isolation & Seismic	X	X		
Operation & Maintenance Manuals	X	X		
Identification for Piping & Equip.	X	X		
Wet-side Equipment Insulation	X	X		
Piping Insulation	X	X		
Temperature Controls	X	X		
Split Heat Pumps	X	X		
Cooling Split AC Units	X	X		
Sound Attenuators			X	
Dry-Side Equipment Supports	X			
Ductwork	X	X		
Grilles, Registers, & Diffusers	X	X		
Exhaust Fans	X	X		
Louvers & Vents	X	X		
Refrigerant Piping	X	X		
Duct Wrap & Insulation	X	X		
Fire Smoke Dampers	X	X		
Test & Balance	X	X		

## Proposal: MHSC Pharmacy Renovation

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**KK MECHANICAL**

### Scope Clarifications & Additional Inclusions:

1. Coordination drawings for the above mentioned scope are included in our proposal.
2. We have included deck sleeves & layout for our work only. Penetrations by others.
3. Ladders, lifts, scaffolds & work platforms for our work. Hoisting for our equipment is included.
4. Fire-stop & sound caulk for all piping & HVAC penetrations is included.
5. Excavation, backfill & on-site stockpile of spoils are included for our underground piping.
6. It is assumed the GC will provide a staging area within the construction jobsite for use by KKM, their employees and subcontractors.
7. Final P.O.C. will be made by KKM on wet utilities 5' outside the buildings, provided site utility contractor verifies locations. Site utility subcontractor is responsible to provide means to chlorinate site domestic waterline.

### Additional Scope Exclusions:

1. Commissioning of Plumbing & Mechanical Systems
2. Bond Cost, Permits & Fees
3. Inspection Fees
4. Concrete work of any kind, including Saw Cutting, Patching, and Housekeeping Pads
5. Temporary Power, Heating & Cooling
6. Costs associated with using Mechanical Equipment during construction, including Extended Warranty
7. Line Voltage & Low Voltage Wiring not associated with Temperature Controls
8. Electrical Disconnects & Starters
9. Fire Protection
10. Piping & Materials associated with Landscaping
11. Painting
12. Architectural Louvers, VFD's
13. Heat Trace
14. BIM
15. Appliances, Kitchen Equipment, Bathroom Grab Bars & Accessories
16. Dewatering, Heating & Tarping of Trenches for Winter Conditions
17. Snow Removal, Disposal of Onsite Spoils
18. Structural Framing of any kind
19. Parking Costs, Dumpster Costs
20. Overtime / Weekend Work

Respectfully,

**Kurtis Keller**  
(801) 820-2502  
kask@kkmechanical.net

20 CAPITAL-NOV

## MHSC Capital Budget for FYE 6/30/2020

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Marketing	Website Redesign and Host Service-Internet	25,000	25,000	-	FY20-1
Human Resources	Website Design-Intranet upgrade	29,475	29,475	-	FY20-2
IT	QCPR 6.3 Upgrade with linux server conversion	74,561	41,335	(33,226)	FY20-3
Surgical Services	Synthes Large External Fixation Set	14,704	14,704	0	FY20-4
Radiation Oncology	GE Optima CT850 RT-16 - FMV lease buyout	225,000	225,000	-	FY20-5
Surgical Services	Neptune 3 Waste Management System	14,703	14,703	-	FY20-6
IT	Add'l Security Cameras for new Security Sytem Upgrade	15,238		(15,238)	FY20-7
Medical Staff	MD-Staff Credentialing & Provider Enrollment Software	44,900		(44,900)	FY20-8
Respiratory	Vapotherm	24,546	24,200	(346)	FY20-9
EVS	ER Privacy Curtains	8,919	6,870	(2,049)	FY20-10
Facilities	Asphalt & Crack sealing @ 3000 College	54,900	54,900	-	FY20-11
Emergency	Patient Room Guest Chairs	7,834	7,661	(173)	FY20-13
Emergency	Patient Room Guest Chairs	8,110	8,110	0	FY20-14
IT	QCPR interface for new lab instrument	20,000	18,750	(1,250)	FY20-15
Facilities	Roof fall protection	271,348		(271,348)	FY20-16
IT	Cisco Call Center licensing for PFS	11,531	11,531	-	FY20-17
Laboratory	BIOMERIEUX VIDAS Analyzer	21,880		(21,880)	FY20-18
IT	Add'l Security Cameras for new Security Sytem Upgrade	4,510		(4,510)	FY20-19
Surgery	Trauma Implant system	21,538	20,469	(1,070)	FY20-20
Surgery	Bravo Calibration-Free Reflux testing system	6,820	6,820	-	FY20-21
Medical Imaging	Aspen Breast Reporting System	24,900	24,900	-	FY20-22
Medical Imaging	Dell Precision 5820 Comp Towers/Monitors (2)	7,089	7,089	-	FY20-23
IT	Add'l Security Cameras for new Security Sytem Upgrade	6,725		(6,725)	FY20-24
Fiscal	Kronos 8.1.3 upgrade	21,820		(21,820)	FY20-25
Obstetrics	Nitrous Oxide System w/ accessories (2)	11,985		(11,985)	FY20-27
Fiscal	Dynamics GP 2018R2 upgrade	30,000		(30,000)	FY20-26
Cardiopulmonary	Vyntus One PFT w/ Body Box	57,571		(57,571)	FY20-28
IT	Laptops (50)	90,000	86,400	(3,600)	FY20-29
Facilities	Pharmacy Sinks	12,209		(12,209)	FY20-30
Surgery	Synchronized clock system	9,509		(9,509)	FY20-31
Clinic	Vision Scanner - Pediatrics	6,441		(6,441)	FY20-32
				-	
<b>Total Budgeted</b>		<b>3,000,000</b>	<b>1,183,766</b>	<b>627,916</b>	<b>(555,849)</b>

### Capital Expenditure Dollars Authorized

**1,183,766**

#### Less Donated Capital

Asphalt & Crack sealing @ 3000 College	County	(54,900)
Roof fall protection	County	(271,348)
ED patient room guest chairs	Foundation	(8,110)
ED patient room guest chairs	Foundation	(7,834)
Pharmacy Sinks	County	(12,209)
Synchronized clock system	Foundation	(9,509)

**(363,910)**

### Net Capital Outlay FYTD 2020

**819,856**

### Remaining Balance FY2020 Capital Budget

**2,180,144**



# Narratives

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

**NARRATIVE TO NOVEMBER 2019 FINANCIAL STATEMENTS**

**THE BOTTOM LINE.** The bottom line from operations for November was a gain of \$105,960, compared to a loss of \$89,422 in the budget. This yields a 1.39% operating margin for the month compared to -1.21%. The YTD net operating loss is \$816,196, compared to a loss of \$148,760 in the budget. This represents a YTD operating margin of -2.20% compared with -0.40% in the budget.

The total net gain is \$104,583, compared to a loss of \$93,242 in the budget. The YTD total net loss is \$825,076, compared to a loss of \$167,859 in the budget. This represents a YTD profit margin of -2.23% compared to -0.45% in the budget.

**REVENUE.** Revenue for the month was \$14,300,990, over budget by \$266,922. Inpatient revenue was under budget by \$321,771, outpatient revenue was over budget by \$574,541 and the employed Provider Clinic was over budget by \$14,152.

Combined Days in AR were 48, 49 in the Hospital, up four days and 54 in the Clinic, up three days from last month. Annual Debt Service Coverage came in at 3.65.

**REDUCTION OF REVENUE.** Deductions from revenue were booked at 47.9% for November. While total accounts receivable increased \$1.5 million from October, reductions of revenue decreased for the month. The increases in AR came from Blue Cross, Commercial and Medicare and we saw a decrease in Self Pay AR. Reduction of revenue is over budget \$59,686. Total collections for the month were \$6,497,276. Days of Cash on Hand are 122 in November, down 5 days from last month. Daily cash expense is \$229,000.

November						
Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,170,166.50	82%	2,599,536.53	2,454,181.00	(145,355.53)	77%
COMMERCIAL	1,716,248.00	83%	1,424,485.84	1,339,920.00	(84,565.84)	78%
GOVERNMENT	693,897.00	17%	117,962.49	118,773.00	810.51	17%
MEDICAID	970,963.00	19%	184,482.97	210,737.00	26,254.03	22%
MEDICARE	5,445,897.50	32%	1,742,687.20	1,108,573.00	(634,114.20)	20%
SELF PAY	1,075,269.00	52%	559,139.88	484,130.00	(75,009.88)	45%
WORKERS COMP	184,359.00	35%	64,525.65	30,762.00	(33,763.65)	17%
TOTAL HOSPITAL	13,256,800.00	50.5%	6,692,820.56	5,747,076.00	(945,744.56)	43%

The table shows the November variance of expected to actual collections by payer for the Hospital only. The total collections variance is a negative \$945,745. Blue Cross and Commercial payers were under by \$229,921. Medicare still has the largest negative variance at \$634,114. Overall collections were at 43% as compared to our goal of 51%.

**Medicare** – Unbilled peritoneal dialysis accounts equal about \$65,000 a month. Medicare inpatient claims were held until the October 2019 pricing updates were uploaded into their system.

**Blue Cross** - At the close of November, BCBS accounts receivable balance is \$3,300,934 compared to prior year average balances of \$2.9 million. The increase is in the current aging. We continue weekly calls and correspondence with Blue Cross to follow up on aging accounts estimated at \$100K at month end.

Gross days in AR – the goal for days in AR is to get back to FY18 figures by December and down to 43 days by June 2020.

<b>PAYER</b>	<b>Current</b>	<b>FY19</b>	<b>FY18</b>
BLUE CROSS	36.25	45.74	29.85
COMMERCIAL	51.05	38.68	47.39
GOVERNMENT	128.61	111.55	133.98
MEDICAID	29.87	44.68	26.07
MEDICARE	33.73	32.77	31.63
SELF PAY	170.69	175.65	178.38
WORKERS COMP	52.06	74.14	67.94
<b>TOTAL HOSPITAL</b>	<b>51.3</b>	<b>52.58</b>	<b>48.23</b>

**EXPENSES.** Total expenses for the month were \$7,508,757, under budget by \$884 and over budget \$171,426 year to date. The following line items were over budget:

**Group Health** – Group health is over budget by \$174,313 for November, over budget \$532,169 year to date. We have seen an increase over prior year of \$799,970 or 40%. Gross revenue from employee usage of hospital and clinic services is projecting 26% higher than the prior calendar year under UUHP. We are working with Arthur J Gallagher to review the paid claims to see where the increase is coming from and to audit the BCBS payments.

**Contract Labor** – Contract labor is over budget by \$20,471 and over budget \$90,182 year to date. We currently have contract labor in Labor & Delivery, ICU, Surgery, Ultrasound and Respiratory Therapy.

**Other Purchased Services** – Laboratory send outs are over budget by \$25,712, Pharmacy is over budget \$15,657 for hood inspections.

**Supplies** - Patient chargeables came in over budget by \$13,096. New supplies for urology procedures were purchased for \$23,400. Implants are over budget by \$33,085 and include new orthopedic trays being purchased for Dr. Pedri's surgeries. The surgery department has recognized the corresponding increase in department revenue.

**Maintenance & Repair Service** – BioMed repairs are over budget by \$22,225 due to scope repairs for the operating room. Year to date, \$527,043 has been sent for reimbursement from the County maintenance fund.

**Leases and Rentals** – Building rent lease is over budget by \$2,750 and \$11,550 year to date. We did not budget for the Farson lease payment to continue in FY2020.

**OUTLOOK FOR DECEMBER.** Gross patient revenue is projecting to come in over budget at \$14.7 million. This projection may decrease due to the Holidays. Expenses are projecting to come in near budget at \$7.5 million.

This table shows projected collections compared to expected collections for December.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance
BLUE CROSS	3,325,510.50	82%	2,726,918.61	1,803,161.00	(923,757.61)	54%	3,288,117.12	561,198.51
COMMERCIAL	1,780,672.00	83%	1,477,957.76	909,464.00	(568,493.76)	51%	1,658,434.35	180,476.59
GOVERNMENT	559,361.50	17%	95,091.46	81,431.00	(13,660.46)	15%	148,491.82	53,400.37
MEDICAID	976,728.00	19%	185,578.32	103,378.00	(82,200.32)	11%	188,512.82	2,934.50
MEDICARE	5,356,239.00	32%	1,713,996.48	748,854.00	(965,142.48)	14%	1,365,557.29	(348,439.19)
SELF PAY	1,006,880.00	50%	503,440.00	378,609.00	(124,831.00)	38%	690,404.65	186,964.65
WORKERS COMP	172,140.50	35%	60,249.18	46,037.00	(14,212.18)	27%	83,949.82	23,700.65
TOTAL HOSPITAL	13,177,531.50	51.3%	6,763,231.80	4,070,934.00	(2,692,297.80)	31%	7,423,467.88	660,236.08

Collection goal for December ~ \$7,210,000:

- 51% of prior two months charges ~ \$6,760,000
- Portion of aging AR ~ \$450,000

**Medicare** – The majority of Medicare inpatient accounts delayed for system updates were received the first two weeks of December, with the exception of about \$200,000.

The Wyoming Department of Health completed their survey of the peritoneal dialysis service on December 11, finding zero deficiencies. Once the State provides the certificate, we can upload it to Medicare and they will start processing the outstanding claims of \$350,000. It could take between 45 to 90 days to receive payments.

Due to the increase in volumes in chemotherapy and infusion, Medicare has started pulling these claims for medical review. This delays payments by 45 – 60 days.

**Blue Cross** - Blue Cross collections are projecting to \$3.2 million for the month. The variance on accounts > 90 days decreased about \$100k from last month. We continue to work with their staff and are prioritizing based on dollar amount of claim.

**Self-Pay** – We saw a decrease in our Self Pay AR by about \$400,000. Some of the decrease came from the self-pay after insurance category, which had grown after the large cleanup of BCBS. We continue to work on our plan to decrease our Self-Pay accounts receivable by the end of the fiscal year.

**Reduction of revenue** – Payer mix is projecting to be similar to November with increases in Blue Cross and Commercial and decreases in Medicare.

# CLINIC NARRATIVE NOV 2019 FINANCIALS



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

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

**December 23, 2019**

**PROVIDER CLINIC – NOVEMBER 2019**

**CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for November was a loss of \$621,997, compared to a loss of \$640,499 in the budget. The YTD net operating loss is \$2,621,185, compared to a loss of \$2,703,133 in the budget.

**VOLUME.** Total visits were 4,376 for November.

**REVENUE.** Revenue for the Clinic for November was \$1,373,338, over budget by \$14,152. YTD revenue is \$7,239,422, under budget by \$155,869.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$19,672,549. This equates to \$9,478,357 of net enterprise revenue with an impact to the bottom line of \$522,257. The gross enterprise revenue is 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for November was \$716,033, under budget by \$13,245. YTD net patient revenue was \$3,910,034, which was under budget by \$167,732.

Deductions from revenue for the Clinic were booked at 47.9% for November and at 46% year to date, which is also over budget for the year.

In November, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 54.9% of revenue, Medicare and Medicaid is 38.5% of revenue and Self Pay is 6.1% of revenue. The current payer mix is in line with the prior year.

Days in receivable for November are at 54 in the Clinic, up two days from October and at 43 days in the Ortho clinic, up six days from last month.

**EXPENSES.** Total expenses for the month were \$1,396,328, which was under budget by \$63,791. The majority of the expenses consist of Salaries and Benefits; at 81% of total expenses. The following categories were over budget for November:

**Fringe Benefits** – This expense is over budget by \$19,623 for the month due to group health.

**Other Physician Fees** – This expense is over budget \$7,257 for the month due to locums coverage for the OB/GYN clinic.

**Purchased Services** – This expense is over budget by \$5,473 for the month.

**Supplies** – This expense is over budget \$2,456 for the month. The Pediatric clinic supplies came in over budget for the new providers.

**OVERALL ASSESSMENT.** Through November, the Provider Clinic revenue plus enterprise revenue makes up 36.4% of total hospital gross patient revenue.

# Financial Information



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

**Unaudited Financial Statements**

**for**

**Five months ended November 30, 2019**

**Certification Statement:**

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

Certified by:

**Tami Love**

Chief Financial Officer

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

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**Five months ended November 30, 2019**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

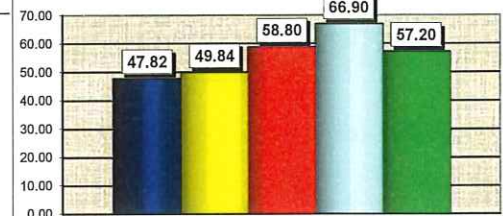
PAGE 2

Five months ended November 30, 2019

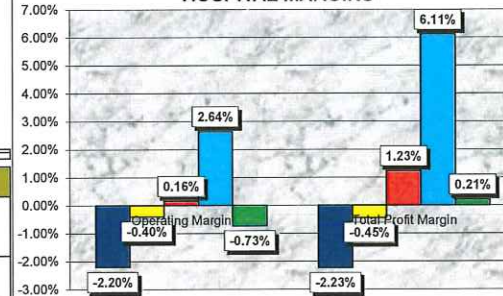
### BALANCE SHEET

	YTD 11/30/2019	Prior FYE 6/30/2019
<b>ASSETS</b>		
Current Assets	\$29,157,667	\$29,841,920
Assets Whose Use is Limited	22,412,866	22,466,542
Property, Plant & Equipment (Net)	62,930,373	63,726,102
Other Assets	229,562	234,709
<b>Total Unrestricted Assets</b>	<b>114,730,468</b>	<b>116,269,273</b>
Restricted Assets	255,760	256,963
<b>Total Assets</b>	<b>\$114,986,228</b>	<b>\$116,526,235</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$6,904,439	\$7,491,981
Long-Term Debt	27,834,181	27,858,240
Other Long-Term Liabilities	645,279	747,408
<b>Total Liabilities</b>	<b>35,383,899</b>	<b>36,097,629</b>
Net Assets	79,602,329	80,428,606
<b>Total Liabilities and Net Assets</b>	<b>\$114,986,228</b>	<b>\$116,526,235</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



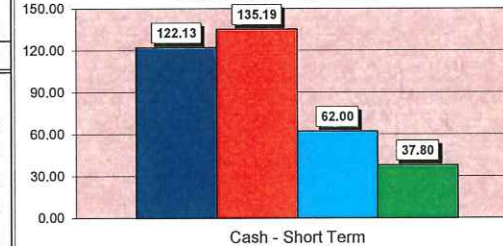
### HOSPITAL MARGINS



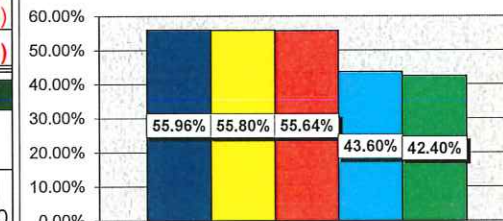
### STATEMENT OF REVENUE AND EXPENSES - YTD

	11/30/19 ACTUAL	11/30/19 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$14,300,990	\$14,034,067	\$73,861,323	\$70,933,949
Deductions From Revenue	(6,854,586)	(6,794,900)	(37,875,161)	(34,410,222)
Net Patient Revenues	7,446,403	7,239,167	35,986,162	36,523,727
Other Operating Revenue	168,314	181,052	1,054,747	1,013,192
<b>Total Operating Revenues</b>	<b>7,614,717</b>	<b>7,420,219</b>	<b>37,040,909</b>	<b>37,536,919</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	4,400,340	4,218,308	21,183,740	20,946,018
Purchased Serv. & Physician Fees	698,305	681,226	3,815,673	3,756,296
Supply Expenses	992,804	1,177,282	5,827,467	5,897,415
Other Operating Expenses	853,106	870,300	4,208,895	4,257,079
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	564,202	562,525	2,821,330	2,828,871
<b>Total Expenses</b>	<b>7,508,757</b>	<b>7,509,642</b>	<b>37,857,105</b>	<b>37,685,679</b>
<b>NET OPERATING SURPLUS</b>	<b>105,960</b>	<b>(89,422)</b>	<b>(816,196)</b>	<b>(148,760)</b>
Non-Operating Revenue/(Exp.)	(1,377)	(3,820)	(8,879)	(19,099)
<b>TOTAL NET SURPLUS</b>	<b>\$104,583</b>	<b>(\$93,242)</b>	<b>(\$825,075)</b>	<b>(\$167,859)</b>

### DAYS CASH ON HAND



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



### KEY STATISTICS AND RATIOS

	11/30/19 ACTUAL	11/30/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	338	428	1,706	1,891
Average Acute Length of Stay	2.8	3.3	2.8	3.0
Total Emergency Room Visits	1,271	1,361	6,775	6,651
Outpatient Visits	7,542	7,344	38,933	33,108
Total Surgeries	163	148	806	793
Total Worked FTE's	442.11	445.00	427.79	445.00
Total Paid FTE's	475.39	488.40	471.00	488.40
Net Revenue Change from Prior Yr	7.74%	4.99%	2.17%	3.54%
EBIDA - 12 Month Rolling Average			6.17%	7.14%
Current Ratio			4.22	
Days Expense in Accounts Payable			25.33	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	11/30/19
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

### FINANCIAL STRENGTH INDEX - 0.25

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

## Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY  
Five months ended November 30, 2019

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📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 11/30/2019	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/19	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>								
Operating Margin	📈	-2.20%	1.90%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	📈	-2.23%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
<b>Liquidity:</b>								
Days Cash, All Sources **	📈	122.13	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	📉	47.82	50.02	52.40	51.80	58.80	66.90	57.20
<b>Capital Structure:</b>								
Average Age of Plant (Annualized)	📉	14.25	12.58	15.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	📉	26.48%	25.75%	48.20%	41.60%	26.29%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.65	3.97	1.80	2.30	3.76	N/A	2.64
<b>Productivity and Efficiency:</b>								
Paid FTE's per Adjusted Occupied Bed	📉	8.30	8.43			7.86	6.60	4.63
Salary Expense per Paid FTE		\$84,293	\$86,892			\$84,711	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.96%	56.43%			55.64%	43.60%	42.40%

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

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

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



# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Five months ended November 30, 2019

	Current Month 11/30/2019	Prior Month 10/31/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
<b>Current Assets</b>					
Cash and Cash Equivalents	\$8,918,675	\$9,904,109	(\$985,434)	-9.95%	\$10,487,324
Gross Patient Accounts Receivable	24,247,039	22,729,825	1,517,213	6.67%	24,217,308
Less: Bad Debt and Allowance Reserves	(12,712,107)	(12,094,078)	(618,029)	-5.11%	(11,984,053)
Net Patient Accounts Receivable	11,534,932	10,635,748	899,184	8.45%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,177,904	2,923,242	254,662	8.71%	1,919,165
Inventories	3,037,073	3,024,065	13,007	0.43%	2,917,250
Prepaid Expenses	2,489,084	2,514,935	(25,852)	-1.03%	2,284,926
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
<b>Total Current Assets</b>	<b>29,157,667</b>	<b>29,002,100</b>	<b>155,567</b>	<b>0.54%</b>	<b>29,841,920</b>
<b>Assets Whose Use is Limited</b>					
Cash	22,697	20,810	1,887	9.07%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,948,749	2,838,303	110,446	3.89%	3,059,212
Trustee Held Funds - SPT	12,441	3,271	9,170	280.30%	168
Board Designated Funds	4,793,744	4,787,676	6,067	0.13%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
<b>Total Limited Use Assets</b>	<b>22,412,866</b>	<b>22,285,296</b>	<b>127,569</b>	<b>0.57%</b>	<b>22,466,542</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,957,673
Building and Building Improvements	38,355,047	38,215,213	139,834	0.37%	38,215,213
Equipment	112,127,044	112,093,575	33,469	0.03%	110,985,975
Construction In Progress	1,435,246	1,257,280	177,966	14.15%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	154,875,010	154,523,741	351,270	0.23%	152,921,119
Less: Accumulated Depreciation	(91,944,637)	(91,401,365)	(543,272)	-0.59%	(89,195,017)
<b>Net Property, Plant, and Equipment</b>	<b>62,930,373</b>	<b>63,122,375</b>	<b>(192,002)</b>	<b>-0.30%</b>	<b>63,726,102</b>
<b>Other Assets</b>					
Unamortized Loan Costs	229,562	230,591	(1,029)	-0.45%	234,709
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>229,562</b>	<b>230,591</b>	<b>(1,029)</b>	<b>-0.45%</b>	<b>234,709</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>114,730,468</b>	<b>114,640,363</b>	<b>90,105</b>	<b>0.08%</b>	<b>116,269,273</b>
<b>Restricted Assets</b>	<b>255,760</b>	<b>255,760</b>	<b>0</b>	<b>0.00%</b>	<b>256,963</b>
<b>TOTAL ASSETS</b>	<b>\$114,986,228</b>	<b>\$114,896,123</b>	<b>\$90,105</b>	<b>0.08%</b>	<b>\$116,526,235</b>

# Balance Sheet - Liabilities and Net Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Five months ended November 30, 2019

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 11/30/2019	Prior Month 10/31/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,162,036	\$3,633,387	\$471,351	12.97%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,029,288	757,554	(271,734)	-35.87%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,150,955	2,040,615	(110,340)	-5.41%	2,114,225
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)	297,306	297,306	0	0.00%	323,414
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	264,854	157,796	(107,058)	-67.85%	397,008
<b>Total Current Liabilities</b>	<b>6,904,439</b>	<b>6,886,658</b>	<b>(17,781)</b>	<b>-0.26%</b>	<b>7,491,981</b>
Long Term Debt					
Bonds/Mortgages Payable	28,131,487	28,136,299	4,812	0.02%	28,181,654
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	297,306	297,306	0	0.00%	323,414
<b>Total Long Term Debt (Net of Current)</b>	<b>27,834,181</b>	<b>27,838,993</b>	<b>4,812</b>	<b>0.02%</b>	<b>27,858,240</b>
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	645,279	672,726	27,447	4.08%	747,408
<b>Total Other Long Term Liabilities</b>	<b>645,279</b>	<b>672,726</b>	<b>27,447</b>	<b>4.08%</b>	<b>747,408</b>
<b>TOTAL LIABILITIES</b>	<b>35,383,899</b>	<b>35,398,377</b>	<b>14,478</b>	<b>0.04%</b>	<b>36,097,629</b>
Net Assets:					
Unrestricted Fund Balance	78,103,166	78,103,166	0	0.00%	77,035,006
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	365,119	365,119	(0)	0.00%	366,321
Net Revenue/(Expenses)	(825,075)	(929,658)	N/A	N/A	1,068,160
<b>TOTAL NET ASSETS</b>	<b>79,602,329</b>	<b>79,497,746</b>	<b>(104,583)</b>	<b>-0.13%</b>	<b>80,428,606</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$114,986,228</b>	<b>\$114,896,123</b>	<b>(90,105)</b>	<b>-0.08%</b>	<b>\$116,526,235</b>



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Five months ended November 30, 2019

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	CURRENT MONTH				Prior Year 11/30/18
	Actual 11/30/19	Budget 11/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,982,847	\$3,304,617	(\$321,771)	-9.74%	\$3,151,638
Outpatient Revenue	9,944,805	9,370,264	574,541	6.13%	8,820,378
Clinic Revenue	1,063,719	1,210,569	(146,849)	-12.13%	1,134,169
Specialty Clinic Revenue	309,619	148,618	161,001	108.33%	104,902
Total Gross Patient Revenue	14,300,990	14,034,067	266,922	1.90%	13,211,087
Deductions From Revenue					
Discounts and Allowances	(5,637,701)	(5,743,095)	105,394	1.84%	(5,351,709)
Bad Debt Expense (Governmental Providers Only)	(724,765)	(911,564)	186,799	20.49%	(986,087)
Medical Assistance	(492,120)	(140,241)	(351,880)	-250.91%	(60,045)
Total Deductions From Revenue	(6,854,586)	(6,794,900)	(59,686)	-0.88%	(6,397,840)
Net Patient Revenue	7,446,403	7,239,167	207,236	2.86%	6,813,247
Other Operating Revenue	168,314	181,052	(12,738)	-7.04%	254,511
Total Operating Revenue	7,614,717	7,420,219	194,498	2.62%	7,067,758
Operating Expenses					
Salaries and Wages	3,302,746	3,310,316	7,570	0.23%	2,935,437
Fringe Benefits	982,139	813,009	(169,131)	-20.80%	746,950
Contract Labor	115,454	94,983	(20,471)	-21.55%	74,832
Physicians Fees	277,808	287,835	10,027	3.48%	342,975
Purchased Services	420,497	393,392	(27,106)	-6.89%	350,678
Supply Expense	992,804	1,177,282	184,478	15.67%	1,097,604
Utilities	105,485	99,513	(5,972)	-6.00%	96,033
Repairs and Maintenance	434,367	423,075	(11,292)	-2.67%	415,236
Insurance Expense	52,682	52,336	(347)	-0.66%	68,606
All Other Operating Expenses	176,692	210,687	33,995	16.14%	250,438
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	83,881	84,690	809	0.96%	87,400
Depreciation and Amortization	564,202	562,525	(1,677)	-0.30%	597,556
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,508,757	7,509,642	884	0.01%	7,063,744
Net Operating Surplus/(Loss)	105,960	(89,422)	195,382	-218.49%	4,014
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	39,088	13,333	25,755	193.16%	3,333
Tax Subsidies (Except for GO Bond Subsidies)	9,170	0	9,170	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(99,888)	(113,824)	(13,936)	12.24%	(101,983)
Other Non-Operating Revenue/(Expenses)	50,253	96,671	(46,417)	-48.02%	23,880
Total Non Operating Revenue/(Expense)	(1,377)	(3,820)	2,443	-63.95%	(74,770)
Total Net Surplus/(Loss)	\$104,583	(\$93,242)	\$197,825	-212.16%	(\$70,756)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$104,583	(\$93,242)	\$197,825	-212.16%	(\$70,756)
Operating Margin	1.39%	-1.21%			0.06%
Total Profit Margin	1.37%	-1.26%			-1.00%
EBIDA	8.91%	6.38%			8.51%

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Five months ended November 30, 2019

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	YEAR-TO-DATE				Prior Year 11/30/18
	Actual 11/30/19	Budget 11/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$14,507,712	\$15,077,436	(\$569,724)	-3.78%	\$14,491,957
Outpatient Revenue	52,114,189	48,461,222	3,652,967	7.54%	45,686,693
Clinic Revenue	6,050,355	6,435,839	(385,484)	-5.99%	5,865,554
Specialty Clinic Revenue	1,189,067	959,452	229,615	23.93%	849,223
Total Gross Patient Revenue	73,861,323	70,933,949	2,927,375	4.13%	66,893,427
Deductions From Revenue					
Discounts and Allowances	(32,016,944)	(29,088,967)	(2,927,977)	-10.07%	(26,712,606)
Bad Debt Expense (Governmental Providers Only)	(4,711,523)	(4,611,754)	(99,769)	-2.16%	(4,586,608)
Medical Assistance	(1,146,693)	(709,501)	(437,193)	-61.62%	(756,404)
Total Deductions From Revenue	(37,875,161)	(34,410,222)	(3,464,940)	-10.07%	(32,055,618)
Net Patient Revenue	35,986,162	36,523,727	(537,565)	-1.47%	34,837,810
Other Operating Revenue	1,054,747	1,013,192	41,555	4.10%	1,416,076
Total Operating Revenue	37,040,909	37,536,919	(496,010)	-1.32%	36,253,885
Operating Expenses					
Salaries and Wages	16,061,544	16,395,333	333,789	2.04%	15,606,655
Fringe Benefits	4,541,599	4,060,270	(481,329)	-11.85%	3,609,024
Contract Labor	580,597	490,415	(90,182)	-18.39%	422,092
Physicians Fees	1,764,600	1,703,923	(60,676)	-3.56%	1,320,231
Purchased Services	2,051,074	2,052,373	1,299	0.06%	1,789,924
Supply Expense	5,827,467	5,897,415	69,948	1.19%	5,591,439
Utilities	496,551	493,707	(2,844)	-0.58%	462,299
Repairs and Maintenance	2,137,503	2,105,758	(31,745)	-1.51%	1,891,998
Insurance Expense	272,352	259,369	(12,983)	-5.01%	332,323
All Other Operating Expenses	909,974	974,947	64,973	6.66%	1,002,125
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	392,515	423,298	30,783	7.27%	403,687
Depreciation and Amortization	2,821,330	2,828,871	7,540	0.27%	3,045,354
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	37,857,105	37,685,679	(171,426)	-0.45%	35,477,151
Net Operating Surplus/(Loss)	(816,196)	(148,760)	(667,436)	448.67%	776,734
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	133,491	66,665	66,826	100.24%	38,732
Tax Subsidies (Except for GO Bond Subsidies)	12,273	0	12,273	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(505,988)	(569,118)	63,129	-11.09%	(545,674)
Other Non-Operating Revenue/(Expense)	351,346	483,353	(132,008)	-27.31%	92,054
Total Non Operating Revenue/(Expense)	(8,879)	(19,099)	10,220	-53.51%	(414,888)
Total Net Surplus/(Loss)	(\$825,075)	(\$167,859)	(\$657,215)	391.53%	\$361,847
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$825,075)	(\$167,859)	(\$657,215)	391.53%	\$361,847
Operating Margin	-2.20%	-0.40%			2.14%
Total Profit Margin	-2.23%	-0.45%			1.00%
EBIDA	5.44%	7.14%			10.54%



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

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	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019
Gross Patient Revenue						
Inpatient Revenue	\$2,982,847	\$3,144,192	\$2,730,901	\$2,726,154	\$2,923,619	\$2,440,090
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$9,944,805	\$10,345,137	\$10,230,467	\$10,859,314	\$10,734,465	\$9,137,727
Clinic Revenue	\$1,063,719	\$1,354,373	\$1,165,206	\$1,275,579	\$1,191,478	\$1,351,020
Specialty Clinic Revenue	\$309,619	\$313,861	\$204,888	\$202,768	\$157,931	\$140,838
Total Gross Patient Revenue	\$14,300,990	\$15,157,564	\$14,331,462	\$15,063,815	\$15,007,493	\$13,069,675
Deductions From Revenue						
Discounts and Allowances	\$5,637,701	\$6,692,232	\$6,032,602	\$6,515,178	\$7,139,232	\$5,748,563
Bad Debt Expense (Governmental Providers Only)	\$724,765	\$797,098	\$1,180,264	\$992,458	\$1,016,938	\$1,035,734
Charity Care	\$492,120	\$166,667	\$114,653	\$173,200	\$200,053	\$135,657
Total Deductions From Revenue	6,854,586	7,655,997	7,327,518	7,680,836	8,356,223	6,919,954
Net Patient Revenue	\$7,446,403	\$7,501,567	\$7,003,944	\$7,382,978	\$6,651,270	\$6,149,721
Other Operating Revenue	168,314	286,120	195,787	196,885	207,641	216,040
Total Operating Revenue	7,614,717	7,787,687	7,199,731	7,579,864	6,858,911	6,365,762
Operating Expenses						
Salaries and Wages	\$3,302,746	\$3,394,397	\$3,189,351	\$3,150,410	\$3,024,639	\$3,046,743
Fringe Benefits	\$982,139	\$1,014,021	\$879,652	\$970,094	\$695,692	\$767,821
Contract Labor	\$115,454	\$65,915	\$121,333	\$131,399	\$146,497	\$128,111
Physicians Fees	\$277,808	\$442,922	\$336,815	\$341,822	\$365,232	\$450,449
Purchased Services	\$420,497	\$406,071	\$430,288	\$382,855	\$411,362	\$398,748
Supply Expense	\$992,804	\$1,260,326	\$1,072,316	\$1,280,524	\$1,221,496	\$866,426
Utilities	\$105,485	\$96,172	\$101,061	\$95,614	\$98,218	\$95,714
Repairs and Maintenance	\$434,367	\$428,532	\$461,821	\$403,366	\$409,417	\$425,390
Insurance Expense	\$52,682	\$53,986	\$54,483	\$52,627	\$58,574	\$40,019
All Other Operating Expenses	\$176,692	\$210,413	\$151,438	\$175,292	\$196,139	\$232,721
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$83,881	\$83,761	\$46,560	\$86,974	\$91,340	\$87,293
Depreciation and Amortization	\$564,202	\$563,653	\$565,315	\$567,122	\$561,039	\$581,397
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,508,757	\$8,020,168	\$7,410,433	\$7,638,101	\$7,279,646	\$7,120,832
Net Operating Surplus/(Loss)	\$105,960	(\$232,481)	(\$210,703)	(\$58,237)	(\$420,735)	(\$755,071)
Non-Operating Revenue:						
Contributions						
Investment Income	39,088	32,300	20,296	22,692	19,116	58,715
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	9,170	(2,103)	265	3,513	1,429	168
Interest Expense (Governmental Providers Only)	(99,888)	(99,514)	(107,630)	(99,323)	(99,633)	(109,246)
Other Non-Operating Revenue/(Expenses)	50,253	56,224	101,757	114,856	28,255	166,888
Total Non Operating Revenue/(Expense)	(\$1,377)	(\$13,093)	\$14,687	\$41,738	(\$50,834)	\$116,526
Total Net Surplus/(Loss)	\$104,583	(\$245,574)	(\$196,016)	(\$16,499)	(\$471,569)	(\$638,545)
Change in Unrealized Gains/(Losses) on Investments						41,259
Increase/(Decrease in Unrestricted Net Assets	\$104,583	(\$245,574)	(\$196,016)	(\$16,499)	(\$471,569)	(\$597,286)
Operating Margin	1.39%	-2.99%	-2.93%	-0.77%	-6.13%	-11.86%
Total Profit Margin	1.37%	-3.15%	-2.72%	-0.22%	-6.88%	-10.03%
EBIDA	8.80%	4.25%	4.93%	6.71%	2.05%	-2.73%

Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018
\$2,841,644	\$2,956,480	\$3,361,712	\$3,219,822	\$3,505,789	\$2,955,935	\$3,151,638
\$9,721,418	\$9,778,210	\$10,025,117	\$9,455,323	\$9,655,343	\$9,010,217	\$8,820,378
\$1,229,230	\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169
\$170,624	\$169,268	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902
\$13,962,917	\$14,315,908	\$15,023,209	\$13,812,107	\$14,438,082	\$13,401,215	\$13,211,087
\$6,036,217	\$5,968,334	\$6,429,282	\$5,729,959	\$5,973,406	\$5,230,019	\$5,351,709
\$1,106,128	\$1,112,048	\$925,904	\$861,776	\$1,068,211	\$557,421	\$986,087
\$410,835	\$154,144	\$75,643	\$39,094	\$9,144	\$653,219	\$60,045
7,553,180	7,234,527	7,430,829	6,630,829	7,050,760	6,440,659	6,397,840
\$6,409,737	\$7,081,381	\$7,592,380	\$7,181,278	\$7,387,322	\$6,960,556	\$6,813,247
445,830	339,098	152,004	120,379	263,747	220,308	254,511
6,855,566	7,420,479	7,744,384	7,301,657	7,651,070	7,180,863	7,067,758
\$3,155,561	\$2,977,715	\$3,305,068	\$3,088,986	\$3,186,722	\$3,269,823	\$2,935,437
\$1,000,635	\$933,863	\$988,234	\$665,091	\$865,517	\$717,581	\$746,950
\$64,948	\$98,792	\$97,501	\$74,652	\$69,678	\$65,504	\$74,832
\$418,232	\$350,665	\$341,727	\$356,528	\$385,122	\$388,350	\$342,975
\$375,159	\$413,790	\$381,623	\$317,228	\$389,034	\$360,563	\$350,678
\$1,064,799	\$1,078,865	\$1,123,055	\$1,129,337	\$1,157,310	\$1,032,789	\$1,097,604
\$86,783	\$83,836	\$90,794	\$82,401	\$104,011	\$88,476	\$96,033
\$513,170	\$428,617	\$417,236	\$375,266	\$415,540	\$320,266	\$415,236
\$37,934	\$68,473	\$67,452	\$67,452	\$68,029	\$68,606	\$68,606
\$190,218	\$98,643	\$84,278	\$158,971	\$175,580	\$140,791	\$250,438
\$112,094	\$79,258	\$84,907	\$83,369	\$94,749	\$75,445	\$87,400
\$575,850	\$596,566	\$592,419	\$593,713	\$604,188	\$619,201	\$597,556
\$7,595,383	\$7,209,082	\$7,574,294	\$6,992,995	\$7,515,479	\$7,147,397	\$7,063,744
(\$739,816)	\$211,397	\$170,090	\$308,662	\$135,591	\$33,467	\$4,014
143,065	10,344	20,255	13,010	3,652	5,279	3,333
274	828	4,161	1,627	2,132	183,959	
(100,442)	(99,953)	(111,832)	(100,799)	(101,257)	(116,158)	(101,983)
59,675	29,196	327,170	9,719	1,027,547	13,517	23,880
\$102,572	(\$59,584)	\$239,753	(\$76,443)	\$932,074	\$86,597	(\$74,770)
(\$637,244)	\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)
174,489						
(\$462,755)	\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)
-10.79%	2.85%	2.20%	4.23%	1.77%	0.47%	0.06%
-9.30%	2.05%	5.29%	3.18%	13.95%	1.67%	-1.00%
-2.39%	10.89%	9.85%	12.36%	9.67%	9.09%	8.51%



## Statement of Cash Flows

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**Five months ended November 30, 2019**

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	<b>CASH FLOW</b>	
	<b>Current Month 11/30/2019</b>	<b>Current Year-To-Date 11/30/2019</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$104,583	(\$825,075)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	564,202	2,821,330
(Increase)/Decrease in Net Patient Accounts Receivable	(899,184)	698,323
(Increase)/Decrease in Other Receivables	(254,662)	(1,258,739)
(Increase)/Decrease in Inventories	(13,007)	(119,823)
(Increase)/Decrease in Pre-Paid Expenses	25,852	(204,158)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(471,351)	(14,122)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	382,074	(415,158)
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	107,058	(132,154)
<b>Net Cash Provided by Operating Activities:</b>	<b>(454,436)</b>	<b>550,425</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(372,200)	(2,025,602)
(Increase)/Decrease in Limited Use Cash and Investments	(125,683)	56,573
(Increase)/Decrease in Other Limited Use Assets	(1,887)	(2,897)
(Increase)/Decrease in Other Assets	1,029	5,147
<b>Net Cash Used by Investing Activities</b>	<b>(498,740)</b>	<b>(1,966,778)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(50,167)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(27,447)	(102,129)
<b>Net Cash Used for Financing Activities</b>	<b>(32,259)</b>	<b>(152,296)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(0)</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(985,434)</b>	<b>(1,568,649)</b>
Cash, Beginning of Period	9,904,109	10,487,324
<b>Cash, End of Period</b>	<b>\$8,918,675</b>	<b>\$8,918,675</b>

ROCK SPRINGS, WY

Five months ended November 30, 2019

Current Month				Year-To-Date				
Actual 11/30/19	Budget 11/30/19	Positive/ (Negative) Variance	Prior Year 11/30/18	STATISTICS	Actual 11/30/19	Budget 11/30/19	Positive/ (Negative) Variance	Prior Year 11/30/18
<b>Discharges</b>								
119	128	(9)	128	Acute	614	632	(18)	632
119	128	(9)	128	Total Adult Discharges	614	632	(18)	632
40	32	8	32	Newborn	193	168	25	168
159	160	(1)	160	Total Discharges	807	800	7	800
<b>Patient Days:</b>								
338	428	(90)	428	Acute	1,706	1,891	(185)	1,891
338	428	(90)	428	Total Adult Patient Days	1,706	1,891	(185)	1,891
59	49	10	49	Newborn	320	285	35	285
397	477	(80)	477	Total Patient Days	2,026	2,176	(150)	2,176
<b>Average Length of Stay (ALOS)</b>								
2.8	3.3	(0.5)	3.3	Acute	2.8	3.0	(0.2)	3.0
2.8	3.3	(0.5)	3.3	Total Adult ALOS	2.8	3.0	(0.2)	3.0
1.5	1.5	(0.1)	1.5	Newborn ALOS	1.7	1.7	(0.0)	1.7
<b>Average Daily Census (ADC)</b>								
11.3	14.3	(3.0)	14.3	Acute	11.2	12.4	(1.2)	12.4
11.3	14.3	(3.0)	14.3	Total Adult ADC	11.2	12.4	(1.2)	12.4
2.0	1.6	0.3	1.6	Newborn	2.1	1.9	0.2	1.9
<b>Emergency Room Statistics</b>								
125	141	(16)	141	ER Visits - Admitted	685	680	5	680
1,146	1,220	(74)	1,220	ER Visits - Discharged	6,090	5,971	119	5,971
1,271	1,361	(90)	1,361	Total ER Visits	6,775	6,651	124	6,651
9.83%	10.36%		10.36%	% of ER Visits Admitted	10.11%	10.22%		10.22%
105.04%	110.16%		110.16%	ER Admissions as a % of Total	111.56%	107.59%		107.59%
<b>Outpatient Statistics:</b>								
7,542	7,344	198	7,344	Total Outpatients Visits	38,933	33,108	5,825	33,108
108	86	22	86	Observation Bed Days	609	507	102	507
3,828	4,467	(639)	3,967	Clinic Visits - Primary Care	20,507	22,700	(2,193)	20,067
548	358	190	324	Clinic Visits - Specialty Clinics	2,474	2,250	224	2,101
30	28	2	28	IP Surgeries	131	128	3	128
133	120	13	120	OP Surgeries	675	665	10	665
<b>Productivity Statistics:</b>								
442.11	445.00	(2.89)	401.20	FTE's - Worked	427.79	445.00	(17.21)	403.34
475.39	488.40	(13.01)	448.50	FTE's - Paid	471.00	488.40	(17.40)	446.62
1.4174	1.3765	0.04	1.3765	Case Mix Index - Medicare	1.3560	6.4362	(5.08)	1.2872
1.1086	0.8790	0.23	0.8790	Case Mix Index - All payers	0.8673	3.9418	(3.07)	0.7884

# Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**11/30/19**

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	<b><u>Current Month Actual</u></b>	<b><u>Current Month Target</u></b>
Gross Days in Accounts Receivable - All Services	50.39	53.30
Net Days in Accounts Receivable	47.82	58.80
Number of Gross Days in Unbilled Revenue	5.07	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.53%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	3.44%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.55%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.07%	6.50%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.38%	6.50%
Collections as a Percentage of Net Revenue - Current Month	87.25%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	100.83%	100% or >
Percentage of Blue Cross Receivable > 90 Days	14.02%	< 10%
Percentage of Insurance Receivable > 90 Days	19.28%	< 15%
Percentage of Medicaid Receivable > 90 Days	15.45%	< 20%
Percentage of Medicare Receivable > 60 Days	9.81%	< 6%



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Five months ended November 30, 2019

PAGE 13

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	266,922	1.90%	2,927,375	4.13%

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

Average Daily Census is 11.3 in November which is under budget by 3.0

Deductions from Revenue	(59,686)	-0.88%	(3,464,940)	-10.07%
-------------------------	----------	--------	-------------	---------

Deductions from revenue are over budget for November and over budget year to date.

They are currently booked at 47.9% for November and 51.3% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	186,799	20.49%	(99,769)	-2.16%
------------------	---------	--------	----------	--------

Bad debt expense is booked at 5.1% for November and 6.4% year to date.

Charity Care	(351,880)	-250.91%	(437,193)	-61.62%
--------------	-----------	----------	-----------	---------

Charity care yields a high degree of variability month over month and is dependent on patient needs.

Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	(12,738)	-7.04%	41,555	4.10%
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Other Operating Revenue is under budget for the month and is over budget year to date.

Salaries and Wages	7,570	0.23%	333,789	2.04%
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Salary and Wages are under budget and remain under budget year to date.

Paid FTEs are under budget by 13.01 FTEs for the month and under 17.4 FTEs year to date.

Fringe Benefits	(169,131)	-20.80%	(481,329)	-11.85%
-----------------	-----------	---------	-----------	---------

Fringe benefits are over budget in November and remain over budget year to date.

Group Health is over budget.

Contract Labor	(20,471)	-21.55%	(90,182)	-18.39%
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Contract labor is over budget for November and over budget year to date. L&D, ICU,

Respiratory and Ultrasound are over budget for the month.



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Five months ended November 30, 2019

PAGE 14

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	10,027	3.48%	(60,676)	-3.56%
Physician fees are under budget in November and over budget year to date. Radiation Oncology and Locums Clinic are over budget in November.				
Purchased Services	(27,106)	-6.89%	1,299	0.06%
Purchased services are over budget for November and under budget year to date. Services over budget are Consulting, Collection Agency and Other Purchased Services				
Supply Expense	184,478	15.67%	69,948	1.19%
Supplies are under budget for November and under budget year to date. Line items over budget include Blood, Chargables, Implants and minor equipment				
Repairs & Maintenance	(11,292)	-2.67%	(31,745)	-1.51%
Repairs and Maintenance are over budget for November and over budget year to date.				
All Other Operating Expenses	33,995	16.14%	64,973	6.66%
This expense is under budget in November and under budget year to date. Other expenses over budget are Postage, Software and Pharmacy Floor Direct.				
Leases and Rentals	809	0.96%	30,783	7.27%
This expense is under budget for November and remains under budget year to date.				
Depreciation and Amortization	(1,677)	-0.30%	7,540	0.27%
Depreciation is over budget for November and remains under budget year to date.				
<b>BALANCE SHEET</b>				
Cash and Cash Equivalents	(\$985,434)	-9.95%		
Cash decreased in November. Cash collections for November were \$6.5 million. Days Cash on Hand decreased to 122 days.				
Gross Patient Accounts Receivable	\$1,517,213	6.67%		
This receivable increased in November due to collections.				

**Variance Analysis****MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WYOMING  
Five months ended November 30, 2019****PAGE 15**

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

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# MHSC Clinic Financial Statements 113019



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

PHYSICIAN CLINICS

**Unaudited Financial Statements**

**for**

**Five months ended November 30, 2019**

**Certification Statement:**

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

Certified by:

**Tami Love**

Chief Financial Officer



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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Five months ended November 30, 2019

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## Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Five months ended November 30, 2019

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 11/30/2019	Year to Date 11/30/2019	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin	↑	-80.33%	-61.57%	-54.76%	-36.58%
Total Profit Margin	↑	-80.33%	-61.57%	-54.76%	-36.58%
Contractual Allowance %	↓	47.86%	45.99%	44.34%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable	↓	53.73	49.05	56.77	39.58
Gross Days in Accounts Receivable	↓	59.59	55.05	60.14	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day	↓	127.60	134.03	135.96	
Total Net Revenue per FTE	↑	N/A	\$136,515	\$147,646	
Salary Expense per Paid FTE		N/A	\$153,505	\$163,884	
Salary and Benefits as a % of Net Revenue		147.50%	130.85%	128.22%	91.26%
Employee Benefits %		17.00%	16.37%	15.52%	6.10%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Five months ended November 30, 2019

	CURRENT MONTH				Prior Year 11/30/18
	Actual 11/30/19	Budget 11/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,063,719	1,210,569	(146,849)	-12.13%	1,134,169
Specialty Clinic Revenue	309,619	148,618	161,001	108.33%	104,902
Total Gross Patient Revenue	1,373,338	1,359,186	14,152	1.04%	1,239,071
Deductions From Revenue					
Discounts and Allowances	(657,305)	(611,110)	(46,196)	-7.56%	(542,081)
Total Deductions From Revenue	(657,305)	(611,110)	(46,196)	-7.56%	(542,081)
Net Patient Revenue	716,033	748,077	(32,044)	-4.28%	696,990
Other Operating Revenue	58,298	71,543	(13,245)	-18.51%	80,420
Total Operating Revenue	774,331	819,620	(45,289)	-5.53%	777,410
Operating Expenses					
Salaries and Wages	976,184	1,054,348	78,164	7.41%	769,198
Fringe Benefits	165,925	146,302	(19,623)	-13.41%	116,382
Contract Labor	0	0	0	0.00%	0
Physicians Fees	72,557	65,300	(7,257)	-11.11%	48,757
Purchased Services	10,650	5,177	(5,473)	-105.71%	4,481
Supply Expense	20,632	18,175	(2,456)	-13.51%	10,235
Utilities	877	1,219	342	28.02%	1,568
Repairs and Maintenance	17,344	32,033	14,688	45.85%	28,045
Insurance Expense	17,368	20,218	2,849	14.09%	16,099
All Other Operating Expenses	88,337	89,970	1,633	1.81%	53,223
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,699	3,334	(1,365)	-40.95%	6,300
Depreciation and Amortization	21,755	24,044	2,290	9.52%	24,523
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,396,328	1,460,119	63,791	4.37%	1,078,811
Net Operating Surplus/(Loss)	(621,997)	(640,499)	18,502	-2.89%	(301,400)
Total Net Surplus/(Loss)	(621,997)	(640,499)	\$18,502	-2.89%	(\$301,400)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(621,997)	(640,499)	\$18,502	-2.89%	(\$301,400)
Operating Margin	-80.33%	-78.15%			-38.77%
Total Profit Margin	-80.33%	-78.15%			-38.77%
EBIDA	-77.52%	-75.21%			-35.62%

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Five months ended November 30, 2019

PAGE 4

	YEAR-TO-DATE				Prior Year 11/30/18
	Actual 11/30/19	Budget 11/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	6,050,355	6,435,839	(385,484)	-5.99%	5,865,554
Specialty Clinic Revenue	1,189,067	959,452	229,615	23.93%	849,223
Total Gross Patient Revenue	7,239,422	7,395,291	(155,869)	-2.11%	6,714,777
Deductions From Revenue					
Discounts and Allowances	(3,329,388)	(3,317,525)	(11,863)	-0.36%	(2,991,398)
Total Deductions From Revenue	(3,329,388)	(3,317,525)	(11,863)	-0.36%	(2,991,398)
Net Patient Revenue	3,910,034	4,077,766	(167,732)	-4.11%	3,723,379
Other Operating Revenue	347,442	353,265	(5,823)	-1.65%	344,615
Total Operating Revenue	4,257,477	4,431,031	(173,555)	-3.92%	4,067,994
Operating Expenses					
Salaries and Wages	4,787,328	5,077,919	290,590	5.72%	4,476,458
Fringe Benefits	783,670	759,403	(24,267)	-3.20%	581,236
Contract Labor	0	0	0	0.00%	0
Physicians Fees	385,529	366,500	(19,029)	-5.19%	149,157
Purchased Services	48,994	27,185	(21,809)	-80.22%	27,229
Supply Expense	113,176	85,008	(28,167)	-33.13%	64,408
Utilities	4,811	6,087	1,275	20.95%	6,680
Repairs and Maintenance	103,464	160,145	56,681	35.39%	142,919
Insurance Expense	95,703	98,780	3,076	3.11%	80,452
All Other Operating Expenses	424,340	416,327	(8,013)	-1.92%	385,257
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	21,924	16,520	(5,404)	-32.71%	27,169
Depreciation and Amortization	109,722	120,292	10,569	8.79%	121,823
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,878,661	7,134,164	255,503	3.58%	6,062,786
Net Operating Surplus/(Loss)	(2,621,185)	(2,703,133)	81,948	-3.03%	(1,994,792)
Total Net Surplus/(Loss)	(2,621,185)	(2,703,133)	\$81,948	-3.03%	(\$1,994,792)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(2,621,185)	(2,703,133)	\$81,948	-3.03%	(\$1,994,792)
Operating Margin	-61.57%	-61.00%			-49.04%
Total Profit Margin	-61.57%	-61.00%			-49.04%
EBIDA	-58.99%	-58.29%			-46.04%



# Statement of Revenue and Expense - 13 Month Trend

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

**PAGE 5**

	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019
Gross Patient Revenue					
Clinic Revenue	\$1,063,719	\$1,354,373	\$1,165,206	\$1,275,579	\$1,191,478
Specialty Clinic Revenue	\$309,619	\$313,861	\$204,888	\$202,768	\$157,931
Total Gross Patient Revenue	\$1,373,338	\$1,668,235	\$1,370,094	\$1,478,347	\$1,349,408
Deductions From Revenue					
Discounts and Allowances	\$657,305	\$768,291	\$658,181	\$637,953	\$607,658
Total Deductions From Revenue	657,305	768,291	658,181	637,953	607,658
Net Patient Revenue	\$716,033	\$899,944	\$711,913	\$840,394	\$741,750
Other Operating Revenue	\$58,298	\$79,575	\$67,413	\$68,365	\$73,791
Total Operating Revenue	774,331	979,519	779,326	908,759	815,541
Operating Expenses					
Salaries and Wages	\$976,184	\$963,743	\$986,089	\$911,293	\$950,020
Fringe Benefits	\$165,925	\$179,354	\$142,365	\$163,131	\$132,895
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$72,557	\$177,148	\$46,927	\$53,872	\$35,025
Purchased Services	\$10,650	\$10,397	\$10,324	\$9,505	\$8,118
Supply Expense	\$20,632	\$22,796	\$27,662	\$13,686	\$28,401
Utilities	\$877	\$910	\$1,672	\$514	\$838
Repairs and Maintenance	\$17,344	\$22,517	\$20,680	\$21,820	\$21,102
Insurance Expense	\$17,368	\$20,493	\$19,281	\$19,281	\$19,281
All Other Operating Expenses	\$88,337	\$101,086	\$70,188	\$84,732	\$79,997
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,699	\$4,079	\$4,804	\$5,815	\$2,526
Depreciation and Amortization	\$21,755	\$21,983	\$21,983	\$21,983	\$22,019
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,396,328	\$1,524,507	\$1,351,974	\$1,305,631	\$1,300,222
<b>Net Operating Surplus/(Loss)</b>	<b>(\$621,997)</b>	<b>(\$544,988)</b>	<b>(\$572,648)</b>	<b>(\$396,872)</b>	<b>(\$484,681)</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$621,997)</b>	<b>(\$544,988)</b>	<b>(\$572,648)</b>	<b>(\$396,872)</b>	<b>(\$484,681)</b>
Change in Unrealized Gains/(Losses) on Investmr	0	0	0	0	0
<b>Increase/(Decrease in Unrestricted Net Assets</b>	<b>(\$621,997)</b>	<b>(\$544,988)</b>	<b>(\$572,648)</b>	<b>(\$396,872)</b>	<b>(\$484,681)</b>
Operating Margin	-80.33%	-55.64%	-73.48%	-43.67%	-59.43%
Total Profit Margin	-80.33%	-55.64%	-73.48%	-43.67%	-59.43%
EBIDA	-77.52%	-53.39%	-70.66%	-41.25%	-56.73%

Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018
\$1,321,234	\$1,259,017	\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169
\$170,624	\$140,838	\$169,268	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902
\$1,491,858	\$1,399,854	\$1,581,218	\$1,636,380	\$1,136,961	\$1,276,950	\$1,435,063	\$1,239,071
\$663,221	\$653,333	\$678,453	\$724,127	\$471,341	\$568,699	\$641,731	\$542,081
663,221	653,333	678,453	724,127	471,341	568,699	641,731	542,081
\$828,637	\$746,522	\$902,765	\$912,253	\$665,621	\$708,251	\$793,332	\$696,990
\$74,280	\$65,005	\$64,816	\$65,231	\$59,719	\$71,679	\$56,661	\$80,420
902,917	811,526	967,581	977,484	725,339	779,930	849,993	777,410
\$1,034,223	\$955,533	\$867,396	\$1,034,389	\$927,267	\$908,217	\$988,124	\$769,198
\$155,564	\$189,439	\$175,919	\$195,204	\$145,304	\$180,456	\$113,727	\$116,382
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$31,732	\$79,281	\$71,597	\$50,250	\$66,314	\$72,313	\$20,783	\$48,757
\$19,046	\$11,013	\$5,281	\$5,530	\$82	\$9,273	\$6,153	\$4,481
\$26,804	\$13,053	\$23,682	\$13,897	\$33,502	\$14,809	\$11,076	\$10,235
\$1,112	\$813	\$803	\$1,667	\$1,311	\$1,639	\$1,859	\$1,568
\$24,224	\$24,064	\$30,175	\$33,896	\$33,616	\$34,184	\$30,589	\$28,045
\$16,109	\$16,109	\$16,109	\$16,109	\$16,109	\$16,109	\$16,099	\$16,099
\$64,052	\$110,309	\$89,265	\$62,065	\$86,287	\$79,550	\$71,337	\$53,223
\$3,317	\$5,139	\$5,508	\$5,425	\$5,103	\$5,652	\$5,061	\$6,300
\$22,017	\$20,750	\$20,751	\$20,751	\$20,937	\$24,416	\$24,654	\$24,523
\$1,398,199	\$1,425,503	\$1,306,487	\$1,439,183	\$1,335,831	\$1,346,620	\$1,289,462	\$1,078,811
(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)
(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)
0	0	0	0	0	0	0	0
(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)
-54.85%	-75.66%	-35.03%	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%
-54.85%	-75.66%	-35.03%	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%
-52.42%	-73.10%	-32.88%	-45.11%	-81.28%	-69.53%	-48.80%	-35.62%

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
11/30/19	11/30/19	Variance	11/30/18		11/30/19	11/30/19	Variance	11/30/18
Outpatient Statistics:								
3,828	4,467	(639)	3,967	Clinic Visits - Primary Care	20,507	22,003	(1,496)	20,067
548	358	190	324	Clinic Visits - Specialty Clinics	2,474	2,076	398	2,101
Productivity Statistics:								
73.26	71.98	1.28	57.63	FTE's - Worked	67.32	71.98	(4.66)	58.61
76.95	79.10	(2.15)	65.38	FTE's - Paid	74.40	79.10	(4.70)	64.73

# Key Financial Ratio Definitions



## 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.



# 20 Board Graphs Nov

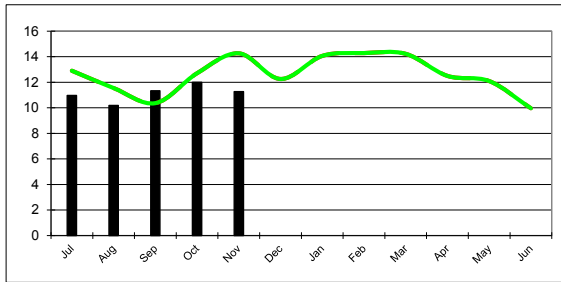
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
"DASHBOARD" GRAPHS  
NOVEMBER 2019**

— FYE 2019 ACTUAL

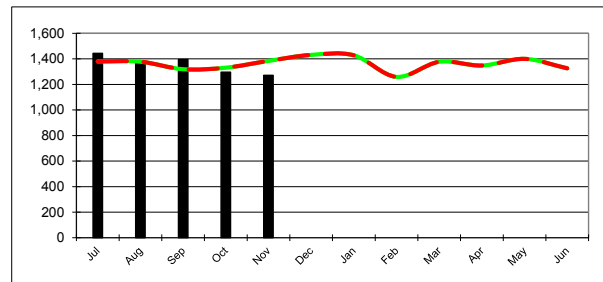
- - - FYE 2020 BUDGET

■ FYE 2020 ACTUAL

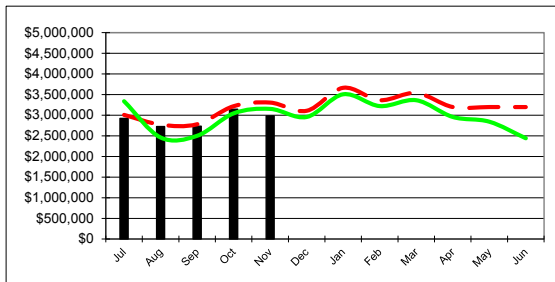
**AVERAGE ACUTE CENSUS**



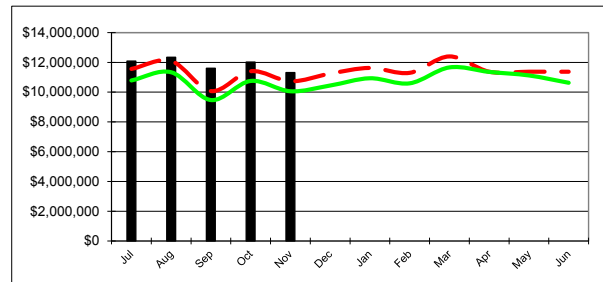
**ER IP+OP VISITS**



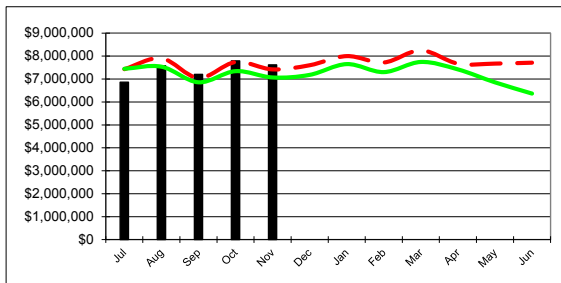
**INPATIENT CHARGES**



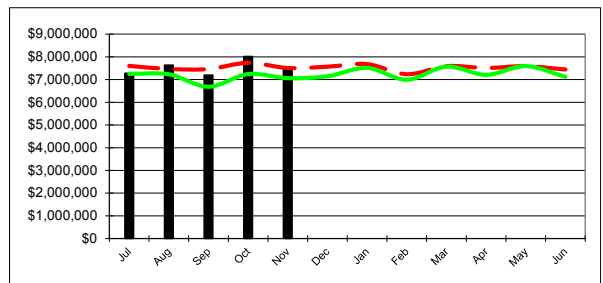
**OUTPATIENT CHARGES**



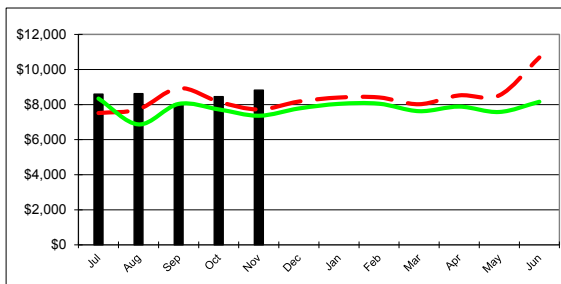
**TOTAL NET OPERATING REVENUE**



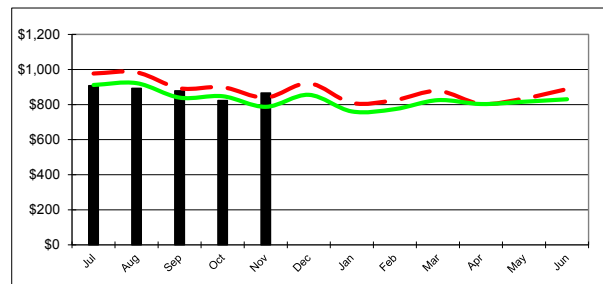
**OPERATING EXPENSE**



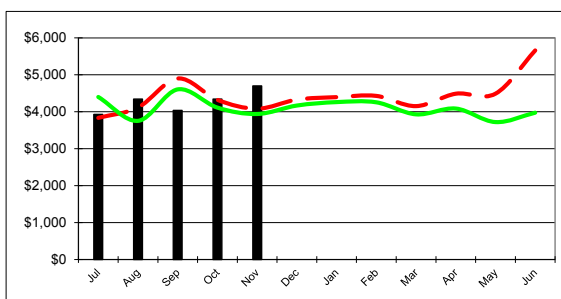
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



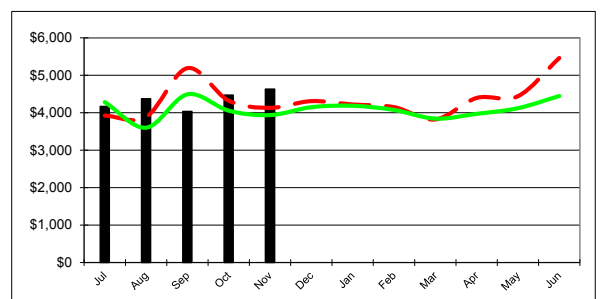
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



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



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**



## 20 MHSC STATISTICS-NOV

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
NOVEMBER 2019

STATISTICS	Actual Nov-19	Budget Nov-19	PY Nov-18	YTD Nov-19	YTD Nov-18	YTD Nov-17	YTD Nov-16
<b>Volumes:</b>							
<b>Case Mix</b>							
Medicare	1.4174	1.3765	1.3765	1.3663	1.2668	1.3132	1.4825
All payers	1.1086	0.8790	0.8790	0.8096	0.7803	0.8721	0.8707
<b>Admissions</b>							
Med	50	70	70	272	324	280	385
ICU	24	23	23	114	103	123	161
Surgery	8	5	5	36	36	28	48
OB	39	30	30	197	169	213	238
Newborn	39	31	31	192	168	209	231
Total Admissions	160	159	159	811	800	853	1,063
<b>Discharges</b>							
Med	59	81	81	319	371	326	450
ICU	11	5	5	62	41	63	70
Surgery	9	10	10	35	50	42	65
OB	40	32	32	198	170	210	234
Newborn	40	32	32	193	168	207	228
Total Discharges	159	160	160	807	800	848	1,047
<b>Patient Days:</b>							
Med	189	289	289	997	1,220	938	1,836
ICU	46	46	46	238	203	246	381
Surgery	34	39	39	132	192	159	203
OB	69	54	54	339	276	354	393
Newborn	59	49	49	320	285	356	367
Total Patient Days	397	477	477	2,026	2,176	2,053	3,180
Observation Bed Days	108	86	86	609	507	602	470
<b>Surgery Statistics:</b>							
IP Surgeries	30	28	28	131	128	146	202
OP Surgeries	133	120	120	675	665	786	702
<b>Outpatient Statistics:</b>							
X-ray	728	674	674	3,542	3,491	3,750	3,505
Mammography	227	197	197	819	742	791	759
Ultrasound	312	307	307	1,550	1,514	1,518	1,347
Cat Scan	455	438	438	2,356	2,181	2,148	1,971
MRI	186	110	110	694	605	536	467
Nuclear Medicine	33	33	33	158	181	247	176
PET Scan	5	9	9	31	31	51	52
Echo	59	49	49	182	158		0
Laboratory	3,511	3,571	3,571	18,508	14,124	12,817	14,967
Histology	157	170	170	929	860	810	713
Respiratory Therapy	233	214	214	1,146	1,025	1,360	1,246
Cardiovascular	340	386	386	2,050	2,037	2,221	2,299
Sleep Lab	34	40	40	201	168	147	125
Cardiac Rehab	295	265	265	1,507	1,418	1,660	2,327
Physical Therapy	130	153	153	728	702	942	1,252
Dialysis	456	386	386	2,284	1,946	1,557	1,187
Medical Oncology	168	189	189	833	862	821	957
Radiation Oncology	213	153	153	1,317	944	1,247	1,489
Total Outpatients Visits	7,542	7,344	7,344	38,835	32,989	32,623	34,839
Clinic Visits - Primary Care	3,828	4,467	3,967	20,507	20,067	20,358	22,327
Clinic Visits - Specialty Clinics	548	358	324	2,474	2,101	2,345	2,727
ER visits admitted	125	141	141	685	680	662	731
ER visits Discharged	1,146	1,220	1,220	6,090	5,971	6,130	6,242
Total ER visits	1,271	1,361	1,361	6,775	6,651	6,792	6,973



## 20 FTE REPORT - 112419

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

BUDGET	PPE	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
							Increase	Decrease		
AVG CENSUS	11.80	13.1	12.4	11.1	10.0	(0.3)	-	1.14	111.9	
ER VISITS (Avg Day)	45	42.9	39.8	41.6	43.1	1.5	1.43	-	433.0	
SURGERIES (IP+OP)	78	73	56	85	83	(14.6)	-	2.00	795.0	
BIRTHS	19	21	14	17	17	4.0	-	-	179.0	
CHARGES -IP \$000	1,358	1476	1485	1460	1230	(94)	-	230.00	13313.0	
-OP \$000	4,987	5437	4896	5372	5366	439	-	6.00	52589.0	
-TOTAL \$000	6,345	6412	5881	6331	6096	345	-	235.00	63900.0	
Adjusted Patient Days	772	799	689	676	694	80	17.39	-	7536.0	

**Paid FTEs (Including Contract)**

600	MEDICAL FLOOR	26.3	26.7	26.2	24.1	24.5	(1.8)	0.50	-	24.9	(1.4)
605	BEHAVIORAL HEALTH	10.1	8.0	10.6	6.9	6.3	(3.8)	-	0.60	7.4	(2.7)
610	OB FLOOR	6.3	5.6	7.2	5.7	5.7	(0.6)	-	0.04	6.1	(0.2)
611	NURSERY	8.1	7.4	7.1	7.4	7.4	(0.7)	0.02	-	7.3	(0.8)
612	LABOR & DELIVERY	4.9	5.5	4.4	5.5	5.3	0.4	-	0.20	5.3	0.4
615	OUTPATIENT SERVICES	1.5	2.0	1.5	1.9	1.8	0.3	-	0.13	1.8	0.3
620	ICU	12.9	12.3	13.3	13.9	12.2	(0.7)	-	1.69	12.6	(0.3)
630	OR	12.5	12.7	12.0	12.6	11.2	(1.3)	-	1.39	12.2	(0.3)
631	SAME DAY SURGERY	6.2	7.5	6.7	7.2	7.2	1.0	-	0.05	6.5	0.3
633	RECOVERY	2.1	2.4	2.5	3.2	2.8	0.7	-	0.43	2.6	0.5
634	CENTRAL STERILE	3	3.1	3.3	3.2	3.1	0.1	-	0.07	3.5	0.5
640	DIALYSIS	9	7.2	8.2	9.0	10.9	1.9	1.97	-	9.4	0.4
650	ER	21.6	24.8	24.0	22.7	23.8	2.2	1.11	-	23.6	2.0
651	TRAUMA	0.8	0.6	0.9	0.9	1.1	0.3	0.18	-	1.4	0.6
652	SANE	0.5	0.2	0.2	0.0	0.1	(0.4)	0.01	-	0.3	(0.2)
660	RADIATION ONC	7	7.0	7.0	7.0	7.0	(0.0)	-	0.05	6.7	(0.3)
661	MEDICAL ONC	7	6.2	6.3	6.5	5.8	(1.2)	-	0.74	6.4	(0.6)
700	LABORATORY	33.1	30.5	30.7	29.3	29.8	(3.3)	0.47	-	30.1	(3.0)
701	HISTOLOGY	3.1	3.0	3.0	3.0	3.0	(0.1)	-	0.02	3.0	(0.1)
702	BLOOD BANK	1	1.2	1.1	1.0	1.0	0.0	0.01	-	1.1	0.1
710	RADIOLOGY	8.2	8.9	8.6	8.3	9.0	0.8	0.66	-	8.2	(0.0)
711	MAMMOGRAPHY	1.6	1.1	1.3	1.2	1.2	(0.4)	-	0.03	1.1	(0.5)
712	ULTRASOUND	4.5	4.3	4.7	3.9	3.6	(0.9)	-	0.32	4.1	(0.4)
713	NUC MED	2	1.8	2.2	2.2	2.2	0.2	0.02	-	2.1	0.1
714	CAT SCAN	4.9	6.0	5.3	5.6	5.1	0.1	-	0.58	5.4	0.5
715	MRI	1.3	1.2	0.9	1.0	1.6	0.3	0.58	-	1.2	(0.1)
716	PET SCAN	0	-	-	-	-	-	-	-	0.0	0.0
717	ECHOCARDIOGRAPHY	1	1.1	1.0	1.1	1.0	0.0	-	0.05	1.0	0.0
720	RESPIRATORY	6.6	6.4	7.2	6.8	7.1	0.5	0.35	-	6.8	0.2
721	SLEEP LAB	1.8	1.9	1.4	1.3	2.6	0.8	1.37	-	1.9	0.1
722	CARDIO	2.4	1.9	1.9	1.9	2.0	(0.4)	0.03	-	1.9	(0.5)
723	CARDIAC REHAB	2.5	2.3	2.3	2.3	2.3	(0.2)	0.01	-	2.3	(0.2)
730	PHYSICAL THERAPY	3.7	3.7	3.7	3.6	3.7	(0.0)	0.03	-	3.6	(0.1)
780	EDUCATION	0.5	0.5	0.4	0.8	0.7	0.2	-	0.16	0.7	0.2
781	SOCIAL SERVICES	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5	4.7	4.7	4.6	4.8	(0.3)	0.19	-	4.1	(0.9)
783	INFECTION CONTROL	2	3.0	2.9	2.3	1.9	(0.1)	-	0.45	2.1	0.1
784	ACCREDITATION	4	4.0	3.9	4.0	4.0	-	-	-	4.0	(0.0)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	13.7	13.4	14.0	13.3	13.2	(0.5)	-	0.13	13.2	(0.5)
791	CASE MANAGEMENT	4.3	4.1	4.5	4.2	4.3	0.0	0.08	-	4.2	(0.1)
800	MAINTENANCE	11.8	11.2	11.8	12.0	12.1	0.3	0.07	-	11.2	(0.6)
801	HOUSEKEEPING	26	24.1	24.7	23.1	25.1	(0.9)	1.99	-	24.2	(1.8)
802	LAUNDRY	6.5	6.9	5.8	5.9	5.9	(0.6)	-	0.01	6.4	(0.1)
803	BIO MED	1	2.0	1.9	2.0	2.0	1.0	0.04	-	1.5	0.5
810	SECURITY	8.1	8.1	7.4	8.2	8.1	0.0	-	0.06	8.0	(0.1)
811	EMERGENCY MGMT	0.1	0.1	-	0.2	-	(0.1)	-	0.21	0.1	(0.0)
850	PURCHASING	5	5.0	5.0	5.0	5.0	-	-	-	5.0	0.0
855	CENTRAL SUPPLY	3	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	16.9	17.0	17.4	17.1	16.8	(0.1)	-	0.32	17.1	0.2
871	DIETICIANS	2	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
900	ADMINISTRATION	6	6.5	6.5	6.5	6.5	0.5	-	-	6.4	0.4
901	COMM SVC	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	3	2.8	2.8	2.8	2.8	(0.3)	-	-	2.8	(0.2)
903	MHSC FOUNDATION	1.5	1.5	1.5	1.5	1.5	(0.0)	-	0.02	1.5	(0.0)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	4.2	4.6	4.1	4.1	(0.2)	-	0.03	4.1	(0.2)
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	7.5	5.0	5.0	5.0	5.0	(2.5)	-	-	5.0	(2.5)
920	HUMAN RESOURCES	4.8	4.8	4.9	4.8	4.8	0.0	0.08	-	4.8	(0.0)
930	FISCAL SERVICES	5	4.8	4.8	4.8	4.8	(0.2)	0.01	-	4.8	(0.2)
940	BUSINESS OFFICE	14	13.1	13.0	12.6	12.3	(1.7)	-	0.31	13.6	(0.4)
941	ADMITTING	13.3	16.1	15.7	15.6	15.6	2.3	0.03	-	15.4	2.1
942	COMMUNICATION	3	2.9	2.8	2.5	2.0	(1.0)	-	0.53	2.6	(0.4)
943	CENTRAL SCHEDULING	4	4.1	4.0	4.2	4.5	0.5	0.28	-	4.1	0.1
948	PEDRI	1	1.0	1.0	1.0	1.0	-	-	-	0.4	(0.6)
949	DENKER	3	3.0	3.0	3.0	3.0	0.0	0.00	-	3.2	0.2
950	OLIVER	2.2	2.2	2.2	2.1	2.3	0.1	0.18	-	2.2	0.0
952	NEW PULMONOLOGIST	0	-	-	-	-	-	-	-	0.0	0.0
953	STEWART	1	1.0	1.0	1.0	1.1	0.1	0.10	-	1.0	0.0
954	WHEELER	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
955	AESTHETICS	0.3	-	-	-	-	-	-	-	-	-
956	KATTAN	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
957	STARLA LEETE	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
958	VERONESE	0	-	-	-	-	-	-	-	0.0	0.0
959	GREWAL	1	1.0	2.3	-	-	(1.0)	-	-	1.2	0.2
960	SANDERS	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
961	DANSIE	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
962	BOWERS	1.5	0.6	1.0	0.7	0.6	(1.0)	-	0.13	0.7	(0.8)
963	LONG	2.1	0.9	0.9	0.9	0.9	(1.2)	-	-	0.9	(1.2)
964	JAKE JOHNSON	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
966	OCC MED	0	1.2	1.1	1.0	1.0	1.0	0.00	-	1.1	1.1
967	PA PALINEK	1	1.0	0.9	1.0	1.0	-	-	-	1.0	(0.0)
969	PAWAR	2	2.0	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0

	PPE	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
970 CROFTS	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
971 WAMSUTTER CLINIC	0	1.9	1.8	1.8	2.0	2.0	0.20	-	1.9	1.9
972 FARSON CLINIC	0	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	2.1	0.9	0.9	1.0	0.9	(1.2)	-	0.10	0.9	(1.2)
974 SMG ADMIN/BILLING	45.7	43.1	44.8	45.5	45.3	(0.4)	-	0.20	42.7	(3.0)
976 LEHMAN	1.3	0.8	0.9	0.8	0.8	(0.5)	-	-	0.8	(0.5)
978 HOSPITALIST	5.5	4.9	5.3	5.4	4.9	(0.7)	-	0.55	3.1	(2.4)
980 JENSEN	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
981 CROFT	1	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.3	1.6	2.0	2.0	2.0	0.7	-	-	1.4	0.1
986 HANSON	1	1.0	0.6	0.9	1.0	-	0.10	-	0.9	(0.1)
988 CURRY	1.5	1.0	-	-	-	(1.5)	-	-	0.9	(0.6)
990 NEW PEDIATRICIAN	0	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
992 ASPER	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
993 LIU	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
994 DUCK	1	1.0	0.7	0.9	1.1	0.1	0.11	-	0.9	(0.1)
996 SARETTE	1.1	-	2.1	1.1	1.4	0.3	0.30	-	1.1	(0.0)
997 OUTPATIENT SERVICES	0	-	-	0.1	-	-	-	0.11	0.0	0.0

<b>TOTAL Paid FTEs</b>	<b>488.4</b>	<b>478.0</b>	<b>484.9</b>	<b>473.7</b>	<b>475.1</b>	<b>(13.3)</b>	<b>1.43</b>	<b>-</b>	<b>470.7</b>	<b>(17.7)</b>
<b>TOTAL WORKED FTEs</b>	<b>444.4</b>	<b>441.2</b>	<b>442.4</b>	<b>440.5</b>	<b>-</b>	<b>(444.4)</b>	<b>-</b>	<b>440.49</b>	<b>428.1</b>	<b>(16.3)</b>

<b>WORKED % Paid</b>	<b>91%</b>	<b>92%</b>	<b>91%</b>	<b>93%</b>	<b>0%</b>	<b>-91%</b>	<b>-</b>	<b>0.93</b>	<b>91%</b>	<b>(0.0)</b>
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<b>CONTRACT FTES (Inc above)</b>	<b>6.2</b>	<b>7.6</b>	<b>8.0</b>	<b>6.6</b>	<b>0.0</b>	<b>(6.2)</b>	<b>-</b>	<b>6.63</b>	<b>8.7</b>	<b>2.5</b>
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<b>GROSS EMPLOYEE PAYROLL</b>	<b>1,535,820</b>	<b>1,479,246</b>	<b>1,474,108</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,474,108</b>	<b>14,463,851</b>		
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<b>Average Employee Hourly Rate</b>	<b>\$40.16</b>	<b>\$38.14</b>	<b>\$38.90</b>	<b>\$0.00</b>	<b>\$40.16</b>	<b>-</b>	<b>38.90</b>	<b>1,653,011.50</b>	<b>1,653,011.50</b>	
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<b>Benchmark Paid FTEs</b>	<b>6.63</b>	<b>8.37</b>	<b>9.85</b>	<b>9.80</b>	<b>9.59</b>	<b>1.74</b>	<b>0.91</b>	<b>0.22</b>	<b>-</b>	<b>-</b>
<b>per Adj. Occupied Bed (APD)</b>										

#### WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	23.9	24.5	24.8	21.3	21.4	0.6	0.10	-	22.6	(1.4)
605 BEHAVIORAL HEALTH	9.2	7.8	10.4	6.7	5.8	(1.4)	-	0.89	7.1	(2.1)
610 OB FLOOR	5.7	4.7	4.5	4.7	5.1	(1.1)	0.38	-	5.3	(0.5)
611 NURSERY	7.4	6.8	7.0	6.9	7.0	(0.5)	0.17	-	6.8	(0.5)
612 LABOR & DELIVERY	4.5	4.3	4.2	5.0	4.7	(0.2)	-	0.37	4.7	0.3
615 OUTPATIENT SERVICES	1.4	1.9	1.5	1.9	1.5	0.6	-	0.41	1.7	0.3
620 ICU	11.7	11.6	12.1	12.0	10.8	(0.2)	-	1.17	11.2	(0.6)
630 OR	11.4	12.2	10.6	11.7	10.7	0.8	-	0.94	11.2	(0.2)
631 SAME DAY SURGERY	5.6	7.1	5.8	6.8	7.1	1.4	0.36	-	5.8	0.1
633 RECOVERY	1.9	2.3	2.4	3.1	2.6	0.4	-	0.54	2.5	0.6
634 CENTRAL STERILE	2.7	2.8	3.0	3.0	2.8	0.1	-	0.20	3.3	0.6
640 DIALYSIS	8.2	6.7	7.9	8.9	10.1	(1.5)	1.19	-	8.4	0.2
650 ER	19.7	22.3	21.9	21.1	22.9	2.7	1.80	-	21.9	2.2
651 TRAUMA	0.7	0.6	0.6	0.9	1.0	(0.1)	0.04	-	1.1	0.3
652 SANE	0.5	0.2	0.2	0.0	0.1	(0.2)	0.01	-	0.2	(0.3)
660 RADIATION ONC	6.4	5.7	6.0	6.6	6.8	(0.7)	0.20	-	6.0	(0.4)
661 MEDICAL ONC	6.4	5.7	6.0	5.2	5.5	(0.6)	0.32	-	5.9	(0.5)
700 LABORATORY	30.1	27.8	29.2	27.5	27.9	(2.3)	0.43	-	27.3	(2.8)
701 HISTOLOGY	2.8	2.9	2.8	3.0	2.9	0.1	-	0.11	2.8	0.0
702 BLOOD BANK	0.9	1.2	1.1	1.0	1.0	0.3	0.01	-	1.1	0.2
710 RADIOLOGY	7.5	7.7	7.5	7.3	8.1	0.2	0.79	-	7.0	(0.4)
711 MAMMOGRAPHY	1.5	1.1	1.3	1.2	1.2	(0.4)	-	0.03	1.1	(0.4)
712 ULTRASOUND	4.1	4.1	4.5	3.9	3.5	0.0	-	0.45	4.0	(0.1)
713 NUC MED	1.8	1.5	2.0	2.0	2.0	(0.3)	0.02	-	1.9	0.1
714 CAT SCAN	4.5	5.5	5.1	5.1	5.1	1.0	-	0.08	5.0	0.5
715 MRI	1.2	1.1	0.8	1.0	1.5	(0.1)	0.48	-	1.1	(0.1)
716 PET SCAN	-	-	-	-	-	-	-	-	0.0	0.0
717 ECHOCARDIOGRAPHY	0.9	1.1	1.0	1.1	0.9	0.2	-	0.17	1.0	0.1
720 RESPIRATORY	6.0	5.9	6.9	6.4	5.9	(0.1)	-	0.50	6.1	0.1
721 SLEEP LAB	1.6	1.9	1.4	1.3	2.6	0.2	1.37	-	1.8	0.2
722 CARDIO	2.2	1.4	1.7	1.8	1.8	(0.8)	0.01	-	1.6	(0.6)
723 CARDIAC REHAB	2.3	2.3	2.1	2.3	2.2	(0.0)	-	0.04	2.1	(0.2)
730 PHYSICAL THERAPY	3.4	3.6	3.6	3.2	3.3	0.2	0.08	-	3.3	(0.1)
780 PATIENT ED	0.5	0.5	0.4	0.8	0.7	0.0	-	0.16	0.7	0.3
781 SOCIAL SERVICES	0.9	0.6	1.0	0.5	1.0	(0.3)	0.50	-	0.9	(0.0)
782 QUALITY & ACCREDIT	4.6	4.5	4.6	4.5	4.6	(0.0)	0.10	-	3.8	(0.8)
783 INFECTION CONTROL	1.8	2.9	2.8	2.3	1.4	1.1	-	0.95	1.9	0.1
784 COMPLIANCE	3.6	4.0	3.6	3.9	3.6	0.4	-	0.26	3.7	0.0
786 NURSING INFORMATICS	2.7	2.0	1.6	2.0	2.0	(0.7)	-	-	2.5	(0.3)
790 HEALTH INFORMATION	12.5	12.3	12.9	12.0	12.1	(0.2)	0.11	-	11.8	(0.6)
791 CASE MANAGEMENT	3.9	3.6	3.6	3.7	4.0	(0.3)	0.28	-	3.6	(0.4)
800 MAINTENANCE	10.7	10.4	11.5	11.6	11.7	(0.3)	0.10	-	10.3	(0.4)
801 HOUSEKEEPING	23.7	21.6	22.0	21.8	21.9	(2.1)	0.10	-	22.0	(1.6)
802 LAUNDRY	5.9	6.5	5.4	5.8	5.0	0.5	-	0.74	5.7	(0.2)
803 BIO MED	0.9	1.8	1.3	1.8	2.0	0.9	0.21	-	1.3	0.4
810 SECURITY	7.4	6.3	6.6	7.7	7.7	(1.0)	-	-	6.9	(0.5)
811 EMERGENCY MGMT	0.1	0.1	-	0.2	-	0.0	-	0.21	0.1	(0.0)
850 PURCHASING	4.6	4.4	4.4	4.6	4.6	(0.1)	0.06	-	4.4	(0.2)
855 CENTRAL SUPPLY	2.7	2.9	2.7	2.9	2.4	0.2	-	0.47	2.6	(0.1)
870 DIETARY	15.4	16.4	17.1	16.3	16.3	1.0	0.03	-	16.1	0.7
871 DIETICIANS	1.8	2.0	1.7	1.9	1.9	0.2	-	-	1.9	(13.5)
900 ADMINISTRATION	5.5	6.0	6.2	5.9	6.1	0.5	0.20	-	5.6	3.8
901 COMM SVC	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.9	(4.5)
902 MED STAFF SVC	2.7	2.5	2.6	2.4	2.6	(0.3)	0.16	-	2.5	1.6
903 MHSC FOUNDATION	1.4	1.5	1.4	1.3	1.4	0.2	0.08	-	1.4	(1.4)

	PPE BUDGET	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
							Increase	Decrease		
904 VOLUNTEER SRV	0.9	1.0	1.0	1.0	0.8	0.1	-	0.20	0.9	(0.5)
905 NURSING ADMIN	3.9	3.5	3.4	3.7	4.1	(0.5)	0.37	-	3.4	2.5
907 PHYSICIAN RECRUIT	0.9	0.9	1.0	1.0	1.0	(0.0)	-	-	0.9	(3.0)
910 INFORMATION SYSTEMS	6.8	5.0	4.6	4.8	4.9	(1.8)	0.10	-	4.7	3.8
920 HUMAN RESOURCES	4.4	4.7	3.4	4.4	4.5	0.4	0.13	-	4.2	(2.6)
930 FISCAL SERVICES	4.6	4.5	3.8	4.2	4.3	(0.1)	0.08	-	4.2	(0.1)
940 BUSINESS OFFICE	12.7	11.9	12.3	11.3	11.8	(0.8)	0.50	-	12.4	7.9
941 ADMITTING	12.1	14.8	14.0	14.3	15.0	2.7	0.65	-	14.5	1.8
942 COMMUNICATION	2.7	2.9	2.8	2.3	1.8	0.1	-	0.51	2.6	(9.5)
943 CENTRAL SCHEDULING	3.6	3.8	3.9	3.7	4.2	0.2	0.48	-	3.7	0.9
948 PEDRI	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.4	(3.3)
949 DENKER	2.7	2.9	2.7	2.9	2.9	0.2	-	0.05	2.8	1.9
950 OLIVER	2.0	2.0	1.7	2.1	2.2	0.0	0.08	-	2.0	(0.8)
952 NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	0.0	(2.0)
953 STEWART	0.9	0.7	0.9	0.8	0.9	(0.2)	0.13	-	0.9	0.9
954 WHEELER	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.9	0.0
955 AESTHETICS	0.3	-	-	-	-	(0.3)	-	-	0.0	-
956 KATTAN	0.9	1.0	1.0	1.0	1.0	0.1	-	-	1.0	0.1
957 STARLA LEETE	0.9	1.0	1.0	0.8	1.0	0.1	0.25	-	0.9	0.0
958 VERONESE	-	-	-	-	-	-	-	-	0.0	(0.9)
959 GREWAL	0.9	1.0	1.0	-	-	0.1	-	-	0.8	0.8
960 SANDERS	0.9	1.0	0.3	0.5	1.0	0.1	0.50	-	0.7	(0.2)
961 DANSIE	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.9	(0.0)
962 BOWERS	1.4	0.6	1.0	0.7	0.6	(0.8)	-	0.13	0.6	(0.3)
963 LONG	1.9	0.9	0.3	0.7	0.9	(1.0)	0.23	-	0.8	(0.6)
964 JAKE JOHNSON	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.9	(1.0)
966 OCC MED	-	1.2	1.1	1.0	1.0	1.2	-	0.03	0.9	0.0
967 PA PALINEK	0.9	1.0	0.7	1.0	1.0	0.1	-	-	0.8	0.8
969 PAWAR	1.8	2.0	2.0	1.5	2.0	0.2	0.51	-	1.9	1.0
970 CROFTS	0.9	1.0	0.9	1.0	1.0	0.1	-	-	0.9	(0.9)
971 WAMSUTTER CLINIC	-	1.7	1.8	1.7	1.9	1.7	0.19	-	1.8	0.9
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.9	0.9	0.9	1.0	0.9	(1.0)	-	0.10	0.9	0.9
974 SMG ADMIN/BILLING	41.6	40.7	41.5	44.5	42.7	(0.9)	-	1.88	39.3	37.4
976 LEHMAN	1.2	0.8	0.9	0.8	0.8	(0.4)	-	-	0.7	(40.9)
978 HOSPITALIST	5.0	4.9	5.3	5.4	4.9	(0.1)	-	0.55	3.1	1.9
980 JENSEN	0.9	1.0	0.9	1.0	1.0	0.1	-	-	0.9	(4.1)
981 CROFT	0.9	1.0	0.9	0.8	1.0	0.1	0.20	-	0.9	(0.0)
982 CHRISTENSEN	1.2	1.4	1.6	1.9	2.0	0.2	0.10	-	1.2	0.3
986 HANSON	0.9	1.0	0.6	0.9	1.0	0.1	0.10	-	0.9	(0.3)
988 CURRY	1.4	1.0	-	-	-	(0.4)	-	-	0.7	(0.2)
990 NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	0.0	(1.4)
991 JAMIAS	0.9	-	-	1.0	0.7	(0.9)	-	0.30	0.7	0.7
992 ASPER	0.9	0.9	1.0	0.9	1.0	(0.0)	0.10	-	0.9	(0.0)
993 LIU	0.9	1.0	-	-	1.0	0.1	1.00	-	0.8	(0.1)
994 DUCK	0.9	1.0	0.7	0.9	1.1	0.1	0.11	-	0.8	(0.2)
995 WALKER	-	0.5	1.0	1.0	1.0	0.5	-	-	0.3	(0.6)
996 SARETTE	1.0	-	2.1	1.1	1.4	(1.0)	0.30	-	0.3	(0.6)
997 OUTSIDE CLINICS	-	-	-	0.1	-	-	-	0.11	1.1	0.1

<b>TOTAL WORKED FTEs</b>	<b>444.4</b>	<b>441.2</b>	<b>442.4</b>	<b>440.5</b>	<b>443.7</b>	<b>(3.28)</b>	<b>3.23</b>	<b>-</b>	<b>428.1</b>	<b>(16.3)</b>
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<b>CONTRCT FTES (Inc above)</b>	<b>6.2</b>	<b>7.6</b>	<b>8.0</b>	<b>6.6</b>	<b>6.9</b>	<b>1.37</b>	<b>0.24</b>	<b>-</b>	<b>8.7</b>	<b>2.5</b>
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#### OVERTIME HOURS

OVERTIME HOURS					Current OT			
					OT Dollars		YTD Hours	
600	MEDICAL FLOOR	8.0	1.0	1.3	-	-	1.25	47.3
605	BEHAVIORAL HEALTH	45.3	90.8	6.0	12.3	279.42	6.25	511.0
610	OB FLOOR	-	0.8	0.8	1.8	43.94	1.00	16.3
611	NURSERY	-	-	-	2.8	113.52	2.75	12.8
612	LABOR & DELIVERY	0.5	-	-	-	-	-	0.5
615	OUTPATIENT SERVICES	3.5	-	-	-	-	-	3.5
620	ICU	-	6.0	-	-	-	-	21.0
630	OR	45.5	16.0	6.0	0.3	10.96	-	116.0
631	SAME DAY SURGERY	18.5	3.5	20.5	18.5	803.59	-	110.3
633	RECOVERY	-	-	-	1.8	71.59	1.75	2.0
634	CENTRAL STERILE	5.3	9.8	5.0	2.3	56.16	-	49.3
640	DIALYSIS	2.8	13.5	25.8	49.0	2,132.49	23.25	156.0
650	ER	147.5	94.5	100.3	68.3	3,203.74	-	1,124.3
651	TRAUMA	-	-	-	-	-	-	3.0
652	SANE	-	-	-	-	-	-	19.5
660	RADIATION ONC	0.3	0.3	4.8	1.0	38.12	-	21.8
661	MEDICAL ONC	0.5	0.3	-	0.3	7.37	0.25	3.0
700	LABORATORY	35.4	15.6	39.3	33.0	979.87	-	401.1
701	HISTOLOGY	2.8	3.3	7.0	5.5	212.52	-	57.5
702	BLOOD BANK	0.5	0.3	0.3	0.5	16.26	0.25	8.5
710	RADIOLOGY	3.3	1.8	3.0	9.0	390.63	6.00	35.3
711	MAMMOGRPAHY	2.5	-	-	0.5	29.65	0.50	4.3
712	ULTRASOUND	-	0.3	1.0	1.5	92.62	0.50	4.3
713	NUC MED	-	0.8	0.5	-	-	-	5.8
714	CAT SCAN	5.3	1.0	7.0	0.3	8.97	-	22.0
715	MRI	-	-	0.3	0.3	10.29	-	1.5
716	PET SCAN	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	3.3	2.8	7.3	1.0	67.50	-	16.0
720	RESPIRATORY	13.5	-	6.5	-	-	-	66.3
721	SLEEP LAB	46.0	31.0	21.3	35.8	1,779.99	14.50	207.0
722	CARDIO	0.8	-	4.0	3.8	98.06	-	9.3
723	CARDIAC REHAB	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-
780	PATIENT ED	-	-	2.5	-	-	-	2.5
781	SOCIAL SERVICES	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	0.5	0.3	-	-	-	1.3
783	INFECTION CONTROL	-	-	-	-	-	-	0.5
784	COMPLIANCE	1.8	-	-	-	-	-	4.5
786	NURSING INFORMATICS	-	-	-	-	-	-	-
790	HEALTH INFORMATION	1.0	0.5	0.5	21.0	494.13	20.50	133.0
791	CASE MANAGEMENT	8.3	30.5	12.3	20.3	1,371.12	8.00	112.5



	PPE	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
							Increase	Decrease		
BUDGET										
800 MAINTENANCE		17.8	4.3	14.5	8.3	251.99	-	6.25	75.0	
801 HOUSEKEEPING		75.8	42.3	107.8	147.0	2,832.25	39.25	-	660.5	
802 LAUNDRY		11.0	13.0	19.0	42.8	752.29	23.75	-	239.3	
803 BIO MED		-	0.5	-	0.3	9.54	0.25	-	1.5	
810 SECURITY		9.0	9.0	17.0	8.3	276.98	-	8.75	87.0	
811 EMERGENCY MGMT		-	-	-	-	-	-	-	-	
850 PURCHASING		-	-	-	-	-	-	-	2.8	
855 CENTRAL SUPPLY		-	-	-	-	-	-	-	-	
870 DIETARY		39.3	62.0	13.5	11.5	261.14	-	2.00	545.3	
871 DIETICIANS		-	-	-	-	-	-	-	-	
900 ADMINISTRATION		-	-	-	-	-	-	-	-	
901 COMM SVC		-	-	-	-	-	-	-	-	
902 MED STAFF SVC		-	-	-	-	-	-	-	8.5	
903 MHSC FOUNDATION		-	-	0.3	-	-	-	0.25	0.3	
904 VOLUNTEER SRV		-	-	-	-	-	-	-	-	
905 NURSING ADMIN		24.5	-	-	-	-	-	-	93.5	
907 PHYSICIAN RECRUIT		-	-	-	-	-	-	-	-	
910 INFORMATION SYSTEMS		-	-	-	-	-	-	-	-	
920 HUMAN RESOURCES		-	0.3	-	4.8	119.84	4.75	-	5.0	
930 FISCAL SERVICES		-	-	-	-	-	-	-	1.0	
940 BUSINESS OFFICE		15.3	21.5	26.0	32.8	974.26	6.75	-	239.3	
941 ADMITTING		130.6	119.4	94.8	140.8	3,517.23	46.00	-	1,689.2	
942 COMMUNICATION		-	-	0.3	0.5	15.08	0.25	-	134.8	
943 CENTRAL SCHEDULING		8.5	3.5	17.0	2.5	53.67	-	14.50	33.8	
948 PEDRI		-	-	-	-	-	-	-	-	
949 DENKER		0.3	0.1	0.4	0.1	3.59	-	0.25	3.1	
950 OLIVER		0.3	0.9	1.1	1.9	75.34	0.75	-	26.4	
952 NEW PULMONOLOGIST		-	-	-	-	-	-	-	-	
953 STEWART		-	-	-	-	-	-	-	-	
954 WHEELER		-	-	-	-	-	-	-	-	
955 AESTHETICS		-	-	-	-	-	-	-	-	
956 KATTAN		-	-	-	-	-	-	-	-	
957 STARLA LEETE		-	-	-	-	-	-	-	-	
958 VERONESE		-	-	-	-	-	-	-	-	
959 GREWAL		-	-	-	-	-	-	-	-	
960 SANDERS		-	-	-	-	-	-	-	-	
961 DANSIE		-	-	-	-	-	-	-	-	
962 BOWERS		-	-	-	-	-	-	-	-	
963 LONG		-	-	-	-	-	-	-	-	
964 JAKE JOHNSON		-	-	-	-	-	-	-	-	
966 OCC MED		13.0	5.5	1.3	0.3	13.09	-	1.00	54.8	
967 PA PALINEK		-	-	-	-	-	-	-	-	
969 PAWAR		0.3	1.3	-	0.3	15.23	0.25	-	5.5	
970 CROFTS		-	-	-	-	-	-	-	-	
971 WAMSUTTER CLINIC		-	2.1	0.3	6.3	147.88	6.00	-	12.9	
972 FARSON CLINIC		-	-	-	-	-	-	-	-	
973 LAURIDSEN		-	-	-	-	-	-	-	-	
974 SMG ADMIN/BILLING		59.3	29.5	48.0	41.3	1,663.14	-	6.75	487.8	
976 PA LEHMAN		-	-	-	-	-	-	-	-	
978 HOSPITALIST		-	-	-	-	-	-	-	-	
980 JENSEN		-	-	-	-	-	-	-	-	
981 CROFT		-	-	-	-	-	-	-	-	
982 CHRISTENSEN		-	-	-	-	-	-	-	-	
986 HANSON		-	-	-	-	-	-	-	-	
988 CURRY		-	-	-	-	-	-	-	4.0	
990 NEW PEDIATRICIAN		-	-	-	-	-	-	-	-	
991 JAMIAS		-	-	-	-	-	-	-	-	
992 ASPER		-	-	-	-	-	-	-	-	
993 LIU		-	-	-	-	-	-	-	-	
994 DUCK		-	-	-	-	-	-	-	-	
995 WALKER		-	-	-	-	-	-	-	-	
996 SARETTE		-	-	-	-	-	-	-	-	
997 OUTSIDE CLINICS		-	-	-	-	-	-	-	-	

<b>TOTAL OT HOURS</b>	<b>806.3</b>	<b>639.4</b>	<b>644.0</b>	<b>739.5</b>	<b>23,295</b>	<b>95.50</b>	<b>-</b>	<b>7,720.9</b>
<b>TOTAL OT FTEs</b>	<b>10.1</b>	<b>8.0</b>	<b>8.1</b>	<b>9.2</b>		<b>1.19</b>	<b>-</b>	<b>16.1</b>
<b>OT % WORKED HOURS</b>	<b>2.3%</b>	<b>1.8%</b>	<b>1.9%</b>	<b>2.1%</b>		<b>0.00</b>	<b>0.0%</b>	

	PPE	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Current FTE	CHANGE FROM LAST PAY PERIOD		FTE YTD	Variance from budget
							Increase	Decrease		
BUDGET										
600 MEDICAL FLOOR		-	-	-	-	-	-	-	0.03	0.03
605 BEHAVIORAL HEALTH	1.0	17.8	4.0	-	22.8	0.2	22.75	-	0.14	(0.86)
610 OB FLOOR		-	-	-	-	-	-	-	-	-
611 NURSERY		-	-	-	-	-	-	-	-	-
612 LABOR & DELIVERY		-	-	73.5	73.5	-	-	-	0.17	0.17
615 OUTPATIENT SERVICES		-	-	-	-	-	-	-	-	-
620 ICU	1.0	127.5	173.0	153.5	141.5	1.6	-	12.00	1.83	0.83
630 OR	1.0	83.0	59.0	100.8	34.0	1.0	-	66.75	1.04	0.04
631 SAME DAY SURGERY		-	-	-	-	-	-	-	-	-
633 RECOVERY		-	-	-	-	-	-	-	-	-
634 CENTRAL STERILE		-	-	-	-	-	-	-	0.34	0.34
640 DIALYSIS		-	-	-	-	-	-	-	-	-
650 ER	0.5	100.5	75.8	-	24.0	1.3	24.00	-	0.71	0.21
651 TRAUMA		-	-	-	-	-	-	-	-	-
652 SANE		-	-	-	-	-	-	-	-	-
660 RADIATION ONC		-	-	-	-	-	-	-	-	-
661 MEDICAL ONC		-	-	-	-	-	-	-	-	-
700 LABORATORY		-	-	-	-	-	-	-	-	-
701 HISTOLOGY	0.1	-	-	-	-	-	-	-	-	(0.10)
702 BLOOD BANK		-	-	-	-	-	-	-	-	-
710 RADIOLOGY		-	-	-	-	-	-	-	-	-
711 MAMMOGRAPHY		-	-	-	-	-	-	-	-	-
712 ULTRASOUND	1.0	166.5	167.8	89.5	85.8	2.1	-	3.75	2.08	1.08
713 NUC MED		-	-	-	-	-	-	-	-	-
714 CAT SCAN		-	-	-	-	-	-	-	-	-
715 MRI		-	-	-	-	-	-	-	-	-

	PPE	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
716	PET SCAN	-	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	-	-	-	-	-	-	0.41	0.41
720	RESPIRATORY	-	77.8	79.0	74.5	-	-	4.50	0.73	0.73
721	SLEEP LAB	25.0	-	-	93.8	0.3	93.75	-	0.64	0.64
722	CARDIO	-	-	-	-	-	-	-	-	-
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	1.0	85.0	85.0	34.0	1.1	-	34.00	0.62	(0.38)
784	ACCREDITATION	-	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-	-
800	MAINTENANCE	0.1	-	-	-	-	-	-	-	(0.10)
801	HOUSEKEEPING	-	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-	-
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-	-
850	PURCHASING	-	-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-	-
870	DIETARY	-	-	-	-	-	-	-	-	-
871	DIETICIANS	-	-	-	-	-	-	-	-	-
900	ADMINISTRATION	-	-	-	-	-	-	-	-	-
901	COMM SVC	-	-	-	-	-	-	-	-	-
902	MED STAFF SVC	-	-	-	-	-	-	-	-	-
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	-
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	-
905	NURSING ADMIN	-	-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS	0.5	-	-	-	-	-	-	-	(0.50)
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-	-
930	FISCAL SERVICES	-	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE	-	-	-	-	-	-	-	-	-
941	ADMITTING	-	-	-	-	-	-	-	-	-
942	COMMUNICATION	-	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING	-	-	-	-	-	-	-	-	-
948	PEDRI	-	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-	-
955	AESTHETICS	-	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-	-
957	STARLA LEETE	-	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-	-
995	WALKER	-	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS	605.3	642.3	530.3	549.8		19.5	-			
TOTAL CONTRACT FTEs	6.2	7.6	8.0	6.6	6.9	1.4	0.2	-	8.7	2.5
CONTRACT % WORKED HOURS		1.7%	1.8%	1.5%	1.5%		0.0%	0.0%		

**Paid FTEs (Excluding Contract)**

						Budget				
						Variance				
600	MEDICAL FLOOR	26.3	26.7	26.2	24.1	24.5	0.4	-	24.9	(1.4)
605	BEHAVIORAL HEALTH	9.1	7.8	10.5	6.9	6.0	(1.3)	-	7.3	(1.8)
610	OB FLOOR	6.3	5.6	7.2	5.7	5.7	(0.7)	-	6.1	(0.2)
611	NURSERY	8.1	7.4	7.1	7.4	7.4	(0.7)	0.02	7.3	(0.8)
612	LABOR & DELIVERY	4.9	5.5	4.4	4.6	4.4	0.6	-	5.1	0.2
615	OUTPATIENT SERVICES	1.5	2.0	1.5	1.9	1.8	0.5	-	1.8	0.3
620	ICU	11.9	10.7	11.1	12.0	10.4	(1.2)	-	10.8	(1.1)
630	OR	11.5	11.6	11.2	11.4	10.8	0.1	-	11.2	(0.3)
631	SAME DAY SURGERY	6.2	7.5	6.7	7.2	7.2	1.3	-	6.5	0.3

	PPE	10/13/2019	10/27/2019	11/10/2019	11/24/2019	Variance	LAST PAY PERIOD		YTD	from budget	
	BUDGET					from Bud	Increase	Decrease			
633	RECOVERY	2.1	2.4	2.5	3.2	2.8	0.3	-	0.43	2.6	0.5
634	CENTRAL STERILE	3.0	3.1	3.3	3.2	3.1	0.1	-	0.07	3.2	0.2
640	DIALYSIS	9.0	7.2	8.2	9.0	10.9	(1.8)	1.97	-	9.4	0.4
650	ER	21.1	23.6	23.1	22.7	23.5	2.5	0.81	-	22.9	1.8
651	TRAUMA	0.8	0.6	0.9	0.9	1.1	(0.2)	0.18	-	1.4	0.6
652	SANE	0.5	0.2	0.2	0.0	0.1	(0.3)	0.01	-	0.3	(0.2)
660	RADIATION ONC	7.0	7.0	7.0	7.0	7.0	(0.0)	-	0.05	6.7	(0.3)
661	MEDICAL ONC	7.0	6.2	6.3	6.5	5.8	(0.8)	-	0.74	6.4	(0.6)
700	LABORATORY	33.1	30.5	30.7	29.3	29.8	(2.6)	0.47	-	30.1	(3.0)
701	HISTOLOGY	3.0	3.0	3.0	3.0	3.0	(0.0)	-	0.02	3.0	0.0
702	BLOOD BANK	1.0	1.2	1.1	1.0	1.0	0.2	0.01	-	1.1	0.1
710	RADIOLOGY	8.2	8.9	8.6	8.3	9.0	0.7	0.66	-	8.2	(0.0)
711	MAMMOGRPAHY	1.6	1.1	1.3	1.2	1.2	(0.5)	-	0.03	1.1	(0.5)
712	ULTRASOUND	3.5	2.2	2.6	2.8	2.5	(1.3)	-	0.27	2.0	(1.5)
713	NUC MED	2.0	1.8	2.2	2.2	2.2	(0.2)	0.02	-	2.1	0.1
714	CAT SCAN	4.9	6.0	5.3	5.6	5.1	1.1	-	0.58	5.4	0.5
715	MRI	1.3	1.2	0.9	1.0	1.6	(0.1)	0.58	-	1.2	(0.1)
716	PET SCAN	-	-	-	-	-	-	-	-	0.0	-
717	ECHOCARDIOGRAPHY	1.0	1.1	1.0	1.1	1.0	0.1	-	0.05	0.6	(0.4)
720	RESPIRATORY	6.6	6.4	6.2	5.8	6.2	(0.2)	0.41	-	6.0	(0.6)
721	SLEEP LAB	1.8	1.6	1.4	1.3	1.5	(0.2)	0.19	-	1.3	(0.5)
722	CARDIO	2.4	1.9	1.9	1.9	2.0	(0.5)	0.03	-	1.9	(0.5)
723	CARDIAC REHAB	2.5	2.3	2.3	2.3	2.3	(0.2)	0.01	-	2.3	(0.2)
730	PHYSICAL THERAPY	3.7	3.7	3.7	3.6	3.7	(0.0)	0.03	-	3.6	(0.1)
780	PATIENT ED	0.5	0.5	0.4	0.8	0.7	(0.0)	-	0.16	0.7	0.2
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
782	QUALITY & ACCREDIT	5.0	4.7	4.7	4.6	4.8	(0.3)	0.19	-	4.1	(0.9)
783	INFECTION CONTROL	1.0	1.9	1.9	1.9	1.9	0.9	-	0.02	1.4	0.4
784	COMPLIANCE	4.0	4.0	3.9	4.0	4.0	0.0	-	-	4.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	-
790	HEALTH INFORMATION	13.7	13.4	14.0	13.3	13.2	(0.3)	-	0.13	13.2	(0.5)
791	CASE MANAGEMENT	4.3	4.1	4.5	4.2	4.3	(0.2)	0.08	-	4.2	(0.1)
800	MAINTENANCE	11.7	11.2	11.8	12.0	12.1	(0.5)	0.07	-	11.2	(0.5)
801	HOUSEKEEPING	26.0	24.1	24.7	23.1	25.1	(1.9)	1.99	-	24.2	(1.8)
802	LAUNDRY	6.5	6.9	5.8	5.9	5.9	0.4	-	0.01	6.4	(0.1)
803	BIO MED	1.0	2.0	1.9	2.0	2.0	1.0	0.04	-	1.5	0.5
810	SECURITY	8.1	8.1	7.4	8.2	8.1	0.0	-	0.06	8.0	(0.1)
811	EMERGENCY MGMT	0.1	0.1	-	0.2	-	0.0	-	0.21	0.1	(0.0)
850	PURCHASING	5.0	5.0	5.0	5.0	5.0	-	-	-	5.0	0.0
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	16.9	17.0	17.4	17.1	16.8	0.1	-	0.32	17.1	0.2
871	DIETICIANS	2.0	2.0	2.0	2.0	2.0	-	-	-	2.0	-
900	ADMINISTRATION	6.0	6.5	6.5	6.5	6.5	0.5	-	-	6.4	0.4
901	COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
902	MED STAFF SVC	3.0	2.8	2.8	2.8	2.8	(0.3)	-	-	2.8	(0.2)
903	MHSC FOUNDATION	1.5	1.5	1.5	1.5	1.5	0.0	-	0.02	1.5	(0.0)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
905	NURSING ADMIN	4.3	4.2	4.6	4.1	4.1	(0.1)	-	0.03	4.1	(0.2)
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
910	INFORMATION SYSTEMS	7.0	5.0	5.0	5.0	5.0	(2.0)	-	-	5.0	(2.0)
920	HUMAN RESOURCES	4.8	4.8	4.9	4.8	4.8	(0.0)	0.08	-	4.8	(0.0)
930	FISCAL SERVICES	5.0	4.8	4.8	4.8	4.8	(0.2)	0.01	-	4.8	(0.2)
940	BUSINESS OFFICE	14.0	13.1	13.0	12.6	12.3	(0.9)	-	0.31	13.6	(0.4)
941	ADMITTING	13.3	16.1	15.7	15.6	15.6	2.8	0.03	-	15.4	2.1
942	COMMUNICATION	3.0	2.9	2.8	2.5	2.0	(0.2)	-	0.53	2.6	(0.4)
943	CENTRAL SCHEDULING	4.0	4.1	4.0	4.2	4.5	0.1	0.28	-	4.1	0.1
948	PEDRI	1.0	1.0	1.0	1.0	1.0	-	-	-	0.4	(0.6)
949	DENKER	3.0	3.0	3.0	3.0	3.0	(0.0)	0.00	-	3.2	0.2
950	OLIVER	2.2	2.2	2.2	2.1	2.3	0.0	0.18	-	2.2	0.0
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	0.0	-
953	STEWART	1.0	1.0	1.0	1.0	1.1	-	0.10	-	1.0	0.0
954	WHEELER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
955	AESTHETICS	0.3	-	-	-	-	(0.3)	-	-	0.0	(0.3)
956	KATTAN	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
957	STARLA LEETE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
958	VERONESE	-	-	-	-	-	-	-	-	0.0	-
959	GREWAL	1.0	1.0	2.3	-	-	-	-	-	1.2	0.2
960	SANDERS PA	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
961	DANSIE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
962	BOWERS	1.5	0.6	1.0	0.7	0.6	(1.0)	-	0.13	0.7	(0.8)
963	LONG	2.1	0.9	0.9	0.9	0.9	(1.2)	-	-	0.9	(1.2)
964	JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
966	OCC MED	-	1.2	1.1	1.0	1.0	1.2	0.00	-	1.1	1.1
967	PA PALINEK	1.0	1.0	0.9	1.0	1.0	-	-	-	1.0	(0.0)
969	PAWAR	2.0	2.0	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0
970	CROFTS	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
971	WAMSUTTER CLINIC	-	1.9	1.8	1.8	2.0	1.9	0.20	-	1.9	1.9
972	FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	-
973	LAURIDSEN	2.1	0.9	0.9	1.0	0.9	(1.2)	-	0.10	0.9	(1.2)
974	SMG ADMIN/BILLING	45.7	43.1	44.8	45.5	45.3	(2.6)	-	0.20	42.7	(3.0)
976	LEHMAN	1.3	0.8	0.9	0.8	0.8	(0.5)	-	-	0.8	(0.5)
978	HOSPITALIST	5.5	4.9	5.3	5.4	4.9	(0.6)	-	0.55	3.1	(2.4)
980	JENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
981	CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982	CHRISTENSEN	1.3	1.6	2.0	2.0	2.0	0.3	-	-	1.4	0.1
986	HANSON	1.0	1.0	0.6	0.9	1.0	-	0.10	-	0.9	(0.1)
988	CURRY	1.5	1.0	-	-	-	(0.5)	-	-	0.9	(0.6)
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	0.0	-
991	JAMIAS	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
992	ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
993	LIU	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
994	DUCK	1.0	1.0	0.7	0.9	1.1	0.0	0.11	-	0.9	(0.1)
995	WALKER	-	0.5	1.0	1.0	1.0	0.5	-	-	0.3	0.3
996	SARETTE	1.1	-	2.1	1.1	1.4	(1.1)	0.30	-	0.3	(0.8)
997	OUTSIDE CLINICS	-	-	-	0.1	-	-	-	0.11	1.1	1.1
TOTAL Paid FTEs (no Contr		482.2	471.0	477.8	468.0	469.2	(11.2)	1.2	-	462.6	(19.6)

## 20 PAYOR MIX-NOV



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Five months ending November 30, 2019

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	15.88%	15.31%	16.16%
Blue Cross	26.23%	24.25%	22.38%
Medicaid	8.98%	8.16%	8.96%
Medicare	38.63%	39.94%	41.13%
Self Pay	6.97%	8.37%	8.58%
Other	3.29%	3.98%	2.80%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	37.57%	21.89%	26.52%
Blue Cross	34.38%	32.99%	29.33%
Medicaid	11.75%	12.33%	12.86%
Medicare	28.17%	26.19%	25.22%
Self Pay	6.10%	6.14%	5.70%
Other	0.26%	0.60%	0.39%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

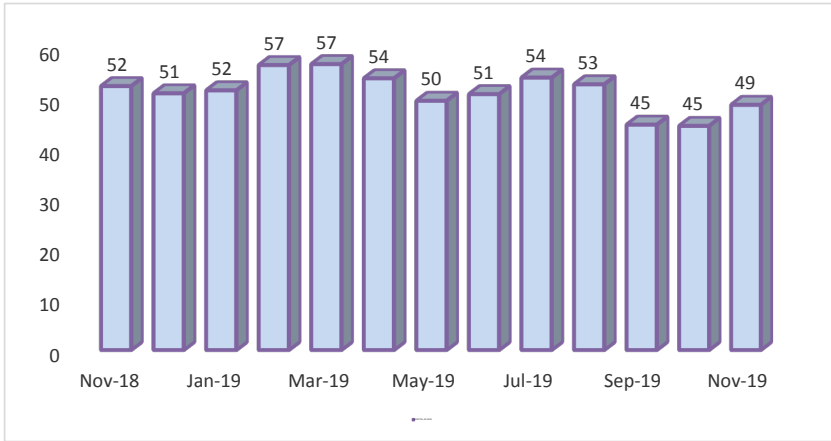
ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	37.57%	39.01%	43.41%
Blue Cross	30.09%	32.00%	21.43%
Medicaid	5.09%	3.53%	3.92%
Medicare	22.45%	20.85%	26.53%
Self Pay	4.42%	4.51%	3.76%
Other	0.38%	0.10%	0.94%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	16.63%	16.27%	17.48%
Blue Cross	26.96%	25.14%	23.02%
Medicaid	9.12%	8.44%	9.26%
Medicare	37.45%	38.43%	39.45%
Self Pay	6.85%	8.11%	8.25%
Other	2.99%	3.61%	2.55%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

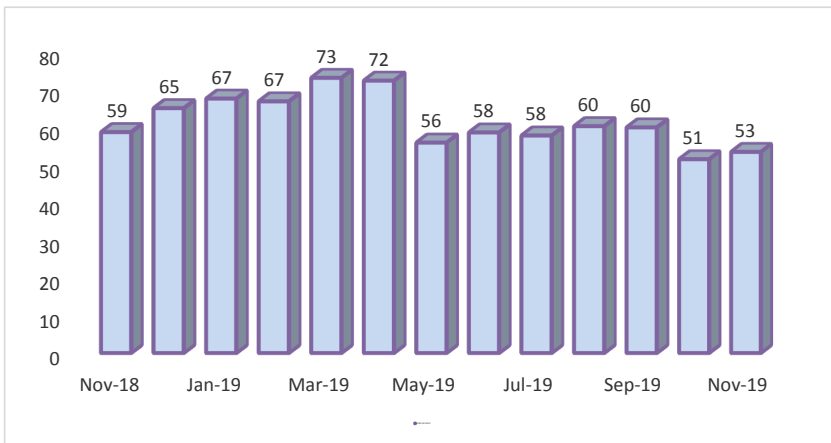
# Days in AR-Nov

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**11/30/19**

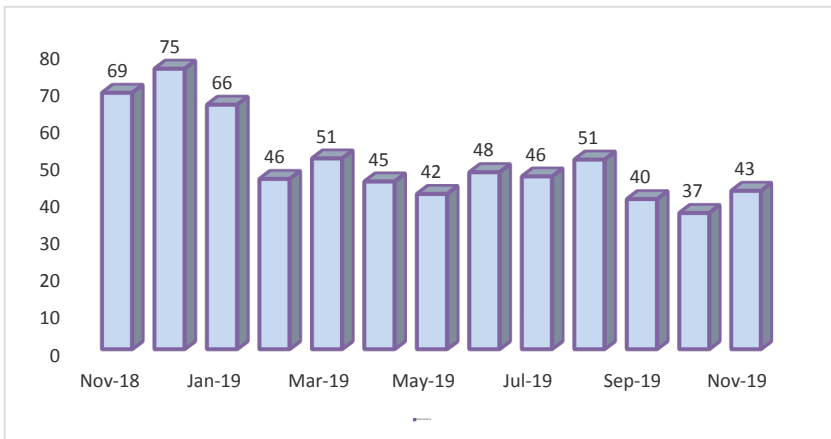
	<b>HOSPITAL AR DAYS</b>
Nov-18	52
Dec-18	51
Jan-19	52
Feb-19	57
Mar-19	57
Apr-19	54
May-19	50
Jun-19	51
Jul-19	54
Aug-19	53
Sep-19	45
Oct-19	45
Nov-19	49



	<b>CLINIC AR DAYS</b>
Nov-18	59
Dec-18	65
Jan-19	67
Feb-19	67
Mar-19	73
Apr-19	72
May-19	56
Jun-19	58
Jul-19	58
Aug-19	60
Sep-19	60
Oct-19	51
Nov-19	53



	<b>ORTHO AR DAYS</b>
Nov-18	69
Dec-18	75
Jan-19	66
Feb-19	46
Mar-19	51
Apr-19	45
May-19	42
Jun-19	48
Jul-19	46
Aug-19	51
Sep-19	40
Oct-19	37
Nov-19	43



## 20 BOARD LEGAL EXPENSE HISTORY-NOV

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

**FY 2020**

<b>CROWLEY FLECK ATTORNEYS</b>	<b>\$1,842.50</b>
<b>PHILLIPS LAW, LLC</b>	<b>\$18,513.56</b>
<b>SETTLEMENTS</b>	<b>\$50,000.00</b>
<b>Total FYTD 2020</b>	<b>\$70,356.06</b>



Cash Disbursements-Nov

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
CASH DISBURSEMENT SUMMARY FOR NOVEMBER 2019**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	856	7,451,931.46
CAPITAL EQUIPMENT (PLANT FUND)	6	68,867.17
CONSTRUCTION IN PROGRESS (BUILDING FUND)	6	332,086.98
PAYROLL NOVEMBER 10, 2019	N/A	1,425,521.98
PAYROLL NOVEMBER 27, 2019	N/A	1,476,906.22
TOTAL CASH OUTFLOW		<u>\$7,852,885.61</u>
CASH COLLECTIONS		\$6,497,276.03
INCREASE/DECREASE IN CASH		-\$1,355,609.58

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS  
FISCAL YEAR 2020**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
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<b>JULY TOTALS</b>					0.00	0.00
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CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001030	8/1/2019	HIGH DESERT CONSTRUCTION, INC	62,433.00	RETAINING WALL		
001031	8/1/2019	WESTERN ENGINEERS & GEOLOGI	4,434.00	CENTRAL PLANT UPGRADE		
001032	8/8/2019	PLAN ONE/ARCHITECTS	1,750.00	DIALYSIS SUITE RENOVATION		
001033	8/13/2019	CITY OF ROCK SPRINGS	13,155.00	CENTRAL PLANT UPGRADE		
W/T	8/16/2019	WELLS FARGO	108,210.68	WF DEBT SERVICE		
<b>AUGUST TOTALS</b>					189,982.68	189,982.68

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001034	9/5/2019	HIGH DESERT CONSTRUCTION, INC	19,474.20	RETAINING WALL		
001035	9/26/2019	ST+B ENGINEERING (SPACEK TIME	121,387.99	CENTRAL PLANT UPGRADE		
001036	9/26/2019	WESTERN ENGINEERS & GEOLOGI	2,912.50	RETAINING WALL		
W/T	9/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>SEPTEMBER TOTALS</b>					250,832.76	440,815.44

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001037	10/3/2019	VAUGHNS PLUMBING & HEATING	5,085.00	CENTRAL PLANT UPGRADE		
001042	10/10/2019	CLARK'S QUALITY ROOFING, INC	51,809.00	ICU ROOF REPLACEMENT		
001043	10/10/2019	HIGH DESERT CONSTRUCTION, INC	26,010.73	RETAINING WALL		
001044	10/10/2019	PLAN ONE/ARCHITECTS	260.00	SULENTICH SUITE		
001045	10/30/2019	R & D SWEEPING & ASPHALT MAINT	55,895.00	ASPHALT REPAIR AND SEAL		
W/T	10/11/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		

<b>OCTOBER TOTALS</b>					246,117.80	686,933.24
CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001046	11/13/2019	ST+B ENGINEERING (SPACEK TIME	18,503.88	CENTRAL PLANT UPGRADE		
001047	11/20/2019	B H INC.	136,645.38	CENTRAL PLANT UPGRADE		
001048	11/20/2019	INSULATION INC.	813.65	PHARMACY PROJECT		
001049	11/27/2019	CLARK'S QUALITY ROOFING, INC	44,241.00	ICU ROOF PROJECT		
001050	11/27/2019	R & D SWEEPING & ASPHALT MAINT	24,825.00	PARKING LOT PROJECT		
W/T	11/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
<b>NOVEMBER TOTALS</b>					332,086.98	1,019,020.22

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2020**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002254	7/11/2019	DIETARY FOOD MANAGEMENT	6,698.08	DFM TOUCH SCREEN REGISTER		
002255	7/11/2019	DIRECT SUPPLY	15,181.00	TILT SKILLET		
002256	7/11/2019	HOOD'S EQUIPMENT & SPRINKLER, LLC	8,394.00	REPLACEMENT MOWER		
002257	7/17/2019	CDW GOVERNMENT LLC	17,256.98	SECURITY CAMERA SYSTEM		
002258	7/17/2019	QUADRAMED CORPORATION	1,705.00	MUSE CARDIOLOGY IS		
<b>JULY TOTALS</b>					49,235.06	49,235.06

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002259	8/1/2019	DATEX-OHMEDA, INC.	22,779.97	PANDA WARMER FOR ED		
002260	8/1/2019	FISHER HEALTHCARE	2,384.42	ACCUSPIN CENTRIFUGE		
002261	8/1/2019	GE MEDICAL SYSTEMS INFO TECH	1,116.35	MUSE CARDIOLOGY		
002262	8/1/2019	SIEMENS MEDICAL SOLUTIONS USA	414,164.00	ACUSION ULTRASOUND SYSTEM		
002263	8/8/2019	CONVERGEONE, INC.	3,660.00	QUADRAMED QCPT HARDWARE		
002264	8/8/2019	DIETARY FOOD MANAGEMENT	623.00	DFM TOUCH SCREEN REGISTER		
002265	8/8/2019	FISHER HEALTHCARE	3,092.11	ACCUSPIN CENTRIFUGE		
002266	8/8/2019	WASATCH CONTROLS (HARRIS ACQUISITION)	27,137.03	SECURITY CAMERA SYSTEM		
002267	8/14/2019	FISHER HEALTHCARE	11,588.64	BLOOD BANK FREEZER		
002268	8/21/2019	CONVERGEONE, INC.	100,005.71	RUBRIK BACKUP SOLUTION		
002269	8/21/2019	FISHER HEALTHCARE	13,974.39	BLOOD BANK REFRIGERATOR		
002270	8/21/2019	GE HEALTHCARE FINANCIAL SERVICES	225,000.00	GE OPTIMA CT850 RT-16 FMV LEASE BUYOUT		
002271	8/21/2019	PERFORMANCE HEALTH SUPPLY INC	11,219.92	TREADMILL WITH HANDRAILS		
002272	8/21/2019	SCORPION HEALTHCARE LLC	25,000.00	WEBSITE REDESIGN AND HOSE SERVICE-INTERNET		
002273	8/21/2019	HILL-ROM	9,100.00	VEST AIRWAY CLEARANCE SYSTEM		
<b>AUGUST TOTALS</b>					870,845.54	920,080.60

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002274	9/5/2019	HOLOGIC, INC.	32,000.00	REFURBISHED THINPREP 2000 PROCESSOR		
002276	9/12/2019	STRYKER MEDICAL	20,766.46	ED BED/STRETCHERS		
002277	9/26/2019	SYNTHEX LTD	14,703.92	STRYKER NEPTUNE 3 WASTE MANAGEMENT SY		
<b>SEPTEMBER TOTALS</b>					67,470.38	987,550.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002278	10/3/2019	CDW GOVERNMENT LLC	9,900.00	QCPR 6.3 UPGRADE WITH LINUX SERVER		
002279	10/3/2019	VAPOTHERM INC.	24,200.00	VAPOTHERM		
002280	10/10/2019	QUADRAMED CORPORATION	11,500.00	QCPR 6.3 UPGRADE WITH LINUX SERVER		
<b>OCTOBER TOTALS</b>					45,600.00	1,033,150.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002281	11/13/2019	SYNTHEX LTD	19,029.46	TRAUMA IMPLANT SYSTEM		
002282	11/20/2019	CDW GOVERNMENT LLC	1,788.96	DELL PRECISION 5820 COMP TOWERS/MONITORS		
002283	11/20/2019	CONVERGEONE, INC.	14,737.50	CISCO CALL CENTER LICENSING FOR PFS		
002284	11/20/2019	WIELAND (SAUDER MANUFACTURING)	8,110.25	PATIENT ROOM GUEST CHAIRS		
002285	11/20/2019	SYNTHEX LTD	301.00	TRAUMA IMPLANT SYSTEM		
002286	11/27/2019	MRS SYSTEMS, INC	24,900.00	ASPEN BREAST REPORTING SYSTEM		
<b>NOVEMBER TOTALS</b>					68,867.17	1,102,018.15

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
11/30/19

Amount	Description
28,799.38	<b>Advertising Total</b>
30.00	<b>Auto Insurance Total</b>
5,895.36	<b>Billing Services Total</b>
19,338.03	<b>Blood Total</b>
19,200.00	<b>Building Lease Total</b>
2,491.18	<b>Cellular Telephone Total</b>
96,724.91	<b>Collection Agency Total</b>
292,754.25	<b>Computer Equipment Total</b>
1,494.13	<b>Consulting Fees Total</b>
163,118.03	<b>Contract Maintenance Total</b>
87,723.77	<b>Contract Personnel Total</b>
109,833.00	<b>Cost Report Settlement Total</b>
24,831.78	<b>Dental Insurance Total</b>
15,446.61	<b>Dialysis Supplies Total</b>
9,434.10	<b>Education &amp; Travel Total</b>
2,725.71	<b>Employee Recruitment Total</b>
6,580.76	<b>Employee Vision Plan Total</b>
110,584.03	<b>Equipment Lease Total</b>
26,138.54	<b>Food Total</b>
5,999.87	<b>Freight Total</b>
1,133.77	<b>Fuel Total</b>
1,984.02	<b>Garbage Collection Total</b>
728,795.96	<b>Group Health Total</b>
10.80	<b>Guest Relations Total</b>
203,420.79	<b>Hospital Supplies Total</b>
16,219.00	<b>Implant Supplies Total</b>
17,053.49	<b>Insurance Premium Total</b>
36,211.83	<b>Insurance Refund Total</b>
10.00	<b>Internet Services Total</b>
123,631.05	<b>Laboratory Services Total</b>
35,486.69	<b>Laboratory Supplies Total</b>
4,869.00	<b>Legal Fees Total</b>
60.00	<b>Licenses &amp; Taxes Total</b>
3,358.96	<b>Life Insurance Total</b>
410.40	<b>Linen Total</b>
12,400.00	<b>Lithotripsy Service Total</b>
148,978.38	<b>Locum Tenens Total</b>
154,599.04	<b>Maintenance &amp; Repair Total</b>
11,295.72	<b>Maintenance Supplies Total</b>
2,808.85	<b>Marketing &amp; Promotional Supplies Total</b>
27,669.62	<b>Med Surg Supplies Total</b>
2,895.25	<b>MHSC Foundation Total</b>
10,215.87	<b>Minor Equipment Total</b>
237.00	<b>Monthly Pest Control Total</b>
6,725.63	<b>Non Medical Supplies Total</b>
6,543.10	<b>Office Supplies Total</b>
15,085.00	<b>Other Employee Benefits Total</b>



## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## GENERAL FUND DISBURSEMENTS

11/30/19

11,436.65	<b>Other Purchased Services Total</b>
4,669.97	<b>Oxygen Rental Total</b>
29,756.38	<b>Patient Refund Total</b>
683.94	<b>Payroll Deduction Total</b>
7,160.64	<b>Payroll Garnishment Total</b>
3,000,000.00	<b>Payroll Transfer Total</b>
107.00	<b>Petty Cash Total</b>
1,012,532.32	<b>Pharmacy Management Total</b>
161,354.05	<b>Physician Services Total</b>
34,292.15	<b>Physician Student Loan Total</b>
5,000.00	<b>Postage Total</b>
55,684.29	<b>Professional Service Total</b>
516.50	<b>Radiation Monitoring Total</b>
497.16	<b>Radiology Film Total</b>
24,055.42	<b>Radiology Material Total</b>
7.48	<b>Reimbursement - Badge Balance Total</b>
12,769.03	<b>Reimbursement - CME Total</b>
26,293.41	<b>Reimbursement - Education &amp; Travel Total</b>
286.64	<b>Reimbursement - Garnishment Total</b>
51.00	<b>Reimbursement - Lagoon Pass Total</b>
1,521.70	<b>Reimbursement - Other Purchased Services Total</b>
478.60	<b>Reimbursement - Physician Recruitment Total</b>
150.00	<b>Reimbursement - Uniforms Total</b>
185.90	<b>Reimbursement -Supplies Total</b>
270,036.10	<b>Retirement Total</b>
1,351.80	<b>Sales Tax Payment Total</b>
50.00	<b>Scholarship Total</b>
4,544.38	<b>Scrub Sale Deductions Total</b>
10,000.00	<b>Settlement Total</b>
1,370.00	<b>Sleep Studies Total</b>
4,137.00	<b>Sponsorship Total</b>
570.00	<b>Surgery Equipment Total</b>
71,548.24	<b>Surgery Supplies Total</b>
1,278.82	<b>Transcription Services Total</b>
177.96	<b>Translation Services Total</b>
434.12	<b>Unclaimed Property Total</b>
505.33	<b>Uniforms Total</b>
89,279.10	<b>Utilities Total</b>
670.19	<b>Waste Disposal Total</b>
5,235.53	<b>Workman's Comp Total</b>
7,451,931.46	<b>Grand Total</b>

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Check Number	Date	Vendor Check Name	Amount	Description
166991	11/7/2019	RUMOR ADVERTISING	5,384.36	Advertising
167010	11/7/2019	THE RADIO NETWORK	3,166.66	Advertising
167475	11/27/2019	BIG THICKET BROADCASTING	6,387.50	Advertising
167483	11/27/2019	CASPER STAR TRIBUNE	53.13	Advertising
167527	11/27/2019	KEMMERER GAZETTE	292.00	Advertising
167571	11/27/2019	SUBLETTE EXAMINER	538.50	Advertising
167575	11/27/2019	SWEETWATER NOW, LLC	2,900.00	Advertising
167551	11/27/2019	PILOT BUTTE BROADCASTING	655.00	Advertising
167552	11/27/2019	PINEDALE ROUNDUP	325.00	Advertising
167588	11/27/2019	UINTA COUNTY HERALD	87.00	Advertising
EFT000000005354	11/7/2019	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000005360	11/7/2019	ROCKET MINER	2,538.51	Advertising
EFT000000005374	11/13/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000005390	11/20/2019	LAMAR ADVERTISING	700.00	Advertising
EFT000000005394	11/20/2019	ROCKET MINER	1,652.00	Advertising
EFT000000005405	11/27/2019	GREEN RIVER STAR	785.00	Advertising
EFT000000005407	11/27/2019	LAMAR ADVERTISING	391.00	Advertising
EFT000000005412	11/27/2019	ROCKET MINER	33.72	Advertising
167158	11/13/2019	THE HARTFORD	30.00	Auto Insurance
167087	11/13/2019	EXPRESS MEDICAID BILLING SERV	1,533.76	Billing Services
167164	11/13/2019	TRUE COMMERCE, INC	111.60	Billing Services
167557	11/27/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
167023	11/7/2019	VITALANT	10,915.92	Blood
167592	11/27/2019	VITALANT	8,422.11	Blood
167214	11/20/2019	BIG SANDY CLINIC	2,200.00	Building Lease
167208	11/20/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
167225	11/20/2019	HILLTOP PROPERTIES, LLC	13,500.00	Building Lease
167021	11/7/2019	VERIZON WIRELESS, LLC	2,491.18	Cellular Telephone
167024	11/7/2019	WAKEFIELD & ASSOCIATES, INC.	43,986.67	Collection Agency
167593	11/27/2019	WAKEFIELD & ASSOCIATES, INC.	52,738.24	Collection Agency
167071	11/13/2019	CDW GOVERNMENT LLC	21,977.93	Computer Equipment
167200	11/20/2019	CDW GOVERNMENT LLC	8,748.44	Computer Equipment
167484	11/27/2019	CDW GOVERNMENT LLC	38,200.00	Computer Equipment
167500	11/27/2019	DELL COMPUTER CORPORATION	223,827.88	Computer Equipment
167104	11/13/2019	HOMEWOOD SUITES	389.13	Consulting Fees
166981	11/7/2019	PLAN ONE/ARCHITECTS	1,105.00	Consulting Fees
166979	11/7/2019	PHILIPS HEALTHCARE	477.61	Contract Maintenance
167027	11/7/2019	SENCORP WHITE, INC	5,125.00	Contract Maintenance
167097	11/13/2019	GREENSHADES SOFTWARE	43.50	Contract Maintenance
167131	11/13/2019	PHILIPS HEALTHCARE	2,432.98	Contract Maintenance
167133	11/13/2019	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
167137	11/13/2019	REMI CORPORATION	2,739.79	Contract Maintenance
166930	11/7/2019	CONVERGEONE, INC.	1,109.88	Contract Maintenance
167028	11/7/2019	WYODATA SECURITY INC.	1,095.00	Contract Maintenance
167030	11/7/2019	WYOMING CANCER SURVEILLANCE	3,175.00	Contract Maintenance
167046	11/13/2019	ABILITY NETWORK INC.	769.65	Contract Maintenance
167124	11/13/2019	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
167132	11/13/2019	PLANETREE INTERNATIONAL	35,000.00	Contract Maintenance
167486	11/27/2019	CHANGE HEALTHCARE SOLUTIONS, LLC	4,011.94	Contract Maintenance
167202	11/20/2019	CITRIX SYSTEMS, INC.	1,704.66	Contract Maintenance
167515	11/27/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
167520	11/27/2019	IBM CORPORATION	345.00	Contract Maintenance
167546	11/27/2019	OPTIMIS CORP	200.00	Contract Maintenance

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167244	11/20/2019	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
167243	11/20/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
167247	11/20/2019	PROVIDER ADVANTAGE NW INC	2,280.00	Contract Maintenance
167559	11/27/2019	REMI CORPORATION	2,739.79	Contract Maintenance
167256	11/20/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
167582	11/27/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
167204	11/20/2019	CONNECTIONS	18,044.56	Contract Maintenance
167508	11/27/2019	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Contract Maintenance
167521	11/27/2019	ICONTRACTS	401.00	Contract Maintenance
167524	11/27/2019	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
167242	11/20/2019	NEXTGEN HEALTHCARE, INC.	2,000.00	Contract Maintenance
167553	11/27/2019	PLANETREE INTERNATIONAL	1,034.00	Contract Maintenance
167664	11/27/2019	PLANETREE/LANGUAGE OF CARING	882.00	Contract Maintenance
167587	11/27/2019	TRUE COMMERCE, INC	3,295.49	Contract Maintenance
167276	11/20/2019	WYODATA SECURITY INC.	1,079.00	Contract Maintenance
167595	11/27/2019	WYODATA SECURITY INC.	1,235.00	Contract Maintenance
EFT000000005359	11/7/2019	QUINTECH, INC.	10,450.22	Contract Maintenance
EFT000000005397	11/20/2019	STATE FIRE DC SPECIALTIES	17,579.75	Contract Maintenance
EFT000000005416	11/27/2019	T-SYSTEM, INC	12,761.01	Contract Maintenance
W/T	11/7/2019	APEX EDI OCT	67.00	Contract Maintenance
W/T	11/14/2019	ZENITH 11/14/19	192.60	Contract Maintenance
W/T	11/20/2019	CARE CLOUD 11/20/19	349.00	Contract Maintenance
W/T	11/20/2019	GATEWAY EDI 11/20/2019	3,725.00	Contract Maintenance
166939	11/7/2019	FOCUSONE SOLUTIONS LLC	1,265.01	Contract Personnel
167086	11/13/2019	ELWOOD STAFFING SERVICES, INC	54.36	Contract Personnel
167092	11/13/2019	FOCUSONE SOLUTIONS LLC	18,369.61	Contract Personnel
166951	11/7/2019	JIM LANE	2,728.00	Contract Personnel
166994	11/7/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
167143	11/13/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
167220	11/20/2019	FOCUSONE SOLUTIONS LLC	22,983.24	Contract Personnel
167510	11/27/2019	FOCUSONE SOLUTIONS LLC	20,283.55	Contract Personnel
167257	11/20/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
167564	11/27/2019	SIGNATURE STAFF RESOURCES, LLC	4,640.00	Contract Personnel
167464	11/26/2019	NORDIAN ADMINISTRATIVE SERVICES	109,833.00	Cost Report Settlement
166933	11/7/2019	DELTA DENTAL	1,565.60	Dental Insurance
167501	11/27/2019	DELTA DENTAL	23,266.18	Dental Insurance
166944	11/7/2019	HENRY SCHEIN INC	124.95	Dialysis Supplies
167099	11/13/2019	HENRY SCHEIN INC	158.70	Dialysis Supplies
166941	11/7/2019	FRESENIUS USA MARKETING, INC.	1,303.42	Dialysis Supplies
167093	11/13/2019	FRESENIUS USA MARKETING, INC.	1,009.46	Dialysis Supplies
167516	11/27/2019	HENRY SCHEIN INC	220.00	Dialysis Supplies
167221	11/20/2019	FRESENIUS USA MARKETING, INC.	9,248.33	Dialysis Supplies
167511	11/27/2019	FRESENIUS USA MARKETING, INC.	3,381.75	Dialysis Supplies
167175	11/13/2019	WYOMING MEDICAL SOCIETY	950.00	Education & Travel
166957	11/7/2019	LARRY D. MACY	1,350.00	Education & Travel
166976	11/7/2019	OCCUPATIONAL MARKETING, INC.	1,250.00	Education & Travel
167036	11/7/2019	R.S. CHAMBER OF COMMERCE	139.00	Education & Travel
167041	11/11/2019	DQE, INC	4,300.00	Education & Travel
167142	11/13/2019	SAFETY COMPLIANCE MANAGEMENT, INC.	1,178.10	Education & Travel
166973	11/7/2019	MY EDUCATIONAL RESOURCES	32.00	Education & Travel
167255	11/20/2019	SHSMD ANNUAL CONFERENCE	235.00	Education & Travel
166948	11/7/2019	INSIGHT INVESTIGATIONS, INC	1,036.00	Employee Recruitment
167101	11/13/2019	HOLIDAY INN - ROCK SPRINGS	674.71	Employee Recruitment
167517	11/27/2019	HOLIDAY INN - ROCK SPRINGS	75.00	Employee Recruitment

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EFT000000005379	11/13/2019	SST TESTING +, INC.	940.00	Employee Recruitment
167022	11/7/2019	VISION SERVICE PLAN - WY	6,580.76	Employee Vision Plan
166923	11/7/2019	CAREFUSION SOLUTIONS, LLC	22,371.02	Equipment Lease
166993	11/7/2019	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
167018	11/7/2019	US BANK EQUIPMENT FINANCE	1,129.18	Equipment Lease
167029	11/7/2019	WYOMING RENTS, LLC	144.00	Equipment Lease
167077	11/13/2019	COPIER & SUPPLY COMPANY	2,965.00	Equipment Lease
167094	11/13/2019	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
167167	11/13/2019	US BANK EQUIPMENT FINANCE	1,376.32	Equipment Lease
167172	11/13/2019	WYOMING RENTS, LLC	290.00	Equipment Lease
167481	11/27/2019	CAREFUSION SOLUTIONS, LLC	21,293.00	Equipment Lease
167494	11/27/2019	COPIER & SUPPLY COMPANY	8,170.68	Equipment Lease
167245	11/20/2019	PITNEY BOWES INC	560.96	Equipment Lease
167563	11/27/2019	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
167272	11/20/2019	US BANK EQUIPMENT FINANCE	2,343.52	Equipment Lease
166937	11/7/2019	F B MCFADDEN WHOLESALE	3,469.80	Food
166962	11/7/2019	MEADOW GOLD DAIRY	381.39	Food
166975	11/7/2019	NICHOLAS & CO INC	4,777.90	Food
167007	11/7/2019	SYSCO INTERMOUNTAIN FOOD	8,770.78	Food
167025	11/7/2019	WESTERN WYOMING BEVERAGES INC	1,221.19	Food
167089	11/13/2019	F B MCFADDEN WHOLESALE	2,189.58	Food
167217	11/20/2019	F B MCFADDEN WHOLESALE	2,648.24	Food
167505	11/27/2019	F B MCFADDEN WHOLESALE	1,159.20	Food
167504	11/27/2019	FARMER BROS CO	374.66	Food
EFT000000005349	11/7/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	523.00	Food
EFT000000005351	11/7/2019	FARMER BROS CO	622.80	Food
167090	11/13/2019	FED EX	29.54	Freight
167506	11/27/2019	FED EX	52.97	Freight
167585	11/27/2019	TRIOSE, INC	5,917.36	Freight
166985	11/7/2019	RED HORSE OIL COMPANIES INC	1,133.77	Fuel
167005	11/7/2019	SWEETWATER COUNTY SOLID WASTE	15.00	Garbage Collection
EFT000000005380	11/13/2019	WWS - ROCK SPRINGS	1,969.02	Garbage Collection
W/T	11/29/2019	UUHP 11/27/2019	163.40	Group Health
W/T	11/2/2019	BCBS FURTHER FLEX 10/30/2019	166.77	Group Health
W/T	11/15/2019	BCBS FURTHER FLEX 11/13/19	246.95	Group Health
W/T	11/22/2019	BCBS FURTHER FLEX ADMIN FEE	306.00	Group Health
W/T	11/25/2019	UUHP 11/12/19	325.39	Group Health
W/T	11/8/2019	BCBS FURTHER FLEX 11/6/2019	458.11	Group Health
W/T	11/15/2019	BCBS FURTHER FLEX 11/20/2019	1,376.62	Group Health
W/T	11/29/2019	BCBS 11/22/19	102,009.89	Group Health
W/T	11/8/2019	BCBS 11/1/19	113,088.40	Group Health
W/T	11/15/2019	BCBS 11/8/19	122,861.09	Group Health
W/T	11/22/2019	BCBS 11/15/19	139,987.95	Group Health
W/T	11/1/2019	BCBS 10/25/19	247,805.39	Group Health
167474	11/27/2019	BEST HOME HEALTH	10.80	Guest Relations
166906	11/7/2019	ABBOTT LABORATORIES	1,437.37	Hospital Supplies
166907	11/7/2019	AESCLAP INC	252.16	Hospital Supplies
166911	11/7/2019	APPLIED MEDICAL	3,666.00	Hospital Supplies
166912	11/7/2019	ARGON MEDICAL	274.00	Hospital Supplies
166913	11/7/2019	B BRAUN MEDICAL INC.	108.00	Hospital Supplies
166917	11/7/2019	BOSTON SCIENTIFIC CORP	1,931.49	Hospital Supplies
166932	11/7/2019	C.R. BARD, INC.	392.88	Hospital Supplies
166922	11/7/2019	CARDINAL HEALTH/V. MUELLER	18,659.86	Hospital Supplies
166929	11/7/2019	CONE INSTRUMENTS	140.99	Hospital Supplies

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166931	11/7/2019	COOK MEDICAL INCORPORATED	3,011.28	Hospital Supplies
166934	11/7/2019	DJ ORTHOPEDICS, LLC	247.77	Hospital Supplies
166943	11/7/2019	HEALTHCARE LOGISTICS INC	61.55	Hospital Supplies
166945	11/7/2019	HOLOGIC, INC.	8,386.00	Hospital Supplies
166946	11/7/2019	HULL ANESTHESIA INC	92.50	Hospital Supplies
166947	11/7/2019	INNOVATIVE PRODUCTS INC.	130.95	Hospital Supplies
166949	11/7/2019	J & J HEALTH CARE SYSTEMS INC	1,533.67	Hospital Supplies
167003	11/7/2019	LEICA BIOSYSTEMS RICHMOND	192.84	Hospital Supplies
166961	11/7/2019	MCKESSON MEDICAL-SURGICAL	369.87	Hospital Supplies
166965	11/7/2019	MEDTRONIC, USA	280.00	Hospital Supplies
166970	11/7/2019	MINDRAY DS USA, INC.	180.18	Hospital Supplies
166977	11/7/2019	OLYMPUS AMERICA INC	3,637.22	Hospital Supplies
166978	11/7/2019	OWENS & MINOR 90005430	59.81	Hospital Supplies
166984	11/7/2019	RADIOMETER AMERICA INC	423.68	Hospital Supplies
166987	11/7/2019	RESMED CORP	170.00	Hospital Supplies
166988	11/7/2019	RESPIRONICS	463.00	Hospital Supplies
166998	11/7/2019	STERIS CORPORATION	442.86	Hospital Supplies
167014	11/7/2019	TRI-ANIM HEALTH SERVICES INC	115.08	Hospital Supplies
167020	11/7/2019	VERATHON INC.	180.00	Hospital Supplies
167048	11/13/2019	AESCLAP INC	270.82	Hospital Supplies
167059	11/13/2019	B BRAUN MEDICAL INC.	1,400.00	Hospital Supplies
167058	11/13/2019	BAYER HEALTHCARE LLC	1,871.40	Hospital Supplies
167069	11/13/2019	CARDINAL HEALTH/V. MUELLER	15,476.36	Hospital Supplies
167076	11/13/2019	COOK MEDICAL INC.	220.34	Hospital Supplies
167084	11/13/2019	DIAGNOSTIGA STAGO INC	1,391.42	Hospital Supplies
167098	11/13/2019	HEALTHCARE LOGISTICS INC	158.75	Hospital Supplies
167102	11/13/2019	HOLOGIC, INC.	1,006.00	Hospital Supplies
167153	11/13/2019	LEICA BIOSYSTEMS RICHMOND	273.83	Hospital Supplies
167113	11/13/2019	MARK COSTELLO COMPANY	1,010.78	Hospital Supplies
167125	11/13/2019	OLYMPUS AMERICA INC	596.88	Hospital Supplies
167127	11/13/2019	OWENS & MINOR 90005430	11,942.38	Hospital Supplies
167130	11/13/2019	PERFORMANCE HEALTH SUPPLY INC	216.26	Hospital Supplies
167134	11/13/2019	QUESET MEDICAL	83.10	Hospital Supplies
167136	11/13/2019	RADIOMETER AMERICA INC	3,578.39	Hospital Supplies
167146	11/13/2019	SMITH & NEPHEW WOUND MGT DIV	3,600.00	Hospital Supplies
167147	11/13/2019	SPACELABS MEDICAL	4,929.32	Hospital Supplies
167161	11/13/2019	TRAIL RIDGE PRODUCTS INC	401.67	Hospital Supplies
167163	11/13/2019	TRI-ANIM HEALTH SERVICES INC	2,306.87	Hospital Supplies
167170	11/13/2019	WAXIE SANITARY SUPPLY	157.83	Hospital Supplies
167079	11/13/2019	CR BARD, INC	195.00	Hospital Supplies
167085	11/13/2019	EDGE PHARMACEUTICALS, LLC	246.85	Hospital Supplies
167123	11/13/2019	NANOSONICS, INC	125.00	Hospital Supplies
167185	11/20/2019	AESCLAP INC	293.23	Hospital Supplies
167467	11/27/2019	ALLEN MEDICAL SYSTEMS INC	418.00	Hospital Supplies
167188	11/20/2019	AMAZON.COM CREDIT PLAN	4,806.25	Hospital Supplies
167468	11/27/2019	AMAZON.COM CREDIT PLAN	662.26	Hospital Supplies
167190	11/20/2019	APPLIED MEDICAL	2,510.00	Hospital Supplies
167469	11/27/2019	APPLIED MEDICAL	2,881.00	Hospital Supplies
167191	11/20/2019	ARTHREX INC.	370.00	Hospital Supplies
167470	11/27/2019	ARTHREX INC.	240.00	Hospital Supplies
167472	11/27/2019	B BRAUN MEDICAL INC.	1,761.90	Hospital Supplies
167471	11/27/2019	BAYER HEALTHCARE LLC	1,863.30	Hospital Supplies
167194	11/20/2019	BIOMET SPORTS MEDICINE	12,153.00	Hospital Supplies
167196	11/20/2019	BOSTON SCIENTIFIC CORP	523.00	Hospital Supplies



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167199	11/20/2019	CARDINAL HEALTH/V. MUELLER	15,449.43	Hospital Supplies
167480	11/27/2019	CARDINAL HEALTH/V. MUELLER	16,270.84	Hospital Supplies
167482	11/27/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
167489	11/27/2019	CONE INSTRUMENTS	260.50	Hospital Supplies
167490	11/27/2019	CONMED CORPORATION	3,402.90	Hospital Supplies
167205	11/20/2019	COOK MEDICAL INC.	118.00	Hospital Supplies
167206	11/20/2019	COOK MEDICAL INCORPORATED	519.66	Hospital Supplies
167493	11/27/2019	COOK MEDICAL INCORPORATED	3,276.39	Hospital Supplies
167212	11/20/2019	DJ ORTHOPEDICS, LLC	90.63	Hospital Supplies
167514	11/27/2019	HEALTHCARE LOGISTICS INC.	76.90	Hospital Supplies
167519	11/27/2019	HULL ANESTHESIA INC	92.50	Hospital Supplies
167525	11/27/2019	KARL STORZ ENDOSCOPY-AMERICA	2,624.46	Hospital Supplies
167573	11/27/2019	LEICA BIOSYSTEMS RICHMOND	1,180.57	Hospital Supplies
167238	11/20/2019	M V A P MEDICAL SUPPLIES, INC.	100.00	Hospital Supplies
167542	11/27/2019	M V A P MEDICAL SUPPLIES, INC.	63.00	Hospital Supplies
167231	11/20/2019	MARKET LAB, INC	131.11	Hospital Supplies
167663	11/27/2019	MARSHALL INDUSTRIES	543.90	Hospital Supplies
167233	11/20/2019	MCKESSON MEDICAL-SURGICAL	329.56	Hospital Supplies
167533	11/27/2019	MCKESSON MEDICAL-SURGICAL	176.98	Hospital Supplies
167236	11/20/2019	MEDTRONIC, USA	13,630.00	Hospital Supplies
167544	11/27/2019	NATUS MEDICAL INC	261.12	Hospital Supplies
167548	11/27/2019	OWENS & MINOR 90005430	15.00	Hospital Supplies
167549	11/27/2019	PERFORMANCE HEALTH SUPPLY INC	61.73	Hospital Supplies
167246	11/20/2019	PREFERRED MEDICAL PRODUCTS	177.60	Hospital Supplies
167264	11/20/2019	STERIS CORPORATION	1,817.23	Hospital Supplies
167570	11/27/2019	STRYKER MEDICAL	36.69	Hospital Supplies
167572	11/27/2019	SUREMARK CO	212.00	Hospital Supplies
167269	11/20/2019	TIDI PRODUCTS, LC	500.00	Hospital Supplies
167271	11/20/2019	TRI-ANIM HEALTH SERVICES INC	654.01	Hospital Supplies
167584	11/27/2019	TRI-ANIM HEALTH SERVICES INC	388.87	Hospital Supplies
167274	11/20/2019	UTAH MEDICAL PRODUCTS INC	306.00	Hospital Supplies
167591	11/27/2019	UTAH MEDICAL PRODUCTS INC	64.26	Hospital Supplies
167275	11/20/2019	WAXIE SANITARY SUPPLY	1,478.70	Hospital Supplies
EFT000000005348	11/7/2019	BREG INC	688.20	Hospital Supplies
EFT000000005353	11/7/2019	HARDY DIAGNOSTICS	414.70	Hospital Supplies
EFT000000005357	11/7/2019	PACIFIC MEDICAL LLC	280.00	Hospital Supplies
EFT000000005363	11/7/2019	STRYKER INSTRUMENTS	1,408.94	Hospital Supplies
EFT000000005367	11/13/2019	BEEKLEY CORPORATION	166.00	Hospital Supplies
EFT000000005369	11/13/2019	BREG INC	95.46	Hospital Supplies
EFT000000005371	11/13/2019	HARDY DIAGNOSTICS	888.30	Hospital Supplies
EFT000000005372	11/13/2019	IN PRO CORPORATION	574.30	Hospital Supplies
EFT000000005376	11/13/2019	OVATION MEDICAL	734.00	Hospital Supplies
EFT000000005381	11/13/2019	ZOLL MEDICAL CORPORATION	30.75	Hospital Supplies
EFT000000005385	11/20/2019	BREG INC	109.26	Hospital Supplies
EFT000000005389	11/20/2019	HARDY DIAGNOSTICS	1,297.56	Hospital Supplies
EFT000000005398	11/20/2019	STRYKER INSTRUMENTS	654.90	Hospital Supplies
EFT000000005399	11/27/2019	APPLIED CARDIAC SYSTEM	312.50	Hospital Supplies
EFT000000005403	11/27/2019	BREG INC	276.96	Hospital Supplies
EFT000000005406	11/27/2019	HARDY DIAGNOSTICS	317.17	Hospital Supplies
EFT000000005409	11/27/2019	OVATION MEDICAL	59.75	Hospital Supplies
EFT000000005415	11/27/2019	STRYKER INSTRUMENTS	906.73	Hospital Supplies
EFT000000005419	11/27/2019	ZOLL MEDICAL CORPORATION	605.07	Hospital Supplies
EFT000000005396	11/20/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,307.50	Hospital Supplies
167128	11/13/2019	PARAGON 28 INC.	10,629.00	Implant Supplies

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167270	11/20/2019	TREACE MEDICAL CONCEPTS, INC.	5,590.00	Implant Supplies
167017	11/7/2019	PROVIDENT LIFE & ACCIDENT	17,053.49	Insurance Premium
167032	11/7/2019	INSURANCE REFUND	844.27	Insurance Refund
167034	11/7/2019	INSURANCE REFUND	243.15	Insurance Refund
167341	11/22/2019	INSURANCE REFUND	123.98	Insurance Refund
167343	11/22/2019	INSURANCE REFUND	292.26	Insurance Refund
167457	11/22/2019	INSURANCE REFUND	141.40	Insurance Refund
167603	11/27/2019	INSURANCE REFUND	780.91	Insurance Refund
167338	11/22/2019	INSURANCE REFUND	56.05	Insurance Refund
167453	11/22/2019	INSURANCE REFUND	3,947.06	Insurance Refund
167602	11/27/2019	INSURANCE REFUND	711.59	Insurance Refund
167348	11/22/2019	INSURANCE REFUND	26.70	Insurance Refund
167349	11/22/2019	INSURANCE REFUND	49.07	Insurance Refund
167350	11/22/2019	INSURANCE REFUND	82.66	Insurance Refund
167339	11/22/2019	INSURANCE REFUND	302.00	Insurance Refund
167345	11/22/2019	INSURANCE REFUND	165.30	Insurance Refund
167353	11/22/2019	INSURANCE REFUND	337.38	Insurance Refund
167357	11/22/2019	INSURANCE REFUND	17,219.04	Insurance Refund
167358	11/22/2019	INSURANCE REFUND	608.00	Insurance Refund
167359	11/22/2019	INSURANCE REFUND	137.75	Insurance Refund
167340	11/22/2019	INSURANCE REFUND	569.05	Insurance Refund
167360	11/22/2019	INSURANCE REFUND	25.23	Insurance Refund
167346	11/22/2019	INSURANCE REFUND	234.66	Insurance Refund
167365	11/22/2019	INSURANCE REFUND	294.64	Insurance Refund
167455	11/22/2019	INSURANCE REFUND	469.95	Insurance Refund
167344	11/22/2019	INSURANCE REFUND	60.80	Insurance Refund
167342	11/22/2019	INSURANCE REFUND	191.03	Insurance Refund
167364	11/22/2019	INSURANCE REFUND	24.82	Insurance Refund
167278	11/20/2019	INSURANCE REFUND	18.76	Insurance Refund
167336	11/22/2019	INSURANCE REFUND	82.66	Insurance Refund
167337	11/22/2019	INSURANCE REFUND	80.85	Insurance Refund
167351	11/22/2019	INSURANCE REFUND	1,023.00	Insurance Refund
167644	11/27/2019	INSURANCE REFUND	385.70	Insurance Refund
167427	11/22/2019	INSURANCE REFUND	216.00	Insurance Refund
167352	11/22/2019	INSURANCE REFUND	98.83	Insurance Refund
167354	11/22/2019	INSURANCE REFUND	26.93	Insurance Refund
167355	11/22/2019	INSURANCE REFUND	55.10	Insurance Refund
167362	11/22/2019	INSURANCE REFUND	45.00	Insurance Refund
167458	11/22/2019	INSURANCE REFUND	619.40	Insurance Refund
167356	11/22/2019	INSURANCE REFUND	1,482.71	Insurance Refund
167456	11/22/2019	INSURANCE REFUND	3,554.92	Insurance Refund
167661	11/27/2019	INSURANCE REFUND	61.75	Insurance Refund
167361	11/22/2019	INSURANCE REFUND	272.83	Insurance Refund
167363	11/22/2019	INSURANCE REFUND	123.54	Insurance Refund
167347	11/22/2019	INSURANCE REFUND	125.10	Insurance Refund
167174	11/13/2019	WYOMING.COM	10.00	Internet Services
167116	11/13/2019	METABOLIC NEWBORN SCREENING	3,444.00	Laboratory Services
167532	11/27/2019	MAYO COLLABORATIVE SERVICES, INC.	934.20	Laboratory Services
167539	11/27/2019	METABOLIC NEWBORN SCREENING	2,200.00	Laboratory Services
167187	11/20/2019	ALLERMETRIX INC	2,509.00	Laboratory Services
EFT000000005401	11/27/2019	ARUP LABORATORIES, INC.	58,314.29	Laboratory Services
166914	11/7/2019	BECKMAN COULTER, INC	4,078.98	Laboratory Supplies
166920	11/7/2019	CANCER DIAGNOSTICS, INC	88.45	Laboratory Supplies
166921	11/7/2019	CARDINAL HEALTH	6,030.26	Laboratory Supplies

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166925	11/7/2019	CEPHEID	4,240.80	Laboratory Supplies
166938	11/7/2019	FISHER HEALTHCARE	5,883.72	Laboratory Supplies
166959	11/7/2019	LIFELOC TECHNOLOGIES	195.75	Laboratory Supplies
166963	11/7/2019	MEDIVATORS REPROCESSING SYSTEM	145.00	Laboratory Supplies
166968	11/7/2019	MESA LABORATORIES	60.50	Laboratory Supplies
167001	11/7/2019	STRECK LABORATORIES INC	249.81	Laboratory Supplies
167015	11/7/2019	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
167054	11/13/2019	ANAEROBE SYSTEMS	36.55	Laboratory Supplies
167060	11/13/2019	BECKMAN COULTER, INC	204.33	Laboratory Supplies
167068	11/13/2019	CARDINAL HEALTH	30,979.08	Laboratory Supplies
167091	11/13/2019	FISHER HEALTHCARE	3,846.33	Laboratory Supplies
166980	11/7/2019	PIPETTE.COM	320.00	Laboratory Supplies
166997	11/7/2019	STATLAB MEDICAL PRODUCTS, INC	131.88	Laboratory Supplies
167062	11/13/2019	BIOFIRE DIAGNOSTICS, LLC	3,516.00	Laboratory Supplies
167151	11/13/2019	STATLAB MEDICAL PRODUCTS, INC	425.81	Laboratory Supplies
167473	11/27/2019	BECKMAN COULTER, INC	197.91	Laboratory Supplies
167198	11/20/2019	CARDINAL HEALTH	330.08	Laboratory Supplies
167479	11/27/2019	CARDINAL HEALTH	455.35	Laboratory Supplies
167201	11/20/2019	CEPHEID	220.00	Laboratory Supplies
167485	11/27/2019	CEPHEID	12,048.50	Laboratory Supplies
167219	11/20/2019	FISHER HEALTHCARE	1,806.59	Laboratory Supplies
167509	11/27/2019	FISHER HEALTHCARE	3,731.47	Laboratory Supplies
167234	11/20/2019	MEDI BADGE INC.	303.81	Laboratory Supplies
167535	11/27/2019	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
167226	11/20/2019	PLATINUM CODE	105.06	Laboratory Supplies
167476	11/27/2019	BIOFIRE DIAGNOSTICS, LLC	4,650.00	Laboratory Supplies
EFT000000005347	11/7/2019	BIO-RAD LABORATORIES	237.04	Laboratory Supplies
EFT000000005356	11/7/2019	ORTHO-CLINICAL DIAGNOSTICS INC	245.45	Laboratory Supplies
EFT000000005368	11/13/2019	BIO-RAD LABORATORIES	1,305.64	Laboratory Supplies
EFT000000005384	11/20/2019	BIO-RAD LABORATORIES	2,843.65	Laboratory Supplies
EFT000000005392	11/20/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,864.25	Laboratory Supplies
EFT000000005402	11/27/2019	BIO-RAD LABORATORIES	321.00	Laboratory Supplies
EFT000000005411	11/27/2019	PDC HEALTHCARE	223.20	Laboratory Supplies
167550	11/27/2019	PHILLIPS LAW, LLC	4,869.00	Legal Fees
167277	11/20/2019	WYOMING SECRETARY OF STATE	60.00	Licenses & Taxes
166974	11/7/2019	NEW YORK LIFE INSURANCE COMPANY	3,358.96	Life Insurance
167260	11/20/2019	STANDARD TEXTILE	410.40	Linen
167597	11/27/2019	WYOMING UROLOGICAL SERVICES, LP	12,400.00	Lithotripsy Service
167075	11/13/2019	COMPHEALTH, INC.	24,970.23	Locum Tenens
167171	11/13/2019	WEATHERBY LOCUMS, INC	54,734.58	Locum Tenens
167168	11/13/2019	DR. WAGNER VERONESE	500.00	Locum Tenens
167512	11/27/2019	GAMMA WEST BRACHYTHERAPY, LLC	24,076.00	Locum Tenens
167108	11/13/2019	DR. JANENE GLYN	25,587.33	Locum Tenens
167111	11/13/2019	LOCUM TENENS.COM	19,110.24	Locum Tenens
166916	11/7/2019	BOBCAT OF CASPER	13,610.52	Maintenance & Repair
167078	11/13/2019	COUNTERWISE	1,601.28	Maintenance & Repair
167176	11/13/2019	WYOMING TRUCKS AND CARS INC	260.00	Maintenance & Repair
167002	11/7/2019	SUMMIT BIOMEDICAL SERVICES, LLC	1,200.00	Maintenance & Repair
167026	11/7/2019	WESTERN ENGINEERS & GEOLOGISTS, INC.	4,575.80	Maintenance & Repair
167083	11/13/2019	DAN'S TIRE SERVICE	16.00	Maintenance & Repair
167100	11/13/2019	HIGH DESERT CONSTRUCTION	53,895.84	Maintenance & Repair
167122	11/13/2019	MITCHELL ACOUSTICS, INC	34,858.00	Maintenance & Repair
167184	11/20/2019	AAMI	84.00	Maintenance & Repair
167495	11/27/2019	COUNTERWISE	4,801.93	Maintenance & Repair

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167497	11/27/2019	CUMMINS ROCKY MOUNTAIN, LLC	420.21	Maintenance & Repair
167599	11/27/2019	WYOMING TRUCKS AND CARS INC	75.00	Maintenance & Repair
167207	11/20/2019	CSESCO INC	9,227.66	Maintenance & Repair
167507	11/27/2019	FIRSTCHOICE FORD	237.00	Maintenance & Repair
167518	11/27/2019	HSS INC.	15,094.01	Maintenance & Repair
167522	11/27/2019	INDEPENDENT TEST & BALANCE	1,200.00	Maintenance & Repair
EFT000000005358	11/7/2019	PARTSSOURCE	810.67	Maintenance & Repair
EFT000000005362	11/7/2019	SERVCO	9,326.54	Maintenance & Repair
EFT000000005377	11/13/2019	PARTSSOURCE	1,379.79	Maintenance & Repair
EFT000000005386	11/20/2019	CARRIER COMMERCIAL SERVICE	894.51	Maintenance & Repair
EFT000000005393	11/20/2019	PARTSSOURCE	1,030.28	Maintenance & Repair
166928	11/7/2019	CODALE ELECTRIC SUPPLY, INC	284.02	Maintenance Supplies
166942	11/7/2019	GRAINGER	42.72	Maintenance Supplies
166926	11/7/2019	MSC INDUSTRIAL SUPPLY CO	470.70	Maintenance Supplies
167179	11/13/2019	ALPINE PURE SOFT WATER	1,014.30	Maintenance Supplies
167057	11/13/2019	BATTERY SYSTEMS	101.92	Maintenance Supplies
167064	11/13/2019	BLOEDORN LUMBER	107.07	Maintenance Supplies
167074	11/13/2019	CODALE ELECTRIC SUPPLY, INC	50.76	Maintenance Supplies
167096	11/13/2019	GRAINGER	1,097.36	Maintenance Supplies
167103	11/13/2019	HOME DEPOT	606.64	Maintenance Supplies
167072	11/13/2019	MSC INDUSTRIAL SUPPLY CO	470.70	Maintenance Supplies
167139	11/13/2019	ROCK SPRINGS WINLECTRIC CO	24.14	Maintenance Supplies
167192	11/20/2019	BARD ACCESS SYSTEMS	861.03	Maintenance Supplies
167488	11/27/2019	CODALE ELECTRIC SUPPLY, INC	1,712.17	Maintenance Supplies
167513	11/27/2019	GRAINGER	328.82	Maintenance Supplies
EFT000000005344	11/7/2019	ACE HARDWARE	331.76	Maintenance Supplies
EFT000000005346	11/7/2019	ALPINE PURE SOFT WATER	1,014.30	Maintenance Supplies
EFT000000005361	11/7/2019	ROCK SPRINGS WINNELSON CO	1,666.45	Maintenance Supplies
EFT000000005365	11/13/2019	ACE HARDWARE	188.74	Maintenance Supplies
EFT000000005395	11/20/2019	ROCK SPRINGS WINNELSON CO	22.23	Maintenance Supplies
EFT000000005413	11/27/2019	ROCK SPRINGS WINNELSON CO	168.59	Maintenance Supplies
EFT000000005417	11/27/2019	ULINE, INC	198.30	Maintenance Supplies
EFT000000005373	11/13/2019	PACE ANALYTICAL SERVICES, LLC	533.00	Maintenance Supplies
166982	11/7/2019	PURPLE LIZARDS, LLC	698.45	Marketing & Promotional Supplies
167011	11/7/2019	TIP TOP CLEANERS & EMBROIDERY	1,162.40	Marketing & Promotional Supplies
167248	11/20/2019	PURPLE LIZARDS, LLC	790.00	Marketing & Promotional Supplies
167555	11/27/2019	PURPLE LIZARDS, LLC	158.00	Marketing & Promotional Supplies
167061	11/13/2019	BECTON DICKINSON	178.40	Med Surg Supplies
167193	11/20/2019	BECTON DICKINSON	532.00	Med Surg Supplies
167237	11/20/2019	MERIT MEDICAL SYSTEMS, INC	282.95	Med Surg Supplies
167465	11/27/2019	MIADERM	624.00	Med Surg Supplies
167541	11/27/2019	MUSCULOSKELETAL TRANSPLANT FOUNDATION	684.62	Med Surg Supplies
167545	11/27/2019	NEOTRACT, INC.	23,400.00	Med Surg Supplies
167268	11/20/2019	TELEFLEX LLC	1,409.65	Med Surg Supplies
167578	11/27/2019	TELEFLEX LLC	558.00	Med Surg Supplies
167117	11/13/2019	MHSC-FOUNDATION	1,637.36	MHSC Foundation
167540	11/27/2019	MHSC-FOUNDATION	1,052.36	MHSC Foundation
167223	11/20/2019	HALL NOBLE & ASSOCIATES P.C.	205.53	MHSC Foundation
167477	11/27/2019	BLOXR SOLUTIONS LLC	833.75	Minor Equipment
167492	11/27/2019	CONTROL SOLUTIONS, INC	365.00	Minor Equipment
W/T	11/8/2019	SIEMENS EDI 11/8/2019	9,017.12	Minor Equipment
167579	11/27/2019	TERMINIX OF WYOMING	237.00	Monthly Pest Control
166964	11/7/2019	MEDLINE INDUSTRIES INC	1,565.84	Non Medical Supplies
167049	11/13/2019	ALADDIN TEMP-RITE LLC	78.40	Non Medical Supplies

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167095	11/13/2019	GLOBAL EQUIPMENT COMPANY	63.90	Non Medical Supplies
167114	11/13/2019	MEDLINE INDUSTRIES INC	1,200.86	Non Medical Supplies
167126	11/13/2019	ORIENTAL TRADING COMPANY	38.82	Non Medical Supplies
167145	11/13/2019	SMILEMAKERS	226.84	Non Medical Supplies
167222	11/20/2019	GLOBAL EQUIPMENT COMPANY	9.70	Non Medical Supplies
167235	11/20/2019	MEDLINE INDUSTRIES INC	640.87	Non Medical Supplies
167536	11/27/2019	MEDLINE INDUSTRIES INC	843.45	Non Medical Supplies
167547	11/27/2019	OPTUM360 LLC	2,056.95	Non Medical Supplies
166995	11/7/2019	STANDARD REGISTER COMPANY	89.54	Office Supplies
166996	11/7/2019	STAPLES BUSINESS ADVANTAGE	923.39	Office Supplies
167148	11/13/2019	STANDARD REGISTER COMPANY	506.69	Office Supplies
167149	11/13/2019	STAPLES BUSINESS ADVANTAGE	883.95	Office Supplies
167215	11/20/2019	ENCOMPASS GROUP, LLC	2,261.72	Office Supplies
167261	11/20/2019	STANDARD REGISTER COMPANY	175.37	Office Supplies
167565	11/27/2019	STANDARD REGISTER COMPANY	301.97	Office Supplies
167262	11/20/2019	STAPLES BUSINESS ADVANTAGE	512.62	Office Supplies
167566	11/27/2019	STAPLES BUSINESS ADVANTAGE	600.23	Office Supplies
EFT000000005414	11/27/2019	SMYTH PRINTING	287.62	Office Supplies
167012	11/7/2019	TRANSFORMATIONS FACE PAINTING, LLC	150.00	Other Employee Benefits
167038	11/7/2019	R.S. CHAMBER OF COMMERCE	12,555.00	Other Employee Benefits
167600	11/27/2019	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
EFT000000005382	11/20/2019	4IMPRINT, INC.	410.00	Other Employee Benefits
166940	11/7/2019	FOTOS BY JENNI	1,945.65	Other Purchased Services
166954	11/7/2019	JOY'S FLOWERS & GIFTS	56.50	Other Purchased Services
166958	11/7/2019	QUICK RESPONSE TAXI	275.00	Other Purchased Services
167110	11/13/2019	JOY'S FLOWERS & GIFTS	80.00	Other Purchased Services
167203	11/20/2019	CJ SIGNS	53.00	Other Purchased Services
167224	11/20/2019	HARPERDB, INC.	8,800.00	Other Purchased Services
167228	11/20/2019	JOY'S FLOWERS & GIFTS	111.50	Other Purchased Services
167230	11/20/2019	QUICK RESPONSE TAXI	40.00	Other Purchased Services
167531	11/27/2019	QUICK RESPONSE TAXI	30.00	Other Purchased Services
167561	11/27/2019	RSNB BANK	45.00	Other Purchased Services
EFT000000005345	11/7/2019	AIRGAS INTERMOUNTAIN INC	583.36	Oxygen Rental
EFT000000005366	11/13/2019	AIRGAS INTERMOUNTAIN INC	129.51	Oxygen Rental
EFT000000005383	11/20/2019	AIRGAS INTERMOUNTAIN INC	140.09	Oxygen Rental
EFT000000005400	11/27/2019	AIRGAS INTERMOUNTAIN INC	3,817.01	Oxygen Rental
167031	11/7/2019	PATIENT REFUND	130.00	Patient Refund
167033	11/7/2019	PATIENT REFUND	53.40	Patient Refund
167035	11/7/2019	PATIENT REFUND	7.40	Patient Refund
167178	11/13/2019	PATIENT REFUND	5.00	Patient Refund
167604	11/27/2019	PATIENT REFUND	86.00	Patient Refund
167605	11/27/2019	PATIENT REFUND	40.60	Patient Refund
167279	11/20/2019	PATIENT REFUND	50.00	Patient Refund
167280	11/20/2019	PATIENT REFUND	12.80	Patient Refund
167281	11/20/2019	PATIENT REFUND	91.77	Patient Refund
167366	11/22/2019	PATIENT REFUND	300.80	Patient Refund
167367	11/22/2019	PATIENT REFUND	17.29	Patient Refund
167368	11/22/2019	PATIENT REFUND	474.24	Patient Refund
167369	11/22/2019	PATIENT REFUND	466.16	Patient Refund
167370	11/22/2019	PATIENT REFUND	522.89	Patient Refund
167371	11/22/2019	PATIENT REFUND	22.40	Patient Refund
167372	11/22/2019	PATIENT REFUND	99.00	Patient Refund
167373	11/22/2019	PATIENT REFUND	268.80	Patient Refund
167374	11/22/2019	PATIENT REFUND	47.28	Patient Refund



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167459	11/22/2019	PATIENT REFUND	20.80	Patient Refund
167375	11/22/2019	PATIENT REFUND	110.45	Patient Refund
167282	11/20/2019	PATIENT REFUND	63.72	Patient Refund
167377	11/22/2019	PATIENT REFUND	223.20	Patient Refund
167378	11/22/2019	PATIENT REFUND	59.52	Patient Refund
167376	11/22/2019	PATIENT REFUND	795.21	Patient Refund
167606	11/27/2019	PATIENT REFUND	48.07	Patient Refund
167284	11/20/2019	PATIENT REFUND	75.00	Patient Refund
167285	11/20/2019	PATIENT REFUND	5.20	Patient Refund
167379	11/22/2019	PATIENT REFUND	223.20	Patient Refund
167283	11/20/2019	PATIENT REFUND	90.00	Patient Refund
167607	11/27/2019	PATIENT REFUND	30.00	Patient Refund
167380	11/22/2019	PATIENT REFUND	216.00	Patient Refund
167381	11/22/2019	PATIENT REFUND	332.88	Patient Refund
167382	11/22/2019	PATIENT REFUND	756.34	Patient Refund
167383	11/22/2019	PATIENT REFUND	344.08	Patient Refund
167384	11/22/2019	PATIENT REFUND	19.25	Patient Refund
167385	11/22/2019	PATIENT REFUND	276.00	Patient Refund
167286	11/20/2019	PATIENT REFUND	150.06	Patient Refund
167609	11/27/2019	PATIENT REFUND	25.00	Patient Refund
167608	11/27/2019	PATIENT REFUND	35.00	Patient Refund
167387	11/22/2019	PATIENT REFUND	149.76	Patient Refund
167287	11/20/2019	PATIENT REFUND	54.10	Patient Refund
167388	11/22/2019	PATIENT REFUND	27.42	Patient Refund
167389	11/22/2019	PATIENT REFUND	49.39	Patient Refund
167611	11/27/2019	PATIENT REFUND	8.80	Patient Refund
167610	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167612	11/27/2019	PATIENT REFUND	15.35	Patient Refund
167613	11/27/2019	PATIENT REFUND	629.00	Patient Refund
167390	11/22/2019	PATIENT REFUND	250.00	Patient Refund
167391	11/22/2019	PATIENT REFUND	223.82	Patient Refund
167392	11/22/2019	PATIENT REFUND	165.30	Patient Refund
167288	11/20/2019	PATIENT REFUND	5.00	Patient Refund
167614	11/27/2019	PATIENT REFUND	86.00	Patient Refund
167289	11/20/2019	PATIENT REFUND	45.00	Patient Refund
167393	11/22/2019	PATIENT REFUND	150.30	Patient Refund
167394	11/22/2019	PATIENT REFUND	92.64	Patient Refund
167395	11/22/2019	PATIENT REFUND	135.30	Patient Refund
167396	11/22/2019	PATIENT REFUND	200.29	Patient Refund
167397	11/22/2019	PATIENT REFUND	987.36	Patient Refund
167290	11/20/2019	PATIENT REFUND	10.61	Patient Refund
167398	11/22/2019	PATIENT REFUND	202.86	Patient Refund
167291	11/20/2019	PATIENT REFUND	25.00	Patient Refund
167615	11/27/2019	PATIENT REFUND	10.00	Patient Refund
167424	11/22/2019	PATIENT REFUND	73.78	Patient Refund
167292	11/20/2019	PATIENT REFUND	86.00	Patient Refund
167399	11/22/2019	PATIENT REFUND	417.60	Patient Refund
167400	11/22/2019	PATIENT REFUND	29.53	Patient Refund
167401	11/22/2019	PATIENT REFUND	68.25	Patient Refund
167402	11/22/2019	PATIENT REFUND	37.45	Patient Refund
167335	11/22/2019	PATIENT REFUND	15.00	Patient Refund
167616	11/27/2019	PATIENT REFUND	26.60	Patient Refund
167617	11/27/2019	PATIENT REFUND	25.00	Patient Refund
167293	11/20/2019	PATIENT REFUND	5.00	Patient Refund

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167386	11/22/2019	PATIENT REFUND	74.86	Patient Refund
167294	11/20/2019	PATIENT REFUND	273.00	Patient Refund
167403	11/22/2019	PATIENT REFUND	40.00	Patient Refund
167295	11/20/2019	PATIENT REFUND	21.54	Patient Refund
167618	11/27/2019	PATIENT REFUND	31.06	Patient Refund
167296	11/20/2019	PATIENT REFUND	9.12	Patient Refund
167404	11/22/2019	PATIENT REFUND	102.03	Patient Refund
167405	11/22/2019	PATIENT REFUND	105.72	Patient Refund
167297	11/20/2019	PATIENT REFUND	41.95	Patient Refund
167406	11/22/2019	PATIENT REFUND	69.50	Patient Refund
167619	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167620	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167407	11/22/2019	PATIENT REFUND	172.80	Patient Refund
167621	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167298	11/20/2019	PATIENT REFUND	5.60	Patient Refund
167622	11/27/2019	PATIENT REFUND	30.00	Patient Refund
167299	11/20/2019	PATIENT REFUND	60.00	Patient Refund
167300	11/20/2019	PATIENT REFUND	6.40	Patient Refund
167623	11/27/2019	PATIENT REFUND	5.00	Patient Refund
167301	11/20/2019	PATIENT REFUND	7.40	Patient Refund
167302	11/20/2019	PATIENT REFUND	222.00	Patient Refund
167624	11/27/2019	PATIENT REFUND	431.68	Patient Refund
167626	11/27/2019	PATIENT REFUND	30.20	Patient Refund
167303	11/20/2019	PATIENT REFUND	24.55	Patient Refund
167625	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167408	11/22/2019	PATIENT REFUND	25.01	Patient Refund
167409	11/22/2019	PATIENT REFUND	1,786.74	Patient Refund
167410	11/22/2019	PATIENT REFUND	218.66	Patient Refund
167627	11/27/2019	PATIENT REFUND	125.00	Patient Refund
167304	11/20/2019	PATIENT REFUND	89.00	Patient Refund
167411	11/22/2019	PATIENT REFUND	93.67	Patient Refund
167413	11/22/2019	PATIENT REFUND	62.62	Patient Refund
167414	11/22/2019	PATIENT REFUND	214.20	Patient Refund
167415	11/22/2019	PATIENT REFUND	515.63	Patient Refund
167305	11/20/2019	PATIENT REFUND	110.00	Patient Refund
167629	11/27/2019	PATIENT REFUND	35.00	Patient Refund
167630	11/27/2019	PATIENT REFUND	11.60	Patient Refund
167628	11/27/2019	PATIENT REFUND	5.00	Patient Refund
167631	11/27/2019	PATIENT REFUND	32.87	Patient Refund
167306	11/20/2019	PATIENT REFUND	120.00	Patient Refund
167632	11/27/2019	PATIENT REFUND	142.20	Patient Refund
167633	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167634	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167416	11/22/2019	PATIENT REFUND	51.57	Patient Refund
167528	11/27/2019	PATIENT REFUND	192.42	Patient Refund
167307	11/20/2019	PATIENT REFUND	2,029.94	Patient Refund
167417	11/22/2019	PATIENT REFUND	31.86	Patient Refund
167418	11/22/2019	PATIENT REFUND	57.90	Patient Refund
167635	11/27/2019	PATIENT REFUND	145.00	Patient Refund
167636	11/27/2019	PATIENT REFUND	60.00	Patient Refund
167637	11/27/2019	PATIENT REFUND	21.70	Patient Refund
167308	11/20/2019	PATIENT REFUND	499.24	Patient Refund
167309	11/20/2019	PATIENT REFUND	7.18	Patient Refund
167419	11/22/2019	PATIENT REFUND	56.26	Patient Refund

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167310	11/20/2019	PATIENT REFUND	20.00	Patient Refund
167638	11/27/2019	PATIENT REFUND	60.00	Patient Refund
167311	11/20/2019	PATIENT REFUND	40.00	Patient Refund
167639	11/27/2019	PATIENT REFUND	5.00	Patient Refund
167420	11/22/2019	PATIENT REFUND	90.82	Patient Refund
167312	11/20/2019	PATIENT REFUND	10.00	Patient Refund
167421	11/22/2019	PATIENT REFUND	112.48	Patient Refund
167640	11/27/2019	PATIENT REFUND	50.00	Patient Refund
167313	11/20/2019	PATIENT REFUND	80.00	Patient Refund
167314	11/20/2019	PATIENT REFUND	82.03	Patient Refund
167422	11/22/2019	PATIENT REFUND	427.45	Patient Refund
167423	11/22/2019	PATIENT REFUND	125.60	Patient Refund
167641	11/27/2019	PATIENT REFUND	70.00	Patient Refund
167316	11/20/2019	PATIENT REFUND	40.00	Patient Refund
167315	11/20/2019	PATIENT REFUND	30.00	Patient Refund
167425	11/22/2019	PATIENT REFUND	100.00	Patient Refund
167426	11/22/2019	PATIENT REFUND	172.80	Patient Refund
167428	11/22/2019	PATIENT REFUND	358.98	Patient Refund
167429	11/22/2019	PATIENT REFUND	200.00	Patient Refund
167642	11/27/2019	PATIENT REFUND	60.00	Patient Refund
167643	11/27/2019	PATIENT REFUND	27.65	Patient Refund
167317	11/20/2019	PATIENT REFUND	20.00	Patient Refund
167430	11/22/2019	PATIENT REFUND	96.90	Patient Refund
167318	11/20/2019	PATIENT REFUND	11.20	Patient Refund
167431	11/22/2019	PATIENT REFUND	65.66	Patient Refund
167432	11/22/2019	PATIENT REFUND	575.25	Patient Refund
167319	11/20/2019	PATIENT REFUND	86.00	Patient Refund
167320	11/20/2019	PATIENT REFUND	90.40	Patient Refund
167321	11/20/2019	PATIENT REFUND	40.00	Patient Refund
167322	11/20/2019	PATIENT REFUND	219.50	Patient Refund
167460	11/22/2019	PATIENT REFUND	200.00	Patient Refund
167433	11/22/2019	PATIENT REFUND	119.20	Patient Refund
167434	11/22/2019	PATIENT REFUND	349.60	Patient Refund
167645	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167646	11/27/2019	PATIENT REFUND	8.60	Patient Refund
167435	11/22/2019	PATIENT REFUND	30.40	Patient Refund
167436	11/22/2019	PATIENT REFUND	24.84	Patient Refund
167437	11/22/2019	PATIENT REFUND	74.01	Patient Refund
167461	11/22/2019	PATIENT REFUND	470.33	Patient Refund
167323	11/20/2019	PATIENT REFUND	20.00	Patient Refund
167647	11/27/2019	PATIENT REFUND	14.44	Patient Refund
167648	11/27/2019	PATIENT REFUND	300.00	Patient Refund
167649	11/27/2019	PATIENT REFUND	118.96	Patient Refund
167650	11/27/2019	PATIENT REFUND	115.42	Patient Refund
167324	11/20/2019	PATIENT REFUND	14.81	Patient Refund
167651	11/27/2019	PATIENT REFUND	30.00	Patient Refund
167325	11/20/2019	PATIENT REFUND	10.00	Patient Refund
167438	11/22/2019	PATIENT REFUND	73.29	Patient Refund
167652	11/27/2019	PATIENT REFUND	50.00	Patient Refund
167439	11/22/2019	PATIENT REFUND	368.00	Patient Refund
167653	11/27/2019	PATIENT REFUND	10.00	Patient Refund
167440	11/22/2019	PATIENT REFUND	140.30	Patient Refund
167655	11/27/2019	PATIENT REFUND	5.00	Patient Refund
167654	11/27/2019	PATIENT REFUND	10.00	Patient Refund

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167441	11/22/2019	PATIENT REFUND	268.80	Patient Refund
167442	11/22/2019	PATIENT REFUND	186.05	Patient Refund
167326	11/20/2019	PATIENT REFUND	5.66	Patient Refund
167443	11/22/2019	PATIENT REFUND	553.32	Patient Refund
167656	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167657	11/27/2019	PATIENT REFUND	28.00	Patient Refund
167327	11/20/2019	PATIENT REFUND	400.00	Patient Refund
167658	11/27/2019	PATIENT REFUND	20.00	Patient Refund
167444	11/22/2019	PATIENT REFUND	174.81	Patient Refund
167659	11/27/2019	PATIENT REFUND	60.00	Patient Refund
167328	11/20/2019	PATIENT REFUND	49.80	Patient Refund
167660	11/27/2019	PATIENT REFUND	86.00	Patient Refund
167329	11/20/2019	PATIENT REFUND	321.85	Patient Refund
167445	11/22/2019	PATIENT REFUND	200.00	Patient Refund
167446	11/22/2019	PATIENT REFUND	13.48	Patient Refund
167447	11/22/2019	PATIENT REFUND	113.71	Patient Refund
167330	11/20/2019	PATIENT REFUND	22.50	Patient Refund
167448	11/22/2019	PATIENT REFUND	57.00	Patient Refund
167449	11/22/2019	PATIENT REFUND	500.08	Patient Refund
167450	11/22/2019	PATIENT REFUND	100.00	Patient Refund
167451	11/22/2019	PATIENT REFUND	50.16	Patient Refund
167462	11/22/2019	PATIENT REFUND	153.97	Patient Refund
167463	11/22/2019	PATIENT REFUND	46.05	Patient Refund
167331	11/20/2019	PATIENT REFUND	40.00	Patient Refund
167332	11/20/2019	PATIENT REFUND	26.00	Patient Refund
167662	11/27/2019	PATIENT REFUND	60.20	Patient Refund
167452	11/22/2019	PATIENT REFUND	195.18	Patient Refund
167333	11/20/2019	PATIENT REFUND	178.88	Patient Refund
167454	11/22/2019	PATIENT REFUND	305.60	Patient Refund
167412	11/22/2019	PATIENT REFUND	27.36	Patient Refund
167165	11/13/2019	UNITED WAY OF SWEETWATER COUNTY	334.47	Payroll Deduction
167589	11/27/2019	UNITED WAY OF SWEETWATER COUNTY	349.47	Payroll Deduction
167088	11/13/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
167150	11/13/2019	STATE OF WYOMING DFS/CSES	1,728.81	Payroll Garnishment
167042	11/12/2019	SWEETWATER CIRCUIT COURT	306.72	Payroll Garnishment
167043	11/12/2019	SWEETWATER CIRCUIT COURT	225.10	Payroll Garnishment
167044	11/12/2019	SWEETWATER CIRCUIT COURT	444.10	Payroll Garnishment
167045	11/12/2019	SWEETWATER CIRCUIT COURT	236.06	Payroll Garnishment
167154	11/13/2019	SWEETWATER CIRCUIT COURT	558.27	Payroll Garnishment
167162	11/13/2019	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
167503	11/27/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
167568	11/27/2019	STATE OF WYOMING DFS/CSES	1,705.74	Payroll Garnishment
167574	11/27/2019	SWEETWATER CIRCUIT COURT	804.16	Payroll Garnishment
167583	11/27/2019	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	11/8/2019	PAYROLL 23	1,500,000.00	Payroll Transfer
W/T	11/25/2019	PAYROLL 24	1,500,000.00	Payroll Transfer
166905	11/7/2019	MHSC - PETTY CASH	100.00	Petty Cash
167119	11/13/2019	MHSC - PETTY CASH	7.00	Petty Cash
167070	11/13/2019	CARDINAL HEALTH PHARMACY MGMT	4,980.30	Pharmacy Management
167334	11/20/2019	CARDINAL HEALTH PHARMACY MGMT	1,007,552.02	Pharmacy Management
166953	11/7/2019	JOHN A. ILIYA, M.D.	12,250.00	Physician Services
167016	11/7/2019	UNIVERSITY OF UTAH	8,253.22	Physician Services
167047	11/13/2019	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
167166	11/13/2019	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	52.72	Physician Services

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167181	11/14/2019	LOCUM TENENS.COM	18,909.44	Physician Services
167580	11/27/2019	THE SLEEP SPECIALISTS	11,500.00	Physician Services
167590	11/27/2019	UNIVERSITY OF UTAH HEALTH CARE	93,276.67	Physician Services
167209	11/20/2019	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
167210	11/20/2019	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
167213	11/20/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
167218	11/20/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
167239	11/20/2019	NAVIENT	1,147.03	Physician Student Loan
167240	11/20/2019	NAVIENT	1,500.00	Physician Student Loan
167241	11/20/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
167273	11/20/2019	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
167227	11/20/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
166986	11/7/2019	RESERVE ACCOUNT	5,000.00	Postage
166927	11/7/2019	CLEANIQUE PROFESSIONAL SERVICES	5,250.00	Professional Service
166956	11/7/2019	CLIFTONLARSONALLEN LLP	5,938.74	Professional Service
166969	11/7/2019	MILE HIGH MOBILE PET	8,912.00	Professional Service
167073	11/13/2019	CLEANIQUE PROFESSIONAL SERVICES	3,650.00	Professional Service
166972	11/7/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
167216	11/20/2019	CE BROKER	295.12	Professional Service
167502	11/27/2019	CE BROKER	296.98	Professional Service
167526	11/27/2019	KEITH WILLIAMS & ASSOCIATES, INC.	7,750.00	Professional Service
167534	11/27/2019	MEDICAL PHYSICS CONSULTANTS, INC	10,700.00	Professional Service
167596	11/27/2019	WYOMING DEPARTMENT OF HEALTH	248.00	Professional Service
167556	11/27/2019	RAVE WIRELESS, INC	4,622.40	Professional Service
EFT000000005418	11/27/2019	WESTERN STAR COMMUNICATIONS	783.90	Professional Service
166983	11/7/2019	RADIATION DETECTION COMPANY	55.00	Radiation Monitoring
167251	11/20/2019	RADIATION DETECTION COMPANY	461.50	Radiation Monitoring
166967	11/7/2019	MERRY X-RAY	248.58	Radiology Film
167538	11/27/2019	MERRY X-RAY	248.58	Radiology Film
166918	11/7/2019	BRACCO DIAGNOSTICS INC	183.66	Radiology Material
167081	11/13/2019	CURIUM US LLC	909.50	Radiology Material
167197	11/20/2019	BRACCO DIAGNOSTICS INC	427.61	Radiology Material
167478	11/27/2019	BRACCO DIAGNOSTICS INC	1,525.83	Radiology Material
167523	11/27/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	1,500.00	Radiology Material
167498	11/27/2019	CURIUM US LLC	366.66	Radiology Material
EFT000000005355	11/7/2019	LANTHEUS MEDICAL IMAGING, INC	6,660.26	Radiology Material
EFT000000005375	11/13/2019	LANTHEUS MEDICAL IMAGING, INC	840.00	Radiology Material
EFT000000005378	11/13/2019	PHARMALUCENCE, INC	2,696.00	Radiology Material
EFT000000005352	11/7/2019	GE HEALTHCARE INC	221.32	Radiology Material
EFT000000005370	11/13/2019	GE HEALTHCARE INC	221.32	Radiology Material
EFT000000005391	11/20/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005408	11/27/2019	LANTHEUS MEDICAL IMAGING, INC	4,399.99	Radiology Material
EFT000000005410	11/27/2019	PHARMALUCENCE, INC	348.00	Radiology Material
EFT000000005388	11/20/2019	GE HEALTHCARE INC	425.14	Radiology Material
167082	11/13/2019	CYNTHIA HARKINS	7.48	Reimbursement - Badge Balance
167120	11/13/2019	DR MICHAEL BOWERS	855.50	Reimbursement - CME
167056	11/13/2019	DR. BANU SYMINGTON	612.00	Reimbursement - CME
167067	11/13/2019	DR. BRIANNE CROFTS	2,079.01	Reimbursement - CME
167112	11/13/2019	DR. LUCY RYAN	811.00	Reimbursement - CME
167144	11/13/2019	DR. SIGSBEE DUCK	487.60	Reimbursement - CME
167169	11/13/2019	DR. WALLACE CURRY	523.00	Reimbursement - CME
167106	11/13/2019	ISRAEL STEWART, DO	1,762.41	Reimbursement - CME
167109	11/13/2019	JOSEPH J. OLIVER, M.D.	1,246.00	Reimbursement - CME
167156	11/13/2019	TENNY HANSON	4,392.51	Reimbursement - CME



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166919	11/7/2019	BRYAN BEAR	370.32	Reimbursement - Education & Travel
166950	11/7/2019	DR. JACOB JOHNSON	1,269.90	Reimbursement - Education & Travel
166952	11/7/2019	JAN LAYNE	1,588.97	Reimbursement - Education & Travel
166955	11/7/2019	KARI QUICKENDEN	125.33	Reimbursement - Education & Travel
166966	11/7/2019	MELIDA MARIN	111.18	Reimbursement - Education & Travel
166989	11/7/2019	RICH TYLER	263.16	Reimbursement - Education & Travel
166990	11/7/2019	ROB FAIR	220.32	Reimbursement - Education & Travel
166992	11/7/2019	RUTHANN WOLFE	228.35	Reimbursement - Education & Travel
167000	11/7/2019	STEVEN SKORCZ, JR	85.00	Reimbursement - Education & Travel
167008	11/7/2019	TAMI LOVE	96.30	Reimbursement - Education & Travel
167019	11/7/2019	VANESSA JAMIAS	2,331.22	Reimbursement - Education & Travel
167080	11/13/2019	CRYSTAL HAMBUN	1,250.00	Reimbursement - Education & Travel
167121	11/13/2019	DR. MICHAEL NEYMAN	1,854.17	Reimbursement - Education & Travel
167105	11/13/2019	IRENE BREWER	51.00	Reimbursement - Education & Travel
167107	11/13/2019	JACQUELYN LINDSEY	361.08	Reimbursement - Education & Travel
167115	11/13/2019	MEGAN JACOBSEN	135.00	Reimbursement - Education & Travel
167129	11/13/2019	PATTY O'LEXY	137.70	Reimbursement - Education & Travel
167159	11/13/2019	TONIA GAILY	400.00	Reimbursement - Education & Travel
167160	11/13/2019	TRACIE SOLLER	280.00	Reimbursement - Education & Travel
167189	11/20/2019	AMBER FISK	506.40	Reimbursement - Education & Travel
167487	11/27/2019	CINDY NELSON	2,917.80	Reimbursement - Education & Travel
167229	11/20/2019	KELLY SUGIHARA	637.14	Reimbursement - Education & Travel
167537	11/27/2019	MEGAN TOZZI	134.14	Reimbursement - Education & Travel
167543	11/27/2019	NATALIE BERTAGNOLLI	88.74	Reimbursement - Education & Travel
167558	11/27/2019	REGAN BROOKS	1,500.00	Reimbursement - Education & Travel
167252	11/20/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
167254	11/20/2019	SARAH CORHN	18.55	Reimbursement - Education & Travel
167259	11/20/2019	STACY WELLS	129.00	Reimbursement - Education & Travel
167263	11/20/2019	STARLA LEETE	6,446.34	Reimbursement - Education & Travel
167182	11/15/2019	SUZAN CAMPBELL	322.83	Reimbursement - Education & Travel
167577	11/27/2019	TAMI LOVE	318.00	Reimbursement - Education & Travel
167267	11/20/2019	TAMMIE HENDERSON	27.54	Reimbursement - Education & Travel
167581	11/27/2019	TIFFANY MARSHALL	133.99	Reimbursement - Education & Travel
167586	11/27/2019	TRISHA SALAZAR	389.74	Reimbursement - Education & Travel
167530	11/27/2019	LARRY D. MACY	1,350.00	Reimbursement - Education & Travel
167157	11/13/2019	TERRANCE WEBB	286.64	Reimbursement - Garnishment
167180	11/13/2019	TONIA GAILY	51.00	Reimbursement - Lagoon Pass
166909	11/7/2019	AMBER FISK	60.00	Reimbursement - Other Purchased Services
166915	11/7/2019	BETHANY BETTOLO	77.97	Reimbursement - Other Purchased Services
166960	11/7/2019	MARIANNE SANDERS	1,383.73	Reimbursement - Other Purchased Services
167562	11/27/2019	DR. RYAN GOTTFREDSON	478.60	Reimbursement - Physician Recruitment
167013	11/7/2019	TRENTON MCKENZIE	150.00	Reimbursement - Uniforms
167232	11/20/2019	MARY DAVIES	37.09	Reimbursement - Supplies
167560	11/27/2019	ROBIN FIFE	148.81	Reimbursement - Supplies
W/T	11/13/2019	ABG 10/31/19	134,950.39	Retirement
W/T	11/22/2019	ABG 11/14/19	135,085.71	Retirement
167567	11/27/2019	STATE OF WYO.DEPT.OF REVENUE	1,351.80	Sales Tax Payment
167118	11/13/2019	MHSC MEDICAL STAFF	50.00	Scholarship
167066	11/13/2019	BOOKCLIFF SALES INC	4,151.67	Scrub Sale deductions
167195	11/20/2019	BOOKCLIFF SALES INC	392.71	Scrub Sale deductions
W/T	11/22/2019	HUNTINGTON BANK	10,000.00	Settlement
166910	11/7/2019	AMERICAN ACADEMY OF SLEEP MEDICINE	270.00	Sleep Studies
167053	11/13/2019	AMERICAN ACADEMY OF SLEEP MEDICINE	1,100.00	Sleep Studies
167004	11/7/2019	SW 1 SCHOOL FOUNDATION	1,000.00	Sponsorship

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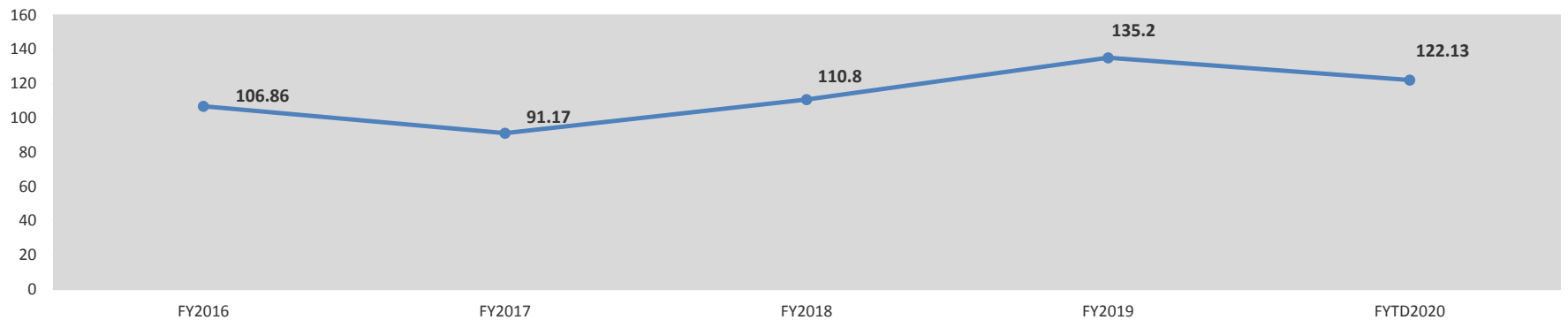
167039	11/7/2019	R.S. CHAMBER OF COMMERCE	35.00	Sponsorship
167140	11/13/2019	RSYAFY	100.00	Sponsorship
167554	11/27/2019	PMS SCREEN PRINTING	402.00	Sponsorship
167253	11/20/2019	ROCK SPRINGS GIRLS BASKETBALL	100.00	Sponsorship
EFT000000005364	11/7/2019	SWEETWATER COUNTY LIBRARY FOUNDATION	2,500.00	Sponsorship
166971	11/7/2019	MOBILE INSTRUMENT SERVICE	570.00	Surgery Equipment
166908	11/7/2019	ALI MED INC	245.47	Surgery Supplies
167006	11/7/2019	SYNTHES LTD	1,510.08	Surgery Supplies
167050	11/13/2019	ALI MED INC	229.10	Surgery Supplies
167152	11/13/2019	STRYKER ENDOSCOPY	1,081.20	Surgery Supplies
167155	11/13/2019	SYNTHES LTD	5,085.84	Surgery Supplies
167177	11/13/2019	ZIMMER BIOMET	6,382.00	Surgery Supplies
166935	11/7/2019	EMERSON HEALTHCARE, LLC	685.00	Surgery Supplies
167037	11/7/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	382.18	Surgery Supplies
167009	11/7/2019	TELEFLEX LLC	877.50	Surgery Supplies
167052	11/13/2019	ALTA MEDICAL SPECIALTIES	356.78	Surgery Supplies
167063	11/13/2019	BIOVENTUS LLC	1,090.00	Surgery Supplies
167065	11/13/2019	BLUE ENDO	279.87	Surgery Supplies
167186	11/20/2019	ALI MED INC	102.92	Surgery Supplies
167466	11/27/2019	ALI MED INC	577.56	Surgery Supplies
167491	11/27/2019	CONMED LINVATEC	181.94	Surgery Supplies
167496	11/27/2019	CR BARD INC	178.61	Surgery Supplies
167258	11/20/2019	SMITH & NEPHEW INC.	3,504.14	Surgery Supplies
167265	11/20/2019	STRYKER ENDOSCOPY	5,317.71	Surgery Supplies
167569	11/27/2019	STRYKER ENDOSCOPY	228.38	Surgery Supplies
167266	11/20/2019	SYNTHES LTD	18,099.84	Surgery Supplies
167576	11/27/2019	SYNTHES LTD	17,028.88	Surgery Supplies
167601	11/27/2019	ZIMMER BIOMET	6,795.00	Surgery Supplies
EFT000000005350	11/7/2019	COOPER SURGICAL	635.03	Surgery Supplies
EFT000000005387	11/20/2019	COOPER SURGICAL	575.82	Surgery Supplies
EFT000000005404	11/27/2019	COOPER SURGICAL	117.39	Surgery Supplies
166924	11/7/2019	CSG,LLC	1,278.82	Transcription Services
167529	11/27/2019	LANGUAGE LINE SERVICES	177.96	Translation Services
167499	11/27/2019	DELAWARE STATE ESCHEATOR	434.12	Unclaimed Property
167173	11/13/2019	WYOMING WORK WAREHOUSE	505.33	Uniforms
166936	11/7/2019	ENVIRO CARE INC.	4,744.44	Utilities
167055	11/13/2019	AT&T	91.08	Utilities
167135	11/13/2019	CENTURY LINK	1,143.98	Utilities
167138	11/13/2019	ROCK SPRINGS MUNICIPAL UTILITY	11,655.17	Utilities
167141	11/13/2019	ROCKY MOUNTAIN POWER	40,763.50	Utilities
167051	11/13/2019	ALL WEST COMMUNICATIONS	3,978.05	Utilities
167250	11/20/2019	CENTURY LINK	345.78	Utilities
167211	11/20/2019	DISH NETWORK LLC	65.48	Utilities
167249	11/20/2019	DOMINION ENERGY WYOMING	26,434.12	Utilities
167594	11/27/2019	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
166999	11/7/2019	STERICYCLE,INC.	670.19	Waste Disposal
167598	11/27/2019	WYOMING DEPT WORKFORCE SERVICES	5,235.53	Workman's Comp
			7,451,931.46	

**20 INVESTMENT SUMMARY 11-30-19**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
INVESTMENT SUMMARY AND CASH ON HAND REPORT  
11/30/19**

	FINANCIAL		INTEREST					
	INSTITUTION	TYPE	RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	7/31/2019
	BANK OF WEST	Money Market	0.300%					216
	UINTA BANK	Money Market	1.641%					1,020,258
	KEYBANK	US Govt Bonds	2.050%					7,246,625
	MBS	US Govt Bonds, CD's	2.204%					5,886,518
	WELLS FARGO	CD's	2.770%					1,574,715
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	1.541%					4,793,744
	WYOSTAR - Boice Fund	US Govt Bonds	1.541%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	1.541%					110,078
<b>TOTAL</b>				<b>21,459,601</b>	<b>17,950,252</b>	<b>16,986,416</b>	<b>17,079,273</b>	<b>20,632,195</b>
	Operating Cash							5,237,024
	Plant and Building Cash							22,697
	Foundation Unrestricted Cash							2,551,058
	<b>TOTAL FOR "DAYS CASH ON HAND"</b>							<b>28,442,974</b>

**DAYS OF CASH ON HAND**



# **FY20 County Maintenance & Title 25 Voucher-Nov**



**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending November 30, 2019**

<b>Vouchers Submitted by MHSC at agreed discounted rate</b>		
July 2019		\$0.00
August 2019		\$73,870.18
September 2019		\$0.00
October 2019		\$0.00
November 2019		\$65,432.31
County Requested Total Vouchers Submitted		<u>\$139,302.49</u>
Total Vouchers Submitted FY 2020		\$139,302.49
Less: Total Approved by County and Received by MHSC FY 2020		\$73,870.18
Total Vouchers Pending Approval by County		<u><u>\$65,432.31</u></u>

<b>FY20 Title 25 Fund Budget from Sweetwater County</b>	<b>\$262,548.00</b>
Funds Received From Sweetwater County	<u>\$73,870.18</u>
FY20 Title 25 Fund Budget Remaining	\$188,677.82
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

<b>FY20 Maintenance Fund Budget from Sweetwater County</b>	<b>\$1,650,456.00</b>
County Maintenance FY20 - July	\$56,993.96
County Maintenance FY20 - August	\$128,560.54
County Maintenance FY20 - September	\$124,930.27
County Maintenance FY20 - October	\$132,312.00
County Maintenance FY20 - November	\$84,246.15
	<u>\$527,042.92</u>
FY20 Maintenance Fund Budget Remaining	<u><u>\$1,123,413.08</u></u>

# IT Report fo Finance December 2019

Finance and Audit Committee

IT report

December 2019

Rich Tyler

1. Continuing work on auditing software implementation. This project will be ongoing for a while as we continue to add all of our software packages to the auditing software.
2. Continuing working with the Cancer Center team to implement Varian Aria for the medical oncology department. Go-Live TBD
3. Continuing to work with the state of Wyoming HIE (Health Information Exchange). We are still testing out interfaces, and working on getting the correct formatting of the data.
4. Successfully updated QCPR to version 6.3
5. Tentatively scheduled penetration testing for January/February of 2020.
6. Completed security camera upgrade.
7. Continuing Windows 10 rollout to all facility computers. This project is still on schedule to be completed by end of Jan 2020.
8. Completed annual HIPAA security audit.
9. Continuing on-going discussions to implement tele-psych services.
10. The EMR steering group continues work on researching a new facility wide EMR system. We are currently scheduling demonstrations with the three main vendors. The tentative plan is to decide on a vendor by June 2020.
11. Completed roll-out of new anti-virus across the facility.
12. Continuing research of SIP line vendors other than Centurylink. (VOIP phone system)
13. Currently implementing a new network security package.
14. Currently rolling out new laptops around the facility to replace the current ones that have reached end-of-life.

#### IT News / Topics:

1. Cheyenne Regional Medical Center recently notified 17,549 patients of a security incident that may have exposed their protected information. Upon investigation it was determined a number of employee email accounts were accessed by an unauthorized third party. There is currently no evidence that patient info was misused.
2. Hackensack Meridian Health, a large health system in New Jersey, said it paid an undisclosed amount in ransom to get access back to their computer systems. The organization said it has insurance to cover the costs of the cyberattack including payment and recovery efforts.
3. The Wyoming Hospital Association recently interviewed for a story in the Casper Star Tribune. They told the Tribune that hospitals in Wyoming are dealing with malware attacks weekly, if not daily. In a recent PBS study malware attacks against US health systems grew 20 percent between 2018 and 2019 and affected the medical records of 38 million patients.
4. A recent study said that only 10% of patients access their digital medical records. It is believed 95% of recently discharged patients have access to their records online, only 10% take advantage of them.
5. The cancer center of Hawaii announced recently that it had to temporarily suspend cancer radiation services at two treatment centers due to a ransomware attack. The center did not disclose how long the networks were down, but they have since been restored and are fully operational. The center said that there is no evidence that patient information was affected.
6. Sunrise Community Health in Greeley Colorado, is notifying an undisclosed number of patients about a security incident that may have exposed their health information. The organization said that there is no evidence that patient information was misused.

# Building and Grounds



**BUILDING AND GROUNDS COMMITTEE**  
**Memorial Hospital of Sweetwater County**  
12/18/2019

**Voting Board Committee Members Present:** Ed Tardoni

**Voting Staff Committee Members Present:** Irene Richardson, Tami Love

**Non-Voting Committee Members Present:** Gerry Johnston

**Minutes taken by:** Gerry Johnston    **Location:** Classroom 1    **Time Started:** 3:30P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	None	None
Maintenance Metric #1, Number of open W/O?	213	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 115 ≤ 30 days = 98	J. Horan	Continue to report each month.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	slight amount due to work	J. Horan	Continue to report each month N/A	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Slightly... several maintenance items are reimbursable from the County	J. Horan	Continue to report each month N/A	Report each meeting
Prioritized upcoming project list.	1. Pharmacy clean room renovation = in progress; start date = January 2020 2. Oncology private room. = patient-care issue; approved, not started. 3. Door replacement in old "Case Management" office = approved, start 11/25/19. 4. Door replacement in Kitchen storeroom = approved; start date = January 2020 5. Laundry upgrade = start in late winter 6. Steam piping upgrades = ongoing this winter	J. Horan/ G. Johnston	N/A	Review next meeting
Central Plant upgrade	Work had begun. Underground electrical feed from Gen Bldg. to Power House is underway. Some demolition work in interior of Power House. ~\$14K change order to locate underground services.	J. Horan/ G. Johnston	N/A	Review next meeting
Six-penny tax projects	No further discussion needed... for now	J. Horan/ G. Johnston	N/A	Drop next meeting
Grounds lean-to	In progress. Concrete foundation completed. Steel frame is being erected.	J. Horan/ G. Johnston	N/A	Review next meeting
Fireplace removal in MOB	Space needed for patient seating. Jim to contact "Plan-1" for proposal to prepare final plans and coordinate project Also provide an architectural cost estimate.	J. Horan	N/A	Review next meeting
Dr. Sulentic remodel	Discussion regarding his proposed space. Plans are at the "State" for assessment and approval.	I. Richardson/ T. Love	N/A	Review next meeting
Medical Imaging refresh	Reviewed need to refresh spaces in Medical Imaging. This project is included in our SPT proposal before voters autumn 2020.	J. Horan/ G. Johnston	N/A	Review next meeting
Basement ceiling	Completed.	J. Horan	N/A	Drop next meeting
Underground Diesel Tank	Tank sump failed annual inspection and repair is pending. DEQ is aware and monitoring compliance.	J. Horan/ G. Johnston	Repairs are being closely followed by MHSC	Review next meeting
Conference call Jake Blevins	Call into Jake Blevins to discuss excavation change order. This would be a 200k or more project. Ed and Gerry looked at raising door as another option.	G. Johnston	Noted	Review next meeting
<b>Time Adjourned:</b> 3:45 PM				
<b>Next Meeting:</b> January 21 3:30P-4:30P				
<b>Respectfully Submitted:</b> Gerry Johnston				



7th Annual

# Red Tie GALA



February 1, 2020



FRONT



# *The Memorial Hospital Foundation*

*proudly presents the 7th Annual*

## *Red Tie* **GALA**

*Saturday, February 1, 2020*

*Sweetwater Events Complex*

*Doors open at 5:00 pm*

*Please join us for an evening of giving where men are encouraged to wear their best red tie or shirt and women strap on their favorite red shoes or dress as the community gathers to celebrate the ongoing advancements of healthcare in Sweetwater County.*

*All proceeds raised will benefit the Greatest Needs Fund which is an essential fund that supports the needs of Memorial Hospital of Sweetwater County.*

*To reserve your sponsorship or purchase your VIP tickets, simply return the enclosed RSVP card or visit [MHSCFoundation.com](http://MHSCFoundation.com).*

Don't forget to register at [biddingforgood.com](http://biddingforgood.com) for an exclusive preview of the Red Tie Gala's auction items as well as to participate in the evening's Silent Auction.

MEMORIAL HOSPITAL  
**FOUNDATION**



157/189



## Thank you to our 2019 Sponsors and Volunteers

### Red Diamond

Dominion Energy  
Genesis Alkali  
Rocky Mountain Bank

### Diamond Sponsors

A Pleasant Construction  
Aspen Dental  
CDW  
Ciner  
Commerce Bank of Wyoming  
CompHealth  
Delambert Family  
Gateway Inc.  
Hall, Noble & Druce P.C.  
Intalere  
Legend Services Pressure  
Control  
Mathey Law Office  
Memorial Hospital of  
Sweetwater County  
Mission at Castle Rock  
Rocky Mountain Power

### Diamond Cont.

Searle Brothers  
Simplot  
The Radio Network  
US Bank  
USI Insurance  
Williams Corporation

### Platinum Sponsors

Alliance Benefit Group  
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Enerflex  
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Family Medicine  
Gallagher  
HydraFab  
Irene Richardson  
Jackman Construction

### Platinum Cont.

JFC Engineers  
& Surveyors  
Jonah Energy  
Maya MediSpa  
Plan One Architects  
Premier Bone & Joint  
R&M Welding  
Rocky Mountain  
Industrial Supply  
Rock Springs Winnelson  
Rocky Mountain  
Powersports and  
Quickenden  
Chiropractic  
Suzan Campbell  
and John Hastert  
SweetwaterNOW  
Tami Love  
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Wyolectric

### Gold Sponsors

Cache Valley Electric  
Colorado Document Security  
Elk Bomb Shooting Supply  
LocumTenens  
Medusind  
RUCKUS

### Silver Sponsor

UNIH

### Activity Sponsors

Church & Dwight  
Elk Bomb Shooting Supply  
Windriver Vending Inc.

### Volunteers

MHSC Staff  
GRHS Students  
RSHS Students  
WWCC Wrestling Team  
WWCC Women's  
Volleyball Team



*The single most dynamic and passionate color, red is the color of energy and action.*

*It is warm and positive; it excites the emotions and motivates us to take action.*

*Red Tie*  
GALA

MEMORIAL HOSPITAL  
FOUNDATION  N



# *Making an Impact*

*Investments into Memorial Hospital of Sweetwater County from 2017-2019*

*Blood Bank/ Laboratory- Cell Washer- \$7,220*

*Decontamination Team- PAPR Filters- \$2,576*

*Dialysis/ Same Day Surgery/ Emergency Department- iPads- \$4,500*

*Family and Occupational Medicine- Mounted Oscopes and Ophthalmoscopes- \$11,002*

*Labor and Delivery- Premature Baby Travel Beds- \$955*

*Laboratory- -30 Degree Freezer- \$5,945*

*Laboratory- BioFire- \$50,640*

*Medical Floors- Tidal CO2 Monitors- \$12,250*

*Medical Floors/ Nursing- Portable Ultrasound with PICC System- \$35,125*

*Medical Imaging/Radiology- Merge System- \$8,931*

*Nutrition Services- Walk-in Freezer and Cooler- \$83,000*

*Pharmacy/Laboratory- Pharma Watches- \$6,300*

*Respiratory- Trilogy Transport Ventilator- \$11,697*

*Same Day Surgery/ Urology- Semi Rigid and Flexible Scopes- \$21,212*

*Same Day Surgery- Pediatric Foreign Body Removal Tools- \$12,254*

*Sweetwater Regional Cancer Center- Medical Oncology- Zero Gravity IV Poles- \$2,582*

*Sweetwater Regional Cancer Center- Medical Oncology- Chemotherapy Pumps- \$16,444*

*Sweetwater Regional Cancer Center- Radiation Oncology- Winston-Lutz Pointer- \$2,715*

*Urology- Percutaneous Nephrolithotomy System- \$11,321*



# Inclusions

Red Diamond \$5,000	Diamond \$1,000	Platinum \$750	Gold \$500	Silver \$300	VIP ticket \$75
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Recognition as a major donor to the Foundation and supporter of the community's healthcare needs.

•

Guest of table will win a piece of Jewelry

•

Commemorative Red Tie Gala wine glass

•

Complimentary bottle of wine

•

•

VIP table with preferred seating

•

•

Honored Special Guests of the evening

•

•

Placement on the Foundation's website

•

•

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Placement on the Foundation's donor wall

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•

Thank you signage at the event as well as in the event's program

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•

Early electronic preview and bidding of the Silent Auction items

•

•

•

•

•

•

Number of guests included

10

8

8

4

0

1



# RSVP

*We would love for you to join us for an evening of giving and celebrating the advancements of healthcare in Sweetwater County.*

*Please respond by January 10, 2020*

*Sponsor Name*

*Representative/ Contact Name*

*Representative/ Contact E-mail*

*The Red Tie Gala sells out yearly so please make sure to RSVP at your earliest convenience.*

*You may also purchase tickets or secure Sponsorships online at [MHSCFoundation.com](http://MHSCFoundation.com).*

☐ *Red Diamond Sponsor*

*\$5,000 sponsorship*

☐ *Diamond Sponsor*

*\$1,000 sponsorship*

☐ *Platinum Sponsor*

*\$750 sponsorship*

☐ *Gold Sponsor*

*\$500 sponsorship*

☐ *Silver Sponsor*

*\$300 sponsorship*

☐ *Individual VIP Tickets*

*\$75 each Qty: \_\_\_\_\_*

☐ *Please invoice for payment*

☐ *Check enclosed*

☐ *Please accept our Sponsorship but unfortunately, we are unable to attend.*



Present: Barbara Sowada, Richard Mathey, Clayton Radakovich, Suzan Campbell

Excused: Ed Tardoni, Irene Richardson

Barbara called the meeting to order.

Minutes and agenda were approved as written. Suzan asked for clarification of certificates process. Clayton said he will issue a certificate following completion of an audit.

The following items were discussed:

1. Mission Moment

Clayton said he was approached in public and someone said they really loved the recent Christmas event. Richard said he also heard the Christmas dinner was fantastic. Richard said he had a phone call from someone who said they would not come to the Emergency Department because of the negative perception from what he had heard from others. Clayton said we are getting there and have less of those stories. Richard said there are many stories of change just not many coming from the Emergency Department.

2. Old Business

a. 2020 Compliance Work Plan Report: Clayton reviewed the plan. Everything with a deliverable is scheduled. Barbara forwarded some questions from Ed. Denial management is tracking and monitoring of denial of claims on all insurance. If it is a one-time error, we can re-submit. If a trended problem, recently we could not track. We have an accepted practice now in-place and it is working. The team created is the revenue cycle team. RAC Audits are Recovery Audit Contractors. They are Medicare administration contractors. They hire someone to review all Medicare claims with the goal to not pay us. Most of our recent ones are due to a spike of infusion patients. They are not saying we have done something bad but they are looking to see if we have the correct process in-place. We have a 10-day window to respond. We are auditing our response process. RAC Audits were quarterly then on hold for a couple of years and now starting again. Barbara said Ed does not understand why "Business Continuity and Disaster Recovery" is a compliance issue. Clayton said it is a general risk as well as a compliance risk. It is being handled as a multi-facility area right now but tracked at this level. Contract vs. Employed Staff is more requirements involved with contract staff. They really don't spend time getting invested in facility risk. We are looking at the personnel requisition process when requesting contract staff. We monitor that it is being looked at. Suzan said the Position Control Team (PCT) has made a difference in this area. Clayton said there are 15 risks on the list for 2020. They are broken out by quarterly, semi-annual, and annual. He feels it is a diversified, good plan. Richard noted unknown risks are scored with higher risk and feels that is appropriate. Clayton said if there is a process in place, we are accepting the risk. We still audit. Mitigating means we are changing the process. Each time one is completed, it will be brought to the Compliance Committee. We are looking at re-absorbing the Safety Committee into the PIPS (formerly QAPI) Committee.

b. November Compliance Report: Richard said it appears HIPAA-related cases remain the most prevalent. Suzan said "FW" is the Fair Warning program. It is flagged whenever an employee gets in a patient record. We have to look into all of them. She said it's been a good education for staff. Clayton said the new rule turned on is for co-worker snooping. It's difficult to discern if part of the workflow. Clayton reported this is the fifth month in a row with no hotline calls. We are making a handout for employees to make everyone aware of the hotline and purpose.

3. New Business

a. Information: Measuring Compliance Program Effectiveness – HHS OIG: Clayton said the work team will go through the checklist over the next three months, do a gap analysis of a chunk at a time, and bring information back to the Compliance Committee. Barbara said there are things applicable to the Board, for example, Board Education. Clayton said in January he will bring a couple of items for the Committee to address. Barbara asked about record retention. Clayton said we follow the State of Wyoming records retention schedule. Suzan said she will send it out to the Committee for review. Richard said he has to have records on things he is involved on and that is what a file provides to him. He said we are going to review our charters, etc., once a year.

Meeting adjourned at 3:59 PM. Next Meeting: Wednesday – January 29, 2020 at 1:00 pm





**Compliance Work Plan  
2020**

**Prepared By:  
Compliance Work Team**

The following risks were identified by priority areas during the 2019 Compliance Risk Assessment. This assessment was performed by the Compliance Work Team, a multidisciplinary group dedicated to compliance with legal and regulatory compliance. What follows is the work plan for the calendar year 2020 that aims to address the largest compliance risk areas. This work plan may change throughout the year in response to previously unknown risks.

### **1. Identify Compliance Risk Areas/Emerging Risks**

Risk Score – 210

Risk Choice – Mitigate

Mitigations:

Education – Educate staff members on reporting risks and the availability of the Compliance Hotline. This will be completed by Director of Compliance and Risk Management in conjunction with the Director of Human Resources. Task is due by December of 2020.

Audits – Five probe audits will be completed in 2020 by Internal Audit Specialist in various topics using the Compliance Manager audit format. One probe audit is to be completed each quarter, with a fifth one completed in any quarter of the year. Topics can be randomly selected, or be selected by the work group if concern is noted on any of the topics.

Checklist – The work group and Compliance Committee will complete the Measuring Compliance Program Effectiveness guide by April 2020. Completion of this checklist will likely create further actions.

### **2. Medical Malpractice Claim Submission**

Risk Score – 210

Risk Choice – Accept/Mitigate

Mitigations:

Insurance risk audit is currently being performed by Applied Risk Solutions. The original plan was to audit the submission quarterly. After discussion with legal, the new plan is to await the results of the risk audit and create a new workflow based on the results. Internal audits will be scheduled following this step.

### **3. Professional Services Billing**

Risk Score – 208

Risk Choice – Mitigate

Mitigations:

Work Group Formation – The Revenue Cycle Team was created internally to monitor various aspects of revenue cycle. They have been tasked with forming a standardized process for appropriate professional services billing.

Process Formation – A standardized process for professional services billing is being created to ensure common practice among the various providers.

Audits – Once the process has been formed, audits will be scheduled quarterly to be performed by the Internal Audit Specialist.

### **4. New Software Implementation**

Risk Score – 195

Risk Choice – Mitigate

Mitigations:

Process Formation – The IT department will formulate a general process for the implementation of new software programs.

Audits – Internal audits will be performed on each implementation of new software in 2020 by the established process.

### **5. Coding Training and Education**

Risk Score – 154

Risk Choice – Mitigate

Mitigations:

Process Formation – HIM Director has created a new education process for oncoming staff. Current staff has been educated to this new orientation plan.

Audits – One-time audits will be performed when a new employee is hired to this department. Turnover is low in the department which does not present many opportunities.

## **6. HIPAA Privacy and Security Regulations**

Risk Score – 144

Risk Choice – Mitigate

Mitigations:

Education - Educate staff members HIPAA Privacy and Security Regulations at staff meetings. This will be completed by Director of Compliance and Risk Management in conjunction with the Director of Human Resources. Task is due by December of 2020.

Monitoring – Monitoring will continue via reporting and the FairWarning automated system. More systems are being added to FairWarning monitoring.

Audit – HIPAA Security Risk Audit is being performed by a third party organization. Actions will follow this audit.

## **7. Denial Management**

Risk Score – 143

Risk Choice – Accept

Mitigations:

Audits – Quarterly audits are to be performed on the established Patient Financial Services process for monitoring denials. The audits will be due the last day of each quarter and will be performed by the Internal Audit Specialist.

## **8. Recovery Audit Contractor Readiness**

Risk Score – 135

Risk Choice – Mitigate

Mitigations:

Process Formation – The Revenue Cycle Team has been tasked with creating a process for the efficient/accurate response to RAC audits.

Audit – Semi-annual audits will be performed on the process for RAC audit readiness. This will be contingent upon the presence of a RAC audit. The audits will be performed by the Internal Audit Specialist and be due at the last day of the second and fourth quarter.



## **9. Patient Grievances and Guest Relations**

Risk Score – 132

Risk Choice – Accept

Mitigations:

Process Formation – New process/group was formulated in September of 2019 to facilitate more standardized and efficient resolution of patient grievances.

Policy Update – Facility policy will be updated to reflect the new process.

Audits – Quarterly audits will be performed internally on this established process. The audits will be due by the last day of each quarter and be performed by a member of the work team.

## **10. Business Continuity and Disaster Recovery**

Risk Score – 130

Risk Choice – Mitigate

Mitigations:

Audits – A third party HIPAA Security audit will be performed and report provided.

Testing – Penetration testing will be performed using a third party organization. Actions will likely follow this event.

## **11. Anti-Kickback Law**

Risk Score – 126

Risk Choice – Mitigate

Mitigations:

Policy Update – The Code of Conduct will be updated to include behavior management standards as well as an expanded explanation of the Anti-Kickback requirements. This will be due by the last day of April 2020. Draft is to be completed by the Director of Compliance and Risk Management and approved by all appropriate committees.

## **12. Workers Compensation Claim Submission**

Risk Score – 121

Risk Choice – Accept



## Mitigations

Audits – A semi-annual audit will be performed by the Internal Audit Specialist on this process. This will be contingent upon the presence of claims. These will be due on the last day of the second and fourth quarters.

### **13. Patient Safety Program**

Risk Score – 120

Risk Choice – Mitigate

#### Mitigations:

Committee Formation – The Safety Committee has been formed to take a comprehensive view of safety concerns.

### **14. Stark Law – Education and Policy**

Risk Score – 117

Risk Choice – Mitigate

#### Mitigations:

Process Formation – In-house counsel has been tasked with creating a standardized process for proactively addressing Stark concerns through policy, contracts, and education.

### **15. Contract Staff v. Employed Staff**

Risk Score – 110

Risk Choice – Accept

#### Mitigations:

Audits – Semi-annual audits on the process for requesting/obtaining contract staff will be performed by the Internal Audit Specialist. These will be due on the last day of the first and third quarter.

Memorial Hospital of Sweetwater County  
Governance Committee Meeting  
December 6, 2019

Voting Members Present: Richard Mathey, Barbara Sowada, and Irene Richardson

Non-Voting Members Absent:

**Call Meeting to Order**

Richard Mathey called meeting to order at 2:00 pm.

**Discussion**

**Old Business.**

1. Results of ***Annual Board Self-Evaluation***, which was conducted as part of the November, 2019, BOT meeting and is recorded in the minutes, were discussed. As noted in the minutes, the significant learning from this year's self-evaluation were 1) members prefer The Governance Institute survey form over a public conversation and 2) the line between governance and management is not always narrow nor crystal clear.
2. Discussion regarding timeliness of reviewing and revising, as needed, the Board bylaws and committee charters. Suggested this begin January, 2020. Because we now have two years of operating under these charters, it was suggested that the revised charters include all criteria required by TJC and/or are relevant to this hospital, and eliminate criteria that are no longer relevant.
3. Discussion regarding the need for a CEO succession plan, which is a TJC and best practice requirement.

**New business:**

1. In order to maintain a permanent record of the minutes of the Executive Oversight and Compensation; the Governance; and the Joint Conference Committees, there will be a file cabinet in the office the board uses. Other board committees may also use this file cabinet to store materials and minutes.
2. Identified the need to update and improve new board member orientation.

With no further business, the meeting was adjourned at 4:30 pm.

*Submitted by Barbara J. Sowada, Ph.D.*

## Contract Check List

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

1. Name of Contract: **CLA (Clifton Larsen Allen) Cybersecurity Assessment and Consulting Services**
2. Purpose of contract, including scope and description: **CLA will conduct penetrating testing on our network perimeter to identify exposure to security breaches from outside our network. CLA, through this testing, will attempt to gain unauthorized access to sensitive confidential information. Results of the testing will guide our IT department in addressing actions we need to take in future to protect network from cyber-terrorism, hacking and ransomware. Also included in the assessment will be an internal wireless penetration test. This will verify that our internal and public wireless networks are secure.**
3. Effective Date: **When approved by Board of Trustees and signed by CEO.**
4. Expiration Date: **remains in effect until terminated by either party. Language on page 2 states that this agreement will continue through completion of the services.**
5. Termination provisions: **Is this auto-renew? NO**
6. Monetary cost of the contract: **Budgeted? Total for all selected services (outlined on page 3) is \$26,000.00. Travel expenses and other expenditures incurred by CLA will be billed separately. Estimated travel costs: \$4000.00 for onsite visits.**
7. Jurisdiction/Choice of Law provision **checked and changed to Wyoming if able to so. CLA is Minnesota LLC so jurisdiction there.**
8. Any confidentiality provisions? **Yes HIPAA BAA**
9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **We received another bid from CoalFire. Their cost was significantly higher than the quote received from CLA.**

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



CLA (CliftonLarsonAllen LLP)  
200 West Madison Street, Suite 2240  
Chicago, IL 60607  
847-597-1800 | fax 847-597-1850  
CLAconnect.com

October 22, 2019

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

RE: Cybersecurity Assessment and Consulting Services - 2020

Dear Rich:

We are pleased to confirm and outline our understanding of the terms and objectives of our engagement and the nature and limitations of the cybersecurity assessment and consulting services CliftonLarsonAllen LLP ("CLA," "we," "us," and "our") will provide for Memorial Hospital of Sweetwater County ("MHSC," "you," "your," or "the organization"). If this meets with your approval, this letter will serve as an agreement made by and between CLA and MHSC.

**Objective and approach**

CLA will conduct cybersecurity assessments for you as described in *Addendum A*. CLA will perform the engagement in accordance with the Statement of Standards for Consulting Services issued by the American Institute of Certified Public Accountants. This engagement is not an assurance audit as defined by professional standards and should not be construed as such.

Any assessment of your network will provide an analysis only as of the time the service was performed. We cannot guarantee protection against future penetration of your network caused by novel strategies or devices, or due to the failure of you or your employees, agents or vendors to maintain your network or to adopt reasonable security precautions.

We will be responsible for the means and methods of providing our services, and perform the engagement in a professional and workmanlike manner. We will not perform management functions or make management decisions on behalf of MHSC. However, we will provide advice and recommendations to assist MHSC in performing its functions and making decisions.

**Additional services**

If modifications or changes are required during the course of the project, that are beyond the initial scope of services, or if you request that we perform any additional services, we will provide you with separate agreement or addendum letter for your signature. This separate agreement will advise you of the additional fee and any extra time required for such items to facilitate a clear understanding of the project status.

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#### **Client information requirements and management responsibilities**

The organization agrees it is solely responsible for the accuracy, completeness, and reliability of all of the organization's data and information that it provides CLA for our engagement. You agree to provide us with all necessary information regarding your information services network and your requirements for the project in sufficient time to allow us to adhere to the project schedule. For all non-attest services we may provide to you, including these consulting services, MHSC agrees to assume all management responsibilities, decisions and functions; oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, and/or experience to understand and oversee the services; and to evaluate the adequacy of, and accept responsibility for, the results of the services. We will expect you to adopt such reasonable network security measures, as we or other security consultants may recommend, to minimize potential breaches of your network security. You are also responsible for establishing and maintaining internal controls, including the monitoring of ongoing activities.

#### **HIPAA Business Associate Agreement**

To protect the privacy and provide for the security of any protected health information, as such is defined by the health Insurance Portability and Accountability Act of 1996, as amended from time to time, and the regulations and policy guidances thereunder (HIPAA), MHSC and CLA shall enter into a HIPAA Business Associate Agreement (BAA) in the form attached hereto as *Addendum B*. **Please sign, date, and return it to us together as part of this collective agreement.**

#### **Deliverables**

CLA will maintain ongoing communication with the liaison assigned to work closely with us and will meet with your management leaders, as requested, regarding the status of our progress throughout this engagement. We will deliver a final report(s) that will summarize our findings, observations, and any recommendations that we may have. If for any reason we are unable to complete the engagement, we will not issue a report as a result of the engagement.

#### **Timing**

This agreement shall become effective as of the date signed by Memorial Hospital of Sweetwater County and continue through completion of services as described in Addendum A. We will start performing our services on a mutually agreeable schedule to be determined upon contract acceptance.

#### **Personnel**

Our firm has adopted a team approach to client service, which means that CLA will provide your organization with a team of people who have the relevant knowledge and experience to perform the work plan outlined in Addendum A.

#### **Payment for Employment of Our Personnel**

In the event that you employ one of our professional employees during the performance of the project or within one year after it has been completed, in order to compensate us for lost benefits and the cost of locating and training a replacement you agree to pay us a sum equal to fifty percent of the annual salary you pay to the employee during the first year of employment.

#### **Subcontractors**

CliftonLarsonAllen may, at times, use subcontractors to perform services under this agreement and they may have access to your information and records. Any such subcontractors will be subject to the same restrictions on

the use of such information and records as apply to CLA under this agreement. CLA will be as responsible for any act done by these subcontractors as it is for its personnel under this agreement.

#### **Scope of agreement**

This agreement applies to all aspects of our relationship and to any other or additional services CLA may render to MHSC at any time, unless they are covered by a separate written agreement that MHSC and CLA both sign.

#### **Professional fees and expenditures**

Our professional fees for these services will be based on the time involved and the degree of responsibility and skills required. Reimbursable expenditures are additional and billed separately. Professional fees for the services described in Addendum A are:

Services- 2020	Professional fees
External Penetration Testing	\$10,000
Web/Application Penetration Testing – Patient Portal	\$5,000
Internal Network Penetration Testing and Vulnerability Assessment	\$8,000
Wireless Assessment	\$3,000

***Reimbursable expenditures.*** Reimbursable expenditures made by CLA, separate from the professional fees, include travel time at 50% of the rate of the staff level assigned, and the following expenses:

- Airfare / Mileage
- Transportation / Parking
- Living expenses at project location (hotel, meals, rental car)
- Preparation for printed documents and electronic media
- Shipping and delivery services
- Technology and Client Support Fee (5% of all professional fees billed)

All expenses are billed at actual cost with no markup of charges unless otherwise noted above.

#### **Invoicing, finance charges and collection expenses**

Fees and reimbursements will be due and payable throughout the project, following the organization's receipt of an invoice from CLA. Compensation for services is due within thirty (30) days of the mailing of our bill.

Finance charges of one and one-quarter percent (1.25%) per month will be added to any past due amounts. CLA has the right to immediately terminate our services if payment for our fees or costs is not made to us in a timely manner. In the event that any collection action is required to collect unpaid balances due us, reasonable attorney fees and expenses shall be recoverable.

In the event CLA's services are terminated for whatever reason during the project, the organization will promptly compensate CLA for all professional services rendered and out-of-pocket expenditures through the date of termination.

### **Other fees**

You also agree to compensate us for any time and expenses, including time and expenses of legal counsel, we may incur in responding to discovery requests or participating as a witness or otherwise in any legal, regulatory, or other proceedings that we are asked to respond to on your behalf.

### **Limitation on remedies**

Our role is strictly limited to the tasks and projects described in this letter, and we offer no assurance as to the results or ultimate outcomes of this engagement or of any decisions that you may make based upon our communications with, or our reports to, you. You will be solely responsible for making all decisions concerning the contents of our communications and reports, for the adoption of any plans, and for implementing any plans you may develop, including any that we may discuss with you. CLA has no duty to ensure that the organization's accounting, billing, coding, compliance, or reimbursement practices, systems, or reports comply with applicable laws or regulations, all of which remain the organization's sole responsibility.

You agree that it is appropriate to limit the liability of CLA, its partners, principals, directors, officers, employees, and agents ("we" or "us") and that this limitation of remedies provision is governed by the laws of the state of Minnesota, without giving effect to choice of law principles.

The exclusive remedy available to you shall be the right to pursue claims for actual damages that are directly caused by acts or omissions that are breaches by us of our duties under this agreement, but any recovery on any such claims shall not exceed the fees actually paid under this agreement by you to CLA.

### **Time limitation**

The nature of our services makes it difficult, with the passage of time, to gather and present evidence that fully and fairly establishes the facts underlying any dispute. The parties (you and CLA) agree that, notwithstanding any statute or law of limitations that might otherwise apply to a dispute that may arise between us, including one arising out of this agreement or the services performed under this agreement, for breach of contract, tort, breach of fiduciary duty, fraud, misrepresentation, or any other cause of action or remedy, any suit or action to recover on a dispute must be commenced as provided below, or the party with a claim or prosecuting a dispute shall be forever barred from commencing a lawsuit and from obtaining legal or equitable relief or recovery of any kind whatsoever. An action to recover on a dispute shall be commenced within the shorter of the following limitation periods:

- Within twenty-four (24) months from the date of our last billing for services performed under this engagement letter, or
- Within twenty-four (24) months after the termination of either this agreement or the organization's ongoing relationship with CLA by either of us and for any reason.

These limitation periods apply and begin to run even if the organization has not suffered any damage or loss, or has not become aware of the existence or possible existence of a dispute.

### **Confidentiality and restricted use of information**

CLA will hold the information supplied by the organization to us in confidence and CLA will not disclose it to any other person or party, unless the organization authorizes us to do so, it is published or released by the organization, or it becomes publicly known or available other than through disclosure by us, or disclosure is required by law. The organization agrees any reports or deliverables CLA provides to the organization are only for the internal use of the organization's management. They may not be distributed to any other person or party, for any purpose, without our prior written consent. The organization further agrees to hold any information, reports, or deliverables that CLA provides to the organization in confidence and agrees that the

organization will not disclose such to any other person or party, unless CLA authorizes the organization to do so, it is published or released by us, or it becomes then publicly known or available other than through disclosure by the organization.

CLA may, at times, use subcontractors to perform services under this agreement and they may have access to your information and records. Any such subcontractors will be subject to the same restrictions on the use of such information and records as apply to CLA under this agreement and the BAA.

#### **Legal compliance**

The organization agrees to assume sole responsibility for full compliance with all applicable federal and state laws, rules or regulations, and reporting obligations that apply to the organization or the organization's business, including the accuracy and lawfulness of any reports the organization submits to any government regulator, authority, or entity, except that CLA is responsible for its own compliance with HIPAA as set forth in the BAA. The organization also agrees to be solely responsible for providing legally sufficient substantiation, evidence, or support for any reports or information supplied by the organization to any governmental or regulatory body, or for any insurance reimbursement in the event that the organization is requested to do so by any lawful authority. CLA, its successors, affiliates, officers, and employees do not assume or undertake any duty to perform or to be responsible in any way for any such duties, requirements, or obligations.

#### **Record retention**

Our working papers, including any copies of your records that we chose to make, are our property and will be retained by us in accordance with our established records retention policy. This policy states, in general, that we will retain our working papers for a period of seven years. After this period expires, our working papers and files will be destroyed. Furthermore, physical deterioration or catastrophic events may shorten the time our records are available. The working papers and files of our firm are not a substitute for the organization's records.

In accordance with Section 1861(v)(1) of the Social Security Act, the Secretary and Comptroller General have access, upon request, to the contract and to the books, documents, and records of CLA that are necessary to verify the nature and extent of the costs of services furnished under this contract. This will remain applicable until the expiration of four years after the services furnished under this contract.

#### **Other**

This agreement will remain in effect until it is terminated by either party on thirty (30) days written notice, with or without cause. In the event of termination, the terms of this agreement shall survive and remain in effect. Any notices under this agreement shall be sent to the organization at the address noted above and to us at:

CliftonLarsonAllen LLP  
Attn: Lee Painter, Principal  
200 West Madison Street, Suite 2240  
Chicago, IL 60607

#### **Agreement**

CLA appreciates the opportunity to assist your organization and believes that this letter accurately summarizes the terms of our engagement. This letter constitutes the entire agreement regarding these services and supersedes all prior agreements (whether oral or written), understandings, negotiations, and discussions between us. If you have any questions, please contact us.

If the organization agrees with the terms of this engagement as described in this letter, please sign, date and return a copy of the complete agreement including addendums to us. By returning this letter of engagement, the organization is authorizing us to commence our services.

We look forward to a successful completion of the project.

**CLA (CliftonLarsonAllen LLP)**



Lee Painter, CISSP, HCISPP, CRISC, CCSFP  
Principal  
309-495-8709  
lee.painter@claconnect.com

**Acceptance and acknowledgement**

On behalf of Memorial Hospital of Sweetwater County I acknowledge that the terms of this agreement accurately state our understanding with CLA, and Memorial Hospital of Sweetwater County agrees to be bound by them.

By: \_\_\_\_\_

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

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

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



## Addendum A

### WEB/APPLICATION PENETRATION TESTING (INTERNET FACING/ACCESSIBLE APPLICATIONS)

<b>Overview</b>	Application Penetration Testing is designed to verify that Internet facing applications are configured and operating in a secure manner. The test focuses on both anonymous and credentialed access to validate appropriate Confidentiality, Integrity, and Availability are maintained. Application inputs, processing, and functionality are thoroughly reviewed.
<b>Objective</b>	<p>Identify potential vulnerabilities within the application that might be used to:</p> <ul style="list-style-type: none"><li>• Gain unauthorized access to sensitive confidential information.</li><li>• Modify or destroy data.</li><li>• Operate trusted business systems for non-business purposes.</li></ul>
<b>Benchmarks</b>	<p>We will rely on your policies, procedures, and documented standards to define accepted standards of operation. In the absence of such documentation we will utilize generally accepted Information Security industry best practices and our own experience. CLA's Web Application Penetration Testing framework incorporates the standards from SANS, OWASP, NIST, and other industry best practice standards.</p> <p>If the organization possesses reports from previous penetration tests, we will verify that any previous findings have been adequately addressed.</p>
<b>Approach</b>	<p>CLA Information Security Services will use a variety of manual and automated tools to test the Web Application interfaces. Depending on the final agreed upon scope, we may also review back end systems (application processing systems, databases, etc.), server side source code, application source code, and/or device configurations. We will then obtain appropriate documentation to verify that our activity was properly detected and logged.</p> <p>The complete Web Application Penetration test occurs in the following phases:</p> <ul style="list-style-type: none"><li>• Information Gathering</li><li>• Configuration Management Testing</li><li>• Business logic testing</li><li>• Authentication Testing</li><li>• Authorization Testing</li><li>• Session Management Testing</li><li>• Data Validation Testing</li><li>• Testing for Denial of Service</li><li>• Web Services Testing</li></ul>

Testing will be conducted without credentials followed by testing with credentials in order to validate that application functionality "behind" the authentication prompt is operating in a secure manner.

We will test the interfaces presented to outside through a combination of direct manual testing of inputs, as well as review, analysis and testing of data captured via proxy that is being transmitted between the browser/client and receiving web application service.

**Outcome**

Our web/application penetration test is designed to satisfy the following:

1. The HIPAA Security Rule Requirements for periodic technical validation testing: Evaluation (§ 164.308(a)(8)).
2. PCI-DSS requirements 6.5 for Develop Secure Applications
3. PCI-DSS requirements 6.6 for Secure Public Facing Websites
4. PCI-DSS requirement 11.3 for external penetration testing
5. CIS Critical Controls
  - Control 18: Application Software Security
  - Control 19: Incident Response and Management
  - Control 20: Penetration Tests and Red Team Exercises
6. Open Source Security Testing Methodology Manual (OSSTMM)
7. Open Web Application Security Project (OWASP)
8. NIST SP 800-115 - Technical Guide to Information Security Testing and Assessment

Our deliverable report will provide you with detailed recommendations for how to address specific findings. Successive tests will include findings in a table format that track remediation of previous findings, and identification of new risks.

## INTERNAL NETWORK PENETRATION TESTING AND VULNERABILITY ASSESSMENT

<b>Overview</b>	<p>The Internal Network Penetration Testing and Vulnerability Assessment will be a technical evaluation of the key devices (<i>file servers, mail servers, production servers, routers, switches, etc.</i>) that reside on your trusted business network.</p> <p>The Computer Security Institute estimates that only 3% of businesses have the appropriate security patches and configurations in place to protect their network from an internal breach or a successful perimeter breach.</p> <p>Annual breach analysis reports from Trustwave and Verizon Business Services conclude that the majority of breaches have root causes related to:</p> <ul style="list-style-type: none"><li>• Weak/default administrator and vendor credentials</li><li>• Unsecured network shares</li><li>• Vendor supplied/managed systems</li><li>• Weak or poor patch/update management – especially for non-operating system applications.</li></ul> <p>The Internal Network Penetration Testing and Vulnerability Assessment is designed to confirm that your network is reasonably protected from these types of threats, which can be more disruptive and more expensive.</p>
<b>Objective</b>	<p>Identify potential vulnerabilities inside the network that might be used to:</p> <ul style="list-style-type: none"><li>• Gain unauthorized access to sensitive confidential information.</li><li>• Modify or destroy data.</li><li>• Operate trusted business systems for non-business purposes.</li></ul>
<b>Benchmarks</b>	<p>Benchmark measurement for this network security assessment will be your security policy and configuration standards. In the absence of these standards, CLA will use a combination of industry-specific best practices and vendor-specific best practices related to security for the specific devices deployed in your network.</p>
<b>Approach</b>	<p>The Internal Network Penetration Testing and Vulnerability Assessment occurs in two distinct phases:</p> <p><b><u>Phase 1 - Internal Penetration Testing</u></b></p> <p>Beginning with very limited privileges, (<i>typically only a data port connection in a conference room</i>) CLA Information Security Services will use automated and manual techniques to identify all significant network hosts and routing devices. We will then review their configuration using a combination of automated tools and manual information security checklists (<i>i.e. hardening checklists</i>). The Internal Penetration Testing includes the following:</p> <ul style="list-style-type: none"><li>• Identify live hosts and services available on the network.</li><li>• Perform automated vulnerability assessments using up-to-date open source and custom developed proprietary tools.</li><li>• Manual testing of the results from automated scan to eliminate false positives</li><li>• Exploit vulnerabilities to demonstrate possible privilege escalation scenarios.</li></ul> <p><b><u>Phase 2 - Configuration Audit and Process Review</u></b></p> <p>During the configuration audit we will review key systems and processes to document current configurations:</p>

- Perform service pack/security patch/hot-fix scanning to identify currently level up update on key systems on the network (MS Windows operating systems, UNIX systems, Novell systems, etc.).
- Configuration audits of key servers and routing devices against industry standard benchmarks.
- User account and password auditing to validate compliance with information security policies.
- Review configuration of user account and group policy and auditing settings with Active Directory.
- Review end point protections for workstations and mobile devices, including anti-virus, anti-malware, encryption, etc.
- Review configuration of 3<sup>rd</sup> party vendor installed/maintained systems.
- Review network/system security architecture.

**Outcome**

Our Internal Network Penetration Testing and Vulnerability Assessment is designed to satisfy the following:

1. The HIPAA Security Rule Requirements for periodic technical validation testing: Evaluation (§ 164.308(a)(8)).
2. PCI-DSS requirement 11.2.1 for internal vulnerability scanning.
3. PCI-DSS requirement 11.3 for internal penetration testing.
4. CIS Critical Controls
  - Control 4: Continuous Vulnerability Assessment and Remediation
  - Control 11: Security Configuration for Network Devices
  - Control 19: Incident Response and Management
  - Control 20: Penetration Tests and Red Team Exercises
5. Open Source Security Testing Methodology Manual (OSSTMM)
6. Open Web Application Security Project (OWASP)
7. NIST SP 800-115 - Technical Guide to Information Security Testing and Assessment
8. GDPR (European Union General Data Protection Regulation): Article 32(d)
9. The IVA is also a thorough validation review of configuration requirements documented throughout the rest of the PCI-DSS.

Our deliverable report will provide your network administrators with detailed recommendations for how to address specific findings. Your network will be secured (*hardened*) from the inside to protect against malicious insiders, intruders who may gain physical access to network resources, or external hackers who successfully breach perimeter defenses.

The internal penetration and vulnerability assessment can be used as an “audit” of the organization’s incident response capabilities: does the organization have the right tools and processes in place to “Recognize, React, and Respond” to activities associated with an actual intrusion?

## **NETWORK PENETRATION TESTING – WIRELESS (802.11) SERVICES**

**Overview** Wireless networking technologies have begun to proliferate at a tremendous pace. Recent studies investigated trends in computer manufacturing, with a focus on wireless technologies. One such study suggests that over the next 2-3 years, companies will not be able to purchase computing equipment that does not have wireless capability built in. The study concluded that whether or not companies want wireless technology as part of their networks, the likelihood that it will be present in one form or another is high.

**Approach** Hackers have discovered that it is much easier to break into an entity's network via wireless signals than it is to penetrate a network through a well configured firewall. Recent examples include hacking incidents where a large home improvement chain had their core processing systems accessed from the parking lot by hackers using wireless devices from their cars.

Similar to Internet penetration testing, completeness is a critical control objective. Therefore, we will begin by documenting the external visibility of any 802.11 wireless signals, which propagate beyond the boundaries of your facilities. This technique is referred to as "war driving". Our scanning tools perform the following:

- Identify all wireless (802.11) devices within range. This includes your entity's access points and clients, as well as any neighboring entities' devices.
- Identify the security measures in place (encryption, cloaking, and existence of default configurations).

Each identified device will then be subjected to penetration testing using manual and automated techniques in an effort to gain access to the network. These techniques will include attempts to break encryption, perform password guessing attacks, monitor traffic through "man in the middle" attacks, and take control of access points and client devices. Lastly, we will map the coverage area of any wireless signals, which extend out of or into your facilities.

**Outcome** Security over your existing access points and clients is verified. Our Wireless Penetration Testing is designed to satisfy the following:

1. The HIPAA Security Rule Requirements for periodic technical validation testing: Evaluation (§ 164.308(a)(8)).
2. PCI-DSS requirements related to wireless: 1.2.3, 2.1.1, and 4.1.1, as well as 11.1 requirement for penetration testing.
3. CIS Critical Controls
  - Control 15: Wireless Access Control
  - Control 20: Penetration Tests and Red Team Exercises
  - Security Configuration for Network Devices
4. Open Source Security Testing Methodology Manual (OSSTMM)
5. Open Web Application Security Project (OWASP)
6. NIST SP 800-115 - Technical Guide to Information Security Testing and Assessment

Your network is thoroughly scanned for rogue devices you may not know exist within your trusted infrastructure (i.e. – access points put in by employees or hackers, non-standard laptops with wireless cards) in order to accomplish the critical control objective of completeness.



**Addendum B**

**HIPAA BUSINESS ASSOCIATE AGREEMENT**

THIS HIPAA BUSINESS ASSOCIATE AGREEMENT ("Agreement") is made by and between Memorial Hospital of Sweetwater County (hereinafter referred to as "MHSC") and CliftonLarsonAllen LLP (hereinafter referred to as "CLA"). This Agreement is effective as of the date signed by Memorial Hospital of Sweetwater County

**RECITALS**

**WHEREAS**, MHSC is a "covered entity" within the meaning of 45 CFR § 160.103;

**WHEREAS**, CLA provides accounting, consulting, or other services to MHSC and, in connection therewith, MHSC wishes to disclose "protected health information" within the meaning of 45 CFR § 160.103 to CLA and CLA wishes to receive protected health information and, on behalf of MHSC, create, maintain, or transmit protected health information (collectively, "MHSC's PHI");

**WHEREAS**, CLA is a "business associate" within the meaning of 45 CFR § 160.103;

**WHEREAS**, MHSC and CLA intend to protect the privacy and provide for the security of MHSC's PHI in compliance with the Health Insurance Portability and Accountability Act of 1996, the Health Information Technology for Economic and Clinical Health Act of 2009, and the regulations and policy guidance thereunder ("HIPAA Rules");

**WHEREAS**, the HIPAA Rules require that MHSC receive adequate assurances that CLA will comply with certain obligations with respect to MHSC's PHI and, accordingly, the parties hereto desire to enter into this Agreement for the purpose of setting forth in writing the terms and conditions for the use, disclosure, and safeguarding of MHSC's PHI, including provisions required by the HIPAA Rules as the same may be amended from time to time;

**NOW, THEREFORE**, in consideration of the foregoing recitals and mutual covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

**TERMS OF AGREEMENT**

**1. Obligations and Activities of CLA.**

- a. **Permitted and Required Uses and Disclosures.** CLA shall not use or disclose MHSC's PHI except as permitted or required by this Agreement or as required by law. Specifically, CLA agrees as follows:
  - i. CLA may only use or disclose MHSC's PHI as necessary to perform the services set forth in the service agreement, if any, between MHSC and CLA, to perform functions, activities, or services for, or on behalf of, MHSC as requested by MHSC from time to time, or as required by law.
  - ii. CLA shall use or disclose only the "Minimum Necessary" amount of information, as such term is defined in the HIPAA Rules, required to conduct the authorized activities herein, except that CLA will limit disclosures to a limited data set as set forth in 45 CFR § 164.514(e)(2) as required by the HIPAA Rules.
  - iii. CLA may not use or disclose MHSC's PHI in a manner that would violate Subpart E of 45 CFR Part 164 if done by MHSC, except that CLA may use or disclose MHSC's PHI for the proper management and administration of CLA or to carry out the legal responsibilities of CLA, provided

the use or disclosures are required by law or CLA obtains reasonable assurances from the person to whom the information is disclosed that MHSC's PHI will remain confidential and used or further disclosed only as required by law or for the purposes for which it was disclosed to the person, and the person notifies CLA of any instances of which it is aware in which the confidentiality of MHSC's PHI has been breached.

- iv. CLA may use MHSC's PHI to provide "data aggregation services" relating to the health care operations of MHSC within the meaning of 45 CFR § 164.501.
  - v. CLA shall not disclose MHSC's PHI in a manner that would violate any restriction thereof which has been duly communicated to CLA.
  - vi. Except as permitted by the HIPAA Rules, CLA shall not directly or indirectly receive remuneration in exchange for any of MHSC's PHI unless authorized in writing by MHSC.
- b. Safeguards. CLA shall use appropriate safeguards, and comply with Subpart C of 45 CFR Part 164 with respect to electronic protected health information, to prevent use or disclosure of MHSC's PHI other than as provided in this Agreement.
- i. Administrative Safeguards. CLA shall implement all required administrative safeguards pursuant to 45 CFR § 164.308 as such are made applicable to business associates pursuant to the HIPAA Rules. Additionally, CLA shall either implement or properly document the reasons for non-implementation of all administrative safeguards of 45 CFR § 164.308 that are designated as "addressable" as such are made applicable to business associates pursuant to the HIPAA Rules.
  - ii. Physical Safeguards. CLA shall implement all required physical safeguards pursuant to 45 CFR § 164.310 as such are made applicable to business associates pursuant to the HIPAA Rules. Additionally, CLA shall either implement or properly document the reasons for non-implementation of all physical safeguards of 45 CFR § 164.310 that are designated as "addressable" as such are made applicable to business associates pursuant to the HIPAA Rules.
  - iii. Technical Safeguards. CLA shall implement all required technical safeguards pursuant to 45 CFR § 164.312 as such are made applicable to business associates pursuant to the HIPAA Rules. Additionally, CLA shall either implement or properly document the reasons for non-implementation of all technical safeguards of 45 CFR § 164.312 that are designated as "addressable" as such are made applicable to business associates pursuant to the HIPAA Rules.
- c. Reporting of Disclosures. CLA shall report to MHSC any use or disclosure of MHSC's PHI not provided for by this Agreement of which CLA becomes aware, including any acquisition, access, use or disclosure (i.e., "breach") of "unsecured protected health information," within the meaning of 45 CFR § 164.403, and any security incident of which CLA becomes aware. CLA shall make such report to MHSC without unreasonable delay and in no case later than sixty (60) calendar days following discovery of the breach. CLA's notice to MHSC shall include all information needed by MHSC to provide notice to affected individuals and otherwise satisfy the requirements of 45 CFR § 164.410.
- d. CLA's Subcontractors. CLA may disclose MHSC's PHI to one or more subcontractors and may allow its subcontractors to create, receive, maintain, or transmit MHSC's PHI on behalf of CLA. CLA shall obtain satisfactory assurances from any such subcontractor that it will appropriately safeguard MHSC's PHI in accordance with 45 CFR § 164.314(a) and shall ensure that the subcontractor agrees in writing to the same or more stringent restrictions, conditions, and requirements that apply to CLA with respect to MHSC's PHI. Upon CLA contracting with a subcontractor regarding MHSC's PHI, CLA shall provide MHSC written notice of such executed agreement.

- e. Satisfying Requests for Access. CLA shall make available to MHSC, MHSC's PHI in a "designated record set," within the meaning of 45 CFR § 164.501, as MHSC may require to satisfy its obligations to respond to a request for access pursuant to 45 CFR § 164.524. If CLA receives a request for access directly from an individual or an individual's designee, CLA shall forward such request within five (5) calendar days to MHSC for MHSC to fulfill. Alternatively, if directed by MHSC and agreed to by CLA, CLA shall make available to the individual or the individual's designee MHSC's PHI in a designated record set, as necessary to satisfy the requirements of 45 CFR § 164.524. CLA shall provide such access within thirty (30) calendar days of receiving a request for access and shall confirm to MHSC in writing that such request has been fulfilled.
  - f. Satisfying Requests for Amendment. CLA shall make any amendments to MHSC's PHI in a designated record set, as MHSC may require to satisfy its obligations to respond to a request for amendment pursuant to 45 CFR § 164.526. If CLA receives a request for amendment directly from an individual or an individual's designee, CLA shall forward such request within ten (10) calendar days to MHSC for MHSC to fulfill. Alternatively, if directed by MHSC and agreed to by CLA, CLA shall make an amendment to MHSC's PHI in a designated record set, as necessary to satisfy the requirements of 45 CFR § 164.526. CLA shall make such amendment within sixty (60) calendar days of receiving a request for amendment and shall confirm to MHSC in writing that such request has been fulfilled.
  - g. Internal Practices. CLA shall make its internal practices, books and records relating to the use and disclosure of MHSC's PHI available to the Secretary of the United States Department of Health and Human Services or his or her designee for purposes of determining compliance with the HIPAA Rules.
  - h. Accounting. CLA shall document disclosures of MHSC's PHI and information related to such disclosures and otherwise maintain and make available the information required to provide an accounting of disclosures to the MHSC as necessary to permit the MHSC to respond to a request for an accounting pursuant to 45 CFR § 164.528. If CLA receives a request for an accounting directly from an individual or an individual's designee, CLA shall forward such request within ten (10) calendar days to MHSC for MHSC to fulfill. Alternatively, if directed by MHSC and agreed to by CLA, CLA shall provide an accounting as necessary to satisfy the requirements of 45 CFR § 164.528. CLA shall satisfy such request within sixty (60) calendar days of receiving a request for an accounting and shall confirm to MHSC in writing that such request has been fulfilled.
  - i. Policies and Procedures; Documentation. CLA shall develop appropriate policies and procedures relating to its compliance with the administrative, physical, and technical safeguards set forth in Section 1.b. and shall document, retain, and update such policies and procedures as required by 45 CFR § 164.316.
  - j. Compliance as if Covered Entity. To the extent CLA is to carry out one or more of the obligations imposed on the MHSC as a "covered entity" under Subpart E of 45 CFR Part 164, CLA shall comply with the requirements of said Subpart E that apply to the MHSC in the performance of such obligations.
2. MHSC Obligations. MHSC shall provide notice to CLA of any of the following:
- a. Any limitations in the notice of privacy practices of MHSC under 45 CFR § 164.520, as well as any changes to such limitations, to the extent that such limitation may affect CLA's use or disclosure of MHSC's PHI.
  - b. Any changes in, or revocation of, the permission by an individual to use or disclose his or her protected health information, to the extent that such changes may affect CLA's use or disclosure of MHSC's PHI.

- c. Any restriction on the use or disclosure of protected health information that MHSC has agreed to or is required to abide by under 45 CFR § 164.522, to the extent that such restriction may affect CLA's use or disclosure of MHSC's PHI.

MHSC shall not request CLA to use or disclose MHSC's PHI in any manner that would not be permissible under the HIPAA Rules if done by MHSC, except that MHSC may request CLA to provide to MHSC "data aggregation services" relating to the health care operations of the MHSC within the meaning of 45 CFR § 164.501, as permitted by 45 CFR § 164.504(e)(2)(i)(B).

3. **Termination of Agreement.**

- a. This Agreement shall terminate on the earliest to occur of one year from the date last signed below, the date either party terminates the Agreement "for cause," as described in Section 3.b., the date CLA terminates as described in Section 3c., or pursuant to Section 5 upon either party's failure to negotiate or enter into an amendment to this Agreement.
- b. **Termination for Cause.** A breach of any provision of this Agreement by either party, as determined by the non-breaching party, shall constitute a material breach of the Agreement and shall provide grounds for termination of the Agreement for cause if the breaching party is unable to cure such breach to the other party's satisfaction within ten (10) days following written notice of such breach. The breaching party shall cooperate with the other party as necessary to mitigate the extent of any unauthorized disclosures of MHSC's PHI or any damages or potential damages and liability under the HIPAA Rules caused by any violation of this Agreement or other unauthorized use of MHSC's PHI.
- c. **Termination by CLA.** Upon thirty (30) days' advance written notice, CLA shall have the right to terminate this Agreement if MHSC imposes additional restrictions or requirements regarding the use, disclosure, or maintenance of MHSC's PHI that CLA reasonably determines will materially affect CLA's ability to perform its responsibilities under this Agreement or will materially increase CLA's costs to perform its responsibilities under this Agreement.

4. **Treatment of MHSC's PHI after Termination.** Upon termination of this Agreement for any reason, CLA, with respect to MHSC's PHI, shall:

- a. Retain only that portion of MHSC's PHI which is necessary for CLA to continue its proper management and administration or to carry out its legal responsibilities;
- b. Return to MHSC or, if agreed to by MHSC, destroy remaining MHSC's PHI that CLA still maintains in any form and retain no copies of such MHSC's PHI;
- c. Continue to use appropriate safeguards and comply with Subpart C of 45 CFR Part 164 with respect to electronic protected health information to prevent use or disclosure of MHSC's PHI, other than as provided for in this Section, for as long as CLA retains any MHSC's PHI;
- d. Not use or disclose MHSC's PHI retained by CLA other than for the purposes for which MHSC's PHI was retained and subject to the same conditions, as set forth in Section 2, which applied prior to termination;
- e. Return to MHSC or, if agreed to by MHSC, destroy remaining MHSC's PHI retained by CLA when it is no longer needed by CLA for its proper management and administration or to carry out its legal responsibilities and retain no copies of such MHSC's PHI;
- f. Obtain or ensure the destruction of any MHSC's PHI created, received, or maintained by any of CLA's subcontractors; and

- g. Within thirty (30) calendar days after termination or expiration of this Agreement, certify in a written statement signed by a senior officer of CLA, that all MHSC's PHI has been returned or disposed of as required above.

If the parties mutually agree that return or destruction is not feasible, this Agreement shall continue to apply to MHSC's PHI and, without limitation to the foregoing, the obligations of CLA under this Agreement shall survive the termination of this Agreement with respect to any MHSC's PHI retained by CLA. CLA shall limit further use and disclosure of MHSC's PHI to those purposes that make the return or destruction of MHSC's PHI infeasible.

5. **Amendment to Comply with Law.** The parties acknowledge that state and federal laws relating to electronic data security and privacy are rapidly evolving and that amendment of this Agreement may be required to provide for procedures to ensure compliance with such developments. The parties agree to promptly enter into negotiations concerning the terms of an amendment to this Agreement embodying written assurances consistent with the HIPAA Rules or other applicable law upon the written request of either party. Either party may terminate this Agreement upon thirty (30) days' written notice in the event (i) the other party does not promptly enter into negotiations to amend this Agreement upon the request of the party giving notice or (ii) the other party fails to execute an amendment to this Agreement upon the request of the party giving notice.
6. **No Third Party Beneficiaries.** Nothing expressed or implied in this Agreement is intended to confer, nor shall anything herein confer, upon any person other than MHSC, CLA, and their respective successors or assigns, any rights, remedies, obligations, or liabilities whatsoever.
7. **Indemnification.** MHSC shall indemnify, hold harmless, and defend (with counsel of CLA's choosing) CLA, its subsidiaries, affiliates, partners, and employees from and against all claims, suits, administrative proceedings, demands, losses, damages, or penalties, including reasonable attorneys' fees, arising out of MHSC's misuse or improper disclosure of MHSC's PHI, breach of this Agreement, or violation of the HIPAA Rules or any other law or regulation.
8. **Interpretation.** This Agreement shall be interpreted as broadly as necessary to implement and comply with the HIPAA Rules. The parties agree that any ambiguity in this Agreement shall be resolved in favor of a meaning that complies and is consistent with the HIPAA Rules. There shall be no presumption for or against either party, by reason of one of the parties causing this Agreement to be drafted, with respect to the interpretation or enforcement of this Agreement.
9. **Notices.** All notices and other communications required or permitted hereunder or necessary or convenient in connection herewith shall be in writing and shall be deemed to have been given when hand delivered or mailed by registered or certified mail, as follows (provided that notice of change of address shall be deemed given only when received):

If to MHSC, to: Memorial Hospital of Sweetwater County  
1200 College Drive  
Rock Springs, WY 82901  
Attention: Rich Tyler,

If to CLA, to: CliftonLarsonAllen LLP  
200 South Sixth Street, Suite 300  
Minneapolis, MN 55402-1436



Attention: Darryn McGarvey, Principal

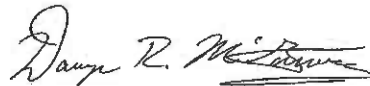
or to such other names or addresses as MHSC or CLA, as the case may be, shall designate by notice to the other in the manner specified in this Section 9.

10. **Survival.** The obligations contained in this Agreement which by their nature or context survive or are expressly intended to survive the expiration or termination of this Agreement will so survive and continue in full force and effect. Without limiting the generality of the foregoing, Sections 2, 4, and 7 shall survive the termination of this Agreement.
11. **Severability.** If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid, illegal, or unenforceable, the remaining provisions of this Agreement shall remain in full force, if the essential terms and conditions of this Agreement for each party remain valid, binding, and enforceable.
12. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties on the matters contained herein. All prior and contemporaneous negotiations and agreements between the parties on the matters contained in this Agreement are superseded by this Agreement.
13. **Non-Waiver.** No failure or delay in exercising any right or remedy under this Agreement and no course of dealing between the parties operates as a waiver or estoppel of any right, remedy, or condition. A waiver made in writing on one occasion is effective only in that instance and only for the purpose that it is given and is not to be construed as a waiver on any future occasion.

IN WITNESS WHEREOF, the parties have signed this Agreement.

Memorial Hospital of Sweetwater County

CliftonLarsonAllen LLP



By: \_\_\_\_\_

By: \_\_\_\_\_

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

Print Name: Darryn McGarvey

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

Title: Principal

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

Date: 10/21/2019